



The

Big Plan 2

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Progress Review
April 2010

better together



Children's Workforce
Strategy 2009-2012

Introduction

Cambridgeshire Children's Trust commissioned a review team to look at the progress made towards delivery of the priorities of the Big Plan 2, the Cambridgeshire children and young people's plan.

The review team consisted of representatives from the primary care trust, the voluntary and community sector, county council audit and children's services and the Department for Children, Schools and Families, led by a peer reviewer of the improvement agency IDeA. The review took place through a structured week of activity involving focus groups, interviews and consultation with children and young people which discussed both progress to date and what would enable further progress. The approach followed can be found at www.thebigplan2.co.uk.

The purpose of this review is to inform the Trust of progress and areas where the Trust needs to act to improve outcomes. Findings from this review should inform the immediate updating of action plans for year 2 of the Big Plan 2 and be part of the information, with the new Joint Strategic Needs Assessment, which informs the direction of the Trust for 2011.

The review team would like to thank all those children, young people, parents, practitioners, and managers who willingly participated in the review week discussions and provided information with clear enthusiasm for their work and their role in delivery of the Big Plan2.

At the end of each priority is a summary, shown in a easy to read table format which uses the rating described below:

Green Work progressing well and no significant issues requiring the attention of the Trust.	G
Amber Risks or issues have been identified or emerged that could potentially disrupt successful delivery, particularly the fragility of funding.	A
Red Significant issues have been identified that if not managed would severely impact on successful delivery.	R

Context

The first year of the Big Plan 2 has been delivered against an uncertain and in many ways difficult background.

The economic climate has had an impact on priorities as the Trust seeks to work with others in an environment where planned and expected development has been delayed. This clearly has budgetary implications as a decline in funding from section 106 agreements and income from planning applications is

accompanied by greater demand for social housing. Family needs change as economic problems place pressures on parents. Difficulties in the labour market have restricted both the availability of employment opportunities and the ability of employers to support work related learning for students. Increased awareness of child protection has had an impact on partners involved in social care and higher numbers of children are being looked after.

Funding pressures on partners are keen, with changes or expected changes to funding regimes from central government. For the voluntary and community sector this has already been seen in the prioritisation of supporting the Olympics. The Trust is acutely aware of the need to manage funding changes to ensure budget pressures on individual partners do not have unintended consequences on children and young people. In anticipation of changes to government funding for local authority children's services, work is underway to manage a move to the provision of services focused on targeted and early intervention work rather than preventative and universal services.

This review highlights a wide range of excellent work to improve outcomes for children and young people, however, much of this is fragile and based on services where finance and capacity are in short supply or at risk.

Emerging themes

Commitment: the review team found high levels of commitment to and enthusiasm for the Big Plan priorities. This was reflected in managers and practitioners alike. The majority of people the review team talked with welcomed the opportunity to discuss the plan, their work and future action. Although the review involved many, a small number of partners did not take part and the review team was concerned to understand the reasons and implications of this.

Communications at all levels were identified as needing to be improved to ensure both greater understanding of the Trust's strategic direction and how its decisions are informed by understanding of front line practice and current innovations as well as operational difficulties.

Using data: effective use is being made of data, consultation and research evidence to base work plans on good practice, and to target work and resources to maximise impact and improvement. There were occasions where the drive to understand data seemed to be inhibiting or delaying action but these were very few. There were very good examples of involving children, young people, parents and practitioners in designing and developing delivery plans. However, managers did identify difficulties in knowing what consultations had taken place and there is a risk of duplicating effort or not using views as there does

not yet appear to be a means of easily accessing information across the Trust. Equally, the link between participation and consultation work with children, young people and parents and community engagement strategies is not yet clearly in place.

Children's Centres are seen as a very positive way of delivering multi-agency work and successfully providing support to parents. Expectations of what they can offer needs to be balanced with the understanding of their different stages of development and maturity.

Relationships: there is a strong commitment to an effective relationship of challenge and support between the Local Safeguarding Children Board and the Children's Trust; however, as for many LSCBs and Trusts, detailing the expectations of this and how both will effectively support each other will be beneficial.

Size and scale of priorities: the review team highlighted the size and scale of some priorities, particularly priority 2. While appreciating that the action plan was necessarily large and complex the team wondered if a smaller plan focused on activities requiring partner activity might simplify it. The role of the 'partnership priority leads' equally needs clarification or review. Many interviewees felt unclear of their purpose and how they could influence the objectives set.

Capacity to work in partnership: the review team noted that the effective joint and partnership work underway came with a 'hidden cost' and recognised that working with others, coordinating activity, time spent on discussion and agreement, whether at an operational or strategic level needed to be considered.

Funding: budget pressures as outlined in the context section above were identified in many of the sessions. Those involved in delivery of work priorities recognised the difficulties, some were seeking ways of actively trying to do more with less or to try to secure other sources of funding. The review team noted that fragility of funding may jeopardize the successful delivery of priorities.

Role of the Trust and Trust Board: consistent with the Trust Board replacing the Children and Young People's Strategic Partnership in late 2009 part way through delivery of year 1 of the Big Plan, the Trust is understandably not yet seen as driving the agenda. However, the review team identified a general desire amongst partners for a mature Trust and Trust Board, with the ability to lead the way in setting standards and expectations, and the influence and support to enable partners to work together to improve outcomes.

Priority 1.1

Safe places to play and access to positive activities

Progress so far

This priority is focused on providing and maintaining places for children and young people to go and things to do, ensuring that information on the opportunities is readily accessible, opportunities are inclusive and enabling parents to feel more confident about play. As such it is a wide ranging priority and involves many partners in delivery. Generally progress is good and there is real enthusiasm and commitment to deliver combined with a sound knowledge of what work is needed to be achieved.

Key performance information

Children and young peoples rating of parks and play areas they can access in their local neighbourhood is good or very good (NI 199).	
Target: 48%	Performance: 62.4%
Ranking 2nd in comparison with statistical neighbours and 18th in England.	
Young people's participation in positive activities (NI 110).	
Target: 80%	Performance: 80.4%
Ranking 1st in comparison with statistical neighbours and 2nd in England.	

Strengths

- 22 new play areas completed across Cambridgeshire, developed in partnership with District and Parish Councils and following consultation with children and parents
- Recognition of the value of learning through play and introducing creative methods like the use of fire pits to seek to reduce inappropriate fire raising activity
- Strong evidence of engaging parents through Children's Centres and effective use being made of these to work with parents on theoretical and practical skills for play, with 'Why Play' sessions on the role of play in child development
- Imaginative use of long term performance indicators to judge effectiveness of indicators
- Examples of outreach work taking sports to the streets and from this developing leisure and sport activities based on what young people want and building in coaching awards
- Using data to identify appropriate places to develop play provision
- Youthoria identified as an efficient website, with good support from teenagers, holding easily accessible information on positive activities

Areas of development for the Trust

- Consistent support at both strategic and operational levels across all the geographic areas for play and positive activities would help ensure effective progress can be made for both children and young people, with comparable support from key partners such as the District Councils
- Improve communication: the number of people and organisations involved in providing positive activities including sport and leisure is significant and the risk of duplicating effort or competing demands means effective communication between groups is important
- Ensure good practice is shared across operational managers, and between strategic managers and front line practice
- Build on the development work underway to secure reduced transport costs to help teenagers access positive activities
- Consider carefully how potential changes to partner agencies funding impacts on play and positive activities

Priority 1.1

Safe places to play and access to positive activities

Demonstrable outcomes Is the work making a difference for children and young people?	Limited use of data to measure short term impact but strong sense of seeing impact of play and positive activities on the success of children making an effective transition to adult and working life.	G
Relevance of objective and actions Are the objective and actions the right ones?	Objectives appropriate and are mainly being delivered in a timely manner.	G
Confidence of improvement What would help speed progress?	Progress would potentially be easier if all appropriate partners, with ability to make decisions for their organisation, are involved in development.	A
Partnership working Are the right partners involved?	As above.	A
Action planning What are the proposed actions for year 2?	Work underway to identify year 2 actions.	A
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Involvement of children, young people or parents plays a regular part in the work of this priority. Many examples given of consultations, involvement in procurement decisions.	G
Data quality What use is made of the data to inform planning and decision making?	Key national indicators measure progress through the Tellus survey. This currently does not support information on geographic differences so has limited impact on understanding progress. Opportunities to consistently monitor take up of provision may be useful to consider progress.	A
Overall ability to improve		A

Priority 1.2

Tackling bullying and discrimination

Progress so far

Reducing bullying or the fear of bullying is one of the priorities identified as important to children and young people. Work is underway by a wide range of committed and enthusiastic people mainly from Children's Services, schools and colleges across the Trust to tackle this issue. This has resulted in a very good response to Anti-Bullying Week with well-publicised activities, involvement of children and young people in design and delivery of work and innovative practice developing. However, the wide range of activities underway are uncoordinated and based on interest not necessarily evidenced based practice. So far the Local Safeguarding Children's Board (LSCB) is not yet involved in anti-bullying work although the Board recognises it has a role to play because of the implications on the wider safeguarding agenda.

Bullying in community spaces rather than at school has been identified as a concern for children, work is now underway with Anglia Ruskin University (The Streetwise Project) to commission research that will inform future plans.

In general, resource and capacity to coordinate the work in this priority is limited which has understandably led to less progress being made than originally intended.

Key performance information

Children who have experienced bullying (NI 69) (LAA Target).	
Target: 47%	Performance: 28%
A change in questionnaire structure means that the data is not directly comparable to target. However, Cambridgeshire's performance is 3rd in comparison with statistical neighbours and 60th in England.	
Percentage of people who believe people from different backgrounds get on well together (NI 1).	
Survey to take place in 2010.	

Strengths

- Innovative 'Kids As Commissioners Project' where children commission and buy services to reduce bullying
- Enthusiastic Anti-Bullying Strategy Group is being extended to include a wider range of Trust partners
- RAID database, where schools record discriminatory incidents, has been extended to enable schools to monitor homophobic related incidents, and increased use of the data base being made
- Piloting 'Anti-Bullying Champions' in 2 locality teams to coordinate activity locally.

Areas of development for the Trust

- Develop a small strategy group with increased capacity to lead and coordinate the work
- Agree on and use data and evidenced-based practice in a co-coordinated manner to focus work where most needed
- Broaden out the range of people involved in anti-bullying work, ensuring they work to the agreed action plan
- Develop a stronger relationship with the LSCB and explore joint capacity for performance monitoring, reflecting their concern with bullying and its role with safeguarding

Priority 1.2

Tackling bullying and discrimination

Demonstrable outcomes Is the work making a difference for children and young people?	Activities have been carried out but evidence of impact not yet available.	R
Relevance of objective and actions Are the objective and actions the right ones?	The objectives are relevant but limited coordination capacity has prevented many of the delivery actions from being completed in full at this stage.	A
Confidence of improvement What would help speed progress?	Additional capacity to strategically lead this priority would support the work.	A
Partnership working Are the right partners involved?	Consistent support from trust partners e.g. the police, schools and the voluntary and community sector for a new strategy group is necessary.	A
Action planning What are the proposed actions for year 2?	Existing objectives appropriate, actions may need re-scoping.	A
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good - e.g. peer educators, involved in production of bullying DVD, teenagers briefing adults on needs.	G
Data quality What use is made of the data to inform planning and decision making?	Potential for further use to be made of the Health Related Survey data to correlate issues and trends. Review team acknowledges the impact of greater publicity on prevalence data and survey results.	A
Overall ability to improve		A

Priority 1.3

Reducing accidents and intentional injuries to children and young people

Progress so far

This priority is measured by NI 70 a national performance indicator which measures the number of hospital admissions caused by unintentional and deliberate injuries. As such, it is only a proxy measure and does not capture all injuries children and young people suffer. However, it does provide a means, if incomplete, of focusing on the impact of practices and processes designed to reduce accidents and safeguard children.

Key performance information

Hospital admissions caused by unintentional and deliberate injuries to children and young people (NI 70).
Target: 87.5 admissions per 10,000 0-17 year olds
Performance: Data not yet available for 2009/10
Reduce the number of children killed or seriously injured in road traffic accidents (NI 148).
Target: Reduce numbers to 26 or under
Performance: 23 (latest data December 09)

Strengths

- Good use of data to understand the type of accidents and injuries that are affecting children of different ages, genders and geographical areas. This has the potential to inform and develop practices to target particular districts and behaviour
- Strong joint work through the police and road safety team to put in place preventative support which is reducing the number of serious injuries and deaths on the road annually
- The Stay Safe card requested by young people with disabilities has been developed through the police, children's services and disabled young people and was launched in February

Areas of development for the Trust

- Clarify which Partnership (Community Wellbeing Partnership or the Children's Trust) is accountable for this area of work to Cambridgeshire Together
- Agree the roles and responsibilities of the Local Safeguarding Children's Board, Children's Trust, Child Death Overview Panel, NI 70 Group and the Community Wellbeing Partnership in delivery of this strategy
- Understand and agree operational expectations of teams to deliver much of this work, particularly what can be achieved by Children's Centres at this early stage in their development and by health visiting teams
- Ensure a clear strategy is in place that makes good use of the information collated

Priority 1.3

Reducing accidents and intentional injuries to children and young people

Demonstrable outcomes Is the work making a difference for children and young people?	Road safety partnership is meeting performance indicators.	A
Relevance of objective and actions Are the objective and actions the right ones?	Original action plan for NI 70 has been replaced. New plan not available to the review team.	R
Confidence of improvement What would help speed progress?	Clear commitment needed to support this complex area.	R
Partnership working Are the right partners involved?	Key partners are involved but clearer lines of accountability would help agree and monitor action.	R
Action planning What are the proposed actions for year 2?	New plan not available.	R
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Examples of involvement include: Stay Safe card developed and implemented through work with disabled young people.	G
Data quality What use is made of the data to inform planning and decision making?	Impressive collection and interpretation of data which has the potential to strongly drive activity and performance. Group may wish to identify additional key performance indicators.	A
Overall ability to improve		R

Priority 1.4

Reducing the number of young people involved in anti-social behaviour and criminal activity

Progress so far

The emphasis in this action plan is on preventative work to reduce the number of young people involved in criminal activity, and supporting them once they are involved in order to prevent re-offending. There is evidence of strong partnership working between the Youth Offending Service (YOS), Cambridgeshire Constabulary, primary care trust, voluntary and community organisations (VCS), District Councils and Children's Services to resource and deliver key activities. Work to support both children and their parents is being carried out to meet a range of needs, from good use of the Guardian Awareness Programme - home visiting the parents of a child at risk with the aim of putting additional support in place, to MST - Multi-Systemic Therapy, a community based approach looking at the holistic needs of the child. However, there appear to be some gaps in provision, e.g. the YISP (Youth Inclusion Support Panels) have to withdraw their services once a child receives a reprimand. There is then no support for that child unless they commit an offence and are given an order and thus supported by the YOS. YISP type provision funded through the Children's Fund is expected to end by April 2011.

Parenting programmes are now coordinated and the impact of these is being measured (findings not yet available). School involvement is good and the majority are part of the Safer Schools Partnership development where schools, police and local agencies work together with students and parents to reduce anti-social behaviour, victimisation and crime.

Key performance information

Reduce the number of first time entrants to the criminal justice system (NI 111).
Target: 5% less than baseline (1640 per 100,000 population aged 10-17)
Performance: 2009/10 data not yet available
Reduce the rate of proven re-offending by young offenders from the 2005 baseline of 0.89 offences per 100 (NI 19).
Target: Reduction in rate
Performance: 2009/10 data not yet available – 6 month re-offending rate was 0.64
Increase the % of young offenders in suitable education or employment (Govt target 90%) (NI 45).
Target: increase on 56%
Performance: Latest available data for quarter 3 09/10, 59.9%

Strengths

- Effective joint working through the CAP project which is reducing alcohol sales to young people
- New coordination of parenting programmes
- Multi-Systemic Therapy seen as offering valuable support for small number of children
- PCSOs - Police Community Support Officers identified as having a positive impact on behaviour
- Positive feedback from young offenders on the strong relationship between YOS and Connexions workers to support them and the usefulness of NHS walk-in centres to enable them to access health care more easily.

Priority 1.4

Reducing the number of young people involved in anti-social behaviour and criminal activity

Areas of development for the Trust

- Review the action plan to ensure it provides a coherent approach and is driven by data and evidence and considers how to embed motivational issues in all aspects of work
- Meeting the perceived gap in support work between children at risk of offending and those with a reprimand
- Work with priority 1.5 to address positive images and improve the perception of young people in the eyes of the general public around anti-social behaviour
- Consider how we address what appear to be conflicting or competing targets around crime detection rates for the police and Children's Services

Demonstrable outcomes Is the work making a difference for children and young people?	Improvement against performance indicators being made.	G
Relevance of objective and actions Are the objective and actions the right ones?	Objectives relevant but those on the important area of alcohol misuse reduction seem too narrowly focused.	G
Confidence of improvement What would help speed progress?	Good progress, however potential reductions in funding for youth support services and end of funding for YISP type work is likely to impact on achievement of this priority.	G
Partnership working Are the right partners involved?	Good joint working in place.	G
Action planning What are the proposed actions for year 2?	Year 2 action plan should be designed to improve coherence of all activity to meet priority, linking in with relevant plans such as substance misuse.	A
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Limited engagement at this stage across whole priority.	A
Data quality What use is made of the data to inform planning and decision making?	Some tensions over quality of data from different sources, however, use being made of data to identify needs.	A
Overall ability to improve		A

Priority 1.5

Promoting positive images of young people

Progress so far

This priority is based on involving young people in getting effective messages out about them, to other young people and to adults and the media. It covers a range of objectives and progress varies across these. An initial objective was to establish a Young People's Press Office, and although this has not yet been established, good work has taken place with strong engagement with young people. Employers have supported more media-based work experience placements and provided positive feedback on these.

Strengths

- Effective partnership work in Fenland on the award winning 'Kids are alright' project which showed positive images of young people in a press campaign
- Involvement of young people e.g. in running radio programmes, developing a bullying DVD, taking part in 11 Million Takeover Day and making decisions in Trust partner organisations
- Successful products and events such as the positive images calendar, awards and celebration ceremonies, Young Cambridgeshire's Got Talent

Areas of development for the Trust

- Better sharing of information on individual or joint activities could result in better understanding of the range of work under way and make more effective use of media to promote successes, to both adults and young people and children
- Engage corporate communications teams in the development of a young people's press office and explore how best to use make links between the media and young people
- Consider how we promote positive images to adults in a more effective way

Priority 1.5

Promoting positive images of young people

Demonstrable outcomes Is the work making a difference for children and young people?	Good achievements across the plan.	G
Relevance of objective and actions Are the objective and actions the right ones?	Valid work but some aspects need reviewing.	A
Confidence of improvement What would help speed progress?	Further development to secure more supportive engagement of partners and corporate communications teams would help.	A
Partnership working Are the right partners involved?	Good examples of collaboration.	A
Action planning What are the proposed actions for year 2?	Fresh look at year 1 action plan and development of a stronger focus will inform year 2 work. Need to link and support priority 1.4.	G
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good engagement with young people demonstrated.	G
Data quality What use is made of the data to inform planning and decision making?	Using some data e.g. numbers of work placements but could widen range of data used to show impact.	A
Overall ability to improve		G

Priority 2.1

Work to improve achievement for all and narrowing the gap for specific groups of children and young people

Progress so far

The Trust sees priority 2.1 and 2.2 as key priorities, with a number of action plans and focused on the important areas of improving achievement and educational attainment and improving health outcomes. Underpinning both of these is work to reduce the affect of deprivation and poverty.

There is much effective work in place to focus on reducing inequalities, although work to tackle deprivation, as set out in the action plan, has been delayed as the Trust wished to secure support to enable the development of a robust child poverty strategy. This is now in place and Cambridgeshire Together has been asked to support this work in recognition that it cannot be done by the Children's Trust alone. The timescale for the completion of the strategy is December 2010.

Good progress is being made on priority 2.1, although it is too early for the impact, particularly of new work, to be reflected in much of the key performance data (Big Plan 2 came into place April 2009, only 3 months before the school year ended and the examinations taken that form many of the key performance indicators).

The general approach behind the action plan is to:

- use data to determine needs
- identify evidenced based practice
- put this practice in place with both settings and schools, and in direct support for children, young people and parents

Effective use of data to inform work is strongly evident in much of this priority. Impact can be seen in the targeting of support for groups of children and young people in schools outside of the geographic areas more usually associated with higher risk of poorer performance. Information is being shared effectively and is in use by the schools themselves, school improvement partners and by the local authority children's services.

To improve outcomes for children 0-7 years, good use is being made through Children's Centres to put in place a consistent approach to the offer of parenting skills. Children's Centres are increasingly seen as the hub for multi-agency work and use of the e-Start database is helping understand parental need more easily in each Children's Centre area.

For 11-19 year olds, much development activity is around the design and implementation of the 14-19 curriculum. Effective partnership working is in place through 3 area partnerships to achieve this, although there are concerns over the cost of transport and how this could hinder access to collaborative provision. Again, data driven work is effectively in place resulting in a focus to narrow the gap for specific groups of students in more affluent parts of Cambridgeshire, as well as a focus on the historic areas of greater need such as Fenland, North Huntingdon, and parts of Cambridge City. Termly conferences for school leaders are used to share good practice in raising achievement and a directory of best practice, based on outcomes from the local authority School Annual Review, is in preparation.

Support for individual children and young people

More children are staying in schools and accessing alternative curriculum rather than being educated in pupil referral units: no data on the impact of this yet but the expectation is that attainment of individual children will improve.

Children from Traveller backgrounds form the largest ethnic minority group in Cambridgeshire and good partnership work is in place: outcomes of Traveller children at key stages 2 and 4 compare well with statistical neighbours but there are more opportunities to narrow the gap further.

Improvements to 'join up' assessments for children with special educational needs (SEN) have been made, building on person centred planning, with just one plan worked to by school, health and children's services.

Progress is being made in increasing the number of teenagers from vulnerable groups accessing places in EET (education, employment and training) with particular success in supporting more teenage mothers get into EET (amongst the highest percentage in England) and reducing the teenage conception rates. Work in primary schools to raise aspirations is seen as a key part of this.

The review team met with highly motivated managers and practitioners who supported specific groups of children, ie those from BME backgrounds, those with a disability or special educational needs and those concerned with children eligible for free school meals. However they were concerned that with no one 'owner' of the work to narrow the gap for children, there was no clear picture of how a coherent plan of action or approach, reducing risk of duplication, would emerge.

Priority 2.1

Work to improve achievement for all and narrowing the gap for specific groups of children and young people

Key performance information

Narrowing the gap between the lowest achieving 20% of children in the Early Years Foundation Stage Profile and the rest (NI 92).	
Target: 27% pts	Performance: 32.2% pts
Ranking 6th in comparison to our statistical neighbours and 49th in England.	
KS2 attainment for Looked After Children: English (NI 99).	
Target: 61.5%	Performance: 57.1%
Ranking 18th in England and 1st against our statistical neighbours.	
KS2 attainment for Looked After Children: Maths (NI 100).	
Target: 53.8%	Performance: 64.3%
Ranked 1st against our Statistical neighbours and 7th in England.	
Looked after children achieving 5+ A*-C including English & Maths (NI 101).	
Target: 24.1%	Performance: 10%
In line with England and our statistical neighbours.	
Achievement gap between FSM and non-FSM pupils at KS2 (NI 102).	
Target: 27% pts	Performance: 29.8% pts
Ranked 130th in England and 6th in statistical neighbours.	

Achievement gap between FSM and non-FSM pupils at KS4 (NI 102).	
Target: 28% pts	Performance: 33.5% pts
Ranked 121st nationally and 8th amongst our statistical neighbours.	
Attainment for BME groups at KS2 and KS4	
New targets need to be set for these NIs as DCSF have changed the indicator definition for 2009 so previously set targets are no longer relevant.	

Strengths

- Pre-accreditation: innovative work with primary schools in preparation for Accreditation
- Effective work with schools and children's services to improve attainment in areas with higher needs
- Virtual School - maximizing the chances of improving outcomes for looked after children and young people
- 40 Children's Centres up and running
- User engagement: each school and their School Improvement Partner worked consistently to review lessons, talk to 6-10 targeted children in each school and ensure action in place to meet needs, monitoring progress over the term
- 'Teens and toddlers' programme in Wisbech focused on reducing the teenage pregnancy rate and improving attainment: the second programme is now underway involving teenage boys as well as girls

Areas of development for the Trust

- Agreement and support of the Trust for a new approach to support employers and schools and colleges work together more easily to benefit students
- Develop a Trust-wide Apprenticeship scheme: Cambridgeshire has fewer apprenticeship opportunities than similar areas and a public sector led programme would contribute greatly in providing more chances, particularly for more vulnerable teenagers
- Support for vulnerable children, reduce the risk of duplication of effort by different departments in children's services taking responsibility for different strategies for vulnerable children
- Take up of Care To Learn (childcare support to enable young parents access EET) is made more difficult when course timetable information is not available in line with applications for childcare. Changes in the application process could ease this
- Make more consistent use of data across all of the organisations and teams working with schools, settings and colleges in order to identify trends and support needs in a more coordinated manner, and ensure Children's Centres are able to use this to better understand their area

Priority 2.1

Work to improve achievement for all and narrowing the gap for specific groups of children and young people

- Collecting data from the independent schools on Cambridgeshire students would provide a more coherent picture of the needs of Cambridgeshire children
- Learn from successes in Oxmoor where patient perseverance to support and work with the community in the longer term is now showing success
- There was a sense that schools, colleges and the teams that support them, as well as government departments still place a greater emphasis on achievement, rather than the all of the 5 of the Every Child Matters outcomes - to make progress all should be addressed, not just attainment and achievement

Demonstrable outcomes Is the work making a difference for children and young people?	Many specific examples of impact available e.g. teen mothers in EET. Recognition that a longer timescale is needed to show impact.	A
Relevance of objective and actions Are the objective and actions the right ones?	Good commitment demonstrated for this wide ranging action plan.	A
Confidence of improvement What would help speed progress?	Actions in place appear sound and well founded and looking to long term impact.	A
Partnership working Are the right partners involved?	Good engagement of partners though work required to ensure potential silo working is reduced. Support of districts and health will be more clearly needed in the new work on deprivation.	A
Action planning What are the proposed actions for year 2?	Many activities will continue into year 2: suggestion that this plan is reduced and focuses on actions where partnership work is needed.	A
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good examples of involvement of service users to influence delivery and development eg teaching and learning review.	G
Data quality What use is made of the data to inform planning and decision making?	Effective use of data to drive activity: opportunity to ensure this approach is in place across whole priority. Data from independent sector would ensure picture was complete.	G
Overall ability to improve		A

Priority 2.2

Improving health for all and narrowing the gap in health outcomes for specific groups of children and young people

Progress so far

Work to deliver this priority is being carried out through:

- tackling deprivation and child poverty carried out through priority 2.1
- strategies and action focused on specific targets identified as issues in Cambridgeshire including healthy weight, teenage conception rate, substance use, smoking, sexual health
- joint work to better coordinate activity, support, information, promotion, communication, workforce development

Work on deprivation is outlined in priority 2.1.

Good progress is being made on the strategies described in point 2, all are delivered through multi-agency groups and are making good use of data and evidenced based practice to put in place activity often working with practitioners in the voluntary and community sector to deliver programmes supporting harder to reach individuals and families. Impact of progress can be seen in increasing the take up of the measurement programme of children in year 6 and reception, teenage mothers in EET, Chlamydia screens with expectations of impact on the healthy weight rate, teenage conceptions, substance misuse as the Big Plan 2 progresses.

Key performance information

Effectiveness of CAMHS services (NI 51).	
Target: 13 out of 16	Performance: 15 out of 16
In line with national performance and that of our statistical neighbours.	
Obesity among primary school age children in Reception year (NI 55).	
Target: 9%	Performance: 7.8%
Ranking 15th in England and 1st against our statistical neighbours.	
Obesity among primary school age children in Year 6 (NI 56).	
Target: 16.9%	Performance: 15.7%
Ranking 19th in England and 6th against our statistical neighbours.	
Reduction in under 18 conception rate and % change since 1998 (NI 112).	
Target: 30.6%	Performance: 20.7%
2nd against our statistical neighbours.	
Screening for Chlamydia (NI 113A). Under 25 year olds.	
Target: 25%	Performance: 27% (prov)
Substance misuse (NI 115).	
Target: 9.6%	Performance: 9.1%

Strengths

- Use of data, research and consultation to improve performance. e.g. learning from views of young people, evidence of what works and data to identify needs has increased the Chlamydia screening rate to 27% (provisional)
- Effective partnership group focused on coordination and seeing the needs of children and young people holistically
- Pooling resources to try to achieve more and seeking to save money and make better use of limited resource
- Joint approaches to training school governors reduces time
- Work with schools on implementation of the Healthy Schools programme, using data to identify needs

Priority 2.2

Improving health for all and narrowing the gap in health outcomes for specific groups of children and young people

Areas of development for the Trust

- Resolve issues around the use of funding that is ostensibly 'ring fenced' and that has the potential to be used more inclusively
- Put in place an effective communication and promotion strategy, linked to the Families Information Service, to strengthen the effectiveness of messages to partners and parents and young people
- Trust support for the effective implementation of the 0-19 Healthy Child Programme
- Ensure an effective child poverty strategy is in place and working

Demonstrable outcomes Is the work making a difference for children and young people?	Many outcomes will take more than one year to influence however, impact being felt e.g. screening and measurement rates.	G
Relevance of objective and actions Are the objective and actions the right ones?	Current action plan is suitably ambitious.	G
Confidence of improvement What would help speed progress?	Continued involvement of partners and ability to take a long term and strategic view.	G
Partnership working Are the right partners involved?	Effective partnership involvement currently in place.	G
Action planning What are the proposed actions for year 2?	Year 2 actions need to be integrated with Child Poverty and Healthy Child Programme.	G
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good examples of consultations with teenagers improving performance e.g. Chlamydia; Kick Ash smoking programme.	G
Data quality What use is made of the data to inform planning and decision making?	Good use of data though more immediate data e.g. detail on live births could usefully improve work plans.	G
Overall ability to improve		G

Priority 3

Improving outcomes for children and young people with learning difficulties and disabilities (LDD) and complex needs

Progress so far

Good progress is being made in developing services for children and young people with complex needs and learning difficulties and disabilities. There is a strong multi-agency and multi-discipline Every Disabled Child Matters (EDCM) working group tasked to ensure that Aiming High criteria are met. The criteria focus on: accessibility to services, eligibility criteria for services are transparent, assessment processes, parents and young people are consulted with and participate in decision making. Work to develop short breaks has taken place alongside the work to develop positive activities for all, to ensure that disabled young people can access these alongside other teenagers, resulting in, for example, three area youth inclusion workers funded to ensure more teenagers with disabilities can use mainstream youth provision; work with leisure centres to ensure one centre per district provides specialist changing room facilities; availability of equipment such as beach wheelchairs, specialist bikes.

A care pathway to meet the needs of children with LDD and complex needs which will involve all partners has recently been commissioned.

Key performance information

Survey of the views of parents of children with disabilities on services they received 2009/10 (NI 54).			
Score 63 out of 100 (national average 61) and improved from the previous result of 59.			
Sub-indicator scores were as follows			
	Health	Education	Care and family support
Information	78	81	81
Assessment	87	81	62
Transparency	99	95	85
Participation	61	57	43
Feedback	13	16	11
Percentage of 16-19 year olds with LDD who are NEET (not in education, employment or training)			
		Target	Performance
East Cambs and Fenland		7.2%	6.3%
Hunts		10.5%	14.1%
South Cambs and Cambs City		6.3%	6.3%
England average: 13.7%			
East of England average: 12.9%			
Take up of positive activities by young people with LDD, by area.			
Countywide baseline of 809, (11-25 year olds).			
Target increase by 10%			
Performance: 1065			

Strengths

- The Transitions Support Team is now fully established and operates with children's services and health funded workers
- Multi-agency panels to assess and meet individual needs and identify and commission support for future needs are in place
- Good 'joined up' plans developed with the child and parent and shared by health, children's services and schools
- Opportunities to improve services by reviewing assessment processes and practices for post-16 provision aimed at enable more young people to get support and access to opportunities in education and training 2010
- Good engagement with parents in decision making through funded participation work delivered by pinpoint

Priority 3

Improving outcomes for children and young people with learning difficulties and disabilities (LDD) and complex needs

Areas of development for the Trust

- The Trust and key partners in health and children's services will need to support the strategic direction and the operational implementation of the integrated care pathway for children with complex needs currently being commissioned
- Feedback from young people with disabilities felt that improvements in how they get information, development of a 'buddy scheme' to help them access activities would be useful and that transport and bullying remained worries
- Use data more consistently to inform work

Demonstrable outcomes Is the work making a difference for children and young people?	Some improvement in parental views as recorded in the NI 54 survey is being seen, recognizing that these are early days and higher satisfaction rates are important to work for.	A
Relevance of objective and actions Are the objective and actions the right ones?	Relevant actions built on requirements of Aiming High and previous inspections.	A
Confidence of improvement What would help speed progress?	Pooling budgets and Trust wide ownership of the new pathway seen as key to success.	A
Partnership working Are the right partners involved?	Well supported EDCM group – need to ensure more regular input from health commissioners.	A
Action planning What are the proposed actions for year 2?	Year 2 should focus on pathway development and emphasis on transparency.	G
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Excellent engagement with users via pinpoint and with voluntary and community sector colleagues. Evidence of the impact of parental views on the development of 'parent ratings' for the new website.	G
Data quality What use is made of the data to inform planning and decision making?	Limited use of data as yet to identify improvement in outcomes.	A
Overall ability to improve		A

Priority 4

To meet the needs of children and young people in areas of growth and demographic change

Progress so far

At this stage, the focus has been on the more immediate issues of growth. The conference report which identified the broad range of actions and issues has now been discussed with key partners and at key meetings of the Children's Trust, particularly the Area Partnerships and strong links made with significant partnerships, such as Cambridgeshire Horizons. This created a strong commitment to anticipating social needs and ensuring these are met at an early stage when families first move in to new developments. A review is underway (by the County Council Children and Young People's Scrutiny Committee) of the development of facilities and social capital for children and young people in new communities. The findings of this review are expected to be available in August 2010.

Strengths

- A clear sense of the importance of ensuring the needs of the first generation of young people growing up in a new community are not lost
- Effective negotiations to secure funding from developers for community facilities for the southern fringe of Cambridge

Areas of development for the Trust

- Complete the action plan for this priority
- Better sharing of information on the release of social housing to enable more timely facilities and support to be made available
- Gain wider scale commitment and activity to move strategic intent from the provision of the physical infrastructure to the social infrastructure
- Development of a formal stakeholder group representing both parents and children and practitioners

Priority 4

To meet the needs of children and young people in areas of growth and demographic change

Demonstrable outcomes Is the work making a difference for children and young people?	Strategy is in place.	G
Relevance of objective and actions Are the objective and actions the right ones?	Objectives based on consultation with stakeholders but no action plan yet finalised.	R
Confidence of improvement What would help speed progress?	Good influence at strategic level.	G
Partnership working Are the right partners involved?	Good examples of partnership support for communities e.g. work of Impington Parish Council supporting Orchard Park; Community Infrastructure group looking at the whole growth agenda supported by a Cambridgeshire Horizons joint implementation committee.	G
Action planning What are the proposed actions for year 2?	Detailed action plan needs recording.	R
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good, but limited, examples of engagement with school design days in Northstowe, and in the Building Schools for the Future programme in Fenland.	A
Data quality What use is made of the data to inform planning and decision making?	Improvements in data sharing on social housing required.	A
Overall ability to improve		A

Children's Workforce Strategy

Progress so far

Good progress is being made in implementing the Children's Workforce Strategy (CWS) through sector specific action plans with progress monitored regularly. The BIG Event held in September 2009 brought together over 200 practitioners and managers from almost all of the trust partners to share information and practice and understand what development work is needed.

Strengths

- Planning of the CWS and its relationship to the priorities of the Trust is seen as an example of good practice within the Eastern region
- Good interagency work with County Council Children's Services, the police, the mental health trust and the voluntary and community sector to develop and deliver partnership wide plans

Areas of development for the Trust

- The Trust needs to be more engaged at both strategic and operational levels to ensure the CWS is owned by the Trust and meets all partners needs
- As training budgets across Trust partners reduce, a post working across the trust to better coordinate workforce development would seek to make better use of the limited resources available. Funding has been secured for a time-limited, part-time post to operate as a pilot but the Trust will need to consider joint funding it in the longer term

Demonstrable outcomes Is the work making a difference for children and young people?	Plan objectives monitored - long term outcomes.	G
Relevance of objective and actions Are the objective and actions the right ones?	Vision and priorities are agreed to be the correct ones.	G
Confidence of improvement What would help speed progress?	Engagement of more partners with operational decision making ability and at a strategic level would help CWS progress.	A
Partnership working Are the right partners involved?	As above.	A
Action planning What are the proposed actions for year 2?	Year 2 actions under preparation focused on partnership needs.	G
Level of engagement with service users Are children, young people or parents involved in decisions/planning?	Good use of consultations to inform delivery plans, direct input of children into training now under discussion, good involvement of practitioners.	G
Data quality What use is made of the data to inform planning and decision making?	Good use of the One Workforce tool to capture management information but some difficulties in getting information from partners to meet data returns.	A
Overall ability to improve		A