

**DRAFT**

12 January 2005

**Coventry  
Children and  
Young People's  
Plan**

**2006 - 2010**



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## Glossary of Abbreviations

ACPC	Area Child Protection Committee
APA	Annual Performance Assessment
BME	Black and Minority Ethnic Communities
BSF	Building Schools for the Future
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Services
CEN	Community Empowerment Network
CYPP	Children and Young People's Plan
CYPSP	Children and Young People's Strategic Partnership
CF	Children's Fund
CSA	Children's Services Authority
CT	Children's Trust
CtC	Communities that Care
DfES	Department for Education and Skills
ECM	Every Child Matters
EYDCP	Early Years Development and Childcare Partnership
GP	General Practitioner
ISA	Information Sharing and Assessment
JAR	Joint Area Review
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children
LDD	Learning Difficulties and Disabilities

## Glossary of Abbreviations

LIFT	Local Improvement Finance Trust
LLSC	Local Learning and Skills Council
LSP	Local Strategic Partnership
NHS	National Health Service
NRF	Neighbourhood Renewal Fund
NSF	National Service Framework
PCT	Primary Care Trust
PID	Programme Initiation Document
RYOGENS	Reducing Youth Offending Generic National Solution (Information-sharing software)
SCB	Safeguarding Children Board
SEN	Special Educational Needs
SENCOs	Special Educational Needs Co-ordinators
VCS	Voluntary and Community Sector
WRF	Workforce Reform

# Coventry Children and Young People's Plan

## 1. Introduction

### 1.1 Planning to achieve better outcomes for children and young people

1.1.1 There are currently a large number of plans from different agencies that shape the delivery of children and young people's services in the city which can lead to fragmentation . **This plan brings them together into a single, strategic, overarching plan for all children and young people's services across Coventry.**

1.1.2 This plan has been developed through the work of the Children and Young People's Strategic Partnership. Our vision for the work of the Partnership was developed with children and young people.

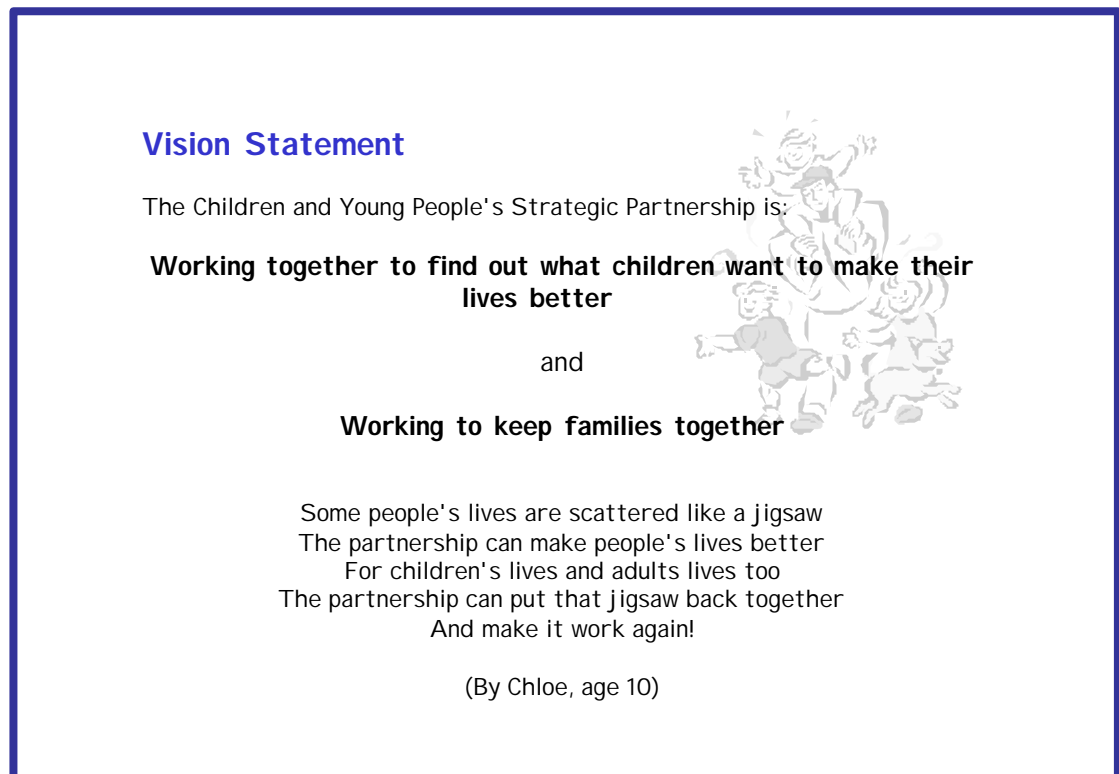


Figure 1. Coventry Children and Young People's Strategic Partnership's Vision Statement

1.1.3 **The plan describes how we intend to work together as partners to deliver well co-ordinated, accessible, services for children and young people and how we are addressing the requirements of the Children Act 2004<sup>1</sup>.** It is shaped around the government's five Every Child Matters<sup>2</sup> outcomes together with a sixth outcome which was important to children and young people locally.

<sup>1</sup> Children Act 2004 <http://www.hms0.gov.uk/acts/acts2004/200400>

<sup>2</sup> Every Child Matters – Change for Children [www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

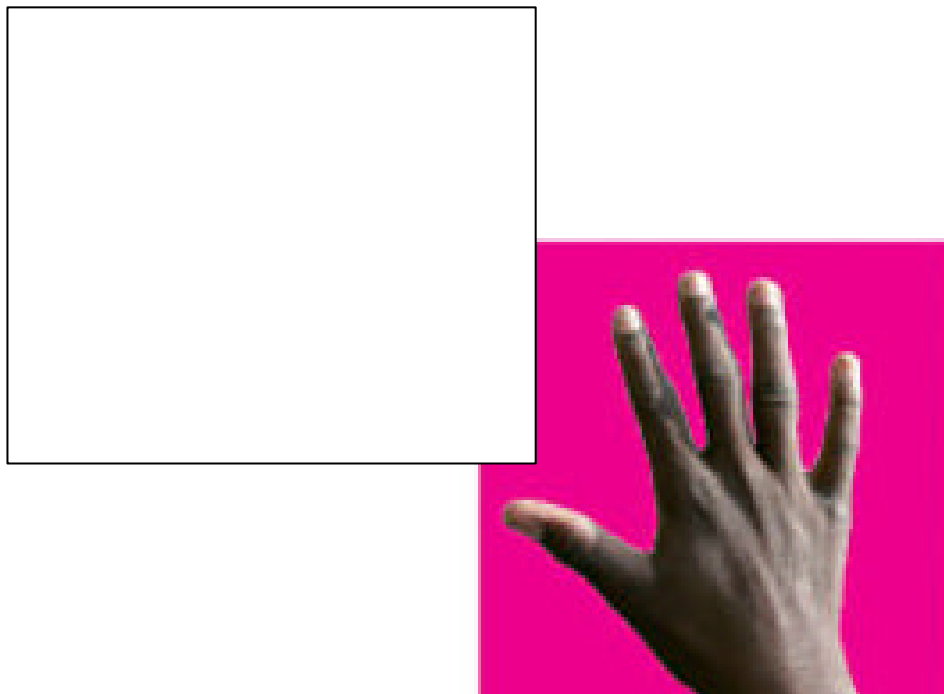
1.1.4 **Coventry's Every Child Matters outcomes are:**

- being healthy
- staying safe
- enjoying and achieving
- making a positive contribution
- economic well-being
- **having supportive families, friends and communities**

1.1.5 In developing the plan we have taken into account the nature of Coventry as a city and assessed the needs of children, young people, their families and communities.

1.1.6 We have identified key joint strategic aims that will guide our actions between 2006 and 2010 to achieve better outcomes for children and young people in Coventry. The aims were developed and agreed in consultation with children, partners and stakeholders.

1.1.7 Throughout the plan we will give some examples of the work we are doing with children and young people to ensure that their views inform our planning and delivery of services.



## 1.2 Coventry Children and Young People's Plan - Aims

### 1.2.1 Cross-cutting Aims:

The Children and Young People's Strategic Partnership is committed to the 3 'P's of **Prevention, Partnership, and Participation** which have been core to the successful work of the Children's Fund in Coventry and which form the basis of the city's Local Area Agreement. These three themes are fundamental to the approach Coventry is taking and therefore will be reflected in all activities which aim to improve outcomes.

### 1.2.2 CYPP Aims:

1. Children in their early years have the foundation for happy, healthy and successful lives.
2. Children and young people with disabilities are able to maximise their potential for healthy, happy and successful lives.
3. Looked after children and young people are able to maximise their potential for healthy, happy and successful lives.
4. Children and young people feel part of their local neighbourhood and community and behave in a way which enables them to fulfil their potential and that of their neighbourhood and city.
5. Children and young people's achievements and aspirations have been fulfilled to the benefit of themselves, their communities and neighbourhoods.
6. Children and young people feel safe and are protected from harm.
7. A Children's Services Director has been appointed within the City Council, a Children's Directorate founded on multi-agency working has been established and Children's Trust arrangements are in place.
8. Children and young people have healthy lifestyles which maximise their potential for physical, mental, emotional and sexual wellbeing.

The first seven aims listed above were agreed by the Children and Young People's Strategic Partnership and form the basis of our proposals within the Local Area Agreement. They have been agreed with Government representatives through our Children's Services Improvement Cycle meetings.

The cross-cutting aim and the eighth CYPP aim were proposed at a multi-agency event which explored the city's performance in relation to the 5 Every Child Matters outcomes.

## 2. Background and Context

### 2.1 National Context – Government Plans and Priorities

2.1.1 At a strategic level the central/local partnership between the Office of the Deputy Prime Minister and the Local Government Association has agreed the following shared priorities:

- **Sustainable communities** - promoting the economic vitality of localities; transforming the local environment; meeting local transport needs more effectively
- **Safer and stronger communities** - reduced crime and antisocial behaviour, more positive activities for young people, strengthened community cohesion, reduced drug abuse
- **Healthier communities** - narrowing health inequalities, encouraging healthy lifestyles, improving the quality of life and independence of older people
- **Children and young people** - raising standards and attainment, improving the quality of life of children, young people and families at risk, reduced child poverty, improved life chances for children in care, or in need, strengthened protection for children at risk of abuse.

These shared priorities are fully reflected in the City Council's Vision and Corporate Objectives and in the Coventry Community Plan.

### 2.2 National Context – The Change for Children Agenda

2.2.1 The government wants children's services to improve radically "to ensure we properly protect children at risk within a framework of universal services which support every child to develop their full potential" This objective impacts on all children's services providers setting them an ambitious and challenging agenda.

2.2.2 The main measures of the Children Act 2004 include:

- A **duty on all partners to co-operate** to deliver improved outcomes.
- The establishment of the role and function of **Director of Children's Services**.
- **A duty on all partners to safeguard children**, providing a legal and accountability framework for the protection of children.
- **Workforce reform**, leading to a set of core competencies for all children and young people practitioners.
- The need to **deliver services at a local level**, freed from central dictat and bureaucracy, in ways which enable greater flexibility and more 'personalisation' (services built around the needs of each child).
- **Prevention** as the best way of ensuring better outcomes, and stressing the need to support parents and carers.
- **Participation** as a key underpinning principle

2.2.5 Integrated services are essential in order to break down barriers which have previously resulted in fragmented responses to need and to reduce inefficiencies resulting from duplication of processes. From April 2006 this Plan will facilitate better co-ordination. The

Information Sharing and Assessment (ISA) programme is designed to tackle the process issues; Children's Trusts and the capacity to pool budgets (under section 31 of the Health Act 1999 and section 10 of the Children Act 2004) provide the framework for integrated service provision across sectors.

## 2.3 Local Context

### 2.3.1 The Coventry Partnership

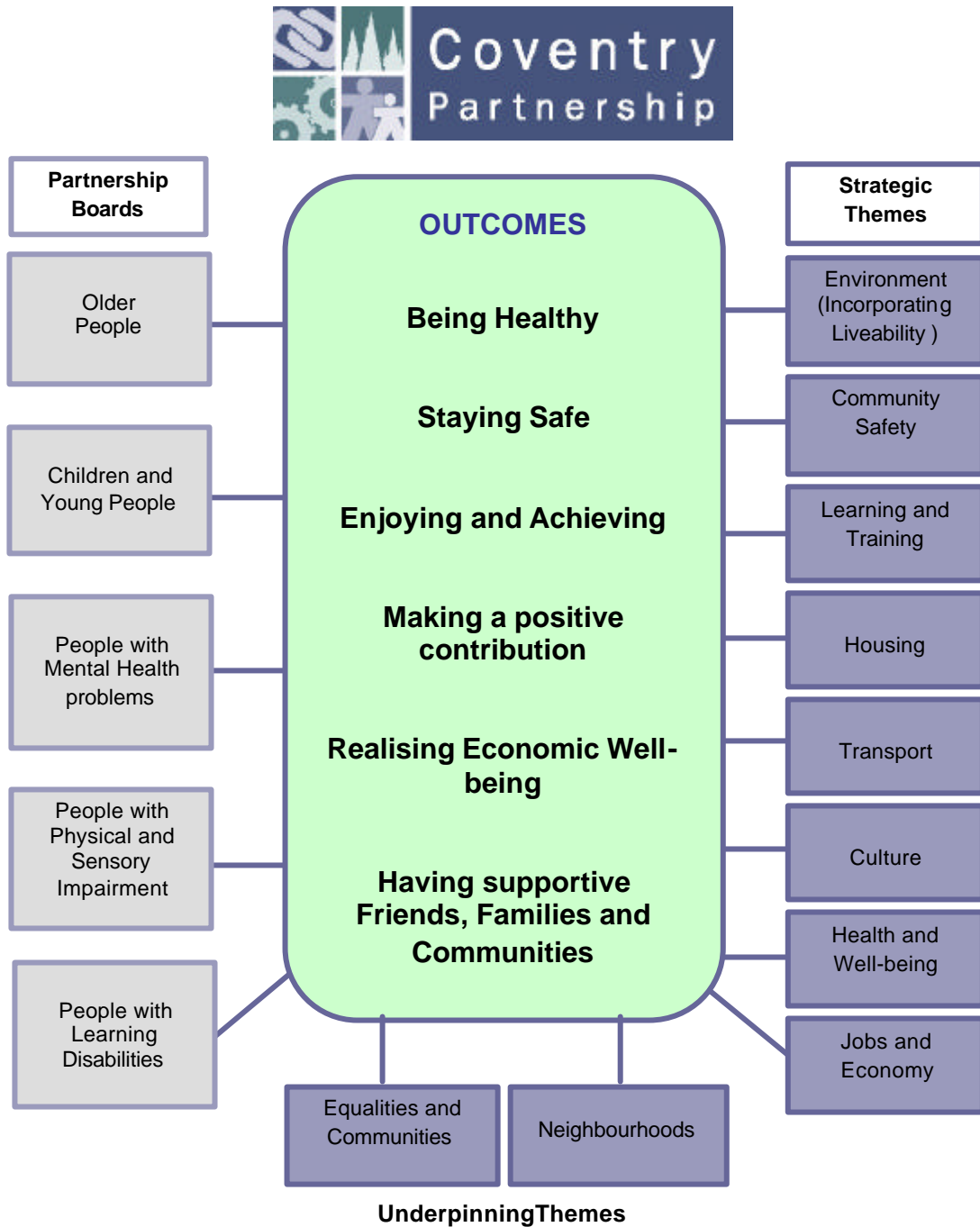


Figure 2. Coventry Community Plan Framework  
The relationship between the Coventry Partnership and other Partnerships

The Coventry Partnership (Coventry's Local Strategic Partnership) benefits from the active involvement of the public, private, voluntary and community sectors. It is chaired by the Leader of the City Council, Cllr. Ken Taylor. The Chief Executive of the City Council, Stella Manzie is the Partnership's Secretary.

The CYPSP has developed strong relationships with the Coventry Partnership. As well as taking responsibility for the NRF Projects relating to children and young people on behalf of the Coventry Partnership, it has also ensured appropriate strategic links between the targets of the Community Plan and those of the CYPSP. The diagram on the previous page illustrates the relationship between the CYPSP, the LSP and other Partnerships.

### 2.3.2 Coventry Partnership Vision

The Coventry Partnership's mission statement is: **"Coventry inspires people, business and communities"**. Its focus is on *"raising the game"* of the city generally, but at the same time **"closing the gap"** between better off and less well off communities.

The key objective of the Coventry Community Plan is to **"bring together resources, energy and creativity of key organisations, groups, communities and people to work to meet the economic, social and environmental needs of the City of Coventry and the health and well-being of its people"**.

### 2.3.2 Coventry Community Plan 3 (2006 – 2010)

Coventry's Community Plan has been revised to incorporate Coventry's Local Area Agreement (LAA) priorities.

The existing Community Plan priorities have been maintained and those from the LAA have been included

There are now eight strategic themes, each of which has a 'theme group' taking forward its objectives. **"equalities"** and **"communities"** remain as key themes underpinning the work of the Partnership.

- Jobs & Economy
- Health & Well being
- Environment
- Community Safety
- Learning & Training
- Housing
- Transport
- Culture

The Council's corporate objectives relate closely to these themes, with a clear, shared emphasis on regeneration, education, training, community safety, health and housing. The council's commitment to **"a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live"** reflects its desire to improve the quality of life of our neighbourhoods and to tackle disadvantage and inequality. As such the Coventry Community Plan both influences - and is influenced by - the Council's Corporate Plan.

The Every Child Matters outcomes framework aligns closely with the Coventry Partnership themes, as demonstrated below:

		LAA Blocks			
Coventry Partnership Strategic Themes		Safer and Stronger Communities	Healthier Communities and Older People	Economic Development and Enterprise	Children and Young People
	OUTCOMES				
Equalities, Communities and Neighbourhoods	Having Supportive Family, Friends and Communities (local outcome)				
	Making a Positive Contribution				
Community Safety	Staying Safe				
Health and Well-being	Being Healthy				
Environment					
Learning and Training	Enjoying and Achieving				
Culture					
Jobs and Economy	Achieving Economic Well-being				
Transport					
Housing					

Figure 3. Every Child Matters outcomes aligned with The Coventry Partnership's strategic themes and the Local Area Agreement

## 2.4 Children and Young People's Strategic Partnership

- 2.4.1 The City Council and its partners established the Coventry Children and Young People's Strategic Partnership in June 2003 in advance of the Green Paper "Every Child Matters". It agreed a wide and inclusive membership of around 80, reflecting not just key public sector agencies but schools, parents, and voluntary groups. The Partnership Chair is the Chief Executive of the City Council. The Vice Chair is Chief Executive of the Primary Care Trust.
- 2.4.2 The purpose of the Partnership is to improve services to children, young people and their families. The Partnership has established a series of sub-groups that have a focus on improving outcomes and on improving processes:

Improving outcomes	Improving processes
<ul style="list-style-type: none"> <li>○ Children with Disabilities*</li> <li>○ Children Looked After*</li> <li>○ Child and Adolescent Mental Health*</li> <li>○ Early Years*</li> <li>○ Behaviour Improvement</li> <li>○ Child Protection</li> <li>○ Family support*</li> <li>○ Achievement and Attainment</li> <li>○ Health</li> </ul>	<ul style="list-style-type: none"> <li>○ Workforce Reform</li> <li>○ Local Preventative Strategy/Information Sharing and Assessment</li> <li>○ Involving Children and Young People</li> <li>○ Communications</li> <li>○ Performance Management</li> <li>○ Accessible Services/Extended Schools</li> </ul>
	* identified as priorities by the CYPSP

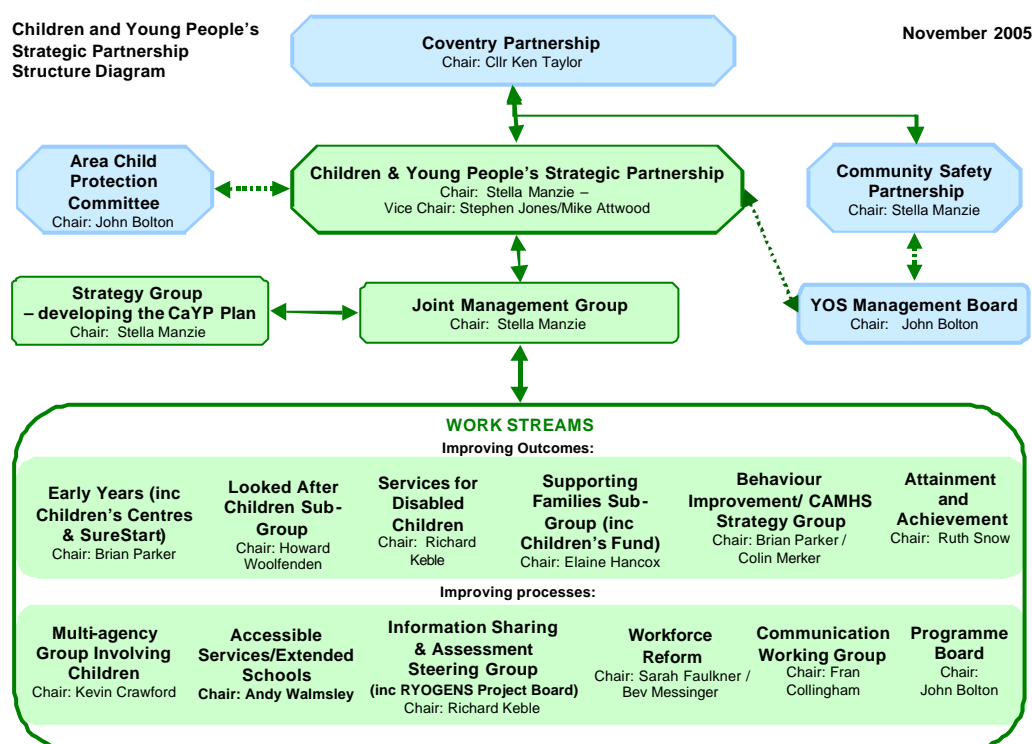


Figure 4. Children and Young People's Strategic Partnership Structure Diagram

- 2.4.3 The Partnership has developed a willingness and commitment across all partners to work collaboratively for better outcomes for children and has shown a willingness for partners to

be open and honest about the issues they face. The elected member, non-executive, Chief Executive and Director commitment to the Partnership ensures that it has appropriate leadership.

## 2.5 Partnership Vision Statement

The Partnership involved children and young people in establishing its vision of:

**Working together to find out what children want to make their lives better**

and

**Working to keep families together**

### 2.5.1 Making Lives Better

In the vision, "*Making Lives Better*" means improving the outcomes across the five themes and associated aims in the Children Act and the sixth locally developed outcome and aims:

<p><b>Staying Safe:</b>            Safe from accidental injury and death            Safe from maltreatment, neglect and sexual exploitation            Safe from bullying and discrimination            Safe from crime and anti-social behaviour            Safe from exposure to violence</p>	<p><b>Being Healthy:</b>            Physically healthy            Mentally and emotionally healthy            Sexually healthy            Healthy lifestyles            Choose not to take illegal drugs</p>
<p><b>Achieving and Enjoying:</b>            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</p>	<p><b>Making a Positive Contribution:</b>            Engage in decision-making            Support the community and environment            Choose not to offend and engage in anti-social behaviour            Choose not to bully and discriminate            Develop self-confidence and enterprising behaviour</p>
<p><b>Economic Well-being:</b>            Engage in further education, employment or training on leaving school            Ready for employment            Live in decent homes and communities            Access to transport and material goods            Live in households free from low income</p>	<p><b>Having Supportive Family, Friends and Communities</b>            Families stay together            Families are given extra support where their children have additional needs            Children and young people are encouraged to reach their potential through their education            Families know how and where to voice their concerns and know that these will be listened to and taken seriously            Children and young people are encouraged to make positive, respectful relationships            Families are enabled to build links and feel safe in their community            Local people take up opportunities in their communities, and have a say about the gaps.</p>

Figure 5. Coventry's Every Child Matters Outcomes and Aims

## 2.5.2 Working Together

Similarly, "*Working Together*" means changing the way we work so that:

- we have **clear accountability and governance** arrangements within and across all partners
- children, young people and their families and carers **participate** at a strategic and operational level in the planning and delivery of services, and we respond to what they say
- services are co-ordinated and integrated as appropriate, **experienced as a "single organisation"**, and made accessible
- services are organised around communities, whether geographically or around communities of need, enabling **effective local targeting**
- we recognise and **value diversity**, and plan services accordingly
- we jointly **commission services** (and therefore pool resources) against high standards
- we **improve efficiency** and reduce duplication, freeing resources to fill gaps
- we strengthen and sustain the local **voluntary and community sector**
- we focus on **making a difference** to the lives of children and young people

## 2.6 Change for Children Achievements

The CYPSP has made significant steps in preparing for Coventry's Change for Children Agenda. It has:

- Developed, with children and young people, a **vision** for Children and Young People in Coventry
- developed a **framework for the involvement and participation** of children and young people, to ensure their voices are at the heart of all we do
- achieved significant progress on the **ISA agenda**, including a signed **Information Sharing Protocol**, development of a local **Common Assessment Framework** (Promoting Children's Well-being) and pilot status for the implementation of information-sharing software (RYOGENS)
- **analysed the child population** against social deprivation indices
- **mapped services** across all the children's sector
- drawn down NRF funding to support significant **strategic developments around joint working**, e.g. extended schools and the Family Focus Project (£720k)
- given a commitment to developing a **Children and Young People's Commissioning Trust**
- provided a **strategic framework** in which key children's services initiatives and issues can be considered, debated and co-ordinated.

### 3. Audit of Needs

"Coventry is a place of two halves, rich and poor, that mirrors the division between the North and South of England."

Samuel Pepys (1633-1703)

#### 3.1 Meeting Children and Young People's Needs

3.1.1 Children and young people's needs can be broadly described as follows:

- All children and young people need support from time to time. For many, this is provided through their family and community networks, and by those services which are available to everyone - **universal** services (e.g. health visitors, schools).
- For some, support is required from the additional services made available through the statutory and voluntary sector. In this situation, support is **targeted** at particular needs, and designed to help the child or family or community make up the gap between what they currently experience and what the majority experience.
- For a few children, their needs are so great that they require significant help and support over time to make sure they are able to make the most of their life chances – without these **specialist** services they are unlikely ever to do so, and indeed may need to be removed from home.

#### 3.2 Developing the Plan

To develop the Children and Young People's Plan we have assessed where we are now and identified the steps that will enable us to achieve the vision. To do this we have:

- Mapped the needs of the population of children, young people and their families and carers in Coventry against a range of variables such as gender, age, ethnicity, disability and location
- Collated the views of children, young people and their families and carers about the way services are provided
- Reviewed the issues arising from the Local Preventative Strategy audit
- Mapped the provision which is currently available
- Identified the gaps in service provision in terms of outcomes and the way services are delivered
- Assessed our current performance in relation to the Every Child Matters outcomes
- Taken into consideration the key messages from external inspections of our services and from the Annual Performance Review of Children's Services
- Reviewed the plans and strategies of partner organisations

The elements of the audit are set out in the following section and detailed in appendices.

### 3.2.1 The Coventry Context

<b>Area</b>	The city of Coventry covers an area of 38 square miles
<b>Size</b>	It is the 19 <sup>th</sup> largest local authority in England with a population of 300,848
<b>Black and minority ethnic population</b>	21.7% of the population come from minority communities, as compared to 13% for England as a whole. 23% of the 0 – 19 population are from BME communities.
<b>Asylum seekers</b>	The city is home to an estimated average of 5,000 asylum seekers. The profile of asylum seekers, refugees and new arrivals to the city has changed significantly since 1999.
<b>Population age</b>	The population is younger than average, with 42% under the age of 30 compared with the all England average of 38%. This is the result of students in our two universities, an exodus of working age adults in the 1980's, who would now be approaching retirement, and an ethnic minority population who are predominantly young adults and children.
<b>Economic deprivation</b>	In recent years, the city has been successful in reducing unemployment levels and has become more affluent. It now ranks 64 <sup>th</sup> out of 354 authorities in terms of socio-economic deprivation (1 being the most deprived). There is considerable deprivation and economic disadvantage in some areas of the city – generally in the north and north east, with smaller pockets in other locations. Figures from the 2001 Census show that 9% of Coventry's population and 20% of our 0-19 year-olds live in areas ranked within the top 10% most deprived in England. Wood End and Hillfields are identified in the top 100 most deprived areas in England.

Table 1. Key Facts about Coventry

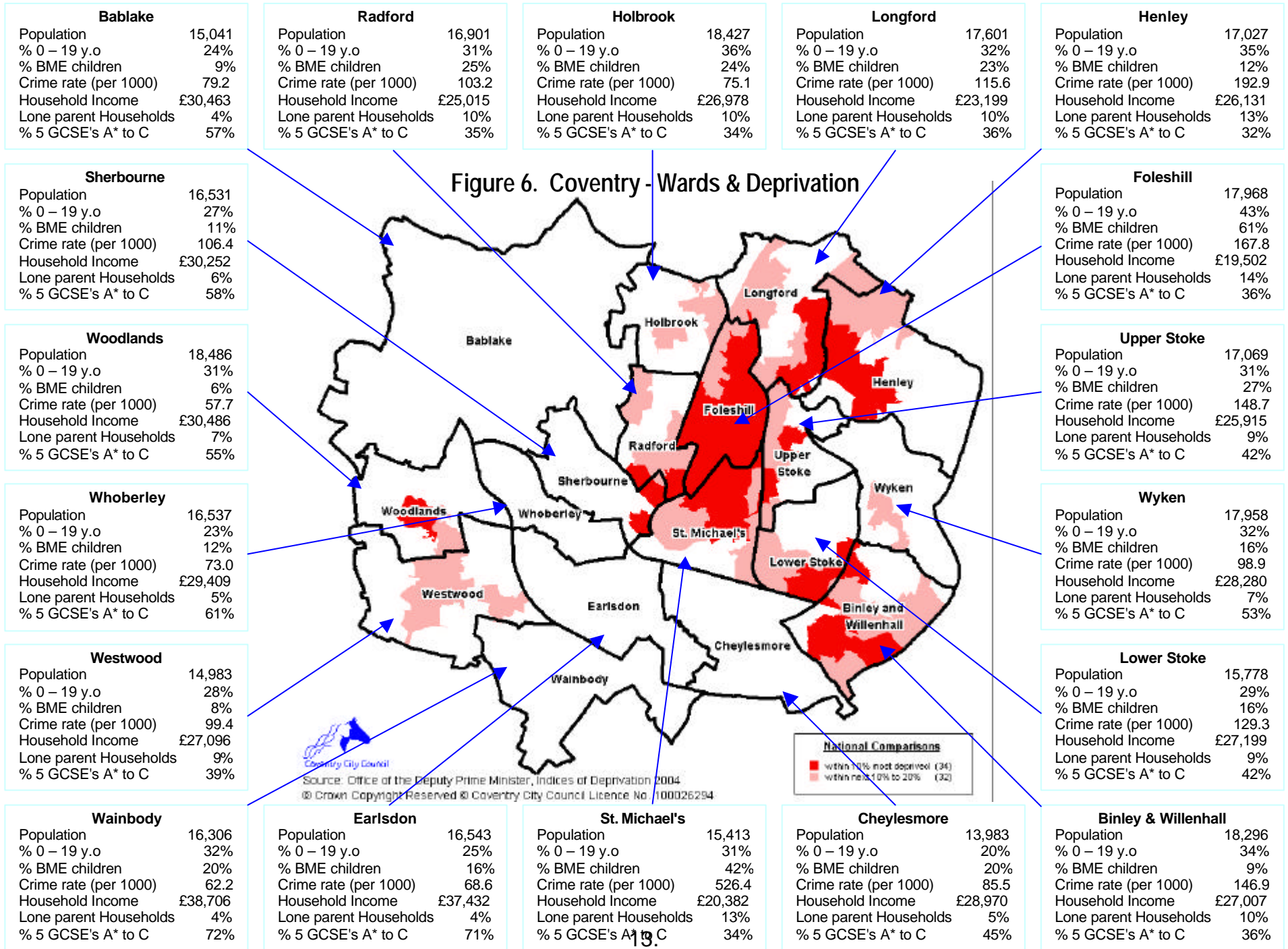
### 3.2.2 Children and Young People in Coventry

There are 82,000 young people aged 0-19 living in Coventry, representing 27% of the population. Despite increased prosperity in recent years:

- 22% of our children and young people live in households where none of the adults are employed
- 15% live in overcrowded households
- 23% live in households without access to a car or a van
- 27% live in lone parent households, a majority of whom are unemployed
- 22% live in rented social housing
- 10% of babies born in Coventry in 2004 weighed less than 2.4 kilos (c. 5lbs)

### 3.2.3 Areas of Need

Figure 6 on the following page maps areas of multiple deprivation in the city i.e. those that are within the 10% most deprived nationally. It shows how Coventry's wards differ with respect to total population, 0 – 19 year old population, numbers of black and minority ethnic children, crime rates, household income, lone parent households and level of qualifications.



### **3.2.4 Consultation with Children, Young People, Parents and Carers**

The Children and Young People's Plan is based on an audit of need that helps to identify the steps that will enable us to secure better outcomes for children and young people.

The audit has reviewed the wealth of consultation work that has already been undertaken with children and young people, their parents and carers under each of the Every Child Matters outcomes. Key messages from the consultation work are summarised in Appendix 1a.

A 'Communities that Care' youth survey has been undertaken with 10,000 young people across the City to establish their views of the risks and protective factors that affect their lives. A summary of key findings is included at Appendix 1b.

Consultation with disabled children and young people has been undertaken to inform the Inclusion and SEN Strategy. Key findings are included in Appendix 1c.

### **3.2.5 Local Preventative Strategy**

The audit of need has built on the comprehensive work undertaken to develop the city's Interim Local Preventative Strategy which was approved by the Children and Young People's Strategic Partnership in July 2004 (Appendix 2)

### **3.2.6 Performance Review**

Partners have jointly scrutinised Joint Area Review performance indicators under each of the Every Child Matters outcomes to establish a collective view of performance across the city, and to identify strategic issues or gaps in service provision. This analysis of data builds on the Annual Performance Assessment self assessment and forms the basis of the self -assessment for the City's Joint Area Review. The outcomes of the APA of Children's Services has also informed priorities and action planning.

Appendix 2 contains the summary statement from the Joint Area Review self-assessment – to be added.

### **3.2.6 National Service Framework for Children, Young People and Maternity Services**

Key issues from NSF audit to be added Sue Marsh/Jane Craig

## **3.3 Summary**

### **3.3.1 The expressed needs of children and young people are that:**

- They want to be involved in decision making
- They want the support of their families
- They want to live in safe and secure neighbourhoods
- They want something to do
- They want easy access to services

- 3.3.2 The key finding of the Communities that Care survey on the balance of risk and protection was that risk factors relating to family and school were higher than the national average and those associated with community or individual/peer risk factors were in line with the national results.
- 3.3.3 The audit has confirmed the need to continue to improve outcomes for groups of children and young people that are vulnerable and at risk:
- Disabled children and young people and those with special educational needs
  - Children who need protection, some of whom need to be 'looked after'
  - Black and minority ethnic children
  - Children of asylum seeker, refugee and newly arrived families and young people who are themselves refugees or asylum seekers
  - Children and young people with mental health problems.
- 3.3.4 Key issues arising from JAR self-assessment (Appendix 3) (needs to reflect emerging issues and service pressures in relation to asylum seekers and refugees).
- 3.3.5 Undertaking this audit of need has enabled us to identify the strategic aims and actions needed to deliver the required outcomes.

## 4. The Planning Framework

### 4.1 Partner's Plans and Priorities

Priorities within the plans of other partners and stakeholders have been reviewed and mapped against the aims of Coventry's CYPP. Figure 8. below and Appendix 4. illustrate the consistency between the priorities in the separate plans and the aims of the Children and Young People's Plan.

Figure 7. Consistency of CYPP Aims and Partner's Plans and Priorities

Partner's Plans	CYPP/LAA Aims							
	Early Years	CYP with Disabilities	Looked After Children	Behaviour Improvement	Achievements and Aspirations	Safe and Protected From Harm	Healthy Lifestyles	Children's Director, Directorate and Trust
Community Plan 2003 - 2010								
City Council Corporate Plan 05/06 – 07/08								
Local Area Agreement								
Public Service Agreement 2								
Cabinet Member Plan for Children's Services / LEA Inspection Action Plan								
Health - tPCT 3 year Plan (2005 – 2008) for Children and Young People								
Health Inequalities Strategy 20003 - 2006								
Community Safety Strategy 2005 - 2008								
West Midlands Police Strategic Plan 2005 – 2008 / Local Policing Plan 2004 - 2005								
Youth Justice Plan 2005 - 2006								
National Probation Service Business Plan 2005 – 2006 / West Midlands Annual Business Plan 2005 - 2006								
Connexions Annual Business Plan 2005 - 2006								
Coventry and Warwickshire Learning and Skills Council Annual Plan 2005 - 2006								
Housing Strategy Update 05 / Supporting People Strategy 2005 - 2010								
Local Cultural Strategy 2004 – 2010 / Draft Sports Strategy 2004 - 2010								
Coventry Development Plan 1996 - 2011								
Teenage Pregnancy Strategy								
Education Development Plan								
Substance Misuse Plan								

## **4.2 The National Service Framework for Children, Young People and Maternity Services**

**4.2.1** The NSF was published in full in September 2004 and is a key component of the government's Change for Children agenda. It sets the agenda for modernising services over the next 10 years. The standards contained within the NSF aim to improve lives and health of children, young people and pregnant women by ensuring that local health and local authority services are:

- Quicker and easier to use
- Personalised
- Better co-ordinated
- Better at involving people
- Better at achieving good outcomes
- More tailored to needs
- Equitable

### **4.2.2 Core Standards:**

1. Promoting health and well-being, identifying needs and intervening early
2. Supporting parents and carers
3. Child, young person and family centred services
4. Growing up
5. Safeguarding and promoting the welfare of children and young people

### **4.2.3 Specific Standards:**

6. Children and young people that are ill
7. Children and young people in hospital
8. Children and young people with complex health needs
9. Mental and psychological well-being of children and young people
10. Medicines
11. Maternity

### **4.2.4 NSF Audit**

Coventry has conducted a base-line assessment to identify the current status in respect of implementing the Children, Young People and Maternity Services National Service Framework (NSF) see Appendix 5. This is now being used to inform the planning of a multi-agency approach to phased implementation over the next four years. This process will identify short-, medium- and long-term priorities for the Children and Young People's Strategic Partnership.

### 4.3 Former plans

Plans replaced by the new children and young people's plan will be managed strategically or operationally in the following ways:

Statutory plans Replaced <sup>3</sup>	Cabinet Member Plan	Operational Plan	Team Plan	Separate Plan
1. Behaviour Support Plan	√	√	√	
2. Children's Services Plan	√	√	√	
3. Class Sizes Plan		Built into systems and procedures		
4. Early Years Development and Childcare Plan		√		
5. Education Development Plan	√	√	√	
6. Local Authority Adoption Services Plan	√	√		Plus annual report
7. School Organisation Plan				√
<b>Non-statutory plans replaced</b>				
8. Area Child Protection Committee Business Plan	√			Separate business plan
9. Asset Management Plan				Maintain database
10. Behaviour Improvement Plan	√	√	√	
11. Excellence Cluster Plan	√	√		
12. Excellence in Cities Plan	√	√		
13. ICT Development Plan				Under development
14. Primary Strategy Plan		√		√
15. Teenage Pregnancy Strategy	√			In CYPP from April 06)
16. Underperforming Schools Plan	√			
17. Youth Service Plan	√	√		

Table 2. Statutory Plans replaced by CYPP

#### 4.4 Delivering Every Child Matters Outcomes

It is important to recognise that the work of a variety of different partners and groups contributes to the delivery of improved outcomes for children and young people. **Many activities fall within the mainstream plans of individual agencies** and will continue to be the focus of their work. **New and emerging plans, particularly the action plans supporting the work of the Partnership, are being developed as multi-agency plans that address the aims of the CYPP.**

The diagram below and on the following page illustrates the clear links between the Every Child Matters outcomes and aims, the aims of the CYPP and the work being undertaken by the Sub Groups of the CYPSP and other partnership groups and boards.

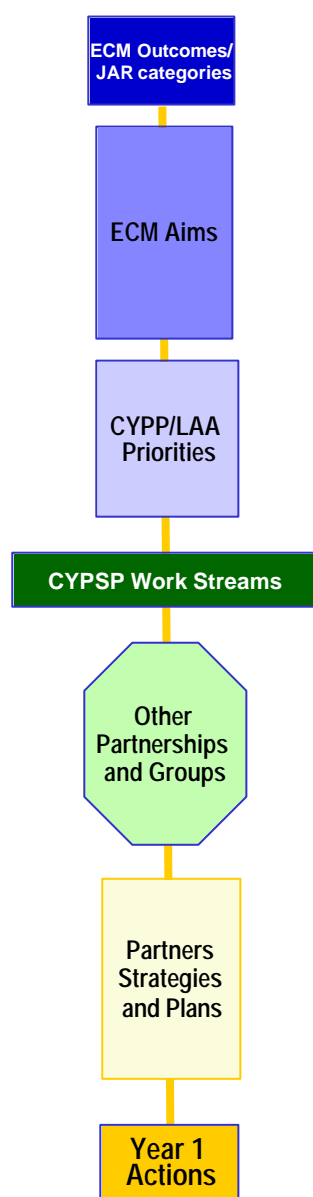


Figure 8. Relationship between Every Child Matters Outcomes and Year 1 Actions

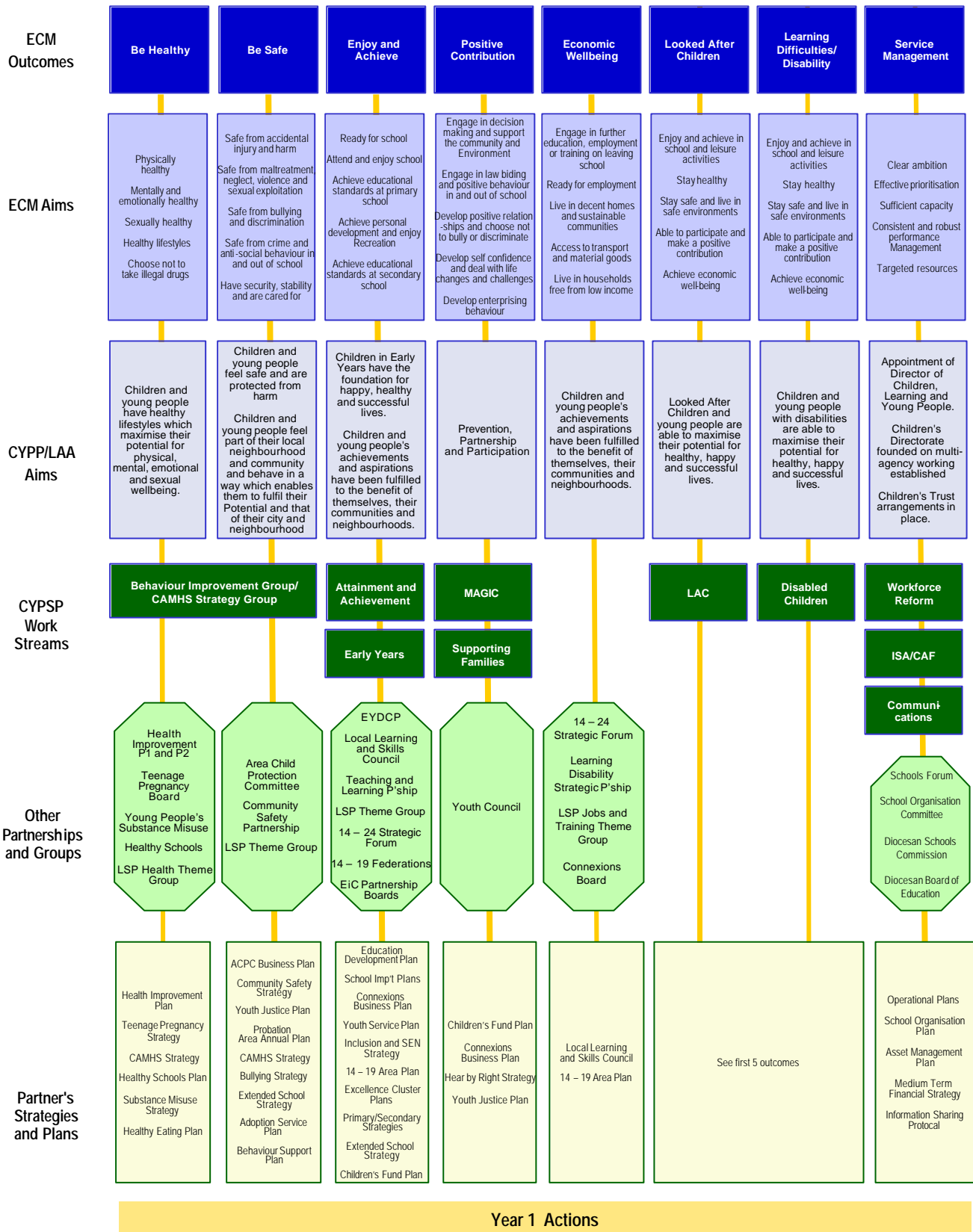
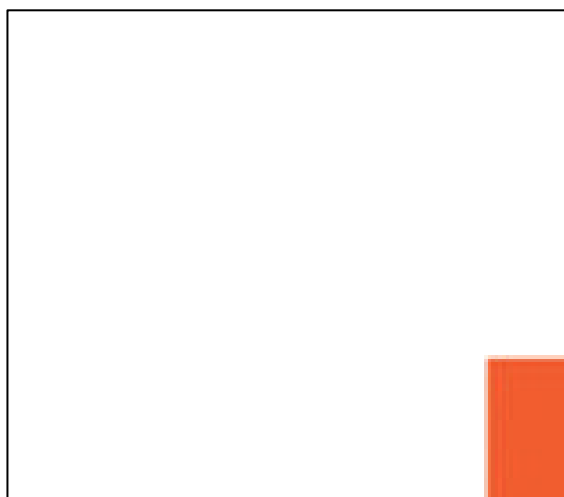


Figure 9. Linkages between CYPP/LAA aims, partnership priorities and the ECM framework

## 5. Plans into Action

5.1 Strategic Action Plans for year 1 have been produced for each of the Every Child Matters outcomes and for a sixth area – integrated processes. The success criteria will link to the Governments ECM outcomes framework and map across into revised measures within the Coventry Community Plan. The action plans set out:

- The overall aim for the outcome area
- How we will know if we have been successful by 2010
- The key actions that will be carried out by the sub-groups of the CYPSP or by partners implementing existing plans
- Actions relating to the cross-cutting themes of looked after children, children with learning difficulties/disabilities, black and minority ethnic children. Prevention, partnership and participation are also cross cutting themes
- The accountable officer and organisation





<b>Contributory factors:</b>	<b>Being healthy</b>		
Health Promotion	<ul style="list-style-type: none"> <li>Coventry Health Promoting Schools Scheme: <ul style="list-style-type: none"> <li>To reach national target – 50% of all schools to achieve national healthy school status by December 2006</li> <li>To support those schools who have achieved Level 3 (existing national healthy schools status) to advance to the new national status</li> </ul> </li> </ul>	Heather White – Healthy Schools Co-ordinator	National Healthy Schools Prog. Plan. Coventry Health promoting Schools Scheme
Obesity	<ul style="list-style-type: none"> <li>Development of a comprehensive obesity strategy for the city with specific targets for improvement</li> </ul>	Edwina Affie	Health Inequalities Strategy
Substance Misuse	<ul style="list-style-type: none"> <li>Support the LEA in establishing a data collection system for reporting against future substance misuse KPIs for Truants/Excludees</li> <li>Under Healthy Schools initiative, provide training provision and awareness sessions to pupils, governors, teachers and parents.</li> <li>Continue to develop wide range of promotional material and information on drug misuse for users, families, friends, and local agencies.</li> <li>Provide coordinated targeted prevention programmes for identified groups of vulnerable young people including Looked After Children, YOS clients, POPOs, Pupil Referral Unit pupils, and permanently excluded and self-excluded pupils</li> <li>In partnership with the C&amp;YPS Partnership and partner agencies, develop needs analysis relating to young people in Coventry, examining perceived risk &amp; protective factors.</li> </ul>	Community Safety Team Coventry City Council	Young People's Substance Misuse Plan 2006/07  Communities that Care Audit
<b>Cross-cutting themes:</b>	<b>Being Healthy</b>		
Looked After Children	<p><b>Teenage pregnancy:</b></p> <ul style="list-style-type: none"> <li>Deliver SRE policy training and updates to residential social workers and foster carers</li> </ul> <p><b>Substance misuse:</b></p> <ul style="list-style-type: none"> <li>Support Social Services to ensure systems are fully operational to report on the substance misuse KPI for Looked After Children (LAC)</li> <li>Provide coordinated targeted prevention programmes for identified groups of vulnerable young people including Looked After Children,</li> </ul> <p><b>Sport:</b></p> <ul style="list-style-type: none"> <li>Deliver "Your sport and leisure" programme for looked after children</li> </ul>	<p>Kate Rix Jan Norton Coventry tPCT</p> <p>Community Safety Team Coventry City Council</p> <p>Lisa Dodd Sport, Culture &amp; Leisure</p>	<p>Teenage Pregnancy Strategy 2004-05</p> <p>Young People's Substance Misuse Plan 2006/07</p> <p>Draft sports strategy</p>

Cross-cutting themes:	Being Healthy		
Learning Difficulties/Disabilities	<b>Teenage pregnancy:</b> Develop a quality standards framework and care pathways for young women with learning disabilities who are pregnant or mothers	Kate Rix Jan Norton Coventry tPCT	Teenage Pregnancy Strategy 2004-05
	<b>Leisure:</b> Provide accessible play equipment as an intergraded part of all play area installations	Ces Edwards, Parks, Culture & Leisure	Play Area renewals programme
Black and Minority Ethnic	<b>Teenage pregnancy:</b> Identify local needs specific to BME communities to inform commissioning	Kate Rix Jan Norton Coventry tPCT	Teenage Pregnancy Strategy
	<b>Sports:</b> continue to provide Sports Programme for Black Boys Can	Clyde McIntosh Sport, Culture & Leisure	Draft sports strategy
Participation, Prevention and Partnership	<b>Teenage pregnancy:</b> Demonstrate participation of service users, parents, carers, and people working with children and young people in the development and delivery of the strategy.	Kate Rix Jan Norton Coventry tPCT	Teenage Pregnancy Strategy 2004-05
	<ul style="list-style-type: none"> <li>• Champion the city-wide co-ordination of all smoking and alcohol prevention and cessation activities through the YPSMPDG</li> <li>• Convene 3 city-wide groups to strategically co-ordinate all associated activities: <ul style="list-style-type: none"> <li>○ CYP Physical Activity group</li> <li>○ Parent/Carer Information group</li> <li>○ Emotional well-being/mental health promotion</li> </ul> </li> <li>• Continue to deliver Positive Futures programme</li> </ul>	Kevin Crawford, Coventry City Council and Jane Craig, Coventry PCT  Paul Breed	Health Inequalities Strategy  Draft sports strategy

## ECM Outcome: Staying Safe

<p><b>CYPP/LAA Aim:</b>          Children and young people feel safe and are protected from harm          Children and young people feel part of their local neighbourhood and community and behave in a way which enables them to fulfil their potential and that of their city and neighbourhood</p>	<p><b>2010 Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• Children are protected from harm             <ul style="list-style-type: none"> <li>○ Incidents of bullying fall</li> <li>○ Fewer children are victims of repeat abuse</li> <li>○ More looked after children have more stable placements</li> <li>○ Less children are affected by domestic violence</li> <li>○ There is less harm caused by illegal drugs to children and young people</li> <li>○ Less children are killed or injured in road traffic accidents</li> </ul> </li> <li>• There is reduced offending and re-offending by children and young people</li> </ul>
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CYPSP Priority/Work Stream	Year 1 Key Actions	Accountability (Name and Organisation)	Host Plan (Cross Reference)
Area Child Protection Committee	<ul style="list-style-type: none"> <li>• Achieve the transition from the ACPC to the Coventry Safeguarding Children Board with necessary infrastructure and funding arrangements agreed.</li> <li>• Establish Safeguarding Children and Review Service jointly with the PCT (under a Section 10 agreement) by April 2007.</li> </ul>	Jivan Sembi - Children's Registration and Reviewing Service ACPC / LSCB	ACPC Business Plan 2005-2007
Anti Bullying Strategy	<ul style="list-style-type: none"> <li>• Secure funding to appoint Anti-Bullying Strategy Manager, from April 2006</li> <li>• Media campaign on buses and in schools for high level launch September 2006</li> <li>• Phases 3 and 4 of the reporting infrastructure in place (non BIP Schools) starting April 2006</li> <li>• Launch of the 'Peace Ambassadors' training programme June 2006</li> </ul>	Sue Sampson/ Val Millman Children's Services	(cf Behaviour Improvement Group Action Plan)  Anti Bullying Strategy  "Making Schools a Safer Place to Learn"
Supporting Families Sub Group	<ul style="list-style-type: none"> <li>• Understand the prevention and recovery needs of children who have experienced domestic violence, and identify which of these are unmet needs.</li> <li>• Preventing children becoming looked after: Families are offered timely and co-ordinated support to prevent the need for children and young people to be looked after.</li> </ul>	Domestic Violence and Abuse Partnership – Pat Moore  ACPC/Family Group Conferencing – Sue Sampson	Supporting Families Sub Group Action Plan  Supporting Families Sub Group Action Plan
<p><b>Contributory factors:</b>            Behaviour Improvement Programme</p>	<p><b>Staying safe</b></p> <ul style="list-style-type: none"> <li>• Pilot two multi agency support teams in each cluster (BESTs)</li> </ul>	Andy Walmsley – Excellence in Cities	Behaviour Improvement Plan (Phase 3 & 4)

<b>Contributory factors:</b>	<b>Staying safe</b>		
Victims of Crime	<p><b>Domestic violence and abuse:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement DVA Multi-agency Protocols for agencies working with children and young people</li> <li>• Provide specialist interventions for children and young people who are or who have lived with DVA</li> <li>• Enable perpetrators to address their abusive behaviour</li> <li>• Introduce an integrated Children's Contact Centre</li> </ul> <p>Sure Start centres to become <i>Hate Crime</i> reporting centres</p>	<p>Coventry Domestic Violence and Abuse Partnership (CDVAP)</p> <p>M Brassington (Early Years)</p>	<p>CDVAP's Strategy 2005/08 and annual Action Plans</p> <p>SureStart</p>
Road Safety	<ul style="list-style-type: none"> <li>• Provide educational presentations to pupils across the city in years 5 and 6 in primary schools and years 7,9 and 11 in secondary schools</li> <li>• Provide pre-school play equipment and other resources on request to all other age groups in schools</li> <li>• Work with other agencies to deliver Young Driver modules to sixth form students in the city</li> </ul>	Melanie Statham – Road Safety Team, Coventry City Council	Road Safety Plan

<b>Cross-cutting themes:</b>	<b>Staying safe</b>		
Looked After Children	<ul style="list-style-type: none"> <li>• The percentage of under 16s looked after for more than 2.5 years living in the same placement for 2 yrs or more, or placed for adoption is increased</li> <li>• The number of Looked after Children who have had 3 or more placements is reduced</li> </ul>	Howard Woolfenden – Looked After Children Sub group	LAC sub group action plan
Learning Difficulties/Disabilities			
Black and Minority Ethnic			
Participation, Prevention and Partnership			

## ECM Outcome: Enjoying and Achieving

### CYPP/LAA Aim:

Children in Early Years have the foundation for happy, healthy and successful lives.

Children and young people's achievements and aspirations have been fulfilled to the benefit of themselves, their communities and neighbourhoods.

### 2010 Success Criteria:

- Children are more ready for school
- The educational achievement of 7 year olds will improve
- The educational achievement of 11 year olds improve for English and Maths
- The educational achievement of 14 year olds improve for English, Maths, Science and ICT
- More 16 year olds achieve five or more GCSEs at grades A\*-C
- The educational achievement of Looked After Children will improve.
- School attendance improves
- Fewer children will be excluded from school

CYPSP Priority/Work Stream	Year 1 Key Actions	Accountability (Name and Organisation)	Host Plan (Cross Reference)
Attainment and Achievement	<ul style="list-style-type: none"> <li>• Review attainment &amp; achievement in 2005 with respect to performance overall at each key stage &amp; identify areas for action and the adequacy of plans to address areas of weaker performance.</li> <li>• Review the progress in 2005 in the attainment achievement of each under achieving group. Identify areas for further action and plan the response of the sub group and its partners to manage any necessary intervention.</li> <li>• Review the role of 'out of hours' learning' in supporting the achievement of children and young people and work with partners in the targeting of provision to meet need.</li> </ul>	<p>Schools &amp; LA</p> <p>Schools LA &amp; lead agencies for under-achieving groups</p> <p>LA including Services for Schools, Youth Service &amp; Children &amp; Family Service.</p>	<p>EDP II (P 1,2,3,4) School SE &amp; P Review. Primary &amp; Sec'dary strategies.</p> <p>EDP II (P 4 &amp; 8). LA Div. Op. Plans. School Improvement Plans. SEN &amp; Inclusion Strategies</p> <p>LA Divisional Plans. EDP II Priority 4. Children's Fund Strategic Plan.</p>
Behaviour Improvement Group	<p>Education other than at school</p> <ul style="list-style-type: none"> <li>• Development of new therapeutic services to assist those young people with complex and multiple problems.</li> <li>• Continue to develop Key Stage 4 provision through the KS4 Centre to introduce greater choice and flexibility for vulnerable young people from 14-16</li> </ul>	<p>Martin Bonathan – SEN &amp; Inclusion</p> <p>Alternative programmes</p>	BIG Action Plan

<b>Contributory factors:</b> Youth engagement and participation	<b>Enjoying and achieving</b>		
Family Learning	<ul style="list-style-type: none"> <li>Review our strategies for supporting parents and carers in their role of helping children achieve their potential. Support and promote any actions considered necessary in collaboration with other sub groups and partners.</li> </ul>	Children & Family Service	LA Children & Family Op. Plan. EDP II Priority 8.
School partnership and collaboration	<p>Accessible services through <b>extended schools:</b></p> <ul style="list-style-type: none"> <li>To support 25 schools in delivering the core offer by August 2006 and all schools by August 2010</li> <li>To support the development of full service extended schools in the city</li> </ul> <p><b>Excellence clusters:</b></p> <ul style="list-style-type: none"> <li>Work with able, gifted and talented pupils</li> <li>Support learning mentors' strategies with target pupils</li> <li>Develop behaviour/attendance strategies through Learning Support Units</li> <li>Develop strategies to support young people at key transition points in their lives</li> <li>Address issues to do with language delay in partnership with speech and language therapists</li> </ul> <p>Further develop the Teaching &amp; Learning Partnerships in Secondary Education and the 14-19 Federations of Schools, Further Education Colleges and Training Providers to secure collaborative decision making and planning &amp; collective responsibility for the outcomes of ECM in each area of the city.</p>	<p>Andy Walmsley – Excellence in Cities</p> <p>Andy Walmsley – Excellence in Cities</p> <p>LA, LLSC &amp; Secondary Schools.</p>	<p>Extended Schools Action Plan &amp; Training Plan</p> <p>Coventry Excellence Cluster Plan</p> <p>Coventry Action Zone Cluster transformation &amp; action plan</p> <p>Coventry EiC strategy 2005-08</p> <p>LIG Collaborative Plan, 14 -19 Strategic Area Plan, 14 – 19 Federation Plans.</p>
Sport and Leisure	Education referral programme within Positive Futures	Lisa Dodd Sport, Culture & Leisure	Draft sports strategy

<b>Cross-cutting themes:</b> Looked After Children	<b>Enjoying and achieving</b>		
	<ul style="list-style-type: none"> <li>Establish regular progress monitoring for all LACs and reporting to LA for LAC in Year 9 &amp; 11.</li> <li>Secure an effective way of improving the attendance of LAC who are not attending schools for 25 days a year or more.</li> <li>Strengthen further the place of LAC in the review of school performance.</li> <li>See also sports activities under 'being healthy'</li> </ul>	<p>LA &amp; Schools</p> <p>LA, Schools &amp; External Providers</p> <p>LA &amp; Schools</p>	<p>EDP II Priority 3</p> <p>Operational Plans &amp; EDP II Priority 4</p> <p>EDP II Priority 5</p>

Cross-cutting themes:	Enjoying and achieving		
Learning Difficulties/Disabilities	<ul style="list-style-type: none"> <li>• Provide support &amp; training for schools in assessing pupils with SEN and plan appropriate actions to enhance their progress using the P scales where appropriate to assess progress.</li> <li>• Implement performance monitoring for pupils with SEN through School Performance Review and improve the SEN performance information available to Schools.</li> <li>• Build strategic links with Connexions, Health Authority &amp; other key partners to provide more effective support to SEN pupils particularly at points of transition.</li> <li>• Implement Strategy for Inclusion and Special Educational Needs</li> </ul>	<p>LA &amp; Schools</p> <p>LA &amp; Schools</p> <p>LA &amp; Schools</p> <p>Martin Bonathan</p>	<p>EDP II Priorities 1,2,3,4 &amp; 8</p> <p>EDP II Priority 5 &amp; 8</p> <p>EDP II Priority 3 &amp; 8</p> <p>Strategy for Inclusion and Special Educational Needs</p>
Black and Minority Ethnic	<ul style="list-style-type: none"> <li>• Support schools in using data analysed by ethnicity to target underachieving pupils from BME groups including where groups are small and agree action.</li> <li>• Establish regular progress monitoring with schools for pupils of Black Caribbean &amp; Mixed Heritage in Years 9 &amp; 11 and reporting outcomes to the LA.</li> <li>• Support schools to improve their systems for identifying, recording and responding to racial incidents.</li> </ul>	<p>Schools &amp; LA</p> <p>Schools &amp; LA</p> <p>Schools &amp; LA</p>	<p>EDP II Priority 4.</p> <p>EDP II Priority 3 Operational Plans</p> <p>EDP II Priority 4 &amp; Operational Plans</p>
Participation, Prevention and Partnership	<p><b>Family learning:</b></p> <ul style="list-style-type: none"> <li>• Involve fathers in their child's development:</li> <li>• Improve children's communication skills:</li> <li>• Raise basic skills of children and parents/carers:</li> <li>• Parent/carers involved in their children's development</li> </ul>	<p>Children and Family Education Service – Kevin Crawford</p>	<p>EDP2/Adult Learning Plan Children and Family Education Plan</p>

## ECM Outcome: Making a Positive Contribution

<p><b>CYPP/LAA Aim:</b>  <i>Prevention, Partnership, and Participation</i> are fundamental to the approach Coventry is taking to the delivery of children and young people's services and therefore will be reflected in all activities which aim to improve outcomes.</p>	<p><b>2010 Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• Children and Young People's influence on service design are recognised through all partners achieving Hear by Right and Co-operating with Children Awards             <ul style="list-style-type: none"> <li>○ More young people participate in voluntary and community activities</li> <li>○ There is reduced offending and re-offending by children and young people</li> </ul> </li> </ul>
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CYPSP Priority/Work Stream	Year 1 Key Actions	Accountability (Name and Organisation)	Host Plan (Cross Reference)
Multi Agency Group Involving Children (MAGIC)	Support services to achieve the targets set by The Coventry Partnership and Children and Young People's Partnership in involving children and young people in influencing and making decisions on service design and delivery (Hear by Right and Co-operating with Children Award):	Kevin Crawford – Children & Family Education Services	MAGIC Action Plan
Behaviour Improvement Group	<p>Deliver training for Behaviour and Attendance improvement to school clusters. Training will support the KS3 strategy and the primary strategy. Provision will be made where schools have identified particular needs.</p> <p>Target young people in Key Stage 3 identified as being at risk and offer additional support to deal with their behaviours and to raise achievement.</p>	<p>Aidan Every – Services for Communities</p> <p>Youth Service (YISP) Positive Activities for Young People programme</p>	<p>BIG Action plan</p> <p>BIG Action plan</p>
Supporting Families	Ensure that more families know how and where to voice their concerns and know that these will be listened to and taken seriously – through new parent involvement officer	Sue Sampson – Children's Fund	Supporting Families Sub Group action plan

Contributory Factors:	Making a positive contribution		
Diversionary activity	<ul style="list-style-type: none"> <li>• School-based youth work teams will support 'at risk' pupils in 8 secondary schools to overcome issues of anti-social and criminal behaviour, as well as issues of disaffection and disengagement.</li> <li>• Deliver holiday programmes aimed at diverting and developing young people most at risk of social exclusion and committing crime through Positive Activities for Young People (PAYP) and mainstream youth work programmes.</li> <li>• Sports programmes to decrease youth offending offered (Positive Futures, 8 project, NDC Active Communities, Neighbourhood leisure, Canley</li> </ul>	<p>Dave Knaggs - Youth Service</p> <p>Youth Service</p> <p>Lisa Dodd Sport, Culture &amp; Leisure</p>	<p>Plans for 2006 being developed</p> <p>Draft sports strategy</p>

<b>Contributory Factors:</b>	<b>Making a positive contribution</b>		
Reduce Re-Offending	<ul style="list-style-type: none"> <li>• Work in partnership to deliver the Governments prolific and other persistent offender strategy, taking the lead for prevent and deter service delivery.</li> <li>• Provide a range of high quality and effective community sentences that the local Courts have confidence in.</li> <li>• Continue to use Restorative processes creatively to bring closure for victims and bring community payback schemes into neighbourhoods.</li> <li>• Contribute towards young people NEET</li> <li>• Ensure issues of resettlement and accommodation needs are met.</li> </ul>	Andy Pepper – Youth Offending Service	Youth Justice Plan 2005-2006
Anti-bullying strategy	See also "Staying Safe" action plan		
Develop Enterprising Behaviour	<ul style="list-style-type: none"> <li>• Promote Education Business Links to students starting September</li> <li>• Offer Insight Programmes to 6<sup>th</sup> form students annually</li> <li>• Promote Real Game to all schools</li> </ul>	Connexions Helen Czudej	Connexions Continuous Improvement Business Plan
Volunteer Opportunities	<ul style="list-style-type: none"> <li>• Establish a range of activities and programmes for young people at risk</li> <li>• Promote volunteering and personal development opportunities</li> </ul>	Connexions Fran Downes	Connexions Continuous Improvement Business Plan
Involvement of Young People	<ul style="list-style-type: none"> <li>• Involve and consult young people on the design, delivery and evaluation of services.</li> </ul>	Connexions Fran Downes	Connexions Continuous Improvement Business Plan

<b>Cross-cutting themes:</b>	<b>Making a positive contribution</b>		
Looked After Children	Survey work capturing views of Children & Young People	S Bates / J Berrow	
Learning Difficulties/Disabilities		R Keble	
Black and Minority Ethnic	Positive recruitment of parents in minority groups – Volunteer Befriending scheme	Margaret Brassington (Early Years)	SureStart
Participation, Prevention and Partnership	<ul style="list-style-type: none"> <li>• To develop a CYP involvement training session for PCT staff</li> <li>• To develop a CYP involvement resource pack for PCT staff</li> <li>• To facilitate a range of pilot activities which involve CYP and their parents/carers in the development of PCT services.</li> <li>• To effectively disseminate good practice from the pilots and facilitate their uptake across the PCT.</li> </ul>	Jane Craig, Coventry PCT and Sheila Bates Coventry Partnership	National Service Framework for Children, Young People and Maternity Services

## ECM Outcome: Having Economic Wellbeing

### CYPP/LAA Aim:

Children and young people's achievements and aspirations have been fulfilled to the benefit of themselves, their communities and neighbourhoods.

### 2010 Success Criteria:

- There are fewer school leavers who are not in education, employment or training (NEETs)
- There are more 19 year-olds achieving NVQ level 2
- There are more 18-30s participating in Higher Education
- There are more child care places available and the take up has increased
- There are less children living in low income housing

CYPSP Priority/Work Stream	Year 1 Key Actions	Accountability (Name and Organisation)	Host Plan (Cross Reference)
Attainment and Achievement	<ul style="list-style-type: none"> <li>• Review the data relating to the destinations of young people post 16 and identify any concerns and necessary action by the group on its partners.</li> <li>• Ensure effective strategic planning of 14-19 provision across Coventry so that this meets the widest possible range of needs of students, employers and the local community</li> <li>• Achieve maximum participation in education and training by 14-19 year olds in Coventry</li> <li>• Improve retention, achievement and progression by ensuring that the needs and potential of all young people are met through access to high quality programmes of learning and skills which are valued by employers and the wider community and which provide the full range of pathways to progression.</li> </ul>	<p>Steve Stewart Connexions</p> <p>Bridget Armour, CCC, and Yvonne Rose, LLSC</p>	<p>CNX Strategy Plan. EDP II Priority 3. 14-19 Area Strategic Plan, 14 – 19 Federation Plans. Secondary Strategy. LA Div. Op. Plans</p>
Early Years (Childcare)	<ul style="list-style-type: none"> <li>• Sustainability of early years and childcare services. <ul style="list-style-type: none"> <li>○ Audit existing settings re: financial viability/capacity etc</li> <li>○ Establish Business Forum for managers of early years and childcare settings and agree frequency and purpose of group</li> </ul> </li> <li>• Increase take up of child benefit claimants claiming child tax credit:</li> </ul>	<p>Chris Wainwright - Early Years and Childcare Service</p> <p>Chris Wainwright / Jo Gowers – Children's information team</p>	<p>Early Years and Childcare Service – CYPSP Sub Group Action Plan</p> <p>Early Years and Childcare Service – CYPSP Sub Group Action Plan</p>
<b>Contributory Factors:</b>	<b>Having economic wellbeing</b>		
Personal advice and guidance	<ul style="list-style-type: none"> <li>• Provide careers interviews for each year 11, 12 and 13 students.</li> <li>• Promote Education Maintenance Allowance to all year 11 students</li> <li>• Promote centralised job application process</li> </ul>	<p>Connexions Steve Stewart</p>	<p>Connexion s Continuous Improveme nt Business Plan</p>

<b>Contributory Factors:</b>	<b>Having economic wellbeing</b>		
Work preparation	<ul style="list-style-type: none"> <li>• Deliver annual careers event for years 10, 11 and 12 students</li> <li>• Provide support for those leaving 6<sup>th</sup> form and colleges</li> <li>• Make work experience placements available to all students in either year 10 or 11.</li> </ul>	Connexions Steve Stewart	Connexions Continuous Improvement Business Plan
Housing Strategy	<ul style="list-style-type: none"> <li>• Work towards target of bringing all social housing into decent condition by 2010, maximising the proportion of children and young people living in homes that meet the Decent Homes Standard.</li> <li>• Support families and young people seeking to transfer within or enter the social housing market through floating support teams and Council Nominations and Advice Team</li> </ul>	Ayaz Maqsood Housing Strategy Manager, City Council	On-going Housing Strategy Plan
Access to transport	<ul style="list-style-type: none"> <li>• Support of NRF Swiftlink transport project to roll out to more neighbourhoods</li> </ul>	Regeneration Services / NRF	
Live in households free from low income/ anti-poverty strategy	<ul style="list-style-type: none"> <li>• Leading/ Assisting in the delivery of major regeneration programmes - Canley, NDC, Swanswell</li> <li>• Shape major regeneration schemes, and encourage and support engagement, to ensure that they deliver benefits for local communities – economic, social and environmental, - and reflect the priorities of Neighbourhood Plans.</li> </ul>	Carl Pearson – Regeneration Services	Regeneration Services, Operational Plan, 2005-06

<b>Cross-cutting themes:</b>	<b>Having economic wellbeing</b>		
Looked After Children	Reducing the number of looked after children who are NEETs	Connexions	
Learning Difficulties/Disabilities	Complete section 140 assessments in year 11	Connexions	Connexions Continuous Improvement Business Plan
Black and Minority Ethnic	See also Enjoy and Achieve action plan	See previously	See previously
Participation, Prevention and Partnership	Careers fair / conference	Connexions	

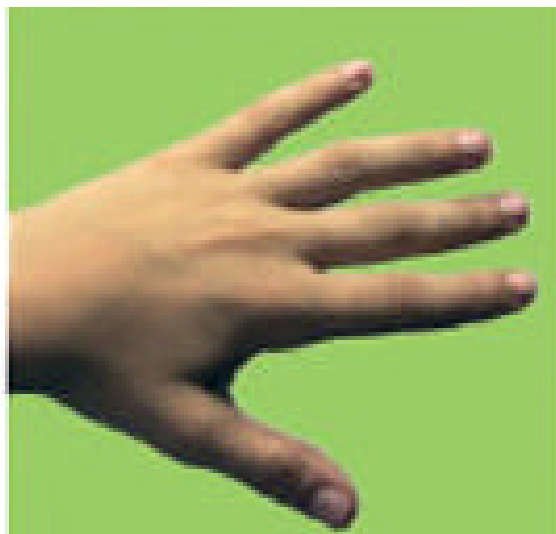
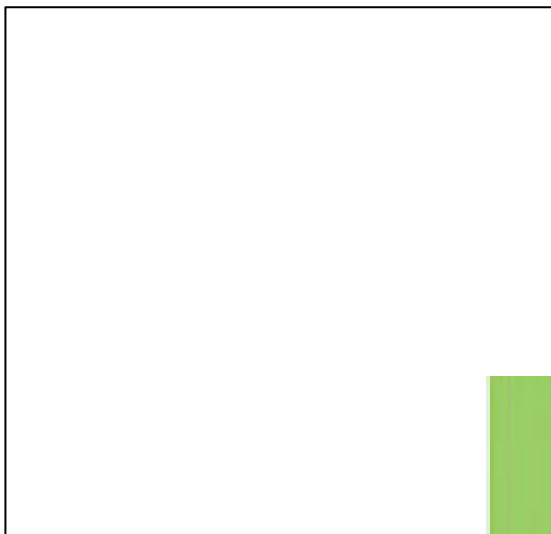
## Integrated processes

<b>CYPP/LAA Aim:</b> Outcomes for children and young people will be improved through more integrated and responsive services, and specialist support embedded in and accessed through universal services.		<b>CYPP/LAA Aim:</b> Outcomes for children and young people will be improved through more integrated and responsive services, and specialist support embedded in and accessed through universal services.	
<b>CYPSP Priority/Work Stream</b>	<b>Year 1 Key Actions</b>	<b>Accountability (Name and Organisation)</b>	<b>Host Plan (Cross Reference)</b>
Establish Children's Trust	<ul style="list-style-type: none"> <li>Gain approval of relevant stakeholders to establish Children's Trust</li> </ul>	Richard Keble - Children & Young People's Strategic Partnership Strategy Group	Change for Children Programme Initiation Document (PID)
Information Sharing Agenda Sub Group	<ul style="list-style-type: none"> <li>Common Assessment Framework live in all areas of the city</li> <li>Role of lead professional rolled out city wide</li> <li>RYOGENS / information sharing index live across whole city</li> <li>Relevant training of staff on CAF &amp; RYOGENS delivered</li> </ul>	Richard Keble - Children & Young People's Strategic Partnership	ISA/RYOGENS sub group action plan
Workforce reform	<ul style="list-style-type: none"> <li>Common protocols on recruitment and development of staff delivered</li> </ul>	Workforce reform steering group – Bev Messinger (CCC), Sarah Faulkner (TPCT)	Workforce Reform Steering Group action plan
Programme Board	<ul style="list-style-type: none"> <li>Establish effective performance management framework</li> <li>Performance manage work of partnership and workstreams</li> </ul>	Chair of CYPSP Programme Board	Change for Children Programme Initiation Document (PID)
Integrated Services for Disabled Children	<ul style="list-style-type: none"> <li>Establish fully integrated service for disabled children</li> </ul>	Richard Keble, ISDC sub group	ISDC sub group action plan
Accessible Services	<ul style="list-style-type: none"> <li>Work with partners to deliver accessible services</li> <li>See also "school partnership and collaboration" under "enjoying and achieving" workstream</li> </ul>	Andy Walmsley	Extended Schools Action Plan
<b>Contributory Factors:</b> New Directorate for Children, Learning & Young People established	<b>Integrated processes</b> <ul style="list-style-type: none"> <li>New director of Children, Learning &amp; Young People in post</li> <li>Establish new service structure below CLYP Director</li> </ul>	Children's Leadership Team / Stella Manzie (CCC)	Change for Children Programme Initiation Document (PID)

### 5.3 Review of Plans during life of CYPP

During the lifetime of the CYPP the Children and Young People's Strategic Partnership will undertake a review of existing plans as each plan comes to completion. New plans will be developed to ensure consistency with CYPP priorities and the audit of need.

Consideration will be given to the need for a single strategic plan for the city under each of the ECM outcomes, recognising that each plan would have cross-cutting themes in relation to specific vulnerable groups i.e. looked after children; black and minority ethnic children and young people; disabled children and young people and in relation to the cross cutting themes of prevention, participation and partnership.



## 6. Performance Management Framework

### 6.1 Programme Initiation Document

The Partnership recognises the scale and complexity of the change agenda and has produced a Programme Initiation Document (PID) to enable them to monitor progress. The PID brings together all of the workstreams that will, together, deliver the change for children agenda in Coventry. A CYPSP Programme Board has been established to monitor progress and to report to the Trust Board.

### 6.2 Performance Management Arrangements

The government's outcomes framework links the 5 outcomes of the Children Act 2004 with the national performance measures and the standards framework developed through the National Inspection Framework and the NSF. This provides a framework which is the basis for the CYPP strategic action plans and partnership Sub-Group workplans.

Monitoring and reporting arrangements will support requirements of the [government's Children's Services Improvement Cycle](#) meetings and feed into the performance management arrangements for the [Local Strategic Partnership](#).

### 6.3 Monitoring and Reporting

Stakeholder Group	Role	Frequency
Government Office	Annual Performance Assessment Performance Review "conversations"	Annual Twice yearly (3 x ?)
Local Strategic Partnership	Review of performance against the children and young people's block of the Local Area Agreement	Annual? Twice yearly?
Children and Young People's Trust Board and CYPSP	Review progress against the CYPP Strategic Action Plan Review progress against CYPSP sub-group workplans	Twice Yearly
Programme Board	Review progress against the CYPP Strategic Action Plan Review progress against CYPSP sub-group workplans	Quarterly
CYPSP Sub Groups	Review progress against CYPSP sub-group workplans	Quarterly
Partners	Continue to review progress within their own performance management arrangements and contribute to CYPSP performance review	

Table 3. Monitoring and Evaluation Roles of Stakeholder Groups

## 6.4 Performance Review Cycle

The following monitoring and reporting arrangements are proposed:

- The CYPP will be signed off by the Trust Board
- Progress in relation to sub-group action plans and the strategic action plan will be reported 3 monthly to the CYPSP Programme Board
- Programme Board will review progress, provide advice about linkages across sub-groups and provide a 6 monthly overview report to the Trust Board, highlighting significant achievements or lack of progress, and any amendments
- The Trust Board will ratify progress and changes as reported – Programme Board or Trust Board can request a full presentation or update on individual Action Plans or aspects of the work at a subsequent meeting
- The Partnership will produce an annual report summarising progress. This report will inform the **Annual Performance Assessment** of City Council Children's Services, Government Office's review of the **Local Strategic Partnership** and the three yearly **Joint Area Review** of Coventry's Children's Services

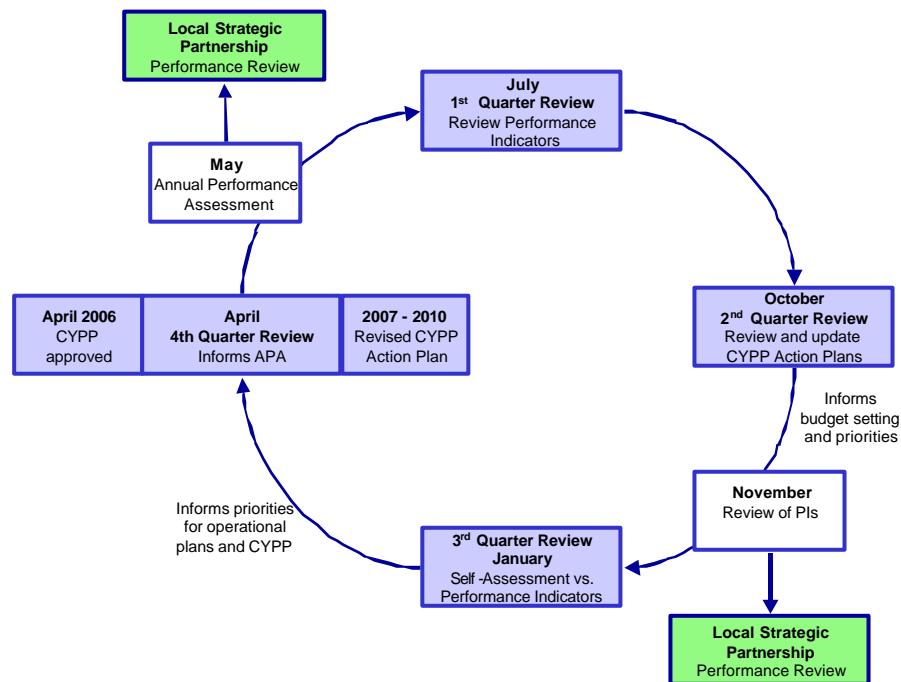


Figure 10. Children and Young People's Strategic Partnership Performance Management Arrangements

## 7. Service Delivery for Children, Learners and Young People in Coventry

### 7.1 Government Framework

The diagram below is taken from the government's statutory guidance on Inter-Agency Co-operation, published in Spring 2005. This provides a framework for Children's Services and Children's Trust arrangements. The five building blocks of the framework comprise:

- Child-centred, outcome-led vision
- Integrated front-line delivery
- Integrated processes
- Integrated strategy (joint planning and commissioning)
- Inter-agency governance

“A Children's Trust is a way of working that builds front line services, processes, strategies, partnerships and a shared vision around the delivery of improved outcomes for all children and young people”.



Figure 11. The Government's Children's Trust Model

### 7.2 Service Delivery in Coventry

Development of more child centred and integrated working will:

- improve Coventry's six Every Child Matters outcomes
- meet the differing needs of children and young people
- increase the focus on prevention

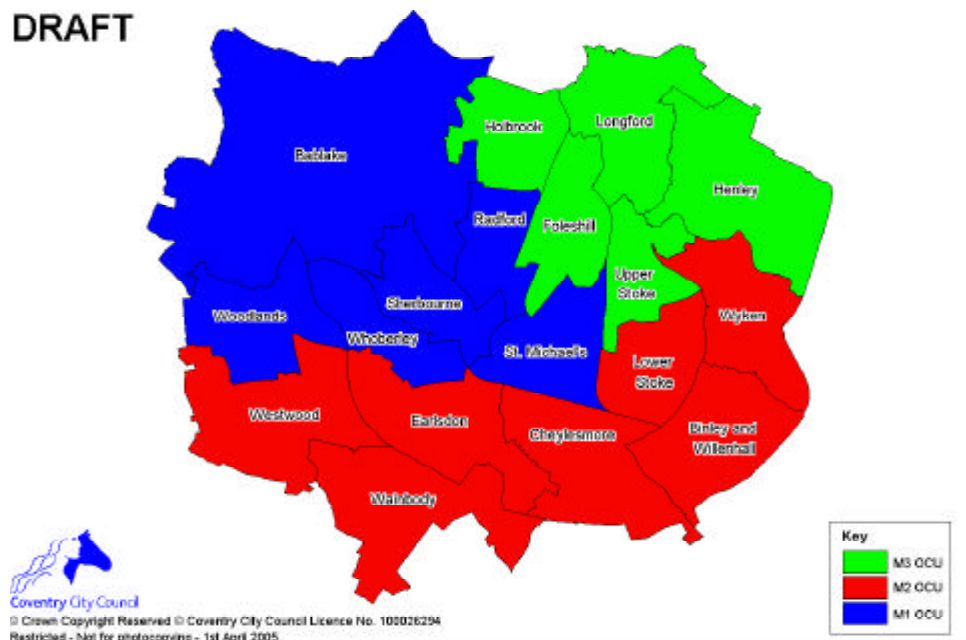
It is proposed that services are developed in the following way to deliver improved outcomes for children and young people in Coventry.

#### 7.2.1 Accessible Services

- **All universal and services** meeting low level needs (Levels 1 and 2) will be organised and, as far as practicably possible, on a **co-located community-basis**.

- **The level of integration (in contrast to co-location) will be decided in each situation** – it may be appropriate, for example, for the Council to integrate its services at this level, but co-locate initially with other partners.
- **The key 'centres' for these would be schools**, in line with the government's guidance. Other centres could include Children's Centres, GP surgeries, health clinics and voluntary and community sector establishments.
- **The physical location of services and their design and suitability will be critical to success.** Development of 'centres' needs to be linked to Local Authority Asset Management Plans and the capital rebuilding programme opportunities of LIFT (NHS), Building Schools for the Future (BSF) and the new Primary Capital Programme.
- The City Council and key partners are developing a **neighbourhood management** approach to service delivery which divides the City into three large areas which are closely aligned with ward boundaries and police Operational Command Units:
  - **North East** – Foleshill, Henley, Holbrook<sup>OCU</sup>, Longford, Radford and Upper Stoke
  - **North West** – Bablake, Sherbourne, St Michael's, Whoberley and Woodlands
  - **South** – Binley and Willenhall, Cheylesmore, Earlsdon, Lower Stoke, Wainbody, Westwood and Wyken

Figure 12. Proposed Neighbourhood Management Boundaries



Within the three areas, clusters of schools will work together with other services to determine the best way to deliver services that meet the specific needs of the locality.

OCU Operational Command Unit

- **'Centres' also need to take account of the customer services initiative of the City Council** (Coventry Direct), designed to create a network of localised 'First-Stop' provision around the city.
- **The pattern of centre distribution needs to be consistent with a matrix of areas of highest need** (as defined by the social deprivation indices analysis), what can be afforded, as well as localities with the highest footfall and consistent with existing organisational geographical boundaries.
- The outcomes framework and the Children's Trust agenda requires consideration of **those services which impact on children**, including e.g. library services; cultural, leisure and sport; parks and playgrounds; transport and the physical environment. Many of these issues are being considered in the framework of The Coventry Partnership and in the context of single agencies. Co-located access to these services can be provided via the use of 'centres' as access and information points, linking with the customer services agenda.

### 7.2.2 Jointly Commissioned Integrated Processes

The development and implementation of the process and resource infrastructure which underpin the way in which children's services operate will be jointly commissioned through the Children's Trust. This will include:

- Service Directory
- Common Assessment Framework
- Child Index
- Electronic information sharing tool (currently RYOGENS)

The implementation of this infrastructure will require all children and young people's practitioners to have a baseline of core competencies. These are defined in the NSF. This creates the opportunity to jointly commission workforce development, by bringing together the core training and development functions of all partners – the current ACPC arrangements and related ISA development work will form the foundation for this.

Any pooled budget arrangements will be managed under the appropriate legislation (Section 31 Health Act 1999 or Section 10 Children Act 2004).

### 7.2.3 Jointly Commissioned Integrated Services

All services meeting medium to high level needs (levels 3 and 4) will be jointly commissioned within a section 10 agreement framework.

The service areas which fall into this category are:

- Specialist child and adolescent mental health services (CAMHS)
- Specialist disability services including transition arrangements
- 
- Speech and language therapy (building on the successful pilot work)
- Services for looked after children

Some of these services may be delivered city-wide, but, subject to meeting the requirements of economy and efficiency, some may also be delivered from neighbourhoods e.g. specialist disability services could be delivered through the proposed remodelled Special School provision, re-provided under the Building Schools for the Future programme.

#### **7.2.4 Integrated Strategic Planning and Commissioning Function**

The Children and Young People's Strategic Partnership management function is already jointly funded between the Council and the PCT and a jointly-funded Strategic Commissioning Manager has been recruited.

The Council has integrated its children's policy, performance and commissioning functions. It is proposed that:

- a singly managed strategic planning and commissioning unit is established, working to the Children's Commissioning Trust, under a Section 10 agreement;
- a safeguarding performance review and policy development service is established under a section 10 agreement

#### **7.2.5 Singly Commissioned Services**

While there remain statutorily separate organisations with separate statutory functions, there will always remain some areas which are more efficiently commissioned on a single service basis. These are mainly services which meet 'acute' or high risk needs (levels 3 and 4) and / or which fulfil very prescribed statutory functions e.g. acute Paediatric Services (currently mainly hospital based).

The decision as to whether these should be singly commissioned will be made within the remit of the Children's Trust. This is particularly important to ensure that there is a proper review of the strategic fit of these services within the overall children's provision.

#### **7.2.6 Directorate for Children, Learning and Young People**

The City Council is in the process of creating a new Directorate for Children, Learning and Young People to best meet the service delivery objectives described above. There has been wide consultation and broad support for the 'head and shoulders' structure shown in Figure 13. below.

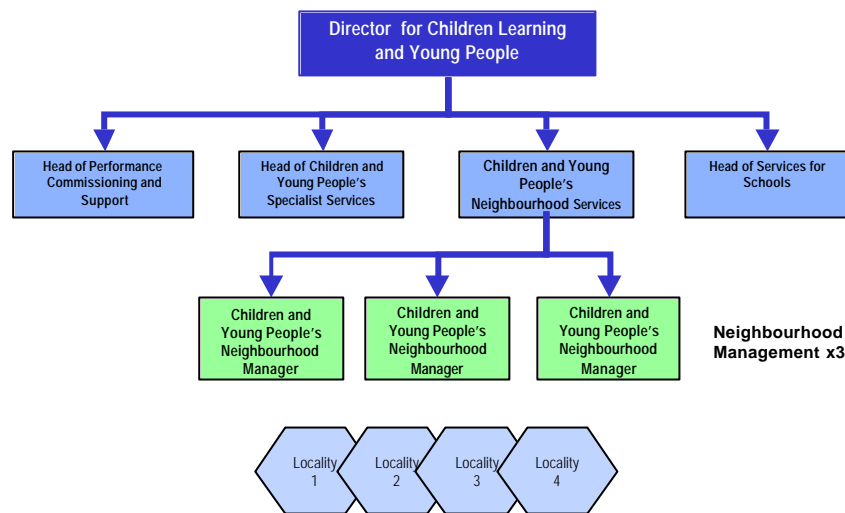


Figure 13. Directorate for Children, Learning and Young People

## 8. Fulfilling our Duty to Co-operate (Children Act Section 10 Requirements)

### 8.1 Children and Young People's Commissioning Trust

8.1.1 Coventry is committed to the establishment of a Commissioning Trust. The following budgets will be within the Trust's responsibility:

- Budgets for which the City Council is directly accountable and controls
- Budgets for which GPs are responsible, and where the Trust acts as a commissioner on their behalf with the agreement of GPs
- Budgets for which schools are responsible, and where the Trust acts as a commissioner on their behalf with the agreement of schools

Where GPs and Schools commission outside of the Trust arrangements, then the Trust will provide as appropriate strategic and practical advice..Acute Paediatrics (currently under sub-regional review) will remain outside of Trust arrangements.

8.1.2 In undertaking all commissioning, Coventry will adopt the following principles:

- Improving outcomes for children and young people as the most important principle
- Formally pooling budgets where that will make a substantive difference in terms of effectiveness and/or efficiency
- Ensuring all commissioned services keep children safe
- Involving children, young people and their families and carers in decision-making and evaluation
- Clear accountability arrangements
- Transparency about budgets and the risks associated with them

8.1.3 The Commissioning Trust will establish a joint Commissioning Unit. The scope of the commissioning budgets is set out in Appendix 6. These will be managed through the Trust.

- 8.1.4** Where the budgets or resources are to be pooled and it is considered advantageous to enter into a formal agreement, then services will be commissioned under section 10 of the Children Act 2004. This means that, in effect, over time, the Trust will be responsible for a number of section 10 agreements.
- 8.1.5** The following service areas will be the priority for establishing Section 10 agreements:
- Integrated service for children and young people with disabilities
  - Respite care for children and young people with disabilities
  - Speech and language services
  - Looked after children's service
  - CAMHS
  - Service directory
  - Inter-agency training and development programme
- 8.1.6** All providers will be subjected to same rigour and fairness of the commissioning process.
- 8.1.7** In terms of youth offending, the current commissioning and provider arrangements will be brought within the Commissioning Trust. However, these arrangements have helped deliver an excellent service for Coventry to date, and in line with Youth Justice Board wishes, the service will remain unaltered. Whilst the Commissioning Unit will carry out the commissioning function on behalf of the Council and PCT, it will act in an advisory and co-ordination role in respect of schools, GP practices and other commissioning partnerships or organisations.
- 8.1.8** Coventry recognises that the City Council, Coventry PCT, Schools and GP practices are the principal commissioners of children's services. In addition, there are other commissioning partnerships or organisations, including, Local Strategic Partnership, administering the Neighbourhood Renewal Fund and Sure Start partnerships [4 in Coventry].
- 8.1.9** Coventry currently operates in a mixed economy, commissioning services from a variety of statutory, voluntary, or private sector providers, and recognise that we will continue to operate in this diverse environment. These providers include the City Council; NHS Provider Trusts [inc Coventry PCT]; NHS Hospital Trusts; Schools; GP practices; voluntary and community sector; private and independent sector; Connexions.

## **8.2 Commissioning Trust Governance Arrangements**

- 8.2.1** Coventry will establish a Trust Board, with a wider Professional Advisory Group. The wider Partnership will provide a consultative forum for strategic planning and the Local Safeguarding Children Board will ensure that all commissioned services keep children and young people safe.

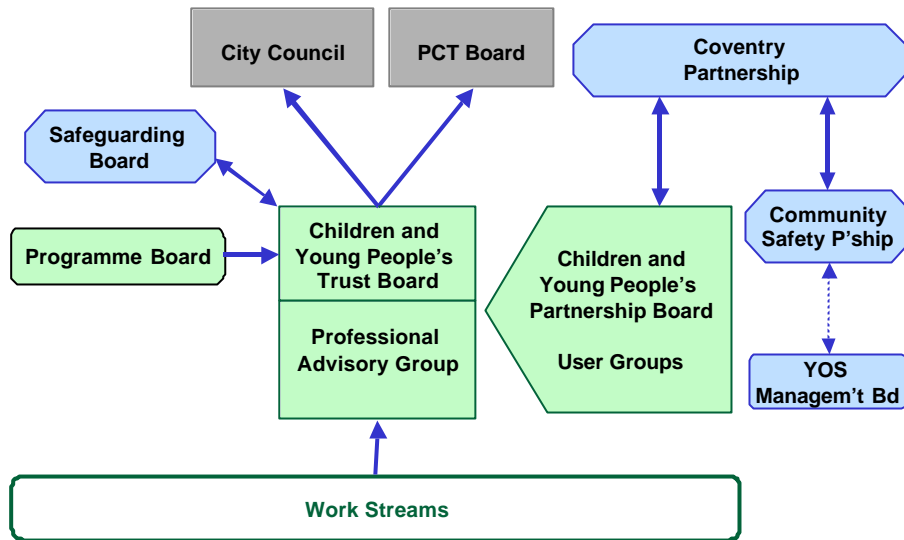


Figure 14. Governance Arrangements for Coventry's Children and Young People's Commissioning Trust

**8.2.2** The Trust Board membership (powers to be agreed) will be:

- Chief Executive, City Council
  - Chief Executive, PCT
  - Director of Children, Learning and Young People
  - PCT Director
  - Cabinet Member
  - PCT Non-Exec Director or PEC Member
- } Joint Chairs

**In attendance:**

- Head of Strategy, Commissioning and Performance
- CYPSP Manager
- Children's Champion

**CYPSP Professional Advisory Group**

**Board Members (listed above) plus:**

- Chief Executive, Connexions (Relevant Partner under S10)
- Chief Executive LLSC (Relevant Partner under S10)
- Snr Probation representative (Relevant Partner under S10)
- OCU Commander (Relevant Partner under S10)
- YOS Manager
- VCS representatives (x2)
- Chair, Secondary School Headteacher
- Chair, Special School Headteacher
- Chair, Primary School Headteacher
- Senior Social Care Lead
- Clinician
- General Practitioners

Chairs of workstream sub-groups not represented above

### **In attendance**

CYPSP Manager  
Children's Champion  
Community Safety Partnership Manager  
Head of Children's Finance and Strategy, Council  
Children's Policy Lead, PCT  
Police Local Authority Liaison Officer  
Snr. HR representative of the Council

#### **8.2.3** The **Trust Board** will have responsibility for:

- Strategic planning arrangements, and in particular the production of the Children and Young People's Plan under section 17 of Children Act 2004 [required by 1 April 2006] – this Plan will in effect be the overarching Commissioning Strategy for children's services in Coventry
- Formal pooled resource / budget arrangements made under sections 31 of Health Act 1999 or section 10 of Children Act 2004 – these are legal agreements about the joint use of resources
- Oversight of the discharge of delegated statutory duties and responsibilities
- Performance management of the agreement(s), in particular the extent to which the aims and outcomes are met
- Co-ordination, advice and guidance in relation to commissioning
- Ensuring high quality standards are met
- Expenditure is within the allocated budgets

### **8.3 Children and Young People's Commissioning Plan**

This Plan provides the strategic commissioning framework for children and young people's services. It sets out the priorities and the assessment of need from which those priorities are derived.

The Joint Commissioning Unit of the Children's Trust, established under a section 10 agreement, will be responsible for delivering the Commissioning Plan.

The Commissioning Plan sets out those areas of commissioning activity over the coming year which will ensure that resources are deployed effectively to meet the overall strategic priorities see Appendix 7.

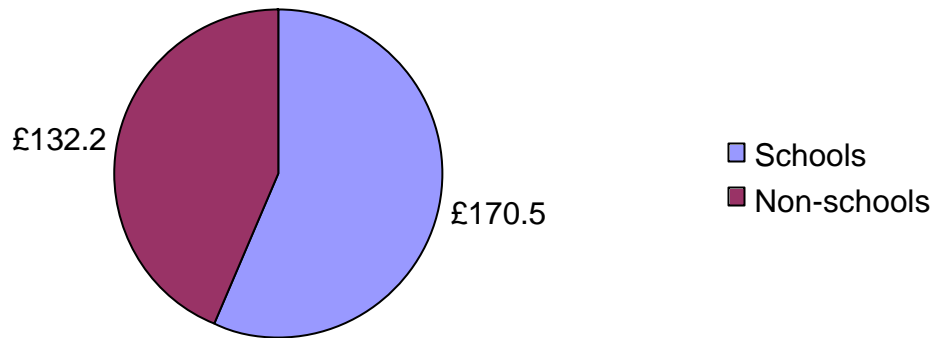
## **9. Workforce Planning**

- 9.1** Following an event to respond to the government's consultation on the Children's Workforce Strategy, a Workforce Reform sub-group of the Children and Young People's Strategic Partnership has been formed to develop the local workforce strategy. The strategy will acknowledge the wider definition of workforce to include elected members, those not directly employed by the partners (e.g. foster carers) and those commissioned to provide services. A key element of this will therefore be engaging with private, voluntary and independent sector providers.
- 9.2** The strategy will encompass elements of national strategy in respect of teaching, nursing and allied professions, social work, social care, medical specialisms and early years and address the key strategic challenges identified by government:
- Recruiting more people into the children's workforce
  - Developing and retaining more people within the children's workforce
  - Strengthening inter-agency and multi-disciplinary working and workforce remodelling
  - Promoting strong leadership, management and supervision
- 9.3** Further information in relation to workforce planning is detailed in the action plan of the Workforce Reform sub-group of the CYPSP.

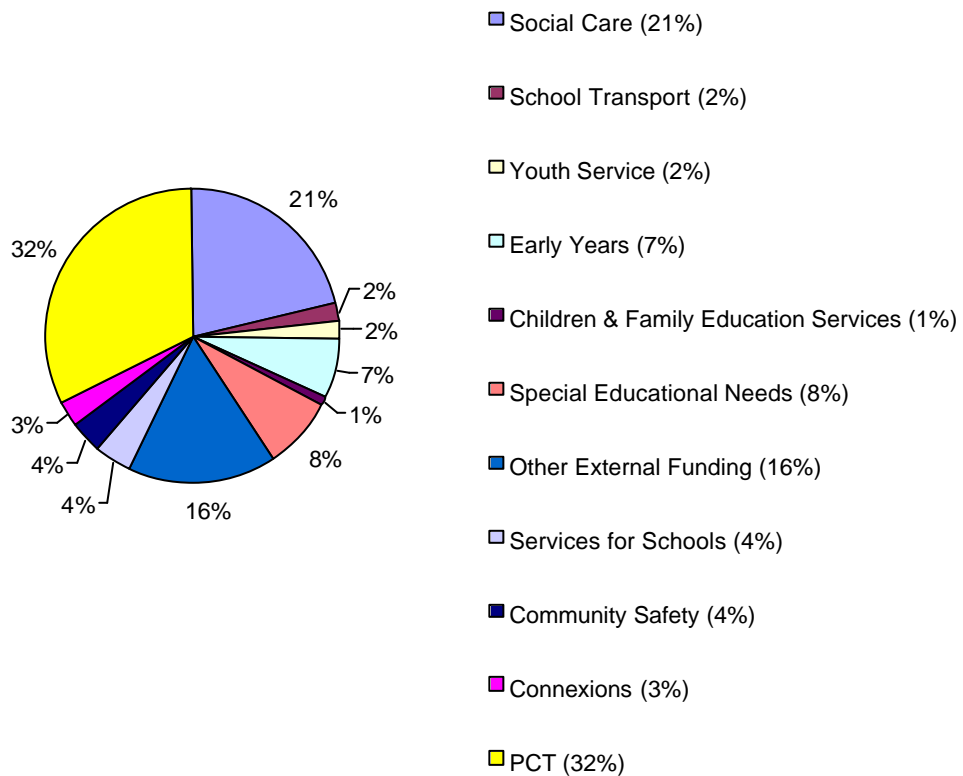
## **10. Resources**

- 10.1** Partners in Coventry's Children and Young Peoples Plan are committed to delivering the outcomes in the Children Act as prioritised locally in the CYPP. To achieve this they will consider the switching, aligning and pooling of resources to deliver improvements in those outcomes and better value for money for the citizens of Coventry.
- 10.2** In summer 2004 a survey was undertaken to determine the resources spent on services for children and young people in Coventry. The two figures on the following page give an overview of the total spend and the breakdown across different service providers.
- 10.3** The City Council has pooled its own budgets for Children's Services under the Cabinet Member for Children's Services to ensure that within the City Council these budgets can be planned and managed holistically.
- 10.4** Through Sure Start and the Children's Centre programme, the City Council is already working closely in partnership with the PCT and with other partners. The City Council had four Sure Start partnerships and is on target to deliver its ten Children's Centres by 2006 and a further nine by 2008.
- 10.5** The first pooled budget under a Section 31 agreement has now been set in relation to the Partnership Manager for the Children and Young People's Strategic Partnership. The principle and process for pooled budgets has therefore been explored and established, and the City Council is already operating successful pooled budget arrangements for Adult and Older People's Services.
- 10.6** Specifically the sub groups of the Children and Young Peoples Strategic Partnership are looking at the scope for aligning and pooling budgets through their individual work plans e.g. there is a group looking at disability services across the PCT, Education and Social Services.

**Fig. 15 Total expenditure (£302.7m) on Children & Young People**



**Fig. 16 Non - schools expenditure (£132.2m) on Children & Young People**



- 10.7 The City Council is a **Local Area Agreement** pilot and Children and Young People is one of the priorities in the City's overall pilot scheme. The totality of pooled underlined budgets within this framework is summarised below: -

<b>Pooled Funding Streams</b>	<b>£</b>
General Sure Start Grant	3,956,465
Primary Strategy – Central Coordination	175,328
KS3 Strategy – Central Coordination	173,250
KS3 Behaviour and Attendance	68,300
Children's Fund	1,086,086
<b>Total Pooled Resources</b>	<b>5,459,429</b>

- 10.8 Through the Sure Start Programme and Children's Centres assets are already being shared and as partnership work within the Strategic Partnership and Trust develops further opportunities will be explored for the co-location of services on single sites – for example, through the emerging City strategy for Extended Schools.
- 10.9 The principles of Every Child Matters and the Children Act are being built into the city's emerging strategy for Building Schools for the Future. The city is expecting to be allocated Building Schools for the Future funding between 2008 and 2011 and has begun to establish the necessary Programme Board to manage the project. This is being scoped across the full breadth of Children's Services and the Programme Board will include representatives from the PCT and from Children's Social Services as well as from Headteachers and the City's Corporate Property Department.
- 10.10 The City already has an established track record of building new schools to deliver a wider range of services to meet the needs of communities. For example, the new Moat House Primary School in the deprived north east of the city was built with extensive additional early years facilities to counteract the low level of supply of such provision in the area. The school is now being developed into one of the Children's Centres for the city.
- 10.11 The City Council has established a data sharing protocol between itself and its key partners in the Children and Young Peoples Strategic Partnership to enable the effective sharing of data. The RYOGENS project is seeking to develop an infrastructure to improve the effectiveness of such data exchange.
- 10.12 As work on the restructuring to deliver the Children's Services agenda progresses, there will be a key focus on shifting resources into prevention and early intervention. This will build on initiatives already underway in both the City Council and PCT, for example the Children's Centre and Sure Start projects which are now established across the city.
- 10.13 The Children and Young People Strategic Partnership and the Children's Trust will consider outcomes for children as measured through key performance indicators, and feedback from service providers and service users in considering its long-term resource allocation and strategy. It will consider levels of spending, levels of resource switching and the benefits of aligning and pooling budgets to improve outcomes and to meet service objectives.