

Oxfordshire Children and Young People's Plan

Draft

2006 - 2009

1 November 2005

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Children and Young People's Plan Leads Group

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Children and Young People's Plan

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Purpose of the Plan

There is a statutory requirement to produce a single, strategic plan for all services for children and young people provided by the local authority and all relevant partners. The intention is that the plan should support local authorities and their partners to agree clear targets and priorities for all their services to children and young people, to identify the action needed to achieve them and to ensure delivery.

The plan covers services for children and young people aged 0 - 19, and those over 19 receiving services, including leaving care and those over 19 and under 25 with learning difficulties.

Links to other plans

The Government's intention is that the Plan should be the single, strategic, overarching plan for all services for children and young people in a local area. The ability to secure agreement to the widest possible scope for the Children and Young People's Plan (CYPP) and the necessary links with other plans will be key.

There will be a particular focus on services for children and young people where outcomes require improvement and this improvement can be achieved by working together more effectively across the agencies.

The plan covers all local authority services relating to children and young people, including:

- early years and childcare;
- education;
- lifelong learning;
- youth and play services;
- children's social services, including safeguarding;
- planning and regeneration;
- housing (a district council responsibility in two tier areas);
- leisure services (a district council responsibility in two tier areas).

It also covers:

- health services for children and young people, including child and adolescent mental health;
- advice and guidance for 14-19 year olds (including Connexions);
- services to tackle the misuse of drugs and alcohol;
- youth justice services, where the Probation Service is already engaged in Multi-Agency Public Protection Arrangements (MAPPA);
- voluntary and community services.

Arrangements need to be made to capture in the plan the key elements of the following plans, to ensure the consistency which is required by regulations with the plans of other statutory partners:

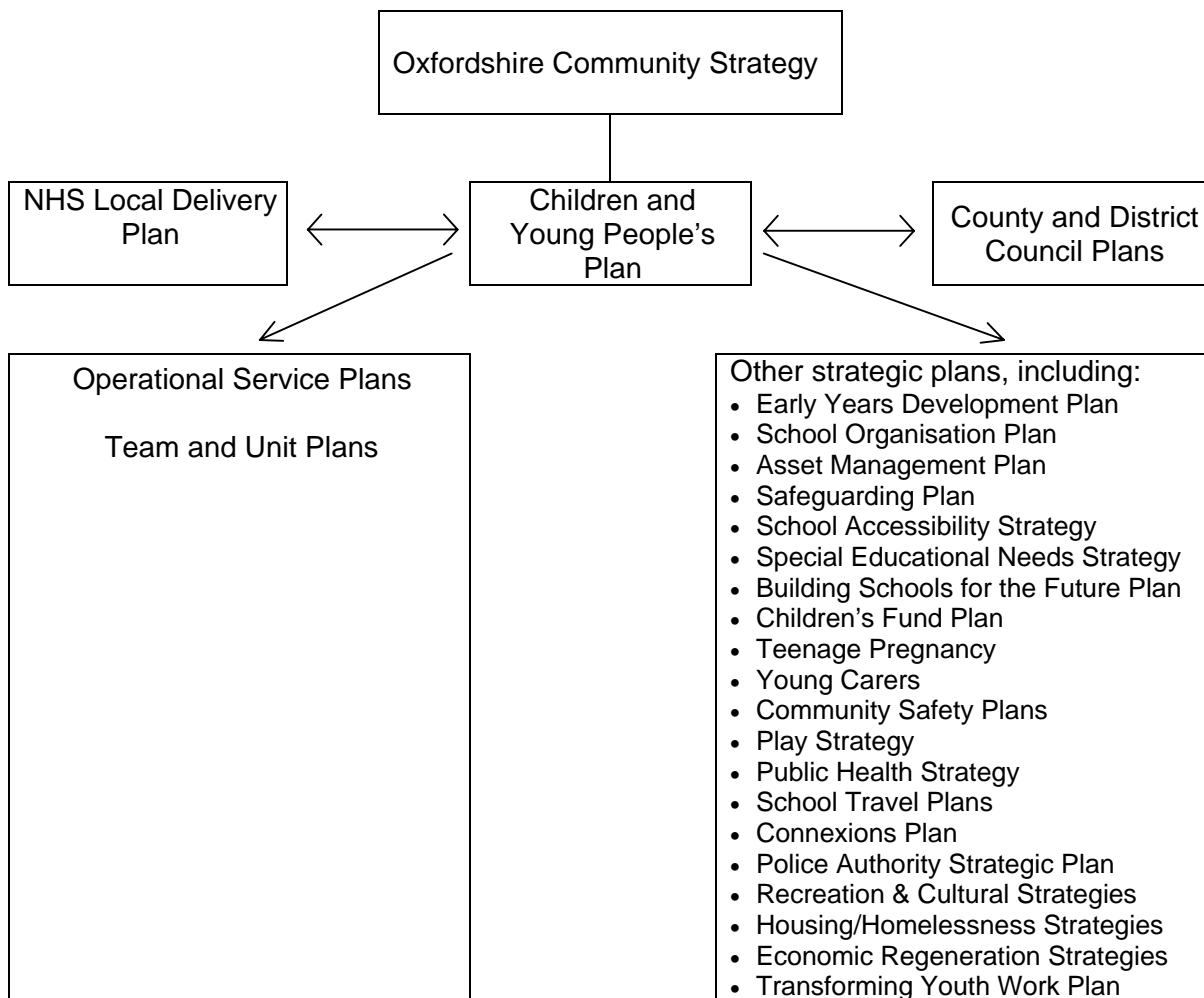
- the local police authority's Three Year Strategic Plan;

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- the statutory annual Youth Justice Plan prepared by the local multi-agency Youth Offending Team;
- the Probation Area Annual Plan, based on the Business Plan of the National Probation Service for England and Wales;
- crime and disorder, community safety and misuse of drugs strategies.

School Development Plans will show how schools contribute to positive outcomes for children and young people. Other plans which need to be consistent with the CYPP are the LSC Local Strategic Plan for 14-19 Education, CAMHS strategy, Healthy Schools Programme and play strategies. In addition, any planning documents on traffic, transport, culture, leisure, sports, open spaces and the wider public realm will be taken into account insofar as they affect children and young people.

It is proposed that the CYPP will form a section of both County and District Council Plans and the NHS Delivery Plan:



The plan will link to the Oxfordshire Community Strategy and work in collaboration with Local Strategic Partnerships.

Arrangements for co-operation between agencies

The duty to prepare the plan is given to the County Council, alongside its duty to secure co-operation among a number of partners to improve the wellbeing of children and young people.

The Children and Young People's Plan is being developed with the engagement of a wide range of partners. Work on the plan is overseen by a Project Board, including the Chief Executive of the County Council and the Chief Executive of Oxford City Primary Care Trust on behalf of all Oxfordshire PCTs. There is good collaboration from District Councils, Police, Early Years Development and Childcare Partnership, Youth Offending Team, Learning & Skills Council, Children's Fund, Connexions and voluntary sector partners. A CYPP Leads Group has been established to lead the development of the Plan (see Annex 1 for details) and named leads have been allocated for each aspect of the Plan

The Children and Young People's Joint Commissioning Board will be responsible for monitoring the implementation of the plan. The Board will include the key decision-makers able to impact on improving outcomes for children and young people in Oxfordshire.

Context and Needs Analysis

The draft Plan has been based on a comprehensive needs analysis, led by the Institute of Public Care, and wide consultation with children, young people, parents and carers and service providers. A copy of the needs assessment is available at There has also been a detailed analysis of current performance against the five outcomes and the aims within these. Each section of the Plan starts with a strategic analysis, including current performance, feedback from service users and the needs identified.

Engagement of children, young people and their families

There is real commitment to securing the involvement of children and young people and parents and carers at all levels in the development of services for children and young people in Oxfordshire.

There is much good practice in Oxfordshire in consulting and engaging children and young people. The Youth Service has comprehensive arrangements for engaging young people, including through the development of countywide youth fora. District Councils seek feedback from young people on the services they provide. Two countywide Sounding Boards have been established (one for children and young people and one for parents and carers) to consult and engage children and young people and parents and carers.

It is proposed to build on existing good practice to develop a co-ordinated, cross agency approach to engaging children and young people throughout Oxfordshire.

The draft Plan is based on the feedback received from children and young people and parents and carers to date. The Sounding Board approach is being maintained to secure the ongoing participation of children, young people and families in the development of the Plan. There is a need to ensure the engagement of young people from across the age range and from the widest range of backgrounds and abilities.

Views of children, young people and their families

Feedback from Children and Young People

Feedback from children and young people was a key feature of the Best Value Review of Services for Vulnerable Children and Young People. A Children and Young People's Sounding Board has been established. More than 200 children and young people have been involved in providing feedback into the process. 15 children and young people have been involved in regular meetings with senior officers and members. A detailed report has been produced of the feedback provided by children and young people. Some of the main themes which have emerged are:

- the value of securing the participation of children and young people in finding solutions to difficulties and the need to maintain this in the future development of children's services;
- the importance to children and young people of relationships with adults based on mutual respect and with sufficient time to listen to and understand each other;
- the need to increase access to play, leisure and youth services, including drop-in youth centres open at suitable times for young people;
- the value of a named professional who is able to develop a relationship over time with the child or young person;
- the need for early practical support for children and young people when things start to go wrong, e.g. young people to talk to with similar experiences, practical support for parents;
- the need for better information in many of different forms about support that is available;
- the need for better support to tackle the problem of bullying.

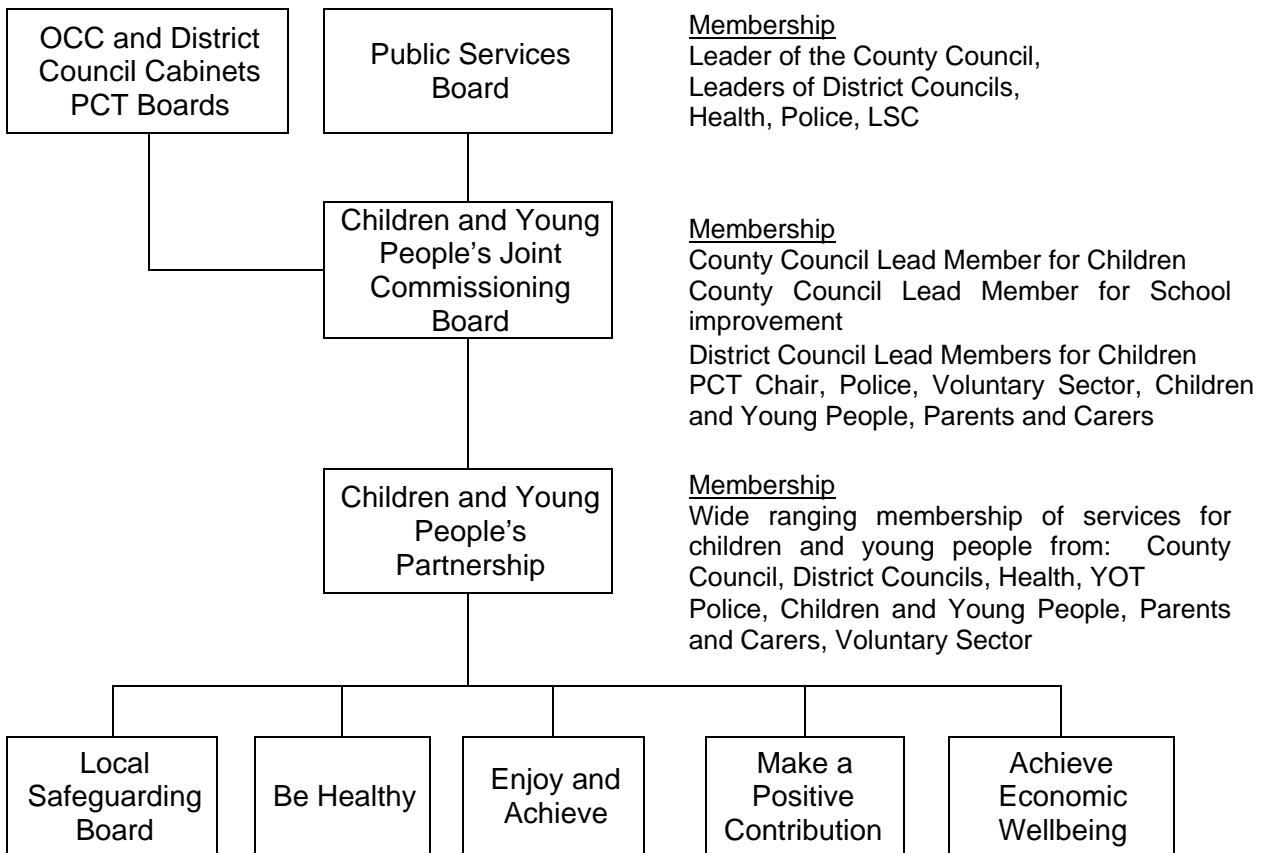
Feedback from Parents and Carers

A Parent and Carers Sounding Board was established as part of the Best Value Review involving over 270 parents through questionnaires and face to face meetings. A detailed report has been produced of the feedback. Some of the main themes which have emerged are:

- health visitors, schools, GPs and family centres are key points of contact for parents;
- parents emphasise the importance of being able to develop a good relationship with professionals, based on mutual trust and respect;
- a significant number of parents said they had to get to a crisis before they received help;
- the vast majority of parents said things had got better as a result of the help they received;
- parents particularly valued the support of the voluntary sector;
- parents of disabled children highlight the need for more respite support;
- parents who had experienced parenting programmes valued them and recommended them to others.

Performance monitoring

Each section of the Plan includes the targets to be achieved in order to improve outcomes for children and young people. This will include past and current performance against the targets. It is proposed that The Children and Young People's Joint Commissioning Board will be responsible for monitoring the implementation of the CYPP and progress towards the performance targets. The County Council and partners have a commitment to develop this arrangement by April 2006. The Board will report directly into the Public Service Board, as well as to the Cabinets of the County Council, District Councils and PCT Boards:



Statement of how resources will be deployed to achieve the outcomes

DFES guidance is clear that the Children and Young People's Plan should include details of the resources which will be allocated to implement the Plan. Annex 2 provides a statement of how resources will be deployed and highlights areas where additional investment is needed. Further work is underway with partners to look at the resource implications of the Plan across all agencies and this will be included in the final draft of the Plan in February.

Vision for Children's Services in Oxfordshire

Our aim is to improve outcomes for all children and young people by giving every child and young person the opportunity to achieve their potential.

Our vision is for Oxfordshire to be a place where every child and young person receives the help they need to:

- enjoy good physical and mental health;
- be protected from harm and neglect and grow up able to look after themselves;
- achieve educational success and enjoyment and develop self-confidence and life skills for a creative and positive adulthood;
- make a positive contribution to the community and society;
- enjoy and achieve their potential and make the most of their lives.

We will achieve this by:

- ensuring that all children and young people are able to exercise the rights identified in the United Nations Convention on the Rights of the Child;
- ensuring the involvement and participation of children and young people and their parents and carers in the development of our services, plans and decisions;
- understanding and starting from the perspective of the child or young person, and their family and empowering vulnerable children, families and the communities in which they live to find their own solutions
- ensuring that all children and young people are protected from abuse or neglect and that this is a key priority for all agencies working with children and young people;
- making sure that children and families receive support early enough if there are difficulties;
- giving parents and children and young people better information about the help that is available;
- providing services that are personalised, accessible and acceptable to children, young people and families, including a greater involvement of the voluntary sector;
- innovating on the basis of reliable evidence about what works both locally and nationally, without de-stabilising what is already working well;
- ensuring clearer accountability and improved co-ordination and integration of education, health and social care around the needs of children;
- minimising bureaucracy and maximising contact time for children and families with professionals;
- the development of a skilled, effective and well motivated workforce working as part of a multi-disciplinary team;
- effective case management by a lead professional or key worker who has the time to develop a relationship with the child or young person and family and support them through a range of services they might need;
- improved sharing of information and common assessment arrangements across agencies.
- understanding where services are likely to have the greatest impact on improving outcomes for children and young people and their families and targeting resources accordingly.

Emerging priorities for improving outcomes for children and young people

The following priorities for improving outcomes for children and young people have been agreed across the agencies in Oxfordshire:

1. To improve health outcomes for children and young people, with a particular focus on:
 - promoting healthy and active lifestyles for all children, but particularly those who are vulnerable;
 - improving the co-ordination, availability and accessibility of child and adolescent mental health services;
 - reducing teenage conceptions;
 - reducing the use of harmful drugs and alcohol and developing drug treatment services.
2. To increase the number of children and young people accessing sport, play, leisure, youth, out of school, community, cultural and arts activities, with a particular focus on those who are vulnerable.
3. To improve educational achievement and enjoyment at all key stages, with a particular focus on:
 - the needs of young children so that action is taken to promote educational success and enjoyment from the earliest stage;
 - ensuring that all schools are successful in helping pupils to make progress in line with their potential;
 - ensuring that all pupils leave school with the qualifications, including vocational qualification, that they need for further education, employment or training.
4. To improve support to schools and communities in promoting positive behaviour and emotional health and wellbeing, thereby reducing the incidence of behaviour difficulties, bullying and youth offending.
5. To improve the early, practical support for vulnerable families to prevent abuse, neglect and family breakdown and ensure a consistent and adequate response to child protection referrals across the county.
6. To improve life chances of children looked after, particularly through improved educational achievement, reduced involvement in offending and strengthening support to meet their needs in-county.
7. To improve services for disabled children and young people and their families, so that more children and young people's needs can be met in-county.

There is a commitment from all agencies to increasing and co-ordinating the participation of children, young people and their families in working with us to improve these outcomes.

The Areas of the Plan

Strategic Action	Leads
1. Be Healthy	Jane Bell, Head of Children's Services, North Oxon PCT Partnership Alison Burton, Public Health Manager, Oxford City PCT Mark Andrew, Primary & Community Services Manager, South West Oxfordshire, PCT
2. Stay Safe	John Richards, Interim Head of Social Care for Children, Social & Health Care Sandra Bingham, Senior Education Officer (Access & Social Inclusion), Learning & Culture
3. Enjoy and Achieve	Judith Morris, Head of School Development Service, Learning & Culture Roy Leach, Senior Adviser (School & Service Monitoring), Learning & Culture
4. Make a Positive Contribution	Rick Harmes, Head of Community Learning, Learning & Culture Mike Simm, Head of Youth Offending Service
5. Achieve Economic Wellbeing	Dave Waller, Unit Manager (Strategic Development & Economic Development), Environment & Economy Amanda Powell, Childcare Development Manager, Learning & Culture
6. Particular groups of children requiring a special focus:	
A. Children and Young People Looked After	Noreen Collins, Operations Manager, Social & Health Care Fran Fonseca, Service Manager (Family Placement), Social & Health Care Sandra Bingham, Senior Education Officer (Access & Social Inclusion), Learning & Culture
B. Children and Young People with Special Educational Needs/Disabilities	Liz Shaw, Senior Manager (Children's Therapies), Oxford City PCT Simon Adams, Senior Education Officer (SEN), Learning & Culture Sharron Jenkinson, Co-ordinating Adviser (SEN/Access/ Inclusion), Learning & Culture Sarah Ainsworth, Operations Manager, Social & Health Care
C. Children and Young People from Ethnic Minorities	Sharon Fleming, Development Officer (Equalities & Communications), Learning & Culture
7. Service Integration	Sarah Breton, Children's Trust Project Manager

1. Be Healthy

Strategic Analysis

Overall, people living in Oxfordshire get a good start in life compared to the rest of the country. Public health data shows that Oxfordshire has some of the lowest incidence of adult heart disease and cancer in the country and infant mortality is lower than the national average. There are above average levels of breastfeeding and take-up of immunisations is good.

On the measures of people living with life-limiting, long term illness, Oxfordshire ranks as the second healthiest county in the south-east. However, there is a 15 year difference in life expectancy between the best and worst wards.

More than £8m is spent annually in Oxfordshire on services for children and young people who have a diagnosed mental illness. However, there are some young people with mental health difficulties who cannot access these services, or who have to wait too long to see someone.

Teenage conception rates are below the national average. The overall trend is upwards against a national picture of a decline, though the most recent data indicates that there was a reduction of 2% in conceptions between 2003 and 2004. There are 19 wards in the county with an under 18 conception rate for 2000-2002 that is amongst the highest 20% in England.

Sexually transmitted infections (STIs) are on the increase and young people are particularly vulnerable. In Oxfordshire there has been a year on year increase in STIs, including HIV. 74% of chlamydia cases seen at the Harrison Clinic in Oxford in 2002 were in young women under 24.

37% of 5 year olds in Oxfordshire have decayed, missing or filled teeth. This is broadly in line with the regional average.

Ofsted school inspections in 2003/04 identified that arrangements for participation in sport are "good" or "excellent" in 100% of secondary schools and 79% of primary schools. This is better than national in secondary schools and in line with national in primary schools. 65% of school children have at least two hours sports a week. 45 schools have been accredited as healthy schools.

In relation to healthy lifestyles, there are three areas where health outcomes are a concern:

- childhood obesity is on the increase across socio-economic groups;
- levels of physical exercise are decreasing with more sedentary family life;
- the number of young women taking up smoking is still increasing, despite a general downwards trend in the incidence of smoking.

Priorities for Improving Outcomes

- To promote healthy and active lifestyles for all children and young people.
- To improve the emotional and mental health, self-esteem and self-confidence of children and young people.
- To improve the co-ordination, availability and accessibility of child and adolescent mental health services.
- To reduce the use of harmful drugs, encourage safe drinking among young people and increase access to drug/alcohol treatment services.
- To reduce teenage conceptions and sexually transmitted infections.

Targets

- Increase the percentage of school children spending a minimum of 2 hours a week on sport and PE.
- Increase the number of accredited healthy schools.
- Reduce the percentage of children who are obese.
- Reduce under 18 conceptions per 1000 by 50% by 2010 (national target).
- Increase participation of young people under 18 in drug treatment services by 50% by 2008 (national target).
- Reduce waiting times for CAMHS Tier 3 services.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Implement co-ordinated, multi-agency health promotion programmes in all settings for children, young people and families, including the healthy schools programme, including a focus on: <ul style="list-style-type: none"> - healthy eating, including locally sourced school meals; - increasing the number of children who walk or cycle to school; - increasing physical activity; - health education (including drugs, alcohol and smoking); - sex and relationships education; - personal, social and health education - health services provided on school sites. 	2005-2006	Senior Adviser (Partnerships, Extended Learning)
All schools to be involved in school sports partnership.	2006	Oxfordshire Chief Leisure Offices Sport England SE

Actions	Timescale	Lead
All agencies to work together to reduce drug and alcohol misuse and provide integrated programmes of treatment, care and support for young people with substance misuse and alcohol problems.	2005-2008	Head of Community Safety
Improve access to child and adolescent mental health services by: <ul style="list-style-type: none"> - implementing a preventative multi-agency strategy to promote children's mental health and emotional wellbeing; - establishing a new Primary Care Child and Adolescent Mental Health Services, with a focus on early intervention and support; - increasing the availability of services for particular groups of young people (with conduct disorders, learning disabilities, children looked after, young carers, and parents with mental health problems); - implementing a training programme in emotional wellbeing across all schools and settings 	2005-2008	Chair of CAMHS Steering Group
Improve support to reduce teenage pregnancy: <ul style="list-style-type: none"> - improve the quality of sex and relationships education; - target areas of high need and young people in "at risk" groups; - improve access to information and advice. 	2005-2008	Chair of Teenage Pregnancy Steering Group
Target resources to improve health outcomes to areas of highest need (Oxford City, Banbury, Bicester, South Abingdon and other targeted areas where outcomes are poor).	2005-2008	Directors of Public Health, PCTs

Links to Detailed Plans (hyperlink)

- Physically healthy
- Mentally and emotionally healthy
- Sexually healthy/Teenage pregnancy
- Healthy lifestyles
- Choose not to take illegal drugs/alcohol

2. Stay Safe

Strategic Analysis

The number of children on the Child Protection Register (248 at 31 March 2005) is in line with other authorities, though there has been an increase since 2004. There is a comparatively low rate of referrals received by social care services, and a higher than average percentage lead to initial assessments. Some users of services and other professionals believe that it can be difficult to engage and retain social services involvement. Performance on all three child protection indicators is good. Only 1% of children are on the Child Protection Register for more than two years. Performance in relation to the number of reviews held on time (98.5%) and re-registration rates (15.6%) is approaching the top band of performance nationally. 16.5% of children on the Child Protection Register are from black and minority ethnic groups.

On 31 January 2005, there were 462 children and young people looked after in Oxfordshire. This represents 35 per 10,000 population against a national average of 54 per 10,000. Of the 462 children looked after, 66 were asylum seekers. Performance is good in relation to placement stability and adoptions of children looked after. The number of children adopted has increased from 6.2% in 2004 to 9% in 2005. 70% of care orders are processed within the recommended maximum of 40 weeks. An average of 90% of children looked after receive all relevant health checks. There is a lack of placement choice within the county resulting in a relatively high number of children looked after (18%) being placed in independent placements outside Oxfordshire.

Recent inspection of the fostering service and Thornbury House judged provision to be "good", with the majority of standards being fully met. The Adoption Inspection showed a more mixed picture, with the majority of standards being almost met.

Limited information is available on the incidence of bullying and racist incidents in schools and the community, but young people report that bullying is a concern to them.

There were 5,594 incidents of domestic violence reported to Thames Valley Police between April 2004 and April 2005. This is a significant increase on previous years. It is thought that children are present in around 50% of the incidents that are reported to the Police.

A recurring response from consultations with young people indicates that they have anxieties about their personal safety and would like more personal safety advice. They are concerned about being the victims of threatening or violent behaviour, harassment or bullying. They express particular concerns about the availability of drugs in their communities.

Priorities for Improving Outcomes

- To improve early, practical support for vulnerable families to prevent abuse, violence, neglect and family breakdown.
- To ensure consistent and adequate response to child protection referrals across the county.

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- To develop greater local placement choice for children looked after, so that more children's needs can be met effectively in-county.
- To increase the proportion of young people who say that they feel safe from bullying, crime and anti-social behaviour in and out of school.

Targets

- Increase the number of families accessing support through Children's Centres, Extended Schools and locality teams.
- Increase the number of children looked after in foster placements or placed for adoption (B7).
- Increase the percentage of young people who say they feel safe from crime or anti-social behaviour.
- Reduce the percentage of young people who say that they have been bullied in the last 12 months.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Increase the availability of early preventative family support for children at risk of family breakdown or significant harm through: <ul style="list-style-type: none">- the development of Children's Centres to co-ordinate the provision of support for new parents and the early identification and support of pre-school children in need of additional services;- the development of extended schools;- a co-ordinated joint agency strategy to address domestic violence;- support for families of offenders and prisoners.	2005-2010 2005-2008 2006 2006	Head of Community Learning Head of School Development Service Acting Head of Children's Services, Social & Health Care Acting Head of Children's Services, Social & Health Care
Implement the Placement Matters strategy to develop greater local placement choice for children looked after and increase foster care and kinship placements.	2005	Acting Head of Children's Services, Social & Health Care
Strengthen support to ensure a consistent and adequate response to child protection referrals across the county.	200/06	Acting Head of Children's Services, Social & Health Care
Target support to Adoption Services to ensure that all standards are met.	2005	Acting Head of Children's Services, Social & Health Care

Actions	Timescale	Lead
Implement a co-ordinated programme in early years settings and schools to promote positive emotional health, wellbeing and relationships and tackle bullying.	2006	Head of School Development Service Head of Children's Services
Deliver, monitor and evaluate actions related to children and young people through the County's five Crime and Disorder Reduction Partnership Strategies.	2005-2008	Head of Community Safety with District Councils and Police
Establish a Children's Safeguarding Board	2006	Acting Head of Children's Services, Social & Health Care

[Links to Detailed Plans](#) (hyperlink)

- Safe from maltreatment, neglect and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for
- Parents, carers and families provide safe homes and stability

3. Enjoy and Achieve

Strategic Analysis

Standards in the Foundation Stage in most areas of learning are broadly in line with national expectations. Standards in primary schools are generally in line with national and similar authorities. However, there is evidence that counties similar to Oxfordshire are improving at a faster rate.

Attainment of 14 year olds is above the national average. Standards have improved significantly over the last two years. At 16, the percentage of pupils achieving 5+ A*-C GCSEs (50.6%) in 2004 fell below the national average and is below performance in similar authorities. The percentage of pupils achieving five GCSEs A*-G including English and mathematics is in line with national, but below that in similar authorities. Schools have registered an improvement at A Level for the fourth successive year with performance in line with or better than national figures and significantly better than for all comprehensive schools. Value-added progress of pupils between the end of primary school and the end of secondary school is in line with national expectations but in a significant number of secondary schools, progress is in the bottom quartile nationally.

Improving the educational achievement of vulnerable groups of children is a priority at all key stages. There is encouraging progress in relation to the educational achievement of children looked after and some ethnic minority groups.

School attendance levels in Oxfordshire are in the top 25% of authorities at primary and secondary level. Attendance has improved year on year for the last three years. Unauthorised absence at secondary is in line with the national average. The attendance of some vulnerable groups of children, including children looked after and young offenders, is a priority for improvement.

The percentage of schools of concern is in line with the national average. No schools have been judged by Ofsted to have inadequate sixth forms since September 2001.

Feedback from teachers and young people highlights the importance of promoting children's enjoyment and emotional health and wellbeing both in its own right and as a key way of raising self-esteem and achievement.

Ofsted inspections of schools (2003/04) indicate that participation in sport is good or excellent in 100% of secondary and 79% of primary schools. This is significantly better than national at secondary and in line with national at primary.

A good range of recreational activities are available for children and young people through schools, the youth service, cultural services and District Councils. There has been a growth in the number of after-school clubs, in the take up of outdoor activities, the Duke of Edinburgh Award and school holiday programmes, including arts and creative activities. Despite this, children and young people tell us that there is not always enough fun things for them to do in their spare time. They would like to see an improvement in the range of activities available for them, particularly youth clubs open longer, safe meeting places, skate parks, ice rinks, better access to swimming pools, outdoor activities and street sport areas.

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Priorities for Improving Outcomes

There is a need for a concerted, joint agency/partnership focus on:

- raising standards of educational achievement and enjoyment at all key stages, with a particular focus on;
 - the needs of young children so that action is taken to promote educational success from the earliest stage;
 - ensuring that children and young people enjoy their education and are actively encouraged to participate in decisions and activities in the school and community;
 - ensuring that all schools are successful in helping pupils to make progress in line with their potential;
 - ensuring that all pupils leave school with a good standard of education and the qualifications, including vocational qualifications, needed for further education, employment or training;
- increasing the number of children and young people accessing sport, play, leisure, youth, out of school, community, cultural and arts activities;
- supporting schools so that they are successful in meeting the creative learning, personal development and wellbeing needs of pupils and staff;

Targets

- Increase the percentage of children achieving a score of 78 or above on the Foundation Stage profile.
- Increase the percentage of children achieving Level 2 at KS1 in English, Maths and Science.
- Increase the percentage of children achieving Level 4 at KS2 in English, Maths and Science.
- Increase the number of schools with value added (KS2-KS4) in the top 50% of all schools nationally.
- Increase the percentage of pupils achieving 5 GCSEs A-C and 5 GCSEs A-G.
- Increase the percentage of children attaining 5 GCSEs A-C and 5 GCSEs A-G from black and minority ethnic groups.
- Increase the percentage of children looked after achieving 5 GCSEs A-C and 5 GCSEs A-G.
- Reduce the percentage of unauthorised absence at secondary level.
- Reduce the percentage of children looked after missing 25 days' education a year.
- Increase the percentage of schools where overall personal development and wellbeing needs of learners is good or better.
- Increase the number of young people accessing sport, play, leisure, out of school, youth, community, cultural and arts activities.
- Increase the percentage of residents who think, over the last three years, the following have got better:
 - activities for teenagers;
 - facilities for young children.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Support the capacity of schools to meet the needs of children not achieving a score of 78 or above on the Foundation Stage profile	2006/07	Head of Children's Services Head of School Development Service
Support the capacity of schools to involve children and young people in school improvement, with a particular focus on personalised learning, emotional wellbeing and quality of relationships.	Consultation: March-June 2005. Implementation: Sept. 2005-July 2008	Senior Adviser (Partnerships & Extended Learning) Co-ordinating Adviser (Secondary/14-19 Strategy)
Support the capacity of schools to improve leadership and management and quality of teaching in schools where value-added is poor.	Analysis: April 2005. Implementation: May 2005-July 2008	Senior Adviser (School & Service Monitoring)
Support the capacity of settings and schools in meeting the needs of vulnerable groups of children before school and at all key stages.	April 2005- July 2008	Senior Education Officer (Access & Social Inclusion) Senior Adviser (Additional Educational Needs)
Improve and expand the range of curriculum options and vocational teaching for 14-19 year olds.	Consultation/development: May-July 2005. Implementation: Sept. 2005-July 2008	Co-ordinator Secondary Education and Director 14-19 Strategy
Develop all Oxfordshire schools as extended schools, offering a range of support, e.g. childcare, study support, family learning, out of school play, recreation, culture, sport and creative learning, to improve engagement and achievement.	Launch: April 2005. Implementation: May 2005-July 2008	Senior Adviser (Partnerships, Extended Learning)
Development of cultural entitlement/creative learning opportunities, through schools engagement in Oxford Inspires initiatives and formation of creative partnerships between schools and cultural organisations.	2006	Head of Cultural Services
Provision and promotion of cultural opportunities for children and young people, resulting in increased numbers visiting and participating in cultural/recreational facilities		Head of Cultural Services Oxford Inspires Organisation

Actions	Timescale	Lead
Implement a co-ordinated strategy to increase young people's access to sport, play, leisure, youth, out of school, community, cultural and arts activities.	2006-2008	Head of Children's Services
Develop and implement a co-ordinated play and recreation strategy across children's centres, extended schools, childcare, recreation, youth services, diversionary activities, etc.	2006-2005	Head of Children's Services
Successful implementation of Oxfordshire Sports Partnership and local sports networks.	2005	Oxfordshire Chief Leisure Officers Sports England SE
Implement programme of building improvements in schools	2005-2010	Head of Resources

Links to Detailed Plans (hyperlink)

- Ready for school
- Attend and enjoy school
- Achieve educational standards at primary school
- Achieve personal development and enjoy recreation
- Achieve educational standards at secondary school
- Parents, carers and families support learning.

4. Make a Positive Contribution

Strategic Analysis

Oxfordshire has a strong track record of consulting children and young people and there are many examples of good practice. However, arrangements for consulting and engaging young people are not sufficiently well co-ordinated across the agencies. There is scope to develop a more coherent approach. There is no co-ordinated process for surveying the views and attitudes of children and young people.

The vast majority of young people make a positive contribution in their schools and communities. Young people have a huge amount to offer their communities if we can harness their energy and potential. Standards of behaviour are generally good. Permanent exclusions for Oxfordshire schools are low and have reduced significantly in 2004/05. However, fixed term exclusions are increasing and there is concern from schools about the difficulties they face meeting the needs of a minority of young people with increasingly challenging behaviour. Young people highlight concern about the problem of bullying, both in and out of school.

Levels of youth offending are in line with national and with similar authorities. There has been a 17.5% reduction in youth offending over the last five years.

Priorities for Achieving Outcomes

- To increase the effective participation of children and young people in decision-making at all levels and ensure that it is well co-ordinated across the agencies. This needs to include children of all ages, backgrounds and ability levels.
- To support schools, parents and communities in promoting positive behaviour and wellbeing of young people, thereby reducing the incidence of behaviour difficulties and bullying.
- To support the development of young people as active citizens, making a positive contribution within their communities, thereby reducing levels of young offending, particularly in areas of high need.

Targets

- Increase the percentage of schools where learners' contribution to the community is good or better.
- Increase the percentage of young people involved in volunteering.
- Reduce the percentage of young people involved in offending.
- Reduce the percentage of permanent exclusions.
- Reduce the percentage of fixed term exclusions.
- Reduce the percentage of young people admitting to bullying or racial harassment.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Establish a coherent and co-ordinated joint agency strategy to secure the effective participation of children and young people at all levels in children's services. Secure school engagement in this strategy.	By September 2006	Head of Children's Services
Develop a regular, structured survey of young people's views on a wide range of issues.	By September 2006	Head of Children's Services
Establish new integrated Youth Support Services, including provision of information, advice and guidance.	2006-2008	Head of Community Learning
<p>Develop a co-ordinated, multi-agency approach to strengthen the capacity of, and support for, early years settings and schools to meet the needs of children and young people with behaviour difficulties:</p> <ul style="list-style-type: none"> - review access to off-site provision for pupils with behaviour difficulties; - explore with schools the delegation of funding for behaviour support. - increase access to sport and recreational activities; - develop nurturing programmes; - implement safer schools programme; - implement restorative justice approaches. 	Starting in September 2005	Head of Children's Services Head of School Development Service
Implement a comprehensive programme of parenting support for children with behaviour difficulties, including strengthening arrangements to reinforce parental responsibility for behaviour.	2006-2009	Head of Children's Services, Head of Community Safety Head of Community Learning
<p>Implement a multi-agency strategy to reduce levels of youth offending, including:</p> <ul style="list-style-type: none"> - positive activities for young people at risk of offending; - intensive support for prolific offenders; - full-time education, employment or training for young offenders. 	2006-2009	Head of Community Safety

Actions	Timescale	Lead
Develop a co-ordinated multi-agency strategy to combat bullying in schools and the community.	During 2006/07	Head of School Development Service Head of Children's Services Head of Community Learning

[Links to Detailed Plans](#) (hyperlink)

- Engage in decision-making and support the community and environment
- Engage in law abiding and positive behaviour in and out of school
- Develop positive relationships and choose not to bully and discriminate
- Develop self confidence and successfully deal with significant life changes and challenges
- Develop enterprising behaviour
- Parents, carers and families promote positive behaviour.

5. Achieve Economic Wellbeing

Strategic Analysis

Unemployment rates in Oxfordshire are about half the average for England. However, four wards (Blackbird Leys, Northfield Brook, Littlemore and Barton) have jobless rates over 10%, more than double the Oxfordshire average.

About one in ten children in Oxfordshire live in low income households. Blackbird Leys and Northfield Brook feature in the top 10% of income deprived wards in England. These wards have more than one in every ten people living on low income. Three out of five districts (South, Vale and West) are in the top 10% least deprived local authorities in England. Oxford City has a rate of child poverty 0-4 years (24%) and 5-19 (19%) that is double that for any other district and higher than the national average. In addition, there are particular pockets of deprivation in areas of the county throughout Oxfordshire.

Oxfordshire has 13 areas in the top 20% most deprived in the country. 10 of these are in Oxford City and 3 are in Banbury.

Nearly 28% of people in Oxfordshire have a degree or higher degree. This is the highest proportion of any county in England. At the same time, 21% of the adult population does not have any qualifications at all. In Blackbird Leys and Ruscote wards, more than 2 in 5 adults have no qualifications.

Oxfordshire has a larger than average number of childcare places available, but there is still a lack of childcare to meet the needs of particular families, e.g. shift workers or families with disabled children.

The analysis of housing needs of vulnerable young people and care leavers in 2005 highlighted that existing accommodation-based services are not able to meet the needs of the most demanding and needy young people. High risk groups including care leavers, single teenage mothers, young people returning from prison, young people with substance misuse/self harm/persistent offending are often placed in temporary based breakfast accommodation in Oxford city.

Participation in education and work-based learning is higher than the average nationally and for the south of England. However, the number of people not in education, employment or training and the number of 16-18 year olds in jobs with no training increased from 2003 to 2004.

Some rural parts of the county have poor accessibility to further education sites.

Parents of some children with special educational needs have expressed concern that there is no post-16 provision for their children in Oxfordshire special schools.

Priorities for Achieving Outcomes

The priority is to tackle some of the county's marked economic inequalities, with a particular focus on their impact on children and young people. This will require concerted action, targeted to areas of high need and vulnerable groups of children, to:

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- ensure sufficient supply of childcare to meet demand, especially for low-income families and families with a disabled child;
- increase access to affordable housing for families and reduce the number of families in temporary accommodation;
- reduce the number of young people who are homeless or in temporary accommodation and ensure that all care leavers have access to accommodation;
- reduce the percentage of young people not in education, employment or training or in jobs with no training'
- ensure sufficient transport to enable children and young people to access services, particularly in rural areas;
- ensure that young people with learning difficulties and/or disabilities are properly prepared and supported for transition to post 16 education, training or employment; that there is appropriate provision which meets their needs and they received impartial information, advice and guidance.

Targets

- Increase the percentage of registered childcare places (6 months - 16 years).
- Reduce the percentage of 16-18 year olds not in education, employment or training.
- Reduce the percentage of 16-18 year olds in jobs with no training.
- Increase the percentage of 19 year olds achieving L2+ in NVQ or equivalent.
- Reduce the number of care leavers without appropriate accommodation.
- Reduce the number of families in temporary accommodation.
- Reduce the percentage of homeless young people.
- Increase the number of teenage mothers in education, employment or training (national target).
- Increase the number of young offenders attending 25 hours' education, employment or training.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Implement the national strategy to ensure sufficient supply of childcare to meet demands, especial for low income families and families with a disabled child.	2005-2010	Head of Community Learning
Develop and implement the new 14-19 strategy. Increase training and employment opportunities to meet the needs of the local economy.	2005-2008	Co-ordinator Secondary Education Director 14-19 Strategy in LSC
Develop and implement a strategy to reduce the number of young people not in education, employment or training.	2005/06	Connexions

Actions	Timescale	Lead
Secure the development of appropriate accommodation for care leavers	2006-2007	Acting Head of Social Care for Children
Implement a co-ordinated strategy to reduce homelessness in young people.	2006-2007	Acting Head of Social Care District Councils
Develop joint agency assessment and preventative measures for young people at risk of homelessness/temporary accommodation.	2006-2007	Head of Youth Service District Councils
Remodel existing accommodation services to provide support for high need young people, with county-wide supported lodgings and floating services for those with low to medium needs.	2006-2007	Acting Head of Social Care
Review post-16 provision for young people with special educational needs.	2005-2006	Chief Executive of Learning & Skills Council Head of Children's Services

Links to Detailed Plans (hyperlink)

- Engage in further education, employment or training
- Ready for employment
- Live in decent homes and sustainable communities
- Access to transport and material goods
- Live in households free from low income
- Parents, carers and families are supported to be economically active.

Links to Other Plans

- Area Investment Programme
- 14 - 19 Strategy
- District Councils' Single Homeless Strategies
- Rural Transport Plan
- Young Carers Strategy
- Teenage Pregnancy Strategy
- Childcare Strategy

6.A Children Looked After

Strategic Analysis

On 31 January 2005, there were 462 children and young people looked after in Oxfordshire. This represents 35 per 10,000 population against a national average of 54 per 10,000. Of the 462 children looked after, 66 were asylum seekers.

An average of 90% of looked after children received all relevant health checks in 2004. Immunisations and dental checks were up to date. This is above the national average and shows ongoing improvement. In 2004, 85% of looked after children participated in their review and 93% were allocated to professionally qualified social workers. Performance in both these areas exceeded both the national and comparator authority averages.

Oxfordshire has reduced the number of children looked after and improved placement stability for this vulnerable group of children. The number of children adopted has increased from 6.2% in 2004 to 9% in 2005, and over the same period, short term stability has improved by 5% and long term stability by 9%. In relation to the national average and comparator authorities this is good performance. It is clear that the current support structures in place has had a significant effect on ensuring looked after children remain in stable placements securely attached to their carers.

There is a lack of placement choice within the county, leading to some unnecessary out of county placements, and an overspend of the agency budget. Currently 18% of looked after children are placed in independent agency placements, many of which are out of Oxfordshire.

The educational outcomes of looked after children are significantly lower than the average levels of attainment of their peers at all key stages. 15% of children looked after missed 25 days' education a year. However, there was a significant improvement in outcomes at all key stages in 2004:

- the percentage of children looked after achieving 5 GCSEs A-G increased from 23% in 2002/03 to 33%
- the percentage of care leavers achieving 1 GCSE A-G has improved from 35% in 2002/03 to 45% in 2004/05;
- the percentage of children looked after achieving Level 2 in English improved from 17% in 2002/03 to 52% in 2003/04.

Further improvements are projected for 2005 and the challenging PSA targets are within reach.

The Leaving Care service has been built in partnership with young care leavers. A nationally recognised 'Source Worker' programme exists whereby Care Leavers are trained to:

- to consult with other looked after children, both individually and in ongoing groups;
- interview for all posts within the looked after children service;
- deliver training to a range of workers, managers and councillors;

Draft: 1 November 2005

- contribute to local and national developments and conferences such as 'Blue Print' and Big MAC;
- raise the profile and status of looked after children.

In 2002, the Council set up the Leaving Care Service and in 2003/04 54% of care leavers aged 19 were in employment, education and training (EET), against a national average of 55%. In 2005, 73% are in EET, i.e. 81% of the level of their peers, which exceeds the government target of 75%.

This steady improvement has resulted in Oxfordshire achieving the maximum rating for good performance and the Leaving Care Service being awarded a Charter Mark. An analysis of the service highlights the fact that we have provided an increasing service for care leavers from within a budget only allowing for inflationary rises. Ironically, the more successful the service becomes in establishing and maintaining contact and getting care-leavers into higher education, the more pressure the budget will be under. The other pressure on the budget is the cost of appropriate accommodation and the fact that all young people in further education aged 19 are not entitled to benefits.

The vast majority of looked after children are law-abiding citizens who make a positive contribution to society. While few offend (30 during the years 2003/04) the numbers are higher than looked after children in other parts of the country. This was identified as a significant area for improvement three years ago resulting in the county entering into a Public Service Agreement (PSA). There have been significant reductions in the number of offences being committed by individual looked after children to the extent that present performance exceeds the PSA target.

Priorities for Achieving Outcomes

- To increase the number of children looked after in foster placements or placed for adoption.
- To increase the number of children looked after who are placed less than 20 miles from home.
- To increase the percentage of reviews of children looked after completed on time.
- To raise educational achievement of children looked after.
- To improve school attendance of children looked after.
- To reduce cautions and convictions of children looked after.
- To increase the number of care leavers in suitable accommodation.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Implement Placement Matters	2005-2007	Acting Head of Children's Services, Social & Health Care
Establish joint ICT/data systems for children looked after.	2005-2007	Senior Education Officer (SEN) Service Manager (Assessments)

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Actions	Timescale	Lead
Target support to improve school attendance and educational achievement, including establishing a virtual school	2005-2006	Service Manager (Family Placement)
Maintain joint work between Children Looked After Team, YOT and Police to reduce cautions and convictions.	2005-2007	Head of Community Safety
Target support to children looked after at risk of offending.	2005-2007	Service Manager (Family Placement)
Ensure provision of health checks for all children looked after.	2005-2006	Lead Nurse for Children Looked After
Target support to ensure care orders are processed within 40 weeks and reviews are completed on time.	2005-2006	Service Manager (Family Placement)
Target support and joint work between Leaving Care Team, Youth Service and District Councils to secure appropriate accommodation for care leavers.	1005-2007	Service Manager (Family Placement)

[Links to Detailed Plans](#) (hyperlink)

Children Looked After:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

6.B Children with Special Educational Needs/Disabilities

Strategic Analysis

2.5% (2,474) of children and young people in Oxfordshire have a statement of special educational needs and 1% are in special schools. This is lower than national, but in line with similar authorities. 1,764 children under 18 are recorded on the joint Health and Social Care database. There is national and local evidence that a small, but increasing, number of children with severe learning difficulties and complex medical needs are surviving longer and that the incidence of diagnoses of autism is rising

Disabled children with complex mental health needs, including challenging behaviour, and those with complex health needs/chronic illness do not have adequate access to day/overnight care or to intensive inpatient/out patient support.

National research indicates that disabled children are significantly more likely to be abused than their non-disabled peers. Children with communication difficulties find it harder to explain what has happened to them and learning disabled children may also find it hard to give consistent stories. There are very few disabled children in Oxfordshire on the Child Protection Register. Further work is needed to clarify the reasons for this and ensure that this vulnerable group is safeguarded. Children with secure placements with their families or with local alternative carers/care facilities are most likely to be protected from abuse. Access to respite, together with day care and play and leisure activities, is a high priority in Oxfordshire in order to ensure that parents, carers and families are able to provide safe homes and stability.

The Best Value Review identified the need to build on work piloting models of good practice in early intervention. Further work is needed to ensure that practitioners and families are clear about the nature of pathways and journeys for children, young people and families and what facilities/support will be available as children grow older.

There is good knowledge in Oxfordshire from both national and local research about what this group of children and young people want and need in order to make a positive contribution. This has been enhanced by active representation from learning disabled children on the Children and Young People's Sounding Board and from information gleaned through questionnaires to children, young people and families during the Best Value Review process and work completed as part of the Disability Service redesign.

Educational achievement of children with special educational needs is below the national average at Key Stage 4. All children in special schools currently transfer to colleges of FE if they are to continue in education. There is currently variability in the choice/appropriateness of post 16 provision available for disabled children and young people, with some forms of disability being better catered for than others. There is a need to enhance provision and the effectiveness of transition arrangements to address this.

Priorities for Achieving Outcomes

- Improve in-county support for children with SEN/disabilities and their families so that the needs of more children can be met successfully in-county.

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- Strengthen support for children with complex health needs/chronic illness/mental health difficulties.
- Target support to improve the educational achievement of children with special educational needs, to include co-ordination of resources use through the Common Assessment Framework and multi-agency team working, ensuring access to appropriate early intervention and support and extending the SEN Development Programme.
- Enhance/improve post-16 provision and transition arrangements for children and young people with SEN/disabilities.
- Provide affordable, accessible, high quality childcare for parents/carers of disabled children.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Develop an integrated strategy to enhance provision within county for disabled children, disabled children with complex mental health needs, disabled children with challenging behaviour and children with complex health needs.	March 2006	Head of Mental Health Redesign, Oxford City PCT Senior Manager (Children & Families) Oxford City PCT Operations Manager, Social & Health Care
Develop appropriate provision for disabled children with complex mental health needs.	2005/06	Head of Mental Health Redesign, Oxford City PCT
Extend multi-agency, early intervention support and transition planning for young children with SEN/ disabled children.	2005	Education Officer (Early Years)
Work with LSC, colleges, special schools and parents/carers to review post 16 SEN provision.	2005	Head of Children's Services Chief Executive of Learning & Skills Council
Review of specialist community children's nurses working with disabled children, disabled children with complex health needs, disabled children with mental health needs, disabled children with challenging behaviour across all sectors to ensure most effective use of current resources and to identify shortfall and opportunities for skill mix/ workforce development.	March 2006	Senior Manager (Children & Families), Oxford City PCT Head of Children's Service, OLDT

Actions	Timescale	Lead
Redesign residential support services and develop new play and leisure opportunities through interagency and cross sector partnership working.	2008	Action Operations Manager, Social & Health Care Childcare Development Manager Senior Education Officer (SEN)
OCC strategy for development of children to pay particular attention to the needs of families with disabled children.	Summer 2008	Childcare Development Manager
Strengthen support for children with SEN in mainstream schools, including exploring delegation of the statementing budget and implementation/ extension of the SEN Development Programme.	2006	Senior Education Officer (SEN) Co-ordinating Adviser (Inclusion & SEN)
Provide further access to school buildings, curriculum and information through the Schools Accessibility Strategy.	2008	Development Officer (Equalities & Communication)
Co-ordinate resources through common assessment and multi-agency working, ensuring access to early intervention and support.	2006/06	Senior Education Officer (SEN) Acting Operations Manager, Social & Health Care
Ensure funding to playgroups and non maintained nurseries reflects levels of SEN.		

[Links to Detailed Plans](#) (hyperlink)

Children with special educational needs/disabilities:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

6.C Children and Young People from Ethnic Minorities

Strategic Analysis

Nationally there are concerns regarding specific Black & Minority Ethnic (BME) groups' predisposition of certain conditions such as sickle cell anaemia, thalassaemia, heart disease, diabetes and mental health issues. Local plans have identified the need for improved information, communication and community development, advocacy support, ethnic monitoring and greater access to services for prevention, mental health and diabetes.

Tackling racial harassment and racially motivated crime is identified as a community safety priority by Oxfordshire Race Equality Council. Comprehensive monitoring of incidents of racial harassment has been established with schools. 100% of schools submit data. In 2004-5 58% submitted nil returns. The Ofsted inspection 2004 indicates that schools use the system well. Annual collection of incidents of racial harassment in schools indicates that 450-625 incidents per year are reported. Action taken is monitored. Further investigation is required regarding possible over-representation of ethnic minorities amongst Looked After Children (LAC) and access to preventative services.

The educational achievement of Black Caribbean, Pakistani and Bangladeshi pupils is below that of similar pupils nationally. At age 16, ethnic minority pupils leave school with lower performance in A/AS/A2 Level and Vocational A Level. Their subsequent participation in education, employment and training is lower than the average for White groups (2004 Annual Activity Survey). School exclusions of BME pupils is disproportionately high compared with the pupil population.

Minority groups are under represented in the workforce. Oxford City Primary Health Trust has highlighted a need for developing appropriate employment strategies in their Race Equality Scheme. The County Council is the largest employer, but ethnic minority groups are under represented here (4.9% of the county's residents are from BME groups, but only 2.9% of employees are from BME groups). The 2001 census indicates higher unemployment rates for BME groups than for the white population in Oxfordshire.

Priorities

- To address the particular health needs of BME children and young people
- To reduce the incidence of racial harassment.
- To investigate BME representation within LAC and access to preventative services
- To raise the educational achievement of underachieving groups of minority ethnic children, particularly Black Caribbean, Pakistani and Bangladeshi pupils.
- To ensure that equal opportunities policies are implemented in employment practices.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Target support to raise the attainment of identified groups of ethnic minority pupils.	2005 onwards	Head of School Development Service (SDS)
Implement strategies to reduce the number of ethnic minority pupils excluded from school.	2006 onwards	Head of Children's Services
Target resources to identify and reduce: <ul style="list-style-type: none"> • racial harassment and racially motivated crime; • racial harassment incidents in schools 	2005 onwards	Crime and Disorder Reduction Partnerships Heads of SDS & Children's Services
Complete second phase of BME study re: preventative services prior to entry into care or formal child protection	2006	Social & Health Care – Acting Head Children's Services
Provide generic staff training on diversity issues across all agencies, and service specific training to embed good practice in service delivery .	2006 onwards	Human Resources Services in all Agencies
Implement PCT Race Equality Schemes, including PCT Plans to: <ul style="list-style-type: none"> • promote use of interpretation/translation and use of health promotion resources, information etc in appropriate languages; • address mental health issues; • make specific provision within the Choosing Health delivery plan; • promote uptake of prevention services • provide information and access to services for diabetes. 	2005-2008	All PCTs Oxford City PCT North Oxon PCT South Oxon PCTs
Devise and implement staff recruitment and development strategies to support local employment needs and ensure appropriate BME representation at all levels of employment across all agencies.	2006 onwards	Human Resources Services in all Agencies
Broaden the range of ethnic monitoring data collection and analysis. Use this data strategically to inform planning, resource allocation, service delivery and quality assurance.	2006 onwards	Lead Officers for Data Collection & Information Sharing in each agency
Target resources to promote BME community consultation and involvement.	2005 onwards	Consultation Officers in all agencies

[Links to Detailed Plans](#) (hyperlink)

Race Equality Schemes for all agencies

7. Service Integration

Strategic Analysis

There is a need to develop coherent, integrated arrangements for the management of the wide range of services for vulnerable children and young people across Oxfordshire. Health services for children and young people are managed from within the five Primary Health Care Trusts, with Oxford City Primary Care Trust having the lead responsibility for commissioning services for children and young people. There are five District Councils. A wide range of services are managed on a countywide basis from Learning & Culture and Social & Health Care. Other services for children and young people are provided by Connexions, Children's Fund, Sure Start, Youth Offending Team etc. Over recent years, there has been an increase in the number of projects and short term initiatives, for example Sure Start, Children's Fund, EAZ and the Excellence Cluster, Neighbourhood Renewal.

There was strong feedback from professionals and parents about the need to ensure coherent joint planning and co-ordination of service delivery. There was feedback about the need to reduce reliance on short term projects, to mainstream learning and best practice from such projects, and to redirect resources to strengthen front line services for children and young people. Potentially, this could increase time available for front line staff to provide the early intervention, consistency and continuity of support which children, young people and their families identify as key to effectiveness.

Currently, although there are a number of support services available, many of which are very well regarded by families, thresholds for accessing services for families with more complex difficulties can be very high. This means that families can have to reach crisis point before they receive the service they have been asking for. Each service has different targets to achieve and uses different assessments. Families and staff are frustrated by the time spent on repeat assessments and by the negative impact this has on their ability to form helpful relationships that can be sustained over time. Feedback from families is that they value these relationships very highly and that they help build resilience so that families can manage their own problems.

The Best Value Review of Children's Services identified that services for vulnerable children and young people are not sufficiently integrated across the county to minimise service overlaps or gaps, and that local service co-ordination needs to be promoted more effectively throughout the county.

Priorities for Achieving Outcomes

To take forward the development of integrated services for children and young people within the new Directorate for Children, Young People and Families, including:

- integrated workforce development;
- integrated children's information systems;
- the development of local, multi-disciplinary teams;
- the development of extended schools and children's centres;
- a Children and Young People's Commissioning Trust;
- greater involvement of the voluntary, community and business sectors;

Draft: 1 November 2005

- a co-ordinated approach to the participation of children, young people and families in the development of services;
- the development of co-ordinated directories of information about services;
- a clear focus on equalities.

Strategic Actions Planned to Improve Outcomes

Actions	Timescale	Lead
Implement an integrated programme of workforce development.	2005-2008	Operations Manager (HR), Social & Health Care HR Manager (Learning & Development), Learning & Culture
Develop an integrated Children's Information System	2005-2008	Development Officer (Information Management Systems) Senior Education Officer (SEN) Service Manager (Assessments), Social & Health Care
Implement a system of integrated support services:	September 2006	Head of Children's Services, Learning & Culture Head of Community Learning Acting Head of Children's Services, Social & Health Care
<ul style="list-style-type: none"> • locality teams, common assessment, lead professional; • extended schools; • children's centres. 	September 2006 May 2005 - July 2008 2005-2010	Senior Education Officer (Access & Social Inclusion) Senior Adviser (Partnerships, Extended Learning) Head of Community Learning
Establish a Children and Young People Joint Commissioning Board.	April 2006	Children's Trust Project Manager
Develop a strategy to secure greater engagement of the voluntary sector.	April 2006	Children's Trust Project Manager
Develop a strategy to implement Children's Rights, including securing the engagement	April 2006	Children's Rights and Participation Lead

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Actions	Timescale	Lead
of children & young people and parents & carers.		
Take forward the development of joint agency information/directories about services for children and young people and families in Oxfordshire.	September 2006	Children Trust Project Manager Children's Information Service

Links to Detailed Plans (hyperlink)

- Workforce Development
- Integrated Children's ICT system
- Integrated Support Services:
 - locality teams/common assessment/lead professional
 - extended schools
 - children's centres
- Children and Young People's Trust
- Engaging the Voluntary Sector
- Engaging Children, Young People and Families
- Joint agency information about children's services
- Equalities

Children and Young People's Plan Lead Responsibilities

1.	Be Healthy	Mark Andrew Alison Burton	Primary & Community Services Manager, South West Oxfordshire PCT Public Health Manager, Oxford City PCT
1.1	Physically healthy	Emma Glanville Sarah Heathcote	Senior Manager (Children & Families), Oxford City PCT Public Health Manager, South West Oxfordshire PCT
1.2	Mentally and emotionally healthy	Mike Simm	Head of Youth Offending Service
1.3	Sexually Healthy	Paula Jackson Chris Etheridge	Senior Public Health Manager Teenage Pregnancy Co-ordinator
1.4	Healthy lifestyles	Marie McLoughlin Jonathan McWilliam Val Messenger Ljuba Stirzaker District Council Representatives	Public Health Manager, North Oxon PCT Director of Public Health, Oxford City PCT Director of Public Health, South West Oxon PCT Director of Public Health, Cherwell Vale PCT
1.5	Choose not to take illegal drugs and encourage sensible drinking	Monica Hanaway Jo Melling	Head of Youth Service Director, DAAT
2.	Stay Safe	Sandra Bingham John Richards	Senior Education Officer (Access & Social Inclusion), Learning & Culture Interim Head of Social Care for Children, Social & Health Care
2.1	Safe from maltreatment, neglect and sexual exploitation	John Richards Dave Seal	Interim Head of Social Care for Children, Social & Health Care Service Manager (Child Protection), Social & Health Care
2.2	Safe from accidental injury and death	Geoff Barrell Nigel Strick	Principal Engineer, Environment & Economy Head of Trading Standards
2.3	Safe from bullying and discrimination	Adrian Harper-Smith Tony Scott	Corporate Strategies Manager, Oxfordshire County Council Education Officer (Behaviour Support), Learning & Culture
2.4	Safe from crime and anti-social behaviour in and out of school	Bruce McLaren	Community Safety Manager, Oxfordshire County Council
2.5	Have security, stability and are cared for	Noreen Collins John Richards	Operations Manager, Social & Health Care Interim Head of Social Care for Children, Social & Health Care

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2.6	Parents, carers and families provide safe homes and stability	Hannah Farncombe Dave McAulay	Policy Development Officer, Social & Health Care Service Manager (Family Support), Social & Health Care
3.	Enjoy and Achieve	Roy Leach Judith Morris	Senior Adviser (School & Service Monitoring), Learning & Culture Head of School Development Service, Learning & Culture
3.1	Ready for school (The Foundations of Learning)	Julie Fisher Maggie Smith	Co-ordinating Adviser (Early Years), Learning & Culture Education Officer (Early Years)
3.2	Attend and enjoy school	Sandra Bingham	Senior Education Officer (Access & Social Inclusion), Learning & Culture
3.3	Achieve educational standards at primary school	Brenda Lofthouse	Schools Adviser (Curriculum Continuity), Learning & Culture
3.4	Achieve personal development and enjoy recreation	Richard Munro	Head of Cultural Services, Learning & Culture
3.5	Achieve stretching national educational standards at secondary school	Christine Southall	Co-ordinator Secondary Education & Director 14-19 Strategy, Learning & Culture
3.6	Parents, carers and families support learning	Chris Sewell	Family & Community Support Manager
4.	Make a Positive Contribution	Rick Harmes Mike Simm	Head of Community Learning, Learning & Culture Head of Youth Offending Service
4.1	Engage in decision making and support the community and environment	Giti Paulin Tony Scott	Adviser (PSHE Citizenship), Learning & Culture Education Officer (Behaviour), Learning & Culture
4.2	Engage in law abiding and positive behaviour in and out of school	Sandra Bingham Mike Simm	Senior Education Officer (Access & Social Inclusion), Learning & Culture Head of Youth Offending Service
4.3	Develop positive relationships and choose not to bully and discriminate	Giti Paulin Tony Scott	Adviser (PSHE Citizenship), Learning & Culture Education Officer (Behaviour), Learning & Culture
4.4	Develop self-confidence and successfully deal with significant life changes and challenges	Fran Fonseca Monica Hanaway	Service Manager (Family Placement), Social & Health Care Head of Youth Service (Learning & Culture)
4.5	Develop enterprising behaviour	Fiona Clarke Shannon Moore	Senior Manager, OEBP Senior Adviser (Partnerships/Extended Learning), Learning & Culture

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4.6	Parents, carers and families promote positive behaviour	Kathy Peto	Family & Community Support Officer, Learning & Culture
5.	Achieve Economic Wellbeing	Amanda Powell Dave Waller	Childcare Development Manager, Learning & Culture Unit Manager (Strategic Policy & Economic Development), Environment & Economy
5.1	Engage in further education, employment or training	Christine Southall	Co-ordinator Secondary Education & Director 14-19 Strategy, Learning & Culture
5.2	Ready for employment	Fiona Clarke	Senior Manager, OEBP
5.3	Live in decent homes and sustainable communities	Dawn Pettis	Affordable Housing Project Leader, Environment & Economy
5.4	Access to transport and material goods	Ben Fryer	Transport Planner, Environment & Economy
5.5	Live in households free from low income	Claire Evans Jasmine Pandher	Oxfordshire Community Partnership Manager Economic Development Manager
5.6	Parents, carers and families are supported to be economically active	Amanda Powell	Childcare Development Manager, Learning & Culture
6.A	Children and Young People Looked After	Sandra Bingham Noreen Collins Fran Fonseca	Senior Education Officer (Access & Social Inclusion), Learning & Culture Operations Manager, Social & Health Care Services Manager (Family Placement), Social & Health Care
6.A.1	Children and young people looked after are helped to be healthy		
6.A.2	Children and young people looked after are helped to enjoy and achieve	Noreen Collins	
6.A.3	Children and young people looked after are helped to make a positive contribution	Sandra Bingham	
6.A.4	Children and young people looked after are helped to make a positive contribution		

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6.A.5 Children and young people looked after are helped to achieve economic wellbeing

6.B **Children and Young People with Special Educational Needs/Disabilities**

Sarah Adams
Sarah Ainsworth
Sharron Jenkinson
Liz Shaw

Senior Education Officer (SEN), Learning & Culture
Acting Operations Manager, Social & Health Care
Co-ordinating Adviser for SEN, Access & Inclusion, Learning & Culture
Senior Manager (Children's Therapies), Oxford City PCT

6.B.1 Children and young people with special educational needs/disabilities are helped to be healthy.

6.B.2 Children and young people with special educational needs/disabilities are helped to stay safe

6.B.3 Children and young people with special educational needs/disabilities are helped to enjoy and achieve

6.B.4 Children and young people with special educational needs/disabilities are helped to make a positive contribution

6.B.5 Children and young people with special educational needs/disabilities are helped to achieve economic wellbeing

6.C **Children and Young People from Ethnic Minorities**

Sharron Fleming

Development Officer (Equalities & Communications), Learning & Culture

6.C.1 Children and young people from ethnic minorities are helped to be healthy

6.C.2 Children and young people from ethnic minorities are helped to stay safe

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6.C.3 Children and young people from ethnic minorities are helped to enjoy and achieve

6.C.4 Children and young people from ethnic minorities are helped to make a positive contribution

6.C.5 Children and young people from ethnic minorities are helped to achieve economic wellbeing

7. Service Integration

7.	Service Integration	Sarah Breton	Children's Trust Project Manager
7.1	Workforce development	Doug Badger Marion Evans Keiron Shortt	Human Resources, Social & Health Care Planning and Workforce Development Manager, Learning & Culture HR Manager (Learning & Development), Learning & Culture
7.2	Children's information system	Simon Adams Vanessa Burbidge Lindsay Russell	Senior Education Officer (SEN), Learning & Culture Service Manager (Assessments), Social & Health Care Pupil Information Programme Manager, Learning & Culture
7.3	Integrated support services	Sarah Breton Rick Harmes John Richards Gillian Tee	Children's Trust Development Manager Head of Community Learning, Learning & Culture Interim Head of Social Care for Children, Social & Health Care Head of Children's Services, Learning & Culture
7.3.1	Integrated locality teams/common assessment/lead professional	Sandra Bingham	Senior Education Officer (Access & Social Inclusion), Learning & Culture
7.3.2	Extended schools	Shannon Moore	Senior Adviser (Partnerships & Extended Learning), Learning & Culture
7.3.3	Children's centres	Clare Abolins	Assistant Family Support Manager, Learning & Culture
7.4	Children's Commissioning Trust	Sarah Breton	Children's Trust Project Manager
7.5	Engagement of voluntary sector	Sarah Breton	Children's Trust Project Manager
7.6	Children's rights and the	Giti Paulin	Schools Adviser (PSEH & Citizenship), Learning & Culture

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	engagement of parents and carers	Alison Partridge	Children's Fund Manager
7.7	Information about services for children and young people	Sarah Breton Nicky Brodie	Children's Trust Project Manager Children's Information Services
7.8	Equalities	Adrian Harper-Smith	Corporate Strategies Manager, Oxfordshire County Council

Children and Young People's Plan: Resource Implications

DfES guidance is clear that the Children and Young People's Plan should include details of the resources which will be allocated to implement the Plan.

Further work is underway with partners to look at the resource implications of the Plan across all agencies and this will be included in the final draft of the Plan in February 2006.

Working More Effectively Within Existing Resources

In general terms, it is intended that the actions in the Plan will be implemented within existing resources. There is much that can be achieved by realigning our services, enabling staff to work together more efficiently and effectively and shifting the balance of our resources into prevention, early intervention and direct support for children and families.

This will be achieved by:

- the establishment of a Children's Joint Commissioning Board and a more integrated approach to planning and commissioning children's services;
- the realignment of the Council's Directorates to create a single Directorate for Children, Young People and Families;
- joint work across agencies to deliver the outcomes in the Local Area Agreement;
- joint agency planning and shared resources to achieve common objectives;
- the development of countywide, integrated services;
- the development of local multi-disciplinary teams, using a common assessment and lead professional approach;
- bringing together some of the County Council "back office" functions into shared services;
- the management of the Connexions Service within Oxfordshire;
- joint workforce development;
- more effective partnership with the voluntary, community and private sectors;
- a co-ordinated approach to the engagement of children, young people and families.

Areas Where the County Has Already Been Allocated Funding

There are some areas where the County has already been allocated additional grant or other funding for children's services and there may be scope to align or pool funding between agencies to meet needs more effectively.

Children's Centres

The Council has been allocated £4.76m revenue funding and £4.53m capital funding for the development of 25 new Children's Centres in Oxfordshire by 2008. This funding will also support three existing centres and all the associated management and support costs for the programme. In order to maximise the funding available for front-line services, it is proposed that the one-off virement of £159K from existing early years funds is made permanent in 2006/07. The Government has indicated that there will be further investment

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in the Children's Centre programme in 2008-10 with a view to establishing a Children Centre in every community by 2010.

There is significant potential for a wide range of services for children and families to be delivered through Children's Centres in the future.

Extended Schools

The Council has been allocated £1.657m (capital and revenue) in 2006/07 for the development of Extended Schools. This will increase to £2.057m in 2007/08. Again, there is significant potential for the development of a wide range of services to be delivered to children, young people, families and communities through extended schools given the commitment from different services and agencies to plan services jointly.

Child and Adolescent Mental Health Services (CAMHS)

£1m CAMHS ringfenced funding has been allocated to Oxfordshire. (£637,000 in Oxfordshire County Council and £455,000 combined PCT funding). The County Council and PCTs have worked together to develop a joint strategy for child and adolescent mental health services. £680,000 of this has been allocated to develop the new Primary Child and Adolescent Mental Health Service. This is within the base budget.

Teenage Pregnancy

A joint strategy has been developed to reduce teenage pregnancy. Standards Funds currently supporting the teenage pregnancy strategy for the county (£175,000) and the NHS sexual health budget (£150,000) have been aligned to deliver the strategy.

Areas Requiring Additional Investment

There are some areas where it is already clear that additional investment is needed. The Cabinet of the Council has requested that further work is undertaken to establish the detailed resource requirements of the Plan.

Integrated ICT System

The development of an integrated ICT system is a key priority in order to develop common systems for sharing information about young people, common assessment and joint directories about services. A strategy for taking this forward over the next three years is being developed and costed as part of the CYPP process. It is worth noting that other authorities that are facing a similar agenda are spending between £1m and £3m. It is important that resources are available to start to implement the strategy from April 2006. Early priorities include implementing:

- the Integrated Children's System and electronic care record;
- systems to monitor children looked after;
- electronic exchange of attendance data;
- on-line admissions;
- web development.

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Further detailed investigations will be required to determine actual financial implications. However, experience elsewhere suggests an estimate of £500,000 is required in 2006/07.

Locality Teams

A key priority in the Plan is the development of multi-agency locality teams throughout Oxfordshire. There is a need to appoint a senior manager to lead on the development of locality teams, lead professionals and common assessment in the new Directorate for Children, Young People and Families. £75,000 is required for this key post, including administration and resources.

Youth Service

The Youth Service in Oxfordshire has been commended by inspectors as providing a very good service, but one which is not sustainable within existing resources. In line with requirements in the Youth Green Paper, the Plan proposes further strengthening the services available for young people and establishing a new integrated youth support service. The Youth Service will be integral to this development. It is recommended that a fundamental budget review of the service takes place in 2006/07 and that, pending this review, its resources are stabilised at the current level. This will require £250,000 per annum.

Engaging Children, Young People and Families

Additional resources are required to secure the ongoing participation of children and young people and parents and carers in the development of our services for children and young people, including in the Children's Board and locality teams. A total of £75,000 per year is required for the appointment of a full-time post, including administration and resources, to lead this work within the new Directorate. The role will include:

- leading and co-ordinating the work to engage children and young people across agencies;
- co-ordinating feedback, for example through school councils, youth fora, District Councils;
- leading the work on Sounding Boards;
- leading the work to undertake a comprehensive survey of the views and attitudes of children and young people.

Children's Social Care

There are ongoing pressures in the Children's Social Care budget. The forthcoming budget review process will consider how any additional funding pressures can be financed.

Targets for improving outcomes for children and young people (Data being collated)

Target	Actuals			Targets		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Be Healthy						
Reduce under 18 conceptions per 1000 by 50% by 1010 (national target)						
Increase % of school children spending a minimum of 2 hours a week on sport and PE						
Increase the number of accredited healthy schools						
100% of young offenders with a substance misuse treatment need receiving intervention or treatment services						
Increase the participation of young people under 18 entering, receiving and completing treatment programmes by 50% between 2004 and 2008						
Stay Safe						
Increase the number of families accessing support through Children's Centres, Extended Schools, locality teams						
Increase the number of family group conferences						
Increase the number of families accessing up to date, co-ordinated information about services						
Reduce the number of children killed or seriously injured in road accidents (national target)						
Increase % of children looked after receiving health checks (national target)						
Increase % of care orders processed within 40 weeks (national target)						
Reduce % of children on Child Protection Register for 2 years or more						
Enjoy and Achieve						
Increase % of children achieving Early Learning Goals						
Increase % of children achieving Level 2 at KS1						
Increase % of children achieving Level 4 at KS2						
Increase % of pupils achieving 5 GCSEs A-C						
Increase % of pupils achieving 5 GCSEs A-G						
Increase number of schools with valued added (KS2-KS4) in the top 50% of all schools nationally						

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Target	Actuals			Targets		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Reduce % of half days missed in primary schools						
Reduce % of half days missed in secondary schools						
Increase % of post 16 year olds engaged in cultural or sporting opportunities						
Increase number of pupil visits to museums						
Increase % of schools where teaching and learning is good or better in meeting the full range of learners' needs						
Increase % of schools where curriculum and other activities are good or better in meeting the range of needs and interests of learners						
Increase % of schools where overall personal development and wellbeing of learners is good or better						
Increase % of schools judged to be good or better in securing children's enjoyment of education						
Increase the number of young people accessing sport, play, leisure, arts and cultural activities						
Increase % of residents who think, over the last three years, that the following have got better: (a) activities for teenagers; (b) facilities for young children.						
Make a Positive Contribution						
Reduce known offending by young people 10-17 years						
Reduce % of permanent exclusions per 1000						
Reduce % of days lost through fixed term exclusions						
Increase % of schools where behaviour of learners is good or better.						
Increase % of schools where attendance of learners is good or better						
Increase % of schools where learners' contribution to the community is good or better						
Increase % of schools where learners' spiritual, moral and cultural development is good or better						
Achieve Economic Wellbeing						
Increase the number of teenage mothers in education, employment or training (national target)						
Reduce % of children living in low income households						
Reduce % of families in temporary accommodation						

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Target	Actuals			Targets		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Reduce average weeks' stay of homeless households in hostels						
Increase % of social housing and vulnerable households in private sector in a decent condition						
Reduce % 16-18 year olds not in education, employment or training						
Increase % of 19 year olds achieving Level 2+ in NVQ or equivalent						
Reduce % of teenage mothers not in education, employment or training						
Increase % of young offenders attending full-time education, employment or training						
Increase % of registered childcare places (6 months to 16 years)						
Increase number of Children's Centres						
Children Looked After						
Increase % of children looked after achieving 5 GCSEs A*-G (PSA)						
Increase % of children looked after achieving 1 GCSE A*-G (PSA)						
% of young people leaving care age 16+ with 5+ GCSE A*-C or equivalent (PSA)						
Increase % of young people leaving care age 16+ after being looked after for 1 year or more with 1+ GCSE A*-G or GNVQ (PAF)						
Reduce % of children looked after who missed 25 days' education						
Increase % of children looked after adopted or placed in foster care						
Increase % of children looked after participating in reviews (C63)						
Increase % of reviews of children looked after held on time (C68)						
Increase % of children looked after who have had health assessments						
Reduce % of children looked after who have had three or more placements a year						
Reduce % of children looked after with cautions or convictions						
Special Educational Needs						
Reduce number of DDA Tribunals						
Reduce number of SEN Tribunals						
Increase % of SEN statements prepared within 18 weeks excluding exceptions (BV43a)						
Increase % of SEN statements prepared within 18 weeks including exceptions (BV43b)						

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Target	Actuals			Targets		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Ethnic Minorities						
Increase % of children from ethnic minority origin gaining five GCSEs grades A*-C to be increased - children of Black Caribbean origin						
Increase % of children from ethnic minority origin gaining five GCSEs grades A*-C to be increased - children of Bangladeshi origin						
Increase % of children from ethnic minority origin gaining five GCSEs grades A*-C to be increased - children of Pakistani origin						