

Cornwall's Children and
Young People's Plan
2012/13



A Busy Person's Guide



Introduction

2011/12 was a good year to be part of the multi-agency group of organisations and services that protect and support children and young people in Cornwall. Inspection reports reflect significant improvement, reductions in funding are being effectively managed and children and young people are receiving better services.

The 2012/13 Children and Young People's Plan (CYP Plan) sets out how the Children's Trust partners will build on the successes of last year, continuing to face and meet the challenges of improvement. Partner organisations from across Cornwall have agreed the priorities in the plan and the vision that:

All children, young people and their families in Cornwall are safe and have good opportunities to achieve and improve themselves. We will close the gap between those who are doing well and those who are doing less well by effective work with those with greater needs.

This plan supports the business plans of the Children, Schools and Families (CSF) Directorate and its partners.



Our Partnership Priorities

1. The public and external inspectors will be confident in the quality and consistency of multi agency safeguarding
2. More high quality value for money services will be delivered through improved strategic commissioning and a move away from an over reliance on directly provided services
3. Vulnerable children and young people will be identified early and helped to have good opportunities to achieve
4. The multi disciplinary workforce will have the competency to deliver high quality services consistently
5. Services for children and young people with special educational needs, disabilities and life - limiting conditions will be effective in closing the achievement gap
6. Effective support and challenge to schools and other providers which will raise achievement and attainment for all learners, closing the gap for the most disadvantaged and exceeding national performance
7. Best value, improved performance will be achieved within our resource allocation
8. Children, young people, families and the wider community will benefit from improved integration of services that are targeted to the most vulnerable

To create opportunities for Children & Young People to be actively involved in the planning & development of services that affect them & impact upon their families; ensuring their voices are listened to & acted upon

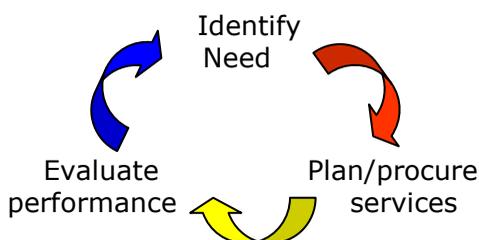
Although great strides have been made in our safeguarding improvement journey we will continue to relentlessly strive to raise standards in the quality of our multi-agency safeguarding arrangements in Cornwall.

Key activities in the year ahead will include:

- Develop and implement a multi-agency referral unit (MARU)
- Develop and implement the Children in Need Service
- Develop an integrated CAMHS and provide capacity at tier 2
- Develop partnerships that discharge statutory functions appropriately through the Local Safeguarding Children Board (LSCB) , Children's Trust and Health & Wellbeing Board
- Ensure that Common Assessment Framework (CAF) and Team Around the Child (TAC) are applied consistently

More high quality value for money services will be delivered through improved strategic commissioning and a move away from an over reliance on directly provided services

The strategic commissioning of services is already well established in some areas of the Children's Trust and promotes the effective provision of both in-house and externally provided services.



Over the next year we will continue to embed the techniques of strategic commissioning to improve our ability to recognise and respond to the needs of children and young people in Cornwall.

To support this transition we will:

- Develop a robust commissioning framework using benchmarking and value for money tools in our business planning processes
- Implement a quality and consistent approach to commissioning activity
- Develop with Adult Care & Support (AC&S) and Health joint commissioning intentions and confirm clear joint commissioning arrangements
- Identify further priority areas or analysis and review and implement recommendations.
- Ensure that services are available to all, but a focus on families with the greatest need

Vulnerable children and young people will be identified early and helped to have good opportunities to achieve

By spotting children and families in need early we can provide the help that can prevent a problem becoming a crisis. Cornwall's Children's Trust partners are committed to improving the provision of early help to those that need it and we will continue to embed the means to facilitate prevention and early intervention.

- Universal service frontline professionals are able to identify vulnerable C&YP through professional development and processes that bring them together: especially CAF and TAC
- Re-launch, further embed and broaden the use of the CAF/TAC processes through sustained learning and development
- Continue to implement the Cornwall Healthy Child Programme
- Implement the Cornwall and IoS Healthy Weights Strategy 2009 – 2013
- Implement the Devon and Cornwall Police Service Youth Strategy

The multi disciplinary workforce will have the competency to deliver high quality services consistently

In 2011/12 we saw huge improvements in learning and training in safeguarding and child protection which has been reflected in the findings of various inspections and reviews. In 2012/13 we will continue to extend and embed a learning culture as we expand investment across other areas.

Alongside promoting learning and development, we will also be focusing on creating clear career pathways in professional areas where none currently exist and developing our capacity to understand and respond to the needs of employees.

Key activities in achieving this will include:

- Develop our understanding future workforce skills and improve succession planning to develop staff and provide opportunities for career progression
- Ensure that the CSF establishment is fully analysed and understood, including setting out any implications for the future
- Ensure the provision of ongoing CAF/TAC training
- LSCB commission and evaluate multi-agency safeguarding training
- Access to the latest guidance and work based research in health and social care
- Improve our ability to predict and respond effectively to future business needs

Services for children and young people with special educational needs, disabilities and life - limiting conditions will be effective in closing the achievement gap

Children and young people with special educational needs, disabilities and life-limiting conditions deserve opportunities to participate and achieve in education at school and go on to meaningful further and higher education and employment.

In 2012/13 we will take some major steps forward in improving services that will narrow the gap between these children and young people and their contemporaries. This is an ongoing commitment and while we are laying the foundations in 2012/13 we will also have a view to continuous improvement in the years to come.

Headline activities for 2012/13 include:

- Implement the first phase of the Cornwall and Isles of Scilly SEN Pathfinder Project
- Implement creative approaches to the European Social Fund (ESF) Not in Employment, Education or Training (NEET) convergence fund for young people with Learning Difficulties and Disabilities (LDD) and complex needs
- Improve transition arrangements for children and young people with SEN

Effective support and challenge to schools and other providers which will raise achievement and attainment for all learners, closing the gap for the most disadvantaged and exceeding national performance

Educational achievement has been improving steadily in Cornwall for a long time. It is our goal to accelerate the rate of improvement in the county and reduce the gap between Cornwall's performance and the national average.

Cornwall has some pockets of severe deprivation and it is clear that educational attainment is lower in areas with higher levels of child poverty. We are committed to narrowing the gap in achievement for the most disadvantaged.

- Improve outcomes for CYP, narrowing the gap for the cohort as a whole, particularly those in receipt of free school meals and those in care
- Develop the Raising the Participation Age Strategy and reduce young people Not in Employment, Education or Training (NEET) in Cornwall
- Secure sustainable funding to deliver the Cornwall Bursary and the Higher Education Scholarship Scheme
- Widen the range of services offered to schools whilst increasing the level of buy back (i.e. take up of services offered)

Best value, improved performance will be achieved within our resource allocation

All partners in the Children's Trust are operating in a climate of economic austerity that is unlikely to be alleviated in the near future. It is essential that we make more effective use of the resources available if we are to continue to protect and support our children and young people.

In 2011/12 we were able to manage reductions in resourcing without compromising our improvement journey, and this remains a priority as we move forward in the coming year. In 2012/13 we will become more sophisticated in the way we manage our resources and pursue value, allowing us to continue to thrive despite a challenging environment.

Some significant actions supporting this priority include:

- Complete and implement the Transport Review
- Embed monthly budget monitoring at the Children's Leadership Group (CLG) and Service Management Team (SMT) with escalation of significant variance to the Director of Children's Services
- Embed benchmarking tools and Value for Money (VfM) tools within our business planning
- Identify and review areas of high cost and low performance
- Continue to use robust vacancy management and establishment control

Children, young people, families and the wider community will benefit from improved integration of services that are targeted to the most vulnerable

2011/12 saw some fantastic steps forward in the integration of services for vulnerable children and young people. The establishment of Cornwall Works with Families and the genesis of the Troubled Families programme represent good examples of agencies working together and taking a whole family approach to supporting the most vulnerable in society.

In the coming year we will work to integrate services across organisations as we strive for seamless service delivery in support of common objectives.

This will involve:

- Support implementation of the Cornwall Works With Families programme
- Develop an integration framework with a particular focus on co-location of services and staff
- Ensure outcomes for CYP and families are embedded within key partnerships strategies and activities including:
 - Health and Wellbeing Board
 - Local Enterprise Partnership
 - Community Safety Partnership

Performance Management

Performance management practice is an integral part of delivering the Safeguarding and Improvement Plan and it is being embedded as part of day to day management practice.

The model below shows how three forms of information can, taken together, give a more accurate picture of performance, focussed upon children's outcomes:



This approach to performance management ensures that we:

- Focus on practice standards.
- Identify shortfalls and take action.
- Embed learning into practice.
- Take into account the child's experience.

The approach is forensic and relentlessly focussed on individual children, case work practice and team performance.

The Local Safeguarding Children's Board will increasingly monitor the quality of practice and service delivery through independent audits.

Participation

Children and young people are individuals with rights, including their right to participate in decisions about the services they receive and their future. The views of parents, families and professionals come together to shape the support plan, as well as the design and delivery of services.

Children and Young People

We are developing a new participation strategy to strengthen our formal networks of young people across Cornwall, including MYPs, the youth forum and schools forums. We will also look to embed methods of service evaluation into our commissioning cycle that will use the views of children and young people to shape and improve services.

Parents and Families

We are embedding a process of service user feedback, particularly from parents and carers, about the services they receive as part of our new quality assurance and performance management framework.

Professionals

We are also embedding a process to find out what other professionals within the organisation and other agencies think about services, and their ideas for improving collaborative working and the quality of service delivery.

Notes

Notes

For more information on Cornwall's Children
& Young People Plan visit our website:

www.cornwallchildrenstrust.org.uk



If you would like this information in any other format or interpreted in a language other than English, please contact:

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