

Introduction to Bath and North East Somerset Children and Young People Plan Annual Performance Assessment Review 2007.

Our Vision: “For all Children to do better in life than they thought they could”

Our Mission: “To ensure all Children and Young People are safe. To tackle inequalities and close the disadvantage gap.

Structure of the CYPP/APA Review

We have reviewed of the Children and Young People’s Plan (CYPP 2006/9) and Annual Performance Assessment through one integrated process. The original CYPP was based on agreed delivery priorities as identified in the Local Preventative Strategy. However, we now feel it is more appropriate to review the CYPP through the Outcomes Framework of Every Child Matters. While this approach has not been easy it is intended to secure improved co-ordination of children’s service developments and to align our key priorities within the recently agreed Local Area Agreement framework.

As an outcome of our CYPP/APA review and self assessment, we have determined that the plan’s overall structure and focus remains relevant, but that further work is required to refresh the needs analysis; rationalise delivery groups based on restated priorities and focus more closely on performance indicators and outcome measures and less on outputs for the remaining lifespan of the CYPP.

Our review document consists of three parts:-

- Introduction to the CYPP/APA review.

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Context Statement

Bath & North East Somerset Council is a unitary authority that was formed in 1996. It extends from the outskirts of Bristol, South into the Mendips and East to the Southern Cotswolds and Wiltshire border, covering a geographical area of 220 square miles. Two thirds of this is green belt combined with great natural beauty, (2 areas of Outstanding Natural Beauty and over 30 Conservation Areas), and some of the most significant historical treasures found anywhere in Europe, including over 6,000 Listed Buildings.

There are three main urban areas, the World Heritage and Georgian City of Bath to the East, the residential and commercial centre of Norton Radstock in the South and Keynsham, the largest town representing an important commercial and cultural centre in the North. The authority has a high percentage of rural areas, with numerous small villages lying between these three focal points, as well as around the Chew Valley Lake in the west. Within this geographical area, the Council employs circa 7,000 staff in over 1,200 offices, buildings and schools, with the principal Council offices located in Bath and Keynsham.

There is a population of approximately 170,000 (2001 Census) concentrated in the three main areas described – i.e. Bath (approx 50% of the population), Keynsham and Norton Radstock (approx 22%). We have an aging population with 14% of the populace over the age of 70. The area's ethnicity is predominantly white, with just over 97% of British / Irish descent. We are comparatively healthy (above national average for health and life expectancy with over 70% of residents describing their health as good) and wealthy (below average benefit claimants), with unemployment lower than the national average - 79% of working age population employed against the national average of 75%.

While an area of relative affluence overall, there are pockets of significant deprivation. According to the Indices of Multiple Deprivation 2004, none of B&NES 115 Super Output Areas are among the most deprived 10% in England. However, 3 are among England's most deprived 20% and one super output area is in the most deprived 10% in England for the index of income deprivation affecting children (SOURCE: 2004 IMD). Children and young people in these areas are a priority for the Children and Young People's Plan.

We are an innovative and ambitious Council, operating through a mixed economy ranging from direct service delivery to many forms of effective partnerships to deliver outcomes. The Audit Commission rated us as a Good Council in 2002, (with the highest corporate assessment score in the South West), a score we consistently maintained until 2005, when under the revised and harder test for Councils, we were rated as demonstrating a 3 star overall performance and improving adequately through our direction of travel.

Politically, there is no overall control of the Council. In the May 2007 Local Government Elections the Conservative Party replaced the Liberal Democrats as the largest party without a clear majority. The new minority administration has established a reduced Cabinet of five members from nine previously. The Cabinet members' portfolios and the overview and scrutiny panels are aligned to the Councils Strategic Directorates. There is a new Cabinet member for Children's Service who joined the executive in May 2007. The Council has a good record of working well together and the high priority on Children's Services within corporate priorities is reflected within the recently established Local Area Agreement (LAA).

Current position

Bath and North East Somerset is a high performing Local Authority securing good outcomes for Children and Young People.

The significant progress which had been made with the Change for Children agenda prior to formal structural integration has been consolidated and given extra impetus by the appointment of a Director of Children's Service in July 2006.

The Council and Bath and North East Somerset Primary Care Trust (PCT) have been actively exploring how to further integrate services to offer a more effective and flexible range of services to the public whilst seeking to reduce overhead costs by merging "back office" or support functions. A joint Director of Public Health has been appointed and there are a range of pooled budget and shared service arrangements across Adult Care and Health and Children's Service. Work is underway to identify how services for children and young people can be brought together bearing in mind the drive in Health to separate commissioning from provider functions. The development of Local Area Partnerships provides a potential delivery vehicle for a range of health services to Children and Young People in partnership with schools and GPs particularly as Practice-based Commissioning develops. To oversee these developments the Council Cabinet and PCT Board have established an Integration Board and Executive Team. The Executive Team is charged with ensuring practical integration around key shared areas of work. The Integration Board will oversee the wider integration project including shared governance arrangements. Further changes to these arrangements will emerge as a result of the implementation of the LAA.

The existing Children and Young People's Strategic Partnership (CYPSP) is being reconfigured to reflect the increased role of localities and the development of the Local Authority/PCT integrated shadow board. A smaller, more strategic executive board of the CYPSP will be formed. The CYPSP, through the Director of Children's Services, will be responsible for ensuring delivery of the Children and Young People's theme of the LAA and will report to the Local Strategic Partnership on progress in delivering the LAA outcomes. Well established and robust partnership working with statutory, voluntary and community children's services partners is evidenced by the

representation and activities of both the CYPSP and LSCB. “Partnerships with health and other agencies are good and make a significant contribution to improving services” (Source – Ofsted APA letter 2006). Both are secure and significant partnerships which are key enablers in the provision of integrated services, driving and co-ordinating change.

The smaller executive board of the CYPSP will also oversee the establishment of the Children Trust Arrangements. Four locality areas known as ‘Local Area Partnerships’ (LAPs), based on existing school clusters, have been established as the framework for developing the collaboration and co-ordination required from all partners to achieve the delivery of integrated children’s services across Bath and North East Somerset. They are the “delivery end “of the Children Trust Arrangement. This shift towards integrated delivery at Local Area Partnership level will take time and will be incremental rather than immediate change. A key aspect of this is building a culture of collaboration and strengthening and aligning the networks and relationships that already exist. It will support local decision making, improved and co-ordinated service delivery, the local commissioning of services and ultimately improved outcomes for children and young people. (Please refer to the LAP paper, included in list of Key Documents)

The Local Area Agreement (LAA) for Bath and North East Somerset has been agreed with effect from April 2007. The Children and Young People’s Block focuses on those priority areas that had been identified in the development of the CYPP in 2006, where with additional pump priming monies, we could support more positive outcomes.

Following consultation through the various strategic partnerships and senior management groups, the following key areas were identified:

- Bullying
- Early Years Foundation Stage
- Healthy Schools and preschool settings
- NEETs
- Key Stage 1 and 2
- Summer Reading

We were successful in attracting pump priming funding around all areas except bullying. There had been much discussion about a stretch target on bullying and a desire to include this in the LAA in some way. Unfortunately, in the end agreement was not given to include this as a stretch target as we did not have the baseline data. It was included as a non stretch target in the LAA and mobilised significant work among stakeholders to develop the current strategy and the setting up of data collection systems. We also received a small amount of funding for “transport”, another key priority for young people in the original consultation around the development of the CYPP.

The monitoring of the LAA is through the Children and Young People Strategic Partnership through to the Local Strategic Partnership. All LAA stretch and non-stretch targets areas have been aligned in the review of the CYPP/APA.

1. Be Healthy

Good progress has been made with developments to enable Children and Young People to be healthy

- Healthy Schools. 61 out of 80 schools have achieved Level 3/Healthy School Status (HSS)
- CAMHS 24 hour cover, full range of CAMHS for Children and Young People with learning disabilities and CAMHS services for 16 and 17 year olds have been in place since the end of March, although we will need to monitor and review performance to ensure that the additional investment has provided the capacity to meet the level of presenting need.
- Good progress on tackling substance misuse. 2007 dataset shows that we are better than statistical neighbours and national average when it comes to providing specialist assessment within 5 working days and early intervention and treatment within 10 working days.
- Children in Care. There has been improvement in completing health assessments. Good progress in year since joining Healthy Care programme. LAC participating in design of services.
- Excellent example of local multi-agency working cited in national report on children's palliative care.
- Teenage pregnancy. Although numbers are small (96 conceptions, 53.1% of which led to abortion in 2005) and our initial baseline rate was low the latest official 2005 figures show our rate has risen by 1.2% from the 1998 baseline which gives us amber/red status. Unofficial figures for March 2006 show the numbers dipping again.
- Challenges to resource the mainstreaming of positive initiatives established with short-term funding, e.g. Children's Fund.

2. Stay Safe

Good progress has been made with developments to enable Children and Young People to stay safe

- LSCB established with core and associate members. All agencies signed up to terms of reference and remit of the Board. Lead Groups established for the five staying safe aims. Clear and robust governance arrangements in place. Excellent progress with 2006/07 work programme and 2007/08 Business Plan launched. Priority focuses on anti bullying and domestic violence services.
- Safeguarding is embedded in the developing Children's Trust arrangements.
- Child protection practice is demonstrably sound and there are effective arrangements for planning and care management for looked after children. Placement stability is strong.
- Improved performance in adoption and plans in place to sustain this and successful placements.

- Fostering Service judged as providing excellent outcomes (CSCI)
- Need to further improve performance in respect of initial and core assessments and timeliness of LAC reviews

3. Enjoying and Achieving

Good progress has been made with developments to enable Children and Young People to enjoy and achieve

- Local Authority engagement and support for schools is good. There is evidence of the strong use and impact of the National Strategies.
- Achievement at the end of the Foundation Stage is good and consistently above national figures. Preparation of very young children for school and closing the gap in achievement is a priority at Foundation Stage.
- Standards at all key stages are good and consistently above national averages. Performance is in the top quartile nationally, although the gap with other Local Authorities is closing. English and boys' writing in particular are areas of relative underperformance across all key stages and remain a key focus for improvement.
- Although the progress of children in vulnerable groups such as LAC or BME is in line with national expectations, it is not consistent with the overall standards achieved for most children within the authority and is only partially explained by the impact of small cohorts. Closing the gap in relative performance is a key priority within the CYPP.
- School attendance rates compare favourably with national performance but the gap is closing. Progress towards set targets is limited but recent data indicates an upward trend.
- The restructure of the Local Authority support for behaviour has been completed and an Executive Headteacher for the integrated Specialist Behaviour Service has been in post since September 2006. This has resulted in permanent exclusion being halved from the previous year. Fixed term exclusions remain high although the total number of days lost is reducing. This remains a key priority area for the Local Authority.
- Statutory assessment timescales for 2006/7 have significantly improved on previous years and met and exceeded nationally set targets.
- Extended Schools development continues to make good progress and exceeds national targets.

4. Making a positive contribution

Good progress has been made to increase the participation of children young people, parents and carers in planning services with many examples of good practice. Sustainability is now needed for the coordination of participation, consultation and feedback.

Progress has been made in improving services for disabled children e.g. co-ordinated early support services for children with complex needs are being developed in conjunction with Children's Centre Services. However, further

flexibility and integration of service delivery is needed to provide further improvements.

- Juvenile Crime. YOT prevention programme making good progress.
- 85% of LAC participated in their reviews in 2005-06 compared to 83% in England. This has increased to 88% in 2006/7 which although an improvement is less than our target of 95%. Contributions from children and young people to annual reviews and case discussions are actively encouraged.
- Integrated Youth Support Service. Restructuring has taken place at Directorate/Assistant Directorate level and has brought together the Youth Service, Youth Offending Team, Leaving Care Team, Teenage Pregnancy Strategy, Connexions and Training Services under one line management structure.
- Youth Bank and effective management of YOF/YCF led by the Democratic Action for Bath and North East Somerset Youth (DAFBY) proving successful in widening opportunities.

5. Achieving economic well-being

Good progress has been made with developments to enable Children and Young People to achieve economic well-being

- 14-19 Partnership.
Good progress has been made including area prospectus development. Production of the Gateway submissions provided a vehicle for improved planning at both regional and consortium levels. There has been an increased range of practical/vocational subjects available pre-16. The need for additional pre e2e, e2e and post-16 level 1 courses has been identified, some additional provision is already available and more will be in place by September 07. Key priority is to continue roll-out of a broader and enhanced post-16 curriculum offer.
- NEET. Average data for November 06 – Jan 07 shows that of the 6290 16-18 year olds known to Connexions, 260, (4.2%) were NEET. 3.8% were 'not known' i.e. had not been contacted within the expected time period. This is a significant improvement from the equivalent time period in 2004 where 5.1% were NEET. The EET rate for 19 year old care leavers has also improved although those for teenage mothers, young people with LDD, BME young people and young offenders have not.
- The Council Executive agreed to retain Connexions West of England to deliver services to young people under a 'Local Authority Controlled Company' arrangement from September 2007, thus securing continuation of highly effective service to Young People service across the ex-Avon LAs.
- Children's Centres Phase 2 target of 6 centres is rolling out, with 3 of these already designated. This is a challenge in the rural parts of the authority.

6. Service Management

Children's Services make a good contribution to maintaining and improving outcomes for Children and Young People. There are clear plans and identified priorities for the future and we have good capacity to further improve services for Children and Young People.

- Ambition – we are ambitious, our targets reflect this. Across all areas of our work we seek to build a culture of ambition for and ownership of our Children and Young people. This ambition underlies and drives key relationships with our schools, Health and other partners
- Prioritisation – clear priority is given to less favoured areas of the Authority; and specific groups of Children and Young People. This is reflected in our mission statement and key developments (see Section 2)
- Capacity – the restructure to create an integrated Children's Service is already proving effective in building on past good capacity. Recognising our relatively small size, we are seeking to build a broader strategic capacity with our partners; we have begun to develop the strategic understanding of the Schools Forum and are building a more dynamic relationship with our schools which recognises their increasing role in the ECM and public service agenda. We are aligning our agendas with Health and other partners in order that we take a wider view of the outcomes we are achieving for our children. We believe that as we develop more formal joint accountability arrangements we can further improve our performance and achieve economies of scale.
- A Section 28 Agreement is in place between the Council and the PCT covering the management of the Assistant Director (AD) Child Health services so that this work is integrated into the wider Children's Service Leadership Team.
- Commissioned services and the judicious use of consultants supplement capacity when needed.
- Performance Management – strong corporate system. Each AD reports monthly to the DCS who in turn reports to the Chief Executive and Strategic Directors Group. The Council Cabinet receive a quarterly Children's Services report which brings together KPIs, budget performance and risk issues.
- CAF – Implementation has been planned and taken forward through a multi-agency group. Initial focus has been on rolling out implementation for 0-8 year olds in geographic areas. Focus is now shifting to 0-11 years with the implementation being "tweaked" to reflect feedback from practitioners. The programme is on track for timely implementation.
- Pooled budgets and Commissioning - Section 75 agreement with PCT in place for joint service commissioning and placements for Children and Young People with multiple/complex needs. Some joint teams in place e.g. Speech and Language Therapists working with specialist teachers.
- Workforce Development – developments are gathering pace. There has been strong performance on schools workforce reform and we are now

completing a wider Workforce Development Strategy, however, this is an area where capacity has been stretched.

The Dedicated Schools Grant received by Bath and North East Somerset is the 107th lowest out of 149 local authorities in England. The Council's DSG is based on the historical funding provided by the Council which was 4.2% above Central Government allocations (in 2005/6).

Comparisons with National Figures and those from our Statistical Neighbours reveal that we provide good value for money across a wide range of aspects of Children's Services. For example Children's and Families services, Educational Special Needs and Education Access (exc. Transport). The Youth Service and Home to School Transport have been funded significantly above our Statistical Neighbours.

The costs of transport reflect the rural structure of the authority and the complex nature of secondary schooling (particularly in Bath). The secondary school review process is anticipated to provide efficiencies in transport costs.

Following an analysis of resource needs for 2007/8 the Youth Service was identified for rationalisation to release resources for other priorities. A review of the Youth Service management structure is complete and the service is being closely aligned to our Local Area Partnerships (LAPs) as part of preparation for the Integrated Youth Service. Front line capacity has been maintained whilst the rationalisation will release approximately £250,000 from 2008-09 onwards.

Risk Management processes are well developed. Each Assistant Director maintains a Risk register and significant risks are then transferred on to the Corporate Register. The registers are reviewed and updated and tracked through the Council's QPR Performance Management System. A separate system is in place to monitor and manage capital project risk.

Consultation and Participation

The review of the CYPP has been undertaken involving all departments of the Children's Service, our core partners (PCT; Connexions; schools; local colleges, police, Voluntary and Community Sector) and children, young people and their parents and carers. Children's Service and its partners are fully committed to the participation of children and young people, their parents and carers. The top five priorities identified by children & young people in 2005/6 were:

- Safer places to hang out and play outside
- Less bullying
- More respect for children and young people
- More things to do and transport to get there
- To feel safer from crime

Since this consultation our Participation Strategy Action Plan has focussed on promoting children and young people's participation in decisions that relate to their identified priorities (see section 1 of review para 4.3)

In addition a number of young people were consulted specifically for this review (18 members of DAFBY/ Democratic Action for B&NES Youth, 23 young people 'in need', including 8 disabled young people who were consulted using symbols). Work with DAFBY and young people 'in need' highlighted how the priority issues for children and young people are very closely linked. For example, children and young people told us they wanted more things to do and that safer places to hang out and play would go some way to reduce bullying and fear of crime.

DAFBY members, who have been involved in shaping the Children and Young People's Plan from the outset, confirmed progress and said:

- The Council is starting to listen more. Having contact with Councillors and Officers has been important, but they would like better feedback on what changes as a result of their involvement. We plan to develop a system for recording young people's views and any actions taken as result
- They would like to see an increase in the number of young people taking part in decision making processes
- They were happy with the priorities agreed for 2007/8, provided more things to do includes a transport dimension in order to improve young people's access to activities and places.
(see Section 2 Major Development Item 4.3)

The Parenting Strategy was completed In December 06 and launched in May 07. It incorporates the Strategy for the Participation of Parents and Carers. A number of key consultative events with parents and carers have been undertaken. For example, on the Children's Centre Strategy and the development of extended schools and services. Parent/carer groups who were involved in the development of the original Children and Young People's Plan priorities were consulted for this review. They confirmed they still agreed with the priorities identified in the initial consultation including more opportunities to be involved in service planning. Opportunities for parents to participate in setting up Children's Centres have been well established.

We have identified that the development of participation and consultation arrangements for children, young people, parents and carers requires further coordination and resourcing. (see Section 2 Major Development Item. 4.3)

Bath and North East Somerset schools have been encouraged to take part in the 'Tellus2', Children and Young People's survey.

List of Key Documents (to follow on CD ROM)

1. Maintenance Items for each of the five outcomes
2. LSCB Minutes
3. Targets
4. CAF Implementation Plan
5. Children Centre Services Strategy
6. Disabled Children's Strategy 06 - 09 and the 06/07 work plan
7. Healthy Schools Strategy
8. Local Area Partnership paper
9. Local Safeguarding Children's Board Business and action plans
10. 14-19 Strategy document.
11. Workforce Reform Development Plan
12. School Improvement and Achievement Policy.
13. Bath and North East Somerset Local Area Agreement 2007-2010
14. Bath and North East Somerset Children and Young People's Plan 2006-2009 and revise appendix 7.

Glossary

ABC's	Anti-Social Behaviour Contracts
APA	Annual Performance Assessment
APSP	Area Placement and Support panels are the access points to the Specialist Behaviour Service (SBS). These are linked to LESTs and operate in 3 LAPs (one for Bath) and are the forum for headteachers and SBS to identify, assess and agree the needs of children and young people with behavioural issues and how they can be met.
Barnardos	A UK charity which works with vulnerable children and young people. Provides Midsomer Norton Family Centre in partnership with Bath & North East Somerset Council. Commissioned to provide coordination for Bath & North East Somerset Children's Fund
C4C	Change for Children
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Services
Children's Society	A UK charity which works with disadvantaged children and young people. Commissioned in Bath & North East Somerset to facilitate the Children's Rights Charter and participation work for the Children's Fund
Children's Centres	Places where children under 5 years old and their families can receive seamless holistic

	integrated services and information, and where they can access help from multi-disciplinary teams of professionals. Local authorities have been given strategic responsibility for the delivery of children's centres.
Compass	A project which aims to steer children aged 8-13 away from crime and anti-social behaviour by offering confidence boosting solutions and access to a range of activities. It is funded in conjunction with the Children's Fund.
Co-terminus	Having the same boundaries i.e., B&NES PCT and LA are responsible for the same geographical area.
Commissioning	The commissioning process can be defined as: The process of assessing needs, allocating resources, defining priorities and choices and determining how they are best delivered, monitoring implementation and delivery, evaluating impact and learning from the process
CTa	Children's Trust Arrangements
CPR	Child Protection Register
CSOIG	Children Service's Officer Improvement Group
Cx	Connexions. The government support service for young people aged 13-19 in England.
CYPP	Children and Young People's Plan. 3 year plan which sets out the priorities for children's services.
CYPSP	Children and Young People's Strategic Partnership This is a very wide partnership of statutory and third sector agencies with responsibility for drafting and reviewing the Children and Young People's Plan
DAFBY	Democratic Action for B&NES Youth
DfES	Department for Education and Skills
DCS - Director of Children's Services	The Children Act 2004 requires every top-tier or unitary local authority in England to appoint a director of children's services (DCS). The DCS will be professionally accountable for the delivery of authorities' education and social services functions for children, and any health functions for children delegated to the authority by an NHS body.
ECM	Every Child Matters
EYFS	Early Years Foundation Stage
FRIENDS	An emotional literacy programme delivered by school nurses to Year 5 children in certain schools the Children Fund area
Integrated Project Board	The function of the board is to oversee the development of proposals for the governance,

	commissioning and management of integrated services across Children's Services, Adult Care Services and Public Health Services on behalf of Bath and North East Somerset Primary Care Trust and Bath and North East Somerset Council, in order to improve services delivery for local people.
Integrated Youth Support Service	It aims to ensure that the needs of vulnerable teenagers are identified early and met by agencies working together effectively, in ways that are shaped by the views and experiences of young people themselves .It is integrated delivery in action for vulnerable teenagers
JEYCAT	All completed CAFs are considered at a locally held Joint Early Years Common Assessment Team (JEYCAT) meeting, attended by representatives of a wide range of children's services. JEYCAT aims, where necessary, to identify services which can best meet the needs of a child identified through the CAF process
LA	Local Authority
LAA	A Local Area Agreement is a three year agreement, based on local Sustainable Community Strategies, that sets out the priorities for a local area agreed between Central Government, represented by the Government Office and a local area, represented by the local authority and other key partners through Local Strategic Partnerships (LSPs).
LAC	Looked After Children
LAPs	Local Area Partnerships
LDD	Learning Difficulty or Disability
LEST	Local Education Support Team. Comprising education welfare officers, educational psychologist, learning support teacher and behaviour support link worker. As they develop they will provide integrated access and support for children and young people needing inclusion support services.
LP	Lead Professional
LSCB	Local Safeguarding Children Board
LSP	Local Strategic Partnership
NEET	Not in Employment, Education or Training
NSF	National Service Framework
NSPCC	National Society for the Prevention of Cruelty to Children
PCT	Primary Care Trust
Project 28	Substance misuse service for Children and

	Young People funded by the Drug and Alcohol team
PSA	Public Service Agreement
PSHE	Personal, Social and Health Education
RAG	Responsible Authorities Group
SEAL	A Resource which aims to provide schools and settings with an explicit structured whole-school curriculum framework for developing all children's social , emotional and behavioural skills
SBS	Specialist Behaviour Service. Integrated service for behaviour comprising The Link BESD special school, behaviour support, education other than at school(EOTAS), Pupil Referral Unit and hospital education and reintegration service(HERS)
SEN	Special Education Needs
SIPS	A school improvement partner provides professional challenge and support to the school, helping its leadership to evaluate its performance, identify priorities for improvement, and plan effective change
SPE	Single Point of Entry
SRE	Sex and Relationships Education
Universal services	Services which are available for all children and young people e.g., school and some health services.
Unitary Authority	A system of local government in the UK in which official power is given to one organisation which deals with all matters in a local area instead of to several organisations which each deal with only a few matters.
VCS	Voluntary and Community Sector
YOT	Youth Offending Team

VISION

For all children to do better in life than they thought they could

MISSION

- To ensure all Children & Young People are safe
- To tackle inequalities and close the disadvantage gap

KEY DEVELOPMENTS

- Healthy life styles are promoted for Children & Young People
- Action is taken to promote Children & Young People's mental health
- Children & Young People are provided with a safe environment
- Closing the attainment and achievement gap for specific groups of C&YP and in a specific geographical area
- Children & Young People and their parents/carers participate more in strategic planning and decision making
- The development of services for disabled children
- 14-19 education and training is planned and delivered in a co-ordinated way, and to ensure that education and training (16-19) is of good quality

UNDERPINNING DEVELOPMENTS

- Children's Trust arrangements are fully established and Local Area Partnerships improve local decision making and service delivery
- High effective and motivated workforce able to meet changing demands of C4C agenda