

Oxfordshire Children and Young People's Plan 2010-2013

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1. Introduction

Welcome to Oxfordshire's second Children and Young People's Plan (CYPP). We want Oxfordshire to be the best place in England for children and young people to grow up, by **working with** every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.

This is an important document that sets out the ambitions that we, the Oxfordshire Children and Young People's Trust (OCYPT), have for Oxfordshire's children and young people, and the steps that we will be taking to turn these ambitions into a reality.

Oxfordshire 2030, the county's Sustainable Community Strategy, provides the overall strategic direction, long term vision and key priorities for the economic, social and environmental well-being of Oxfordshire. This plan sets out, within the context of *Oxfordshire 2030*, the strategic direction, priorities and actions that we will take to deliver all services affecting children and young people and their families within Oxfordshire. It is also Oxfordshire's response to national policy, in particular the Department for Children, Schools and Families "Building Brighter Futures" with its vision "to make England the best place in the world for children and young people to grow up in".

This plan has been developed by the Oxfordshire Children and Young People's Trust; a partnership that brings together young people, senior managers, parents and politicians from across the public, private and voluntary sectors in Oxfordshire. Further information on the partnership can be found at Appendix A. All the work that our partners undertake to improve the outcomes for children and young people will flow into, and from, this plan (see diagram at Appendix B).

Strong foundations have been put in place since our first plan began in 2006, and we are well placed to deliver a step change in outcomes across our three priority areas:

- **Keeping all children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

It is important to note that this is a developmental plan with a focus on things we need to do better and builds upon current good practice in partnership work and, therefore, there are many aspects of the work of all partners which do not feature because they are already delivering good outcomes.

The plan is underpinned by a detailed needs analysis. This needs analysis was subject to consultation during the drafting of the plan and will continue to be reviewed and inform the delivery plan during the life of this second Children and Young people's Plan. The delivery plan gives specific details of the actions that will be taken by the organisations making up the Oxfordshire Children and Young people's Trust and will be closely monitored and reviewed by the board at every meeting. Acknowledging the diversity of need in the county three area plans will also be developed reviewed and monitored by the three area trust boards – Northern, Central, Southern.

[To be signed by the Children and Young People's Trust members]

2. The Oxfordshire context and needs analysis

Context

There are 155,700 children and young people aged 0-19 years living in Oxfordshire, out of a total population of 639,800 (mid 2008).

Oxfordshire is a county of contrasts; although it is the most rural county in the South East of England with over 50% of the population living in settlements of fewer than 10,000 people, there are also urban areas, including Oxford and Banbury. Significant growth is planned in the county, with 55,000 new houses to be built between 2006 and 2026, and associated population growth expected.

Oxfordshire is a relatively affluent county and, although the recession has led to unemployment more than doubling in the past year, it remains under 2.5%¹ compared to a national figure of over 4%. There are about 1,000 young people (June 2009) aged 16 to 18 who are not in education, employment or training (NEET).

5.4% of economically active people aged 18 to 24 are claiming Job Seekers' Allowance (August 2009) and can therefore be assumed to be not in education, employment or training.

It is estimated that there are approximately 3,600 young people aged 16 to 24 who are not in education, employment or training.

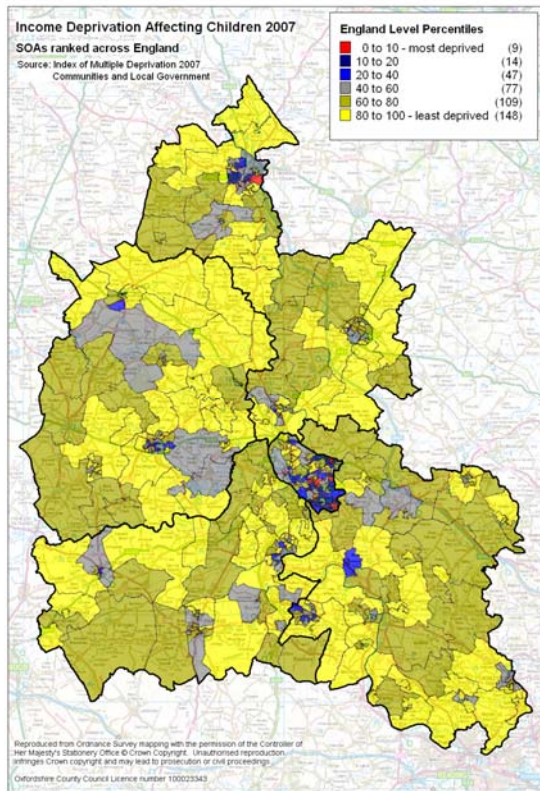
Despite the overall affluence of the county, there are several areas of serious deprivation, particularly in Oxford City and Banbury. In these areas children and young people experience ill health, are less successful at school, are more likely to become involved in or experience crime, may become teenage parents, face higher unemployment, lower earning capacity and, ultimately, an earlier death than their peers. There are nine urban areas across the county which are in the worst 10% of areas

¹ Job Seeker Allowance, July 2009

in the UK for child poverty and a further 16 wards (out of a total of 136) that are in the top 25%. Additionally there are small pockets of poverty in some of our rural areas which can be masked by the general affluence of the population. Poor transport can compound the problem of deprivation in rural areas, making access to services difficult and contributing to feelings of isolation.

While the child well-being index (covering health, education, crime, housing, the environment, overall wealth and children in need) for Oxfordshire ranks the county as 18th best out of 149 councils and three of the district councils have high rankings, the other two districts are ranked much lower – Cherwell is 140th out of 354 and Oxford city is 259th out of 354.

Further information is provided in the following map (Income Deprivation affecting children 2007)



The ethnicity of Oxfordshire's population is undergoing significant change. The Asian or Asian British ethnic group is the largest non-white group in Oxfordshire, with a population of 19,000. The next largest non-white group in Oxfordshire is the Chinese or Other Chinese ethnic group with a population of 13,100. Oxford City hosts the most ethnically diverse population, with 26,000 people (17% of the population) of non- white ethnic groups.

Some ethnic minority groups do less well at school than the overall cohort, in particular we know that children and young people from Black and Bangladeshi/Pakistani groups perform less well at all key stages and less well than the national averages for this group.

There is a significant military presence in the county which means some of our children and young people in military families experience unsettled lives and live with anxieties that sometimes impact upon their well-being, but also bring rich diversity and experience to the local community.

Needs Analysis Key Points

A full Needs Analysis was undertaken. The following outlines the key issues for children and young people in Oxfordshire under the five Every Child Matters outcomes.

Be Healthy

- The health of the population in Oxfordshire, including children and young people, is generally better than average for England and the South East region.
- Under-18 conceptions are generally low, however, compared with the South East and similar areas in England the rate has increased. There are particularly high rates in parts of Banbury and Oxford city.
- Teenage parents are more likely to leave school as soon as possible, and approximately 80% are not in employment, education or training.
- By the time that children reach Year 6, 15% are obese, compared to 7% in reception (2008-09).
- Breastfeeding and immunisation rates are high compared to the national picture, but there are significant variations between areas within the county.
- Children surveyed in Oxfordshire in 2008/09, reported that mental health was a key issue for them in terms of doing well at school.
- The TellUs 3 Survey stated 9.5% of all young people, who responded, have frequently used illicit drugs, alcohol or volatile substances. This is below the regional average of 10.1%.

Stay Safe

- It is estimated that there could be as many as 11,000 young carers in Oxfordshire.
- 1,411 children or young people were admitted to hospital due to injury in Oxfordshire in 2008-09 (106.5 per 10,000 population aged under 18); 20% of 12-16 year olds following an episode of self harm. 106 children and young people self-harmed in 2008/09 (approximately 80% female).
- Within the County homelessness is a particular issue for Oxford City. There are 326 (82.5%) households in temporary accommodation with dependant children (2008/09). There are 93 (63.3%) homelessness acceptances households with dependent children in Oxford City (2008/09). 6102 households in Oxford are classified as overcrowded.
- The results of a recent survey of children and young people in Oxfordshire showed that the majority felt safe at home. However, those who felt less safe included younger children, those living in Oxford City, some with SEN, looked after children, teenage parents and those from Asian and Black backgrounds. Travellers and those children and young people living in temporary accommodation also felt less safe.
- Cyber safety. Girls are twice as likely to have been the target of cyber bullying than boys.
- Our performance indicators show that we need to continue to improve the performance of our children's social care processes.
- 427 children and young people are currently looked after by Oxfordshire County Council (August 2009), the majority of these are accommodated with foster carers. 11% of this group are unaccompanied asylum seekers. Placement stability has improved consistently over the past three years, from 15% of looked after children living in more than three placements in a year in 2006-07 to 9% in 2008-09.
- Serious case review analysis has identified domestic abuse, substance misuse and mental health as the "toxic three" associated with death or serious injury to children; Four recent Serious Case Reviews in Oxfordshire had one or more of these three as contributory factors – showing that they had a direct impact on the safety of Oxfordshire's children. The OSCB has reported that 1 in 4 women in Oxfordshire will be subject to domestic abuse at some point. The Director of Public Health for Oxfordshire has reported that 1 in 6 adults will suffer from mental illness at some point.

Enjoy and Achieve

- The Gap between the lowest achieving 20% of children in the Early Years Foundation Stage Profile and the rest of their peers has steadily closed from 38.4 percentage points in 2006 to 33.5 percentage points in 2009 (summer 2009)
- In Key Stage 1 Oxfordshire's children do not do as well as their peers in the similar areas in reading, writing and maths (Summer 2009). There is a marked gender split particularly in writing where girls outperform boys by 13%.
- The percentage of students at Key Stage 4 who achieve five or more A*-C GCSEs is improving year on year gradually but Oxfordshire does not perform well enough against similar authorities.

- Generally Oxfordshire's children and young people achieve better than the national average, but do not do as well as their peers in similar areas of the country, particularly at Key Stage 2 and Key Stage 4. Particular groups underachieve e.g. looked after children at Key Stage 4, Black and Bangladeshi/Pakistani pupils at Key Stages 2 and 4, and young people in receipt of free school meals.
- 91 schools were inspected by Ofsted in 2008-09. 12% were rated as outstanding (9% in 2007-08). 59% were rated as good or better (67% in 2007-08). 4% were rated as inadequate (6% in 2007-08).
- 88% of children and young people aged 4 to 19 years play outside at home, and 87% do sporty things out of school / college, compared to 53% of children and young people in temporary accommodation who play out and 69% who do sporty things out-of-school.
- Disabled young people are almost four times less likely to go out or go to see friends than their peers and 7% don't see any at all outside school.
- 71.8% of young people engaged in positive activities in Oxfordshire in 2008-9, which we know increases aspirations, improves motivation and develops interpersonal skills.
- 75% of 11-19 year olds have volunteered in some way in the last year.

Making a positive contribution

- Young people have told us that bullying is an issue, in particular among vulnerable groups and among the older age range within secondary schools.
- Generally, rates of crime involving children and young people are low and falling. In 2007-08 the total number of offences was 2,002, which was an 18% reduction on the previous year. However, there are hot spots of youth crime.
- Since April 2008 there has been a gradual increase in custodial sentences for young people within Oxfordshire.
- Oxfordshire is one of the best performing areas in the country in terms of reducing re-offending. The rates are in the top 20% nationally, at 35%.
- Young people have told us that behaviour and getting into trouble at school is an issue, particularly for boys, secondary school students and teenage parents.
- On the whole, exclusion rates and persistent absence rates in Oxfordshire are low compared to national figures, however, there are some worrying trends, including the number of children and young people with special educational needs being permanently excluded.

Achieve economic well-being

- The percentage of young people achieving Level 2 (52.4% in 2009) and Level 3 (95% in 2009) qualifications is too low and below other areas, although there has been some recent improvement.
- The gap in attainment in Level 3 at age 19 between those young people who were in receipt of free schools meals at age 15 and those who did not is greater than similar councils and the national figure. The gap Oxfordshire is 31.7 percentage points (2007-08), compared to the 31 percentage points of statistical neighbours.
- The percentage of young people not in education, employment or training is growing. There are about 1,000 young people (June 2009) aged 16 to 18 who are not in education, employment or training. This has risen by over 50% compared with 2008 figures and is about 6.8% of the cohort.
- The Department for Work and Pensions identified 13,025 children in Oxfordshire as living in poverty, in 2007 (defined as children living in families in receipt of standard worklessness benefits). These children represent 11.3% of all children in Oxfordshire, an increase of 1% (from 12,880) in 2006;
- Within Oxfordshire 11.84% of children live in low income households, where the family income ranges between £15,000 and £19,000.

Oxfordshire's three priorities

The three priorities for Oxfordshire's Children and Young People's Trust from 2010-2013 are:

- **Keeping children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

These priorities have been selected following our comprehensive needs analysis [link] and take account of:

- The views of children and young people, parents and carers from ongoing consultation and participation work; You have to be safe to learn ... *"Things go really wrong when you don't feel safe"*
- The views of the professionals from many different organisations who work with children and young people in the county, including the Oxfordshire Safeguarding Children Board (OSCB); *"improving the reviewing and management of neglect cases"* will be a key focus
- What recent inspections of our services have said about us; *"The Council is ambitious for children and young people in the area and has a clear focus on promoting inclusion and tackling disadvantage."*
- Performance data and statistics, which tell us how children and young people in Oxfordshire are doing.

3 Long term vision

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential prosperity and where people are actively involved in their local communities.” Oxfordshire 2030 Sustainable Community Strategy.

Our children and young people are key to ensuring that we are able to realise this vision. This means working collaboratively to ensure that all children and young people in Oxfordshire:

- enjoy good physical and mental health
- are protected from discrimination, harm and neglect
- break free from the cycle of deprivation
- enjoy educational success
- grow up able to look after themselves with high aspiration and expectation of themselves
- make a positive contribution to the local community
- enjoy equality of opportunity and access.

4. Underpinning principles

Partnership working is already well established in Oxfordshire. All partners working with children, young people and their families have a shared responsibility to improve outcomes for all of Oxfordshire’s children and young people and, in particular, for our most vulnerable groups. The Trust is committed to the following underpinning principles which inform our vision and commissioning strategy. We will:

1. *Work together to meet the needs of all children and young people in Oxfordshire, ensuring that organisational boundaries are not an obstacle.* We will do this by:

- Focusing our efforts on prevention and early intervention to improve outcomes for children and young people and families and thereby reducing the need for intensive, higher cost interventions later on.
- Working with, rather than ‘for’ or ‘to’, children, young people and families, supporting them to help themselves in ways and at a pace to suit their needs.
- Promoting innovation and more efficient ways of working and acting swiftly to make positive changes.

- Planning together, sharing priorities and delivering the actions set out in this plan.
- Providing access to the right services at the right time, including integrating services and practices where appropriate.
- Using our joint resources to ensure the best value for money, including through joint strategic commissioning.
- Developing a single workforce strategy and training our workforces together.
- Sharing information and ensuring that ICT systems work effectively.
- Providing open channels of communications to children and young people, their families and the wider public, to ensure that they are fully involved. We will actively seek feedback to inform further development of this and other supporting plans.

2. Understand children, young people and their families' needs and provide a higher level of service for those who need it the most, both in terms of support for individuals, and for those in the most deprived groups or geographic areas. We will do this by:

- Listening and involving children, young people, parents and carers when designing, delivering and evaluating the services that we provide.
- Making excellent use of county and locality qualitative and quantitative data to drive what we do and where we put our resources. Understanding one size does not fit all.
- Making sure that the needs of equality groups are addressed.

3. *Ensure our approach respects the rights of children and young people and is underpinned by three guiding principles about how children and young people should be respected².*

Delivery of this plan will ensure that children and young people's rights are respected including:

- Provision rights (to education, health, support);
- Protection rights (from abuse, discrimination, harassment, kidnap, bullying and coercion.);
- Participation rights (to information, expression, and opinion).

² As set out by the United Nations Convention on the Rights of the Child in Articles 2,3,6,12.

5. Our improving outcomes and processes

Over the period of our last plan (2006 to 2009), we have put in place strong foundations and working practices that have delivered improved outcomes for children and young people in Oxfordshire. The most recent assessment of Oxfordshire performance confirms that this has resulted in improvement. The vast majority of services inspected by Ofsted have been judged to be good or better, a higher than average proportion of secondary and sixth form schools are good or outstanding, the two Further Education colleges are good and a high proportion of special schools and the Pupil Referral Unit are good or better. Services for looked after children are good (Ofsted). We have also:

- Strengthened our partnership working arrangements to ensure that different organisations share priorities and take a common approach, for example with District Councils and our thriving voluntary sector partners;
- Focused on increasing prevention and early intervention across all our services, particularly with vulnerable children, young people and their families, preventing serious escalation of issues and allowing us to further invest in improving front line services;
- Restructured to enable integrated delivery of children's services. There are now three areas (Northern Oxfordshire, Central Oxfordshire and Southern Oxfordshire), with 13 locality based partnerships served by multi-agency, multi-disciplinary teams, capable of working together more effectively through a common assessment framework and creating teams working with children, young people and families to meet their needs;
- Improved our use of data in making decisions, so that our resources are effectively targeted;
- Taken seriously the importance of involving and listening to children, young people, parents and carers in all stages of shaping and targeting our services to ensure that their needs are met;
- Clarified the accountability and challenge arrangements of the OSCB with the Children's Trust;
- Greatly improved operating and monitoring arrangements of the Oxfordshire Safeguarding Children Board which was deemed by the DCSF in 2009 to have a much clearer focus and partner engagement;
- Through the Monitoring and Evaluation group, developed robust scrutiny arrangements of safeguarding practice including the introduction of multi-agency case audit;
- Used a joint commissioning approach to increase the availability of short breaks for children with disabilities, to provide 24/7 palliative care services, to support "young mums to be" in their parenting, to provide intensive early intervention for all first time mothers aged under 19 years in Oxford City (Family Nurse Partnership) and to extend young people's access to effective contraception services;
- 14-19 provision improvement: We have revised our 14-19 Education Plan and now have a suitable forum for all stakeholders to influence the strategy and implementation of the reform agenda. We have 13 new Diploma lines on offer in Oxfordshire and a roll out plan to ensure an equitable level of access;

- Access to play, leisure, culture, voluntary and positive activities – successful bids for external grants to help fund these developments;
- Improved access to sports, leisure, culture, volunteering and training through the Positive Activities Programme and strengthened partnership working between the county and district councils.
- The Aiming High Project for Disabled Children is making progress in increasing the availability of childcare for parents of disabled children and children with additional needs.
- Improved housing services for young people through the commissioning of Supported People funded services
The Cherwell 'No Place Like Home' Campaign, aimed at raising aspiration and providing advice and support through colleges.

6. Consultation

A wide ranging consultation took place during the autumn 2009. The vast majority of respondents supported the priorities, vision and principles outlined in the draft plan. There were key themes which a multi-agency working group took on board when preparing the final draft.

Themes included the need to ensure that the plan was readable and accessible to all. There needs to be focus on play and enjoyment as well as achievement; there needed to be an emphasis on the role of families and the need for them to be supported; the role of pre school and colleges needed to be clear; the role of the voluntary community and faith sector also needed to be clear; greater emphasis of the impact of poor housing and lack of transport should be in the plan and finally the geographical variations and diversity of needs within Oxfordshire. These points and others have been taken on board both within this plan and its supporting delivery plan.

7. Our priorities

The following section of the plan provides a high level overview of what we want to achieve for our priorities. The delivery plan that accompanies this document describes in detail how we will deliver the objectives articulated in this plan, including who is accountable for delivery and how each activity relates to the Every Child Matters outcomes.

- **Keeping all children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

In our last plan our priorities were organised under the five Every Child Matters outcomes of Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Well-Being. In this plan, we are focusing on the three locally determined priorities, with the Every Child Matters outcomes woven throughout.

Additionally, we will be developing area action plans (for Northern, Central and Southern Oxfordshire), explaining how the objectives set out in this plan will be delivered locally. Progress at the county level will be monitored and evaluated by the Children and Young People's Trust, and the three Area Trust Boards will monitor delivery of the area action plans.

7a) Keeping all children and young people safe

Keeping children and young people safe is the most important reason for different organisations to work together in partnership. We know that good communication, information sharing and partnership work between Oxfordshire County Council, district and city councils, Oxfordshire National Health Service, Thames Valley Police, local schools, colleges and voluntary and community groups is essential to protect young people from harm. All partners have made a commitment that *'safeguarding is everybody's business'*. Oxfordshire's Safeguarding Children's Board (OSCB) oversees and monitors the inter-agency arrangements to keep children and young people safe, including challenging the Oxfordshire Children and Young People's Trust (OCYPT) and its partner organisations to ensure that the appropriate safeguarding services are in place. In addition the OSCB has a key role in disseminating the lessons learned from Serious Case Reviews.

Aims

We want:

- 1. Children and young people to grow up in safe, healthy and supportive environments;***
- 2. Children, young people and families to be able to access strong preventative and early intervention services before problems get worse;***
- 3. Children and young people, who suffer abuse or neglect, to receive the best possible service. This means that those at risk of harm, or suffering actual harm, will be a top priority for all agencies.***

Objectives

1. Children and young people to grow up in safe, healthy and supportive environments. We will:

- Reduce avoidable hospital admissions for children and young people, including increasing safety in the home and on the roads, and reducing incidents of self-harm;
- Increase the life chances of children and young people entering care by ensuring they are safe, supported, healthy and well-educated;
- Reduce the number of children and young people entering custody, in order to reduce the known risk of harmful outcomes;
- Reduce harmful risk-taking and behaviour, including substance misuse and sexual risk;
- Work better together to keep children and young people safe from dangerous individuals, whether they are within the circle of their family and friends, or living in the community or accessed via the internet;
- Reduce and prevent homelessness for families with children and young people.
- Provide access to safe and adequate housing that is not overcrowded
- Reduce the numbers of children and young people who are bullied, including cyber safety, or feel unsafe at school or college , at home or in the community;
- Increase police engagement in primary and secondary schools, through linking safer schools partners to local neighbourhood policing teams to ensure early supportive intervention
- Develop a far reaching restorative culture and approach.

2. Children, young people and families to be able to access strong preventative and early intervention services before problems get worse. We will:

- Provide more targeted support at an early stage for vulnerable children, young people and families;
- Continue to build on the 'common assessment framework' and 'team around the child' approach;
- Improve safety for children and young people who live in households with domestic abuse, parental substance misuse, or parental mental illness through more consistent and child-centred assessment and targeted support services;
- Promote community cohesion by early identification of children and young people vulnerable to radicalisation, and work in partnership to protect them and build their resilience;
- Target resources where they are most needed and will have the greatest impact, by keeping the vulnerable groups identified in section 7c of this plan safe, and paying particular attention to meeting their needs;
- Actively listen to the voice of children and young people about their circumstances and well-being.

3. Children and young people, who suffer abuse or neglect, to receive the best possible service. This means that those at risk of harm, or suffering actual harm, will be a top priority for all agencies. We will:

- Keep children and young people safe by ensuring practice, across all agencies working with children at risk of harm and/or in care, is of the highest standard, complies with national and local guidance, and is consistent across the county;
- Provide improved and more joined-up inter-agency responses to children and young people whose distress causes them to pose a high level of risk of harm to themselves or to others;
- Strive to prevent any child or young person remaining in a chronically neglectful environment without effecting positive change;
- Respond quickly to protect when there are signs that a child or young person may be suffering physical and/or sexual abuse and ensure relevant therapeutic support services are available;
- Children and Adult Services working together to break the cycle of deprivation, combat neglect, improve parenting and ensure the most vulnerable children are identified and not left in harmful situations;
- Implement a structured approach to handling neglect cases that proactively addresses the harmful impact on childrens' development

The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

7b) Raising achievement for all children and young people

In the past too few children and young people in the county have realised their educational potential. We know that Oxfordshire's Key Stage results, including at GCSE and A level, are too low compared to other similar authorities. We are determined to continue to raise the achievement of all children and young people living and learning in Oxfordshire so that they do as well as, or better than, those living in similar areas.

Enjoyment and fun are fundamental to learning, socialising and growing into responsible citizens. We will maximise opportunities for children and young people to participate in positive activities, leisure / cultural activities, sports and play, both in and out of school, college or other settings.

Aims

We want:

- 1. Children and young people to achieve their full potential by accessing outstanding learning opportunities, play and positive activities;***
- 2. Children and young people to feel happy, safe and to strive to do the very best they can;***
- 3. Children and young people to become confident to support themselves and actively contribute to their local community and beyond.***

Objectives

1. Children and young people to achieve their full potential by accessing outstanding learning opportunities, play and positive activities. We Will:

- Improve assessment and examination results by ensuring that the County Council supports and challenges schools, colleges and other educational settings so that all obtain 'good' or 'outstanding' Ofsted inspections. We will ensure that good practice is shared and encourage partnership and collaborative working. We will introduce creative models of leadership. Resources will be targeted at those with the greatest need;
- Ensure the Primary Capital Programme and Building Schools for the Future initiative will in time transform the environment for learning for everyone and raise achievement
- Implement the raising of the age of participation in learning to 17 by 2013 through the successful transfer of responsibility for 16-19 year olds from the Learning and Skills Council to Oxfordshire County Council by 1 April 2010. The outcome should be 100% participation in learning or training for all 17 year olds;
- Develop the 14-19 agenda to be integrated given the transfer of the funding and functions of Learning and Skills Council.
- The need to work closely with the Learning and Skills Partnership, training providers and businesses?
- Ensure that children and young people and their families have access to high quality extended services in and around schools. This will ensure that our most disadvantaged and vulnerable children and young people receive focused support, tailored to meet their needs, including one to one provision when required;
- Target resources where they are most needed and will have the greatest impact, by focusing on raising achievement of vulnerable groups (identified in section 6c), and paying particular attention to meeting their needs;

- Implement the Oxfordshire Play Strategy Action Plan 2009/11 and Positive Activities programme, which aim to extend high quality inclusive play and leisure opportunities to *all* children and young people, but particularly targeting those with least access to those opportunities;
- Support the city, district, town and parish councils, voluntary, community and faith sector partners in delivering local, creative, child/youth-led, inclusive, accessible and affordable play and leisure opportunities.

2. Children and young people to feel happy, safe and to strive to do the very best they can. We will:

- Improve attendance at school through maximising opportunities for children and young people to enjoy learning within school and beyond;
- Increase the number of positive and fun activities available, at times when and where children and young people most want them, including having access to safe open space, play grounds and sports, leisure and cultural facilities. Target most resources at areas of significant deprivation across the county and particularly at those who have the least opportunities for play and leisure time, including working with transport providers through the development of the third Local Transport Plan for Oxfordshire.

3. Children and young people to become confident to support themselves and actively contribute to their local community and beyond: We will:

- Ensure that children and young people have opportunities to make a positive contribution to their local community and become involved citizens, through enhanced provision of volunteering and community involvement;
- We will equip young people with skills and practical support to enable them to shape the place in which they live.
- Continue to engage the business community to contribute to the preparation of children and young people for the transition from school to work, and in provision of suitable work based learning opportunities, including apprenticeships, for young people who have left full time education. Trust partners also have a role to play e.g. through mentoring schemes and/or work experience;
- The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

7c) Narrowing the gap for our most disadvantaged and vulnerable groups

Our most vulnerable groups of children and young people, at risk of being less healthy and achieving less well than their peers often face additional challenges. Our vulnerable groups include children and young people growing up in deprived communities, with learning difficulties and / or disabilities, from some minority ethnic communities, including Travellers/Gypsies, who are young carers, in the County Council's care and care leavers, including unaccompanied asylum-seeking young people and privately fostered children, with mental health or substance misuse problems, living in inappropriate, inadequate or temporary accommodation, living in households where there is domestic abuse, adult mental ill health or adults who have substance misuse issues and where children suffer neglect. Teenage parents, or children of teenage parents, who are at risk of offending or in the youth justice system, not in education, training and employment, missing school because of persistent absence or exclusion. These groups are a priority for all partners in the Trust, across all their work. We will give these children and young people a better chance to succeed in life, through focusing on prevention and early intervention, working with them to build resilience, minimising the risks they face, and providing more targeted support.

In particular, we are concerned that while the size of the gap in outcomes is narrowing for our younger children, as the children get older the outcomes improve in absolute terms, but decline in relative terms, hence the gap widens as age increases. The number of young people not currently engaged in employment, education or training has been growing, and we know that we rapidly need to turn this trend around. Similarly, we know that as some children and young people get older, they are less engaged at school, feel less healthy and less safe. Our work to narrow the gap ultimately aims to increase the numbers of young people in employment, education or training and who can achieve their full potential.

Aims

We want:

- 1. To narrow the gap in achievement by providing vulnerable children and young people who are missing out, with greater access to high quality provision and services;***
- 2. To ensure that children, young people and families benefit from effective, early and targeted support when they face additional challenges, in particular those with learning difficulties and disabilities;***
- 3. Organisations to work together, in partnership with children, young people and families, to break the cycle of deprivation and low expectation, particularly for children living in , or on the fringe of, poverty.***

Objectives

1. **To narrow the gap in achievement by providing vulnerable children and young people who are missing out, with greater access to high quality provision and services. We will:**
 - Make sure that children and young people are engaged in full-time education programmes that have been tailored to meet their personal needs, and ensure that those who are not in education, employment or training gain the skills, knowledge and interests to support their progress to employment and training;
 - To encourage schools to develop closer links to the wider community, such as local businesses, faith and community groups who could help with work experience and raise aspirations amongst local communities;
 - Ensure that children and young people from vulnerable groups can access and engage with activities as their peers;
 - Raise aspirations and life opportunities for all children and young people particularly from vulnerable groups;
 - Encourage vulnerable children and young people who are persistently choosing not to attend school to re-engage in learning and engage with positive activities and support services that promote re-integration;
 - Work together to reduce the number of exclusions by building capacity in schools to support children and young people at risk of exclusion;
 - To prevent homelessness through the family intervention project, foyer schemes and the provision advice and support for young people;
 - Ensure that our alternative education for children and young people with challenging behaviour is locally available and judged to be outstanding.

2. **To ensure that children, young people and families benefit from effective, early and targeted support when they face additional challenges, in particular those with learning difficulties and disabilities. We will:**
 - Extend the intensive targeted work with families during their children's early years to vulnerable older children and their families;
 - We will provide parenting and whole family programmes, including work with fathers, ensuring that access to support, childcare and employment is promoted to strengthen family relationships and raise expectations in vulnerable families;
 - Increase the number of Children's Centres so that every child from vulnerable groups in both urban and rural areas has access to Children's Centre services, which provide access to prevention and early intervention initiatives;
 - Develop and implement a multi-agency strategy to tackle neglect, which effectively and consistently addresses prevention, assessment and treatment;

- Ensure that children and young people with mental health needs are adequately and promptly supported;
- Provide children and young people in and at risk of entering the youth justice system with targeted advice and support regarding their education, health and care needs. We will provide tailored preventative programmes, intervention programmes and diversionary activities for young people at risk of offending;
- Ensure that, where appropriate, young people who are offending or have been in custody can be safely supported in their local community and achieve positive outcomes;
- Increase access to positive activities, play and leisure for the most vulnerable children and young people through provision of targeted support. Including tailored preventative programmes for children and young people at risk of offending. And intervention programmes and diversionary activities for young people who have committed offences, and have been diverted from the criminal justice system;
- Improve capacity of schools and colleges and services, to work holistically to cater for children and young people with learning difficulties and disabilities and in particular those with autistic spectrum conditions, through intuitive building design, and improve the outcomes for workforce development, improved use of information technology and the development of personalised learning pathways. Ensure that all services work collaboratively and holistically around the child and family.

3. Organisations to work together, in partnership with children, young people and families, to break the cycle of deprivation and low expectation, particularly for children living in , or on the fringe of, poverty. We will:

- Reduce the level of health and other inequalities by working with local communities and targeting our resources more effectively on those who need them most, particularly in our areas of greatest deprivation - Banbury, South East Oxford, Abingdon/Berinsfield and rural deprivation whilst continuing to provide high quality universal services;
- To work with local communities in the delivery of regeneration schemes;
- Continue to improve the outcomes and life chances for children and young people in the County Council's care, so that they grow up safe, happy, and achieving well, contributing to the continual improvement of services and with the same opportunities as those with strong family networks;
- Reduce the rate of teenage conception. Improve the support for and outcomes for teenage mothers and their childcare;
- Reduce the risk of young people becoming NEET or NIL (not currently engaged in employment, education or training or not currently engaged in learning), particularly seeking an improvement in these outcomes for vulnerable young people by intensively tracking all who receive free school meals and offering them additional information, advice and guidance that will encourage them to take up an appropriate offer of learning or training at the age of 16, and continue in at least part-time learning to the age of 19;

- To seek an improvement in these outcomes for vulnerable young people by intensively tracking all who receive free school meals and offering them additional information, advice and guidance that will encourage them to take up an appropriate offer of learning or training at the age of 16, and continue in at least part-time learning to the age of 19;
- Prevent ill health later in life by increasing rates of breastfeeding and immunisation, reducing exposure to smoking and reducing levels of obesity;
- Reduce and prevent homelessness amongst families with children and young people, ensuring safe and adequate housing that is not overcrowded;
- Provide access to safe and adequate housing that is not overcrowded;
- Provide good quality housing standards (in social housing and private rented sector and supported housing) for vulnerable young adults.

The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

8. Monitoring and Evaluating Progress

Performance Management

The Performance Management Sub-Group of the Oxfordshire Children and Young People's Trust is accountable for monitoring progress against the actions and targets within this plan, reporting to the Trust Board who will evaluate progress and drive change. Individual organisations are responsible for delivery, as set out in Appendix C. We have established a partnership performance management framework using outcome-based accountability. This system is based on report cards for each target identified in this plan, pulled together into performance dashboards for the county as a whole and also the three areas (Northern, Central and Southern). The Performance Management Sub-Group will regularly review progress, and where necessary advise the Trust of changes required to the delivery plan. The three Area Trust Boards will monitor performance against targets in each area.

The different performance management systems of the partner organisations are well aligned with the objectives set out in this plan, including aligning targets and making accountability for delivery clear.

A risk assessment, including action plans to alleviate risk, will also be prepared and monitored by the performance sub group.

The underpinning delivery plan will be used as the key monitoring, review and challenge document. The performance a sub group will report on progress to each meeting of the Trust Board.

Key milestones

These are the key milestones we will be aiming to achieve during the life of the plan and show the point at which an action should be completed. Progress towards these milestones will be monitored and challenged by both the OCYPT and where there are safeguarding issues by the OSCB.

	2010-11	2011-12	2012-13
Keeping all children and young people safe	<ul style="list-style-type: none"> • Target geographical 'hot spots' to reduce teenage pregnancy • Implement new FACEIT service • Implement inter-agency activities to reduce risk of a 'Baby P' case in Oxfordshire • Establish inter-agency Safeguarding Advisory Panel for 'stuck cases' • Implement the Think Family intervention project • Allocate each young person in custody a senior CYPF champion • Put in place multi-agency response to young people at high risk of self-harm and harm to others • Prevent inappropriate hospital admissions for accidental injuries 	<ul style="list-style-type: none"> • Implement and monitor <i>Domestic Abuse Assessment Tool</i> across all agencies • Deliver full entitlement for Early Support process • Act on recommendations on review of services to drug using families, including working with adults • Implement outcomes of pilot two year olds 10 hour funding entitlement • Integrated emergency department front door for paediatrics (Oxford City). 	<ul style="list-style-type: none"> • Fully integrated Tier 2 services across health and social care. • Complete multi-agency planning process for the most complex cases • Full implementation of all CAF and TAC processes for <u>all</u> vulnerable children • Full range of 24/7 services for children with injuries in the community
Raising achievement of	<ul style="list-style-type: none"> • Building Schools for the Future Strategy (BSF) for 	<ul style="list-style-type: none"> • Establish Local Education Partnership (LEP) for BSF 	<ul style="list-style-type: none"> • First construction work underway with Tranche BSF

	2010-11	2011-12	2012-13
all children and young people	<p>Change agreed with Partnership for Schools</p> <ul style="list-style-type: none"> • Develop commissioning strategy for school improvement • Manage transfer of funding responsibility for 16-19 from LSC • Develop 'Safe Place to Be' out of school provision in each secondary school 	<ul style="list-style-type: none"> • Improve % of 5A*-C GCSEs and % achieving 2 levels of progress at end of KS2 to meet or exceed target • Roll out commissioning strategy for school improvement • Use the commissioning framework to develop a provider base that will enable more 16 year olds to stay in education or training 	<p>schools</p> <ul style="list-style-type: none"> • Enable access to all Diploma lines, Foundation Learning Tier and Apprenticeships • Develop appropriate provision to ensure 100% participation of all 17 year olds
Narrowing the gap for our most disadvantaged and vulnerable groups	<ul style="list-style-type: none"> • Create enhanced package of support for NEET young people, including learning programmes to engage NEET teenage parents • Deliver Aiming High programmes to provide childcare, short breaks and palliative care services for all disabled children • Offer a full range of parenting support programmes • Promote early attachment by ensuring a clear care pathway for women with peri-natal mental health problems • Develop Integrated Youth Support Services for vulnerable young people • Full implementation of Play 	<ul style="list-style-type: none"> • Reduce Exclusions through Success project - On Course programme and workforce development • Young people friendly sexual health services available in every locality in/out of school term time • Targeted SRE in schools in teenage pregnancy hot spots • Reduce Persistent absentees through Success project • Breaking Cycle of Deprivation projects in Banbury and Oxford City delivered through Children's Centres and Extended Services • Integrated early intervention services in place for young people with substance misuse 	<ul style="list-style-type: none"> • Reduce number of young people entering custody and on remand • Significantly reduce number of teenage conceptions • Ensure all teenage parents receive evidenced based targeted intervention through the FNP or its successor • Wide choice of accredited pathways available for all at level 1 and level 2 tailored to meet all needs • All vulnerable young people in year six will have multi-agency transition plans for transfer to Year 7

	2010-11	2011-12	2012-13
	<p>Pathfinder programme</p> <ul style="list-style-type: none"> • Pilot TAMH in 40 schools to ensure mental health support early • Ensure all children 0-18 yrs have full access to the Healthy Child Programme • Agree action plan for primary Success Project • Establish Good Behaviour Game pilot • Inclusion Strategy in place • To implement the breaking cycle programme in Banbury and Oxford 2010-2011. 	<p>issues</p> <ul style="list-style-type: none"> • Improve GCSE 5 A* - G outcomes for most vulnerable groups • Multi-agency care plans in place for all pregnant vulnerable women • Clear integrated pathway for early access to mental health services and transition to adult services • Transition plans in place for 100% of all young people with learning difficulty and disabilities in advance 	
Service management	<ul style="list-style-type: none"> • Publish and implement Children's Trust Commissioning Strategy • Publish and Implement Children's Trust Workforce Strategy • Implementation of Contact Point for Early Years • Fully embedded area service delivery • Develop strong performance management processes that support investment and disinvestments decisions 	<ul style="list-style-type: none"> • Implement and review Commissioning Delivery Plan • Implement and review Workforce Delivery Plan • Ensure "Your Welcome" standards are achieved for all services to make services young people friendly. 	<ul style="list-style-type: none"> • Deliver an integrated approach to all commissioning for children and young people

Key targets

The Children and Young People's Plan includes the key actions and targets for the Children's Block of the Oxfordshire Local Area Agreement.

This section gives details of these key targets latest performance data and proposed or confirmed targets for the period of the period of the plan.

The Delivery Plan gives further detail of other local or national indicator targets underpinning the improvement agenda for children and young people in Oxfordshire outlined in the CYPP and reflected in the Local Area Agreement.

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	2012-13
Keeping all children and young people safe						
Emergency hospital admissions due to injury per 10,000 aged under 18 (NI 70)	2008/09	106.5	107.75	104	To be agreed	To be agreed
Stability of placements: percentage of children having 3 or more placements in the year (NI 62)	2008/09	9.2%	11.7%	11.0%	8.5%	8.0%
Percentage of young people aged 10-17 receiving a conviction who are sentenced to custody (NI 43)	2008/09	4.3%	<5%	< 4%	<4% (to be agreed by YOS Board);	<4% (to be agreed by YOS Board)
For further safeguarding indicators, please see the section below on activity by the OSCB Monitoring and Evaluation Group						
Raising achievement of all children and young people						
Young children's development measured by the Early Years Foundation Stage Profile: the percentage achieving the expected level for their age (NI 72)	2009/10	51.5%	52.8%	55%	To be agreed	To be agreed
Early Years results: the gap between lowest 20% and County average (NI 92)	2009/10	33.3%	33.6%	31.3%	To be agreed	To be agreed

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	201213
Secondary school persistent absence rate: pupils missing at least 20% of sessions (NI 87)	2009/10	4.84%	5.3%	5%	5%	To be agreed
Key Stage 2 achievement: percentage attaining level 4 or above in both English and Maths (NI 73)	2009/10	72.4%	79%	79%	To be agreed	To be agreed
Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2 (NI 93)	2009/10	85.3%	89%	89%	To be agreed	To be agreed
Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2 (NI 94)	2009/10	82.1%	85%	87%	To be agreed	To be agreed
Percentage of looked after children attaining at least Level 4 at Key Stage 2 - English (NI 99)	2009/10	21.4%	31%	46.2%	To be agreed	To be agreed
Percentage of looked after children attaining at least Level 4 at Key Stage 2 - Maths (NI 100)	2009/10	14.3%	38%	53.8%	To be agreed	To be agreed
Percentage of Key Stage 4 pupils achieving 5 or more GCSEs A*-C (or equivalent) including English & Maths (NI 75)	2009/10	52.4%	58%	60%	To be agreed	To be agreed
Percentage of young people participating in positive activities (NI 110).	2008/09	71.7%	78.5%	85%	85% to be confirmed	85% to be confirmed
Narrowing the gap						
Conceptions among under-18 year olds (number of conceptions amongst women aged under 18 per 1000 15 – 17 yr olds): percentage change in rate from 1998 baseline of 31.4 (NI 112). The actual for rates for each are shown in brackets	2008/09	-5.6% (29.6%)	-29% (22.3%)	-37% (19.8%)	-45% (17.3%)	To be agreed
Obesity - Year 6: percentage obese (NI 56a)	2008/09	15.4%	15.4%	15.3%	15.2%	To be agreed
Obesity - Year 6: percentage measured (NI 56b)	2008/09	88%	85%	85%	85%	To be agreed

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	201213
Percentage of young people aged 16-18 not in full-time education, employment or training (NEET) (NI 117)	2008/09	6.2%	4.0%	3.6%	To be agreed	To be agreed
Inequality gap in the achievement of a Level 3 qualification by the age of 19 (NI 81) Note: the figures are based on the difference in achievement at age of 19 between pupils who were, and those who were not, in receipt of free school meals at the age of 15.	2008/09	31.7 pc points	28 pc points	25pc points	To be agreed	To be agreed
First time entrants to the criminal justice system: rate per 10, 1000 10-17 year olds (NI 111) Note: the figures in brackets are the actual number of new entrants/or actual target and the higher figure is the rate per 100,000 of the 10-17 population.	2008/09	832 (523)	1360 (856)	1330 (837)	1310 (820)	1285 (804)
<i>Percentage of children who consider local parks and play areas fairly or very good (NI199)</i>	<i>2008/9</i>	<i>46.3%</i>	<i>49.6%</i>	<i>52.8%</i>	<i>To be agreed</i>	<i>To be agreed</i>
<i>Breast Feeding: percentage of infants being breastfed at 6-8 weeks (NI53a)</i>	<i>2008/9</i>	<i>57.5%</i>	<i>53.6%</i>	<i>53.8%</i>	<i>To be agreed</i>	<i>To be agreed</i>

Note: Non LAA Indicators are shown in italics*

The Oxfordshire Safeguarding Children Board Monitoring and Evaluation Group will continue to focus on the following areas of activity:

1. Child protection: quarterly monitoring and analysis of indicators concerned with
 - referrals and assessments of children coming into social care services
 - safeguarding of children
 - looked after children

2. Allegations management: includes twice-yearly (March & September) reports to the Local Authority Designated Officer (LADO) covering
 - numbers of allegations
 - timescale to resolve
 - source of the allegations
 - trends
 - outcomes

3. Hospital admissions caused by unintentional and deliberate injuries to children and young people (NI 70): a better understanding of the extent and causes, and of the processes involved, through
 - monitoring admissions to JR and Horton Hospitals
 - benchmarking of number of admissions
 - analysis of the cause for admission, and whether the injury was unintentional or deliberate
 - analysis of referrals to children's social care
 - examination of the way data is currently collected, given concern that it is not currently collated as required
 - twice-yearly reports (June & December)

4. Self Harm: benchmark and understand the numbers, gender and outcomes of those who self harm in Oxfordshire through annual (December) reports covering
 - feedback annual audit that is undertaken by Oxford University – 2 year retrospective
 - collation of public health data for the lower age group.

5. Domestic Abuse: twice-yearly (March & September) reports to help understand numbers and level of risk to children affected by domestic abuse through
 - collation of data
 - analysis of number of children reported to Social Care by Police because of Domestic Abuse
 - analysis of number of children whose parents are defined as high risk by police
 - further review of requirements

6. Children Missing from Education: quarterly reports and review to better understand the issues involved in the areas of
 - Children Missing from Education
 - Numbers

- Reasons
- Gender
- Ethnicity
- Localities/schools
- Outcomes for children Missing children
- Trends
- S2S
- Elective Home Education
 - Registered
 - Monitored
 - Refused visit and of those, those known to CSC.

7. Multi-Agency Audits: review planned following recommendations from MS audit, including

- identify appropriate indicators
- establish a reporting schedule

9. **Achieving Best Value**

Resources

We will achieve good value for money by working as efficiently together as possible. At a strategic level, the Sustainable Community Strategy (Oxfordshire 2030), our Local Area Agreement and this plan provides the basis for partners to work together to deliver common goals for children and young people in Oxfordshire. As far as possible, partners' planning and resource allocation frameworks will be aligned to deliver the key priorities outlined here.

A snapshot of currently available resources spent on children, young people and families in Oxfordshire is provided below. In total, we estimate that there is a total annual public sector spend of approximately £677m, including £321m that goes directly to local authority schools.

Oxfordshire County Council

Oxfordshire County Council's 2009-10 gross revenue budget for children and young people's services is £504m. Of this, £321m is provided directly to local authority schools, leaving the remaining £183m to be spent on other children and young people's services and allocated by the council's Cabinet in accordance with the priorities set out in the Children and Young People's plan. This is divided across the three priorities as follows:

Revenue budget	£ (million)
Keeping all children and young people safe	117
Raising achievement	220
Narrowing the gap	167

The county council is currently undertaking a financial restructuring project that will bring budgets in line with the new area based delivery structure and the three priorities, and amalgamate or centralise complementary budgets where appropriate. This will ensure that our finances are more clearly used to deliver our priorities and value for money.

Over the current and next financial years, the total capital investment in children and young people's services, including schools and children's centres, will be in the region of £91m (£43m in 2009-10, £48m in 2010-11).

In addition, the County Council is now preparing to enter the Building Schools for the Future Programme which will help to deliver the three priorities outlined in this plan. The programme is the biggest ever national schools investment programme. It is more than just a school build programme, and is also an opportunity to improve teaching and learning so that all young people are equipped with the skills, attitudes and behaviours that will enable them to succeed in our fast-paced, globally networked world. We are hoping to access a minimum of £100m and current indications are that we will go to market in January 2011 to secure a partner.

Oxfordshire Primary Care Trust

The PCT can identify a spend of approximately £98m on children and young people (2009/10). This is broken down approximately into:

	£ (million)
Primary care (e.g. general practitioners, dentists)	20
Specialist high cost low volume commissioning (e.g. neonatal intensive care)	17
Acute children's hospital services	15
Children's community services (e.g. health visitors)	15
Child and adolescent mental health	7
Public health priorities (prevention focused)	1
Maternity Services	23

Police

Thames Valley Police in Oxfordshire can identify a spending of approximately £712,000 on children and young people.

Revenue Budget	£
Youth Justice	147,000
SSP and YOS	565,000
Total	712,000

City and District Councils

The City and District Councils provide a range of services that support children, young people and families. These include:

- Leisure Services including arts and sports development, positive activities, and holiday schemes;
- Play, open spaces and the environment;
- Community development;
- Housing;
- Consultation and engagement;
- Advice;
- Grants to voluntary and community groups;
- Environmental health;
- Community safety;
- Economic development.

Voluntary sector

There is a thriving voluntary sector in Oxfordshire, with approximately 1,600 organisations³ estimated to be working with children and young people. It is a wide-ranging sector and hard to calculate the spend, but we estimate that this is in the region of £10m per year.

³ Estimate from Ipsos MORI poll of third sector organisations in Oxfordshire, conducted during the final quarter of 2008.

The Learning and Skills Council (LSC)

The LSC currently (2009-10) provides £60m of funding to Oxfordshire based provision for 16 to 18 year olds. A further £7.5m is provided to fund apprenticeship schemes. In future years, this funding will transfer to Oxfordshire County Council as part of national changes.

	£ (million)
School Sixth Forms	28
Other Further Education Providers	32
Apprenticeships	7.5
Total	67.5

Strategic Commissioning

There are clear national and local drivers that will support the development of a more integrated approach to commissioning across the council and PCT. The new Learning Skills and Apprenticeships Act legislates for Children’s Trust to take a strategic role in this commissioning and steps will be taken to ensure the Oxfordshire Children and Young People’s Trust is able to undertake this function.

By March 2010, a Joint Commissioning Strategy will be agreed to support the delivery of this Plan. It will outline detailed joint commissioning plans for 2010-11 and outline plans for 2011-12 and 2012 – 2013. It will also outline areas where services will be de-commissioned. The aim is to:

- put children and young people at the heart of our commissioning plans
- drive up quality of services in line with national best practice
- ensure services are cost-effective and affordable
- where necessary, decommission services
- use transparent processes of decision-making – including competitive processes

There are clear national and local drivers that will support the development of a more integrated approach to commissioning across the Council and PCT. The new Learning Skills and Apprenticeships Act legislates for Children’s Trust to take a strategic role in this commissioning and steps will be taken to ensure the Oxfordshire Children and Young People’s Trust is able to undertake this function.

Workforce Development

We want Oxfordshire to be a place where people want to work and where all those who deliver services to children and young people:

- Work together across organisational boundaries in the best interests of children and young people, for example, by sharing information and avoiding duplication;
- Ensure that all children and young people are kept safe;
- Are competent and able to deliver excellent services to consistent standards;
- Have the qualities and skills that children and young people need and want.
- Restorative approaches

In order to equip all staff from all organisations with the competencies and skills that they need, we are currently developing a more detailed partnership workforce development strategy, taking into account the DCSF 2020 Workforce Strategy. This will be agreed by March 2010 and will set out proposals for joint workforce planning, improved recruitment and retention procedures, and enhanced training and career development opportunities. From induction, all the way through to intensive services, all staff will receive safeguarding training commensurate with their roles and responsibilities.

10. Annual Review

This plan covers the period January 2010 to December 2013. The Oxfordshire Children and Young People's Trust will conduct an annual review of the plan, including assessing progress against milestones, considering latest outcome data and whether needs and priorities have changed. The Trust will ensure that the annual review is subject to consultation and that the results are published.

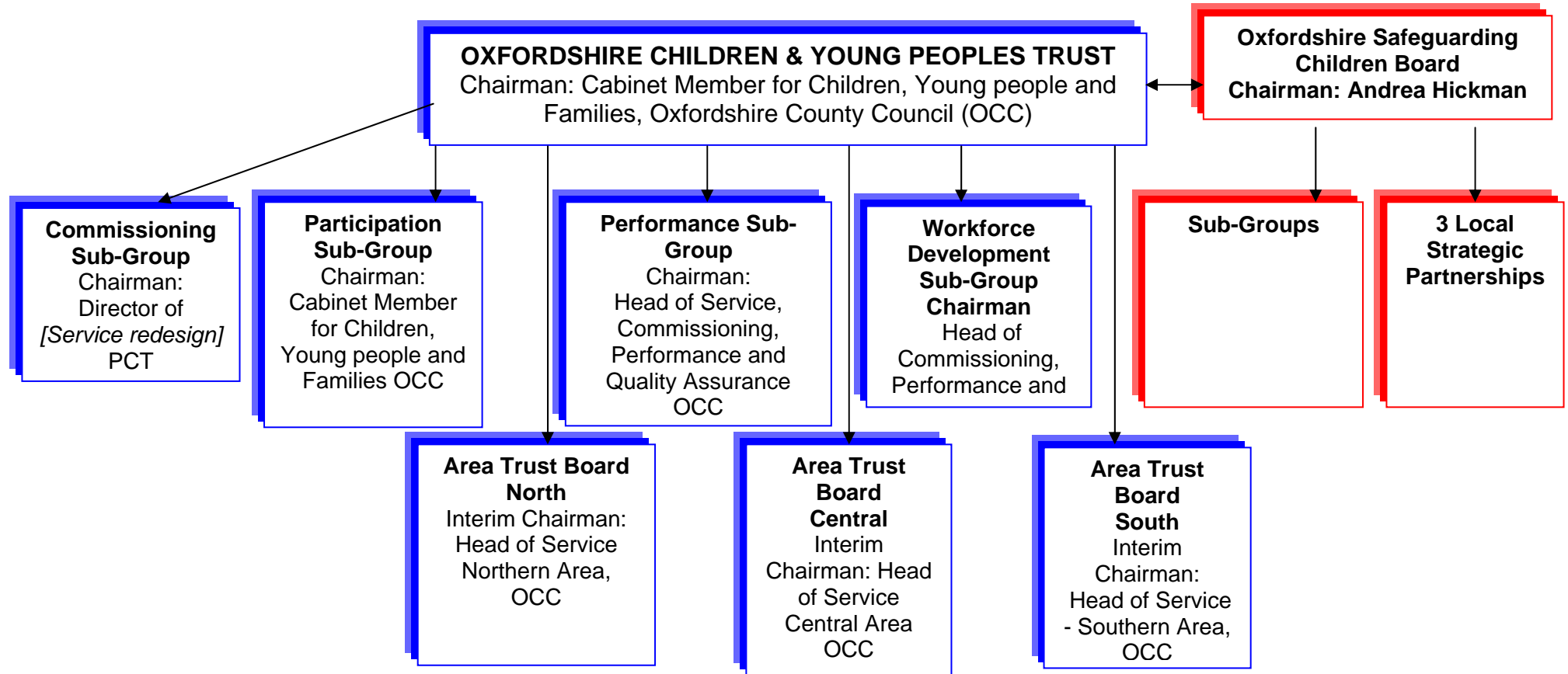
Appendix A: Our partnership.⁴

Oxfordshire Children and Young People's Trust Membership Role	Organisation
Cabinet Member for Children, Young People and Families (Chairman)	Oxfordshire County Council
Cabinet Member for Schools Improvement	Oxfordshire County Council
Director for Children, Young People and Families	Oxfordshire County Council
Chief Executive	Oxfordshire County Council
Head of Commissioning, Performance and Quality Assurance	Oxfordshire County Council
Non-Executive Director	Oxfordshire PCT
Chief Executive	Oxfordshire PCT
Director of Commissioning	Oxfordshire PCT
Director of Public Health	Oxfordshire County Council/Oxfordshire PCT
District Councils' Representative	District /City Council
Chief Superintendent	Thames Valley Police
Senior Representative	Job Centre Plus
Senior Representative	Sixth Form and Further Education Colleges

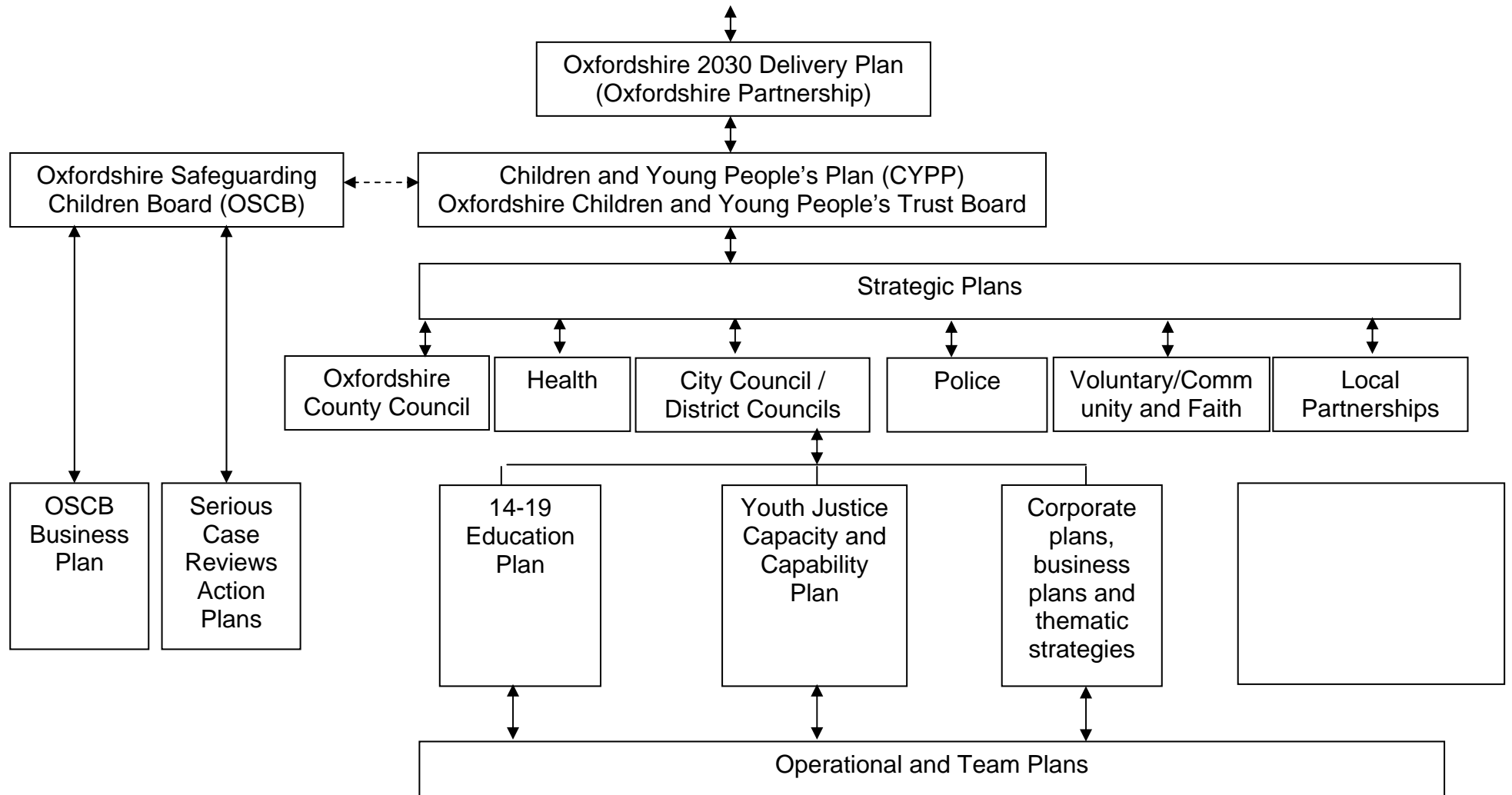
Role	Organisation
Senior Representative	Secondary Heads/Maintained Schools
Independent Chair of Oxfordshire Safeguarding Board	Non-Statutory Partners
Children and Young People Representation x 2	Non-Statutory Partners
Parent and Carer Representation x 2	Non-Statutory Partners
Head of Service Central Area	Chairman of Area Trust Board
Head of Service Northern Area	Chairman of Area Trust Board
Head of Service Southern Area	Chairman of Area Trust Board
Voluntary and Community Sector Representative	Oxfordshire Council for Voluntary Youth Services
General Practitioner	National Health Service

⁴ Membership of the OCYPT will be subject to review in line with proposed new legislation

Oxfordshire Children and Young People's Trust Structure



Appendix B: Connectivity between plans



Appendix C: Delivery of the plan – roles and expectations of key bodies and organisations

Body	Role	Expected to	Expects others to
OCYPT The Trust Board	To ensure full implementation of the plan, and consequent improvements in outcomes.	Hold partners to account for delivery against plan targets and priorities. Re-commission and re-design services as required.	Deliver their commitments, collaborate and develop more integrated services to improve outcomes for children and young people in line with this plan.
Area Trust Boards	To bridge the Trust's strategic priorities and area and locality operational priorities.	Inform and shape the Trust's priorities; engage in local re-commissioning; enhance joint and partnership practice locally.	The Trust to respond to local priorities; all partners to engage locally in service planning and development, and 'place shaping' for children, young people and families.
Oxfordshire Safeguarding Children Board	To hold the Trust, and its constituent agencies accountable for services' impact on safeguarding children and young people.	Inform planning processes about key Safeguarding priorities. Hold agencies to account for keeping children and young people safe, including implementing recommendations from Serious Case Reviews	Deliver services to achieve impact on safeguarding. Demonstrate responsibility and accountability for safeguarding. Implement recommendations from Serious Case Reviews.
The County Council	To provide infrastructure support to the Trust. To deliver the range of council services to children and young people so as to reflect Trust priorities and statutory requirements. To ensure that other (non-children / young people focused) council services support the delivery of this plan.	Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes	Engage with council services in partnership to improve outcomes.
City / District Councils	To deliver the range of council services to children and young people so as to reflect	Recommission and redesign services as required. Involve and	Engage with council services in partnership to improve outcomes.

Body	Role	Expected to	Expects others to
	Trust priorities and statutory requirements.	engage with young people. Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.	
Town and Parish Councils	To plan for their area's future and help identify priorities. Engage in community-led planning if there is local demand.	Engage children and young people in local democracy and shaping local children and young people's services through community led planning or other mechanisms.	Provide support, advice and other resources where required/appropriate.
Schools, colleges and other educational settings	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.	Respond to the 'intelligence' held about children, young people, families and communities.
Health/PCT	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Contribute, through this plan to the delivery of key health outcomes for children, young people and families.
Police	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Contribute, through this plan, to the delivery of key community safety and crime reduction targets.
Community safety	To co-operate to deliver the aspirations in this plan across the three priorities and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Ensure that issues relating to community safety, tackling and reducing crime and the fear of crime in local communities are a cross cutting priority.

Body	Role	Expected to	Expects others to
Voluntary Community and Faith sector	<p>To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.</p> <p>Ensure the voice of the voluntary and community sector, and of those who access services from voluntary and community sector providers is represented.</p>	<p>Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.</p>	<p>Ensure the voice of the voluntary and community sector, and of those who access services from voluntary and community sector providers is heard and respected.</p>
Other partners	<p>To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.</p>	<p>Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.</p>	<p>Contribute, through this plan to the delivery of key outcomes for children, young people and families</p>