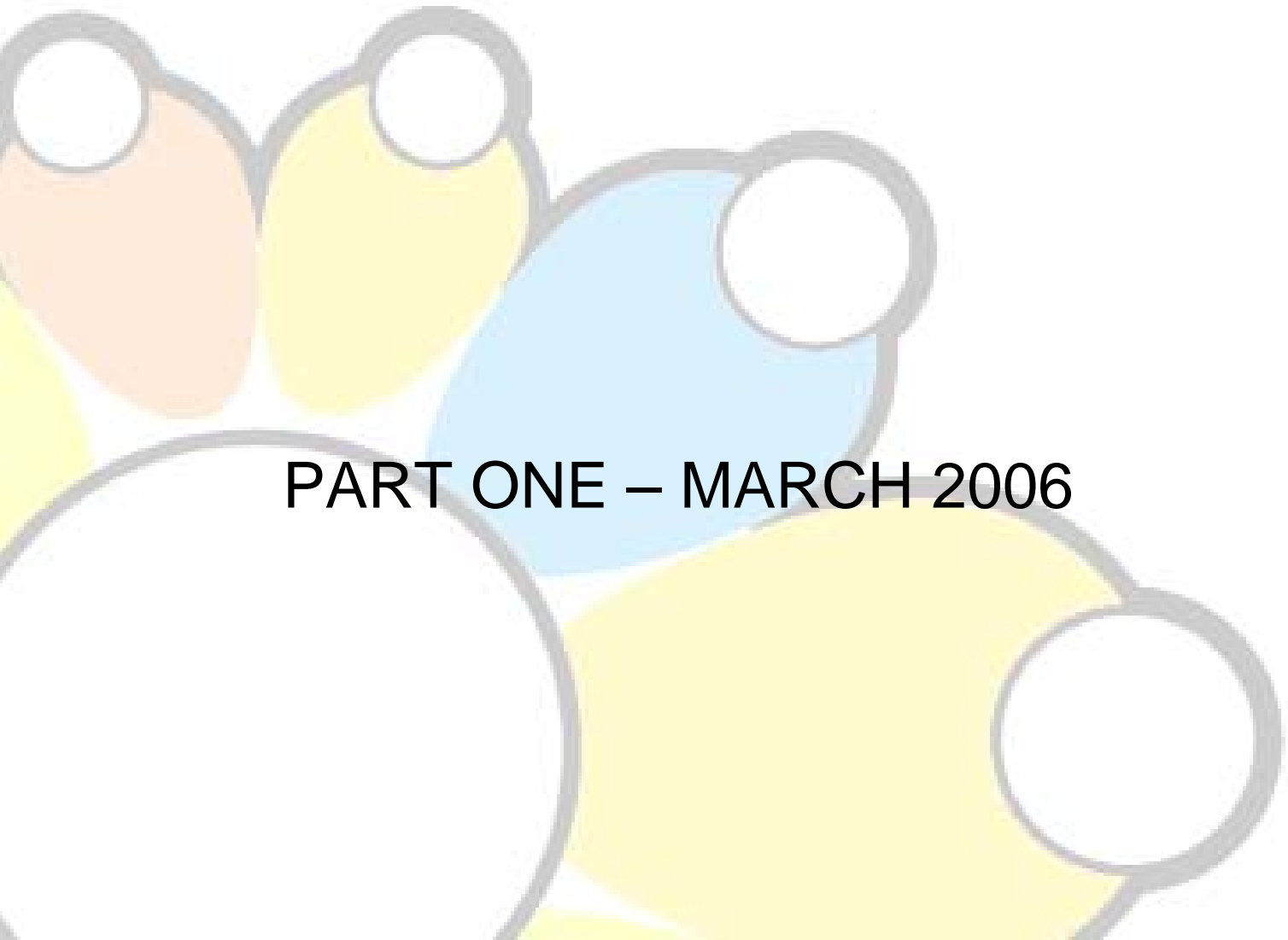


Gloucestershire's  
Children & Young People's Plan  
2006 - 2009



PART ONE – MARCH 2006

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# Foreword

## Helping every child and young person thrive and reach their full potential

We want Gloucestershire to be a great place to grow up in for every child and young person. Working together with parents, families and local communities, we believe we can achieve this.

Parents and young people tell us that some of their biggest frustrations are when organisations don't work together, or when advice, guidance or support is difficult to get or comes too little or too late. We want to change this.

Parents are the most important people in children and young people's lives and they have the responsibility to support their children in growing up.

This plan covers all services that support children and young people in Gloucestershire. It concentrates on the areas most in need of improvement and where better joint working between the different partner organisations, including the voluntary sector and parents should result in better outcomes for children and young people.

This is Gloucestershire's first Children and Young People's Plan owned by all the key commissioners and providers of services across the county. It identifies what we are collectively going to do and how we are going to do it, to improve outcomes for all our children.

We will keep working to improve the plan every year, but it is a positive step in the right direction.

The plan is being created to meet the requirements of the Children Act 2004 and the National Service Framework for Children, Young People and Maternity Services. More importantly, it has also been created to enable all organisations to address the issues which matter most to children, young people and their families.



**Councillor Jackie Hall**  
Lead Member for Children's Services



**Jo Davidson**  
Group Director of Children's Services

# Every child matters

The Government wants to improve opportunities for all children and young people and tackle disadvantage. Transforming children's services is at the heart of Government policy with a number of specific commitments, all based on improving outcomes.

After extensive consultation, the Government requires that we work together to improve services against this outcomes framework.

These 5 outcomes are for all children and young people to:

## Be healthy

Enjoy good physical, mental, emotional and sexual health and live a healthy lifestyle by, for example, avoiding obesity and choosing not to take illegal drugs.

## Stay safe

Be protected from harm, neglect, violence and sexual exploitation. Be safe from accidental injury and death, bullying, discrimination, crime and anti-social behaviour, and live in safe and stable homes.

## Enjoy and achieve

Get the most out of life and achieve educational standards at primary school, secondary school and college, and through work-based training that fulfills the potential of all children and young people. Enjoy recreational activities and personal development within the local community.

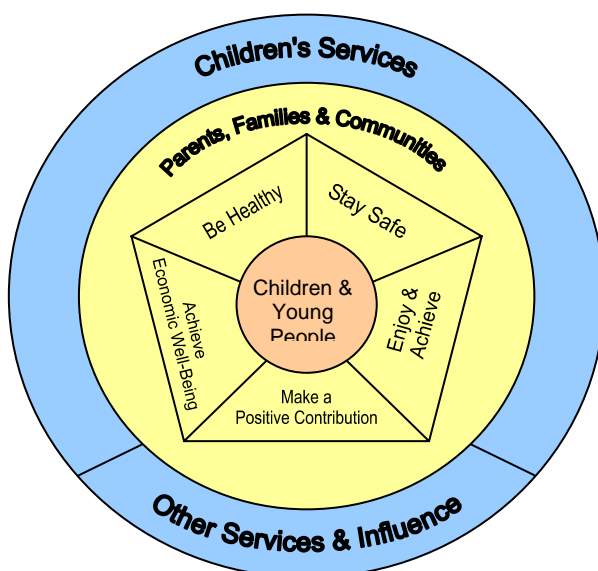
## Make a positive contribution

Contribute to the community, the environment and to society by developing enterprising behaviour including, for example, contributing to decision-making and by not engaging in law-breaking or anti-social behaviour (including bullying and discrimination).

## Achieve economic well-being

Live in decent homes and in sustainable communities. Through participating in further education, employment or training on leaving school, be prepared for, and secure, employment.

In Gloucestershire, we believe we will only make a difference to the 5 outcomes for children and young people if we work in **partnership** with parents, families and local communities.



**Working together  
in partnership**

# Vision and aims

Gloucestershire's Children and Young People's Strategic Partnership brings together the key organization, including those in the voluntary sector, that commission and provide services for children and young people in Gloucestershire. Information about the partnership including its membership can be found at [www.gloucestershire.gov.uk/changeforchildren](http://www.gloucestershire.gov.uk/changeforchildren).

## Vision

Children and young people have the right to:

- Thrive and reach their full potential
- Succeed in school, at college, and through apprenticeships and work-based training
- Grow up healthy
- Have every opportunity to grow into successful adults
- Be protected from abuse and neglect, and feel safe in their families and communities

Families and communities are able to care for them as they grow.

Children and young people are confident and make the most of available opportunities.

In order to achieve this vision, we need early, preventative, community-based services that:

- Break down barriers between agencies
- Give a single point of access
- Are integrated, inclusive and high quality
- Are as locally focussed as possible
- Help parents meet their responsibilities

## Aims

The 3 aims that we believe will achieve this vision are:

1. To continue to **improve outcomes for all** children and young people
2. To focus **on improved outcomes for the most vulnerable** children and young people
3. To **reshape services** so that we provide the right mix of high quality universal, targeted and specialist services

# Children and young people in Gloucestershire

Approximately 138,000 children and young people aged 0-18 live in Gloucestershire. Most of them experience good health, achievement and well-being.

This plan covers all children and young people aged 0-18. This includes maternal services (pre-birth) and services provided beyond 18 and up to 25 to people with long-term conditions and disabilities.

Gloucestershire is essentially a rural and relatively affluent county, however parts of the two urban centres of Gloucester and Cheltenham have considerable problems associated with deprivation:

- Many children and young people in those parts experience poor health and living conditions and are more likely to become involved in offending or anti-social behaviour
- 30% more babies under the age of 1 die in the most deprived areas
- Children born in the more affluent areas are likely to live at least 5 years longer
- Children and young people from black and minority ethnic backgrounds, particularly those of Black and Black British origin, show evidence of educational under achievement.

Some children and young people living in more rural areas experience:

- Unequal access to appropriate local services
- Lack of public transport
- Having 'nothing to do' and 'nowhere to go'
- Disadvantages due to living in 'pockets' of deprivation

A map of Gloucestershire is provided at Appendix 1.

There is a range of children and young people who are at risk of requiring specialised services if they do not get early support. For example, those with housing, health or education needs. The most precise set of data we have at present of children and young people with more specialised needs are those identified in the GCC Social Services Children in Need Census:

### **Children in Need**

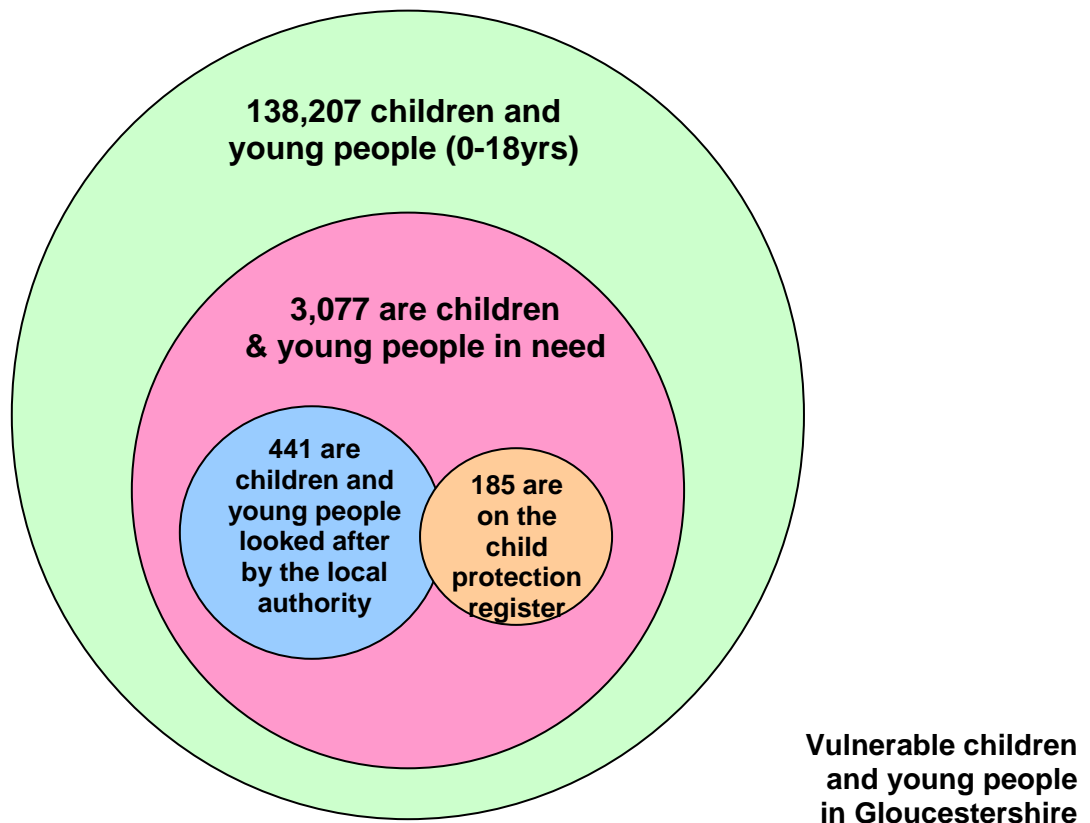
3,077 children and young people are identified as being in need<sup>1</sup> in Gloucestershire (Children in Need Census 2005).

### **Looked After Children**

Looked after children<sup>2</sup> are likely to experience poorer health outcomes, educational achievement, progression to post-16 learning and access to support services.

### **Child Protection Register**

The percentage of under 18s on the Child Protection Register<sup>3</sup> has more than doubled in the past two years (0.11% of children and young people) but is still below the average for comparator councils.



<sup>1</sup> Children in need: those who are known to Social Services or receiving support from an outside agency funded by Social Services.

<sup>2</sup> Looked after children: children and young people in public care, placed with foster carers, in residential homes or with parents or other relatives.

<sup>3</sup> Child Protection Register: a list of children and young people who are deemed to be at risk of, or who have experienced, significant harm or abuse.

# What people say

We have drawn together the main issues identified by different groups of people we have consulted with. The key messages arising from the consultations identified by different groups are:

## Children and young people want:

- More things to do in the local area
- To be safe at school and not be bullied
- Help with choosing careers and other life and learning options

“ We want to be more involved. ”

“ We want to be spoken to and treated like young adults and see changes being made. ”

## Parents and carers want:

- Good pre-school and school education for children
- Activities and childcare for children
- Health and housing issues taken care of
- Co-ordinated services, including housing for children and young people with disabilities

“ Education comes first - we need good schools. ”

## Local services for children and young people and their families want:

- To make sure we start working on the priorities and change programme as soon as possible
- To give children and young people opportunities to enjoy themselves in safe surroundings as well as achieving good academic results

“ Some services are good at working closely together with others, for example the Youth Offending Service. ”

Over the last five years, groups of **children and young people** have told us what they think about a range of issues. Here are some examples of what they said:

### **Youth Provision**

“ We want more local activities and facilities that are easily accessible, affordable, and where we feel safe. ”

### **Health Services**

“ We want services to be accessible, maybe after school, at lunchtimes and weekends, or at the Youth Centre or Health Centre. ”

Confidentiality...

“ The receptionist knows my mum. ”

### **Education**

“ Every young person should have the same educational opportunities wherever they live in Gloucestershire, regardless of ability. ”

Accessibility...

“ Education should be accessible to those with special needs or disabilities. ”

Bullying...

“ Issues about bullying should be taught in great depth. ”

Voice...

“ Every school should have a school council. ”

### **Crime**

Fear of Crime...

“ We can't go, don't want to go, or are advised not to go to many areas of the city because of crime. ”

Policing...

“ Police Community Support Officers are a good idea. They are approachable and make me feel safer. ”

## Transport

Accessibility...

“ There needs to be better public transport for young people in rural areas to get to evening activities. ”

## Information, Advice and Guidance

Signposting...

“ More information is needed when making choices, more careers guidance. ”

Advice...

“ It’s good to stress that one patch isn’t any more superior to another.  
*(academic versus vocational courses in education)* ”

This feedback, together with the data we have, enables us to identify the priorities for improvement.

We will continue to listen to children and young people through existing mechanisms, for example:

- Youth Parliament
- Youth Councils Network
- ‘Hear By Right’ youth work initiative
- ‘YouthCan’ - the Youth Consultation Advisory Network
- Young Reporters, who evaluate services for the Children’s Fund
- Connexions Youth Board

The key task of the **Participation Sub-Group**, as part of the Children and Young People’s Strategic Partnership, is to **co-ordinate** these initiatives through better planning, shared standards across the networks and ensuring feedback is given to children and young people.

The Participation Sub-Group will:

- Ask children and young people what they need and what their concerns are
- Seek feedback on changes to services
- Involve children and young people in decision making

# What we know about children and young people in Gloucestershire

## Be Healthy

### What's working well

- We promote healthy lifestyles in early years settings and schools
- Services to support pregnant women (including teenage and new mothers) are well regarded
- Young children and families needing additional support are identified early
- Health problems are identified early by midwives, health visitors, school nurses and GPs.
- Healthy eating is being encouraged through the national 'Healthy Schools' and 'Food in Schools' projects.
- 58% of pupils take part in extracurricular sport
- Specialist and targeted child and adolescent mental health services (CAMHS) are working hard to improve outcomes for approximately 3,000 children and young people experiencing emotional, behavioural or social difficulties

### Challenges

Some children and young people have poorer health outcomes, due to deprivation and unequal access to information and services, for example:

- Health outcomes in some geographic areas are poorer than in more affluent areas
- More support services are needed for parents and children during times of emotional stress for the child parent/carer
- Vulnerable children and their families, for example, looked after children and those with disabilities, often find services are too flexible to meet their needs
- Young people living in rural communities find it difficult to access services due to a lack of public transport
- More work needs to be done to meet the needs of children and young people vulnerable to or affected by either their own or someone else's misuse of substances. Levels of substance misuse in the county are in line with national data, which indicates that more young people are trying substances at an earlier age.
- More needs to be done to discourage smoking. 33% of year 10 girls and 20% of year 10 boys say they smoke 'occasionally' or 'regularly'

- Greater focus is needed to improve outcomes for the most vulnerable children and young people, particularly through transition stages, such as moving school..
- More needs to be done to prevent, identify and treat emotional, behavioural and social difficulties at an earlier stage
- Referrals to Child and Adolescent Mental Health Services take longer than is desired.

## Stay Safe

### What's working well

Children and young people want security, stability and to feel cared for. They also want to be protected from harm, exploitation, bullying and crime. Ways in which services are responding well include:

- There is greater stability of placements for looked after children
- The number of children on the Child Protection Register is still well below the figure for England, despite an increase from 10.2 to 14.8 (per 1000 for the under 18 population) between 2003/04 and 2004/05
- We are establishing the new multi-agency Local Safeguarding Children Board in April 2006 to oversee the arrangements for safeguarding children as outlined in section 11 of the Children Act 2004 and the "Staying Safe" part of the Change for Children Agenda
- Staff are being trained to work together across organisations to identify vulnerable children, young people and their families at an early stage
- We have developed anti-bullying policies and guidelines in response to the fact that 38% of children aged 5-10 and 30% of young people aged 11-18 say they feel afraid to go to school because of bullying (Gloucestershire Children and Young People's Lifestyle Survey 2000)
- Gloucestershire Fire and Rescue Service have developed an innovative strategy for working with vulnerable children and young people in schools and in their communities
- We are well on track to achieving our 2010 target to reduce child fatal and serious road traffic casualties by 50% compared to our 1994/98 baseline.
- We continue to train over 5,000 children in safe cycling techniques which are proven to reduce the risk of accident (TRL 1996)

### Challenges

- Ensuring that all agencies play their full part in safeguarding children and that all those involved with children and young people have appropriate knowledge and skills.
- Meeting the needs of children and young people affected by domestic violence by ensuring the Gloucestershire Domestic Violence Strategy 2005/2008 is adopted by all agencies.

- Children and young people want to see more in-depth teaching on issues around bullying and more general work around personal safety. The Gloucestershire Safeguarding Children Board will ask agencies how they will be taking this forward and reinforce the need to continue the consultation process with children and young people.
- Developing a Life Skills Centre that will put personal safety at the centre of the development of schools' Citizenship Programmes
- Improving co-ordination and development of inter-agency arrangements for children and young people with disabilities, making sure that children with disabilities receive the same safeguarding services as other children and ensuring their effective transitions to adult care.

## Enjoy and Achieve

### What's working well

Most children and young people in Gloucestershire benefit from good early years, school, play and leisure provision:

- 94% of early years services are achieving 'good' or 'very good' ratings in inspections, even in the most deprived areas of the county
- A countywide Play Policy is helping District Councils develop local action plans
- Educational achievement of most children and young people is good at all Key Stages
- The proportion of young people achieving GCSE A\* - C puts the county in the top quartile nationally
- Over 90% of young people leave school with GCSE qualifications
- The proportion of looked after children achieving five A\* - C grades is at its highest level in four years
- The number of permanent exclusions from school has dropped by 11.5% between 2003/04 and 2004/05 and there was also a drop in the previous year.
- 1100 parents/carers and 540 children are enrolled on skills for life programmes in 91 of our schools
- 35% of adults on longer courses achieve national qualifications in Literacy and Numeracy.

### Challenges

For certain children and young people the outcomes are less good, for example:

- Just over 3% of children leave school without any GCSEs or equivalent qualifications
- The proportion of looked after children achieving five A\* - C grades is 21%, below the majority of young people in the county at 61%
- Some children from black and minority ethnic communities do less well, particularly pupils of Black and Black British origin at Key Stage 2
- Patterns of low achievement may persist throughout young people's lives, leading to unemployment, disengagement and anti-social behaviour

- We need to reduce exclusions, especially among pupils with special educational needs, looked after children and children from black and minority ethnic communities
- Children and young people with disabilities have extra needs in the transition from education to training
- Developing access to a broader range of play and recreational activities for children and young people.

## Make a Positive Contribution

### What's working well

We have produced a multi-agency, countywide Participation Strategy for children and young people that will build on and co-ordinate the wide range of consultation and participation activities that has been developed in Gloucestershire over the last 5 years.

Here are some of the many opportunities for children and young people to have their say and to participate in decision-making:

- Launch of the 'Hear by Right' initiative in November 2005 promotes the active involvement of children and young people
- Children and young people are involved in the recruitment of senior officers
- Young people represent the county as Youth MPs
- The 'Listening to Children Reference Group' in social care
- Children's Fund Young Reporters monitor the quality of services
- The Youth Cabinet in Stroud District Council
- The Connexions Youth Board

Significant work is already being done to tackle issues facing disadvantaged and disaffected children and young people:

- Statutory and voluntary organisations are working together to improve the identification of children and young people at risk of committing crimes
- Offending behaviour by looked after children has been successfully reduced to a level that puts Gloucestershire near the top of the comparator group of councils
- The number of young offenders in employment, education and training has improved significantly
- The Fire and Rescue Service (FRS) is working with secondary schools to identify young people who will benefit from the Firesafe scheme which encourages young people to become responsible members of their community with increased confidence and self-esteem. The Life Skills Centre being developed by the FRS and its partners will also make a positive contribution to this outcome.

### Challenges

- Reducing the number of first time offenders
- Reducing the number of looked after children
- Increasing the involvement of young people in their community (e.g. volunteering)

- Acting on what young people tell us
- Developing support for parents which is acceptable and non-stigmatising
- Increasing the participation of young people in personal development opportunities, including volunteering to help improve their self-esteem and self confidence
- Achieving wide and meaningful participation including hard to reach and disaffected young people and their families

# Achieve Economic Wellbeing

## What's working well

- We are making sure that 14-19 education and training is planned and delivered in a coordinated way, for example:
- NVQ achievement amongst under 19 year olds in work-based learning increased to 61% during 2004/05
- Gloucestershire has one of the lowest figures in England for the number of young people aged 16-18 not in employment, education or training
- The majority of schools now offer a wide vocational programme
- The number of full daycare childcare places has increased over the last two years
- Standard use of Bed and Breakfasts as temporary housing for homeless families with children has been reduced in line with Government requirements.

## Challenges

Although 74% of students in Gloucestershire continue into further education and training, the remainder do not, and there are many young people who are not in education, employment or training across the county:

- The number of young people currently not in education, employment or training is not reducing fast enough
- Creative and innovative solutions are required to sustain positive levels of performance
- A more flexible and accessible range of training provision is needed for those young people who face multiple barriers to achieving their potential
- Public transport issues need to be considered particularly in rural areas
- Access to good quality housing needs improving, together with related support and advice where necessary
- Ensuring employers are able to meet their future business needs by being able to help shape the skills development of young people.

# What we are going to do

## Getting the balance right

The Children and Young People's Strategic Partnership has carefully considered the views of children, young people and parents, alongside other information gathered in the Needs Analysis to decide on priorities. These have been chosen because we need to make a special effort to improve the quality of services or the way we work together.

## Our priorities

The partnership has decided we should focus on a few issues at a time rather than try to tackle every area of concern at once. Resources are limited but agreeing a few priority areas together means that all of the organisations involved in the partnership can focus their efforts.

There are many other areas where we need to continue to work to improve and maintain services if we are to achieve our aims and meet national requirements.

We have also agreed change objectives that apply to the way we organise and deliver *all* our services not just the priority areas. Our Business Plan addresses all these issues.

The diagram at Appendix 2 shows how our vision, aims, priorities and change objectives fit together.

Although the priorities are linked to a specific Every Child Matters outcome, it is important to note that all priorities contribute to achieving all outcomes. For example, Children's Centres are crucial in meeting health needs, as well as social care, educational achievements and economic well-being issues.

The following priorities apply for 2006/07. It is likely that most of them will continue to be important for the next three years but we will review them annually.

- Improve emotional health and well-being
- Enhance personal safety
- Improve the co-ordination of services for children and young people with disabilities
- Improve attainment of the most vulnerable groups
- Expand and co-ordinate support for young families
- Reduce levels of offending
- Improve choices for 14-19 year olds

The Needs Analysis and consultation identified other priorities for consideration in years 2 and 3. These include:

- Parenting support
- Ensuring community regeneration addresses the needs of children and young people
- Childhood obesity (including healthy eating and physical activity)
- Play
- Sexual health

The next section states what the priorities are, why they are important and what we want to achieve.

## Every Child Matters Outcome: Be Healthy

Priority: Improve emotional health and well-being

### Why is this important?

- Specialist Child and Adolescent Mental Health Services (CAMHS) are under pressure and families do not feel they are receiving help early enough
- Communities, schools and children and young people are concerned about behaviour and we want to reduce exclusions
- Vulnerable children and young people e.g. those in the Reintegration Service and Looked After Children are not always receiving the additional support they need

### What do we want to achieve?

- A comprehensive Child and Adolescent Mental Health Service (CAMHS) (Government requirement)
- More services that prevent, identify and treat emotional, behavioural and social difficulties earlier than they are able to now
- An improved range of support for schools working with children with emotional and behavioural difficulties (EBD)
- A good personal, social and health education and citizenship (PSHE+C) curriculum provided by all schools, supported by Healthy Schools' Programme
- Prevention and early identification to provide support for health needs.

## Every Child Matters Outcome: Stay Safe

Priority: Enhance personal safety

### Why is this important?

- All children have the right to grow up safe and feeling well cared for
- Every consultation with children and young people has told us they have major concerns about bullying in schools. Feeling safe and confident in local neighbourhoods is important for emotional well-being and achieving well.
- The Domestic Violence strategy has identified that children are adversely affected by violence
- Between the ages of 1-16, children are more likely to die in road traffic collisions than from any other cause

### What do we want to achieve?

- Staff in all agencies are skilled and confident in addressing child protection issues
- To increase the involvement of children and young people in schools and local communities in identifying local issues
- To reduce bullying in all schools and provide more help for children who are being bullied
- To maintain and extend peer mediation schemes in schools and residential homes
- Improve support for parents
- To reduce the number of children killed or injured on Gloucestershire roads

## Every Child Matters Outcome: Stay Safe

Priority: Co-ordinate services for children and young people with disabilities

### Why is this important?

- Consultation with parents has demonstrated a strong dissatisfaction with the way they and their children are treated, feeling they have to fight for support
- Parents/ professionals are not clear about how to access services for children with disabilities from an early age

### What do we want to achieve?

- Better co-ordinated packages of health, care and education for children and young people with disabilities and their families
- Simpler processes for assessing a child or young person's needs and agreeing plans
- Families having a consistent choice in respect of education for their children across the county

## Every Child Matters Outcome: Enjoy & Achieve

Priority: Improve attainment of vulnerable groups

### Why is this important?

- There are groups of children and young people who are not sharing in the overall good outcomes in Gloucestershire
- Educational attainment for these groups is only average and has not improved over the last few years
- Educational attainment is key to success in all aspects of these children's lives

### What do we want to achieve?

Improved educational attainment at all levels for:

- Looked after children
- Children and young people from black and other minority ethnic communities
- Traveller children
- Children and young people who live in areas of the county where educational outcomes do not compare well with the rest

## Every Child Matters Outcome: Enjoy & Achieve

Priority: Expand and co-ordinate support for young families

### Why is this important?

- All the evidence tells us that supporting children when they are young will have the greatest impact on all outcomes
- Families in Gloucestershire value our early years services and are keen to use them
- Government policy is promoting the co-ordination of services through Children's Centres

### What do we want to achieve?

- Children's Centres that join up services across and within agencies and simplify access for all communities
- Expanded funded entitlement for day care for all 3 and 4 year olds
- Better quality early learning and childcare opportunities for under 5's
- Prevention and early identification to provide support for health needs

## Every Child Matters Outcome: Make a Positive Contribution

Priority: Reduce levels of offending

### Why is this important?

- This is an important issue for all communities in Gloucestershire
- While offending rates of under 18s are relatively low we want to reduce them in certain geographical areas

### What do we want to achieve?

- Better identification of children at risk of offending and offer of support
- Better support for parents
- Reduction in number of first time offenders

## Every Child Matters Outcome: Achieve Economic Well-Being

Priority: Improve choices for 14-19 year olds

**Why is this important?**

- Young people tell us that having more options and advice on careers is important to them
- Better engagement of this age group will impact on other priorities
- The numbers of young people not in education, employment or training has been hard to reduce
- Developing skills for the local business economy.

**What do we want to achieve?**

- Implementation of the Government's 14 – 19 curriculum offer
- Reduction in percentage of young people not in education, employment or training
- Improved match between the skills employers need and the skills our young people have.

# Working together

## Partnership Perspectives

### Schools

The majority of children and young people spend a significant part of their time at school.

Gloucestershire is a generally high achieving authority, but remains aware of the need for continuing improvement in the outcomes for all its pupils. There is clear evidence that certain groups of children and young people within the county have unsuccessful and unsatisfactory experiences of education and training.

Schools will continue to focus on raising standards, promoting inclusion and removing barriers to learning for all children and young people.

### Health Service

Children, young people and their families have a lot of contact with the health services, therefore it is important these services are as friendly and as accessible as possible.

The Health Service has a clear focus on making services more accessible by bringing joined up services into the local community, with the right people in the right jobs. It is committed to working across agencies, sharing information and meeting the needs of children and young people.

The new partnership & planning arrangements in Gloucestershire, including this plan, will help this to happen.

### District Councils

The six district councils throughout Gloucestershire contribute to services for children and young people in a variety of areas.

Each district has a different way of delivering services depending on its demography, the structure of its communities and the priorities of its corporate and community plans, but the areas where there is likely to be the greatest impact are in relation to:

**Housing** – including accessibility, availability, quality and individual support, temporary accommodation for the homeless and traveller site management

**Communities and neighbourhoods** – including support and funding for neighbourhood initiatives, regeneration projects, consultative forums, community arts projects, Sure Start, Children's Centres

**Community Safety** – including awareness schemes, youth diversion schemes, drug and alcohol abuse, Anti Social Behaviour Orders, road safety initiatives, licensing

**Play & Leisure** – including play policies, use of leisure centres, holiday play schemes, sports development, provision of play space through planning.

## **Voluntary and Community Sector**

The Voluntary and Community sector is a major provider of services to children and young people and is a large employer in Gloucestershire.

Voluntary and Community agencies often reach groups and individuals who are not necessarily in contact with other services and provide essential information to inform the way services need to develop. The voluntary sector will become an increasingly important part of the services which are provided locally.

Through the Children and Young People Strategic Partnership sub-group, the Children and Young People's Strategic Network will continue to work with all partners to ensure the voice of children and young people is heard in the planning, commissioning and delivery of services.

## **Gloucestershire Constabulary and the Youth Offending Service**

During the past year, Gloucestershire Youth Offending Service has increased support to parents and other carers as well as working to reduce the number of young people who re-offend. Work needs to continue to reduce youth offending as well as improving activities and support to enable young people to lead law abiding and constructive lives.

Gloucestershire Constabulary has a long history of working with children and young people in a variety of roles. The Constabulary are committed to making a strong, positive contribution with regard to helping children and young people stay safe and fully comply with national guidelines regarding the treatment of vulnerable victims and witnesses.

The Constabulary will continue to deliver an education training programme to school-age students covering a variety of subjects such as drugs, personal safety, crime and its consequences, as well as highlighting the rights of the individual.

The Constabulary are constantly exploring new ways to consult and communicate with groups that are traditionally hard to hear, including young people. They will continue to develop a variety of initiatives such as websites and increase partnership working with a wide range of agencies.

## **Probation**

The Probation Service in Gloucestershire (part of the national Probation Service) is a law enforcement agency with the specific aims of:

- Protecting the public
- Reducing re-offending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- The rehabilitation of offenders.

Partnership work is planned to harness complimentary skills and resources which can provide an efficient and effective way of supporting services provided to the courts, victims, community and the offender.

To be effective the Probation Service needs to work in partnership with other criminal justice agencies, crime and disorder partnerships, and other agencies serving the Gloucestershire community. In addition, the Probation Service provides funding for a small number of partnerships.

## **Connexions**

Connexions is the largest independent provider of youth support services and is funded directly by the DfES. Connexions also supports the voluntary sector through grant-making and sub-contracting.

The Connexions Partnership vision for 2006/07 is to provide all young people with the support and advice they need, when they need it, in order to achieve their full potential.

The 'Youth Matters' proposals, and the wider Change for Children arrangements provide an opportunity for Connexions to expand the scope of its vision to encompass all of our partners within an integrated youth support system for Gloucestershire.

The Connexions Partnership faces the challenge during 2006/07 of maintaining a good standard of performance on core service delivery to young people whilst moving towards a more integrated youth support system with our partners.

## **Learning and Skills Council**

Learning and Skills Council Gloucestershire is responsible for planning and funding all post-16 education and training in the county. It brings together public funding for further education, work based learning, adult and community learning and sixth form funding. In addition to formal education and training, the Council provides substantial financial support for a wide range of activities aimed at encouraging life long learning and development across the county.

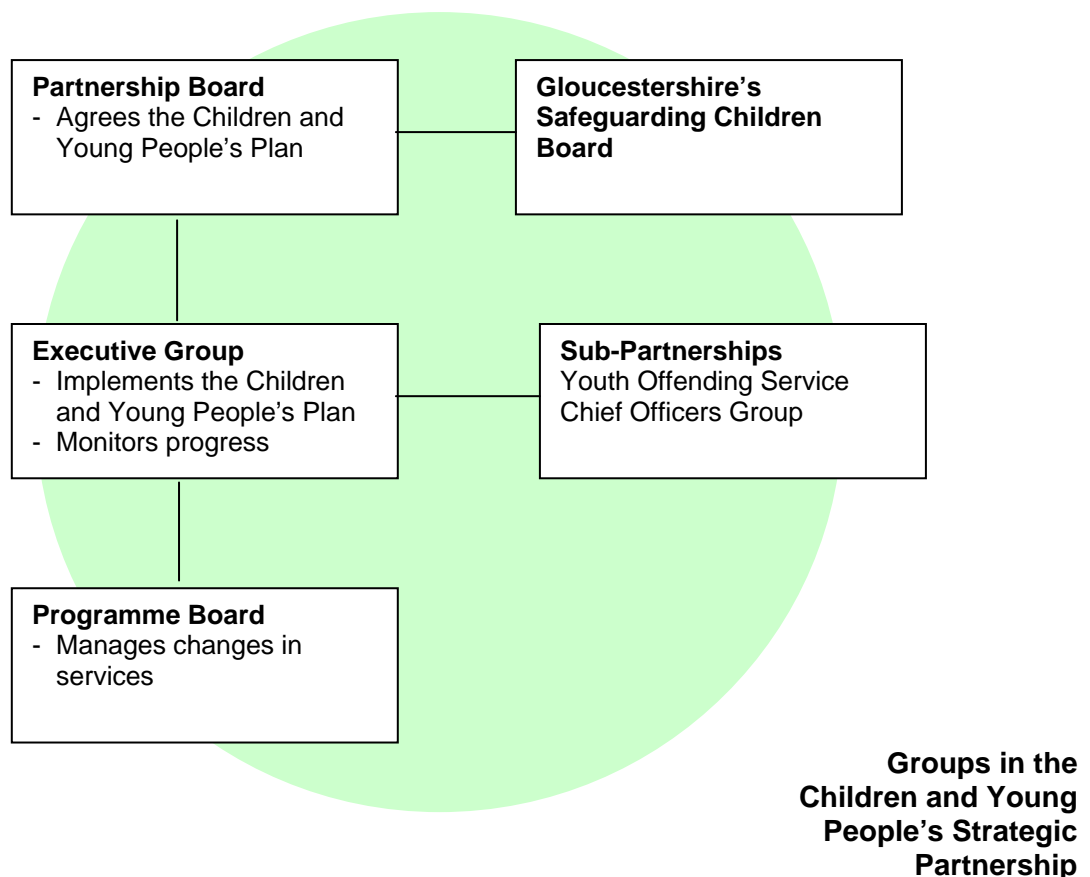
The LSC recognises the importance of partnership working in order to provide integrated and accessible services to children and young people.

## Children's Trust arrangements

The Children and Young People's Strategic Partnership has agreed formal arrangements to organise its meetings and take decisions. These are our emerging Children's Trust arrangements as required by the Government.

There are 3 main groups (shown below) that meet regularly to take forward the Partnership's work.

The Partnership also has sub-groups working on participation and communication and has connections with the wider range of groups working in children and young people's services, including voluntary, community and faith groups, and partnerships such as The Crime and Disorder Reduction Partnership.



Gloucestershire's Safeguarding Children Board will be established from 01 April 2006. It will be chaired by the Director of Learning and Development at the County Council and will report directly to the Partnership Board.

During 2006/7 the Partnership will continue to develop the governance arrangements necessary for an effective Children's Trust.

## How partnerships in Gloucestershire are working together

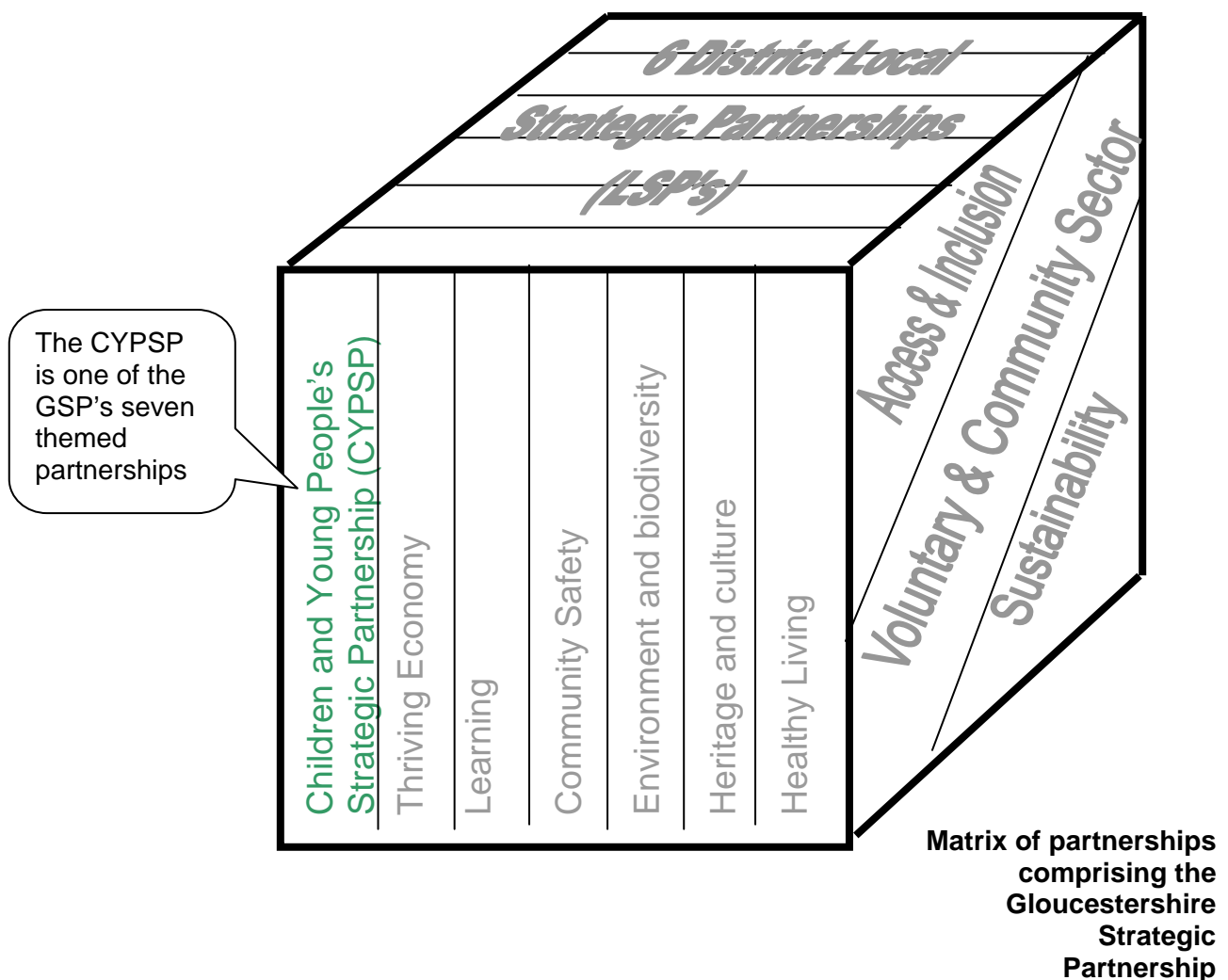
A countywide Community Strategy has been developed by a group of organisations called the Gloucestershire Strategic Partnership. It sets out the steps we will take together to improve the well-being of children and young people in the county over the next 10 years.

The Gloucestershire Strategic Partnership has set out to tackle countywide issues and has the support of 7 themed partnerships in doing that. The Children and Young People's Strategic Partnership is one of the 7 partnerships.

The issues that are particularly relevant to children, young people and their families and which are currently being addressed at the local level are:

- Housing
- Communities and neighbourhoods
- Community safety
- Play and leisure

Each district has a Local Strategic Partnership and some have Children and Young People as a specific action group.



# How we are going to do it

## Change programme

We know that if we want to improve outcomes for children and young people we need to focus on the way we provide services. Organisational culture and values are equally important if we want to change the way we do 'business'. All partners of the Children and Young People's Strategic Partnership will be considering internal change programmes particularly focused on our valuable workforce.

Over the last year, the Gloucestershire Children and Young People's Strategic Partnership has developed a **change programme** with specific multi-agency projects listed below.

Some of these projects have completed some of their work and this is now being implemented. They will all be included in a revised change programme to be agreed once this plan is approved.

Change for Children Programme 2005/2006
Change Project: Supporting young people
Arrangements for planning and managing services for young people, particularly the future role of Connexions.
Change Project: Gloucestershire's Safeguarding Children Board
Implementing the requirements of the Children Act 2004 for new arrangements to ensure children are well protected.
Change Project: Area planning
Establishing planning groups to focus on particular issues in each district area.
Change Project: Children's Centres
Establishing the first 8 centres and planning for centres accessible to everyone in the county.
Change Project: Emotional well-being
Producing a comprehensive CAMHS strategy
Change Project: Improving access
Information sharing, advice, common assessment and integrated working.
Change Project: Children and young people with disabilities
Identifying the issues that need to be addressed to improve services for children and young people with disabilities.
Supporting the CYPSP sub-groups
Participation Communication

## Change objectives

We have agreed **five objectives** for our change programme which we want to underpin all of our work on the **priorities**:

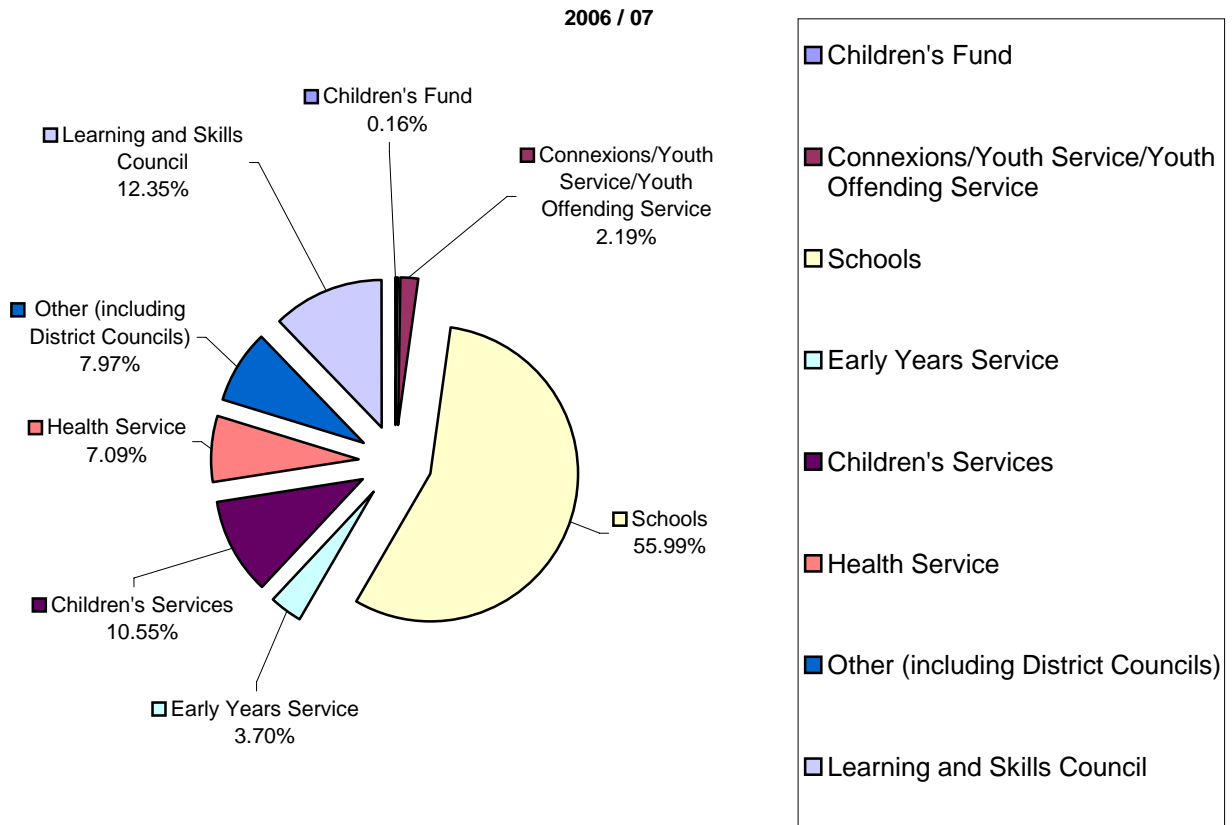
Change Objectives
<b>Give children and young people a <i>voice</i></b>
<ul style="list-style-type: none"><li>• Involve children and young people in the decisions we make</li><li>• Demonstrate that we listen to their views and feedback</li><li>• Ask for feedback on all the services we provide on a regular basis</li></ul>
<b>Increase the <i>impact</i> of universal, targeted and specialist services</b>
<ul style="list-style-type: none"><li>• Manage our performance effectively</li><li>• Develop the skills of the workforce</li><li>• Ensure staff development and training programmes relate to our objectives</li><li>• Challenge and support institutions and service providers</li><li>• Improve our understanding of the impact of services through the Needs Analysis</li><li>• Use feedback from audits and inspections to improve performance</li></ul>
<b>Improve and simplify <i>access</i> to services</b>
<ul style="list-style-type: none"><li>• Improve information and advice about services for families</li><li>• Develop strong arrangements for sharing information</li><li>• Plan and deliver services in local areas</li><li>• Adopt consistent processes between professionals to assess needs</li><li>• Integrate working between professionals</li></ul>
<b>Develop a coherent pattern of better <i>support</i> for children and young people</b>
<ul style="list-style-type: none"><li>• Develop better preventative services</li><li>• Develop integrated teams across the county</li><li>• Ensure clear pathways through different services</li></ul>
<b>Maximise the use of <i>resources</i></b>
<ul style="list-style-type: none"><li>• Joint commissioning of services</li><li>• Identify opportunities for co-location of staff</li><li>• Target increased investment in a way that will support the objectives of this plan</li></ul>

More information about what we are going to do in the first year (2006-07), relating to both our **priorities** and the **change objectives**, can be found in the Business Plan at Appendix 3.

# The resources we have available

How much do we have to spend?

We will spend at least £607.3 million on services for children and young people during the financial year 2006/07 across a number of services.



Overall levels of funding are low in comparison to other areas of the country. The financial position is extremely challenging for all the organisations involved in the Partnership.

Some services in rural areas are expensive to provide because of difficulties of access and the relatively low number of service users.

This means that we need to use our resources very carefully to continue to provide good value for money and to focus on the way we do things within the resources available to us.

## Making better use of our resources

### Shifting the focus to prevention

The Partnership recognises the need to focus on prevention and progress is being made. For example, all partners are part of the Child Action Project. Organisations such as Police and Fire Services have invested in prevention activities.

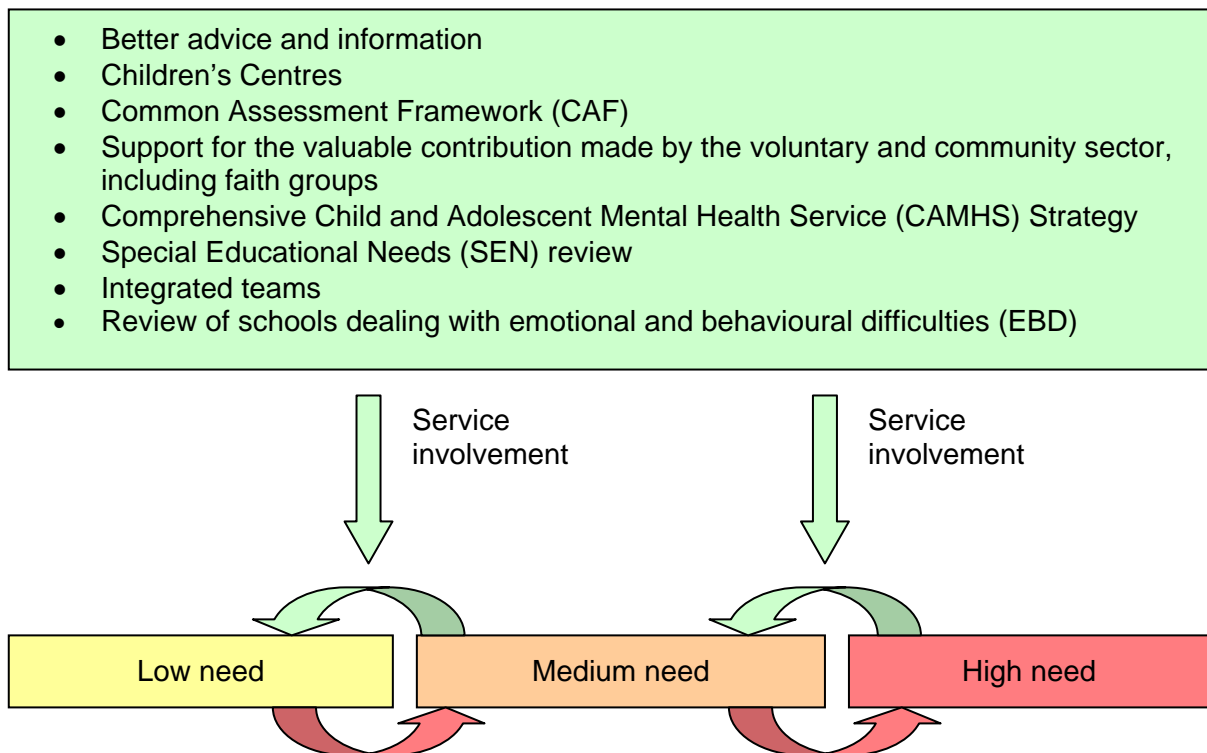
The County Council has diverted funding into preventative services through the Social Services Childcare strategy which has seen the numbers of Looked After Children reduce from 540 in 2001/2 to 400 at the end of February 2006. This has released funds of £2.3 million which has been reinvested in frontline services.

### Pooled budgets

Aligned budgets between Health and the County Council already support joint commissioning of expensive residential placements. The county's active involvement in the regional procurement strategy will continue to drive down costs. Further focus will be given to the alignment of resources during 06/07.

### Better planning

Our change programme commits us to supporting families earlier and improving their access to services by bringing staff together. We believe we can do this by focusing resources on key points where different services become involved so that help is available when families most want and need it. The diagram below also illustrates some of the things we need to do to achieve this.



We will continue to analyse the needs of children and young people so we target resources more effectively to those areas where need is highest, as we are doing with Children's

Centres. We will also compare our costs with other local areas and seek to extend the role of the voluntary and community sector wherever possible.

### **Understanding the children and young people's workforce**

Our greatest resource is the people who work with children, young people and their families. All agencies are committed to supporting and developing them so that they can work more effectively together.

Our audit this year of the children's workforce in Gloucestershire has shown that there may be 52,000 people working with children and young people aged from 0-18. This includes a wide range of occupations and further work is needed to understand the composition of the workforce.

Workforce data about the children's workforce has many gaps, particularly with regard to those who work in the private, voluntary and community sectors.

The workforce is mainly female, with some notable exceptions, for example, the Gloucestershire Youth Service, where 70% of workers are male. The children's workforce is also characterised by high levels of part-time working. Generally, children's workers from a minority ethnic background make up 3% or less of total staff, although this should be viewed in the context of a 3% non-white working age population for Gloucestershire.

There is considerable scope to gather further information from organisations, such as data on pay, qualifications, turnover and vacancy rates. However, this will require concerted inter-agency working, the provision of adequate resources and a clear strategic commitment to data collection encompassing the entire children's workforce.

(Source: Children's Workforce Audit, Gloucestershire Labour Market Information Unit, January 2006)

An outline workforce development strategy is published alongside this plan.

### **Managing our assets**

All organisations are reviewing the use of their physical assets as part of the objective to maximise the resources we all have.

### **Information sharing**

We have made progress through our local information sharing policy and linking education and health databases, but there is much more to do. Our challenge is to develop an easily accessible service directory and to make sure information and communication technology systems are shared across organisations to support integrated working.

# Making it happen - the Business Plan

We want to make sure we make a difference to the 138,000 children and young people living in Gloucestershire.

This Children and Young People's Plan covers services from many different organisations.

To help us keep track of who is doing what, we have produced a Business Plan which covers our **priorities** and **change objectives**.

The Business Plan is divided into two sections:

What We Are Going To Do - Our Priorities
Be Healthy
<ul style="list-style-type: none"><li>• Improve emotional health and well-being</li></ul>
Stay Safe
<ul style="list-style-type: none"><li>• Enhance personal safety</li><li>• Improve the co-ordination of services for children and young people with disabilities</li></ul>
Enjoy and Achieve
<ul style="list-style-type: none"><li>• Improve attainment of the most vulnerable groups</li><li>• Expand and co-ordinate support for young families</li></ul>
Make a Positive Contribution
<ul style="list-style-type: none"><li>• Reduce levels of offending</li></ul>
Achieve Economic Well-being
<ul style="list-style-type: none"><li>• Improve choices for 14-19 year olds</li></ul>

How We Are Going To Do It - Change Programme
<ul style="list-style-type: none"><li>• Give children and young people a <b>voice</b></li><li>• Increase the <b>impact</b> of universal, targeted and specialist services</li><li>• Improve and simplify <b>access</b> to services</li><li>• Develop a coherent pattern of better <b>support</b> for children and young people</li><li>• Maximise the use of <b>resources</b></li></ul>

The Business Plan is included at Appendix 3.

## Other plans and initiatives

In Gloucestershire there are many plans and strategies that affect children and young people. Some of these are required by law, while others are produced as good management practice. They deal with a very wide range of issues across a variety of organisations including the voluntary and community sector. They are frequently revised and updated.

Gloucestershire's Children and Young People's Plan provides a common strategic direction and a common framework for all of these plans.

Throughout this plan you will have noticed references to other plans and strategies relating to specific topics or issues. If you are interested in taking a look at plans and strategies which relate to children and young people in Gloucestershire, visit the website [www.gloucestershire.gov.uk/changeforchildren](http://www.gloucestershire.gov.uk/changeforchildren).

### **The key plans which support this plan are:**

- Health
- Gloucestershire community strategy and the six local community strategies
- Community Safety
- Economic Plan
- Youth Justice Plan
- GCC Corporate Plan

# How we will review our performance

The Children and Young People's Strategic Partnership will monitor progress and review the Business Plan every 3 months and address any issues.

We will publish this review of progress at [www.gloucestershire.gov.uk/changeforchildren](http://www.gloucestershire.gov.uk/changeforchildren)

The progress review will show:

- How we are doing against our **priorities** and **change programme**
- How this is improving outcomes for children and young people

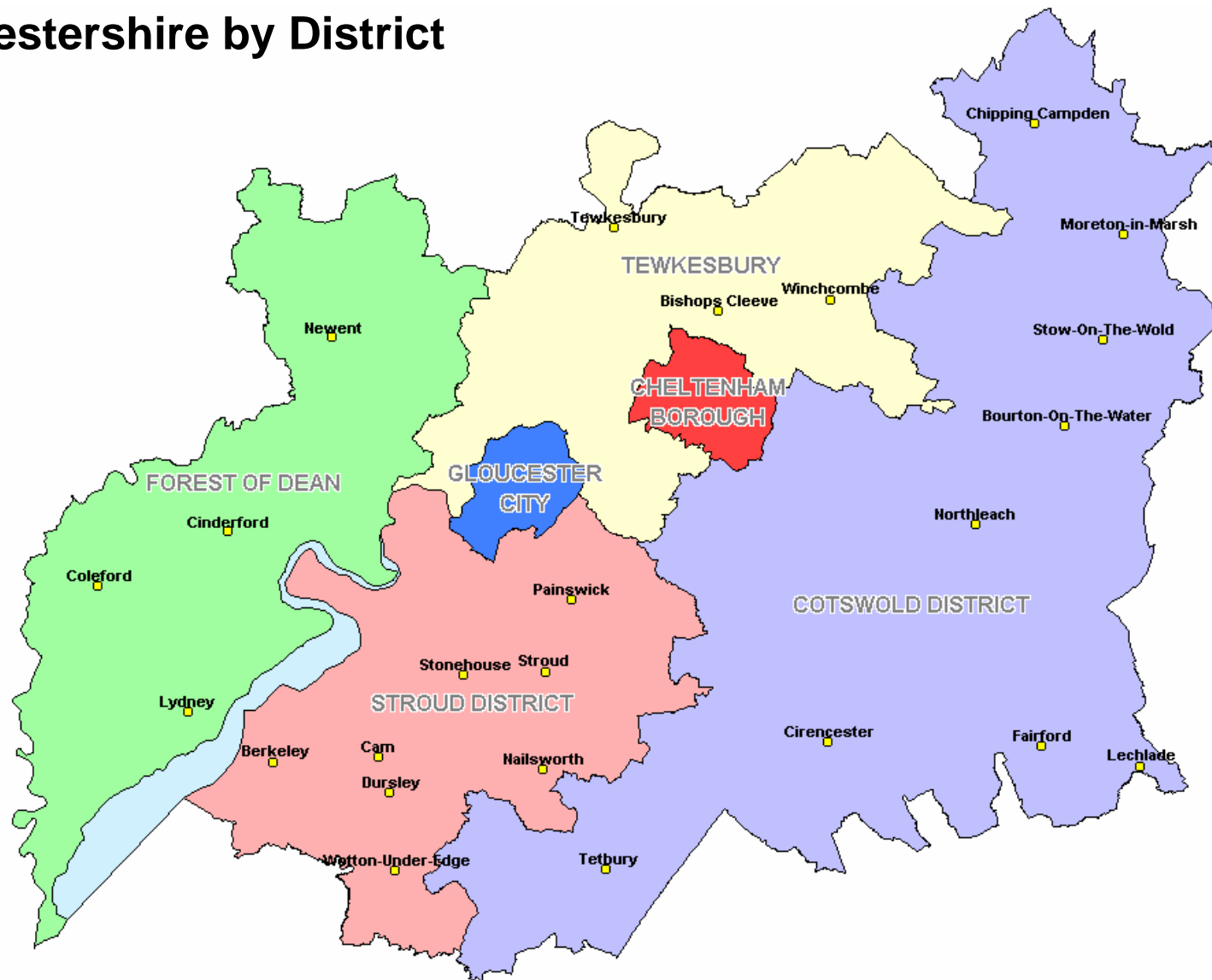
We will visit existing meetings and forums to discuss what's working well and what's not working well so that we can agree why and decide what to do about it. This will include meeting and consulting with:

- Children and young people
- Parents and carers
- Children's Service staff
- Communities
- Schools

We will invite organisations involved with children and young people to come together at least once a year to discuss what is working well with the plan, what isn't, and to discuss what our priorities should be for the following year.

# Appendix 1

## Map of Gloucestershire by District



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# Appendix 2

Delivering the vision

<b>Vision</b>	Every child and young person thrives and reaches their potential				
<b>Aims</b>	Improve outcomes for all	Improved outcomes for the most vulnerable		Reshape services	
<b>Outcome Priorities</b>	<p><b>Be Healthy</b></p> <p>Improve emotional health and well-being</p>	<p><b>Stay Safe</b></p> <p>Enhance personal safety</p> <p>Co-ordinate services for children and young people with disabilities</p>	<p><b>Enjoy and Achieve</b></p> <p>Improve attainment of the most vulnerable groups</p> <p>Expand and co-ordinate support for young families</p>	<p><b>Make a positive contribution</b></p> <p>Reducing levels of offending</p>	<p><b>Achieve economic well-being</b></p> <p>Improve choices for 14-19 year olds</p>
<b>Change Objectives</b>	Give children and young people a <b>voice</b>	Increase <b>impact</b>	Improve <b>access</b>	Better <b>support</b>	Maximise <b>resources</b>