

Young People Overview and Scrutiny Committee

27th June, 2014

Young and Yorkshire

The Plan for all Children, Young People and their Families Living in North Yorkshire 2014-17

1. Background & Development

In July 2013 the Children's Trust Board approved the creation of a project board, tasked with the development of a new CYPP to replace the existing Plan which was due to come to an end in March 2014. Membership of the project board was drawn from colleagues in CYPS, NYCC Central Services, Public Health, the Partnership Commissioning Unit, North Yorkshire Police and North Yorkshire Youth.

Extensive consultation with children, young people and stakeholders has taken place to capture the hopes and aspirations of children and young people across North Yorkshire.

The project board has also reviewed a wide range of information and other completed needs analyses to establish strengths and areas for improvement. This has included the incorporation of feedback following the recent inspection of services for children in need of help and protection by Ofsted.

Above all, Young and Yorkshire has been developed in collaboration with partners, stakeholders and importantly, children, young people and their families. The Plan is ambitious, aspirational and its delivery, whilst challenging, will be reliant on a range of agencies and stakeholders working together to collectively improve the lives of children and young people across North Yorkshire.

2. Overview & Priorities

Young and Yorkshire is driven by a vision for the future of services for children and young people, which sets out our over-arching hopes and ambitions. Two vision statements have been developed, a children's version and a statement drawn up by the professionals who work with children and young people:

"We want North Yorkshire to be a cool place with loads of great things to do"
(Children's version)

"We want North Yorkshire to be a special place where every childhood is magical and every young person thrives"
(Professional's version)

The new CYPP sets out 10 guiding principles underpinning all that we do to support, children, young people and their families. The principles focus on involving families at all

stages of service planning & delivery, early intervention, maximising resources (including voluntary & community capacity), improve the lives of those we aim to help and support:

1. Involve children, young people and their families at all stages of planning, delivering and evaluating services
2. Resolve families' problems before they escalate by offering early help that develops resilience and self-reliance
3. Ensure that the safety and protection of children and young people is everybody's business
4. Strive for excellence in everything we do
5. Work in close partnerships, in the best interests of children, young people and families
6. Recognise and use the capacity of the voluntary and community sector in enhancing provision and choice
7. Make sure we can demonstrate the impact we have on the lives of children, young people and families
8. Spend money wisely and effectively
9. Celebrate diversity
10. Recognise that fun, happiness, and enjoyment of life are also important

Recognising the need to focus on those areas where the evidence suggests we need to improve outcomes and concentrate resources. Consequently, unlike previous iterations of the CYPP, Young & Yorkshire has only three key priorities. This does not mean that other important issues will be forgotten or neglected, simply that the three priority areas represent our most pressing challenges. The three priorities are:

- **Ensuring that education is our greatest liberator**, with a greater proportion of pupils attending a good or outstanding school
- **Helping all children enjoy a happy family life**, with a safe reduction in the care population
- **Ensuring a healthy start to life**, with more children and young people leading healthy lifestyles

Delivery of each priority is underpinned by four or five of supporting outcomes, which in turn are backed up by a number of delivery mechanisms, which include strategies, business plans and other strategic programmes, such as the Healthy Child Programme.

The Supporting Outcomes are:

Priority 1: Ensuring that Education is our Greatest Liberator:

Priority Outcome - A greater proportion of pupils attend a good or outstanding school

- (a) Life chances for children are improved through better educational outcomes in early years, primary and secondary education, including those of more vulnerable children
 - (b) Children in care achieve improved educational outcomes
-

- (c) Vulnerable & disadvantaged pupils are helped to close the attainment gap between themselves and others
- (d) A high proportion of young people continue to participate in education, training and employment

Priority 2 - Helping All Children Enjoy a Happy Family Life:

Priority Outcome - The care population is reduced safely

- (a) Children and families in challenging circumstances receive effective early help to become self-reliant
- (b) Children are safe, and those at risk of harm are referred, assessed and protected appropriately
- (c) Children in care are supported to leave the care system safely at the earliest opportunity
- (d) Children in care experience stable and secure placements, within North Yorkshire and as close to home as possible

Priority 3 - Ensuring a Healthy Start to Life

Priority Outcome - More children and young people lead healthy lifestyles

- (a) Fewer young people engage in risk-taking behaviours
- (b) Children and young people enjoy good mental health and emotional well-being
- (c) Children enjoy good health and development, particularly in their early years
- (d) Children in care and children with disabilities or learning needs have improved health and well-being outcomes
- (e) Children feel safe and are safe

3. Delivering the Plan

The priorities set out in Young and Yorkshire cannot be delivered by any single organisation and it will be vital the Children's Trust works to co-ordinate activity across partner agencies.

Strategically, the Board will engage with other key partnerships, including the Health & Wellbeing Board, the North Yorkshire Safeguarding Children Board and (once established) the North Yorkshire Education Partnership.

Locally, Children's Safeguarding and Strategy Groups (CSSGs) will have a crucial role, in terms of bringing together services to meet local needs. CSSGs will also play an important part in sharing understanding of local need and helping to ensure that resources are directed to where they will be most effective.

4. Next Steps

A period of consultation on the draft plan will run until the end of June 2014. The Plan will then be presented to a number of NYCC and partnership agency and stakeholder executive boards, culminating in sign-off of Young and Yorkshire at a full meeting of North Yorkshire County Councillors in July.

5. Recommendations

The Young Peoples Overview and Scrutiny Committee is recommended to:

- a. Note the information in this report
- b. Note the information in the attached draft children and young people's plan; 'Young and Yorkshire'
- c. Comment on the attached draft children and young people's plan; 'Young and Yorkshire'

**Pete Dwyer Corporate Director Children and Young Peoples Service
County Hall, Northallerton**

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Date:	June 2014
Background Documents:	None
Annex:	Annex A – 'Young and Yorkshire'

Young and Yorkshire

The Plan for **all** Children, Young People
and their Families Living in North
Yorkshire

2014-17

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1. Forewords

“We, the children of North Yorkshire, would like you to make sure that we are healthy, sporty, happy, clean, and eco-friendly. That we make awesome friends. That we inspire, and are clever. That we are respected, given our say, heard, supported, have our place in the crowd, and are loved.”



(Grace and Will, Bilsdale, Carlton and Faceby Primary School)

Foreword by Pete Dwyer

Welcome to our new Children and Young People’s Plan. I hope you find it readable and that its recommendations make sense to you. Importantly, I hope you share its confidence, energy and ambition.

We¹ no longer have to produce a Plan like this because central Government tells us to. We have compiled it because children and young people are our most precious asset, and we know that if we work well together – and listen to their voices – we will be better able to help every single one of them to grow into confident and successful adults.

It goes without saying that these are challenging times for the services we represent, faced with profound organisational changes and unprecedented reductions in funding. We would be letting children down if our response was simply to retreat behind organisational boundaries or to start cutting services without consultation or forethought. It is more important than ever that we work in genuine partnership, are crystal clear about our priorities, and resolutely focussed on improving outcomes.

For these reasons, this Plan is shorter and sharper than its predecessors. There are just three key priority areas for action, although we also indicate the principles that guide *all* of our work, all of the time. Our priorities are based on clear evidence about what is needed and what works, and – crucially – are driven by what children and young people themselves have told us. We recognise that although most of them already experience a fantastic upbringing in this very special County, that is not necessarily the case for every single one of them. We will not rest until we can confidently say that all North Yorkshire children’s life chances are in their own hands, rather than being determined by geography or family circumstances.

¹ References to “we” in this Plan are to the North Yorkshire Children’s Trust, which has overall responsibility for this Plan. There is more about the Trust in Chapter 8 and Appendix A, or on our website <http://cyps.northyorks.gov.uk>.

Above all else, this Plan is about celebrating the contribution that young people already make. As part of the consultation it was fantastic to receive literally hundreds of “postcards to the Director” - great to read each day a selection of young people’s hopes and ambitions. What comes across is their boundless energy and their enthusiasm for life. I hope that this rubs off on all of us who have the privilege to work with them.

Peter Dwyer
Chair, North Yorkshire Children's Trust

Foreword by Arthur Barker and Tony Hall

North Yorkshire is a place of superlatives. The largest English County, the tallest waterfall, the highest pub...and, some would add, the friendliest people and the best fish and chips!

Our children and young people are very much part of this picture of excellence – achieving some of the best educational outcomes in the country, and continuing in their tens of thousands to contribute to the world in a myriad of ways. But what comes across from talking to them is how proud they are of their roots – which is why the title of this Plan, “Young and Yorkshire”, is so apt. Indeed, it was suggested to us by the children of Reeth and Gunnerside Primary Schools.

As Executive Members of the County Council, it's our job to identify their needs, fight their corner, and champion their achievements within the political circles in which we operate. To any children and young people who are reading this Plan – and we hope you will do – we make this promise: to ensure the politicians of North Yorkshire continue to listen to you at all times, and to prioritise your needs even in these challenging times.

And to the adults who work with you, we want to convey our thanks, on behalf of the Council and its partners, for everything you do with such commitment and skill, on behalf of young people. The job can be challenging at times but it also brings immense rewards. This Plan has been written for you, and it is a celebration of your work too. It does not shy away from the difficulties we face, but its overall tone is upbeat – because hope and optimism is what we are all about.

Let us use this Plan to renew our collective enthusiasm for what we do, and our shared ambition to make sure that North Yorkshire really is one of the greatest places in which to grow up.

Arthur Barker
Executive Member for Schools, 16-19-year-old Education, and Early Years Provision
Tony Hall
Executive Member for Children's Services, Special Needs, Youth Justice, Youth Service and Adult Learning
North Yorkshire County Council

2. “Young and Yorkshire” – the Plan in a Page

Our Vision

“We want North Yorkshire to be a cool place with loads of great things to do”

“We want North Yorkshire to be a special place where every childhood is magical and every young person thrives”

Our Principles

These principles underpin everything we do, for all children and families, all of the time:

- Involve children, young people and their families at all stages of planning, delivering and evaluating services;
- Resolve families’ problems before they escalate by offering early help that develops resilience and self-reliance;
- Ensure that the safety and protection of children and young people is everybody’s business;
- Strive for excellence in everything we do;
- Work in close partnerships, in the best interests of children, young people, and families;
- Recognise and use the capacity of the voluntary and community sector in enhancing provision and choice;
- Make sure we can demonstrate the impact we have on the lives of children, young people and families;
- Spend money wisely and effectively;
- Celebrate diversity; and
- Recognise that fun, happiness, and enjoyment of life are also important.

Our Three Priorities

Our three particular priorities for 2014-17 are:

- **Ensuring that education is our greatest liberator**, with a greater proportion of pupils attending a good or outstanding school;
- **Helping all children enjoy a happy family life**, with a safe reduction in the care population;
- **Ensuring a healthy start to life**, with more children and young people leading healthy lifestyles.

About this Plan

This Plan has been written for everyone who works with children, young people and their families in North Yorkshire, including families who may only recently have arrived here such as service families. Any references to "child" or "children" should be taken to mean any young person aged 0-19 (ie, the 19th birthday), care leavers up to the age of 25 (ie, the 25th birthday), and young people up to the age of 25 who have special educational needs and disabilities for whom the local authority continues to provide support.

This Plan is divided into three broad sections. In the first section, beginning at Chapter 3, there is a brief overview of life in North Yorkshire through the eyes of a child. We then set out the most important things children and young people told us when we consulted them about the Plan. We also review the other evidence that has been used to inform its development.

In the second section, beginning at Chapter 6, we set out our renewed vision and guiding principles for the period covered by the Plan. We then explain, in detail, the three priority outcomes that we want to achieve, and the supporting outcomes and strategies.

The final section, at Chapter 8, explains how we will deliver the Plan, including how we will pay for it and how we will monitor it. There are some Annexes which go into this in more detail.

3. Growing Up in North Yorkshire

3.1 This chapter sets out some of the facts and figures about North Yorkshire that make it so special. We have tried to present these in a variety of ways so that the story comes to life, including an illustration of what North Yorkshire would be like if it were just a village of 100 children, and how a normal school day might look through the eyes of a child.² The information is presented without comment at this point, as food for thought.

3.2 As England's largest county, North Yorkshire is a place of contrasts. For many of our children and young people, their upbringing will essentially be a rural one, with farming the main industry. Others will grow up in one of our many market towns. Most will develop a deep love for the beautiful countryside that surrounds them, including two large National Parks. However for some, there may sometimes be a sense of isolation, with long distances to the amenities that many of their contemporaries take for granted.

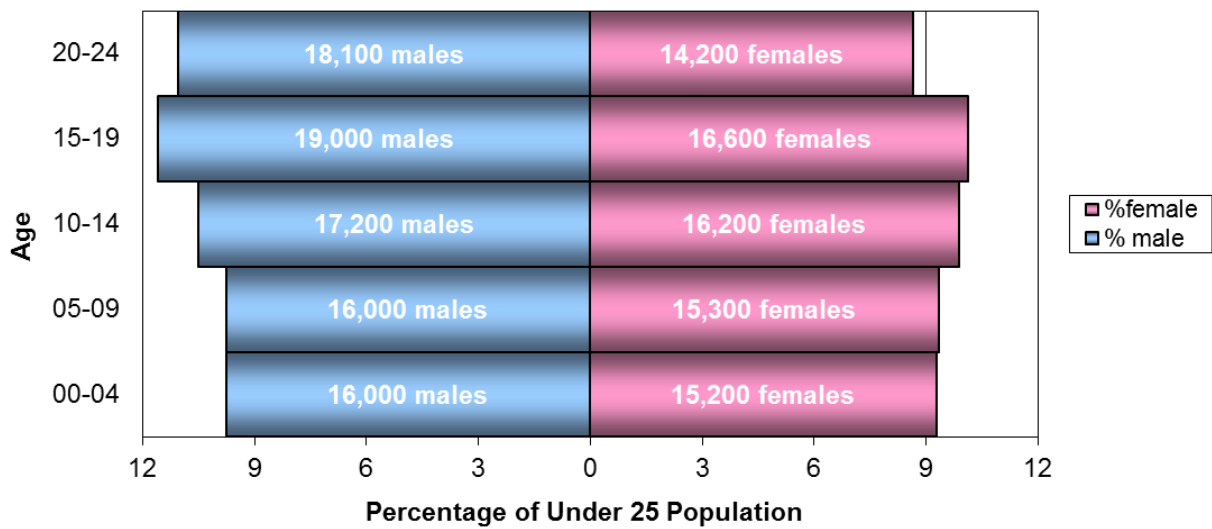
3.3 That said, there are some larger conurbations, and over a quarter of our 132,000 0-19 year olds live in the Harrogate District. Nearly a fifth live around Scarborough, or elsewhere along the coast. A particular feature of our county is the presence of the UK Army's largest military garrison at Catterick, which at any one time is home to some 17,000 MOD personnel. The reality of growing up in a military family is powerfully illustrated by the beautiful and moving poem from Ella Barton on page X.

3.4 Projections based on the *2011 Census*³, indicate that the population of young people aged 0-10 will grow by 2.6% by 2018: this has been an important factor in our planning. The population pyramids **below** illustrate the changes we are expecting over the next few years in the relative sizes of the different age groups for which we are responsible:

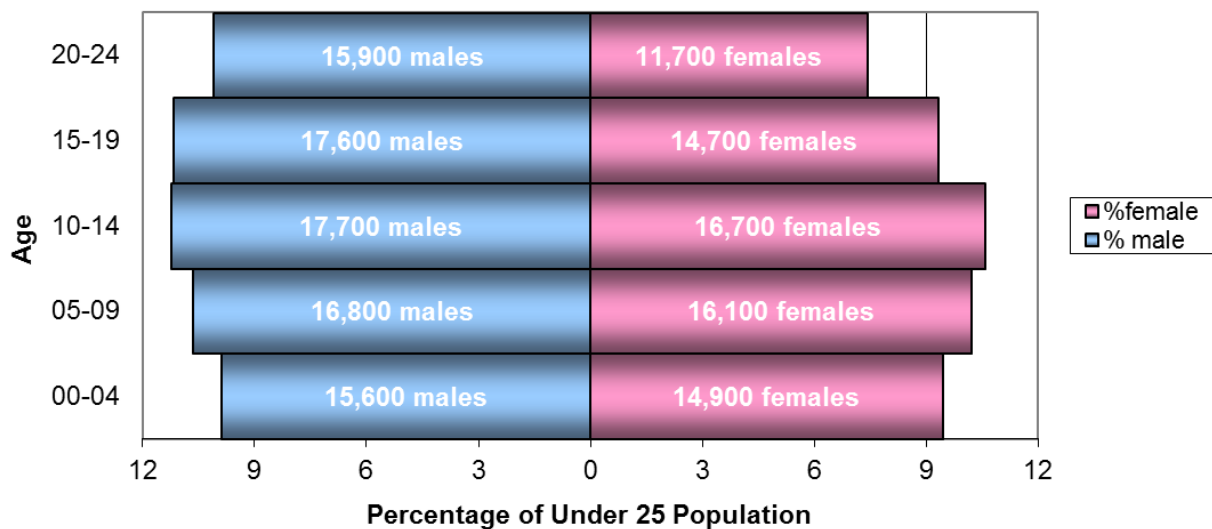
² The statistics used to compile these illustrations have been drawn from a variety of sources, including the 2011 Census and the most recent *Growing Up in North Yorkshire Survey* (previously known as the 'Every Child Matters-Health Related Behaviour Questionnaire.') The results of the 2012 Questionnaire are available at <http://cyps.northyorks.gov.uk/index.aspx?articleid=13577>

³ <http://www.northyorks.gov.uk/article/23717/Census-information>

**2012 Population - North Yorkshire
(2012-based Subnational Population Projections)**



**2021 Population - North Yorkshire
(2012-based Subnational Population Projections)**



3.5 We also know from the 2014 School Census that around 6% of our children are from a Black or Minority Ethnic background. This, along with the proportion of children eligible for free school meals (8%), is much lower than the national average. Indeed, North Yorkshire is one of the least deprived local authorities in England (ranked 129th out of 154). Nevertheless, there are still some areas of profound deprivation, including some parts of the County that are ranked within the 10% most deprived areas in England, particularly along the coastal fringe. The lives of children growing up in such communities may be much more challenging than for their peers: our job, as professionals, is to ensure that this does not translate into poorer outcomes.

3.6 The illustrations **below** convey some of the other key facts and figures about growing up in North Yorkshire.

Children and Young People in North Yorkshire

132,000 aged 0-19 including:

- 9000 children from a Black or Minority Ethnic background
- 5000 children from military families
- 1800 children and young people for whom the Authority maintains a Statement of Special Educational Needs, of which:
 - around 350 have a diagnosis of autism
 - around 280 have behavioural, emotional or social difficulties
- 465 children looked after by the Authority
- 377 children subject to a child protection plan
- 344 children receiving specialist treatment for substance misuse
- 228 teenage conceptions per year

These children attend

345 Early Years settings

318 Primary Schools or Academies

44 Secondary Schools or Academies

10 Special Schools or Academies

12 Independent Schools

7 Colleges

...and approximately 260 are home educated

One in a hundred children

132,000 children and young people aged 0 to 19 live in North Yorkshire. If we were to imagine these as the population of a small village with 100 children:

- 95 would be “White British” or “White Other”.
- 51 would be boys and 49 would be girls.
- 4 would have a parent in the Armed Forces, of which 2 would have probably been away from home on operational service during the year
- 12 will be officially classed as ‘living in poverty’, although in some parts of the county this will be more than 30. Fewer than 10 would receive free school meals.
- By the age of 6 years, 21 will be either overweight or obese. By the age of 11 years, 28 will be either overweight or obese.
- 66 would have made use of Children’s Centre early years services before starting school.
- Around 2 would be receiving support from children’s social care, with 1 of these requiring either a child protection plan or admission to care.
- Around 2 would live with a family that receives targeted support from early help services.
- At the age of 5 years, 44 children would have achieved a “good level of development” as assessed in the Early Years Foundation Stage Profile.
- 76 will go on to attend a Primary School that is rated as good or outstanding for overall effectiveness; 6 will be in a school of fewer than 50 pupils. 74 will go on to attend a Secondary School that is rated as good or outstanding.
- 2 would have a formal statement of special educational need, and another 13 would have other lower level special educational needs.
- At the age of 7 years, 75 will live in a household with both parents. This will fall to 60 by the age of 15.
- By the age of 7 years, 89 will reach the expected standard in reading, 86 will reach this standard in writing, and 92 in maths.
- By the age of 11 years, 85 will achieve the expected standard in reading, 83 will reach this standard in writing, and 82 in maths.
- At secondary school, 7 will be frequently absent from lessons.
- 65 will leave secondary school with 5 or more good passes at GCSE, including English and Maths. In some schools this will be fewer than 50 and in others it will be more than 90.
- Whilst in secondary school, 26 young people will have a regular paid job during term time.
- 90 will continue in training or education whilst 16 and 17. 81 of these will be in full time education or training, 7 will be in an apprenticeship or work based learning placement, and 2 in other types of learning.

**Growing Up In North Yorkshire:
A Day in the Lives of Children and of Young People as described by them
(note: these figures are based on answers to the Growing Up in North Yorkshire survey)**

MORNING	SCHOOL	LUNCH	SCHOOL	AFTER SCHOOL	EVENING
More than 450 children and young people have breakfast with a family that is not their own because they live in care.	Nearly all 3 and 4 year olds go to a free childcare place.	Fewer than 1 in 10 pupils will claim free school meals.		Almost half of pupils will meet their friends after school.	81% of 15 year olds watch TV after school. 9% watch more than 3 hours each day.
94% of 7 year olds have a proper breakfast before school. Only 71% of 15 year olds do so.	83,000 pupils aged 5 to 16 go to North Yorkshire schools.	20% of 15 year old girls have nothing for lunch.	14% of 7 year old pupils don't like being at school.	Over 90% of 15 year olds will go on "Facebook" or other social media websites.	The things that worry North Yorkshire pupils most when they go to bed are exams / tests and body image.
4% of 10 year old children have breakfast at school	76% go to a <i>good</i> or an <i>outstanding</i> school as judged by Ofsted.	38% of 15 year olds have a school meal. 36% have a packed lunch.	94% of 10 year old pupils think it is important to go to school regularly.	34% of 15 year old girls have been asked to meet someone they don't know through the internet.	12% of 15 year olds smoke, 14% have taken drugs at some time and 42% have consumed alcohol during the previous week.
22% of 15 year old girls have nothing to eat before school.	46% of 10 year olds walk to school. 44% travel to school by car and 5% take a bus.	4% of secondary pupils buy their lunch from a takeaway or shop.	Over 60% of 10 year old pupils like all or most of their lessons	28% of 15 year old girls and 13% of 15 year old boys have experienced cyber-bullying.	
Whilst getting ready for school, 19% of secondary pupils worry about being bullied about the way they look.	34% of 15 year olds walk to school. 22% travel by car and 37% take a bus.	50% of 7 year olds eat 'five a day.' Only 16% of 15 year olds do so.	74% of secondary pupils enjoy at least half of their lessons.	60% of secondary pupils do homework after school, with 22% doing more than 1 hour.	23% of 15 year olds pupils are sexually active. One third of these do not always use contraception.
		37% of 10 year olds go to a school club during lunch break.	25% of secondary pupils report missing school for day trips and family holidays.		
		During school playtimes 87% of 10 year olds feel happy and 89% feel safe.			

My Daddy is a Soldier

*My Daddy is a Soldier
He wears big black boots
He doesn't go to work
Wearing designer suits.*

*But when he is here, we have fun
We do lots of things together
I really really love my Dad
I will live with him forever.*

*He wears camouflage trousers
With a beret on his head
It has a shiny cap badge
With the details of his Reg.*

*My Daddy is a hero
And this I'm proud to say
Even if I miss him lots
When he has to go away.*

*He has a great big rucksack
That he carries on his back
He also has a little one
That he calls a day sack.*

*We have to move around a lot
And it's sometimes lots of fun
But I don't like to leave my friends
It makes me feel real glum.*

*He does a lot of exercise
And runs and runs and runs
He carries heavy webbing
That really does weigh tons.*

*But once we all get settled
In our new house and new school
We realise it's an adventure
And think it's really cool.*

*He has to go away a lot
It isn't fun at all
I miss him lots when he's not here
It makes me cry and bawl.*

*So my Daddy is a soldier
And it makes me really proud
One day I'll be a soldier
If my Dad says I'm allowed.*

Ella Barton, Aged 9

4. Hopes and Dreams: What Young People Have Told Us

4.1 We have always listened carefully to the voice of the child in North Yorkshire. We have therefore taken special care to ensure that the hopes and dreams of young people have been prominent at all stages of preparing this Plan. They have chosen its Title, and contributed their own Foreword and Vision Statement. Overall, some 15,000 children and young people have informed its development.

4.2 We have used both formal and informal ways to consult children and young people. The formal methods are set out in the box **below**. Less formally, we invited children and young people to submit their views on a postcard to Pete Dwyer, Director of Children's Services, about their hopes for the future and ways in which North Yorkshire could be improved, from their perspective. Over 1,000 children participated, and examples of some of the postcards are featured throughout this Plan. On **page X** is a copy of a letter from a Headteacher commenting on the exercise.

4.3 Some *clear themes* have emerged from these consultations. One is that children and young people in North Yorkshire want to do well at school and to succeed in the workplace. 94% of 10-year olds believe it is important to attend school regularly. However, one in seven primary pupils does not enjoy being at school, and one in four secondary pupils enjoys fewer than half of their lessons.

4.4 Importantly, many older pupils want their school to prepare them better for life after school. Consistent messages include the need for better careers advice, more meaningful work experience, better employment opportunities for young people, and, more generally, an educational experience that prepares young people for adult life.

4.5 A further theme is safety. Although there is little evidence that children and young people feel unsafe in North Yorkshire, consistent messages concern safe places to play, as well as safety in other public spaces such as streets, town centres, and roads. E-safety is also emerging as a significant concern for young people. Over 90% of 15 year olds regularly use Facebook or similar social media sites. One in three 15 year old girls has been asked via the internet to meet someone they don't know. One in five 15 year olds has been subject to cyber-bullying.

4.6 Other messages include concerns about self-esteem, body image and bullying, with one in five secondary pupils worried that they will be bullied because of the way they look. There are concerns about rural isolation, with hopes for more local amenities, health and other public services, and better transport links. There is also a desire to be able readily to access organised sports and leisure facilities, and many young people expressed the wish to have more places to simply 'hang out' with their mates.

4.7 From students in our special schools, the overwhelming desire was the support to be able to lead a normal life, with friends, a job and a partner. The Flying High Group undertook a special consultation exercise on behalf of the national Council for Disabled

Children⁴. Issues raised included self confidence, support to make decisions, support with life skills and to lead a social life, bullying, benefits, and transport. There were also specific concerns about the proposed Education Health and Care Plans, particularly from young people with autism.

4.8 We were particularly struck by the sense of community that emerged from so many of the responses. Children and young people who live in North Yorkshire clearly appreciate their local roots - the children of Reeth Primary School, for example, describe themselves as "Young and Yorkshire". We have adopted these words as the Title for this Plan as they eloquently express the unique and invaluable sense of identity which is so much a feature of growing up in this very special County. We also asked a number of children and young people to identify a particular location within the County that was special to them; examples of their responses are illustrated throughout the Plan.

4.9 One final, overriding, theme concerns general public attitudes towards children and young people. As one 12-year old put it: "My hope is that people didn't have this bad idea of children, because we're not all bad, and I wish that North Yorkshire did more to promote good things that children do." As professionals, we need to ensure that we never forget this.

⁴ To read the full report from the Council for Disabled Children which took into account consultation with a range of groups, including North Yorkshire's Flying High Group, go to www.councilfordisabledchildren.org.uk and search for "SEN draft Code of Practice".

Our regular consultation mechanisms include the following:

- A countywide survey of school pupils known as the *Growing up in North Yorkshire Survey* is undertaken on a biennial basis. This important survey captures reliable information about the lifestyles of over 15,000 children and young people in North Yorkshire. It also allows us to compare the experiences of children in North Yorkshire with those who live in other local authority areas. The results of the 2012 Questionnaire are available at <http://cyps.northyorks.gov.uk/index.aspx?articleid=13577>
- Regular dialogue with the *North Yorkshire Youth Council* which is made up of young people from 18 local youth councils across North Yorkshire. This Council gives children and young people opportunities to become involved in the design, provision and evaluation of policies and services that affect them or which they use. Key priorities identified by the Youth Council in 2014 were: "a curriculum to prepare us for life", and "transport". North Yorkshire Youth Council also has links to the UK Youth Parliament, and national campaigns such as 'Make Your Mark'.
- Engagement with the well-established and vibrant North Yorkshire *Young People's Council* which is made up of children in care and care leavers from across the county. This group is led by looked after children and meets once a month to talk about the issues that matter to them. It is attended by senior officers and the Executive at least four times a year. The Young People's Council also represents the views of young people in North Yorkshire at regional and national events.
- *Flying High to See the Way* (known as "Flying High") is a group of disabled young people between the ages of 16 and 25 who have worked with the Local Authority since 2008. In recent years the group has been facilitated by Barnardo's and they have been engaged in the Pathfinder programme, especially the development of the young person's Local Offer and materials for the Transition programme. The contract with Barnardo's has been extended for two further years to reflect our continued commitment to their important work.
- Engagement with individual *School Councils*, which are a feature of every school in North Yorkshire and which include, wherever practicable, representatives from all year groups. Some schools are now calling their Council the "School Leadership Team", and enabling it to influence the development of the whole-school policies.
- A specially-convened *Youth Summit*, comprising 90 representatives of numerous groups of young people. At the 2013 Summit, delegates put forward their concerns and possible solutions on a wide range of subjects, including internet safety, rural isolation, stereotyping, public transport, leisure activities, mental health, peer pressure, job prospects, living on your own, bullying, racism and health services. This was the third year the event has been held.

5. What Else Do We Know?

5.1 As well as the hopes and dreams of young people, we have also taken into account a range of other things in writing this Plan. This chapter, which should be read along with the Appendices, sets out the four main elements:

- A review of performance over the last plan period;
- Needs analyses;
- Strategic links and national policy drivers;
- The financial position.

A Review of Performance over the Last Plan Period

5.2 It has been important to review progress (or otherwise) since the last Children and Young People's Plan, which was published in 2011. During that period, the Children's Trust Board conducted two formal, full-scale reviews of progress. These can be viewed on the Children's Trust website⁵. The conclusion of the most recent review was that real progress had been made:

"Through a period of constricting budgets, personnel changes and organisational restructures, services have remained focussed on the task of improving outcomes for children and young people."

5.3 Nevertheless, the review identified 38 separate areas for further work by the Agencies that constitute the Children's Trust. These have informed the development of the priorities within this Plan.

5.4 We have also reviewed all of the performance indicators that we have been monitoring over the period covered by the last Plan. The illustrations on **page X** show the trends in some of the key indicators. In many areas, performance in North Yorkshire is better than the national average, sometimes to a significant extent. For example, outcomes at both post 16 and at Key Stage 4⁶ have been consistently in the top 20% of local authorities for a number of years. Pupils and students leaving North Yorkshire schools are well placed to continue in education, training or employment; this is reflected in the comparatively small proportion who are not so engaged (commonly known as "NEETs").

5.5 In contrast, the performance of pupils at Key Stage 2 has recently been a concern, with the outcomes generally declining compared to the national picture and placing the local authority in the bottom 20% of authorities on some attainment and progress measures. This is a key focus for improvement. The Early Years profile outcomes are also a concern, though the changes to the assessment of a "good level of development" in 2013 make it difficult to draw conclusions from one year's data.

⁵ For example, the most recent review is at <http://cyps.northyorks.gov.uk/CHttpHandler.ashx?id=26309&p=0>

⁶ The different phases of a child's education are commonly divided into "key stages". "Key Stage 2" is the last phase of primary school. "Key Stage 4" is years 10 and 11 at secondary schools, when many will be taking GCSEs.

5.6 The attainment gaps for disadvantaged pupils and pupils with Special Educational Need are also a focus of concern; although some gaps are closing, overall they remain wider than those in most Local Authorities. Work is being done both with individual schools and through the development of innovative strategic approaches which should see longer-term impact. In January 2014 we launched the *Closing the Gap* initiative to support the development of evidence-based practice by clusters of schools.

5.7 Performance of all schools and settings has been closely monitored throughout the period of the last Plan, and will continue to be so. Outcomes from Ofsted inspections and data for pupil outcomes is supplemented by the information from monitoring visits and reviews to identify *good* and *outstanding* schools and settings, and to target support to those in greater need. At the start of 2014, Ofsted judged 80% of primary schools to be *good* or *outstanding* – an improving picture – with a slightly smaller proportion of inadequate judgements than nationally. Individual reports are available on the Ofsted website⁷. 90% of North Yorkshire's "settings"⁸ are currently *good* or *outstanding*. 68% of secondary schools – just below the national proportion – are currently *good* or *outstanding*. Our ambition is to see all schools and settings at least *good* by the end of this Plan period.

5.8 Consideration has also been given to the outcomes from Ofsted inspections of Children's Centres. We have had 28 centres inspected (under various frameworks so not directly comparable). 16 of the 28 (57%) were graded *good* overall: 12 of the last 14 inspections have been graded *good* overall (86%). Importantly, though, under the first and second frameworks 21 of the 25 were graded *good* or better for safeguarding with the last 12 all graded *good*.

5.9 We have also taken into account an authority-wide Ofsted Inspection that took place, during a late stage in the preparation of this Plan, into *services for children in need of help and protection, children looked after and care leavers*. The overall judgement of the Authority's services was **XXXX**. Subsidiary judgements were either **XXXX** or **XXXX**, while a review of the effectiveness of the North Yorkshire Safeguarding Children Board was also judged to be **XXXX**. We believe the Inspection results, and Ofsted's detailed recommendations⁹, confirm the approach we are taking in this Plan to reduce safely the care population, whilst also improving the outcomes achieved by those who are in or who have been in care. In the words of the Inspection Team:

*"The Authority and its partners are ispem lorum factum nomen roman judem.
Chisex lodem forum totem willem carolyn gillem petem."*

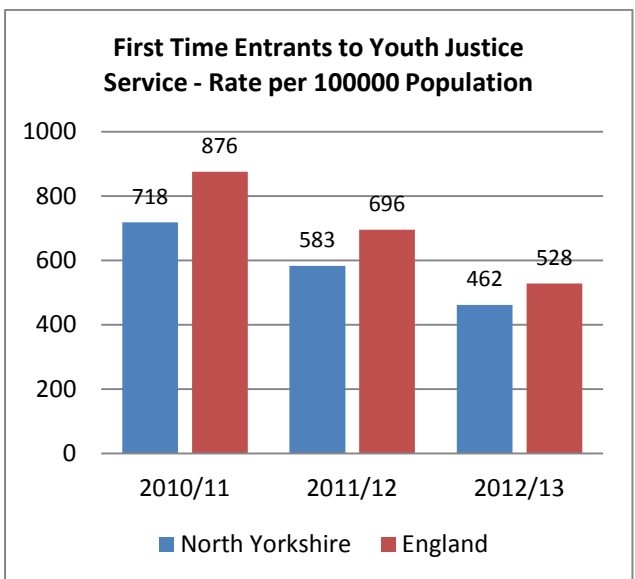
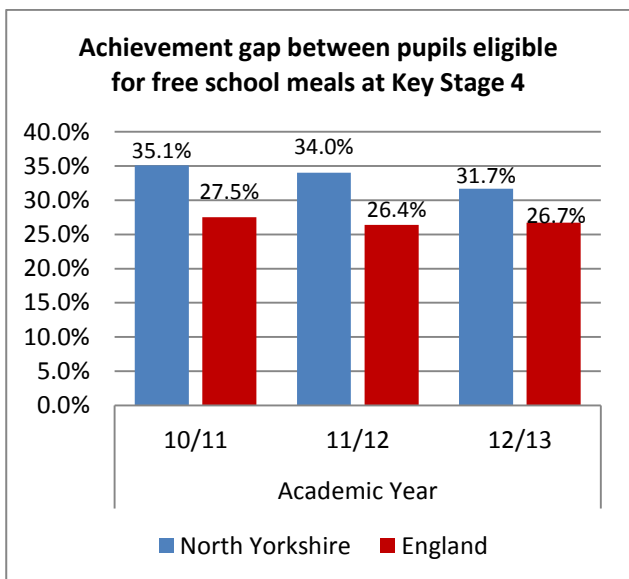
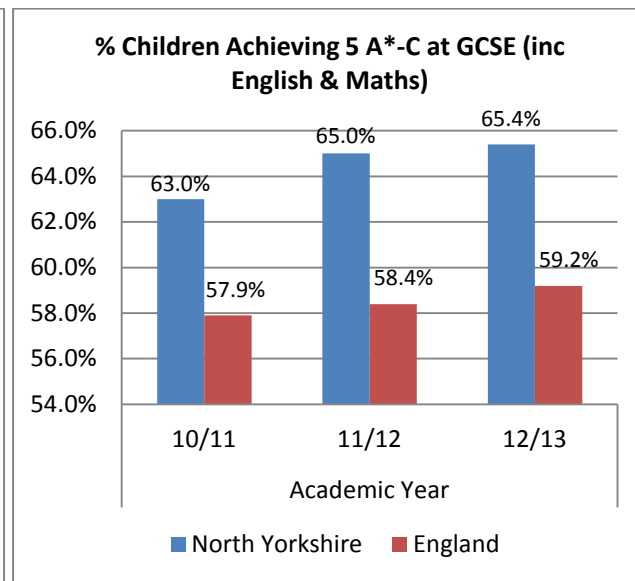
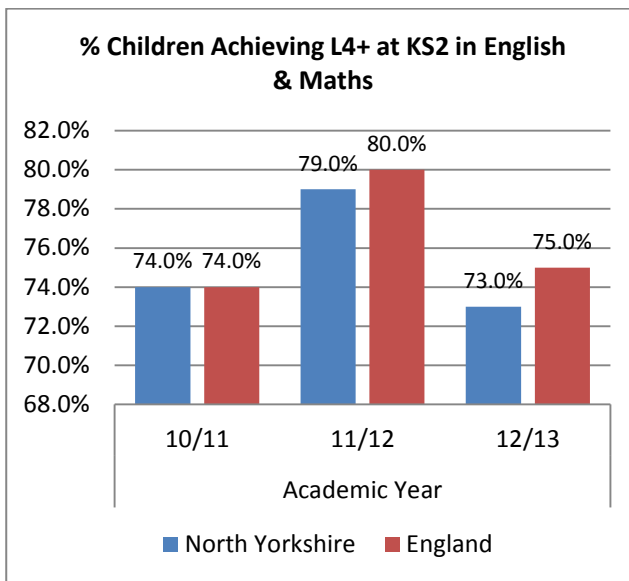
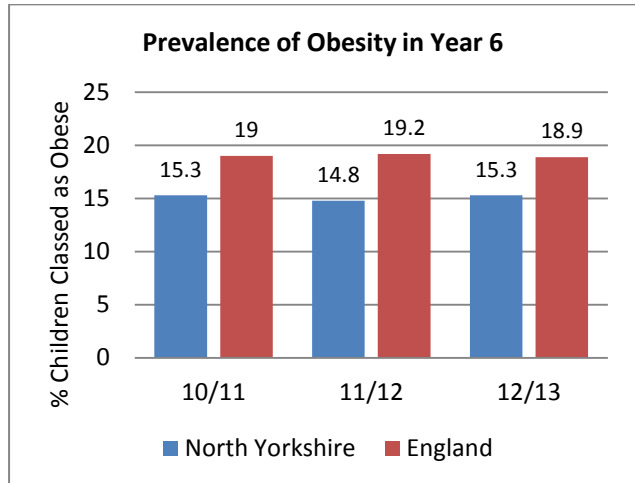
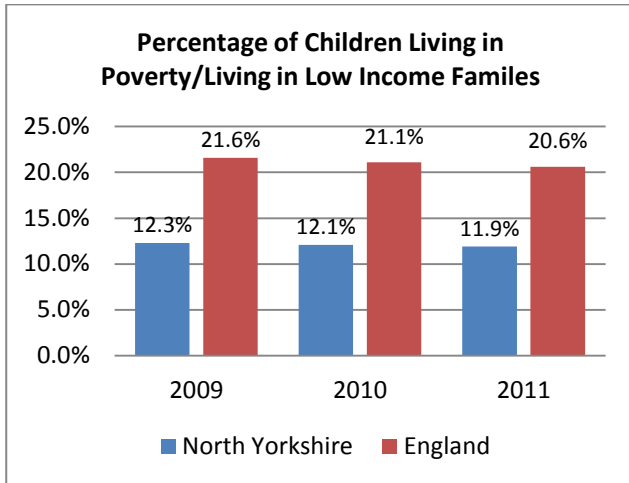
⁷ See www.ofsted.gov.uk/inspection-reports/find-inspection-report

⁸ A 'setting' is maintained or non-maintained early years provision that provides education and care for children aged 0-5 years. This provision includes: child minders, all private voluntary, and independent provision such as sessional pre-schools, full day nurseries, maintained nurseries and reception classes.

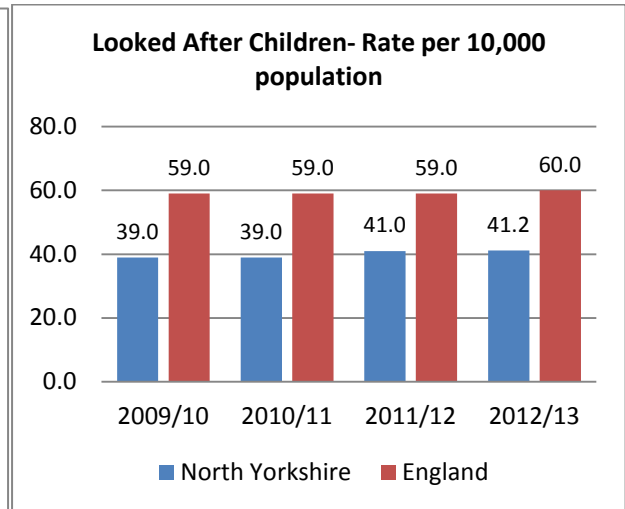
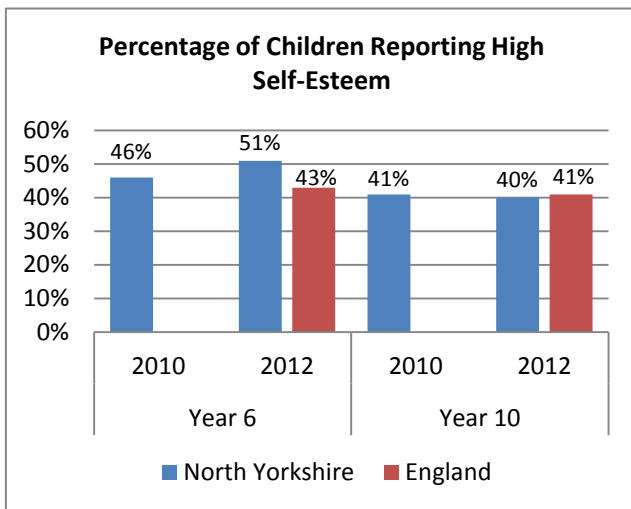
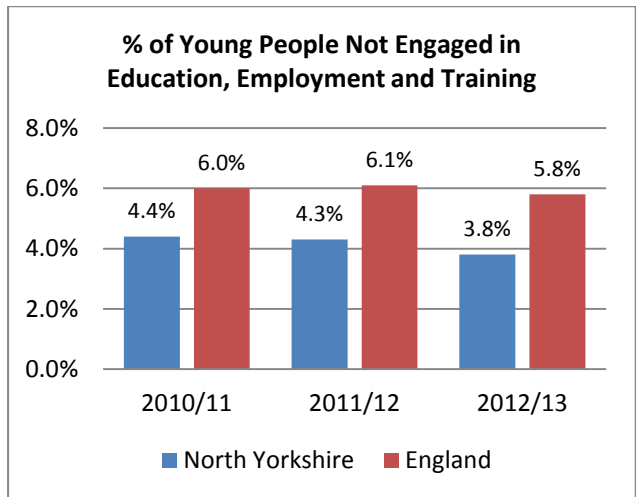
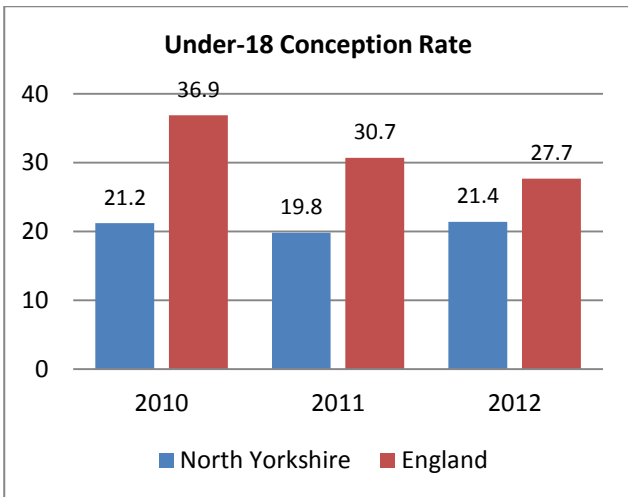
⁹ The full report is available at <http://www.ofsted.gov.uk/local-authorities/north-yorkshire>

5.10 We will be monitoring carefully, and taking action as necessary, to ensure that the recent small rises in obesity levels, and in teenage conceptions, do not become part of a longer-term trend.

Trends in key indicators during the period covered by the last Plan¹⁰



¹⁰ Further information about the data underlying these graphs can be found at <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>



Needs Analyses

5.11 We were also able to benefit from a number of recent *needs analyses* of the local population. In relation to health and wellbeing, the most recent analysis is contained in the *Joint Strategic Needs Assessment*¹¹ published by the Health and Wellbeing Board¹². As well as the overall report, there were detailed "topic summaries" covering issues (amongst others) such as child poverty, maternal health, child health, and health issues for particular communities¹³ (both geographical and minority ethnic groups). Overall, the picture is of a County whose health is above average compared with the rest of England, but with distinct areas where this is not the case.

5.12 One particular topic highlighted by this process was that of *rurality* and communities that are relatively isolated. The rural nature of our County has been prominent in our thinking in drawing up this Plan and the associated strategies. There is also a specific analysis of the particular needs of *service families*, especially those stationed at Catterick Garrison. In implementing the priorities in this Plan, we will continue to be sensitive to the different needs of our diverse communities.

5.13 An important topic summary analyses the impact of *domestic abuse* and, in particular, its effects on children and young people. A North Yorkshire Domestic Abuse Joint Commissioning Strategy has been developed with our multi-agency partners via the North Yorkshire and York Domestic Abuse Joint Coordinating Group. This strategy identifies opportunities for joint funding of Domestic Abuse Services based upon the cost benefits to various partners from commissioning early intervention and prevention services, including establishing a county-wide therapeutic service for children and young people. Through the 2014-19 North Yorkshire and York Domestic Abuse Strategy and action plan, we acknowledge that there is more work to be done in this area and as a partnership commit to continue to reduce the impact of domestic abuse across North Yorkshire.

5.14 A further topic highlighted by the Joint Strategic Needs Analysis process was that of *youth homelessness*. There has recently been a countywide launch of seven new Young People's Accommodation Advice and Prevention Hubs. These bring youth homelessness services together under one roof, with representatives from the County Council, District Councils, and local housing providers all working together to provide the best service for young people who need advice and support around housing issues. Alongside general advice and guidance, the Hubs offer a 'Pathway Approach' for young people who require further support and may be at risk of homelessness.

5.15 A separate needs assessment was also commissioned by the North Yorkshire *Child and Adolescent Mental Health Service* to inform the development of a strategy to improve mental and emotional wellbeing of children and young people in the County.¹⁴ This analysis suggests that around 16000 children and young people have a mental health

¹¹ The full report can be found on the North Yorkshire Partnerships website at www.nypartnerships.org.uk

¹² There is information about the Health and Wellbeing Board at www.nypartnerships.org.uk/index.aspx?articleid=16804

¹³ The full list of topic summaries is at www.nypartnerships.org.uk/index.aspx?articleid=26760

¹⁴ For example, looked after children, children with SEND, young offenders etc.

disorder, of which around 2500 are likely to be from a vulnerable group and to have more complex needs. This has been used to develop the following key priorities, which have in turn informed the development of this Plan:

- *Promote emotional well-being and resilience in all children & young people;*
- *Provide a clear and transparent view of the services available to promote positive mental and emotional wellbeing in North Yorkshire;*
- *Increase understanding amongst children and young people of emotional and mental ill-health in order to reduce discrimination and stigma;*
- *Ensure earlier identification of children and young people exhibiting emotional problems so that they are able to access help and support in a timely way;*
- *Develop and implement integrated, multi-agency service pathways for all levels of service provision, that improve both access to services and the timeliness of response;*
- *Services will put children, young people, families and carers at the centre of their care and ensure they are involved in the planning, design and evaluation of services;*
- *Services will be evidenced and informed to ensure that they deliver quality outcomes;*
- *Understand the current and expected future demand for these services, so as to inform future commissioning decisions around priority needs and vulnerable groups.*

These are consistent with the government Mental Health Strategy, *No Health without Mental Health*¹⁵ published in 2011, which sets out six shared mental health outcomes for children, young people, working age adults and older people.

5.16 Similarly, an analysis of *North Yorkshire's 14-19 Education and Skills* needs has resulted in the new "position statement" which contains the following priorities for 2014-15:

- *ensure the attainment gap between vulnerable learners and the wider cohort is minimised.*
- *ensure all young people have access to good quality and appropriate education and training*
- *increase the number of pupils attending a good or outstanding school so more young people can benefit from a high quality education*
- *increase young people's participation in education and training and thereby reduce the number of young people Not in Education, Training or Employment (NEET).*
- *ensure young people leave training and education with the employability skills they need to succeed.*

Strategic Linkages and National Policy Drivers

5.17 We have been keen to ensure that this Plan has clear *strategic links* to other relevant County-wide strategies and Plans. For example, the Joint Strategic Needs

¹⁵ See www.gov.uk/government/publications/the-mental-health-strategy-for-england

Assessment referred to in the previous section has been used by the Health and Wellbeing Board to draw up a *Joint Health and Wellbeing Strategy*¹⁶ for North Yorkshire. This document addresses the particular challenges posed by rurality and pockets of deprivation. It contains "children and young people" as one of its strategic priorities:

"Giving every child the best start in life is crucial to reducing health inequalities in the whole of people's lives. To have an impact on health inequalities we need to address children's access to positive early experiences. Interventions in later life, although important, are considerably less effective when good early foundations are lacking. It is therefore vitally important that we help to support the early development of healthy behaviours and foster a supportive community for parents and families to give children the best opportunities in life."

5.18 The other key strategic document that has fed into this Plan is the *North Yorkshire Community Plan 2014-17*¹⁷, which refreshed at the same time as the development of this Plan, and the related *Council Plan 2014-15*¹⁸, which is updated each year. In particular, our Vision for Children and Young People, set out in the next chapter, deliberately relates to the overall Community Vision:

"We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit."

In addition, in drawing up the priorities in this Plan, we have had regard to the three priorities in the Community Plan, particularly the second and third ones:

- *Facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership;*
- *Supporting and enabling North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world;*
- *Reduce health inequalities across North Yorkshire.*

5.19 A key *Business Plan* which has been influential in drawing up this Plan is that produced by the independent North Yorkshire Safeguarding Children Board¹⁹. This Plan has three strategic themes:

- to ensure the safety and wellbeing of Children and Young People involved in or at risk of sexual exploitation and who are subject to multiple vulnerabilities;
- to ensure that partner agencies promote early help, recognise, and respond to neglect of children and young people;

¹⁶ This document is available at www.nypartnerships.org.uk/index.aspx?articleid=20933

¹⁷ See <http://www.nypartnerships.org.uk/index.aspx?articleid=16841>

¹⁸ See www.northyorks.gov.uk/councilplan

¹⁹ See www.safeguardingchildren.co.uk/business-plan.html

- to develop and implement effective mechanisms for collecting and evaluating feedback from children, young people and their families and ensure that this is used to influence service development.

The first of these themes is consistent with the increased national focus on Child Sexual Exploitation. This has provided momentum for a step-change in improving the response to Child Sexual Exploitation and preventing its occurrence.

5.20 The other key local Plan is the *Youth Justice Strategic Plan* published by the North Yorkshire Justice Service²⁰. The most recent Plan highlights the following strategic themes:

- targeting those who repeatedly offend and present the highest risk;
- focus on young people who are in or at risk of custody;
- Restorative Practice is integral;
- some young people can be diverted from the criminal justice system;
- identify and prevent child sexual exploitation;
- less funding this year, further savings in the future;
- tailor services to meet the needs of the communities we serve.

5.21 In a similar vein, we are keeping in close contact with the Police and Crime Commissioner as she develops her new priorities for the County²¹, and have noted in particular her emphasis on residents feeling safe, and support for victims of crime (who can often be young people).

5.22 We have also taken account of other national policy and legislative changes. It is not sensible to attempt to list all of these here, but it is worth highlighting four *key strategic national policy drivers* that have particularly influenced the development of this Plan:

- Changes in educational policy
- Changes in the commissioning of health services
- Renewed emphasis on improvement in outcomes for children in care
- Changes in policy for those with Special Educational Needs and Disability

Changes in Educational Policy

5.23 The last four years have seen unprecedented changes in the way education services are organised. Nationally, the Academy programme has been accelerated and Free Schools, established by independent groups and organisations but funded directly by central government, have been introduced. There has been reform of the national curriculum; an overhaul of examinations at Key Stages 2, 4 and 5; an extension of the participation age to 18 by 2015; and the introduction of additional funding through the Pupil Premium to support "closing the gap" between vulnerable and disadvantaged pupils and their peers.

²⁰ See www.ny-yot.org.uk/performance.htm

²¹ See www.northyorkshire-pcc.gov.uk/police-crime-plan/vision/

5.24 The emphasis for school improvement is now on a sector-led approach, bringing together teachers, governors, school-improvement specialists and local authorities in partnership to develop innovative and collaborative approaches to improve the quality of schools and teaching.

Changes in the Commissioning of Health Services

5.25 In 2012 the Health and Social Care Act established Clinical Commissioning Groups (CCGs) to commission services in local areas from a mixed economy of providers, supported by Commissioning Support Units and NHS England. In North Yorkshire, there are six Clinical Commissioning Groups; four²² of the six CCGs are supported by a Partnership Commissioning Unit, hosted by Scarborough & Ryedale CCG.

5.26 The Act also led to the creation of Public Health England, an executive agency of the Department of Health, charged with improving the nation's health and addressing inequalities. Local authorities now have responsibility for improving public health. As part of its new public health commissioning responsibilities, the County Council is leading the re-commissioning of the 5-19 Healthy Child Programme, and will take responsibility for the 0-5 Healthy Child Programme in October 2015. We intend to commission an integrated 0-19 Healthy Child Programme during the lifetime of this plan.

Renewed emphasis on improved outcomes for children in care

5.27 There has been an increasing focus on improving outcomes for our most vulnerable and disadvantaged children and their prospects as they move from childhood into adult life. This has included the introduction of additional funding via the Pupil Premium to help schools close the gap in attainment between looked after children and their peers. There is now greater emphasis on ensuring that those young people about to leave care are supported by the local authority and, where appropriate, their existing foster carers through the transition to an independent adult life. There have also been reforms to the adoption process to prevent delays which impact on the development and wellbeing of children.

5.28 National policy also recognises the importance of early intervention, working with families to turn around the lives of children and young people without recourse to statutory child protection practices. Earlier, targeted intervention underpins the Government's Troubled Families Programme, launched in 2011, which is locally known as 'Developing Stronger Families.' Nationally, the programme aims to turn around the lives of 120,000 families in challenging and chaotic circumstances through consent-led multi-agency support working hand in hand with individual families.

Changes in policy for those with Special Educational Needs and Disabilities

²² Hambleton, Richmondshire & Whitby CCG, Harrogate & Rural District CCG, Scarborough & Ryedale CCG and Vale of York CCG

5.29 The Children and Families Act will be implemented in stages from September 2014. It will bring about transformational changes for children and young people with special educational needs and disabilities. Key elements of the Act are greater influence and control for parents; integrated assessment and decision making; improvements in preparation for adulthood; and improved partnership working by agencies on behalf of children and families. Assessment and planning will be with families present, based on their aspirations for the future of their children. Plans will include life outcomes, and the support that families and the local community could contribute to help to achieve them. The reforms include:

- The conversion of “Statements” of Special Educational Needs into Education Health and Care Plans and the joint commissioning of care and health services specified in such plans;
- The requirement to set out clearly what support is available locally across all agencies so that parents can make informed choices;
- Allowing parents of children with an Education, Health and Care Plan to ask the local authority about their own ‘personal budget’ for the amount of money the council has to pay for the help they need with their education and social care. They can then ask for some or all of this money as a direct payment to spend on the support they choose to meet their needs.

The Financial Position

5.30 The final element we have taken into account in preparing this Plan is the financial position of the Authority and its partners. **Appendix C** provides an illustration of the scale of funding for Children's Services that passes through the Local Authority, based on the position at the outset of the period covered by the Plan. In an ideal world, we would have included in this illustration the sums also spent by our partners across the Children's Trust; however, this presents formidable technical difficulties (for example, there are six CCGs whose boundaries do not necessarily align with the County's; nor do GPs normally identify the time spent on children's health as distinct from that spent on the adult population).

5.31 What can however be stated with confidence is that all of the partners within the Trust face extreme and unprecedented financial pressures. We have therefore developed a partnership-wide approach to delivering the savings targets we are faced with which recognises that:

- Building community capacity and providing excellent, wide reaching support will reduce the need for more targeted involvement;
- The Local Authority is not necessarily the direct provider of all universal provision;
- Families need to have access to high quality information and advice including web-based advice;
- Individual whole family interventions may need to be provided to those in need of more targeted prevention in order to prevent those problems escalating;
- We need to integrate management structures and enhance partnership working;

- We need to accept opportunities for creative shared use of existing buildings;
- We need to protect the provision of care and protection for those with higher level needs; and
- We should aim for children to live safely with their families within communities but, where care is needed, ensure that high quality provision is available locally.

6. Our New Vision and Guiding Principles

Vision

6.1 In preparing this Plan, we felt it important to refresh our overall Vision for the future of services for children and young people, and to express this in a succinct fashion. As explained in the previous chapter, we had particular regard to the new Vision contained within the Community Plan for the County. We also asked children and young people what they thought should be the future Vision. In the end, we have decided to run with two complementary versions of the Vision alongside each other.

6.2 The children's version, based on their *Postcards to Pete*, is:

“We want North Yorkshire to be a cool place with loads of great things to do.”

The Vision statement drawn up by the professionals who work with children and young people is:

“We want North Yorkshire to be a special place where every childhood is magical and every young person thrives.”

Taken together, these two statements express our over-arching hopes and ambitions for the future.

Principles

6.3 We also thought it important to draw up a set of *guiding principles* that will underpin our work with children and young people. This is particularly important because in this Plan, as the next Chapter sets out, we have reduced the *Priorities* to just three in number. The *Principles* serve to remind us of the things that remain important in *everything* we do as professionals, all of the time, in supporting children, young people and their families.

6.4 There are ten such principles, as set out below:

Involve children, young people and their families at all stages of planning, delivering and evaluating services

We already consult children and young people through a variety of mechanisms. We need to ensure that this translates into regarding them as key partners in the design and delivery of services, and that we truly listen to their views and feedback. This principle is founded on proper respect for children's rights as enshrined in the United Nations Convention.

Resolve families' problems before they escalate by offering early help that develops resilience and self-reliance

We firmly believe in the principle of investing in early help so as to prevent costly and more intrusive later interventions. This applies both in the area of health (such as promoting breastfeeding, exercise, healthy eating and good sexual health) and in working with vulnerable families to ensure that problems do not escalate. The emphasis in the period covered by the next Plan will be on ensuring that individuals, families and communities are helped to develop the confidence and resilience to help themselves.

Ensure that the safety and protection of children and young people is everybody's business

We will continue to ensure that safeguarding lies at the heart of all of our work, and that our procedures for raising, and responding to, concerns about a child are as straightforward as possible. We will adopt a policy of "zero tolerance" towards bullying in any form (including cyber-bullying, which is of particular concern to young people) and will be sensitive to the possibilities of exploitation or extremism, even in apparently tranquil communities.

Strive for excellence in everything we do

North Yorkshire already enjoys high educational and health standards compared to the national average. As this Plan makes clear, however, this is not necessarily true for every for every child and young person. And it will never be a cause for complacency: there must be no artificial limits on the dreams and aspirations of the young people who grow up in this County.

Work in close partnerships, in the best interests of children, young people and families

Partnership working is already well embedded in North Yorkshire, but we must strive to ensure that working relationships remain positive and creative at all times. Artificial demarcations must never get in the way of the best interests of children and young people in North Yorkshire. Where necessary, we will share information, and pool budgets. The changing organisational landscape in both education and health must be seen as an opportunity to develop even better services. We will join up support around the needs of children and young people and focus on outcomes, not organisational silos. We will promote discussions about how to work even better together within each of the transitional stages during the growth of a child towards adulthood.

Recognise and use the capacity of the voluntary and community sector in enhancing provision and choice

It has never been more important to respect and celebrate the contribution of the "third sector" in providing services for children and their families. Local Authorities and other publicly-funded bodies have diminishing capacity to deliver services directly: it is vital that the voluntary and community sector are supported in their role, and treated as equal partners in future planning. This will be particularly important in realising young people's stated wish to have more "things to do" in their local area.

Make sure we can demonstrate the impact we have on the lives of children, young people and families

When resources are constrained, it is especially important to be able to demonstrate the effectiveness of our interventions. This is not always a straightforward task when multiple agencies may be involved, and the results may not be immediately apparent. We must nevertheless strive to develop ever-better ways to assess our impact, drawing on national and international best practice.

Spend money wisely and effectively

We have responsibilities to the taxpayer as well as to young people, and our job at all times is to ensure that we spend public money prudently and transparently. Children and young people care about this principle just as much as adults.

Celebrate diversity

We will work relentlessly to ensure that no child, young person, family or community is at a relative disadvantage. This applies particularly to those from a black or minority ethnic background, disabled children, and those who are lesbian or gay or questioning their sexuality. This principle is about eliminating the negative - but, even more, about celebrating the positive.

Recognise that fun, happiness, and enjoyment of life are also important

Sometimes in drawing up a Plan like this, we can get diverted into graphs, percentages and performance measures - and lose sight of the fact that we are dealing with children and young people in all their marvellous unpredictability. This principle exists to remind us of this, and that not everything that is important to children and young people can be measured in conventional ways.

7. Our Priorities for 2014-17

7.1 When it comes to deciding our *priorities* for the duration of this Plan, we have taken very careful note of all of the feedback from children and young people set out in Chapter 4, as well as the objective evidence in Chapter 5. There are far fewer priorities than in previous Plans: just three for 2014-17.

Priorities for 2014-17

- **Ensuring that education is our greatest liberator**, with a greater proportion of pupils attending a good or outstanding school;
- **Helping all children enjoy a happy family life**, with a safe reduction in the care population;
- **Ensuring a healthy start to life**, with more children and young people leading healthy lifestyles.

7.2 In selecting these priorities, we are mindful that they will not necessarily cover all areas of our work. This is why we devised the guiding principles set out in the previous chapter, which will apply across *all* of our activities. We are also conscious that it has not been possible to respond directly to every point made to us in consultation; in particular, some of the points made about transport are beyond the remit of the Children's Trust, but we will ensure that they are passed on to the relevant decision-makers. The expressed wish for more "things to do" will also present particular difficulties at a time of diminishing public funding for such activities; however we will ensure that young people's views about this are built into the plans to develop more self-reliant local communities, and will keep them in mind as and when suitable funding becomes available.

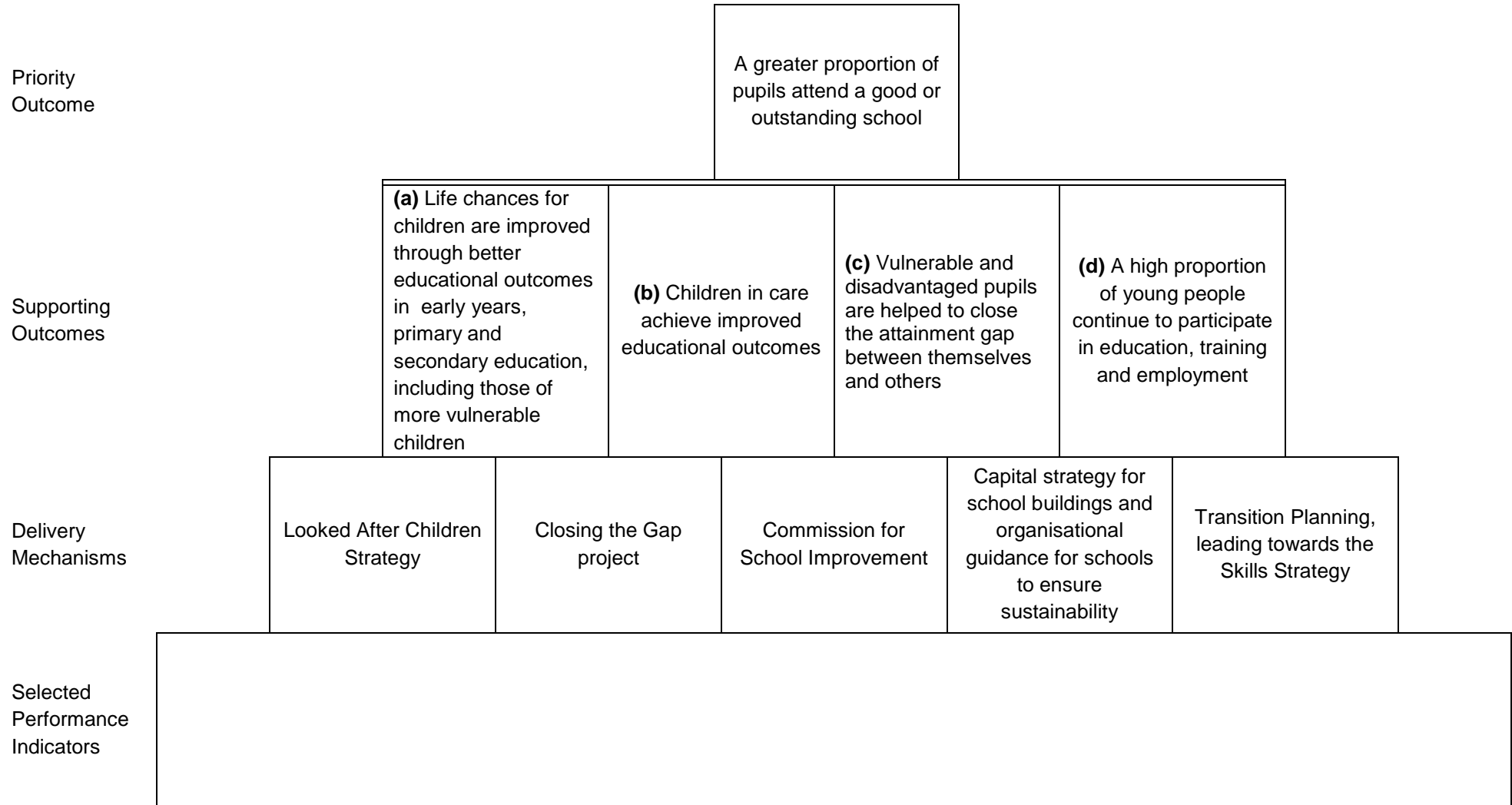
7.3 The three priorities that we have selected represent the key areas where the evidence suggests we need to improve outcomes and concentrate our collective resources at a time of sustained reductions in public expenditure. The following pages describe these priorities in more detail. For each of them there is also an illustrative "pyramid" diagram which shows the main priority outcome at the top, a series of supporting outcomes, the indicative delivery mechanisms, and a selection of performance indicators that we will use to keep track of our progress. For a full set of performance indicators that will be monitored during the next Plan period, see **Appendix D**.

7.4 It is important to state at the outset that we believe all three priorities, and all of the supporting outcomes, are relevant to all of the partners in the Children's Trust. Words such as "health" or "education" should not be taken to imply that only one set of professionals need take heed of the section in question: we all have a part to play in delivering these shared priorities.

7.5 Similarly, we believe that all three priorities apply to children and young people of all ages, from 0-19, and from 0-25 for certain groups²³. As we develop detailed plans in accordance with these priorities, we will do so on a shared basis across the Children's Trust, and will challenge ourselves to think of actions that will apply at all of the stages of a child's journey towards adulthood.

²³ See the definition of a "child" at the beginning of this Plan.

Priority 1: Ensuring that Education is our Greatest Liberator



Priority 1: Ensuring that education is our greatest liberator

7.6 The North Yorkshire Commission for School Improvement describes the role and importance of a good education as follows:

“High quality education transforms lives. It brings alive knowledge and skills and ignites enterprise and endeavour. It liberates the talent and ingenuity of everyone it touches...we are determined that every young person in our schools must have access to the right opportunities, experiences and support that they need to succeed.”

7.7 This passion for education continues to drive us. Most children and young people in North Yorkshire already receive a high quality education. The majority of our schools are good or outstanding. Many pupils do well at school, obtain good qualifications, and succeed in life after school. But this is not true of all children or all parts of the county. Through this Plan we want more schools to become good or outstanding so that more children and young people benefit from a high quality education. We want more pupils to do well at school, especially those who might need extra help such as children in care or children from low-income households. We want more school leavers to be properly prepared to succeed in their next steps, whatever and wherever they are. And finally, we want to ensure that we have sufficient and sustainable schools to meet the predicted changes in the County's population as set out in Chapter 3.

7.8 More specifically, over the period of this Plan we want to achieve the following:

Priority Outcome: A greater proportion of pupils attend a good or outstanding school:

7.9 At present around 76% of primary school pupils and 74% of secondary school pupils attend a good or outstanding school. We want to increase these proportions so that all children can benefit from the best possible educational opportunities. The Commission for School Improvement is working on a new, sector led approach with the emphasis on improvement being generated through strong school to school collaborations.

Supporting Outcome (a): Life chances for children are improved through better educational outcomes in early years, primary and secondary education, including those of more vulnerable children

7.12 A high quality education is not defined only by pupils doing well in tests and exams. However, achieving well at school supports children to succeed in the next stage of their lives. We will support and challenge schools to deliver a curriculum that prepares children for their next steps. In 2013, young children in North Yorkshire appeared not to do well at the Early Years Foundation Stage; we want to improve our early years outcomes to give children the best possible start. We want to work with parents and early years providers to help more young children to do well and be ready for school. In recent years in North Yorkshire test results at the end of primary education have not been as good as

previously. We will support and challenge primary schools to improve pupils' achievement and so prepare them to do well at secondary school. Pupils in North Yorkshire already achieve well at GCSE, but we want even more young people to leave school with a good set of qualifications, and be ready for their step into adulthood.

Supporting Outcome (b): Children in care achieve improved educational outcomes

7.10 Children in care should not be excluded from high quality education that transforms lives and liberates talent. Some children in care do well at school and achieve good educational outcomes. Too often, however, some children in care do not do as well as they could do at school. In North Yorkshire in recent years children in care have not achieved good educational outcomes at either primary or secondary school. We want children in care to have access to the right opportunities, experiences and support they need to succeed at school. The *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* sets out our ambitious approach to improving the educational outcomes of children in care. The "ELAC" (Education of Looked After Children) Virtual School oversees, monitors and supports all North Yorkshire's looked after children, wherever they are placed, to improve achievement, ensure progression and remove barriers to learning so that their educational needs are met.

Supporting Outcome (c): Vulnerable and disadvantaged pupils are helped to close the attainment gap between themselves and others

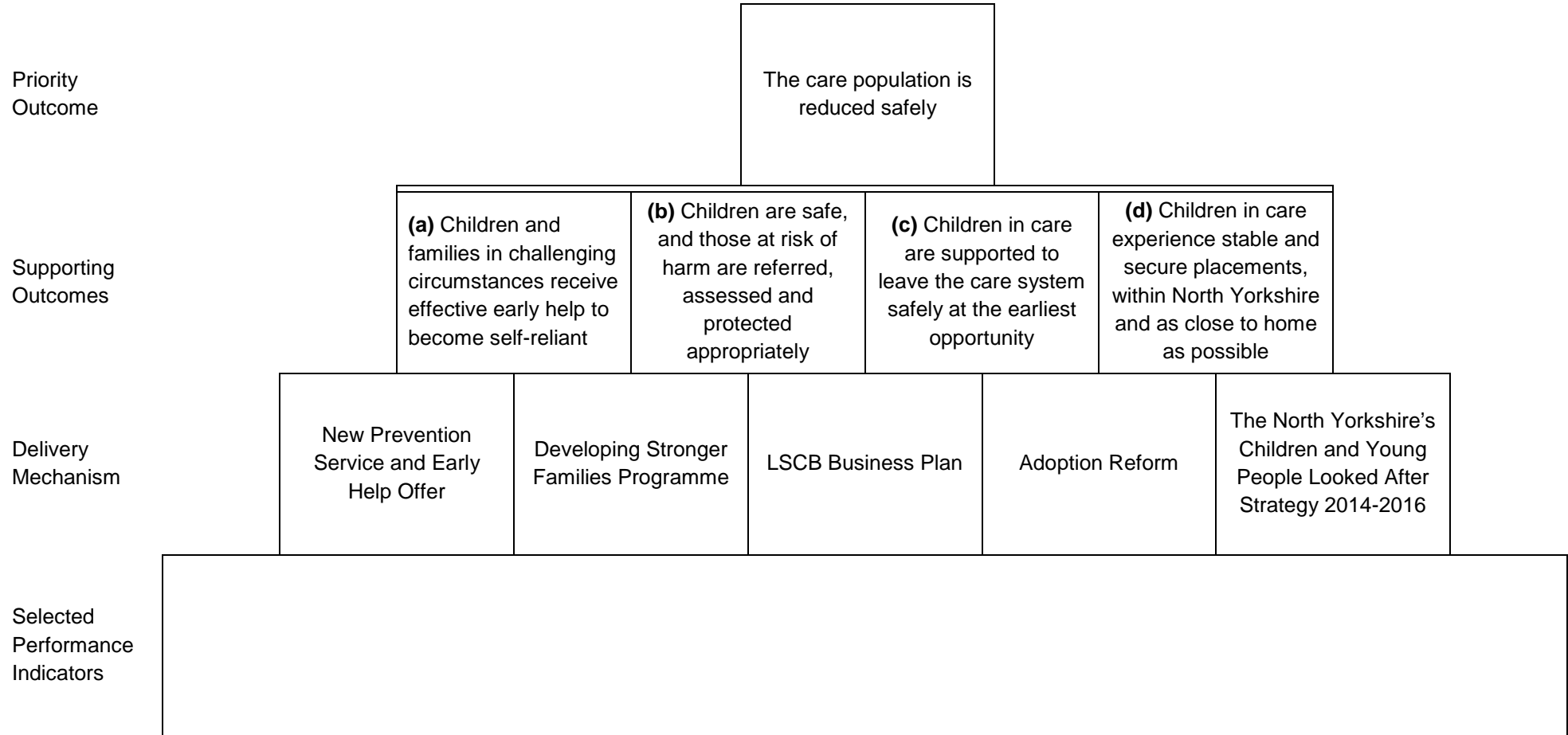
7.11 Children from low-income households should also not be excluded from high quality education that transforms lives and liberates talent. Some children from low income households do well at school and achieve good educational outcomes. Too often, however, children from low income households do not do as well as they could do at school. In North Yorkshire the gap between the educational outcomes achieved by children from low income households and those of their fellow pupils is too wide and is not closing quickly enough. We want children from low-income households to have access to the right opportunities, experiences and support they need to succeed at school. The Closing the Gap initiative is one way in which we will support innovation to improve the educational outcomes of children from low-income households.

Supporting Outcome (d): A high proportion of young people continue to participate in education, training and employment:

7.13 A good proportion of school leavers in North Yorkshire carry on in education or enter training or employment, but this not true of all. Compared with other parts of the country, not enough young people in North Yorkshire are offered a place in education, training or employment when they leave school. Young people have told us that they want to be better prepared for life after school. They want stronger employment skills, more relevant work experience, and better information, advice and guidance about their next steps. We will support and challenge secondary schools to deliver a curriculum that prepares young people to succeed in life, and will develop better links with employers to ensure that young people have improved opportunities to do well in the workplace. We will

work with the Local Economic Partnership to ensure we keep abreast of the Skills Strategy, and are able to transmit this to schools and colleges.

Priority 2: Helping all children enjoy a happy family life



Priority 2: Helping all children enjoy a happy family life

7.14 We want children to live safely at home with their parents, and through this Plan we will develop a range of support services to help families to achieve this. We believe that households in difficulty should receive help at the earliest opportunity, so that children and families can stay together safely. In North Yorkshire the *Early Help Strategy* aims to provide services and support at the earliest opportunity to families, children and young people who need extra help, so that emerging problems can be controlled and do not escalate further. The Early Help Offer will give families the opportunity to regain control of their circumstances and ensure that their children stay safe and achieve their full potential.

7.15 Most children and young people in North Yorkshire live with their parents or other family members. However, some families face challenging circumstances that make it difficult to provide a stable and secure home for their children. Some families experience crises that make it unsafe for the children to live at home. Where children do need to enter care, we will ensure they experience placements as close to home as possible and we will support them to find a safe route out of care at an early opportunity. The *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* describes our approach to supporting children and families as follows:

"In North Yorkshire we work hard to support children and families to stay together... We believe that children and young people are best cared for wherever possible with their natural or extended family; that is what young people tell us. Where that is not possible, we will do our very best to ensure all children grow up in stable and secure arrangements and are supported to safely leave the care system."

7.16 More specifically, over the period of this Plan we want to achieve the following:

Priority Outcome: The care population is reduced safely

7.17 We believe that children and young people are best cared for with their natural or extended family wherever possible; that is what young people tell us. Evidence shows that children and young people who spend periods in care tend to do less well in terms of education, health, transition to adulthood and life chances generally. There will always be some children in certain circumstances for whom a period in care is the best way to keep them safe. In North Yorkshire we already admit relatively low numbers of children to care. Our goal is to reduce the care population further by helping to reduce the number of families in crisis and by ensuring that whenever possible children are offered safe and effective alternatives to care. The *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* sets out how we will work with children and families to reduce the number of admissions to care.

Supporting Outcome (a): Children and families in challenging circumstances receive effective early help to become self-reliant

7.18 The best way to reduce the number of children who require social care protection or admission to care is to prevent families from experiencing circumstances that place children at risk of harm. We aim to provide support at the earliest opportunity to families who need extra help so that emerging problems can be controlled and do not worsen. A new Prevention Service will support children, young people and families in challenging circumstances, helping them to resolve their problems before they escalate further and to become more self-reliant. The Developing Stronger Families programme will provide intensive help to households facing particularly complex problems. The Early Help Offer and Strategy sets out the range of services and support for families across all partners in the Trust.

Supporting Outcome (b): Children are safe, and those at risk of harm are referred, assessed and protected appropriately

7.19 We want all children to be safe and to feel safe, and to ensure that all children at risk of harm are identified, referred, assessed and protected appropriately. We believe that the child protection system in North Yorkshire is effective and does keep children safe. However, we are not complacent and will work with partners to ensure that all agencies fully understand the risks that children face and know what to do if they have concerns about the safety of a child. In particular, we will be sensitive to the potential harm to a child who has witnessed domestic violence or its consequences. We will ensure that the child protection system is effective in improving the lives and circumstances of children, thereby preventing them from needing to enter care. We will work with the Local Safeguarding Children Board to strengthen arrangements concerning particular aspects of safeguarding and child protection, including the arrangements for children who go missing.

Supporting Outcome (c): Children in care are supported to leave the care system safely at the earliest opportunity

7.20 Entry to care should be no more than a temporary and short-term solution for a child or young person, and so from the earliest opportunity we will work with children and their families to plan a safe route out of care. We believe that children and young people are best cared for wherever possible with their natural or extended family, and so we will support all children to safely return to the family home where possible, or to alternative permanent arrangements outside care, including family and friends arrangements or adoption. North Yorkshire already does well in terms of the speed and effectiveness of adoption arrangements. However, in line with national expectations, we will further improve and speed up the adoption process. The *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* sets out how we will support children to leave the care system safely and at the earliest opportunity.

Supporting Outcome (d): Children in care experience stable and secure placements, within North Yorkshire and as close to home as possible

7.21 There will always be some children in certain circumstances for whom a period in care is the best way to keep them safe. We will support all children in care to live in stable

placements with high quality care and a minimal chance of disruption. Children in care in North Yorkshire generally experience good levels of placement stability but we strive to do even better, especially for older children for whom placement stability is less good. Compared to other parts of the country, in North Yorkshire relatively high numbers of children in care are placed more than twenty miles from home. We aim to provide more children in care with placements closer to their home. The *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* sets out how we will improve the quality and stability of placements and place more children closer to their home.

Priority 3: Ensuring a Healthy Start to Life

Priority Outcome

More children and young people lead healthy lifestyles

Supporting Outcomes

(a) Fewer young people engage in risk-taking behaviours	(b) Children and young people enjoy good mental health and emotional well-being	(c) Children enjoy good health and development, particularly in their early years	(d) Children in care and children with disabilities or learning needs have improved health and well-being outcomes	(e) Children feel safe and are safe
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Delivery Mechanisms

LSCB Business Plan	Healthy Child Programme	Mental Health and Emotional Well-Being Strategy	Early Help Offer and Strategy	Looked After Children Strategy	SEND Change and Improvement Programme
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Selected Performance Indicators

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Priority 3: Ensuring a Healthy Start to Life

7.22 We believe that all children and young people should enjoy good physical and mental health and well-being. The North Yorkshire Health and Well Being Strategy describes the importance of a healthy start to life as follows:

“Giving every child the best start in life is crucial to reducing health inequalities in the whole of people’s lives. To have an impact on health inequalities we need to address children’s access to positive early experiences. Interventions in later life, although important, are considerably less effective when good early foundations are lacking. It is therefore vitally important that we help to support the early development of healthy behaviours and foster a supportive community for parents and families to give children the best opportunities in life.”

7.23 Most children and young people in North Yorkshire are healthy and have good levels of physical and emotional well-being. However, this is not true of all children or all parts of the county. There are distinct pockets of ill health, often associated with poverty. For example, across the County, 21% of children aged 4 and 5, and 28% of children aged 10 and 11, are overweight or obese, and these figures are rising. Child obesity prevalence in the most deprived tenth of local areas is almost double that in the least deprived tenth, while boys from all minority groups are more likely to be obese than White British boys, as are girls from some groups. Similarly, although the majority of Districts in North Yorkshire had below average teenage conception rates, in Scarborough the rate is above the national average. We want to reduce and ultimately remove such inequalities.

Priority Outcome: More children and young people lead healthy lifestyles

7.24 Giving every child a healthy start in life is crucial to reducing health inequalities in the whole of people’s lives. Only 15% of 15 year olds eat five portions of fruit or vegetables a day, 29% of 15 year olds do not eat a proper breakfast, and 22% of 15 year old girls eat nothing at all before starting school. 63% of primary school aged respondents said they do 5 or more hours of physical activity in a typical week; only 50% of secondary school respondents did at least this level of exercise. We are determined to use the opportunities created by the transfer of public health responsibilities to the Local Authority to ensure that all children and young people are encouraged to adopt healthy lifestyles from the outset, and are supported to address any problems as they arise. This Plan is therefore aligned with the Health and Wellbeing Strategy, as set out in Chapter 5, and the success of this priority will depend on actions from right across the partnership, including Clinical Commissioning Groups.

Supporting Outcome (a): Fewer young people engage in risk-taking behaviours

7.25 23% of 15 year olds in North Yorkshire are sexually active, but 41% of these do not always use contraception. One result of this is that the number of teenage conceptions, although comparatively low in the County, is rising. Survey results show

that 12% of 15 year olds smoke, while 14% have taken drugs at some time and 42% had consumed alcohol during the week before the survey. To help reduce the numbers of young people engaging in such risk-taking behaviours like these we will review and re-commission sexual health services, and develop a new alcohol strategy. We will work together to ensure young people develop a healthy approach to risk-taking, recognising that it cannot be eliminated entirely (and indeed, to some extent, is an essential part of growing up).

Supporting Outcome (b): Children and young people enjoy good mental health and emotional well-being

7.26 Emotional and mental wellbeing is important across all age groups. In North Yorkshire around 16000 children and young people are likely to have some form of emotional or mental health disorder. Around 2500 of these are likely to have more complex emotional and mental health needs. However, good mental health is not just about the absence of a disorder: it is a state of wellbeing in which individuals have a good level of self-esteem, cope well with daily life, and develop healthy relationships with others. Some young people in North Yorkshire have low self-esteem, and others are anxious about their weight, body shape, and exams. The Mental Health and Emotional Well Being Strategy sets out how we will support good mental health for all children and young people, while providing tailored help for those with more complex needs.

Supporting Outcome (c): Children enjoy good health and development particularly in their early years

7.27 It is important that we help to support the early development of healthy behaviours and foster a supportive community for parents and families to give children the best opportunities at the start of their life. In North Yorkshire less than half of children reach a good level of development by the age of five. Not all young children are immunised against diseases such as diphtheria, tetanus and polio. Some mothers still smoke during pregnancy, and breastfeeding is not as much the norm in some communities as others. The Healthy Child Programme and the Early Help Offer describe how we will work with parents, early years providers and community health services to ensure that all children have a healthy start to life, from birth onwards.

Supporting Outcome (d): Children in care and children with disabilities or learning needs have improved health and well-being outcomes

7.28 Children often enter care with poorer health than other children and longer-term health outcomes for young people leaving care may be less positive. *North Yorkshire's Children and Young People Looked After Strategy 2014-2016* commits partner organisations to 'making a real difference for looked after children in North Yorkshire.' In particular, we will improve access to appropriate health services. We will also empower all children and young people to make health decisions, lead healthy lifestyles and receive the personalised support to which they are entitled, including dental screening and

treatment, and support from sexual health services and drug and alcohol services as required.

7.29 The responsibility for the commissioning of specialist services for disabled children and young people and their families will be managed for the Clinical Commissioning Groups by the Partnership Commissioning Unit. The first services to be considered for joint commissioning are those which support speech, language and communication needs. Work is also being put in hand between partners to align processes and funding arrangements for Continuing Healthcare between children's and adults services, which will assist in Transition Planning.

Supporting Outcome (e): Children feel safe and are safe

7.30 We will work together across the Children's Trust to ensure that children feel safe and are safe at all stages of their lives. This work will include further measures to promote safety on our roads and to reduce deaths and injuries from road traffic accidents. We will monitor carefully children's hospital admissions to ensure that we understand the reasons, and that preventable admissions are avoided. We will work closely with the Local Safeguarding Children Board to ensure that all of our staff are aware of the possibility of Child Sexual Exploitation, and what to do if it is suspected. More generally, we will continue to operate a zero policy towards bullying of any kind. Encouragingly, 56% of North Yorkshire pupils have told us that they think their school takes bullying seriously; we need to increase this percentage to 100%. We also know, because young people tell us, that internet safety and cyber-bullying are an increasing worry for many. We have recently published comprehensive guidance for schools and other settings on bullying, and a separate note on cyber-bullying. Finally, we know that for young people who are old enough to go out on their own, community safety, and safe transport, is also an issue. Our aim is for all children and young people to feel safe, to be safe and to understand how they themselves can contribute to making that happen; and how to access additional, effective support as necessary.

8. Bringing the Plan to Life

8.1 We want this Plan to make a difference. This chapter explains how we will work in partnership to achieve this. It outlines the arrangements we will put in place to monitor how we are doing at regular intervals; it explains in more detail our Children's Trust and other delivery arrangements; it confirms our approach to managing finances in difficult times; and it sets out how we will support our workforce across the partnership.

A Plan that Makes a Difference

8.2 To make sure that we are making a difference for children, young people and their families, we must be certain that progress is made against this Plan's three priorities and thirteen supporting outcomes. We will check on this in a variety of ways. Firstly, and most importantly, we will regularly listen to what children and young people are saying. In the past, this so-called "soft" intelligence was not necessarily given as high a priority as numerical data or information about processes. For this new Plan, we will place the "voice of the child" at the top of our methods for checking our performance.

8.3 In particular, we will continue to engage with young people through a variety of mechanisms including:

- The North Yorkshire Youth Council
- The Young People's Council
- Flying High
- School Councils
- The *Growing Up In North Yorkshire* survey

There is more about these groups in Chapter 4.

8.4 In addition, we will make careful use of objective information to supplement the feedback we receive directly from those who use our services. The Performance Scorecard at **Appendix D** has been developed for this purpose. It contains ambitious shared targets for each year covered by this Plan. We will review progress against these targets at least every six months and report the results to the Children's Trust Board. Where it is clear that we need to take action in order to ensure progress is maintained and improved, the Board will ensure that this happens.

8.5 We will also undertake a critical review of this Plan on an annual basis to ensure that it remains relevant and dynamic. This will allow us to take a holistic view of the effectiveness of support for children, young people and their families, and where we must still improve. At the same time, we will monitor and review the full range of detailed operational plans and strategies which underpin this Plan.

8.6 Finally, we will listen carefully to any recommendations from inspections carried out during the lifetime of this Plan, such as those by Ofsted, and act swiftly to make improvements; and we will participate actively in regional peer reviews.

The Children's Trust and Other Delivery Arrangements

8.7 The priorities identified in this plan cannot be achieved by any single organisation: they require committed and effective partnerships. North Yorkshire Children's Trust²⁴ is a strong, well-established body whose participants share a common goal to work together to improve the wellbeing and life chances of every child in North Yorkshire. Members of the Board are not afraid to challenge one another, and to offer constructive criticism, if the occasion demands. The Board's responsibilities include:

- Articulating the vision and direction for the Children's Trust, including developing, publishing and reviewing the Children and Young People's Plan;
- Monitoring the extent to which the partners act in accordance with the Children and Young People's Plan and publishing an annual report;
- Outlining how partners will cooperate to improve the wellbeing of children and young people in North Yorkshire;
- Working with other key Partnership Boards.

8.8 The most important of the other Boards or Partnerships with an interest in services for children are

- *The North Yorkshire Health and Wellbeing Board*. This Board has a key role in the strategic planning and coordination of NHS, public health, social care and related children's services. It is responsible for commissioning the Joint Strategic Needs Assessment and for the Health and Wellbeing Strategy, described in more detail in Chapter 5.
- *The North Yorkshire Safeguarding Children Board*. This independent Board represents the key statutory mechanism for agreeing how all the relevant agencies will cooperate to safeguard and promote the welfare of children and for ensuring the effectiveness of agencies' safeguarding activity. The Board has a particular focus on child protection and seeks to ensure all children and young people in North Yorkshire are protected from physical or mental injury or abuse, neglect, maltreatment, sexual abuse or exploitation or harm caused by witnessing violence or abuse.
- *The proposed North Yorkshire Education Partnership*. In response to the rapidly changing landscape in education services, we have decided to establish an Education Partnership in 2015. This will be the highest strategic decision-making body for education across the County. The Partnership will replace the Schools Forum, absorbing its statutory functions, and will be sector-led by Headteachers.

²⁴ Further information about the Children's Trust, including Governance Arrangements and current membership, can be found at <http://cyps.northyorks.gov.uk/index.aspx?articleid=13897>

8.9 In addition to these top level Boards, there are a number of Children's Safeguarding and Strategy Groups. These are the delivery arm of the Children's Trust and Safeguarding Boards at a local level: there are five groups which cover North Yorkshire. These groups use local knowledge to bring services together to meet the needs of local children and families. In doing so, they have a key role in developing and maximising the effectiveness of services in their communities. They also play an important part in sharing understanding of local need and helping to ensure that resources are directed to where they will be most effective.

8.10 The Partnership arrangements described in this section are illustrated at **Appendix A**. The arrangements can also be described in terms of the key Plans and Strategies which link to this one; this "Planning Bookcase" is illustrated at **Appendix B**. There is more information about these Plans and Strategies in Chapter 5.

Managing our Finances

8.11 Chapter 5 has already outlined the serious financial pressures faced by all the partners in the Children's Trust. To achieve our ambitions within these financial constraints we will need to transform the delivery arrangements for local services including:

- the organisation of teams delivering services;
- the management of those services; and
- the places from where those services are delivered.

Where it is in the best interests of children and their families, we will accelerate arrangements for services to be *jointly commissioned* by partners from across the Children's Trust. We will continue to explore every opportunity to pool and align funds and resources at a local level.

8.12 The proposals in this Plan will shift the focus from direct delivery of universal provision to one which is targeted on those in the greatest levels of need whilst retaining our shared recognition of the importance of early intervention. In developing these proposals, we have given priority to those children and young people who are at risk of harm or are in need of care and protection. We recognise that this means it will be difficult to achieve everything that children and young people have asked of us (for example, the wish for more "things to do") through conventional funding routes, and will therefore explore ways to approach this more creatively, for example by helping communities to develop local solutions.

8.13 We will expect all Children's Trust partners to take account of the priorities in this Plan when setting their annual budgets, and to have regard to the predicted changes in the make-up of the population under 25. Young people's own wishes should also be taken into account wherever possible.

The Children's Trust Workforce

8.14 Across the Children's Trust, we have a large and complex workforce. It includes the voluntary, public and private sectors; delivers services in a diverse range of settings; and provides services to children of all ages. It is a workforce made up of dedicated and hard-working people, spanning a number of roles, from frontline staff such as teachers, GPs, health visitors, social workers, and foster carers, to managerial support staff. There is also a highly important body of staff who work on a voluntary basis, which is frequently unpaid.

8.15 Our commitment to valuing, respecting and investing in the Children and Young People's workforce to ensure that they have the skills, abilities, knowledge and motivation to support children, young people and their families, underpins this Plan. A 2014-2020 Workforce Strategy has been produced to support our staff and ensure we can help our colleagues to be more adaptable, agile and capable of meeting changing needs. The Strategy will ensure that the Children and Young People's workforce has the right people with the right skills working in the right way within effective roles and structures. It will ensure the workforce is confident, competent and well equipped to deliver positive outcomes for children, young people and their families.

8.16 This strategy will be complemented by the Learning and Improvement Framework that has been developed by the North Yorkshire Safeguarding Children Board²⁵. The aim of this Framework is to:

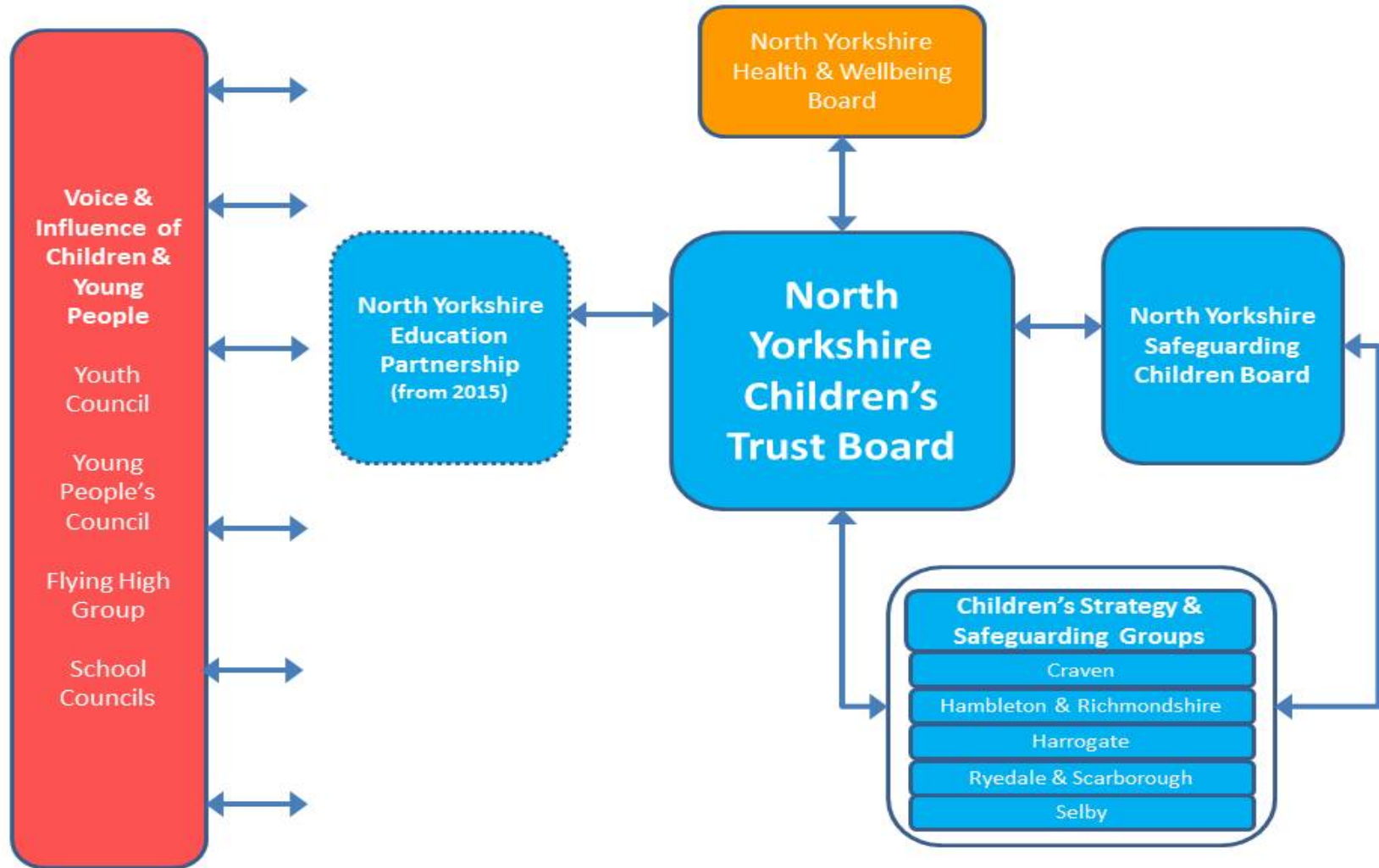
- Improve services to children and their families by developing the children's workforce;
- Ensure that the NYSCB fulfils its statutory obligations;
- Ensure that the outcomes from reviews and other learning opportunities are used to influence practice development;
- Ensure the children's workforce is suitably skilled;
- Ensure that pathways are in place which identify the link between learning outcomes and improved services;
- Ensure that single and multi-agency training and learning is consistently audited and reviewed to ensure best quality and that learning from this is used to develop training programmes accordingly.

8.17 Taken together, the Strategy and the Framework will ensure that all the dedicated staff in our workforce are supported to do the job that they love. We end this Plan by celebrating the work they do, every day, with dedication and professionalism, on behalf of the children and young people of North Yorkshire.

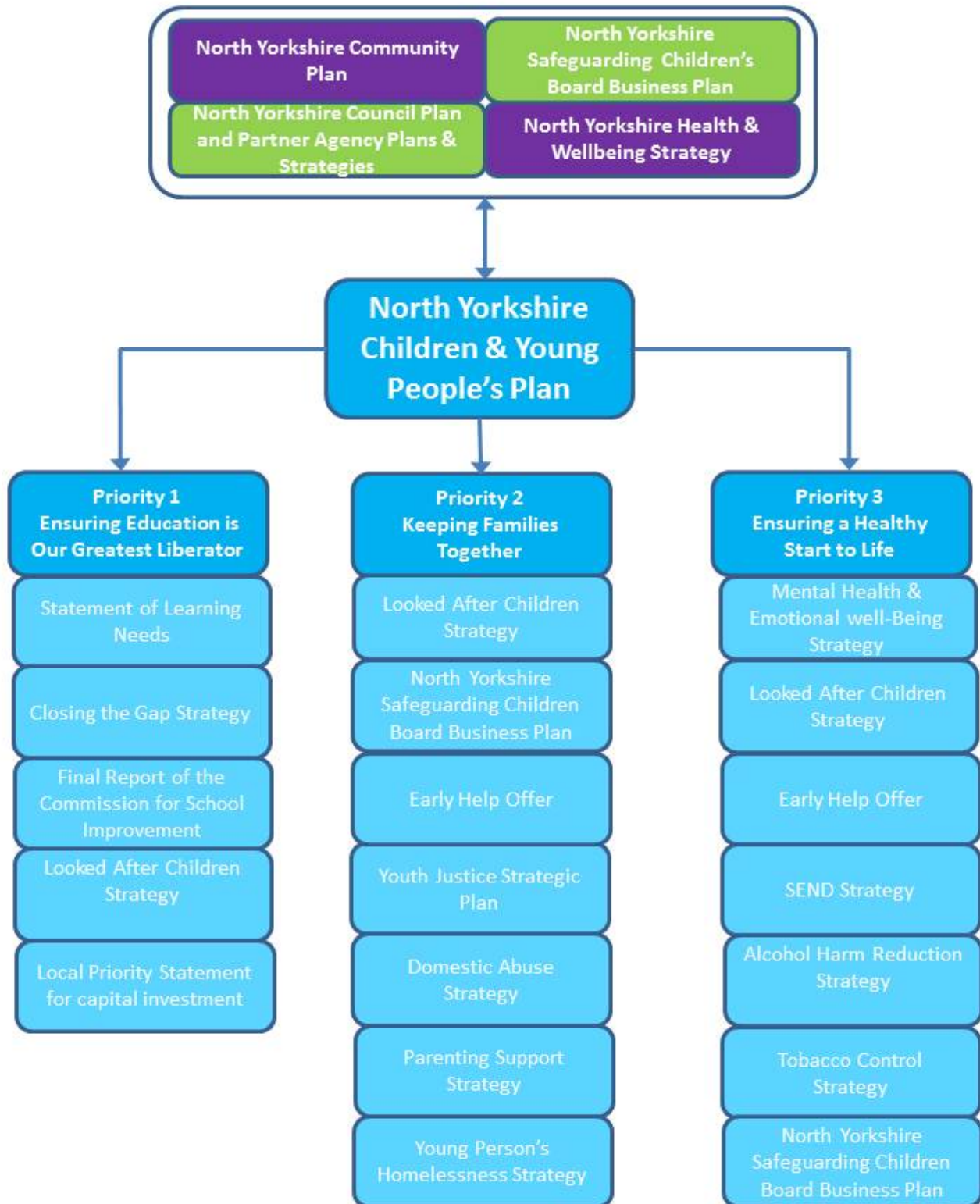
²⁵ See www.safeguardingchildren.co.uk/lif.html

Appendix A: More About The Children's Trust

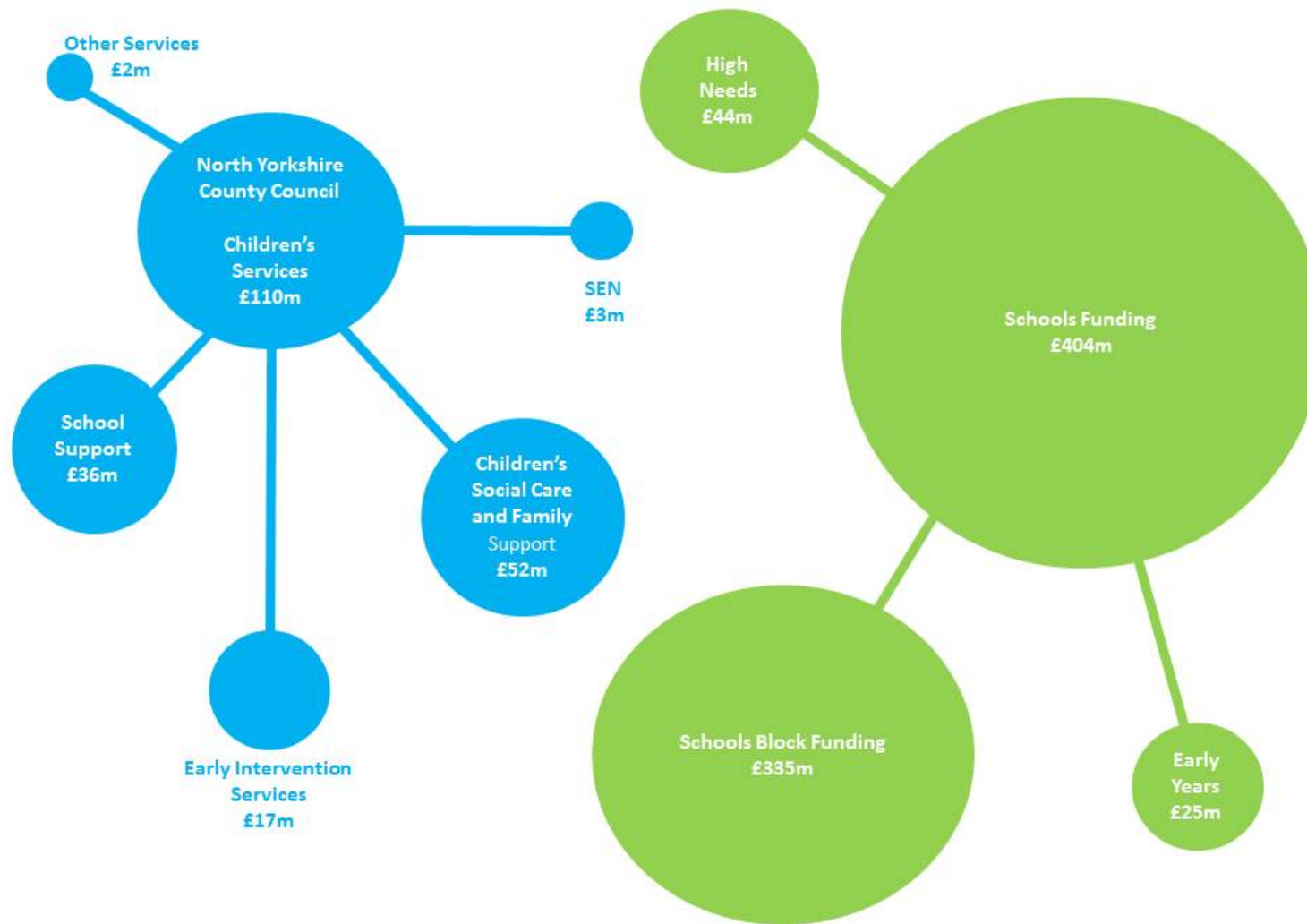
This diagram illustrates some of the relationships with other key partnership bodies



Appendix B: The "Planning Bookcase"



Appendix C: An Illustration of the funding for Children's Services that passes through the Local Authority



Appendix D: The Performance Scorecard

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
Ensuring that education is our greatest liberator- A greater proportion of pupils attend a good or outstanding school	Life chances for children are improved through better educational outcomes in early years, primary and secondary education, including those of more vulnerable children	The percentage of children reaching a good level of development in the Early Years Foundation Stage					
		The percentage of pupils reaching Level 4 or above in Reading, Writing and Maths as KS2					
		The percentage of pupils achieving 5 GCSEs at A* to C including English and Maths					
		The percentage of pupils who attend a good or outstanding school					
		% of childcare and early years settings rated good or outstanding by Ofsted					
		Education Health and Care Plans issued in 20 weeks					
		Percentage of people who felt that their involvement in EHCP had a positive impact					
		Number of young people aged 16-25 with SEND undertaking personalised pathways					
		Total school absence					
	Persistent absence rate						
	Children in care achieve improved educational outcomes	Percentage of secondary pupils with one or more fixed period of exclusion from school					

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
		Number of children and young people in alternative education					
		The percentage of LAC achieving Level 4 or above in Reading, Writing and Maths at KS2					
		The percentage of LAC achieving 5 GCSEs A*-C including English and Maths					
		The percentage of looked after children who are not in education, training or employment					
	Vulnerable and disadvantaged pupils are helped to close the attainment gap between themselves and others	The FSM/non FSM attainment gap: The percentage of children reaching a good level of development in the Early Years Foundation Stage					
		The FSM/non-FSM attainment gap: Level 4 or above in Reading, Writing and Maths at KS2					
		The FSM/non-FSM attainment gap: 5 GCSEs at A* to C including English and Maths					
		The SEN/non-SEN attainment gap: English & Maths at KS2					
		The SEN/non-SEN attainment gap: 5 GCSEs at A* to C including English and Maths					
	A high proportion of young people continue to participate in education, training and employment	The percentage of young people aged 16-19 who are NEET					
		The percentage SEN children aged 16 aged 16-25 who are NEET					

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
Helping all children to have a happy family life - the care population is reduced safely	Children and families in challenging circumstances receive effective early help to become self- reliant	The number of families 'turned around' as a result of a Developing Stronger Families intervention					
		The percentage of Team Around the Child common assessment cases closed because the situation of the child had improved sufficiently to allow safe de-escalation to universal services					
		The percentage of parents reporting that the lives of their children has improved as a result of a TAC CAF					
		The percentage of children reporting that their lives have improved as a result of a TAC CAF					
		Percentage of Children's Social Care or Prevention Service interventions where domestic abuse is reduced as a result of intervention					
	Children are safe and those at risk of harm are referred, assessed, and protected appropriately	The number of referrals to children's social care					
		The total number of looked after children					
		The percentage of referrals to children's social care that are repeat referrals					
		The total number of children subject to a child protection plan					
		The percentage of new child protection plans that are second or subsequent plans					
		Percentage of children and young people reporting that their lives have improved as a result of CSC intervention					

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
	Children in care are supported to safely leave the care system at the earliest opportunity	The average time taken entering care to moving in with an adoptive family (DfE Adoption Scorecard, threshold one)					
		Care leavers at 19- suitable accommodation					
		Care leavers at 19- education, employment or training					
		The percentage of care leavers who have lived in accommodation where they felt safe since leaving care					
		The percentage of care leavers who when they left care felt ready and prepared to leave care					
	Children in care experience stable and secure placements, within North Yorkshire and as close to home as possible	The percentage of looked after children who experience three or more placements in the year					
		The percentage of looked after children whose placement has lasted two years or more					
		The percentage of looked after children placed more than 20 miles from their home address					
Ensuring a health start to life- More Children and young people lead healthy lifestyles	Fewer young people engage in risk-taking behaviours	The rate of teenage conceptions					
		The rate of hospital admissions due to alcohol specific conditions					
		The rate of hospital admissions due to substance misuse					
		% Children who currently smoke tobacco					
		% Children who drank alcohol in last 7 days					
		% Children who have used drugs in the last year (Secondary Schools)					
	First time entrants to the youth justice system aged 10-17 per 100,000						
Children and young people enjoy good mental health and emotional	The number of children and young people admitted to hospital for mental health conditions per 100,000						

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
	well-being	The number of children and young people admitted to hospital as a result of self-harm					
		% of Children with a high score on the mental well-being scale ²⁶					
		% of Children with a high measure of resilience					
		% of SEND Children with a high measure of resilience					
		% SEND pupils with a high score on the mental well-being scale ²⁷					
	Children enjoy good health and development, particularly in their early years	The percentage of babies born with a low birth weight					
		Breastfeeding initiation					
		Breastfeeding prevalence at 6-8 weeks after birth					
		0-5 Admissions to A&E					
		The percentage of children aged 4 or 5 (reception) who have a healthy weight					
		The percentage of children aged 10 or 11 (Year 6) who have a healthy weight					
		% Children who engage in 5 hours or more physical activity per week					
	Children in care and children with disabilities or learning needs have improved health and wellbeing outcomes	The percentage of Looked After Children who have an annual health assessment					
		The percentage of Looked After Children who have an annual dental check					
		Waiting time for medical diagnosis of autism					
		% SEND Children who engage in 5 hours or more physical activity per week					

²⁶ Short Warwick-Edinburgh Mental Well-being Scale

²⁷ Short Warwick-Edinburgh Mental Well-being Scale

Priority Outcome	Supporting Outcome	Measure	Position at the start of the Plan		Target		
			North Yorkshire	National	Year 1	Year 2	End of the Plan
	Children feel safe and are safe	% Children reporting that they had been bullied at or near school in the last 12 months					
		% SEND Children reporting that they had been bullied at or near school in the last 12 months					
		The percentage of children and young people who have been asked to meet someone they don't know through the internet.					
		The percentage of children and young people who have experienced cyber-bullying.					
		Hospital admissions caused by unintentional and deliberate injuries to children per 100,000					
		Children killed or seriously injured in road traffic accidents					
		Number of referrals to Children's Social Care which identify child sexual exploitation as an issue					
		Number of child sexual exploitation prosecutions/convictions					
	Number of children and young people presenting as homeless successfully diverted into suitable accommodation						

Appendix E: Feedback and How to find out More

Feedback

If you have any comments on this Plan, we would like to hear from you. Please visit www.xxx in order to register your views.

Useful links and further information

www.northyorkshire.gov.uk

www.education.gov.uk

www.ofsted.gov.uk/local-authorities/north-yorkshire

<http://www.safeguardingchildren.co.uk>