

**Devon Children & Young People's Plan**  
**Final Draft**  
**for consideration under the Children Act 2004 by**  
**'Duty to Co-operate' Partners**

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## Section 1: Introduction

### Why a Children and Young People's Plan?

The Children Act 2004 and *Every Child Matters* set out an expectation for services to improve the way they work together to give all children and young people the best possible opportunity to grow up:

- being healthy
- staying safe
- enjoying and achieving
- making a positive contribution
- achieving economic wellbeing

These five outcomes were chosen after wide consultation with children, young people, parents and professionals. The purpose of the Children and Young People's Plan is to describe how services for children and young people across Devon will pull together to achieve these outcomes as effectively as possible.

*Every Child Matters*, the *National Service Framework for Child Health and Maternity Services*, the *Five Year Plan for Learners*, the *National Childcare Strategy* and *Youth Matters* provide the national expectations. The Devon Children and Young People's Plan takes these, together with locally identified needs to create a broad strategic vision for services. The individual plans of local partners will then describe the way that each service helps achieve these priorities at the same time as continuously improving their own provision.

Devon Strategic Programme				Community Strategy			Local Strategic Plans		
<b>Children and Young People's Plan</b>									
Thematic Plans of Local Partners e.g.									
PCT local delivery plan	Police 3 year strategy plan	Youth Justice Board plan	Connexions & LSC Plans	Education & Social Service plans	District Council Plans	Drug & alcohol reduction strategy	Crime & disorder strategy	Probation plan	Voluntary agency plans
Operational and Service Plans - as needed									

### Why these priorities?

In Devon, the county council, NHS primary care and hospital trusts, district councils, police, Connexions, voluntary organisations and the Children's Fund have joined together into a partnership called the Devon Children's Trust. It is these partners who have worked with schools, parents, children and young people to help the county council produce this plan.

The Annual Performance Assessment (APA) is an appraisal of county council children's services conducted jointly by OfSTED, the Commission for Social Care Inspection and Audit Commission. Their inspection judgements have helped inform our priorities. In addition agencies continually report against their performance and, over the past year, a number of individual agency inspections have taken place. Strengths and weaknesses identified in these have fed into the plan. Several hundred professionals and all key agencies have also contributed through formal feedback and consultation events.

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In the past two years there has been a lot of activity aimed at gathering the views of children and young people. We have collated these to identify key messages:

- concern about personal safety and bullying
- lack of things to do and places to go
- cost and limited choice of public transport in rural areas
- lack of job opportunities
- difficulty accessing age appropriate advice and support
- the need for specialist play spaces e.g. skateparks

Children and young people consulted during the development of this plan have added three further issues:

- parent/carers and teachers need better advice and information about the real issues and needs of children and young people
- a need for more, and more skilled, mentors/motivators to encourage children and young people to make more of opportunities that are available
- a need for more encouragement to help young people and their communities "get along with each other"

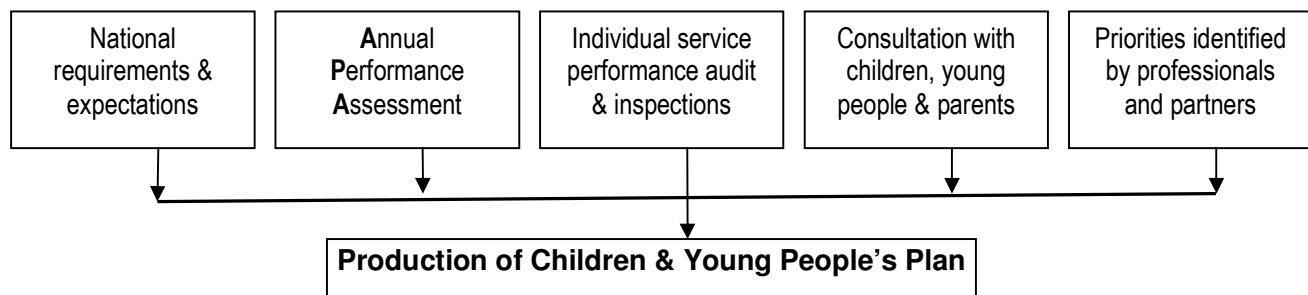
Consultation responses from parents and carers have particularly emphasised that:

- families want more locally accessible information, advice and support as and when they need it
- there needs to be greater equality of access to and standards of provision across all parts of Devon
- services should focus on creating single points of access, reducing multiple assessments and tailoring services around family not agency needs

A random survey of 5000 households carried out for the county council, identified what householders felt are the priorities for children and young people's services:

- helping children and young people lead healthier lifestyles (healthy eating, physical activity, tackling drug/alcohol misuse)
- improving performance of under-achieving pupils and schools
- providing better support to vulnerable children and helping children "at risk" to stay safe
- improving support for parents of pre-school children
- providing more things for children and young people to do in their spare time

In bringing all this together we have tried to reflect the diversity and rural needs of the county, work towards equality of access and opportunity across the county and to make sure that the most disadvantaged and hardest to reach are also reflected.



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Having brought together all this information about the needs and priorities for change. The starting point for producing the plan is a vision that reflects our hopes for all Devon children and young people against each of the five *Every Child Matters* outcomes.

### **The Vision for Devon**

Our aim is that all Devon's children and young people have the best possible start in life and gain the knowledge and skills they need to lead happy, healthy and fulfilling lives. We will support parents, families and carers in helping children and young people to:

- **stay fit and healthy in mind and body**
- **stay safe from harm and be protected from abuse or neglect**
- **enjoy learning, aim for excellence and achieve the best of their ability**
- **be valued members of the community and contribute positively**
- **find a good job and provide for themselves**

Achieving this Vision will test us as individual professionals, as organisations and as a partnership. To help us succeed, we have described a series of Challenges that we must meet, and within them practical and measurable actions that we will take. These actions don't cover everything that we do, they focus on the most urgent developments that collectively we need to achieve if we are to deliver the improved outcomes that Devon's children, young people and families want and deserve.

## Section 2

## The Vision and Challenges for Devon

### Be Healthy

#### Our Vision is that:

#### Devon's children and young people stay fit and healthy in mind and body

To help us achieve our vision for children and young people in Devon, we will plan together to meet the following challenges:

1. provide parents and carers with access to advice, information and support to promote healthy choices
2. provide a range of services to promote children and young people's physical health
3. develop integrated services to promote the mental health of children and young people
4. reduce alcohol consumption and smoking among young people
5. identify and respond to additional health needs of children and young people experiencing health inequalities due to long-term parental health difficulties or because they are 'looked after' in public care
6. develop services to ensure children and young people with disabilities or long-term health needs receive integrated assessment and responses to their health and development needs

#### PROFILE

##### How Devon is Now

The 2005 Annual Performance Assessment found the following:

*"Outcomes in this area are generally good. Children and young people engage actively in school sport and healthy life styles are promoted well through the youth service and the healthy schools initiative, with a coordinator post funded jointly by education and health. The expansion of programmes that aim to raise awareness of alcohol issues is identified as an area for further development as referral to specialist substance misuse services are relatively high compared to other parts of the regions. New guidance is being provided to schools as part of the personal, health and social education curriculum. Effective strategies, including enhanced dental services, have been put in place to improve the overall health outcomes of looked-after children which are currently below comparator groups. Young offenders receive timely assessments from child and adolescent mental health services (CAMHS) and further development of provision is a key priority for the council and its partners in meeting the full range of local need. There are good links with the voluntary sector, which provides accessible and informal support and counselling for young people. Teenage pregnancy rates are generally below the national average and falling across the county as a whole. The council recognises the need to continue to focus its efforts on areas where rates remain high. The collaboration between the traveller education and health visitor service is a good example of targeting resources to improve the health and well-being of some of the county's most vulnerable children."*

*"Strong partnerships with increasing co-ordination and joint planning underpin key developments in this area. For instance, the integrated health and social care provision for children with disabilities and communication difficulties is being expanded to provide support for children with long term illness. The council identifies the need to ensure greater consistency across the county as a key priority and good progress is being made under the strategic direction of the new Children's Trust and the Healthy Child Development Group."*

**Facts & Trends** – will be in graph form and show comparison with national or 'family' measures

Infant mortality per 1000 live births

Under 18 conceptions

Inspection report on sex and relationship education

Mental health data

The number of children looked after who had an annual health assessment

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### Challenge 1

#### **provide parents and carers with access to advice, information and support to promote healthy choices**

##### **Actions we will take to meet this challenge**

- by September 2006 we will have agreed a joint strategy, funding and implementation plan for parent advice and support
- throughout the life of this plan we will enhance the breadth and quality of parent advice and information available through the DISC resource directory
- by March 2007 we will have agreed the delivery strategy and funding arrangements to deliver a children's centre offer in each learning community catchment across Devon

##### **We will measure progress in meeting this challenge using the following indicators:**

- PCT patient questionnaire: have you been given advice and help domain score (*NSF & JAR indicator*)

##### **What will help us meet this target?**

The Children's Trust Executive will be responsible for overseeing delivery of this target and will be supported by

- DISC and DISC+
- Early Years, Sure Start and Children's Centre funding and partnerships
- Community health services and staff

### Challenge 2

#### **provide a range of services to promote children and young people's physical health**

##### **Actions we will take to meet this challenge**

- by March 2007, all PCT's to implement a Child Health Promotion Programme compliant with NSF standards
- by March 2007, all PCT's to have developed an enhanced range of primary care paediatric services and revised specifications for secondary and tertiary NHS services such that more children are treated at, or closer, to home
- by March 2008 80% of schools will achieve the new Healthy School standard
- by September 2008 92% of primary and 89% of secondary school children will be participating in a minimum of 2 hours per week high quality PE and school sport a week
- by March 2007 we will have established arrangements to deliver integrated 16+ advice services for vulnerable young people in the ten wards with the highest concentrations of teenage conceptions

##### **We will measure progress in meeting this challenge using the following indicators:**

- % of all children classified as overweight/obese receiving an assessment and offered intervention (*LAA indicator*)
- % of schools participating in the National Healthy Schools Standard (*NSF, JAR & LAA indicator*)
- % of primary & secondary school pupils participating in a minimum of 2 hours high quality PE & school sport each week (*NSF, JAR, LAA & LPSA indicator*)
- teenage conceptions below ages 16 and 18 (*NSF & JAR indicator*)

##### **What will help us meet this target?**

The Children's Trust Healthy Child Group will be responsible for overseeing delivery of this target and will be supported by

- the Local Public Service Agreement (LPSA2) and Local Area Agreement (LAA)
- the schools sports, activity, PHSE & Healthy schools programmes
- local voluntary play networks and play providers offering alternative opportunities for healthy activities
- PCTs Public Health, Occupational Therapy & Health Visitor networks
- District councils

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### Challenge 3

#### **develop integrated services to promote the mental health of children and young people**

##### **Actions we will take to meet this challenge**

- by March 2007 integrated local management of NHS and local authority CAMHS services will be in place and established single referral, assessment and service delivery arrangements
- throughout the life of this plan, health and local authority CAMH services will be increased by at least 10% per year according to priorities agreed within the Children's Trust CAMHS Strategy and demonstrated by increased staffing, patient contacts and/or investment
- by October 2007 local crisis support and treatment services for children and young people with complex emotional and behavioural needs will be expanded and the number of looked after young people requiring long term residential placement because of their emotional needs will be halved
- by October 2007 an evidence-based strategy for the development of infant mental health services will have been agreed, with an associated implementation plan
- by September 2006 integrated CAMHS-substance misuse tier 4 services will be in place throughout the county

##### **We will measure progress in meeting this challenge using the following indicators:**

- % of CAMHS new cases with length of wait under 4 weeks and under 26 weeks (*NSF, JAR & LAA indicator*)
- deaths of children under age 15 per 10,000 under 15s by suicide (*NSF & JAR indicator*)
- number of children and young people requiring out of area placement due to emotional or behavioural issues (*local indicator*)

##### **What will help us meet this target?**

The Children's Trust CAMHS Development Group will be responsible for overseeing delivery of this target and will be supported by

- actively exploring the use of Health Act Section 31 agreement to support the development of locally based integrated services for children and young people with mental health and complex emotional/behavioural needs
- working closely with the Children's Centre and Extended Schools initiative to support primary care and support networks

### Challenge 4

#### **reduce alcohol consumption and smoking among young people**

##### **Actions we will take to meet this challenge**

- by September 2006 a joint Children's Trust-Safer Devon Partnership-Drug & Alcohol Action Team (DAAT) alcohol reduction strategy for young people will have been agreed and an implementation plan will be being developed
- by Sept 2006 the Devon Information Services for Children (DISC) website resource directory will be fully linked with a range of national and local smoking and alcohol information and advice sources
- by Dec 2006 a screening tool to help identify alcohol and drug use and a linked programme of staff training will be available for tier 1 and 2 staff across Devon

##### **We will measure progress in meeting this challenge using the following indicators:**

- increase in the number of young people in PRUs, YOT and care leavers who have received an assessment of alcohol use and have access to information (*LAA indicator*)
- % of healthy schools meeting the substance misuse standard (*local indicator*)
- proportion of expectant mothers smoking during pregnancy (*NSF & JAR indicator*)

##### **What will help us meet this target?**

The Children's Trust Healthy Child Group will be responsible for overseeing delivery of this target and will be supported by

- initiatives developed jointly with the Devon DAAT, Safer Devon Partnership and local district councils
- links to leisure services, voluntary and private sector activities
- national resources such as positive futures and FRANK will be incorporated in local and web based information systems
- the work of PCT smoking cessation staff, DAAT young people's substance misuse coordinator and DAAT training services

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### Challenge 5

**identify and respond to additional health needs of children and young people experiencing health inequalities due to long-term parental health difficulties or because they are 'looked after' in public care**

#### **Actions we will take to meet this challenge**

- by March 2007 children's services, in conjunction with adult mental health and substance misuse services, will have established county-wide arrangements to identify the health and advice needs of children and young people of parents with long term mental health or substance misuse issues
- by March 2007 health services, in conjunction with extended schools, will have agreed a strategy for identifying and responding to the health needs of young carers
- by December 2006, a Multi Agency Looked After Partnership will be established to oversee the Devon strategy for promoting the health of looked after children

#### **We will measure progress in meeting this challenge using the following indicators:**

- the number of young carers 'known' to young carers coordinators (*local indicator*)
- drug related mental health and behaviour problems by age group (*NSF & JAR indicator*)
- the proportion of looked after children registered with a GP (*JAR indicator*)

#### **What else will help us meet this target?**

Devon Children's Services Directorate will oversee delivery of this target and will be supported by

- maternity, paediatric and community health services
- the LPSA targets on *Improving Life Chances for looked After Children and Supporting People on Low Incomes*
- research underway jointly with Plymouth University and ACPC will be used to inform the development of support to families with substance misusing parents

### Challenge 6

**develop services to ensure children and young people with disabilities or long term health needs receive integrated assessment and responses to their health and development needs**

#### **Actions we will take to meet this challenge**

- by March 2007 we will have established Joint Agency Teams for Children with Special Needs across all districts of Devon. These teams will develop formal links with children's centres and extended schools as all three initiatives come on stream
- by September 2006 we will have agreed the protocols and implementation arrangements for a Child Concern Pathway. The Pathway will be implemented alongside the Common Assessment Framework and will include separate pathways covering Autistic Spectrum, ADHD, substance misuse and severe emotional and behavioural needs
- by April 2007 we will have agreed arrangements for formal Health Act S 31 arrangements covering key aspects of the work of the Joint Agency Teams throughout Devon
- throughout the life of this plan we will work to expand Direct Payments and Parent / External Key Worker options and increase the practical support for self-directed and localised care
- by December 2007 we will have fully implemented the Devon Transitions protocol to promote smooth transfer to adult social care, health care and education services

#### **We will measure progress in meeting this challenge using the following indicators:**

- the number of children with disabilities receiving integrated assessments (*local indicator*)
- proportion of 5-16 yr olds with learning difficulties undertaking PE & school sport for at least 2 hours per week (*JAR indicator*)
- number of families of a child with disability who have an external or parent key worker (*local indicator*)

#### **What else will help us meet this target?**

The Children's Trust Children with Special Needs Group will oversee delivery of this target and will be supported by

- updating of the existing Devon Strategy for Children with Special Needs and their Parent/Carers
- Health Act S 31 pooled budget arrangement covering much of the JAT work
- linking DISC, DISC+ and the Local Resource Directories through one internet access point

## Stay Safe

**Our Vision is that :**

**Devon's children and young people stay safe from harm and are protected from abuse or neglect**

To help us achieve our vision for children and young people in Devon, we will plan together to meet the following challenges:

- 1. support parents and carers to provide safe homes and stability as their children grow**
- 2. help children and young people make choices, build their confidence and avoid harm**
- 3. identify people and circumstances that represent a serious risk to children and young people and respond to such threats quickly and effectively**
- 4. assist children and families experiencing violence or discrimination (in the home, at school or in the community) to bring about change**
- 5. identify and safeguard children and young people who are 'looked after' in public or private care settings**
- 6. encourage communities to create a supportive and stimulating environment in which children and young people can play safely while developing protective skills**

### PROFILE

#### How Devon is Now

The 2005 Annual Performance Assessment found the following:

*"Outcomes in this area are satisfactory overall. The post- inspection plan to strengthen child protection arrangements has been completed with all children and young people on the child protection register now being allocated a qualified social worker. Effective work is undertaken in many schools to create a safe and supportive environment. There are good joint working relationships with other agencies in the move towards safeguarding boards. Inter-agency policies and procedures are comprehensive, up-to-date and reflect statutory requirements. Whilst there are plans to further develop multi-agency child protection training, too many schools do not have staff with current child protection training. This must be addressed as a matter of urgency."*

*"CSCI inspections of regulated services indicate general compliance with national minimum standards and compliance with Child Protection policies and procedures. However, weaknesses were identified in staff recruitment practices and a revised process is now in place for all staff. This will afford children and young people a greater level of protection."*

*"Serious case reviews are ongoing with helpful monthly meetings with the safeguarding manager to update on progress. Overview reports are nearing completion and there is a commitment to implementing lessons learned. The Area Child Protection Committee is supporting a post to address and disseminate learning to all partner agencies. Performance on Child Protection reviews for 2004/05 is disappointing and has dropped since last year. Actions to address this are in place with all assessments completed in a timely way since 1<sup>st</sup> April 2005. Assessment times for children in need have improved but the percentage of core assessments completed in 35 days is down. The percentage of looked-after children allocated to a named qualified social worker is an area for improvement. This may impact on the quality and timeliness of care plan implementation."*

#### Facts & Trends

% of initial assessments within 7 working days of referral

% of child protection re-registrations during year

number of children looked after with 3 or more placements during the year

% of looked after children fostered by relatives or friends

ratio of ethnic minority children in need as a % in the local population

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### Challenge 1

#### **support parents & carers to provide safe homes and stability as their children grow**

##### **Actions we will take to meet this challenge**

- by April 2007 self referred access to Family Group Conferencing will be available in all areas so that families can be assisted to resolve their own difficulties
- by March 2007 information and advice on the safe use and maintenance of special needs aids and equipment will be available in all areas of Devon through local joint equipment store arrangements
- by September 2006 we will have reviewed the availability and quality of Child Protection information and advice available to all early years and school settings and will have set out a delivery plan to ensure consistency and ease of access through Devon

##### **We will measure progress in meeting this challenge using the following indicators:**

- % of children and young people on the child protection register per 10,000 population aged under 18 (*JAR indicator*)

##### **What else will help us meet this target?**

Devon Children's Services Directorate will oversee delivery of this target and will be supported by

- links with voluntary sector rural outreach services, fire and rescue services, the police and local authority environmental safety officers as part of the children's centre roll-out
- development of Devon Customer Centre telephone advice linked to Disc to ensure coherent early years advice and information

### Challenge 2

#### **help children & young people make choices, build their confidence and avoid harm**

##### **Actions we will take to meet this challenge**

- throughout the life of this plan we will build on existing good practice to ensure that schools, play, youth and community services from the statutory, voluntary and private sector are supported to encourage safe and healthy decision making
- by December 2006 children looked after in public care will be offered a range of advice and information on their safety and wellbeing as part of their regular care planning and reviews
- by April 2007 information and advice and opportunities to learn about child and young people's road safety and safe care and use of bicycles will be available in each learning community / school

##### **We will measure progress in meeting this challenge using the following indicators:**

- % of looked after children receiving safety information (*local indicator*)
- number of 0 – 15 year olds injured or killed in road traffic accidents (*ECM, & JAR indicator*)

##### **What else will help us meet this target?**

The Safeguarding Board will oversee delivery of this target and will be supported by

- play / youth organisations and networks providing informal opportunities for children to learn safety awareness
- the police and DCC road safety advisors
- school activities and plans

### Challenge 3

#### **identify people and circumstances that represent a serious risk to children and young people and respond to such threats quickly and effectively**

##### **Actions we will take to meet this challenge**

- throughout the life of this plan we will work to develop arrangements to set up a Local Safeguarding Children Board (LSCB) fully in accordance with the requirements of the Children Act 2004
- by Sept 2007 the Common Assessment Framework, information sharing protocols and Child Concern Pathway will be fully implemented across Devon
- by December 2006 we will have agreed with the Domestic Violence Partnership and Drug and Alcohol Action Team, multi-agency procedures to identify and provide responses to carers who present CP risks

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- throughout the life of this plan we will continue to build operational links with the Multi Agency Public Protection Arrangements (MAPPA) procedures
- throughout the life of this plan we will closely monitor the timeliness and effectiveness of SSD referral and assessment procedures and work to improve these through the expansion of Integrated Help Desk arrangements
- by Sept 2006 we will have reviewed social services thresholds and case management procedures and put in place any identified changes to ensure the equity, timeliness and effectiveness of CP and Child in Need assessment and recording
- by Dec 2006 we will have taken steps to ensure all early years settings and schools have a staff member with valid CP training

### **We will measure progress in meeting this challenge using the following indicators:**

- % of initial assessments being completed within 7 working days (*JAR indicator*)
- % of registrations on the children who were on the CP register who are not allocated a social worker (*JAR indicator*)
- estimated % of current staff working with children in need who are suitably skilled/qualified as in VCI audit (*JAR indicator*)

### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- Safeguarding Board in line with the Children Act
- work with Plymouth University to research best practice in working with parents who misuse drugs or alcohol
- the Domestic Violence Partnership implementing an Invest to Save programme aimed at improving the multi-agency responses to perpetrators and victims of DV
- ACPC recently reviewing all its training arrangements and expanding and strengthening its programmes

### Challenge 4

### **assist children and families experiencing violence or discrimination (in the home, at school or in the community) to bring about change**

### **Actions we will take to meet this challenge**

- by March 2008 all schools will have arrangements in place to support access to preventative services
- by March 2007 we will have established arrangements to encourage the exchange of best practice school policies, practice and procedures to reduce the likelihood and impact of bullying in school and travel to school settings
- by March 2007 we will have evaluated the domestic violence Multi Agency Risk Assessment Conferences (MARAC) pilot and will have agreed an implementation plan for county-wide roll-out
- by June 2007 the Devon Domestic Violence Partnership will have set up arrangements throughout Devon to support access by child victims of DV to age appropriate advice and support
- by April 2007 we will have carried out a race equality impact assessment of joint agency policies and taken action as required

### **We will measure progress in meeting this challenge using the following indicators:**

- proportion of children & young people reporting being affected by bullying at school or in the community (*JAR indicator*)
- the incidence of identifiable crimes against children (*JAR indicator*)
- the ratio of the proportion of children on the child protection register that are from minority ethnic groups to the proportion in the local population (*JAR indicator*)

### **What else will help us meet this target?**

The Safeguarding Board will oversee delivery of this target and will be supported by

- Local Area Agreement
- domestic violence LPSA and Invest to Save

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### Challenge 5

#### **identify and safeguard children and young people who are 'looked after' in public or private care settings**

##### **Actions we will take to meet this challenge**

- by September 2006 social services will have reviewed its recruitment processes, particularly in residential settings and set up robust recruitment and monitoring arrangements
- by March 2007 we will have fully established a managed multi-agency network to ensure holistic planning and delivery of care and support services for all Devon's looked after children
- by Dec 2006 LSCB will have reviewed arrangements to protect the wellbeing of children placed in Devon into private foster care by other authorities or non-Devon PCTs to ensure best practice and to revise policies and procedures accordingly
- by March 2007 we will have established a multi-agency complex needs assessment and care planning process linked to the development of a range of community based therapeutic responses, including Treatment Foster Care
- during the life of this plan we will work to implement the recommendations of the National Joint Review of safeguarding looked after children placed away from their 'home' authority

##### **We will measure progress in meeting this challenge using the following indicators:**

- % under 16s looked after for more than 21/2 years living in same placement for 2 years or placed for adoption (*JAR indicator*)
- % of referrals that are repeat referrals within 12 months, where the reason for re-referral indicates that the response to the original referral did not appropriately meet the child's needs (*JAR/APA indicator*)

##### **What else will help us meet this target?**

Devon Children & Young People's Directorate will be responsible for overseeing delivery of this target and will be supported by

- the integration of children's services within a single directorate
- expansion of integrated help desks with links to school CAF identification arrangements
- development of the Comprehensive CAMHS Strategy across Devon, including setting up crisis support & 24 hour services
- implementation of the BESD Strategy, Autistic Spectrum and ADHD Pathway

### Challenge 6

#### **encourage communities to create a supportive and stimulating environment in which children and young people can play safely while developing protective skills**

##### **Actions we will take to meet this challenge**

- by March 2008 the Devon children's centre offer will be established across the county and will include opportunities for safe and supported play and activity
- by December 2006 we will have set out a Devon youth offer responding to the Youth Green Paper and setting out the ways that we will support access to challenging activity
- by March 2010 the extended schools offer will be in place across the county and will include opportunities for developing challenging and creative activity
- by March 2007 we will have agreed a multi-agency, including voluntary & private sector, play strategy for children 0-14+

##### **We will measure progress in meeting this challenge using the following indicators:**

- S. 122 inspection of nursery education – personal, social & emotional development: partnership with parents by type of provider (*JAR/APA indicator*)
- level of development reached at the end of the foundation stage, including narrowing the gap in the 20% most disadvantaged areas (*Surfboard, JAR/APA indicator*)
- % of young people aged 13-19 reached by publicly funded youth services (*JAR indicator*)

##### **What else will help us meet this target?**

The Children's Trust will work with District Councils and local community play and youth organisations to meet this target and will be supported by

- open spaces for play and activities
- play organisations and networks
- statutory, voluntary and community youth services and Youth Matters – green paper implementation

## Enjoy and Achieve

**Our Vision is that:**

**Devon's children and young people enjoy learning, aim for excellence and achieve the best of their ability**

To help us achieve our vision for children and young people in Devon, we will plan together to meet the following challenges:

- 1. support children and young people their families and communities to have high aspirations and expectations**
- 2. raise achievement for all**
- 3. raise the achievement of vulnerable and underachieving groups, including the lowest attaining 20% of children and young people**
- 4. improve outcomes for Devon's Looked After Children**
- 5. increase attendance in schools and enjoyment in learning**
- 6. improve access to enjoyable, challenging and enriching opportunities for children and young people, with particular focus on those with special and additional needs and those in disadvantaged and isolated communities**

### **PROFILE**

#### **How Devon is Now**

The joint inspection team which carried out this the summer 2005 assessment of Devon children's services made the following observations:

*"Outcomes in this area are good overall, although the achievement of some vulnerable children and young people, including those who are looked-after, compares less favourably with their peers. The quality of early years' provision is in line with national standards. There are good partnerships in place to improve the overall coordination of provision and to better support children's achievement of early learning goals. Across most key stages and in most curriculum areas, standards are improving steadily and generally compare well with the national picture. The rate of improvement for young people achieving 5 or more A\*-C grades at GCSE level is significantly above the national rate. Achievement of looked-after children is well below that of similar authorities. The council rightly identifies this as a weakness and has commissioned a report to inform its improvement strategy. A dedicated worker for this group is due to be appointed shortly.*

*"Standards in primary schools are slightly below those in the secondary phase. The council is taking active steps to address issues of low aspiration and attainment in disadvantaged areas through the development of local learning communities linked to regeneration programmes. With its partners, the council is a stronger position to tackle the underlying inequalities that impact upon achievement and standards in particular schools. Innovative approaches to the use of information communication technology are used to support children's learning in some of the more remote areas. There are also good enrichment opportunities and support for learning outside of school is promoted. A key strategy for the education service over the past few five years has been to build the capacity of mainstream schools to provide for pupils with special education needs. This has included training for teachers, early intervention programmes and improved advice and support for parents. The move to a more inclusive approach has proved successful with a higher proportion the children remaining in the mainstream and a lower proportion of statements compared to similar authorities.*

*"Positive action is taken to re-instate children and young people who have been excluded. Rates of exclusion of pupils with special education needs and of pupils from special schools have been an area of previous poor performance. However, the council has made good progress in reducing overall exclusions as part of its Local Public Service Agreement. A more pro-active approach to early intervention and support for individual pupils identified as being at risk, coupled with greater collaboration between schools, are proving effective. Rates of absences from school have been above statistical neighbours for the past few years. This has been a priority area for the council to tackle in partnership with schools. In 2004, the truancy rate was slightly above that of similar authorities and attendance in secondary school, in particular, remains an area for further improvement.*

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*"The council has robust quality assurance processes in place and a good track record in supporting schools in difficulty, including a leadership programme for head teachers. Effective use is made of data to monitor and analyse the progress of individual schools and particular groups of children, for example from traveller communities. Compared to similar authorities and the national picture, there are very few schools in Devon in special measures.*

*"There is a good range of affordable recreation and leisure activity provided through the youth service, the voluntary sector and local councils. However, following recent consultation with young people, partners recognise that still more needs to be done to improve access and transport, particularly for those living in the most rural parts of the county.*

### **Facts & Trends**

% of schools in special measures, serious weakness or which are underachieving

KS1 level 2+ English, maths & science

KS2 level 4+ English, maths & science

KS3 level 5+ English, maths & science

% achieving 5+ A\*-C

% care leavers with 5+ A\*-C

unauthorised absences at secondary schools

### Challenge 1

**support children and young people their families and communities to have high aspirations and expectations**

#### **Actions we will take to meet this challenge**

- promote a range of innovative and creative projects focussed on building the self-esteem and confidence of children and young people through broadening and enriching their experience
- promote opportunities to recognise and celebrate a wide range of achievement
- develop a range of locally-based partnerships focussed on raising aspirations within local communities
- programmes to address diversity and equality issues in schools will be promoted through CPD offer and through SIP visits.
- develop approaches to personalised learning opportunities in schools and a wide range of settings
- promote and support a range of opportunities that enable parents and carers to engage with and actively support learning
- develop and promote programmes to address diversity and equality issues for children, young people and their families

#### **We will measure progress in meeting this challenge using the following indicators:**

- % of OfSTED inspection judgements "How effective are leadership and management in raising achievement and supporting all learners" graded as 'outstanding' or 'good' (*JAR indicator*)
- % of OfSTED inspection judgements "How well equality of opportunity is promoted and discrimination tackled so that all learners achieve as well as they can" graded as 'outstanding' or 'good' (*JAR indicator*)

#### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- work by schools, Devon Curriculum Services and others to implement the Devon Vision For Learning
- work with local district councils and community organisations

### Challenge 2

**raise achievement for all**

#### **Actions we will take to meet this challenge**

- develop further, systems for gathering and moderating performance and achievement data and other information about learners and schools in order to target resources effectively
- challenge schools to raise standards and achievement for all learners, through school improvement partners (SIPS) and setting challenging targets
- provide effective and targeted support to schools, through the management of national strategies, local initiatives and other

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intervention programmes

- support schools, local learning communities and other educational provision in order to:
  - build capacity in relation to leadership, management and governance
  - provide a relevant, rich and creative curriculum

### **We will measure progress in meeting this challenge using the following indicators:**

- improvements in the % of KS2 pupils achieving level 4 or above in English, mathematics and science (*JAR/APA indicator*) and in comparison with our 'statistical neighbour' authorities (*local indicator*)
- improvements in the % of KS3 pupils achieving level 5 or above in English, mathematics and science (*JAR/APA indicator*)
- the % of schools determined to require special measures following inspection as a comparison with national averages (*local indicator*)

### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- work of National Remodelling Team (NRT) and other national initiatives
- development of learning communities and School Improvement Partnerships
- Devon Library services

### Challenge 3

## **raise the achievement of vulnerable and underachieving groups, including the lowest attaining 20% of children and young people**

### **Actions we will take to meet this challenge**

- develop improved systems for collection and analysis of data on the attainment of individual children to enable early identification and effective education programmes
- identify and focus on schools with significantly above average numbers of children in the lowest attaining 20%
- use data to enable more effective targeting of resources
- implement existing strategies to raise achievement of vulnerable groups
- develop the provision of an outreach facility from special schools using a coherent Devon-wide model
- implement the child concern pathway in the context of Common Assessment Framework to ensure co-ordinated planning and intervention for the most vulnerable children and young people
- maximise opportunities to develop curriculum flexibilities for young people 14-19

### **We will measure progress in meeting this challenge using the following indicators:**

- % of KS2 pupils attaining level 4 in English and Mathematics at the 50 primary schools which have the highest percentage of free school meals as a proportion of the county average (*local indicator*)
- % of 15 year olds attaining 5 or more A\*-G grades at the 10 secondary schools which have the highest percentage of free school meals as a proportion of the county average (*local indicator*)
- number of special school pupils who attend mainstream school or join a college based 14+ curriculum for at least 10% of the week (*local indicator*)

### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- Inclusive Education Strategy
- LAC Strategy
- Joint Agency Service development

### Challenge 4

## **improve outcomes for Devon's Looked After Children**

### **Actions we will take to meet this challenge**

- by Sept 2006 we will have an agreed strategy for promoting the educational attainment of Looked-After Children (LAC) in place

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and being implemented

- by Sept 2006 we will have in place a protocol agreed with schools to help reduce the number of LAC permanently excluded
- by Sept 2006 a final version of the Corporate Parenting Policy will be agreed with elected Members
- throughout the life of this plan we will further develop training and implementation of the PEP process
- by July 2007 we will have developed opportunities to enable LAC to access a range of sport or creative activity in out-of-school hours and in the summer holidays
- by March 2008 we will have developed County-wide corporate mentoring and work experience opportunities for LAC

**We will measure progress in meeting this challenge using the following indicators:**

- % of young people leaving care aged 16 or over with at least 1 GCSE at grade A\*-G or a GNVQ equivalent (*LPSA indicator*)
- % of looked after children at 16 who are engaged in education, employment or training on their 19<sup>th</sup> birthday (*LAA/LPSA indicator*)
- % of looked after children excluded from school in comparison to their numbers in the population as a whole (*JAR indicator*)
- % of looked after children who missed more than 35 days schooling in the academic year (*APA indicator*)

**What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- work with foster carers, the voluntary sector and Connexions
- development of children's centres and early years foundation stage

Challenge 5

### increase attendance in schools and enjoyment in learning

**Actions we will take to meet this challenge**

- ensure that all data and other information relating to attendance, behaviour, bullying and exclusions are appropriately analysed in order to know where strengths and areas of improvement lie across the authority
- provide guidance and support to schools and colleges to establish effective behaviour and attendance management procedures
- support to all schools to develop a personalised approach to learning
- ensure that all learners have access to high quality teaching and a relevant curriculum
- ensure that all learners enjoy and experience an effective climate for learning. This includes developing learners' spiritual, moral, social and cultural development

**We will measure progress in meeting this challenge using the following indicators:**

- % of half days attended by all pupils in mainstream schools as measured and published in the DfES performance tables (*Surfboard, JAR, LAA & LPSA indicator*)
- number of school days lost through fixed period exclusion for pupils of statutory school age in mainstream secondary schools (*LAA/LPSA indicator*)
- % of OfSTED inspection judgements of "action is taken to reduce anti-social behaviour, such as bullying or racism" graded 'outstanding' or 'good' (*JAR indicator*)

**What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- the Healthy Schools programme
- Child and Adolescent Mental Health Services
- local play and youth services

Challenge 6

**improve access to enjoyable, challenging and enriching opportunities for children and young people, with particular focus on those with special and additional needs and those in disadvantaged and isolated communities**

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### **Actions we will take to meet this challenge**

- we will support district councils and community play organisations to develop a county-wide, multi-agency play strategy with the aspiration that it will be in place by Mar 2007
- map current best practice and opportunities and agree expectations to enable the development of Extended Schools and *Youth Matters* offering of a varied menu of out-of-school hours (including weekends) activities, including sport, creative or social activity. Particular attention will be paid to extending enrichment opportunities to children and young people who may be relatively disadvantaged, including those from rural areas and black and ethnic minority groups
- childcare will be available for children and young people up to the age of 14 (16 for those with disabilities), in some cases as part of the offer of Extended Special Schools. Particular support will be given to those children and young people who are members of lower income families and families with disabled children
- establish partnership agreements with schools and other publicly owned facilities for more flexible use of premises
- maximise use of resources by developing the Local Learning Community network
- the Devon Promise for children and young people will be developed in collaboration with children, young people and providers, based on the principles of a learner pledge
- review statutory and discretionary provision of Home to school/College and other transport for children and young people

### **We will measure progress in meeting this challenge using the following indicators:**

- % of primary & secondary school pupils participating in a minimum of 2 hours high quality PE & school sport each week (*NSF, JAR, LAA & LPSA indicator*)
- % of each; primary, secondary and special schools, where at least 2 after school activities are available for an hour or more each week (*local indicator*)

### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- District councils
- Children's Centre and Extended School developments
- Joint Agency Service development
- The statutory, voluntary and community youth and play services and the implementation of Youth Matters

## Make a Positive Contribution

### Our Vision:

**Devon's children and young people are valued members of the community and contribute positively**

To help us achieve our vision for children and young people in Devon, we will plan together to meet the following challenges:

- 1. support parents, carers, families, schools and communities to promote positive behaviour**
- 2. encourage children and young people to participate in a wide range of service planning and development activities**
- 3. provide young people with access to a range of safe spaces and facilities in which they can meet and engage in positive activities**
- 4. provide young people with increased opportunities to take up volunteering and community involvement**
- 5. provide children and young people who are at risk of school or social exclusion with access to preventative services that will help them stay out of trouble**

### PROFILE

#### How Devon is Now

The joint inspection team which carried out this the summer 2005 assessment of Devon children's services made the following observations:

*"There is some good practice in this area; however, outcomes for children overall are satisfactory. Children and young people engage actively in decision making in a number of key settings. The council is committed to creating structures which give children and young people a greater say in policy development - the establishment of a shadow youth scrutiny forum is a good example of this. There is, however, no overall strategy yet in place to consult children and young people systematically on the development and management of services. Compared to similar authorities, the proportion of looked- after children contributing to reviews is low.*

*"Many schools are effective in promoting young people's understanding of citizenship, but more needs to be done to address their concerns about bullying and behaviour, thereby increasing their sense of well-being in the school environment. There has been a steady decline in the number of new young people coming into contact with youth justice services; however the rate of re-offending does not meet the national target and remains relatively high. The proportion of young offenders in employment, education and training is an area for further improvement and partners are working together to improve the range of provision suitable for this group. The increased use of direct payments to young people with learning difficulties and/or disabilities provides them with greater choice and control over their lives; however they still have relatively few opportunities to influence the development of the services they receive and this is an area for improvement."*

#### Facts & Trends

S 122 inspections of nursery education overall quality

The number of first time offenders

Rates of recidivism / re-offending

#### Challenge 1

**support parents, carers, families, schools and communities to promote positive behaviour**

#### Actions we will take to meet this challenge

- by March 2007 we will have established a core of information, advice and support to parents which will be available throughout Devon and which will include information about ways to promote and encourage positive activity and behaviour

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- by March 2007 school self-evaluation and DCS annual review visits to schools will have assisted all schools to put in place diversity action plans, responses to bullying and encourage positive behaviour
- by September 2007 children's services, YOT, Connexions, Housing and voluntary youth services will establish information and advice arrangements for parent/carers of vulnerable 16+ young people to include how best to support their child to take up positive activities

### **We will measure progress in meeting this challenge using the following indicators:**

- a measure of take up of services (*local indicator – to be developed*)

### **What else will help us meet this target?**

The Children's Trust Executive will be responsible for overseeing delivery of this target and will be supported by

- a range of web based information such as DISC & DISC+ and Connexions

## Challenge 2

### **encourage children and young people to participate in a wide range of service planning and development activities**

#### **Actions we will take to meet this challenge**

- by September 2007 we will have established Link2Together into a young persons information network. Once it is properly established, school councils will be encouraged to join the Link2Together information network
- by March 2007 the young people's Shadow Executive and Scrutiny Groups will have published an annual review of their activity and outcomes
- by March 2007 NHS and county council children's services will be required to publish arrangements for participation by young people in service planning, staff recruitment and training
- by March 2007 social services will have established arrangements for a care leavers forum to meet regularly with Executive Portfolio Holders and senior managers to review service design and development
- by March 2008 the local authority will have achieved in the standard for youth participation - *Advanced Hear by Right* status

### **We will measure progress in meeting this challenge using the following indicators:**

- level achieved against the Hear by Rights standards (*LAA / LPSA indicator*)
- the proportions of 18 year olds participating in local, European and general elections (*JAR indicator*)

### **What else will help us meet this target?**

The Children's Services Directorate will be responsible for overseeing delivery of this target and will be supported by

- work of the voluntary and community sector
- Children's Fund, Connexions and youth services
- the work of the Youth Parliament and young people's shadow Executive & Scrutiny groups
- LAA and LPSA 2

## Challenge 3

### **provide young people with access to a range of safe spaces and facilities in which they can meet and engage in positive activities**

#### **Actions we will take to meet this challenge**

- by March 2007 we will have set out a 'safe places for young people' strategy to include district leisure centres, statutory and voluntary youth services, schools and community facilities and will include funding and charging arrangements to enable a sustainable range of offers
- over the life of the plan we will work with local voluntary organisations and clubs to assist them in managing access to safe spaces and activities across the county
- by Sept 2007 we will have re-launched 'Checking it Out' guidelines and material to support voluntary youth services deliver child protection and safely run venues

### **We will measure progress in meeting this challenge using the following indicators:**

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- Sept 2003 Framework 3.2.5 – pupils freedom from bullying, racism and other forms of harassment (S10 judgement 3.5) (*JAR indicator*)
- % of youth and community groups which have carried out a 'Check it Out' audit (*local indicator*)

### What else will help us meet this target?

The Children's Trust Vulnerable Adolescents Development Group will be responsible for overseeing delivery of this target and will be supported by

- Safer and Stronger Communities partnership
- support to voluntary and community play and youth services
- implementation of Children's Centre, Extended School and Youth Matters programmes

### Challenge 4

#### **provide young people with increased opportunities for volunteering and community involvement**

### Actions we will take to meet this challenge

- by Sept 2006 youth services and the local VCS will have agreed a strategy for increasing take up of voluntary opportunities across Devon use LPSA-2 and safer Stronger Communities targets / expectations
- by Dec 2006 a directory of volunteering opportunities will be available through the DISC
- by April 2007 work will be underway to rural-proof the Youth Matters Opportunity cards and link them to existing volunteering opportunities
- by April 2007, we will work with the Russell Commission body to increase the range of volunteering opportunities available across children & young people's services

### We will measure progress in meeting this challenge using the following indicators:

- number of 14 – 18 year olds undertaking an average of at least two hours per week volunteering activity (*LPSA indicator*)
- Sept 2003 Framework – contribution to society (*JAR/APA indicator*)

### What else will help us meet this target?

Devon Children and Young People's Directorate will be responsible for overseeing delivery of this target and will be supported by

- LAA & LPSA implementation
- involvement of voluntary and community organisations including local Council for Voluntary Service
- national initiatives as part of the Russell Commission and Youth Matters implementation

### Challenge 5

#### **provide children and young people who are at risk of school or social exclusion with access to preventative services that will help them stay out of trouble**

### Actions we will take to meet this challenge

- by December 2006 we will have an integrated young people's preventative strategy in place, which will set out the links between the YOT, Connexions, Youth Service, Extended School, DAT and Children's Fund initiatives and arrangements for joint planning, commissioning and delivery across children's services
- by March 2007 we will have established a single system for identifying vulnerable children and young people with additional needs and encouraging multi-agency preventative planning using the Common Assessment Framework and Child Concern Pathway
- by March 2007 all secondary aged looked after children and care leavers will be offered advice and support to take up a creative or sporting opportunity
- by December 2007 all 16+ young people in need because of a disability or a statement of special educational needs will be offered advice and support to take up a creative or sporting opportunity, using direct payments if appropriate
- by December 2006 we will have established common needs profiling between criminal justice and children's services to allow better targeting of support to communities with high rates of antisocial behaviour and associated needs

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### **We will measure progress in meeting this challenge using the following indicators:**

- % reduction in the number of young people appearing in the criminal justice system for the first time (*LAA indicator*)
- the proportion of looked after children who are issued final warnings, reprimands or convictions (*JAR indicator*)
- reduction in re-offending rates (*local indicator*)
- % of young people known to the YOT who are in employment, education or training at the end of involvement (*JAR & LAA indicator*)

### **What else will help us meet this target?**

The YOT Development Group and the Children's Trust Vulnerable Adolescents Development Group will be jointly responsible for overseeing delivery of this target and will be supported by

- Police Youth Strategy
- Safer Devon Partnership Strategy and District Council Community Safety leads
- the Children's Fund
- Local Area Agreement

## Achieve Economic Wellbeing

### Our Vision:

**Devon's children and young people are assisted to find a good job and provide for themselves**

To help us achieve our vision for children and young people in Devon, we will plan together to meet the following challenges:

1. **support families who are dependant on benefits or low incomes to improve their wellbeing and be economically active**
2. **ensure children are offered the best start in life through Children's Centres and high quality early years and play provision**
3. **improve transport accessibility and promote sustainable transport solutions for young people in rural areas**
4. **work with local schools, colleges and employers to create opportunities for all 14 – 19 year olds to learn in ways that suit their abilities and motivates them**
5. **provide impartial, comprehensive and high quality information, advice, guidance and support to all young people, in proportion to need, to assist them in making successful transitions to further learning and work**
6. **support homeless and vulnerable young people or families with dependant children to sustain safe, secure and stable accommodation and engage in employment, education or training**

### PROFILE

#### How Devon is Now

The joint inspection team which carried out this the summer 2005 assessment of Devon children's services made the following observations:

*"Outcomes for children and young people are generally good. The 14 – 19 strategy was produced following good consultation with key stakeholders and there is increasing breadth in the curriculum. A high proportion of all 16 – 18 year olds are in learning and looked-after children engaged in education, employment and training generally perform well. The council has set key targets to improve the quality and range of accommodation for care leavers and is working with key partners to help young people develop independent living skills as part of Children's Trust housing support strategy. There is also a growth in the number and type of early years' provision across the county, offering improved choice for parents and the potential of greater economic independence for more young families.*

*"Further work needs to be carried out to continue to improve the educational achievement of young people at aged 16 and 18 and to ensure that there is robust data available centrally to monitor the growing range and complexity of provision and options for young people aged 16 plus. The coordination of services to support young people's transition between key stages and from school to work is an area for improvement, particularly in respect of those from minority ethnic backgrounds, young parents and other vulnerable groups who are likely to face the most significant barriers to progression."*

#### Facts & Trends

% of 17 year olds participating in education and training

% achieving level 2 by age 19% of 16 – 18 year olds not in education, employment or training

% of 18 – 30 year olds participating in higher education

% of care leavers in employment education or training at age 19

% of YOT clients in employment, education or training at end of contact

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### Challenge 1

**support families who are dependant on benefits or low incomes to improve their wellbeing and be economically active**

#### **Actions we will take to meet this challenge**

- by March 2007 a strategy and delivery plan will be in place to ensure that all families of children with special needs are being supported to claim their full benefit entitlements
- by March 2007 all lone parents who are under 18 will be supported to engage in education employment or training, and will receive advice about childcare and play opportunities

#### **We will measure progress in meeting this challenge using the following indicators:**

- number of families of children with special needs who are assisted by the Joint Agency teams to successfully claim their full benefits allowances (LAA/LPSA indicator)
- % of children living in relative low income households (*Surfboard & JAR indicator*)

#### **What else will help us meet this target?**

The Connexions Partnership will be responsible for overseeing delivery of this target but will be supported by

- LPSA & LAA implementation
- the Joint Agency Teams
- Job Centre Plus and other benefits and advice services
- Learning & Skills Council

### Challenge 2

**ensure children are offered the best start in life through Children's Centres and high quality early years and play provision**

#### **Actions we will take to meet this challenge**

- by 2010, there will be Children's Centres offering integrated services, including with the voluntary and private sector, to children and families in every community. Those areas with the highest levels of deprivation will be the priority for 2006-2008
- develop improved leadership and workforce capacity for early years provision
- secure high quality early years and play provision across Devon with effective support, monitoring and intervention processes, ensuring that settings have the capacity to offer inclusive education and care to children with a diverse range of needs
- support the effective transition of children into school from pre-school settings through a range of measures, including developing the capacity of schools to meet the diverse needs of young children, establishing Foundation Stage Units and Foundation Stage Partnerships where appropriate
- ensure that every Looked-After Child under five attends appropriate early years provision

#### **We will measure progress in meeting this challenge using the following indicators:**

- initial registration and Children Act inspections of childcare – indicator: overall quality; care, learning and play: special needs – by type of provider (*JAR indicator*)
- S 122 inspections of nursery education – overall quality of teaching (*JAR indicator*)
- % of children aged three and four attending early years education provision (*local indicator*)
- number and percentage of LAC children aged three and four attending early years education provision (*local indicator*)
- achievement at end of Foundation Stage (*local indicator*)
- number of children identified as having special educational needs at Early Years Action Plus, School Action Plus or needing Statements in Key Stage One (*local indicator*)

#### **What else will help us meet this target?**

The Children's Services Directorate will oversee delivery of this target and will be supported by

- Local Area Agreement
- 0 – 14+ Partnership local Sure Start Partnerships and the county wide Children's Centre developments
- local voluntary, community and independent sector early years and play organisations

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### Challenge 3

#### **improve transport accessibility and promote sustainable transport solutions for young people in rural areas**

##### **Actions we will take to meet this challenge**

- by March 2007 we will have established a "rural transport for out of school activity strategy" which will outline ways we will support and encourage take up of after school and holiday activity in extended schools, play and leisure resources by children and young people who live in rural areas
- by March 2007 we will have set up advice and assistance to encourage vulnerable young people living in rural and isolated urban areas to travel to post 16 education, employment or training

##### **We will measure progress in meeting this challenge using the following indicators:**

- further education institutions/sixth form colleges/specialist colleges/work based learning providers retention (*JAR indicator*)

##### **What else will help us meet this target?**

The Connexions Partnership will be responsible for overseeing delivery of this target but will be supported by

- Sure Start 10 year childcare strategy
- Local Area Agreement
- transport providers, county and district councils

### Challenge 4

#### **work with local schools, colleges and employers to create opportunities for all 14 – 19 year olds to learn in ways that suit their abilities and motivates them**

##### **Actions we will take to meet this challenge**

- by Sept 2006 we will strengthen the strategic partnership between the local authority, the LSC, Connexions and other partners and ensure that there is a coherent and collaborative approach in each area to a 14-19 provision that will enable the development and delivery of a range of pathways at 14+ tailored to individual needs
- from Sept 2006 the county council, LSC and Connexions will support the local area partnerships with data on the local offer, participation, retention and achievement
- by Sept 2007 improve knowledge of and access to the developing entitlement curriculum through the piloting of a prospectus for each area
- from April 2006 support training and development needs that arise from the introduction of the new specialised Diploma lines and functional skills
- from 2007, as the diploma lines are made available, ensure any potential gaps in provision are identified and filled through the commissioning role of the local authority and LSC
- by March 2007 we will have in place throughout Devon a multi-agency pre e2e programme tailored to individual needs and offering additional support for the most vulnerable young people
- by Sept 2007 further education colleges to engage with children's services division and adult learning disability services to review and tailor provision to identified needs of this group, to include access to work experience and employment skills

##### **We will measure progress in meeting this challenge using the following indicators:**

- the number of full level 2 qualifications achieved at age 19, measured through FE funding route by LSC (*LPSA and JAR indicator*)
- the proportion of 16-19 year olds not in education, employment or training (*Surfboard & JAR indicator*)
- the number of apprenticeship framework completions at both level 2 and 3, measured by the LSC (*LPSA indicator*)
- the proportion of 18 – 30 year olds participating in Higher Education (*JAR indicator*)

##### **What else will help us meet this target?**

The Devon 14-19 strategy groups will be responsible for overseeing delivery of this target but will be supported by

- Devon 14-19 strategy
- Devon Strategic Partnership, through the Sustainable Wealth Creation Group, LPSA and LAA
- Learning & Skills Council

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- Schools, FE colleges and training providers, including those from the community and voluntary sector

### Challenge 5

**provide impartial, comprehensive and high quality information, advice, guidance and support to all young people, in proportion to need, to assist them make successful transitions to further learning and work**

#### Actions we will take to meet this challenge

- by March 2008 the council will have made arrangements to commission information, advice and guidance and personal support services in relation to learning and for young people in education and post 16 taking due regard of the need for independence and ability to advocate for young people. These arrangements will reflect the conclusions of the "End to End Review of Careers Education and Guidance" – 2005, p5 and the OECD report "Careers Guidance and public policy: Bridging the gap" 2004
- by September 2006 all care leavers will have a Pathway Plan outlining the arrangements in place to support them in their transition to adulthood
- by March 2007 all 16+ offenders will have a plan in place to support them in maintaining or re-entering education, employment or training
- by September 2007 the transition protocol for children with special needs will contain an delivery plan describing the range of opportunities and supports to enable disabled young people access education, employment or training
- by December 2007 we will have established integrated 16+ services to support all vulnerable young people (care leavers, those with learning, sensory or physical disability or mental health difficulties, young and vulnerable parents, problematic drug or alcohol users, repeat homeless) in the transition to adulthood
- by March 2007 all parents who are under 18 will be supported to engage in education, employment and training and will receive advice on available childcare and play opportunities and financial support

#### We will measure progress in meeting this challenge using the following indicators:

- Connexions Partnership data 3.8.7 - % of young offenders, teenage mothers and substance abusers in education, employment or training (*JAR indicator*)
- the proportion of children and young people with learning difficulty not in education, employment or training (*JAR indicator*)
- % of JAT clients with transition plans in place at the time of their 17<sup>th</sup> birthday (*local indicator*)

#### What else will help us meet this target?

The Children's Trust Vulnerable Adolescents Development Group will be responsible for overseeing delivery of this target but will be supported by

- DAAT & Teenage Pregnancy coordinators, Connexions, JAT, care leaver & YOT services
- Community Play Networks and services
- Local voluntary and independent sector training and support providers

### Challenge 6

**support homeless and vulnerable young people or families with dependant children to sustain safe, secure and stable accommodation and engage in employment, education or training**

#### Actions we will take to meet this challenge

- by September 2006 we will have updated the homeless protocol and established a joint approach to assessment, mediation and referral into supported housing provision for vulnerable young people
- by Sept 2006 we will have established multi-agency arrangements to provide housing information and advice, including advice for under 16 year olds on avoiding homelessness
- by March 2007 we will have agreed a process for budget alignment and joint commissioning of housing support services across children's services and Supporting People, including a joint programme of needs analysis, contract specification, market building and performance improvement
- by March 2007 we will have set up regular joint training opportunities for housing and children's service staff

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### **We will measure progress in meeting this challenge using the following indicators:**

- length of stay in B&B or hostels (*JAR indicator*)
- numbers of 16-17 year olds and care leavers 18-20 who are accepted in priority need and unintentionally homeless (*LAA/LPSA indicator*)
- number of units of accommodation with floating support provided for vulnerable young people (*local indicator*)

### **What else will help us meet this target?**

The Children's Trust Housing Steering group will be responsible for overseeing delivery of this target but will be supported by

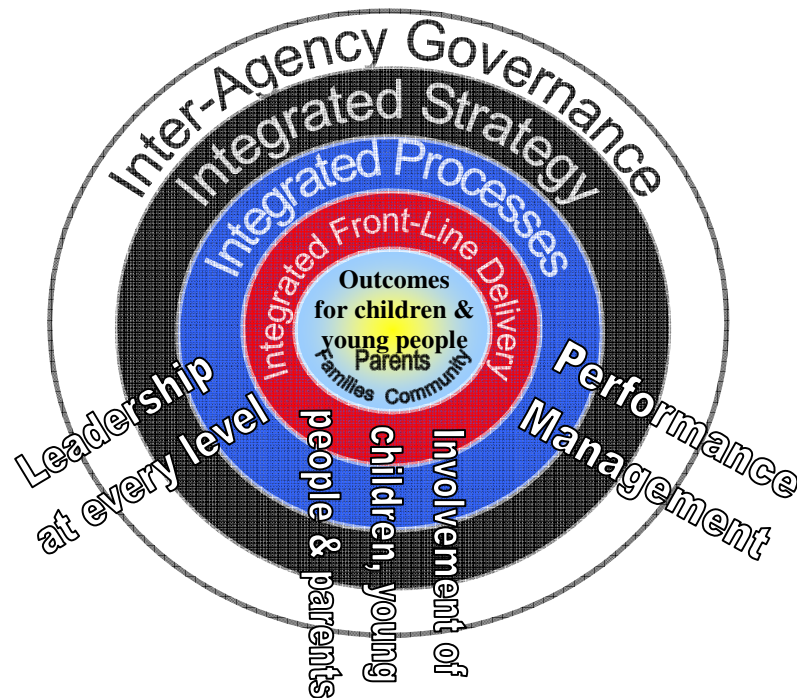
- Local Area Agreement & LPSA
- HSSP and Supporting People
- housing providers and district council and voluntary housing advice and support services

## Section 3 Delivering the Plan:

### Integrating Processes and Services for Children and Young People

To achieve the ambitious vision and meet the challenges described in the plan The Children's Trust and all partner agencies will need to think differently about how they plan and work together and in the arrangements used to identify and respond to children and young people's needs and aspirations.

Across Devon, the work of creative and hard working staff makes a huge difference to the children, young people and families they work with. Thanks to this, outcomes and service standards are constantly improving. However, all too often where a child, young person or family require preventative services or the assistance of more than one agency or profession our ability to really make a difference is reduced by the lack of a joined up approaches. The illustration below from *Every Child Matters* illustrates key areas where integration needs to take place.



This section of the plan sets out a number of **ENABLERS** that will support this more integrated approach.

1. strengthening participation by children and young people
2. integrating workforce remodelling
3. ensuring early identification of additional needs
4. developing joint needs analysis, service commissioning, quality and outcome monitoring
5. developing integrated and local delivery of services
6. strengthening governance and management accountability

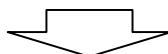
## 1. strengthening participation by children and young people

Over the life of the plan Devon County Council will be working to achieve the **Hear by Right** standards for the active involvement of children and young people. To support this programme we will develop a multi-agency participation strategy, consisting of the following elements:

by April 2006 deliver Link2Gether, the Devon Children's Trust service to create a **baseline entitlement to information** through SMS text, a website and notice boards.



- Using a website and notice boards based in youth centres and schools, to provide up-to-date themed information e.g. CYPP, bullying or young carers services
- Using SMS text to provide 'fun' information about activities, events and news relevant to young people
- Direct feedback on the results of consultations



## Children & Young People

Link2Gether will also provide the **potential** to consult and feedback on results quickly and effectively:

- Providing the potential to isolate specific groups of children and young people for consultation on specialist needs and services
- Provide a mechanism for children and young people to ask questions of, and get feedback from their councillor
- Text messaging and e-mail system to allow communication, engagement and feedback

By March 2008 the following activities will be delivered by Devon County Council's Children & Young People's Directorate. These activities will be supported by Link2Gether.

service evaluation & planning	<ul style="list-style-type: none"> <li>○ encourage the use of one-off consultation events and polling to provide information on children and young people's needs and views about services</li> <li>○ design and run polls on specific topics</li> <li>○ be able to isolate specific groups of children and young people for consultation on specialist needs and services</li> </ul>
local democratic initiatives	<ul style="list-style-type: none"> <li>○ support involvement in the Youth Parliament and youth scrutiny committee</li> <li>○ support inclusion of needs and service analysis and feedback in citizenship lessons</li> </ul>
directly influence the services they need	<ul style="list-style-type: none"> <li>○ support participation in recruitment, staff training and service reviews across all children and young people's services</li> <li>○ develop direct payments for 16 &amp; 17 year olds with special needs</li> <li>○ encourage participation in youth service management decisions and school and college councils</li> <li>○ provide advocacy to ensure all of the most vulnerable children and young people participate in their individual care plan</li> </ul>

We will measure progress by:

- number of Link2Gether registered users
- feedback surveys & user focus groups
- number of children & young people involved
- increase the number of children & young people involved in their care plans
- level achieved in the standard for youth participation 'Hear by Right' by 2008 (LPSA indicator)

## 2. Integrating workforce development and remodelling

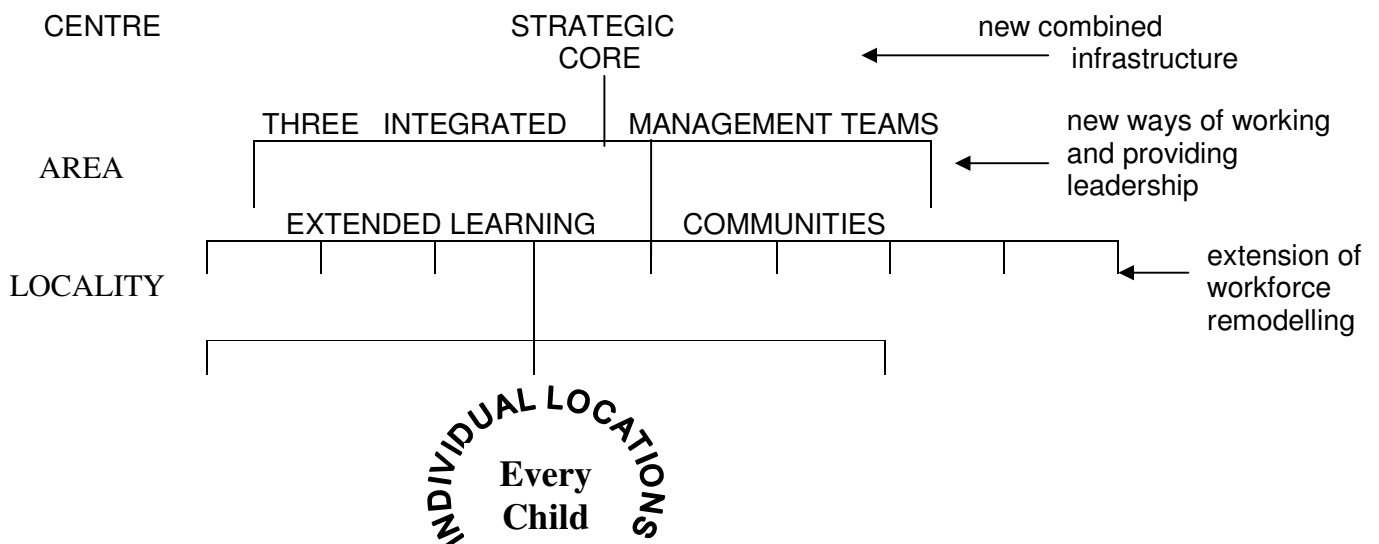
**Aim: to build a top-quality workforce whose integrated best practice ensures that every child's needs are met**

### Context:

- at present not all organisations that have a duty to co-operate have common boundaries
- the potential workforce in DCC alone (education, including schools and social services) is some 16,000 people
- Devon has a long history of Academic Councils (secondaries with their associated primaries). During the Vision for Learning debate schools highlighted the need to collaborate in the best interests of their pupils and agreed a 'rebranding' as Learning Communities (LC). Expectations of the contribution of partnerships within LCs will generate a diversity of roles

### Vision:

There will be a structure where strategic, organisational and operational activity is clearly located. **Partnership working will be critical in each part of the structure.** Extended Learning Communities will be the hubs of delivery, linking local services to local needs and presenting powerful influences in the raising of community aspirations.



To achieve our aim we will:

### establish and deliver a leadership programme to

- build strong integrated management teams
- promote shared commitment between lead officers and lead members of Executives, Trusts or Boards
- support Headteachers and Governors in the management of change
- promote clarity of thinking on national and local priorities across partnerships
- take forward the lead professional role in schools and early years settings
- develop distributed leadership models to draw in parents and communities

### implement strategies to support raised aspirations for young people, families and communities by

- development of learning mentors, drawn from schools and communities
- involving a diversity of other role models, for example in promoting cultural entitlements
- engaging current and potential statutory, voluntary and community partners in celebration of individual and collective achievements in delivering the CYPP
- establishment of an Innovation Centre as a focus of professional development

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### **establish and develop integrated area teams by**

- an audit of the contribution of existing staff groups and formation of three area teams that draw from the appropriate professional and support staff
- delivering a series of multi-disciplinary and multi-agency team-building and training events focussed on local work settings
- promoting the exchange of best practice and identifying how the transferable qualities can permeate all areas of activity
- building up a common language and understanding, within an ethos of shared responsibility for delivery

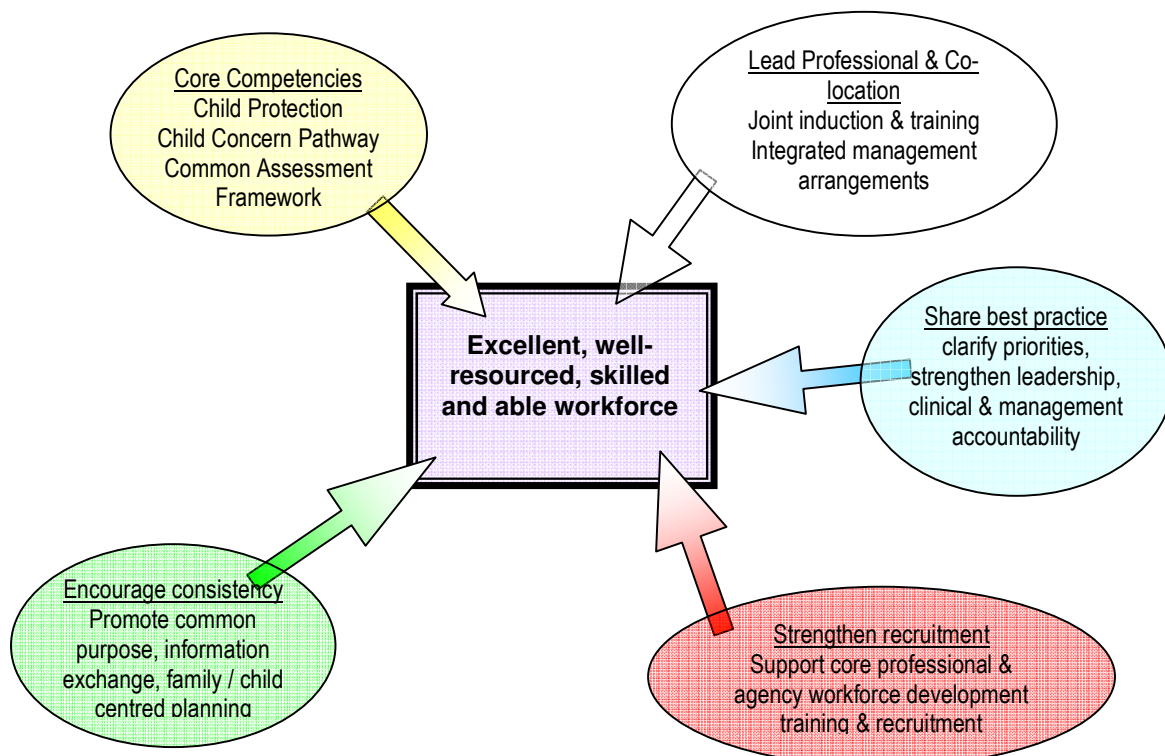
### **introduce practical joined-up approaches**

- the implementation of core competencies
- review and implement multi-agency child-protection training
- use of the Child Concern Pathway
- implement the Common Assessment Framework overseen by a multi-agency CAF implementation team
- audit of terms and conditions preparatory to option appraisal for change
- audit County Council and Health induction and staff development as the basis for development of a multi-disciplinary programme in the context of the indicative career framework
- harnessing of new technologies

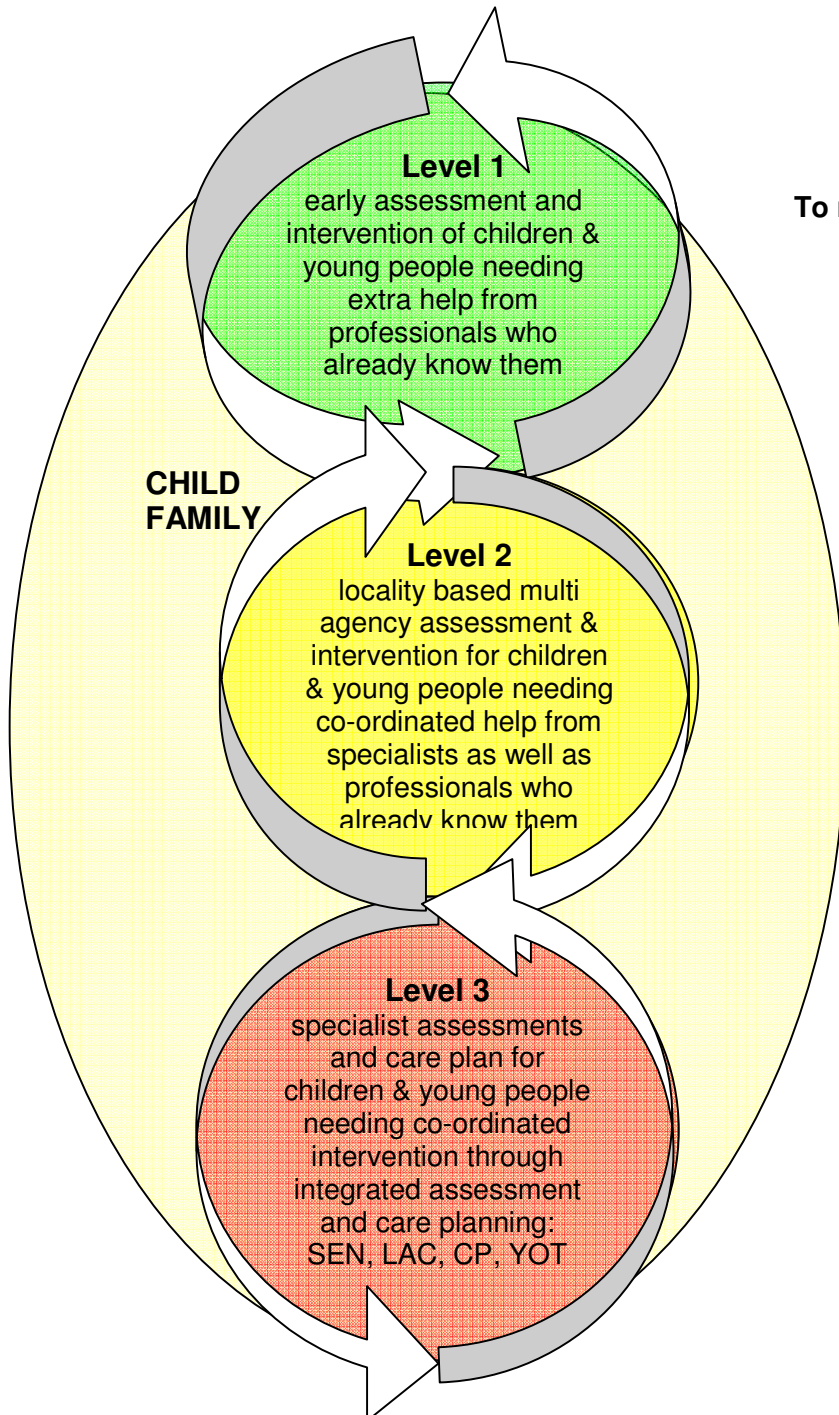
### **review and reconstitute the (schools) Workforce Remodelling Steering Group to take forward the cultural and practical implications of full-service learning communities;**

### **engage staff and draw on their experience and commitment in a way that**

- demonstrates they have a voice and it is listened to
- promotes their own health and wellbeing
- promotes Devon children's services workforce as an exemplar of fulfilling career opportunities, placing value on a diversity of roles
- celebrates their professional achievement



### 3. Ensuring early identification of additional needs – implement Common Assessment Framework and Child Concern Pathway



#### To make this happen

- by Sept 2006 the CAF Project Board will have agreed the implementation plan for roll out of the Child Concern Pathway and CAF
- by September 2006 the 8 learning community pilots will have allowed us to test out systems and protocols to allow full roll-out of Child Concern Pathway to begin. This will include arrangements for new 'lead professional' CAF Coordinator roles to support referral and multi-agency panel processes in each learning community
- by December 2006 we will have established an information sharing agreement and multi-agency panel arrangements to cover each area and support holistic assessment and action planning
- by December 2006 we will have a county wide Local Resource Directory and Parenting Resource Directory available through DISC
- by September 2007 we will have completed the implementation of Child Concern Pathway and CAF

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**4. Developing joint needs analysis, service commissioning, quality and outcome monitoring**

objective	Priorities for 2006/07
Establish joint needs analysis	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>• a core data analysis system to provide geographic needs and outcome information against key indicators</li> <li>• regular opportunities for children, young people, parents/carers, front line professionals and local members and community groups to feed unmet needs data into the analysis</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• the children's trust will work with Safer Devon Partnership and others to consolidate the use of Project Amethyst as a joint data reporting system</li> <li>• as part of the participation process we will establish local forums and opportunities for consultation</li> </ul>
Develop multi-agency commissioning capacity	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>• specialist knowledge in market and cost management, service specification, auditing, tendering and contracting</li> <li>• agreement around core standards, priorities, definitions, best practice and toolkits</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• the Children's Trust will bring together commissioning and contract managers from partner agencies to act as a Commissioning Network to provide this advice, information and support to this process</li> </ul>
Aligned budgets	<p><b>Needs</b></p> <p>Greater alignment of budgets to increase value and impact of spending on priority activity</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• we will develop the Local Area Agreement to: <ul style="list-style-type: none"> <li>• continue joint commissioning of substance misuse, teenage pregnancy and Children's Fund services</li> <li>• align spending on agreed areas of health promotion and housing support</li> <li>• explore alignment of Extended School, Children's Fund and Prevent &amp; Deter prevention spending</li> </ul> </li> <li>• the Children with Special Needs and Child &amp; Adolescent Mental Health Development Groups will continue to strengthen joint commissioning of integrated mental health and special needs services</li> <li>• explore alignment of capital funding to support the development of the Devon Children's Centre and Extended School offer and delivery of Youth Matters</li> <li>• bring together multi-agency children's services managers to form Area Management Teams to ensure the most effective possible joint planning and implementation of this plan at the local level</li> </ul>
Funding	<p>Through the Local Area Agreement and partnerships such as substance misuse and children with special needs there are already multi-agency agreements in place to support several £m of joint commissioning. However, these are still relatively immature and the priority for action during 2006 will be to consolidate the governance and reporting arrangements with the expectation that by 2007/08 more robust mechanisms will be in place to support a significantly greater level of commitment to and use of joint commissioning</p>

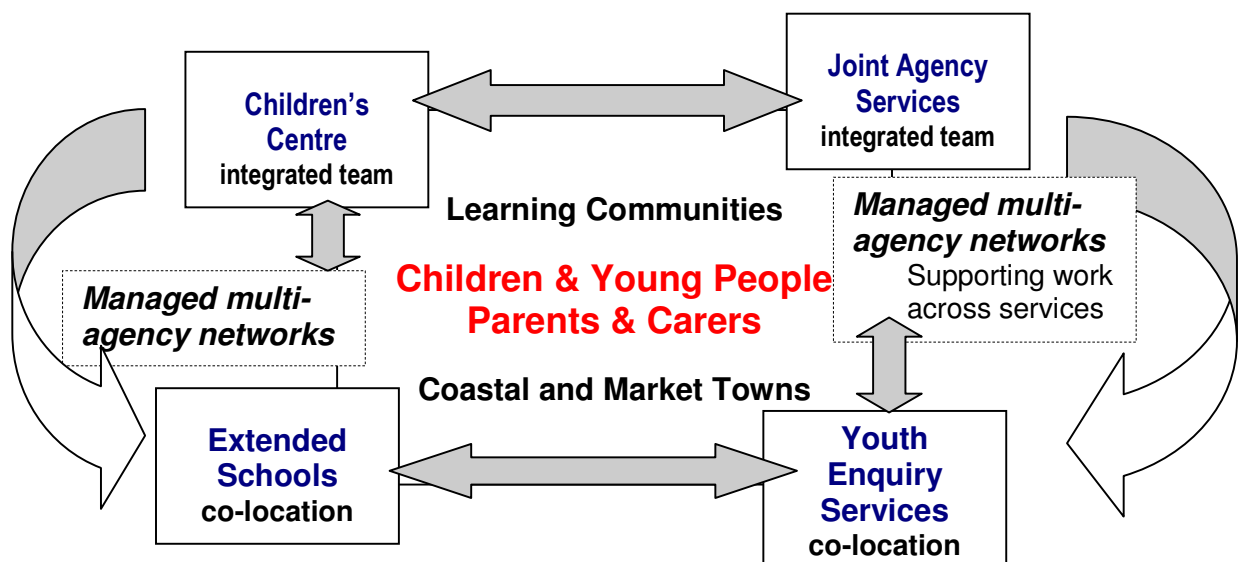
## 5. Developing integrated and local delivery of services

To achieve our overall vision we need to develop integrated service planning and delivery arrangements that can respond to strategic and locally agreed priorities through as local as possible provision while still ensuring equity and consistency of standards, access and best value. Our ability to offer local provision will vary according to the nature of the services required, some very specialist services will only be available at a county level but wherever possible we intend to work to deliver services locally and in conjunction with clusters of secondary and partner primary schools (learning communities).

An important way we intend to strengthen local access to services is by developing integrated delivery arrangements. These can take the form of:

- **co-location** of staff from different disciplines and agencies working independently but alongside each other – the benefit to service users coming from having one point of access to a number of agencies
- **managed multi-agency network** with staff working very closely with each other but staying in their different agencies and venues – the benefit to service users coming from more managed inter-agency communication and shared processes
- **integrated team** bringing together practitioners from different disciplines or services within a single team with fully integrated referral, assessment and case allocation processes. This combines the impact of the two above with the added flexibility that having staff and resources managed within a single team setting can offer

In Devon we plan to combine these three options to increase our capacity to provide access to assessment or services as near as possible to where the child or young person and their family live. The key building blocks for this will be the coastal and market towns and the learning communities of secondary and primary feeder schools that cover the town and its hinterland.



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Service	Key Characteristics	Priorities for 2006 - 07
<b>Children's Centres</b>	<ul style="list-style-type: none"> <li>• must be in place in the most disadvantaged areas by 2008 and every community by 2010</li> <li>• open 5 days a week, 10 hours a day 48 weeks a year.</li> <li>• support and outreach to families identified as 'in need'</li> <li>• information/advice on child care, health &amp; education services</li> <li>• support to childminders</li> <li>• drop in sessions and activities</li> <li>• links to benefits and employment advice</li> </ul>	<ul style="list-style-type: none"> <li>• establish the most efficient and effective way to provide these services across rural areas</li> <li>• ensure they complement children with disability and extended school developments</li> <li>• seek opportunities for linked capital and revenue funding to maximise impact</li> <li>• ensure full involvement of voluntary and private sector providers</li> </ul>
<b>Joint Agency Teams (JATs)</b>	<ul style="list-style-type: none"> <li>• Currently Joint Agency Teams for children with special needs. We will broaden their remit from physical, sensory, learning and communication difficulties to include emotional, behavioural and mental health needs.</li> <li>• Emphasis on joint working within children's centres and extended schools and supporting delivery of the SEBD strategy.</li> <li>• Will offer fully integrated assessment, key working and services by health, education, social care and community support staff.</li> </ul>	<ul style="list-style-type: none"> <li>• expand into South Hams / West Devon and Teignbridge PCT areas</li> <li>• integrate CAMHS tier 2 &amp; 3 services within the JAT framework</li> <li>• S. 31 agreement to improve the accountability.</li> <li>• new support to strengthen parent/carer forum participation in planning and monitoring</li> </ul>
<b>Extended Schools</b>	<ul style="list-style-type: none"> <li>• Must be in place in most areas by 2008 and every school community by 2010</li> <li>• access to childcare 8am – 6pm all year round</li> <li>• 15 hrs per week of early learning for all 3–4 yr olds</li> <li>• varied menu of activities, clubs and sport beyond the school day 8 – 6 all year round</li> <li>• parenting support and information sessions</li> <li>• swift &amp; easy referral to a wide range of specialist support</li> <li>• community access to ICT and facilities</li> </ul>	<ul style="list-style-type: none"> <li>• develop swift and easy referral to specialist support through development of Child Concern Pathway and CAF</li> <li>• develop la range of locally accessible preventative services</li> <li>• develop links to the active and healthy schools initiatives and the LAA/LPSA plans</li> <li>• develop a county wide parent information &amp; support programme</li> </ul>
<b>Youth Enquiry Services</b>	<ul style="list-style-type: none"> <li>• co-located multi-agency services for vulnerable young people aged 16+ (ages of cut-off will vary e.g. care leavers will be to 21 or even 25 others to 19). Includes services for care leavers, homeless, substance misuse, sexual advice, counselling, targeted volunteering, youth and employment support for young people with identified additional needs 16–19.</li> </ul>	<ul style="list-style-type: none"> <li>• review details of services in the light of Youth Matters changes</li> <li>• seek opportunities for linked capital and revenue funding to maximise impact</li> <li>• strengthen links with district council housing advice as part of LAA/LPSA</li> <li>• ensure full involvement of voluntary and community providers</li> </ul>
<b>Managed Multi-agency Networks</b>	<ul style="list-style-type: none"> <li>• These will be developed around targeted client groups for example children and young people looked after in public care or children and young people with complex needs. The Network will bring together key individuals from across different agencies to ensure holistic assessment and planning wrapped around the child rather than based on service structures.</li> </ul>	<ul style="list-style-type: none"> <li>• work to test out mechanisms and protocols to ensure the most effective working of the Networks</li> <li>• describe best practice and expectations for network working</li> </ul>

## **6. Strengthening governance and management accountability**

Delivering this plan across the huge and varied partnership that exists Devon will require agreement on accountabilities as set out below:

1. The County Council and individual partner agencies retain full accountability for the quality and performance of the staff and services they provide or commission. Agency plans and management arrangements will be needed to ensure services are planned and delivered appropriately.
2. Where integrated teams are developed, accountability will be described through the formal partnership agreement, using Health Act S. 31 or Children Act 2004 procedures.
3. The Devon Children's Trust is a partnership of statutory and voluntary agencies, operating under the leadership of the County Council to fulfil the Children Act 2004, S.10 'Duty to Cooperate' requirements. The Children and Young People's Plan (CYPP) describes the strategic planning and performance / quality improvement priorities and expectations that the partnership will work towards.
4. The Director of Children's Services is responsible for the effective running of the Children's Trust and will achieve this through Children's Trust Board and Executive arrangements that have been developed in consultation with all 'Duty to Cooperate' partners. The Lead Member for Children's Services will work with all partner agencies, parent/carers and children and young people to facilitate the smooth and effective operation of the Children's Trust arrangements.
5. A Local Safeguarding Children Board will be set up in accordance with the Children Act 2004 requirements and will publish its Terms of Reference and working accountabilities during the lifetime of this Plan. The Children's Trust will be responsible for developing Children Act 200 S. 11 Information Sharing and Common Assessment Framework arrangements. A Project Board has been set up to achieve this and will publish protocols covering practice and accountabilities during the lifetime of this Plan.
6. Individual agencies will be responsible for collaborating through the Children's Trust to help meet the priorities laid down in CYPP and work to ensure children, young people and parents or carers across Devon have equality of access to services that are based on evidence based best practice, strategically agreed priorities and best value principals as set out in the CYPP.
7. The County Council will work through the Children's Trust to establish strategic (county level) planning, commissioning, performance monitoring and reporting arrangements to facilitate this objective. To support this, the Children's Trust, in consultation with partners, will develop multi-agency project development groups, county level commissioning and performance monitoring as and when required.
8. The Board of the Children's Trust will work in collaboration with the County Council Executive, Devon Strategic Partnership and the Local Area Agreement Board to monitor and amend inter-agency accountabilities as required and manage any areas of disagreement or confusion should that arise.
9. At both strategic and local level, opportunities will be created to allow children, young people, parents, carers and front line staff to participate in the planning and quality monitoring of services affecting them. The Children's Trust will support electronic and local networks to facilitate this.
10. Partnership planning and service management at the local level needs to respect agencies statutory, managerial, clinical and financial accountabilities while maximising opportunities for integrated and collegiate solutions to improve outcomes. The Children's Trust will work with partners to strengthen local multi-agency management and commissioning arrangements to facilitate this objective. This will require the establishment of three Area CYPP Management Teams.
11. Each Area CYPP Management Team will cover an area of approximately one third of Devon and will reflect Learning Community, district council and healthcare boundaries as much as possible. An Area CYPP Management Team will be made up of the senior locality managers from the 'Duty to Cooperate' partners plus a representative from the (approximately 10) Learning Communities in the area covered. Terms of Reference and membership of the Area Management teams will be the subject of further negotiation and agreement following approval of this plan.
12. Area CYPP Management Teams will be responsible for the local implementation of the Plan and ensuring that partners maximise the opportunity to integrate service commissioning and delivery in

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ways that improve outcomes for children and young people in their area. To support this each Area CYPP Management Team will be responsible for producing a local delivery plan. The work of the Area CYPP Management Teams, including the development of the local delivery plan, will be supported by a local stakeholder (planning & implementation) group as well as close links with each of the learning communities in the area. The Area CYPP Management Teams will be chaired by a senior representative of the County Council who will be accountable to the Director of Children's Services for the effective working of the Teams.

13. The local stakeholder groups will help ensure coherence and effectiveness in relation to the district council plan, Local Strategic Plan and other locally identified needs. Each stakeholder group will reflect local district or PCT boundaries and should include representatives of county/district elected members, parents/carers, children/young people and voluntary/community organisations from that area. Proposed working arrangements and terms of reference for the local stakeholder groups will be the subject of further negotiation and agreement following approval of this plan.
14. Area CYPP Management Teams will establish links with the Learning Communities and GP practices in their area and will support a system of joint planning and commissioning with schools and GP commissioning arrangements as appropriate. Proposed working arrangements will be the subject of further negotiation and agreement following approval of this plan.

