



Oxfordshire Children & Young People's Trust

Delivery Plan

2010-11

For:

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

2010-2013

April 2010

Children and Young People's Plan 2010-13

Delivery Plan for the Period January 2010-July 2011



Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
A. Keeping All Children and Young People Safe		Lead: Head of Children and Families		Organisation: Oxfordshire County Council			
A1	Children and young people to grow up in safe, healthy and supported environments						
A1.1	Reduce avoidable hospital admissions for children and young people, including increasing safety in the home and on the roads and reducing incidents of self-harm.	Injuries are a leading cause of death and ill health amongst children and young people. Around 1200 children every year, sustain an injury serious enough to warrant admission to hospital. Self-harm remains a major cause of admission to hospital.	NI 70	Detailed analysis of admissions data to target geographical hotspots in order to target prevention programmes in community settings. Delivery of the new Healthy Child Programme. Redesign the pathway for young people who self-harm. Drive local action through strong local partnerships to include high profile local campaigns and work on reducing risky behaviours (substance misuse). New PSHE curriculum for primary and secondary schools. Focus on Staying Safe. Training for school staff on mental health and well-being, including 2009/10 "Towards a policy on self-harm". Links with safety teams, including Road Safety.	2010 2010 2009-11 2010-11 2010-11 2010-11	Serious Case Review Action Plan - recommendation (Child A) Director of Public Health's Annual Report OSCB Business Plan	Lead Org: Health Lead Officers: Senior Health Improvement Practitioner in Public Health Strategic Lead and Head of Joint Commissioning Other partners: Voluntary and Community Sector DAAT Healthy Schools Team Schools Workforce Social Care Road Safety Team

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A1.2	Increase the life chances of children and young people entering care by ensuring they are safe, supported, healthy and well-educated.	Children and young people growing up in care need particular attention to ensure their life-chances are enhanced, and their vulnerability is reduced.	NI 62 NI 63 NI 99 NI 100 NI 101 NI 58 NI 84	<p>Increase number of local placements through implementing the commissioning strategy.</p> <p>Improve housing, education, employment and training for care leavers.</p> <p>Delivery of the council's Pledge to the children and young people in its care.</p> <p>Carry out actions identified in the CLA Equality Impact Assessment.</p> <p>Increase numbers of CLA plans reviewed on time.</p> <p>Monitoring by Corporate Parenting Group (young people included in panel).</p> <p>Appoint a new private fostering development worker who will be responsible for:</p> <p>1) Raising Awareness Campaign</p> <p>Ensuring visits are made within statutory timescales.</p>	<p>2010-12</p> <p>Ongoing</p> <p>Ongoing</p> <p>2010</p> <p>2011</p> <p>2011</p> <p>July 2010</p> <p>Autumn 2010</p> <p>To begin immed on appointment</p>	<p>Service and Business Plans Team Plans</p> <p>CYP&F and partners</p> <p>Placement Stability Strategy</p> <p>Children in Care (CiC) Pledge</p> <p>Placement Commissioning Strategy</p> <p>Drug and Alcohol Action Team (DAAT), Thames Valley Partnership</p> <p>Inclusion Strategy</p> <p>Corporate Parenting Panel</p> <p>OCYPT Performance Sub-group</p> <p>Service Plan</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Strategic Lead, Looked After Children Fostering Development Social Worker</p> <hr/> <p>Other partners: Housing PCT Connexions Voluntary and Community Sector</p>

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A1.3	Reduce the number of children and young people entering custody, in order to reduce the known risk of harmful outcomes.	Too many young people in Oxfordshire go to prison particularly on remands. Outcomes are very poor for young people returning from custody.	NI 43	Review of all young people going into custody and develop/implement action plan. Allocate each young person in custody to a senior CYP&F manager who will act as a 'champion'. Ensure continuity of educational provision for young people at risk of custody. Following the restructure and review of Intensive Surveillance and Support and the Bail and Remand Services ensure all appropriate alternative to care services are in place and robust.	Jan 2010 Sept 2010 2010-11 2010-11	Children's Trust Performance Subgroup Inclusion Strategy Service and Business Plans (YOS, CYP&F and partners)	Lead Org: CYP&F (OCC) Lead Officer: Strategic Lead, Youth (OCC) Other partners: Police Voluntary and Community Sector
A1.4	Reduce harmful risk taking and behaviour, including substance misuse and sexual risk.	If national prevalence estimates are applied, around 2,925 Oxfordshire children and young people aged 14-17 will be 'frequent' drug users and a further 194 'problematic'. 19% of underage young people tell us they regularly consume alcohol. Disabled children and young people and girls experience more pressure than others to consume alcohol. We need to reduce the number of children and	NI 115 NI 112 NI 113 a/b	Development of prevention identification and management of Sexual Abuse Strategy. Increase the provision of early intervention and treatment services for young people at risk of substance misuse. Early intervention – Brief Encounters. Develop clear pathways to specialist treatment, including residential, for problematic substance misusers. Family Nurse Partnership scheme. Targeted work/parenting programmes for young and vulnerable parents. Support children and young people	2011 2011 2010-12 2010-12 2010-11 2010-11	DAAT Strategy 2009-12: Reducing drug related deaths; Treatment Planning Needs Analysis. Targeted Youth Support and Integrated Youth Support Services Strategy Oxfordshire Joint Partnership	Lead Org: CYP&F (OCC) Lead Officer: Strategic Lead, Youth (OCC) Other partners: HOST PCT DAAT Police Voluntary and Community Sector OBMH

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	<p>young people who report that they regularly take drugs and/or drink alcohol.</p> <p>We need to Increase the number of children and young people accessing support at Tiers 1 and 2.</p> <p>We need to increase the number of children and young people accessing Tier 3 support.</p> <p>Teenage pregnancy rates are not decreasing in line with national rates.</p> <p>Good outcomes for children of young and vulnerable parents, are improved by focused peri and post natal support (from early pregnancy onwards).</p> <p>Not enough young people are accessing the Chlamydia screening programme.</p> <p>Around 1/3 of young people are sexually active before the age of 16.</p> <p>Young people tell us they do not know where to go for advice and support around sexual health.</p>		<p>whose parents are substance misusers.</p> <p>Weekend opening of youth centres and increase opportunities for young people to become engaged in positive activities.</p> <p>Deliver targeted youth support and prevention programmes to high risk groups, schools and communities.</p> <p>Deliver high quality PSHE work to children and young people in schools.</p> <p>Training for staff.</p> <p>Continuing Professional Development Programme.</p> <p>Deliver high quality diversionary programmes through extended services in and around schools.</p> <p>Provide accurate high quality information.</p> <p>Improve the knowledge and skills of staff in key services to improve assessment and identification of young people.</p> <p>Improve data sharing and collection.</p> <p>Ensure delivery of high profile, branded sexual health services.</p> <p>Increase the percentage of young people who access sexual health screening.</p>	<p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	<p>Drugs Strategy</p> <p>Oxfordshire Alcohol Strategy</p> <p>HOST Delivery Plan</p> <p>Oxfordshire Teenage Pregnancy Strategy</p> <p>Oxfordshire Sexual Health Strategy</p> <p>Early Years Service / Children's Centres</p> <p>Leaving Care Parenting group</p> <p>HOST Development Plan</p> <p>Sexual Abuse Strategy for Children</p>	<p>OSCB Monitoring / challenging role</p>

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			Provide high quality information in young people friendly formats in a range of settings. All sexual health services to meet standards for "You're Welcome". PSHE including Resilience. "Last Orders" Continuing Professional Development. Follow-up focus group work. Where do I go for help? Package to be produced.	2010-12 2010-11 2010-11 2010-11 2010-11 2010-11		
A1.5	Work together better to keep children and young people safe from dangerous individuals, whether they are within the circle of their family and friends or living in the community or accessed via the internet.	With growing opportunities for dangerous individuals to target vulnerable children, agencies must work closer together to safeguard children by sharing information, intelligence and responsibility for planning and action.	NI 119 NI 46 OSCB and Multi-Agency Public Protection Arrangements (MAPPA) Board will ensure agencies collate and share information about all known offenders, between agencies and, as appropriate, with families and communities. Public awareness is raised. Children know who to go to. Parents know how to help protect their own children. Professionals are appropriately trained.	2010 2010-11 2010-11 2010-11 2010-11	Serious Case Reviews Action Plan: social care; Oxfordshire and Buckinghamshire Mental Health Partnership Trust (OBMHT); Oxford Radcliffe Hospitals NHS Trust (ORH); Primary Care Trust (PCT); Thames Valley Police; Thames Valley Probation Sustainable	Lead Org: Oxfordshire Safeguarding Children Board Lead Officer: Strategic Lead, Safeguarding Other partners: Strategic Lead, Localities (OCC) Police Voluntary and Community Sector

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					Communities Strategy.		
A1.6	Reduce and prevent homelessness for families with children and young people.	<ul style="list-style-type: none"> ▪ See C3.7 for further details ▪ TellUs Survey ▪ Deprivation ▪ District housing and homeless strategies ▪ 368 homeless families were in temporary accommodation in Oxfordshire. (Of these 264 were in Oxford City. (Dec 2009). 		<p>Increase wrap around packages of support for adolescents to prevent family breakdown and homelessness</p> <p>Disseminate “No Place Like Home” (NPLH) training programme across schools and settings (See C3.7)</p> <p>Links with Healthy Oxfordshire Schools Team (HOST).</p> <p>Promotion of “No Place Like Home” resources and delivery as part of PSHE.</p> <p>Family intervention project – IYSS targeting 20 families.</p> <p>Children’s Centres – parenting support, debt advice, information and advice.</p>	<p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	<p>Missing Children Protocol</p> <p>Housing and related support for young people 16-24 years: Oxfordshire Joint Commissioning Strategy 2009-2014.</p> <p>Service and Business Plan.</p> <p>LAA 2 Delivery Plan – Homelessness</p> <p>District Councils’ Homeless Strategies</p> <p>HOST Delivery Plan</p>	<p>Lead Org: District Housing Officers</p> <hr/> <p>Lead Officer: Housing Development Managers</p> <hr/> <p>Other partners: IYSS (OCC) Voluntary and Community Sector Connexions (OCC)</p> <hr/>
A1.7	Provide access to safe and adequate housing that is not overcrowded.	<p>See above, also</p> <ul style="list-style-type: none"> ▪ Numbers of repossessions. ▪ Homes in multi-occupation 368 families in Oxfordshire 	LAA targets	<p>Small initiatives to encourage people to move from large houses to smaller accommodation.</p> <p>Reduce temporary accommodation.</p> <p>Oxford City wide licensing scheme for private landlords.</p>	<p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	<p>Spatial Planning</p> <p>Oxfordshire Housing Partnership</p>	<p>Lead Org: District Councils Environmental Health Housing Allocation Teams</p> <hr/>

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	<ul style="list-style-type: none"> Housing waiting list Environmental Health 		<p>Family intervention project – IYSS targeting 20 families.</p> <p>Children’s Centres – parenting support, debt advice, information and advice.</p> <p>Develop closer links between Housing and Environmental Officers and the Children Locality teams to improve cross referrals and improve access to services for children and families in sub standard accommodation</p>	<p>April</p> <p>2010-11</p> <p>2010-11</p>		<p>Lead Officer:</p> <p>District Housing Officers</p> <p>Housing Development</p> <p>Locality Team Managers</p> <hr/> <p>Other partners:</p> <p>Housing Associations</p>	
A1.8	Reduce the numbers of children and young people who are bullied (including cyber safety) or feel unsafe at school or college, at home or in the community.	<p>Too many young people still experience bullying in and out of school. (Local survey, TellUs surveys.)</p> <p>Children and young people from Black and Minority Ethnic Groups (BME) and religious minorities report they have experienced bullying. Homophobic bullying is an issue locally and nationally.</p> <p>Girls are twice as likely to experience cyber-bullying.</p> <p>A national survey of 500</p>	NI 69	<p>Act on the priorities identified by the Children and Young People’s Anti-bullying Advisory Group.</p> <p>Develop training opportunities / strategy for children and young people, parents / carers, targeting schools, settings, and partners to ensure children and young people, being bullied are recognised and supported.</p> <p>Improve the monitoring, recording and data collection of bullying incidents through:</p> <ul style="list-style-type: none"> Cyber-bullying regional survey and online survey for schools. 	<p>2010</p> <p>2010-11</p> <p>2010-11</p> <p>2011</p>	<p>Anti-Bullying Strategy 2009-11</p> <p>HOST Delivery Plan</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers:</p> <p>Strategic Lead, Inclusion, Access and Engagement</p> <p>ICT (OCC)</p> <hr/> <p>Other partners:</p> <p>Schools</p> <p>Healthy Oxfordshire Schools Team</p>

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	learning disabled children undertaken by Mencap In 2007 reported 82% of children saying that they had been bullied. Anecdotal feedback would suggest this level of bullying is likely to be prevalent in Oxfordshire.		<ul style="list-style-type: none"> Development of cyber-safety strategies. Work with a small number of schools to pilot implementation of new Government and Ofsted requirements around bullying within schools. Roll out across all schools. 	By 2010 2010-11 2010 April 2010 onwards 2010-11 2010-11 2010-11 2010-11		OSCB Challenge and Monitoring Report	
A1.9	Increase police engagement in primary and secondary schools, through linking safer	There are 10 Schools Officers in Oxford who are responsible for engaging with all Oxfordshire secondary schools. In addition, Neighbourhood	NI 48	<ul style="list-style-type: none"> Monitor and review the impact of deployment of school officers in schools. Determine action for effective engagement around road safety initiatives within all school 	2010 2010-11	Family and Children Intervention Team (FACEIT) Development Plan	Lead Org: Police Lead Officer: Youth Justice Manager

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	being developed constructively but this needs to be systematically embedded across the Children's Trust.		be applied within relevant Human Resource processes. Promotion of restorative cultures through SEAL.. Support and promotion of restorative approaches. Peer mentoring and mediation.	By 2012 2010-11 2010-11 2010-11		CSC Schools Healthy Oxfordshire Schools Voluntary and Community Sector	
A2	Children, young people and families to be able to access strong preventative and early intervention services before problems get worse						
A2.1	Provide more targeted support at an early stage for vulnerable children, young people and families.	Children, young people and families need access to sustained support before the need for social care and other specialist services grows.	NI 99 NI 199	Implement new Family and Children Early Intervention Team (FACEIT) service. (Alongside PCAMHs service and other early intervention provision) Appoint Advisory Teacher for Early Years, Children in Care. Further embed the Common Assessment Framework (CAF), Team Around the Child (TAC) working. Integrate early intervention processes and services to ensure clear pathways to services. Support the growing role and capacity of Children's Centres, home-school link workers etc, to provide ongoing support to vulnerable children and families. Provide a network of 45 Children's	2010 March 2010 2010-12 April 2010 Oct 2009 – March 2011 Sept 2009 –	FACEIT Development Plan Locality Strategy Service and business plans, CYP&F Children's Centre Strategy PCAMHs Targeted Youth Support CHO Healthy Child Programme Frameworks Play Pathfinder	Lead Org: CYP&F (OCC) Healthy Oxfordshire Schools Team Lead Officers: Strategic Lead, Locality and Workforce Development Strategic Lead, Early Years Strategic Lead, Play and Participation Other partners: Oxfordshire Play Partnership

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			Centres delivering preventative and early intervention services across Oxfordshire. Increase targeted, high quality and accessible play provision. Increase the number of early-stage brokerage services delivered to vulnerable families through Family Information Service. Embed the model of progressive universalism in service delivery through ongoing partnership implementation of the Healthy Child Programme. New Healthy Schools Enhancement Programme – focus on vulnerable groups.	March 2011 2010-11 2010-11 2010-11 2010-11	Plan Oxfordshire Play Strategy	HOST _____
A2.2	Continue to build on the common assessment framework and team around the child approach.	Sharing information, integrating service delivery and the full involvement of children and their families are central to preventing entrenchment of difficulties, user empowerment and satisfaction, efficiency and good outcomes for children.	NI 60 NI 61 NI 66 NI 67 Ensure universal services are able to identify families with emerging difficulties and use the CAF/TAC processes to develop effective early support. Ensure the lead professional role is equitably distributed across all agencies. Increase the participation of children and young people in TACs. Continue to build on CAF process.	Ongoing Jan 2010 onwards 2010-11 2010-11	Serious Case Review Action Plan: social care; OBMH; ORH; PCT Service and Business Plans, Team Plans – and Partners – (C&F, Early Years Extended Schools, CHO) Equality Impact	Lead Org: CYP&F (OCC) _____ Lead Officer: Strategic Lead, Locality and Workforce Development _____ Other partners: OSCB PCT

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			<p>Improve and monitor TAC participation</p> <p>Evaluate the impact of service delivery on children's and family's outcomes and implement recommendations.</p> <p>Undertake actions outlined in the 2008-09 Equality Impact Assessment.</p>	<p>2010-12</p> <p>2010</p>	Assessment		
A2.3	<p>Improve safety for children and young people who live in households with domestic abuse, parental substance misuse, or parental mental illness, through more consistent and child-centred assessment and targeted support services.</p>	<p>(links to A3.5)</p> <p>Children living in domestically abusive environments are at significant risk of very poor outcomes. Domestic abuse is prevalent in neglect, children becoming looked after, self-harming, Not in Education Employment or Training (NEET) and feature in a high proportion of Serious Case Reviews.</p> <p>Children with disabilities are particularly vulnerable to abuse and neglect and yet research indicates they are underrepresented in safeguarding systems.</p> <p>Agencies must recognise the added vulnerability of profoundly disabled children; their health can deteriorate rapidly when</p>	No NI target	<p>Deliver more consistent and child-centred assessment through rolling out the <i>Domestic Abuse Assessment Tool</i></p> <p>Improve responsiveness of domestic abuse support services by piloting a domestic abuse 'Triage' meeting. This will ensure all incidents of domestic abuse identified by the police are responded to/signposted to services.</p> <p>Promotion of the issue in schools and inclusion of respectful relationships work as part of PSHE programme.</p> <p>Multi-agency staff on self-harm.</p> <p>Self-harm training.</p> <p>Mental Health First Aid Package.</p> <p>Roll out across the county.</p> <p>Develop a neglect strategy and tool for assessing neglect across for use by all agencies.</p> <p>OSCB conference to focus on neglect particularly in relation to the interplay</p>	<p>2010</p> <p>2010</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2011-12</p> <p>2010-11</p> <p>2010</p>	<p>Domestic Abuse Strategy</p> <p>HOST Delivery Plan</p> <p>Serious Case Review D,E,F,G</p>	<p>Lead Org: CYP&F (OCC) Community Safety (OCC)</p> <hr/> <p>Lead Officers: CYP&F: Strategic Lead, QA, Strategic Lead, Prevention and Protection Service Manager, Strategy, Performance and Development Domestic Violence Organiser</p> <hr/> <p>Other partners: Healthy Oxfordshire Schools Team DAAT Police</p>

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	neglect (even 'low level') is present.		with domestic abuse, parental substance misuse, parental mental health, and learning disability Safeguarding Disabled Children Guidance (DCFS) to be disseminated, audit undertaken and training delivered through OCSB.	2010		PCT Voluntary Organisations OSCB Monitoring and Challenge role
A2.4	Promote community cohesion by early identification of children and young people vulnerable to radicalisation, and working in partnership to protect them and build their resilience.	NI 50	<p>Early identification of those vulnerable to radicalisation.</p> <p>Raise resilience of those at risk by working with schools to develop social and emotional aspects of learning.</p> <p>Raise awareness of children's workforce and develop the skills to promote community cohesion.</p> <p>Ensure the tool kit "Learning Together to be Safe" is implemented across all schools.</p> <p>Identify a school in the North of the county (to join Cheney (Central) and Faringdon (Southern) schools) to act as a hub/lead school.</p> <p>Link with HOST – prioritising of resilience as part of PSHE.</p> <p>Citizenship as a tool for promoting community cohesion.</p> <p>Community Cohesion Conference 2010/11.</p>	<p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	<p>Sustainable Communities Strategy</p> <p>Community Safety Strategy</p> <p>Safer Communities</p> <p>SEAL Strategy</p> <p>School Improvement Plans</p>	<p>Lead Org: CYP&F (OCC) Police</p> <p>Lead Officers: Head of Service, Young People & Access to Education</p> <p>Other partners: Faith Communities Secondary Schools Healthy Oxfordshire Schools Team</p>

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	Officers on Neighbourhood Teams.		Links with police.	2010-11			
A2.5	Target resources where they are most needed and will have the greatest impact, by keeping the vulnerable groups, identified in section 7c of this plan, safe, and paying particular attention to meeting their needs.	See section A	Section A			Lead Org: CYPF (OCC) <hr/> Lead Officers: Head of Service Children & Families <hr/> Other partners: All	
A2.6	Actively listen to the voice of all children and young people about their circumstances and well-being.	<ul style="list-style-type: none"> ▪ Good mechanisms are in place for listening to children and there is a growing understanding and dialogue with parents / carers. ▪ Clear focus on using evidence based practice in all work with children and families. 	NI 4	Listen to what vulnerable children and young people, parent and carers tell us about what they find most helpful (through Sounding Boards / Children in Care Council, Oxfordshire Youth Enablers (OYE!) etc) and act on it. Use information from HOST consultation more efficiently. Use "Last Orders" data. Rigorous measurement of outcomes of children and young people / parents/carers voices on service development through 'You Said .. We	Ongoing 2010-11 2010-11 2010-11	Business Plans Involvement Strategy 2009-11 HOST Delivery Plan	Lead Org: CYP&F (OCC) Police <hr/> Lead Officers: Strategic Lead, Participation and Play Strategic Lead / Head of Joint Commissioning <hr/> Other partners:

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			<p><i>Did'</i> reports.</p> <p>Ensure opportunities for children and young people, parent and carers to tell us about what they find most helpful is embedded in practice across all agencies and professionals working with vulnerable children.</p> <p>We will also continue to inform ongoing development of policy, strategy and performance.</p> <p>Improve participation of children in their child protection reviews.</p>	<p>2010-11</p> <p>2010-11</p> <p>2010-11</p>		HOST	
A3	Children and young people, who suffer abuse or neglect, receive the best possible service. This means that children at risk of harm, or who are suffering actual harm, will be a top priority for all agencies.						
A3.1	<p>Keep children and young people safe by ensuring practice, across all agencies working with children at risk of harm and/or in care, is of the highest standard, complies with national and local guidance, and is consistent across the</p>	<p>Agencies must work together to ensure all children at risk of harm receive robust and timely responses, and that effective monitoring and quality assurance processes are in place.</p> <p>Core groups are not always held on time; attendance of key professionals at these meetings is inconsistent. as is attendance at CP Conference Reviews</p> <p>The timeliness of statutory</p>	<p>NI 59</p> <p>NI 64</p> <p>NI 65</p> <p>NI 68</p> <p>NI 66</p>	<p>Deliver a range of single, and inter-agency improvement activities aimed at reducing the risk of a 'Baby Peter' case in Oxfordshire. Specifically:</p> <ul style="list-style-type: none"> ▪ regularly update procedures ▪ use of QA audit tools ▪ provide training around neglect for all agencies ▪ revise neglect strategy ▪ develop and implement new strategies and protocols ▪ ensure all core groups are held on time ▪ increase numbers of CLA plans reviewed on time. 	<p>6 m'thly</p> <p>2010-11</p> <p>2010-11</p> <p>2010</p> <p>2010</p> <p>By April 2010</p> <p>2010-11</p>	<p>Service and Business Plans</p> <p>Team Plans</p> <p>CYP&F and partners.</p> <p>All Serious Case Review Action Plans</p> <p>Performance Management</p> <p>OSCB</p> <p>Monitoring and Evaluation sub group re multi-disciplinary audit</p>	<p>Lead Org:</p> <p>CYP&F (OCC)</p> <p>OSCB</p> <hr/> <p>Lead Officers:</p> <p>Strategic Lead, Social Care</p> <p>Strategic Lead, Safeguarding</p> <p>Strategic Lead, Workforce Development</p> <hr/>

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county.	reviews for children in the looked after system is poor in comparison with our statistical neighbours		<ul style="list-style-type: none"> ▪ introduce Newly qualified SW scheme. ▪ as part of the Neglect Strategy (see A2.3) implement the relevant tool in all cases where neglect is identified as placing children at risk of significant harm. ▪ ensure all core groups are held on time and core professionals present. ▪ increase numbers of CLA plans reviewed on time. ▪ CAF / TAC. 	2010-11 2010-11 2010-11 2010-11	front line practice. Quality Assurance Framework NQSW scheme Workforce Strategy Mental Health First Aid OSCB Multi-disciplinary Training Plans OSCB Business Plans	Other partners:
A3.2	Provide improved and more joined up inter-agency responses to children and young people whose distress causes them to pose a high level of risk of harm to themselves or to others.	Agencies must ensure that the needs of very vulnerable young people at risk of serious self-harm are properly met at all times. For children and young people who exhibit sexually problematic behaviours or who sexually harm others or who are at risk of sexually harming others, timely and appropriate intervention is essential. See also A1.1	NI 51 Workforce development through OSCB basic safeguarding training to cover: awareness raising, thresholds, referral routes to specialist consultation, support/supervision advice and intervention. Establish inter-agency Safeguarding Advisory Panel of senior managers to advise and consult on cases causing concern due to levels of risk. Complete care pathway tool. Develop a robust multi- agency planning process for the most complex cases with a focus on shared risk assessment and risk	2010 2009-10 2010 2010-11 2010-11	Commissioning Business Plans: C&F, YOS, and partners OBMH ORH Child A Serious Case Review OSCB Business Plan PCT Ridgeway Trust	Lead Org: OCYPT OSCB Lead Officers: Strategic Lead / Head of Joint Commissioning Strategic Lead, Children Looked After; Strategic Lead, Youth; Strategic Lead, QA Other partners: PCT

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						Other partner contributors	
				management. CAF / TAC.	2010-11	OBMH Ridgeway	
A3.3	Strive to prevent any child or young person remaining in a chronically neglectful environment through effecting positive change.	Agencies together must work better to identify neglect in families.	No NI target	<p>As part of the neglect strategy and delivery plan linked to the OSCB, roll out training for all staff and managers.</p> <p>Establish inter-agency Safeguarding Advisory Panel of senior managers to advise and consult on 'stuck' cases causing concern.</p> <p>Pilot (two years) Community Based Assessment for babies/toddlers (0-3 years old) at high risk.</p> <p>Develop effective and intensive programmes for children aged three years and upwards in order to:</p> <ul style="list-style-type: none"> ▪ address the ill effects of neglect and abuse ▪ make sustainable plans for their futures. <p>This to be achieved by building on the early success of multi-dimensional treatment foster care pilot.</p> <p>Increase the numbers of FGCs to ensure children can be cared for safely as far as possible, within their own family networks and communities.</p>	2009-10 2010-12 2010-11 2010-11 2010-11 2010-11	Serious Case Review D,E,F,G Action Plan: social care ; OBMHT; ORH; PCT Community Based Assessment Project Proposal Medium Term Financial (MTF) Project Outline Business Plan: Family Group Conference	Lead Org: OSCB <hr/> Lead Officers: Independent Chair, OSCB Strategic Lead, QA Strategic Lead, Early Years Children & Families <hr/> Other partners: PCT OBMH Schools <hr/>
A3.4	Respond quickly to protect when	Agencies must be highly alert to signs of sexual	No NI target	To commission an integrated pathway of services for children who have	2010-11	Oxfordshire Safeguarding Lead Org: CYP&F (OCC)	

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
	there are signs that a child or young person may be suffering physical and/or sexual abuse and ensure relevant therapeutic support services are available.	abuse; respond quickly in a co-ordinated way; and manage risks effectively to prevent abuse / further abuse. There must be flexible, age appropriate evidence based therapeutic interventions to support children and young people who have been sexually abused.		been abused, to include early intervention and specialist CAMHS support where appropriate. To ensure there is a multi-agency training programme available to support all staff who work with children to identify early signs of abuse.	2010-11	Children Board Business Plan Working Together guidance Sexual Abuse Strategy	Lead Officers: Strategic Lead, Prevention and Protection Strategic Lead and Head of Joint Commissioning Strategic Lead, Safeguarding
A3.5	Ensure children and Adult Services work together to break the cycle of deprivation, combat neglect, improve parenting, and ensure the most vulnerable children are identified and not left in harmful situations.	Agencies must work together to engage families with high levels of substance misuse, mental health difficulties, Learning disabilities domestic abuse and/or a family member in prison where affecting parenting capacity. These are key factors prevalent in children becoming looked after, self harming, NEET etc. NB this outcome relates to A2.3 so many of the actions are the same	No NI target	Provide targeted support for living in families where domestic abuse and substance misuse feature. Implement the Think Family / Family Intervention projects for families where a member is in prison and/or families are in danger of becoming homeless. Review services to drug using families and children of drug misusing parents and develop strategy to ensure better coordination of services. Develop a more consistent approach to the safety of children affected by parental domestic abuse by implementing the <i>Domestic Abuse Assessment Tool</i> across all agencies. Embed 'Think Family' initiative across adult and children's services.	2010-11 2009-11 2010 2010 2010	Young Carers Strategy Domestic Abuse Strategy DAAT Young People's Specialist Substance Misuse Treatment Needs Analysis 2009/10 Housing strategies Think family Initiative and Whole Family Working Policy.	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, Prevention and Protection Service Manager, Strategy, Performance and Development Other partners: PCT District Councils Police Voluntary Organisations HOST

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
				Neglect Strategy and Parental Substance Misuse Strategy	2010		Adult Services Ridgeway Trust
A3.6	Implement a structured approach to handling neglect cases that pro-actively addresses the harmful impact on children's emotional and physical development.	See comments elsewhere		Some of this is woven into other sections e.g. workforce development, definitions of neglect (included in the Neglect Strategy), neglect assessment tools will help agencies recognise and respond to neglect etc,	2010-11	Neglect Strategy OSCB Business Plan	Lead Org: OCC <hr/> Lead Officers: Strategic Lead, Quality Assurance <hr/> Other partners: PCT Police Fire Service OSCB Monitoring and Evaluation
B. Raising Achievement for All Children and Young People				Lead: Head of Raising Achievement	Organisation: Oxfordshire County Council		
B1.	Children and young people to achieve their full potential by accessing outstanding learning opportunities, play and positive activities						
B1.1	Improve assessment and examination results by ensuring that the county council supports and challenges schools, colleges and other educat-	Too many children and young people do not do as well as they should at school and further education. Learning and teaching in many schools and early years settings is only satisfactory.	NI 117 NI 73 NI 75 NI 76 NI 78 NI 93	Provide effective School Improvement Partner (SIP) Team through Continuing Professional Development (CPD), performance management and quality assurance. Provide Governing Bodies and SIPs with accurate information with which to challenge schools, hold Governing	Sept 2010 Sept 2010	14-19 Education Plan Service and business plans 16-19 Transition plan Support and	Lead Org: CYP&F (OCC) <hr/> Lead Officers: Strategic Lead, School Improvement Strategic Lead, 14-

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
<p>ional settings so that all obtain good or outstanding Ofsted inspections. We will ensure that good practice is shared and encourage partnership and collaborative working. We will introduce creative models of leadership. Resources will be targeted at those with greatest need.</p>	<p>We should do more to encourage schools to work more closely together: research from NCSL shows the benefits and governors and headteachers are supportive.</p>	NI 94	Bodies to account		<p>Intervention Strategy District Plans HOST good practice, shared through newsletters, conferences and meetings</p>	19
		NI 04	Facilitate meetings with all post-16 providers to support and challenge the raising of attainment at 19.	July 2011		<p>Strategic Lead, Governor Services</p> <hr/> <p>Other partners: Principals of Colleges HOST</p>
		NI 6	Provide additional ways to analyse data to enable groups of schools to take responsibility and impact on all children in an area.	Dec 2010		
		NI 99		Dec 2010		
			Improve the effectiveness of schools' self-evaluation through a range of support and intervention approaches.	July 2010		
			Further develop collaborative working with Oxfordshire Secondary Schools Headteachers' Association (OSSHTA) and Oxfordshire Governors' Association (OGA).	2010-11		
			Develop the commissioning role for school improvement.	July 2011		
			Develop a strategy/ies that will enable us to identify good practice locally and nationally which can be shared with all those involved with school improvement.	July 2010		
			Transparent differentiated support to Early Years settings targeted to need.	Jan 2010		
			Improve qualifications of Early Years staff by providing targeted professional development for groups of Early Years staff.	July 2011		
			July			

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
			<p>Improve access to all Diploma lines for 14-19 year olds by facilitating collaborative partnership working and by providing School Improvement Partners with relevant information with which to support and challenge schools.</p> <p>Promote and support sustainable opportunities for young people to volunteer.</p> <p>Provide information to increase the availability and uptake of apprenticeships.</p> <p>Carry out actions identified in 14-19 Equality Impact Assessment.</p>	<p>2011</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	Early Learning and Childcare Business Plan		
B1.2	<p>Ensure the Primary Capital Programme and Building Schools for the Future initiative will, in time, transform the environment for learning for everyone and raise achievement.</p>	<p>School building stock is in need of rebuild and or refurbishment.</p> <p>Current buildings do not easily support modern approaches to learning.</p>	<p>No NI target</p>	<p>Develop a shared Strategy for Change by consulting extensively with all key stakeholders.</p> <p>Support the first schools in BSF to develop local Strategy for Change.</p> <p>Carry out Equality Impact Assessments of the Building Schools for the Future strategy and implement actions arising.</p>	<p>Dec 2010</p> <p>2010-11</p> <p>2010-11</p>	<p>Readiness to Deliver submitted to DCSF Sept 2009</p> <p>District Plans. Playing fields and Sport and Leisure</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers: Building Schools for the Future (BSF), Project Director</p>
B1.3	<p>Implement the raising of the age of participation in</p>	<p>We need more young people to continue in learning post-16.</p>	<p>NI 91</p>	<p>Develop and apply the new 16-19 Commissioning Framework to develop innovative provision to</p>	<p>Jan 2011</p>	<p>14-19 Education Plan</p> <p>Oxfordshire</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers:</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
learning to 17 by 2013 through the successful transfer of responsibility for 16-19 year olds from the LSC to Oxfordshire County Council by 1 April 2010. The outcome should be 100% participation in learning or training for all 17 year olds.			<p>closely match the needs of young people.</p> <p>Work through the economic partnership to persuade employers to access formal training for their young employees.</p> <p>Double the number of apprenticeships in the county council.</p> <p>Retain and develop the expertise of Learning and Skills Council (LSC) staff during their transfers to Local Authority (LA).</p> <p>Develop the skills of Oxfordshire County Council staff to respond to the transfer of LSC responsibilities to the LA.</p>	<p>July 2011</p> <p>Sept 2010</p> <p>April 2010</p> <p>2010-11</p>	<p>Education Business Partnership Plan</p> <p>Eg Bicester Vision</p>	<p>Strategic Lead, 14-19</p> <p>Other partners:</p> <p>LSC</p> <p>Oxfordshire Education Business Partnership</p>
B1.4	Develop the 14-19 agenda to ensure integration given the transfer of the funding and functions of Learning and Skills Council.	See B1.3 for actions				
B1.5	Work closely with the existing Learning and Skills partnership training providers and businesses.	See B1.3 for actions				

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
B1.6	Ensure that children and young people and their families have access to high quality extended services in and around schools. This will ensure that our most disadvantaged and vulnerable children and young people receive focused support, tailored to meet their needs, including one to one provision when required.	<p>For delivery of robust Extended Services Full Core Offer (FCO) schools and multi agency partners need to work collaboratively</p> <p>School and Extended Services multi-agency Partnerships are the most effective delivery model for front line services.</p> <p>We need to ensure that our most disadvantaged and vulnerable children and young people are supported to access to services.</p> <p>There is unmet need for childcare during school holidays; and in particular for secondary school age children and there is generally unmet need for childcare for those children and young people with a disability.</p> <p>There has been a significant increase in the number of Extended Services staff employed and managed by School Partnerships.</p>	NI88	<p>Devolve Extended Services (ES) funding to the 26 School Partnerships to provide services that reflect local need drawn from data sources and audit and consultation</p> <p>Provide a framework for the 26 partnerships to support practice and strategic planning role in area structure.</p> <p>Work with multi agency partners to enable schools to deliver Extended Services FCO.</p> <p>Continuation funding to embed CAF/TAC, Parenting Support, role of Out of School Liaison Officer for Special Schools and the Play Strategy.</p> <p>Create a 27th Partnership to represent the most vulnerable learners from Meadowbrook, The Virtual School for Looked After Children and the Hospital School.</p> <p>Ensure effective delivery across all the schools and services Extended Services Go 4 It disadvantage subsidy to enable 6000 economically disadvantaged and vulnerable children and young people to access a varied menu of activities out of school.</p>	<p>May 2010</p> <p>Jan 2010</p> <p>2010-11</p> <p>2010-11</p> <p>Dec 2010</p> <p>April 2010</p>	<p>Extended Services Service Plan</p> <p>Extended Services School Partnership Business Plans</p> <p>Parenting Strategy</p> <p>Parenting Strategy Oxfordshire Play Strategy</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers: Extended Services Manager Childcare Development Manager</p> <p>Other partners: Schools Extended Services Team and School Partnerships District Councils Voluntary Sector Partners PCT PEDT Special Schools – locality teams Oxfordshire Play Partnership HOST</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
			Support the development of CPD for Extended Services funded staff including Home School Community Link Workers (HSCLWs) and Extended Services Co-ordinators (ESCos).	April 2010	Extended Services School Partnership Business Plans Childcare Development Strategic Plan	
			Services to reflect local need drawn from data sources and audit and consultation processes.	March 2011		
			Links to Healthy Schools Enhancement Programme.	2010-11		
			Improved quality of out of school childcare and childminding.	2010-11		
			Simplify and clarify childcare funding streams.	2010-11		
			With partners, develop childcare to fill gaps.	2010-11		
			Further develop information to families.	2010-11		

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
B1.7	Target resources where they are most needed and will have the greatest impact, by focusing on raising achievement of vulnerable groups and paying particular attention to meeting their needs.	Some children and young people from vulnerable / disadvantaged groups do not achieve as well as their peers for example children from some black and minority ethnic groups. A child on Free School Meals (FSM) has three times less chance of achieving good school out-comes after age five. The gap in achievement of Level 3 at 19 is 31%. Children in Care group. In the children and Young People's Survey, 15% of disabled children and young people say they don't enjoy school.	NI 92	<p>Consultation to more effectively target Ethnic Minority Attainment (EMA) grant funding.</p> <p>Deploy EMA grant according to consultation outcomes.</p> <p>Enable young people in Years 12 and 13 who claimed FSM to access Aim Higher activities.</p> <p>Important Every Child a Talker (ECAT) programme in targeted Early Years settings.</p> <p>Operate pilot for early education for vulnerable two year olds.</p> <p>Work with Regional National Strategies consultant for EMA to target specific primary schools for support where they are in receipt of both ISP and EMAG targeted support to ensure effective joined up approaches for identified minority ethnic groups, including Black African-Caribbean boys.</p> <p>Guidance updated re qualified teachers in Children's Centres to ensure this research is used effectively.</p> <p>Desktop guidance to support Children's Centres in work with schools including systems to measure impact of use of Children's Centres</p>	<p>Jan 2010</p> <p>April 2010</p> <p>July 2010</p> <p>Sept 2009-10</p> <p>Sept 2009-10</p> <p>2010-11</p> <p>2010-11</p> <p>2010-11</p>	<p>Early Learning and Childcare Development Strategic Plan</p> <p>Children's Centre Action Plan</p> <p>Children's Centre Action Plan</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead, School Improvement Strategic Lead, 14-19</p> <hr/> <p>Other partners: PCT Early Years settings and providers EMAS Early Years and PEDT HOST</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
			<p>when starting school.</p> <p>Ten to Two project will provide additional childcare and parenting support for vulnerable two and three year olds and their parents/carers.</p> <p>Ensure that PEIP (Parenting Early Intervention Programme) which provides whole family programmes for families of vulnerable 8-13 year olds works with identified groups.</p> <p>Target highest level of Early Years support to those most in need.</p> <p>Implement Every Child a Talker programme.</p>	<p>2010-11</p> <p>2010-11</p> <p>Sep 2010</p> <p>Oct 2010</p>	<p>Early Years and Childcare Business Plan</p>		
B1.8	<p>Implement the Oxfordshire Play Strategy Action Plan 2009/11 and Positive Activities Programme which aim to extend high quality inclusive play and leisure opportunities to all children and young people, but particularly targeting those with least access</p>	<ul style="list-style-type: none"> ▪ High quality inclusions and accessible play opportunities contribute to meeting a wide number of targets and indicators. ▪ Some children and young people find it harder to access play and leisure opportunities, especially disabled children and young people, some BME and in some geographical areas, particularly rural areas. ▪ Funding currently secured 	<p>NI 199</p> <ul style="list-style-type: none"> ▪ Full implementation of Play Pathfinder programme creating 28 new outdoor play areas and a major Play Park development in Barton. ▪ Use Embedding Play guidance to influence partners to ensure child friendly spatial planning and development. ▪ Evidence outcomes to demonstrate contribution of play to meeting priorities. ▪ Secure future funding to support play post 2011. ▪ Strengthen partnerships with local 	<p>By March 2011</p> <p>March 2011</p> <p>2010</p> <p>March 2011</p> <p>March</p>	<p>Oxfordshire Play Policy</p> <p>Oxfordshire Play Pathfinder Business Plan</p> <p>Aiming High for Disabled Children</p> <p>Extended Services School Partnership Business Plans</p> <p>District councils' Play and Leisure Strategies and</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Strategic Lead, Participation and Play</p> <hr/> <p>Other partners: Extended Services Team and School Partnerships</p>	

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
	to those opportunities.	to March 2011 to support play. <ul style="list-style-type: none"> Children, Young People & Families prioritises this area very highly. See C2.8 and Youth Provision.		Areas and school partnerships as local commissioning routes. Enable and monitor access to Extended Services Go4It funding.	2011 April 2010	Plans	
B1.9	Support the city and district councils, voluntary, community and faith sector partners in delivering local, creative, child / youth-led inclusive, accessible and affordable play and leisure opportunities.	There is a rich diversity of provision through partners' area, but the non-statutory nature places a significant threat to such provision.	NI 199	Develop Local Play Partnerships in consultation with local Areas and District Council partners. High profile media coverage. Develop participating budgeting including Design Grant, Play Participation, and Youth Opportunity Fund. See also B2.2	2010 Ongoing Ongoing	Oxfordshire Play Policy Oxfordshire Play Strategy Extended Services Aiming High for Disabled Children Local Development frameworks Extended Services School Partnership Business Plans District Councils' Play and Leisure Strategies and Plans	Lead Org: CYP&F (OCC) Lead Officer: Strategic Lead, Participation and Play (OCC) Other partners: Oxfordshire Voluntary Partnership Extended Services Team and School Partnerships District Councils Voluntary and Community Sectors

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
B 2	Children and young people to feel happy, safe and to strive to do the very best they can						
B2.1	<p>Improve attendance at school through maximising opportunities for children and young people to enjoy learning within school and beyond.</p>	<p>Children and young people who want to be at school achieve better outcomes.</p> <p>Too many children and young people tell us that school isn't as engaging as it should be.</p> <p>Too many children and young people tell us that they feel unsafe at school/are bullied.</p> <p>Absence figures are too high.</p> <p>Permanent exclusions are too high.</p>	<p>NI 86</p> <p>NI 87</p> <p>NI 50</p> <p>NI 69</p>	<p>School Improvement Partners to ensure that school self-evaluation informs target setting and future strategies for improving attendance.</p> <p>Use feedback from Children and Young People's Survey to inform strategies.</p> <p>Provide targeted support to those schools with high absence and/or exclusion rates through area based multi-agency teams.</p> <p>Develop 'a Safe Place to Be' out of school provision in each secondary school (SP2B) in response to local need.</p> <p>Provide positive and healthy school environments through targeted healthy schools programmes.</p>	<p>April 2010</p> <p>Sept 2010</p> <p>July 2011</p> <p>2010-11</p> <p>July 2010</p>	<p>Service and business plans CYP&F</p> <p>Anti-Bullying Strategy</p> <p>Childcare Business Plan</p> <p>14-19 Education Plan</p> <p>Extended Services School Partnership Business Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officer: Strategic Lead, Inclusion and Access</p> <p>Other partners: PCT Healthy Oxfordshire Schools team Extended Services Team and School Partnerships Childcare Development Team</p>
B2.2	<p>Increase the number of positive and fun activities available at times when and where children and young people most want them, including having</p>	<p>Some children and young people face barriers to accessing provision – this is due to lack of provision in some areas particularly rural areas, problems with getting to activity due to poor public transport links – including lack of public transport, cost of public transport, reliability</p>	<p>NI 110</p> <p>NI 199</p>	<p>Use Extended Services Full Core Offer, Positive Activity and Play Pathfinder funding to support the development of new activities</p> <p>Work with transport planners and providers to improve access to activities by public transport.</p> <p>Analyse the activity offer and work with providers to improve.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Positive Activity Action Plan</p> <p>Play Pathfinder Plan</p> <p>Extended Services School Partnership Business Plans</p> <p>School Sports</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officer: Strategic Lead, Participation and Play Strategic Lead, Youth</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
<p>access to safe open spaces, play grounds and sports, leisure and cultural facilities. Target most resources at areas of significant deprivation across the county and particularly at those who have the least opportunities for play and leisure time –including working with transport providers through the development of the third Local Transport Plan for Oxfordshire.</p>	<p>and availability at appropriate times of public transport.</p> <p>Children and young people also say that most vulnerable young people need more support in accessing leisure-time provision.</p> <p>The positive activities directory provides a huge range of activities for young people but needs to be more accessible to young people and publicised appropriately.</p> <p>The directory includes insufficient provision activity on Friday and Saturday evenings.</p> <p>Further analysis needs to be undertaken for children and young people under 13.</p>		<p>Pilot the Geographical Information System (GIS) pilot through Play Pathfinder to map location, quality and accessibility of play areas.</p> <p>Provide additional support to vulnerable children and young people to enable them to access activities.</p> <p>Increase number and breadth of activity on the directory; increase access through further / continual publicity.</p> <p>Increase young people's input to the directory and in publicising it.</p> <p>Improve information available from the Family Information Service (FIS) about activities for young people in their local area, in particular via Extended Services, in conjunction with Oxfordshire Youth Support Service (IYSS) and Oxfordshire Extended Services (OES).</p> <p>Work to find additional measures of take up of activities.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2010 / ongoing</p> <p>April 2010 / ongoing</p> <p>Jan 2010 / ongoing</p>	<p>Partnership Plans</p> <p>Sports College Community Plans</p> <p>Oxfordshire Play Strategy</p> <p>Extended Services Go 4 It Partnership Plans</p> <p>County Sports Partnership Plan</p> <p>Local District Leisure Services Plans</p> <p>IYSS Strategic Delivery Plan</p>	<p>Strategic Lead, Performance</p> <hr/> <p>Other partners: Young People and Access to Education Service (OCC) District Councils Play Pathfinder Project Team Oxfordshire Play Partnership Extended Services Team and School Partnerships IYSS SSCOs</p> <hr/>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
B 3	Children and young people to become confident to support themselves and actively contribute to their local community and beyond.						
B3.1	<p>Ensure that children and young people have opportunities to make a positive contribution to their local community and become involved citizens, through enhanced provision of volunteering and community involvement.</p>	<p>Insufficient information is available about the active involvement of children and young people in leadership or other positive roles in their local communities.</p> <p>During 2008/09, 125 young people received Anti-Social Behaviour Contracts (ABCs - 119) or (Anti-Social Behaviour Orders (ASBOs 6)</p> <p>75% of 11-19s volunteer in some way and many more would like to. (Children and Young People's Survey 2009).</p> <p>The Children and Young People's Survey indicates that vulnerable groups are less likely to participate in volunteering.</p> <p>65% of maintained secondary and special schools have reps on Oxfordshire Youth Parliament and 47% take part in elections for UK Youth Parliament membership.</p>	<p>NI 111</p> <p>NI 19</p> <p>NI 109</p> <p>NI 6</p> <p>NI 4</p>	<p>Use the collated information on children and young people's volunteering activity to get a better understanding of the breadth of activity across the county. From analysis, put together an action plan to address gaps and barriers, in particular supporting vulnerable young people to take up the offer.</p> <p>Increase awareness of the volunteering opportunities through VInvolved and support young people to take up the offer.</p> <p>To address the incidence of anti-social behaviour and support young people as active citizens in their communities ensure that volunteering opportunities particularly those that lead to a recognised qualification e.g. Community Sports Leader Award (CSLA) are included in the support programme.</p> <p>Ensure the Targeted Youth Support pilots focusing on anti-social behaviour incorporate local volunteering as a means of sustaining the project for the benefit of young people and the local community.</p>	<p>2010-11</p> <p>Oct 2009</p> <p>March 2011</p> <p>From Sept 2009</p> <p>Oct 2009</p>	<p>Service and Business Plans Team Plans</p> <p>District and City Council Plans</p> <p>HOST Delivery Plan</p> <p>Citizenship and Community Cohesion</p> <p>Peer Mentoring and Mediation</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Strategic Lead, Participation and Play</p> <hr/> <p>Other partners: Young People and Access to Education Service (OCC) Commissioning, Performance and Quality Assurance Service (OCC) District Councils IYSS (OCC) HOST Oxfordshire Connexions Vinvolved OCYVS</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			<p>Undertake actions arising from the IYSS Equality Impact Assessment.</p> <p>Volunteer opportunities publicised to young people – via Area Wide Prospectus, Connexions Opportunities programmes and youth information provision.</p> <p>Vinvolved team hosted in Connexions Centres and drawn in to TYS pilots.</p> <p>Vtalent Year, first cohort complete programme second year recruited.</p> <p>Revised IYSS volunteer accreditation programme rolled out.</p> <p>Increase the number of schools with members of Oxfordshire Youth Parliament (OYP) and United Kingdom Youth Parliament (UKYP) to 75% by 2011.</p>	<p>March 2010</p> <p>Jan 2010</p> <p>Oct 2010</p> <p>March 2010</p> <p>2010-11</p> <p>2010-11</p>	IYSS Strategy and Delivery Plan		
B3.2	Equip young people with skills and practical support to enable them to shape the place in which they live.	<p>65% of maintained secondary and special schools have reps on Oxfordshire Youth Parliament and 47% take part in elections for UK Youth Parliament membership.</p> <p>75% of 11-19s volunteer in some way and many more would like to. (Children and Young People's Survey 2009).</p>	???	<p>Increase the number of schools with members of Oxfordshire Youth Parliament (OYP) and United Kingdom Youth Parliament (UKYP) to 75% by 2011.</p> <p>Increase number of schools with active, meaningful structures for creating effective student voice mechanisms.</p> <p>Linking with parish plans.</p> <p>Training of school staff to promote</p>	<p>March 2011</p> <p>2010-11</p> <p>2010-11</p>	HOST Delivery Plan	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead, Play and Participation Strategic Lead, Youth</p> <hr/> <p>Other partners:</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
	<p>£800,000 is distributed through the Youth Opportunity, Youth Capital and Chill Out funds.</p> <p>45 Young people involved in the panels to distribute the Youth Opportunity and Youth Capital Funds 2009/10</p> <p>50 children and young People trained and involved in selection of staff.</p> <p>340 children and young people involved directly in shaping policy across CYP&F annually (eg through Sounding Boards, Oxfordshire Youth Parliament).</p>		<p>importance of this.</p> <p>Increase awareness of the volunteering opportunities through VInvolved (16+) and support young people to take up the offer. Support young people to take up volunteering through IYSS and achieve certification.</p> <p>Continue to ensure funding made available to young person led groups through the Youth Opportunities and Capital funds and Chill Out through the delegated decision making structure.</p> <p>Increase the numbers of young people involved in Youth Opportunity and Capital fund bid assessments and decision making.</p> <p>Increase the participation of young people in the specification and decision making related to services and priorities for the areas in which</p>	<p>2010-11</p> <p>Mar 2010</p> <p>Mar 2011</p> <p>Mar 2011</p> <p>Mar 2011</p>			
B3.3	<p>Continue to engage the business community to contribute to the preparation of children and young people for the transition from</p>	<p>That young people want learning that is more relevant.</p> <p>Insufficient apprenticeships.</p> <p>More relevant work experience opportunities needed.</p>	<p>NI 117</p> <p>NI 91</p>	<p>Work through Environment & Economy colleagues to create additional capacity through the county councils' contracts.</p> <p>Use OEBP to link with Employers to develop work experience opportunities which are linked to programmes of study.</p>	<p>2010-11</p> <p>2010-11</p>	<p>Service and Business Plans</p> <p>Team Plans</p> <p>CYP&F</p> <p>Employer Engagement Strategy</p>	<p>Lead Org: Environment & Economy (OCC) CYP&F (OCC)</p> <hr/> <p>Lead Officers: Assistant Head of Service, Transport</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
<p>school to work, and in provision of suitable work based learning opportunities, including apprenticeships, for young people that have left full-time education.</p> <p>Trust partners will also have a role to play, e.g. through mentoring schemes and / or work experience.</p>			<p>Develop the Business Ambassadors scheme to support enhance development and delivery.</p> <p>Increase volunteering and apprenticeship opportunities with CYP&F.</p> <p>Aim to sustain Vtalent programme post 2011.</p> <p>Connexions employer week – raising awareness with employers, generating links and taking opportunities.</p> <p>National Apprenticeship Service/IYSS apprenticeship event for employers.</p> <p>Targeted canvassing by Connexions opportunities team on areas of highest NEET.</p>	<p>2010-11</p> <p>2010-11</p> <p>Nov 2009</p> <p>Feb 2010</p> <p>Ongoing</p>		<p>(OCC) Strategic Lead 14-19</p> <p>Other partners: Oxfordshire Education Business Partnership Apprentice-ship Board Strategic Lead, Participation and play (OCC) Connexions</p> <hr/>
B3.4	Provide more detailed information on what outcomes we want to achieve and the actions we will be taking.	Please refer to all other areas of this plan		Actions elsewhere in the plan		<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: tbc</p> <p>Other partners: All</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
C. Narrowing the gap for our most disadvantaged and vulnerable groups			Lead: Head of Young People and Access to Education		Organisation: Oxfordshire County Council		
C 1	To narrow the gap in achievement by providing vulnerable children and young people who are missing out, with greater access to high quality provision and services						
C1.1	<p>Make sure that children and young people are engaged in full time education programmes that have been tailored to meet their personal needs and ensure that those who are not in education, employment or training gain the skills, knowledge and interests to support their progress to employment and training.</p>	<p>Some children and young people from vulnerable / disadvantaged groups do not achieve as well as their peers; in particular:</p> <ul style="list-style-type: none"> ▪ Children from some black and minority ethnic groups - Bangladeshi, Black Caribbean, Pakistani and GRT groups. ▪ Children who are persistently absent from school. ▪ Those in receipt of free school meals. ▪ Young people involved in offending behaviour. ▪ Young people who are excluded from school. ▪ Children looked after. ▪ Eligible for free school meals. ▪ Young people spend too 	<p>NI 91</p> <p>NI 85 a/b/c</p> <p>NI 107 a/b/c/d /e</p> <p>NI 108 a/b/c</p> <p>NI81</p> <p>NI82</p> <p>NI101</p> <p>NI99</p> <p>NI100</p> <p>NI 102</p>	<p>Develop workforce to build capacity and ensure the most confident, competent and capable staff work with our most vulnerable.</p> <p>Revise the collection and dissemination of Year 11 intentions information.</p> <p>Reduce September Guarantee outcomes of No appropriate offer, No application to learning and Awaiting placement.</p> <p>Create an enhanced package of support for young people NEET. Establishing standard expectations for assessment, review periods and access to additional support.</p> <p>Restructuring of Ethnic Minority Achievement Service (EMAS) and Advisory Service for the Education of Travellers (ASET) to improve targeted support.</p> <p>Improve use of data to inform actions. Use 1 to 1 tuition scheme proactively.</p>	<p>Jan 2010</p> <p>Nov 2010</p> <p>Sept 2010</p> <p>Nov 2010</p> <p>March 2011</p> <p>March 2011</p>	<p>Connexions Delivery Plans</p> <p>Area NEET/NIL Action plans</p> <p>IYSS Business Plan</p> <p>Area CYPPs</p> <p>Inclusion strategy</p> <p>Partnership plans</p> <p>Success action Plan</p> <p>IYSS Strategy and Delivery Plan</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Strategic Lead, Inclusion Access and Engagement (OCC)</p> <p>Strategic Lead, Youth (OCC)</p> <hr/> <p>Other partners: Connexions Heads of schools, HOST Strategic Lead, 14-19</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
	much time in NEET.		Commission additional post-16 levels 1 and 2 provision, particularly in rural areas.	March 2013		
			Prioritise action for young people who are or in danger of becoming NEET and reduce amount of time NEET	March 2011		
			Improve transition planning to quantify post-16 learning interests and intentions for the whole cohort and the particular needs of vulnerable groups within the cohort.	March 2011		
			Increase in post-16 participation towards 2013 target.	March 2013		
			Reduce the average time young people spend in NEETs status if they do have to fall into it.	March 2013		
			Narrow the gap in achievement by young people from Bangladeshi, Black Caribbean and Pakistani communities.	March 2011		

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
C1.2	Encourage schools to develop closer links to the wider community, such as local businesses, faith and community groups who could help with work experience and raise aspirations amongst local communities.	<p>School now have a greater obligation to support Community Cohesion, and this has been reflected in the new 2009 Ofsted Schools Inspection Framework.</p> <p>One Oxfordshire Secondary school has already achieved a Leading Aspect award in promoting community cohesion and offers a model of good practice for others to follow.</p> <p>Many schools have extended their activities into the community through extended school provision.</p>		<p>Engagement with the Thames Valley Police Prevent strategy to reduce the risk of the development of violent extremism and 'Honour' based violence.</p> <p>Continue to develop the anti-bullying strategy and its links to Safer Schools Partnership work and Healthy Oxfordshire Schools Team..</p> <p>Promote community cohesion within schools by disseminating existing good practice from the Leading Aspect school using input from School Improvement Partners.</p>	<p>April 2010</p> <p>May 2010</p> <p>May 2010</p>	<p>Anti Bullying Strategy</p> <p>Oxford City Council – Preventing Violent Extremism strategy</p> <p>PVE schools toolkit</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Strategic Lead, Inclusion</p> <p>Supported by Strategic Lead, Youth and Strategic Lead, Extended schools</p> <hr/> <p>Other partners: Voluntary and faith communities HOST District councils</p>
C1.3	Ensure that children and young people from vulnerable groups can access and engage with the same activities as their peers.	<p>Children and young people from vulnerable groups are less likely to access play and positive activity and need additional support to do so.</p> <p>Some children and young people living in rural areas find it more difficult to access services, recreation and leisure opportunities.</p> <p>Disabled children are additionally disadvantaged,</p>	<p>NI 88</p> <p>NI 110</p> <p>NI 199</p>	<p>Ensure that an Equalities Impact Assessment takes place for all newly planned activities and existing activities are reviewed.</p> <p>Rural Children's Centre project will deliver play-based activities and family support to young children in areas of rural disadvantage.</p> <p>Deliver the Aiming High programmes within timescale.</p> <p>Target outreach by FIS to provide</p>	<p>2010</p> <p>March 2011</p> <p>Ongoing</p> <p>March 2011</p>	<p>Area CYPPs</p> <p>Inclusion Strategy</p> <p>Aiming High for Disabled Children Plans</p> <p>Partnership Plans</p> <p>Youth Business Plans</p> <p>Play Pathfinder Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead, Learning Difficulties & Disabilities Strategic Lead, Play and Participation Head of YP&AE Service</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
	especially those living in rural areas.		<p>information and support to families in disadvantaged areas, particularly families with disabled children.</p> <p>Support Voluntary and Community Sector (VCS) including play providers, to reach vulnerable/disadvantaged group.</p> <p>Provide additional support through TYS (Targeted Youth Support) and PAYP (Positive Activities for Young People) to support young people to access activities.</p> <p>Continue to work with young people to identify barriers to access and provide additional activity where there are gaps.</p>	<p>April 2010</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Oxfordshire Play Strategy</p> <p>TYS Change Plan</p> <p>PAYP Plan.</p> <p>Positive Activity Action Plan.</p> <p>Oxfordshire Play Strategy</p> <p>Play Pathfinder</p> <p>Aiming High</p>	<p>Other partners:</p> <hr/> <p>District councils</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
C1.4	Raise aspirations and life opportunities for all children and young people particularly from vulnerable groups.	We need to raise the aspirations and life opportunities of some children and young people in Oxfordshire.	NI 54	<p>Increase and promote the number and range of targeted schemes, such as volunteering and community service through the area wide prospectus, positive activities offer and Connexions opportunities system.</p> <p>Building on VTalent year, VInvolved, Oxfordshire Youth Mentoring Scheme (OYMS) and other such schemes through increasing the awareness and access to them and seeking opportunities to bid for expanded versions.</p>	<p>March 2010</p> <p>March 2010</p>	<p>IYSS Strategy and Delivery</p> <p>Connexions Delivery Plan</p> <p>VTalent Plan</p> <p>SEAL</p> <p>HOST Delivery Plan</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead, Youth Strategic Lead, Play and Participation</p> <hr/> <p>Other partners: Apprentice-ship Board Voluntary and Community Sector</p>
C1.5	Encourage vulnerable children and young people who are persistently choosing not to attend school to re-engage in learning and engage with positive activities and support services that promote reintegration.	A significant number of young people (4.8 %) are persistently absent from their secondary schools and their outcomes are poor as a result.	<p>NI87</p> <p>NI91</p>	<p>Use data more effectively to identify the triggers and ongoing causes of chronic absence and target local resources according to need</p> <p>Earlier identification and lower thresholds to action to prevent absence becoming persistent.</p> <p>Develop a more relevant personalised curriculum offer and improve scope, access and quality of alternative and specialist provision and prevention programmes.</p> <p>Ensure support and access to post 16 pathways for young people with a history of fragile engagement.</p>	<p>April 2010</p> <p>2010</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Success Project Action Plan</p> <p>Inclusion Strategy</p> <p>Extended Services Plan</p> <p>Extended Services School Partnership Business Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead Inclusion, Access and Engagement (OCC) Extended Services Manager (OCC) Strategic Lead, Localities (OCC)</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			<p>Ensure extended services reach the most vulnerable families.</p> <p>Ensure that all agencies engage with Team Around the Child (TAC).</p> <p>Provide advocacy for young people in custody.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>			
C1.6	Work together to reduce the number of exclusions by building capacity in schools to support children and young people at risk of exclusion.	Outcomes are significantly reduced for children who are excluded or exclude themselves from school. Too many children and young people are being excluded from learning because of their behaviour and a significant minority are persistently absent from school.	<p>NI114</p> <p>NI 87</p> <p>NI 86</p>	<p>Invest in workforce development in relation to developing effective approaches to work with children and young people who have difficulty in managing their behaviour i.e. Team Teach, Restorative practices, SEAL (Social & Emotional Aspects of Learning), Resilience PSHE, and Solution-Focused Brief Therapy etc.</p> <p>Develop the use of Sport Coaches to engage and support children and young people.</p> <p>Further promote Healthy Oxfordshire Schools' Anti-Bullying project.</p> <p>Roll-out 'On course' programme across the county (supported by Back on Track) – a 20 day self-management course for 11-14 year olds at risk of exclusion.</p> <p>Enhance reintegration programmes using 'Reintegration readiness' profile and providing appropriate staff to support the process of reintegration.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>From Sept 2009</p> <p>Ongoing</p>	<p>Area CYPP</p> <p>Success Project Action Plan</p> <p>Inclusion Strategy</p> <p>Report Cards on Exclusion and Attendance</p> <p>Behaviour and Attendance Team plans</p> <p>Extended Services School Partnership Business Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officer: Strategic Lead, Inclusion, Access and Engagement</p> <p>Other partners: Anti-Bullying Multi-agency Strategy Group CAMHS HOST Extended Services Team and School Partnerships</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			<p>Develop the concept of 'On-course', providing opportunities for young people at risk of exclusion to participate in short courses to develop and manage themselves more effectively in situations they find challenging.</p> <p>Early interventions. HOST "Last Orders" on risky behaviour.</p> <p>Roll-out TAMHS (Targeted Mental Health in Schools), this project is initially being piloted in five secondary schools across the county.</p> <p>Links with Mental Health First Aid.</p> <p>Ensure Extended Services funding is supporting the vulnerable intervention project.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>From Sept 2009</p> <p>Ongoing</p> <p>2010/11</p>			
C1.7	Prevent homelessness through the Family Intervention Project (FIP) Foyer schemes and the provision of advice and support for young people.	Overall outcomes for children and young people who are homeless or at risk of homelessness are seriously impaired. Current links with Adult Services in relation to developing joint approaches to the Think Family agenda could be improved.	NI 46 NI 147 NI 156	<p>Extend and embed successful Youth Crime Action Plan FIP in Oxford and Banbury through the additional grant for a Housing Champion FIP.</p> <p>Ensure links with Adult Services are embedded to develop joint approaches to Think Family at strategic and practitioner levels.</p> <p>Ensure access to primary health care services for families supported by the FIP and at risk of homelessness.</p>	<p>2010/11</p> <p>2010/11</p> <p>2010/11</p>	<p>FIP Action Plans</p> <p>Youth Justice Strategic Plans</p> <p>FIP Partnership Protocol</p> <p>Area Action Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers: Strategic Lead, Prevention and Protection Strategic Lead, Youth</p> <p>Other partners: PCT</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
			<p>Ensure appropriate advice and information is accessible to young people in accessing suitable accommodation.</p> <p>Undertake needs assessments for vulnerable groups in relation to housing and ensure provision meets demand in conjunction with Supporting People.</p> <p>PSHE – promotion of “No Place Like Home”.</p>	2010 2012		<p>Adult Services Joint Housing Team District Councils Oxford City Council * Cherwell District Council * * re FIP</p> <hr/>
C1.8	Ensure that our alternative education for children and young people with challenging behaviour is locally available and judged to be outstanding.	Young people who attend alternative educational provision are not accessing an appropriate range of accredited courses and achievement is poor.	<p>NI 86</p> <p>Provide more opportunities through Meadowbrook College (the county’s Pupil Referral Unit) for young people to gain academic and vocational accreditation.</p> <p>Ensure Extended Services funding is supporting the vulnerable intervention project.</p> <p>Further develop methods of assessment, tracking and monitoring at Meadowbrook College.</p> <p>Develop On-course programme rolled out across the county to provide local accessible and effective provision.</p> <p>Develop continuum of inclusive and alternative provision that is locally accessible, tying in with schools’ existing and future in-house provision to manage pupils who require</p>	Ongoing Ongoing Ongoing Ongoing	<p>Included in Success, Inclusion Strategy</p> <p>Extended Services School Partnership Business Plans</p> <p>Meadowbrook College Post Ofsted Inspection Action Plan</p> <p>Oxfordshire Hospital School Post Ofsted Inspection Action Plan</p> <p>Area Action</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officer: Area Service Manager, Inclusion, Access and Engagement</p> <hr/> <p>Other partners: Strategic Lead, 14-19 Headteachers Extended Services School Partnership Business Plans</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
			<p>alternative programmes to complete their statutory education and move on to further education, employment and training successfully.</p> <p>Support and develop local partnerships to establish continuum of local alternative provision.</p> <p>Ensure all alternative providers are registered and a Quality Assurance Framework is in place to assure quality of provision and safeguarding is robust.</p> <p>Development of foundation learning across all 14-19 consortia.</p>	<p>Sept 2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Plans</p> <p>Well-being programmes for students in these schools</p>		
C 2	To ensure that children, young people and families benefit from effective, early and targeted support when they face additional challenges, in particular those with learning difficulties and disabilities.						
C2.1	<p>Extend the intensive targeted work with families during their children's early years to include vulnerable older children and their families.</p> <p>The value of play to children and young</p>	<p>We have improved outcomes and 'narrowed the gap' for families during early years and now want to extend this targeted work to vulnerable children and their families in Key Stage 2.</p> <p>Oxford City Council funds holiday play schemes in some Children's Centres.</p>	<p>NI118</p> <p>NI 92</p> <p>NI105</p>	<p>Ensure access to childcare and work for vulnerable children and their families in Key Stage 2.</p> <p>Provide targeted support.</p> <p>We will provide parenting and whole family programmes to families of vulnerable 7-13 year olds ensuring that access to child care and work is promoted to strengthen family relationships and raise expectations in vulnerable families.</p> <p>Some Children's Centres funded to</p>	<p>Ongoing</p> <p>2010-11</p> <p>2010-11</p> <p>Ongoing</p>	<p>Aiming High for Disabled Children and Childcare Development Team</p> <p>Extended Services School Partnership Business Plans</p> <p>Participating Strategy</p> <p>Raising</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers: Strategic Lead, Children's Centres, Strategic Lead, Childcare and Parenting Development</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
people. Shortage of qualified play leaders.			work with older children in the holidays. Ensure increased play work training and qualifications	March 2011	Achievement Plan FACEIT Childcare Development Strategic Plan Oxfordshire Play Strategy	Other partners: Extended Services Team and School Partnerships Voluntary and Community Sector Youth Support Service Childcare Development Manager Oxfordshire Play Partnership District Councils
C2.2 Provide parenting and whole family programmes, including work with fathers, ensuring that access to support, child-care and employment is promoted to strengthen family relationships and raise expectations in vulnerable	<ul style="list-style-type: none"> Children and young people's wellbeing is largely determined by 'good enough' / good quality parenting. Well-being includes cognitive functioning and readiness to learn. Parental involvement and interest in children's learning hugely affects attainment at age 7 (K Silva et al.) and continues to have significant effect at age 14. Fathers' involvement makes a difference to attainment. 		Train practitioners in Children's Centres, ES, Young Support Services and Inclusion Services to provide evidence based parenting and whole family programmes. Ensure that effective mechanisms are in place for planning, delivery, monitoring and evaluating programmes, including effective personal development and supervision. Increase participation of fathers in	By Sept 2010 April 2010	Parenting Education and support strategy for Oxfordshire. Parent / Carer Involvement Strategy Extended Services School Partnership Business Plans	Lead Org: CYP&F (OCC) <hr/> Lead Officers: Parenting Development Manager Head of Service, Young People and Access to Education Strategic Lead, Participation and Play <hr/>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
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						Other partner contributors
families.	<ul style="list-style-type: none"> Theoretically sound parenting programmes, underpinned by strong research evidence, consistently result in positive gains for parents and children (Melhursh et al. 2008). Parent/Carer Involvement Network (PIN) provides a strong mechanism to hear the views and voices of more marginalised parents / carers. 		Parenting Education and Support. Increase participation of families from ethnic minorities. Increase parental engagement through Extended Services Full Core Offer and through HSCLW workforce. Maintain HSCLW workforce. Parent/Carers Sounding Board	2010-11 2010-11 2010-11 2010-11 Ongoing		Other partners: Parenting Commissioner HOST Extended Services Team and School Partnerships <hr/>
C2.3 Increasing	Children's Centres are an effective way of delivering prevention and early intervention services to families.		<ul style="list-style-type: none"> Develop guidance for Children's Centres and preparing for Ofsted. Oxon SEF process/paperwork updated to reflect Ofsted systems. Value for money pilot evaluated. Agreed actions implemented. Deliver planned programme with property colleagues and area service managers. Ensure outcome measures and quality assurance process in place for new Children's Centres. Training programmes for practitioners. New networks for Home School 	2010-11 2010-11 2010-11 2010-11 March 2011 March 2011 March 2011 March	Children's Services Business Plan Children's Centre Action Plan Early Learning and Childcare Business Plan	Lead Org: Environment & Economy (OCC) <hr/> Lead Officers: <hr/> Other partners: Strategic Lead, Childcare (OCC) Parenting Education

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
access and focussing on new quality/impact measures through new inspection framework will be critical for next phase of centre development.			<ul style="list-style-type: none"> links workers. ▪ Develop strategy for work with BEM groups inc. ▪ Undertake Equality Impact Assessments and implement actions arising. ▪ Complete programme of 45 designated Children's Centres. ▪ Ensure delivery of inclusive, integrated, locally accessible services, in particular for the most vulnerable children. ▪ Provide support for parents through training, parenting networks, family support workers and parenting initiatives, especially for vulnerable groups. 	2011 March 2011 2010-11 2010-11 March 2011	Parent Education Strategy	
C2.4 Develop and implement a multi-agency strategy and structure to tackle neglect which effectively and consistently addresses prevention, assessment and treatment.	See A3.3		Develop and embed multi-agency strategy and structure in Partnerships. See A3.3	2010-11	Extended Services School Partnership Business Plans See A3.3	

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
C2.5	Ensure that children and young people with mental health needs are adequately and promptly supported.	Increasing numbers of young people face significant emotional difficulties and mental health problems and are unable to get sufficient or early support to prevent problems from worsening. Mental Health First Aid Programme. Resilience Programme.	NI 50 NI 51 NI 115	<p>Implement recommendations from national CAMHS Review.</p> <p>Ensure full professional representation at TACs.</p> <p>Redesign mental health services for children and young people with learning difficulties and disabilities.</p> <p>Develop SEAL programmes, including capacity in schools and settings to support children and young people to build greater resilience to cope with difficulties faced.</p> <p>Pilot TAMHs in 40 schools (special, secondary schools and their partnerships).</p> <p>Implementing redesigned service for young people who sexually harm.</p> <p>Improve early intervention and support for young people who repeatedly self-harm. (See A)</p> <p>Re-Commission drug and alcohol treatment services. (See A1.4)</p> <p>Deliver 'Strengthening families' across the county via Parenting Early Intervention Programme.</p> <p>Improve information about parenting support available from FIS.</p> <p>Develop reintegration programmes</p>	<p>2010</p> <p>April 2010</p> <p>April 2010</p> <p>2010-11</p> <p>Sept 2009</p> <p>April 2010</p> <p>March 2011</p> <p>May 2010</p> <p>2010</p> <p>Sept 2010</p>	<p>CAMHS Business Plan</p> <p>Inclusion Strategy</p> <p>Educational Psychology Service Delivery Plans</p> <p>HOST Anti-Bullying Strategy</p> <p>Oxfordshire Hospital School Development Plan – Outreach Programme</p> <p>Success Project Action Plan</p> <p>Parenting Early Intervention Programme</p> <p>Healthy Oxfordshire Schools Delivery Plan</p> <p>FIS Delivery Plan</p> <p>Extended Services School Partnership</p>	<p>Lead Org: PCT</p> <hr/> <p>Lead Officers: Children & Young People Senior Commissioning Manager (PCT) Strategic Lead, Commissioning (OCC)</p> <hr/> <p>Other partners: Strategic Lead, Performance HOST Extended Services Team and School Partnerships</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
			and alternative provision for those young people requiring additional support because of mental health needs. Target young people with mental health needs to become engaged in learning and employment with learning. Training for school staff.	2010-11 2010-11 2010-11	Business Plans	
C2.6	Provide children and young people in and at risk of entering the youth justice system with targeted advice and support regarding their education, health and care needs. We will provide tailored preventative programmes, intervention programmes and diversionary activities for young people.	Children in the youth justice system do not do as well as their peers. If children and young people who offend, or are at risk of offending, are fully engaged in education, training and employment and have access to positive activities and opportunities to address their behaviour, they are less likely to offend or reoffend.	NI 111 NI 19 NI 45 Provide and engage children and young people in the youth justice system with targeted advice and support regarding their education, health and care needs. Develop Integrated Youth Support Services to ensure a seamless universal, targeted and specialist support is available. Improve education achievement and engagement; improve access to activities through positive activities programme and extended services. Provide tailored preventative programmes, intervention programmes and diversionary activities for young people at risk of offending. Ensure services for children and young people in custody are of a high quality and appropriately meet their needs eg education, speech and	Ongoing March 2011 Ongoing 2010-11 2013	Youth Justice (Capacity and Capability) Plan 2008/09. Integrated Youth Support Services Delivery Plan 2009-12. Success Project Extended Services School Partnership Business Plans	Lead Org: CYP&F (OCC) <hr/> Lead Officers: Strategic Lead, Youth <hr/>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			language.				
C2.7	Ensure that, where appropriate, young people who are offending or have been in custody can be safely supported in their local community and achieve positive outcomes.	Children and Young People who have been in custody have poorer outcomes than their peers.	NI 19 N1 43 NI 45	Set up an Intensive Resettlement Service See A1.3 and C3.8	March 2010	IYSS Strategy and Delivery Plan	Lead Org: CYP&F (OCC) _____ Lead Officers: Strategic Lead, Youth _____

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
C2.8	Increase access to positive activities, play and leisure, for the most vulnerable children and young people through provision of targeted support.	Access to positive activities builds confidence and self-esteem, promotes resilience in children and young people and helps to reduce negative outcomes. See B1.8 re access to play / leisure provision.	N1 110 N1 111	Implement Targeted Youth Support Strategy supporting vulnerable groups and piloting services in hot spot areas in Cutteslowe, Witney and Wantage. Increase use of CAF/TAC for older children. Increase opening of Young People's Centres on Friday and Saturday nights and ensure centres are open at times of peak need. See also B 2.2. Increase the level of publicised activity for young people operating on Friday and Saturday nights. Extend work to include 8 – 13 year olds to enable their access to positive leisure-time activity in particular focusing on the most vulnerable. See C2.4 Carry out actions arising from Equality Impact Assessment.	March 2011 March 2011 April 2010 April 2010 2010-1	Targeted Youth Support Strategy IYSS Strategy & Delivery Plan Oxfordshire Play Strategy	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, Youth Other partners: Strategic Lead, Localities (OCC) Strategic Lead, Participation and Play (OCC) District Councils Schools and colleges Voluntary sector
C2.9	Improve capacity of schools, colleges and other services to work holistically with children and young people with learning difficulties and disabilities and	There is variable availability and access to some services for children and young people with SEN/LDD. Approaches to resourcing services and provision to improve outcomes for children with disabilities and	NI 103 a, b & c NI 104 NI 105	Implement Inclusion Development programme (SEN training for teachers across all schools and settings). Ensure local access to specialist provision. Joint Commissioning to improve quality of services and provision for ASC and those children and young people requiring therapeutic	2011 2011 2011	Included in Success, Inclusion Strategy CAMHS Strategy Building Schools for the Future Strategy	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, SEN/LDD Other partners: PCT

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
in particular those with autistic spectrum conditions, emphasising the importance of building design, ICT, workforce development and learning pathway.	<p>in particular those with autistic spectrum conditions need to be more joined up and resources targeted to meet increasing needs.</p> <p>Concerns have been raised from schools and parents about levels and access thresholds to services, especially speech and language therapy.</p> <p>The proportion of children and young people in out county placements is highest for young people with ASC and Behavioural, Emotional and Social Difficulties (BESD).</p> <p>Transition planning from age 14 to 25 is not always robust and some young people and their families are not receiving the service they require.</p>		<p>interventions.</p> <p>Review therapy services for children and young people and develop models of service delivery which enhance integration and maximise available resources.</p> <p>Improve co-ordinated planning in early years through implementation of Early Support Programme, co-ordinated with CAF/TAC and SEN process.</p> <p>14-25 action groups (services, schools and colleges) working to improve transition planning, curriculum development and quality assurance.</p> <p>Through innovative building design, workforce development, improved use of information technology and the development of personalised learning pathways, to improve outcomes.</p> <p>Listen to disabled children and young people and parents' consultations and involve them fully in decision-making through e.g. OYE! (Disability Forum) and Oxfordshire Family Voice (see A2.5)</p>	<p>Sept 2010</p> <p>2011</p> <p>2011</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Service Delivery plans and business plans</p> <p>Early Learning and Childcare Plan</p> <p>14-25 Learning and Development Strategy and action plans</p> <p>Building Schools for the Future and Primary Capital Programme</p> <p>Involvement Strategy</p>	<p>Adult Social Services (OCC)</p> <p>Strategic Lead, School Organisation and Planning (OCC)</p> <p>Strategic Lead, Participation and Play (OCC)</p> <p>Schools</p> <hr/>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
C3	To ensure that organisations work together, in partnership with children, young people and families to break the cycle of deprivation and low expectation, particularly for children living in or on the fringe of poverty.						
C3.1	Reduce the level of poor health and other inequalities by working with local communities and targeting our resources more effectively on those that need them most, particularly in our areas of greatest deprivation – Banbury / SE Oxford / Abingdon / Berinsfield and rural deprivation whilst continuing to provide high quality universal services.	Generational poverty adds to material deprivation, the weight of historic expectation and a culture of low aspiration in some wards in our county. Greater numbers of young people are not in education training or employment with learning in our most deprived wards.	NI 117 NI 148 NI 54	Develop a comprehensive integrated and preventative approach to parent and family support by embedding the Think Family culture across all our services. Systematically rolling out the Healthy Child Programme across all agencies for all Oxfordshire children, from birth to 18 years. Ensure that Breaking the Cycle of Deprivation Programmes are community led and supported by all relevant agencies (pilot provision to narrow the gap for children and young people in areas of Banbury and Oxford.) Develop a locality commissioning framework and include young people and families as commissioners. Further develop Out of School Childcare provision to enable parents to access work and training. Further develop Community Involvement based approaches in Children's Centres. Targeting outreach through the Family Information Service to provide	2013 2011 2010 2010 Ongoing Ongoing Ongoing	Area CYPPs Corporate Plan Inclusion Strategy Director of Public Health's Annual Report Breaking the Cycle of Deprivation Project Plans Extended Services Delivery Plan	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, Localities (OCC) Other partners: PCT Head of Joint Commissioning Head of Service, Young People and Access to Education Strategic Lead, Childcare; Children's Centres' Extended Services and Play Strategic Lead, Performance

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
				information and support to families in disadvantaged areas, particularly families with disabled children.	Dec 2010		
C3.2	Work with local communities in the delivery of regeneration schemes.	That in order to meet the needs of different communities it is important to engage with them, build on local strengths and tailor services appropriately. The delivery of regeneration schemes requires agencies to work together, with communities, to jointly plan for both physical and social improvements.		To actively engage in Local Regeneration Steering Groups and in the delivery of regeneration programmes, in particular with the delivery of the Oxford Regeneration Framework, Breaking the Cycle of Deprivation Programme (in parts of Oxford City and Banbury) and the regeneration initiatives in Abingdon, Berinsfield and Didcot. Target resources in areas of deprivation to ensure that children and families living in those areas have the same opportunities for well-being as those in more affluent areas.	April 2010 onwards. 2010-11	Oxford City Regeneration Framework and Breaking the Cycle of Deprivation for City and Banbury.	Lead Org: Lead Officers: Corporate Manager, Partnership Development Other partners:
C3.3	Continue to improve the outcomes and life chances for children and young people in the County Council's care, so that they grow up safe, happy, and achieving well, contributing to	Improved outcomes for children in the county council's care.	NI 58 NI 62 NI 63	See actions under 'Keeping children safe' – 1.2	See actions under 'keeping children safe' – 1.2	See actions under 'keeping children safe' – 1.2	

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions			Further detailed actions can be found in:	Lead Organisation
			How	When	Lead Officer		
					Other partner contributors		
	the continual improvement of services and with the same opportunities as those with strong family networks.						
C3.4	Reduce the rate of teenage conception. Improve the support and outcomes for teenage mothers and their childcare.	Teenage pregnancy rates in Oxfordshire remain a cause for concern. Rates have not declined in line with national data The most recent data for 2007 shows a rise in the rate of conceptions. Around half of all teenage conceptions occur amongst young women living in Oxford and Banbury. Children born to teenage mothers are at increased risk of poor outcomes.	NI 112 NI 53 a/b	Improve data collection and quality and target preventative resources more finely, including Oxford and Banbury. Raise aspirations of girls from vulnerable groups through targeted engagement in positive activity. (Resilience Programme, "Last Orders") Further develop the strand of the Success Project focusing on young women including the GEMS (Girls Educated, Motivated and Successful) Project and educational provision delivered through Children's Centres. Delivery of Family Nurse Project (FNP) Programme. Review and prioritise current strategy. Ensure effective strategic leadership. Increase access to contraception and sexual health (C&SH) services, including condoms.	2010 2011 2010-13 Apr 2011 Mar 2010 Sep 2009 Mar 2010	Teenage Pregnancy Strategy and action plan Inclusion Strategy Success Action Plan IYSS Strategy Connexions Delivery Plan HOST Delivery Plan	Lead Org: PCT CYP&F (OCC) Lead Officers: Teenage Pregnancy Co-ordinator Strategic Lead and Head of Joint Commissioning Other partners: HOST

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			<p>Improve contract monitoring of key services.</p> <p>Target services and engage young people to shape services for pregnant teenagers and young mothers and their children.</p> <p>Implementation of FNP from January 2010.</p> <p>Ensure universal coverage of service provision for prevention and support for young parents with additional services in teenage pregnancy "Hotspots". See A1.6 and 1.7</p>	<p>Mar 2011</p> <p>Mar 2011</p> <p>Mar 2011</p> <p>Mar 2011</p>			
C3.5	<p>Reduce the risk of young people becoming NEET (not currently engaged in employment, education or training) or NIL (not currently engaged in learning). Particularly seeking an improvement in these outcomes for vulnerable young people by intensively</p>	<p>The number of young people not currently engaged in employment, education or training has a disproportionate number of young people who received free school meals.</p> <p>The number of jobs requiring low or no qualifications is falling each year. Young people who achieve few qualifications are disadvantaged in the employment market and are more likely to become NEET.</p> <p>Children from low income</p>	<p>NI 81</p> <p>NI 82</p> <p>NI 102 a/b</p> <p>NI 117</p> <p>NI 79</p> <p>NI 80</p> <p>NI 106</p> <p>NI 92</p>	<p>Identify and track young people who are eligible for free school meals.</p> <p>Enhance September and January Guarantee offer and follow up for these young people.</p> <p>Regularly review the overall post- 16 participation for this group. Following up those not in learning.</p> <p>Annually report to 14-19 consortia how they are progressing with the group.</p> <p>Provide and engage young people who received free school meals with excellent information, advice and guidance that will encourage them to take up an appropriate offer of</p>	<p>2011</p> <p>From Jan 2010</p> <p>Quarterly</p> <p>2010</p> <p>Ongoing</p>	<p>Area CYPP</p> <p>14-19 Education Plan Partnership</p> <p>Service Plans</p> <p>Inclusion Strategy</p> <p>Extended Services Strategy</p> <p>School Development Plans</p>	<p>Lead Org: CYP&F (OCC)</p> <hr/> <p>Lead Officers: Strategic Lead, Youth</p> <hr/> <p>Other partners: IYSS / Connexions Oxfordshire</p> <p>14-19 Consortia</p> <p>Commissioning, Performance and Quality Assurance (OCC)</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
	tracking all who receive free school meals and offering them additional information, advice and guidance that will encourage them to take up an appropriate offer of learning or training at the age of 16 and continue in at least part time learning to the age of 19.	families are not always making as good progress as their more advantaged peers. A child on FSM has three times less chance of achieving good school outcomes after age five.		learning or training at the age of 16 and continue in at least part time learning to the age of 19. More detailed analysis to better target resources and intervene earlier. Develop Foundation Learning and Foundation Diplomas and make accessible for all. Increase opportunities and encourage vulnerable groups to engage in positive activities with accredited outcomes through youth work. Increase volunteering and apprenticeship opportunities. Schools Forum to revisit IDACI data and then school funding formula for deprivation. Implement Extended Services disadvantage subsidy.	2010 Ongoing 2010 Ongoing Ongoing 2010/11	Connexions Delivery Plan VTalent Programme	Raising Achievement Service (OCC) Apprenticeship Board
C3.6	Prevent ill health later in life by increasing rates of breast feeding and immunisation, reducing exposure to smoking and reducing levels of obesity.	Overall children in Oxfordshire are healthy; however, children living in deprived communities have significantly worse health outcomes. Halt the rise in obesity by 2010. Increase rates of breast feeding.	NI 55 a/b NI 56 a/b	Maintain the success of the National Child Measurement Programme (NCMP) by engaging all schools. Extend delivery of family focused weight management programmes in localities with higher prevalence of overweight / obese children. Delivery of programmes to increase physical activity amongst children and families in schools and communities.	2010/11 2010 2010/11	PCT Strategy and operating plan Oxfordshire Obesity Strategy Play Pathfinder Oxfordshire Outside	Lead Org: PCT Lead Officers: Assistant Director of Public Health Other partners: Health Visitors

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation	
			How	When		Lead Officer	
						Other partner contributors	
			<p>Increase rates of immunisation.</p> <p>Reduce exposure to smoking.</p> <p>Reduce levels of obesity.</p> <p>Reduce the gap in outcomes between the most deprived and least deprived wards.</p>	<p>Focused action in areas of highest need.</p> <p>Local services delivered around Children's Centres and local voluntary organisations.</p> <p>Delivery of Family Nurse Partnership programmes to mothers aged under 20. See C3.1</p>	<p>2010/11</p> <p>2010/11</p> <p>2010/11</p>	<p>Healthy Oxfordshire Schools</p>	<p>Schools and Colleges</p> <p>Children's Centres</p> <p>HOST</p>
C3.7	Provide good quality housing standards (in social housing and private rented sector and supported housing) for vulnerable young adults.	<p>Having safe and secure accommodation is vital to children and young people achieving in all areas of their lives. Without good housing, children and young people are less likely to do well at school and are at higher risk of offending, and suffering from health problems.</p> <p>Each year around 180 16 and 17 year olds are at risk of becoming homeless in Oxfordshire, and about 120 do leave home. The majority leave following arguments within their family.</p> <p>Young people who have been in care are at higher risk of becoming homeless, than other young people.</p>	<p>NI 141</p> <p>NI 156</p> <p>NI 155</p>	<p>Improve the standard of supported housing and the outcomes for young people in these services through implementation of new service model for supported housing, including young people who are offending.</p> <p>Increase the numbers of care leavers who live in accommodation suitable to their needs.</p> <p>Reduce the number of households living in temporary accommodation to 526 by March 2011.</p> <p>See A1.6 and A1.7</p>	<p>2011</p> <p>Ongoing</p> <p>2010/11</p> <p>2011</p>	<p>Housing and related support for young people 16-24 years: Oxfordshire Joint Commissioning Strategy 2009-2014</p> <p>Service and Business Plan.</p> <p>LAA 2 Delivery Plan – homelessness</p> <p>District Councils' Homeless Strategies</p>	<p>Lead Org: CYP&F (OCC)</p> <p>Lead Officers: Housing Development Manager</p> <p>Other partners: City and District Councils Voluntary Sector</p>

Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Lead Organisation
			How	When		Lead Officer
						Other partner contributors
	Young people who do leave home require support to enable them to live independently. See A1.6					

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
D Improving Service Delivery		Lead: Head of Commissioning, Performance and Quality Assurance			Lead Organisation: Oxfordshire County Council		
D1	Resources/Finances						
D1.1	Seek to align partners' planning and resource allocation frameworks to deliver the key priorities of the Children and Young People's Plan.	Planning and resources are not necessarily co-ordinated to focus on shared priorities.	All	Map partners' planning and resource allocation frameworks. Categorise available funding across partners by key priority areas to maximise flexibility and value for money in delivering key activities. Explore and develop opportunities for pooled budgets. Establish Resources Group of OCYPT	2011 2010/11 2010/11 2010/11	Partners' Planning and Resource Plans	Lead Org: CYP&F (OCC) _____ Lead Officers: CYP&F Business Manager _____ Other partners: All Partners Business Officers in all partner organisations
D2	Performance Management						
D2.1	Performance – to deliver the Plan's aim to improve outcomes for children and young people.	Good performance management is vital to improve outcomes.	All	Further embed outcome based accountability approach to performance management in Performance Sub-Group and Area Trust Board work.	2010	OBA Framework	Lead Org: CYP&F (OCC) _____ Lead Officers: Strategic Lead, Performance _____ Performance Sub Group

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
D2.2	Develop strong performance management processes that support and inform decisions.	Service delivery improves and outcomes improve as a result of focused performance management.	All	Review the membership and terms of reference of the Performance Sub-Group. Develop a programme of performance reviews. Review, integrate and streamline performance management across partners and through sub-groups of OCYPT.	Feb 2010 2010/11 2010/11	Performance Sub-Group Terms of Reference	Lead Org: CYP&F (OCC) <hr/> Lead Officers: Strategic Lead, Performance <hr/> Other partners: Performance Sub Group
D2.3	Improved outcomes informed via use of data, including survey and use of Turning the Curve exercise.	That data alone does not improve outcomes, but how the data is used and acted upon.	All	Establish a detailed programme in the use of Turning the Curve.	2010 – April onwards	OBA Framework	Lead Org: CYP&F (OCC) <hr/> Lead Officers: Strategic Lead, Performance <hr/> Other partners: Performance Sub Group

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
D3	Workforce development						
D 3.1	Continuously improving outcomes for children and young people through a skilled, trained, competent workforce.	Some people working with children and young people have good opportunities, other people have poorer access and opportunities. A well trained and qualified workforce, appropriately deployed, helps to improve outcomes for children.	All	Workforce development targeted on priority areas identified in the overall CYPP. A1.4, A1.5, A1.8, A1.10, A 2.3, 2.4 A3.1, A3.2, A3.3, A3.4, A3.6 B1.1, B1.3, B1.6 C1.1,C1.6,C C2.1, C2.2, C2.3, C3.5 Develop and agree a strategy and delivery plan for OCYPT and ensure it links with partners' strategies. Collate information about current workforce across partner agencies.	2010-2013 as in sections A, B, C 2010/11 2010/11 2010/11	Children's Workforce Strategy Children's Workforce Development (CWD) action plans	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, Children's Workforce Development Other partners: CWD Sub-Group, staff and identified lead officers in A, B, C working together
D3.2	Improved outcomes through more integrated and multi-agency approaches underpinned by relevant multi-agency training approaches and opportunities.	Multi-agency training helps people to know and understand what is expected of them, and how they can work better, across agencies. We need to promote improved leadership skills for multi-	All	Provide multi-agency training for the core competences available at local levels to all people working with children. Provide training on information-sharing linked to introduction of ContactPoint. Implement actions arising from Equality Impact Assessment. Programmes to be commissioned or	Spring 2010 2010 2010 onwards 2010	CWD Action Plans OSCB Training Plan OSCB MD QA Tool	Lead Org: CYP&F (OCC) Lead Officers: Strategic Lead, Children's Workforce Development Other partners: CWD team led action

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
		agency team leaders to support new ways of working. Qualified staff work more competently and confidently with children and with others.		developed during 2010 and delivery strategy to be agreed by Children's Workforce Development sub-group. Use the integrated Qualifications. Credit Framework during 2010 to work towards this, building upon strengths already in NVQ centres plus other qualifications available for those who work with children.	onwards 2010 onwards 2010 onwards		groups with other partners CWD team, especially the Flying Colours Centre
D4	Strategic Commissioning						
D4.1	Implement a Children's Trust Commissioning Strategy.	There are currently very different approaches to strategic commissioning across agencies. There are opportunities to drive more efficiencies by joining up our commissioning across organisations.	All	Implementation of a Oxfordshire Children and Young People's Trust Joint Commissioning Strategy. Develop a process for considering and agreeing commissioning priorities. Deliver a jointly agreed programme of Commissioning Intentions that deliver the key priorities of the CYPP.	2010 2010/11 2010 - 2013		Lead Org: CYP&F (OCC) <hr/> Lead Officer: Strategic Lead, Commissioning and Head of Joint Commissioning <hr/> Other partners: Commissioning sub-group
D5	Systems/ICT						
D5.1	Fully integrated children's information systems and processes, which help	Providing practitioners with integrated information supports	All	Implementation of ContactPoint across Oxfordshire to support information sharing at a local and national level.	2010-2011		Lead Org: CYP&F (OCC) <hr/> Lead Officer: Strategic Manager,

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
	to reduce bureaucracy and maximise contact time for children and families with professionals.	effective multi-agency working, which leads to less duplication of work and a better service experience for children and young people.		Integrated reporting across children's information systems to support improved data management, financial control and aid service planning. Roll out of electronic document management, allowing key documents to be scanned and shared as appropriate.	2010/11 2010/11		Information Management and Business Support
D6	Communication						
D6.1		Some children and young people and their families have access to good communication channels and involvement mechanisms, whilst others have more limited access. Service delivery improves as a result of dialogue, consultation and involvement. Implementing good practice in communication for equality groups benefits all	All	Develop Communications Strategy for OCYPT and agree this with partner agencies, to Target priorities and audiences identified in the overall CYPP, ensuring that communications and information underpin the delivery of our actions to: <ul style="list-style-type: none"> ▪ keep all children and young people safe ▪ raise achievement ▪ narrow the gap Integrate communication channels, publications etc where possible. Ensure the identified communication/information needs of vulnerable groups are met and outcomes of Equality Impact	2010-2013 2010/11 2010/11 2010/11	Children and Young People Involvement Strategy Parent/Carers Involvement Strategy Communications EQIA FIS Development Plan OSCB Communications Strategy	Lead Org: CYP&F (OCC) <hr/> Lead Officer: ? <hr/> Other partners: CYP&F Communications team OSCB Family Information Service staff and identified lead officers in partner agencies working together Strategic Lead,

	Outcome What do we want to achieve?	What do we know?	NI targets 2009 interim 2013	Actions		Further detailed actions can be found in:	Organisation + Lead Officer
				How	When		
		audiences.		Assessment is acted on. Develop and enhance OSCB website to align with other web communications and fulfil its potential to engage with the public and professionals.	2010/11		Participation and Planning Communications team working with OSCB

NIS Indicators relating to Children and Young People

Last updated: 14 May 2010

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
Rate of proven re-offending by young offenders (NI 19)	FY	0.79	nya: July 2010	No target	No target	0.7	0.7	0.8	0.8	
Percentage of custodial sentences (NI 43)	FY	4.3%	5.4%	<5%	<5%	<4%	<4%	3.8	6.3	Note on target: stretching target, 1% below YJB guidance
Ethnic composition of offenders: White (NI 44a)	FY	-4.4 ppts	-6.0 ppts	0 ppts	0 ppts	0 ppts	0 ppts	-0.9	-2.1	
Ethnic composition of offenders: Mixed (NI 44b)	FY	+0.4 ppts	+2.9 ppts	0 ppts	0 ppts	0 ppts	0 ppts	1.3	1.0	
Ethnic composition of offenders: Asian (NI 44c)	FY	+0.15 ppts	+0.6 ppts	0 ppts	0 ppts	0 ppts	0 ppts	-0.7	-2.6	
Ethnic composition of offenders: Black (NI 44d)	FY	+2.5 ppts	+3.2 ppts	0 ppts	0 ppts	0 ppts	0 ppts	0.9	4.3	
Ethnic composition of offenders: Chinese/other (NI 44e)	FY	-0.4 ppts	-0.8 ppts	0 ppts	0 ppts	0 ppts	0 ppts	-0.6	-0.5	
Young offenders in EET (NI 45)	FY	70.12%	72.2%	70%	75%	75%	75%	75.0	73.2	
Young offenders access to suitable accommodation (NI 46)	FY	97.23%	95.1%	95%	95%	95%	95%	96.1	95.7	Note on target: in line with YJB guidelines, any higher would be unrealistic
Emotional health of children (NI 50)	Ac Yr	58.0%	52.8%	No target	61.9%	65.1%	67% (prov'l)	61.9	63.3	Target subject to confirmation by Perf

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
										Subgrp
CAMHS self-assessment (NI 51)	FY	16 points	nya: June 2010	16 points	16 points	16 points	16 points	13	14	Target assumed to be staying as max points
Take up of school lunches - primary (NI 52a)	FY	27.2%	nya: July 2010	No target	No target	30%	33%	30.6	40.6	
Take up of school lunches - secondary (NI 52b)	FY	26.5%	nya: July 2010	No target	No target	28%	31%	30.9	35.9	
Breast feeding at 6-8 weeks (NI 53a)	FY	57.5%	61.9%	No target	53.6%	53.8%	nya: June	51.1	44.5	Awaiting target inf from PCT
Breastfeeding at 6-8 weeks: status recorded (NI 53b)	FY	91.7%	98.2%	No target	90.0%	95.0%	nya: June			Awaiting target inf from PCT
Services for disabled children (NI 54)	FY	new	63%	No target	No target	67%	68%			
Obesity - Reception: percentage obese (NI 55a)	Ac Yr	8.7%	nya: Dec 2010	No target	No target	nya: June	nya: June	8.3	9.9	Awaiting target inf from PCT
Obesity - Reception: percentage measured (NI 55b)	Ac Yr	91.9%	nya: Dec 2010	85%	85%	85%	nya: June			Awaiting target inf from PCT
Obesity - Year 6: percentage obese (NI 56a)	Ac Yr	15.8%	nya: Dec 2010	15.4%	15.3%	15.2%	nya: June	15.8	18.9	Awaiting target inf from PCT
Obesity - Year 6: percentage measured (NI 56b)	Ac Yr	88.3%	nya: Dec 2010	85%	85%	85%	nya: June			Awaiting target inf from PCT
Participation in PE & sport: 2-3-5 hrs/week (NI 57)	Ac Yr	91% (07/08)	nya: Dec 2010	2 hrs for 95% 5-16s by 2011	2 hrs for 95% 5-16s by 2011	2 hrs for 95% 5-16s	2 hrs for 95% 5-16s	83	81	
Emotional and behavioural health of children in care (NI 58)	FY	15.6	15.77	No target	No target	15.6	Not yet available	13.3	13.7	

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
Initial assessments within 7 days of referral (NI 59)	FY	60.8%	60%	80%	68%	75%	80%	63.2	72.9	
Core assessments within 35 days (NI 60)	FY	79.4%	64%	80%	82%	82%	85%	77.4	78.4	
Placed for adoption within 12 mths (NI 61)	FY	81.8%	88.0%	No target	86.7% (prov'l)	89%	89%	63.1	74.6	
Stability of placements: 3+ in year - overall (NI 62)	FY	9.2%	9.9%	12.5%	11.7%	9.6% LAA: 11.0%	8.5%	10.9	10.4	
Long-term stability of placements: 2+ yrs (NI 63)	FY	67.0%	73.9%	85%	No target	70%	72%	66.6	66.4	
Duration of child protection plans: 2 years or more (NI 64)	FY	10.8%	8.5%	Maintain at <10%	<10%	7%	7%	6.9	6.1	
Children subject of a child protection plan more than once (NI 65)	FY	11.5%	18.2%	10-15% (top band)	10-15%	13%	12%	12.6	12.8	
Timeliness of reviews of looked after children: percentage held on time (NI 66)	FY	89.7%	82.9%	95%	91%	93%	95%	88.0	91.7	
Timeliness of reviews of child protection cases: percentage held on time (NI 67)	FY	100%	98.6%	100%	100%	100%	100%			
Referrals leading to initial assessments (NI 68)	FY	55.1%	60.5%	60%	65%	65%	70%	63.9	66.5	
Bullied in the last year (NI 69)	FY	58.0%	29.8%	26%	52.0%	49.6%	42.0%	51.4	47.2	
Emergency hospital admissions due to injury per 10,000 (NI 70)	FY	106.5	108.3	86	106.0	104	nya: June	98.2	123.9	Awaiting target inf from PCT
Run away from home/care - self-assessment (NI 71)	FY	12 points	14 points	No target	No target	14 points	15 points	8	9	
Early Years development measured by Foundation Stage Profile (NI 72)	Ac Yr	51.6%	nya: Sept 2010	52.8%	55.0%	57.2%	59%	55.8	51.2	Note on target: subject to revision this summer as

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
										no baseline data or secure trend exists yet to support target given (Apr 2010)
KS 2 level 4 English & Maths (NI 73)	Ac Yr	73%	nya: Aug 2010	79%	79%	80%	80%	74.9	71.9	Note on target: FFT D=79.8% (Apr 2010)
GCSE: 5+ A*-C inc E/M (NI 75)	Ac Yr	52.9%	nya: Sept 2010	58%	60%	62.3%	63%	57.1	50.3	Note on target: FFT D=61.4% (Apr 2010)
KS2: schools failing to attain floor target of 55% E&M level 4 (NI 76)	Ac Yr	8.9%	nya: Oct 2010	5.6% by 2011	5.6% by 2011	5.6%	2.6%			
KS4: schools failing to attain floor target of 30% 5+ A*-C inc E/M (NI 78)	Ac Yr	6%	nya: Sept 2010	0 by 2012	0 by 2012	0 by 2012	0 schools			Nat'l NIS target
19 year olds achieving Level 2 (NI 79)	Ac Yr	77.6%	nya: April 2011	75%	78%	80%	nya: Oct 2010	77.9	72.4	
19 year olds achieving Level 3 (NI 80)	Ac Yr	56.1%	nya: April 2011	54.4%	55.7%	56.7%	nya: Oct 2010	55.8	46.9	
Inequality gap in Level 3 qualification by age 19: gap (NI 81)	Ac Yr	33.8 ppts	nya: April 2011	29 ppts	28 ppts	25 ppts	nya: Oct 2010	32.4	25.1	LAA2: relates to Ac Yr 2009/10
Inequality gap in Level 2 qualification by age 19: attainment (NI 82)	Ac Yr	43%	nya: April 2011	43%	47%	51%	nya: Oct 2010	54.2	55.9	
GCSE: 2+ A*-C Science (NI 84)	Ac Yr	58.2%	nya: Nov 2010	No target	No target	63.2%	67%	55.3	49.6	
Post-16 participation in physical sciences: Physics (NI 85a)	Ac Yr	306	nya: Nov 2010	No target	No target	324	326			Unconfirmed target
Post-16 participation in physical sciences: Chemistry (NI 85b)	Ac Yr	297	nya: Nov 2010	No target	No target	305	306			Unconfirmed target

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
Post-16 participation in physical sciences: Maths (NI 85c)	Ac Yr	673	nya: Nov 2010	No target	No target	728	733			Unconfirmed target
Secondary schools with Good or Outstanding standards of behaviour (NI 86)	Cal Yr	71.9%	75.0%	No target	No target	74.0%	78%	78	76	
Secondary school persistent absence rate: 20%+ absence (NI 87)	Ac Yr	4.84%	6.22%	5.3%	5.0%	4.8%	4.5%	5.0	5.6	AcYr 2010/11 - DCSF national target
Percentage of extended schools (NI 88)	Ac Yr	87%	90%	85%	100%	100%	100%			
No. of Special Measures schools (NI 89a)	Ac Yr	1	3	0	0	0	0			
Aver time spent by schools in Special Measures (NI 89b)	Ac Yr	18 months	nya: July 2010	0	0	0	0 months	20	19	Target logically 0 as 0 schools to be in SM
Take up of 14-19 learning diplomas (NI 90)	Ac Yr	140	450	No target	600	1300	nya: Oct 2010	183	114	Targets to be set following 2010 GCSE results
17 year-olds in education or training (NI 91)	Cal Yr	77.0%	84.3%	83%	83%	87%	nya: Oct 2010	77	77	
Lowest 20% gap from median in the Foundation Stage Profile (NI 92)	Ac Yr	33.3%	nya: Sept 2010	33.6%	31.3%	29.7%	29%	30.8	33.6	Note on target: subject to revision this summer as no baseline data or secure trend exists yet to support target given (Apr 2010)

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
KS 1-2 progression - English (NI 93)	Ac Yr	85.3%	nya: Nov 2010	89%	89%	90%	91%	79.8	78.5	
KS 1-2 progression - Maths (NI 94)	Ac Yr	82.1%	nya: Nov 2010	85%	87%	87%	88%	75.6	73.3	
KS 2 level 4 English - Looked after children (NI 99)	Ac Yr	21.4%	25.0%	31%	46%	12.5%	60%	42.8	47.6	
KS 2 level 4 Maths - Looked after children (NI 100)	Ac Yr	14.3%	25.0%	38%	54%	12.5%	55%	38.6	45.3	
Looked after children 5+ GCSE A*-C inc E/M (NI 101)	AcYr/O C2	8.3%	6.25%	22%	16%	17.12%	12%			Note on target: 'a pretty challenging stretch' - see Jan Payne comments in 'Targets for Delivery Plan - Apr 2010.xls'
KS2 free school meals gap (NI 102a)	Ac Yr	31 ppts	nya: Nov 2010	No target	29 ppts	25 ppts	23 ppts	28.3	22.9	
KS4 free school meals gap (NI 102b)	Ac Yr	34 ppts	nya: Nov 2010	No target	32 ppts	30 ppts	23 ppts	34.4	27.5	
Final statements of SEN within 26 weeks - excl exceptions (NI 103a)	FY	100%	100%	100%	100%	100%	100%	93	91	
Final statements of SEN within 26 weeks - incl exceptions (NI 103b)	FY	100%	100%	100%	100%	100%	100%	87	83	
KS2 SEN gap (NI 104)	Ac Yr	59.3 ppts	nya: Nov 2010	No target	58.5 ppts	56.5 ppts	54.5 ppts	53	50	
KS4 GCSE SEN gap (NI 105)	Ac Yr	53.1 ppts	nya: Nov 2010	No target	48.5 ppts	46.5 ppts	44.5 ppts	50.3	44.8	
Low income background yp into higher education: attainment gap (NI 106)	Ac Yr	26 ppts (06/07)	nya: Aug 2012	No target	No target	25 ppts	24 ppts	25	19	Unconfirmed target

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
BME KS2 L4+ in English & maths: White (NI 107a)	Ac Yr	74.3%	nya: Nov 2010	No target	78%	68%	78%	76.4	73.6	
BME KS2 L4+ in English & maths: Mixed (NI 107b)	Ac Yr	87.4%	nya: Nov 2010	+8%	79%	67%	79%	77.5	74.2	Note on target: No FFT available (Apr 2010)
BME KS2 L4+ in English & maths: Asian (NI 107c)	Ac Yr	61.5%	nya: Nov 2010	No target	61%	67%	68%	75.3	72.7	
BME KS2 L4+ in English & maths: Black (NI 107d)	Ac Yr	52.9%	nya: Nov 2010	+8%	67%	61%	67%	64.7	62.3	
BME KS2 L4+ in English & maths: Chinese (NI 107e)	Ac Yr	83.3%	nya: Nov 2010	No target	No target	87%	90%	87.4	77.7	
BME 5+ GCSE A*-C inc E/M: Bangladeshi (NI 108a)	Ac Yr	65.5%	nya: Dec 2010	No target	50%	67%	52%			Note on target: FFT D=34.1% (Apr 2010)
BME 5+ GCSE A*-C inc E/M: Black Caribbean (NI 108b)	Ac Yr	29.0%	nya: Dec 2010	No target	30%	32%	42%			
BME 5+ GCSE A*-C inc E/M: Pakistani (NI 108c)	Ac Yr	41.5%	nya: Dec 2010	No target	47%	49%	43%			Note on target: FFT D=37.2% (Apr 2010)
No. of children's centres (NI 109)	FY	31	45	31	45	45 by 2014	45 by 2014			2014 target previously reported by Corporate as 46
Participation in positive activities (NI 110)	FY	71.2%	61.7%	No target	78.5%	85%	85%	75.6	69.1	
First time entrants to criminal justice (NI 111)	FY	523	272	875	856	837	820	1473.0	1907.2	Target of 820 = 1310/100,000

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
Under-18 conceptions: rate per 1000 (NI 112)	Prev Cal Yr	29.6	29.5	25.4	22.3	19.8	17.3	26.3	44.6	2010 data. Target would be 15.7 based on National average reduction target of 50%
Under-18 conceptions: change from 1998 baseline (NI 112)	Prev Cal Yr	-5.6%	-6.0%	-21%	-29%	-37%	-45%			2010 data. National average target is -50%
Tests for chlamydia (NI 113a)	FY	10.1%	12.3%	17%	25%	35%	35%		16.2	
Prevalence of chlamydia (NI 113b)	FY	0.4%	6.1%	No target	No target	No target	No target			No target as expected to rise due to increase in screening
Permanent exclusions (NI 114)	Ac Yr	81	34	45	45	42	39	0.11	0.11	Target = approx 0.07%
Substance misuse by young people (NI 115)	Ac Yr	8.8%	10.0%	No target	7.8%	6.1%	6% (prov'l)	10.2	10.6	Target subject to confirmation by Perf Subgrp
Proportion of children in poverty (NI 116)	Annual (Apr)	11.8% (07/08)	nya: June 2011	No target	No target	0%	0%			
Young people in NEET: age 16-18 (NI 117)	FY	6.2%	6.5%	4.2%	4.0%	3.6%	3.6%	4.9	6.9	
Take up of formal childcare by low-income families (NI 118)	FY	18.8% (07/08)	nya: July 2011	18%	19%	20%	21%	16.6	17.4	

Indicator	Period	Baseline		Targets				Comparison (Ofsted)		
		2008/09	2009/10	2008/09	2009/10	2010/11	2011/12	SNs	England	Notes
Care leavers aged 19 in suitable accommodation (NI 147)	FY	91.8%	91.8%	94%	90%	90%	90%			
Care-leavers aged 19 in EET (NI 148)	FY	77.6%	83.7%	76%	76.0%	80%	80%	60.8	62.9	
Parks and play areas considered fairly or very good (NI 199)	FY	47.7%	61.1%	No target	52.8%	61.6%	72.6%	47.3	45.1	

Abbreviations :

Ac Yr	Academic Year
Cal Yr	Calendar Year
EET	Education, employment or training
E/M	English & Maths
FY	Financial Year
KS	Key Stage
NEET	Not in education, employment or training
NI	National Indicator
nya	Not yet available
ppts	percentage points
Prev	Previous