










Suffolk Children & Young People's Plan



2009-11

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Introduction

The Children & Young People's Plan is an important element of the government's reforms underpinned by the Children Act 2004 and the 'Every Child Matters' agenda. The Act places a duty on children's services authorities (the County Council in Suffolk) to lead the development of the Children & Young People's Plan, which is the "single, strategic overarching plan for all services for children and young people and their families".

However, in Suffolk, the Plan is developed, approved and published by the Suffolk Children's Trust Partnership, which is the umbrella body that brings together the agencies and organisations that have a role to play in improving outcomes for children and young people. More information about the Children's Trust is provided on pages 74-75.

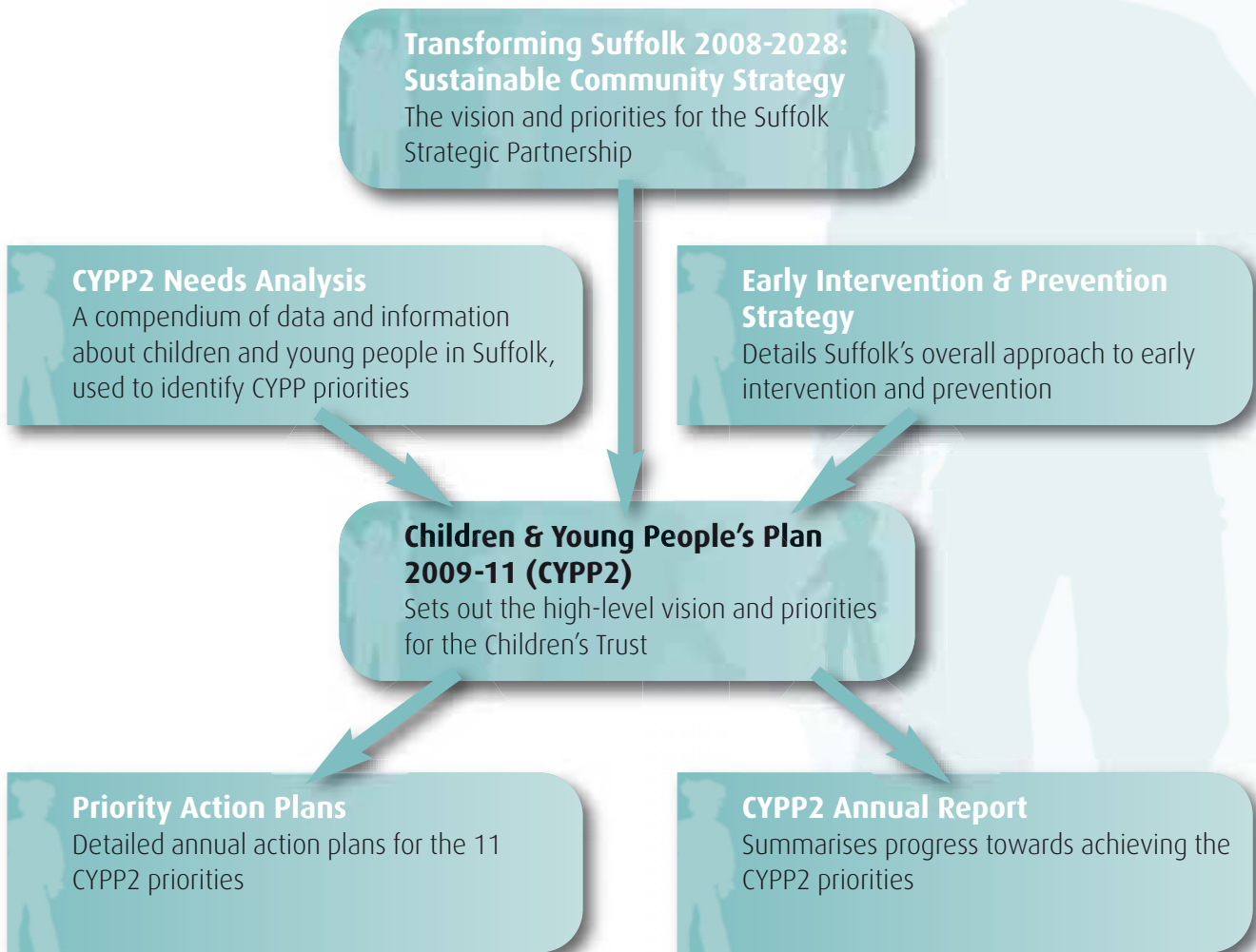
The Children & Young People's Plan is intended to support more integrated and effective planning and commissioning to secure improvements in the five Every Child Matters (ECM) Outcomes:

-  **Be Healthy**
-  **Stay Safe**
-  **Enjoy & Achieve**
-  **Make a Positive Contribution**
-  **Achieve Economic Well-being**

Suffolk's first Children & Young People's Plan was published in 2006 and was based upon 19 priorities spread across the five ECM Outcomes. The Plan has proved to be an effective way of raising the overall profile of the children's agenda in Suffolk and galvanising support for achieving the priorities in the Plan.

This second Children & Young People's Plan (CYPP2) is a two-year Plan covering the period 2009-11, which aligns with the Local Area Agreement (LAA) cycle. The Children's Trust Partnership Board agreed that this Plan should focus on a smaller set of cross-cutting priorities – the 11 priorities selected for inclusion in the Plan therefore focus on those issues that cannot be tackled by a single agency or organisation, but require collective effort across the Children's Trust partnership.

The Children & Young People's Plan is not just this document, but is really a 'family' of important inter-related documents. This is illustrated opposite:



Links to these supporting documents are provided on page 78



Suffolk Children and Young People's Plan 2009-11

our Vision for Children and Young People

Our vision is:

To enable children and young people in Suffolk to aspire to, and achieve, their full potential, giving them the basis for a successful life as active members of their community



Through transformation and improvements in the way services for children and young people and their families are planned and delivered we will:

- Aim for every child and young person in Suffolk to achieve their aspirations, to be healthy and stay safe, to contribute successfully to their community, and to have a successful transition to adulthood
- Provide accessible, high quality integrated services, with a particular focus on early intervention and prevention
- Give extra attention and support to vulnerable children and young people and those who have additional needs
- Involve children and young people, and parents and carers, in the design and delivery of services
- Strive to achieve ever-higher standards and improved outcomes by improving performance and efficiency
- Work across all organisations working with children and young people to develop a shared culture and values

Our Principles

The Children's Trust Partnership Board has adopted a set of principles which underpin all of our plans and strategies, including the Children & Young People's Plan and the Early Intervention & Prevention Strategy.

Access: children, young people and families should be able to access a range of appropriate services at the time they need them and in places that make sense to them.

Early intervention: effective early assessment and intervention will reduce the need for more costly, and possibly less successful, provision later.

Reducing dependency: working with families at all levels of need to reduce dependency and promote self reliance.

Shared responsibility and response: getting the best for children is everyone's business and services need to develop shared responsibility and response to children, young people and their families.

Consultation and participation: children, young people and families should be active participants in designing, planning and reviewing the services they receive.

Equality of opportunity: services should continue to work together to remove the cultural, geographical and economic barriers to opportunity, which some children and young people face.

Workforce development: all staff will have access to learning and development experiences related to early intervention and prevention.



Our Priorities for 2009-11

How we have selected our Priorities

The priorities for the Plan have been identified through the needs analysis undertaken on behalf of the Children's Trust. The evidence gathered through the needs analysis has helped the Trust to determine where collective effort can most effectively and appropriately be focused over the next two years.

The needs analysis was a significant undertaking involving compiling and analysing a huge range of information and evidence about children and young people in Suffolk from a wide variety of sources, including:

- demographic information
- performance data and intelligence
- the priorities of the Suffolk Strategic Partnership's 'Sustainable Community Strategy' (Transforming Suffolk 2008-28)
- the priorities of the individual Children's Trust partner organisations

- Local Area Agreement (LAA2) target areas
- the views of children and young people – for example from the annual 'TellUs' Survey
- findings from inspections of services for children and young people and their families – including the Joint Area Review (JAR) and Annual Performance Assessment (APA).

The needs analysis work has been published in a companion document to this Plan and brings together a wide range of quantitative and qualitative information about children and young people in Suffolk. It goes some way to describing what it is like to be growing up in Suffolk today. The Needs Analysis document will be of interest and use to a wide variety of people. For commissioners of services, it provides an overview of the population and its needs, which provides a context for more detailed service-level planning and commissioning. For anyone working with children and young people, or interested in their well-being, it provides a commentary on current outcomes experienced by children and young people,

together with an overview of how services offered by partners across Suffolk are responding to their needs. As such, it can be used to benchmark progress in future years.

The Needs Analysis document is available at www.suffolk.gov.uk/cypp2

The Children's Trust Partnership Board used the Needs Analysis to identify which issues should be included as potential priorities for the Plan. Priorities were selected provided they satisfied the following criteria:

- The priorities should be based on clear evidence of under-performance
- The priorities carry a high risk of getting worse without collective partnership effort to deliver significant improvement
- The priorities should include issues which children and young people themselves have identified as important

The emerging priorities from the needs analysis were subject to consultation with the Children's

Trust partners and other key stakeholders. Consultation documents (including 'storyboards' for each of the priorities) were made available on the Children's Trust website together with an on-line survey. A summary leaflet was produced and distributed to a many agencies and organisations, including all Suffolk schools. Briefings were held with a number of organisations and groups including the Suffolk Safeguarding Children Board, District and Borough Council Children's Leads Network, the Voluntary and Community Sector Children & Families Forum, and the County Schools Partnership. Young people were also consulted at a series of local events, and their views were presented directly by the young people themselves to the Children's Trust Partnership Board.

The 11 priorities listed overleaf were approved by the Children's Trust Partnership Board in March 2009.

Our Priorities

Be Healthy

Priority 1 We will promote healthy lifestyles for children in order to reduce childhood obesity

Priority 2 We will promote programmes which support emotional well-being for all children and develop enhanced services which help build resilience in vulnerable groups of children and young people

Stay Safe

Priority 3 We will prioritise preventative work with families where children are likely to be at risk from harm or neglect, including as a result of domestic violence and/or substance misuse by parents

Priority 4 We will address children and young people's expressed concerns about bullying to increase their confidence and feelings of safety

Priority 5 We will ensure that young people at risk of being homeless receive support and advice which keeps them safe and enables them to move to independent living

Enjoy & Achieve

Priority 6 We will increase the rate of improvement in Suffolk schools so that we exceed national attainment levels at all key stages

Priority 7 We will support more young people to progress to further and higher education or work with training

Make a Positive Contribution

Priority 8 We will improve access to a range of social opportunities and sporting and cultural activities for young people wherever they live

Priority 9 We will target areas where there are high rates of teenage conceptions so that teenagers are fully informed about the consequences of risk-taking behaviour and can take responsibility for avoiding unplanned pregnancies

Priority 10 We will identify young people at risk of offending, and those who have been convicted of offending, and support them in choosing a more positive life path

Achieve Economic Well-being

Priority 11 We will work to ensure that families with children in areas of deprivation are supported in accessing all relevant benefits and support to mitigate against the effects of poverty

More detailed information about each of the 11 priorities is available on pages 22-55 of the Plan

Children and Young People in Suffolk – A Profile



Children and young people account for 23.63% of the total population of Suffolk, which now stands at 709,409. Of the 167,629 children and young people, boys marginally outnumber girls (85,900 boys to 81,900 girls).

The ONS 2007 mid-year estimates show an overall increase in the number of children and young people in the County of approximately 0.5% since the previous year – up to 167,800 from 167,000.

The table below provides a breakdown of key age groups for the children and young people's population:

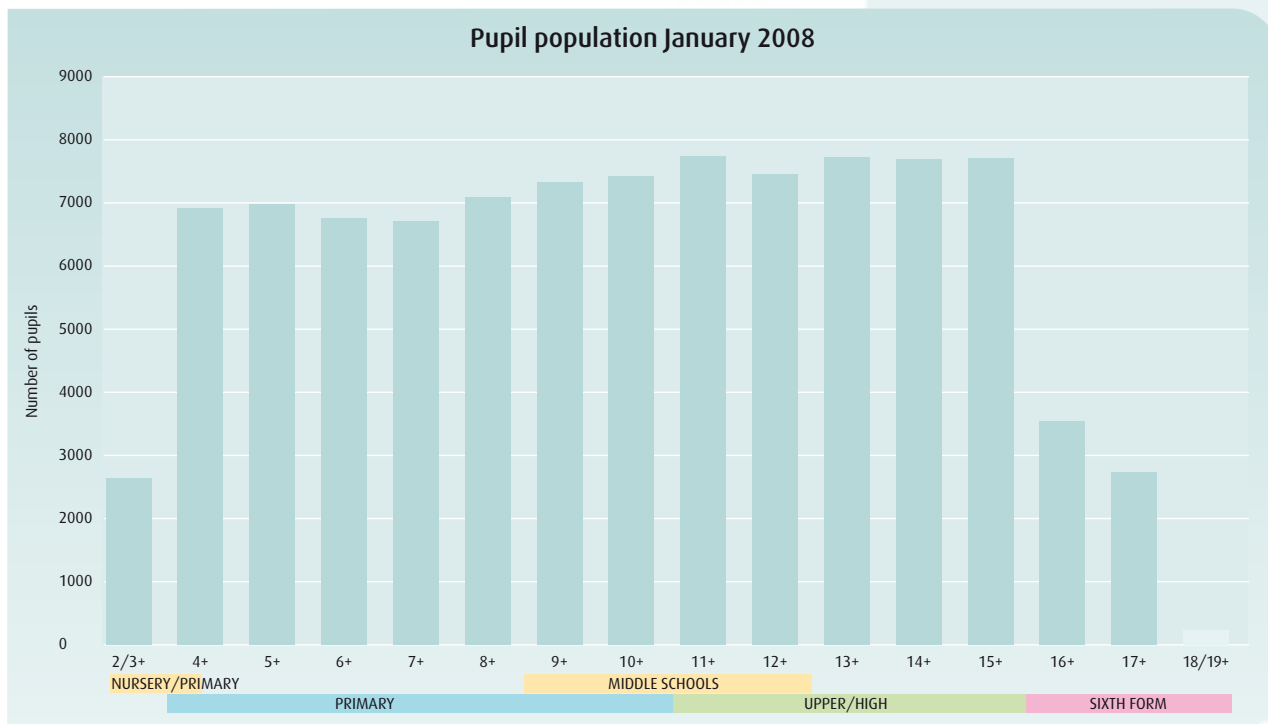
Age Band	Number	% of total Suffolk population
0-4	39,834	5.62%
5-11	57,097	8.05%
11-16	53,361	7.52%
0-16	141,635	19.97%
0-17	150,804	21.26%
0-18	159,877	22.54%
0-19	167,629	23.63%

School Population

97,015 children and young people currently attend schools in Suffolk maintained by the local authority. The age breakdown is shown in the graph below. Approximately a further 8,000 children and young people attend independent schools in Suffolk.

In order to ensure sufficient school places, the County Council produces forecasts of child population changes. Demographic data provided by the ONS, birth data provided by the Health service, together with other intelligence (such as anticipated housing stock growth), is used to

provide forecasts of the need for school places, at a county and an individual school level. After a low point in 1989 when the pupil population fell below 85,000, it rose to a peak of 100,212 in 2002, but is now falling again. However, by 2012, the school population will be on an upward trajectory and will be about 4,000 higher than at present. The forecast increase in numbers is a reflection of an increase in the number of births in recent years, some inward migration into the County, and new housing developments such as those in Ipswich, Stowmarket, Great Cornard and Lowestoft.



Ethnicity and Diversity

Suffolk's population is becoming more ethnically diverse. The table below compares ethnicity data collected in the 2001 Census with the latest population estimates for ethnic groups released by ONS in August 2008. It is apparent from this data that the proportion of all non-white ethnic groups has increased, with the most significant increases in children with mixed and Asian heritage. From the 2006 figures, 93.2% of children in Suffolk under the age of 16 are of white origin, with 3.4% of mixed race, 1.7% Asian, 1.1% Black and 0.7% Chinese or other ethnic background.

Over the past few years, there has been increased visibility of new migrant communities within Suffolk, in common with many other parts of the country. There have been significant rises in all of the districts of the County, except Waveney. This has contributed to a rise in new arrivals in Suffolk schools from overseas. In Suffolk we have attempted to identify the number of new arrivals by monitoring pupil admissions where there is no previous school admission record from anywhere in the UK, and where the home language is recorded as other than English. A two-year data set is now complete which shows that there has been a

	Aged 0-15					Suffolk (all ages)				
	2001		2006		Change in %	2001		2006		Change in %
	Number	% of 0-15	Number	% of 0-15		Number	% of Total pop.	Number	% of Total pop.	
Total	132,500		132,200			668,553		702,000		
White	126,300	95.32	123,200	93.19	-2.13	651,000	97.37	666,100	94.89	-2.48
Mixed	3,800	2.87	4,500	3.4	0.53	7,100	1.06	9,900	1.41	0.35
Asian	1,000	0.75	2,200	1.66	0.91	4,100	0.61	11,300	1.61	1.00
Black	800	0.6	1,400	1.06	0.46	4,400	0.66	8,300	1.18	0.62
Chinese /other	600	0.45	900	0.68	0.23	3,200	0.48	6,500	0.93	0.45

significant influx of new pupils matching these criteria. In the 2006-07 academic year, there were 756 pupils in this category and in the 2007-08 year, 771 pupils. Ipswich has attracted the most new arrivals. The two largest identifiable groups are Polish and Portuguese speakers, although over 100 different languages are represented within the new arrival cohorts.

The School Census data shows that there has been a significant increase of around 1,600 pupils from Black and Minority Ethnic (BME) communities over the previous four years. This has increased the need for additional support for these pupils, evidenced by the rise in the number of applications from schools for funding to support pupils with English as an Additional Language (EAL). The number of pupils qualifying for this support increased by 153% between 2005-06 and 2007-08, with over 1,000 pupils eligible for EAL funding in 2007-08.

There was a 4% reduction in the number of reported racist incidents in Suffolk schools from 2006-07 to 2007-08, with 579 incidents reported in 2007-08. Within the County, there have been reductions in the Southern and Western areas, but an increase in the Northern Area. The highest incidence rate is recorded amongst Year 7 pupils. The vast majority of incidents involved verbal abuse (93%), with 3.8% involving physical assault or intimidation, 2.4% written abuse, and 1% racist graffiti.

Educational Attainment

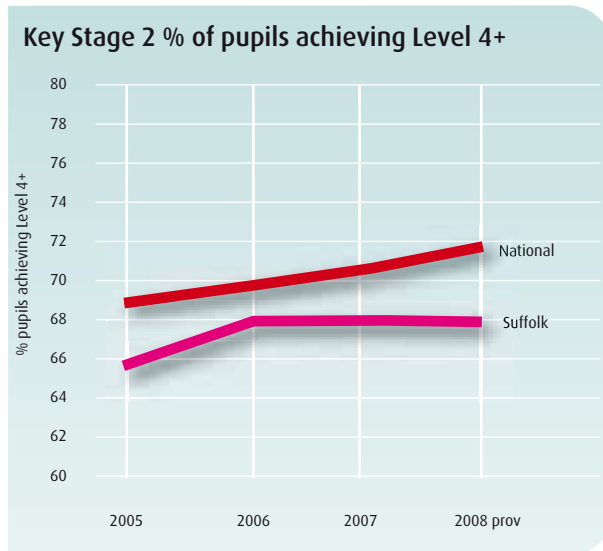
In general, educational performance in Suffolk is below what it should be. The Early Years Foundation Stage Profile is an assessment of each child's progress towards early learning goals at age 5. Judgements are made against a national set of 13 scales, and the analysis is based in the proportion of children gaining a score of a least six points out of nine within each scale. The national improvement target is derived from two of the scales: Communication, Language and Literacy Development (CLLD) and Personal, Social and Emotional Development (PSED). Suffolk schools achieved 47% across these two scales in 2008 against a nationally-set target of 49.1%. This is below the national score of 49%. The national 'narrowing the gap' target, which measures the gap between the lowest achieving 20% of children in Suffolk and all others, was missed by 2.5%, with a result of 35.6% (the same as the national average for 'narrowing the gap'). Girls outperform boys on all measures.

Performance at Key Stage 1 at Level 2, the expected level for 7 year-olds, is good and continues to be above national averages for all aspects, and compares well with similar 'statistical neighbour' authorities, such as Norfolk, Cornwall and Shropshire.

Performance at Key Stage 2 (age 11) is an area of particular concern and is a key priority for Suffolk. Performance is below the national average in

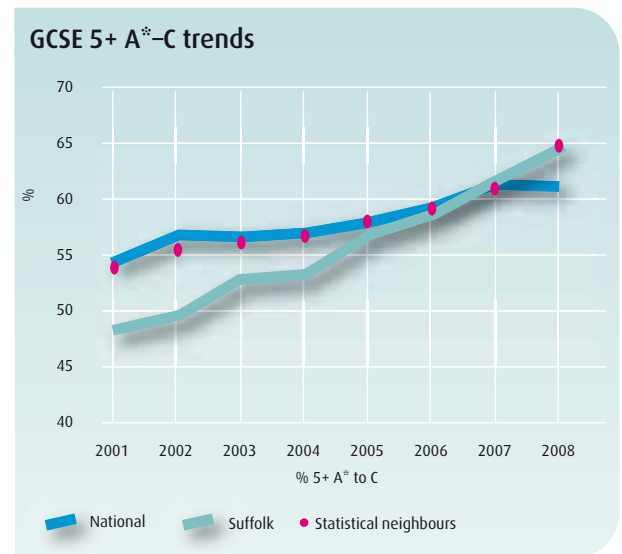
Suffolk children and Young People's Plan 2009-11

English, mathematics and science, and the percentage of pupils who achieve the expected level (Level 4 or above) in both maths and English is 4% below the national average of 72% (see below). This places Suffolk 10th out of 11 in our statistical neighbour group.



Analysis of results by gender, special educational need and ethnicity shows persistent gaps in attainment levels. The gender gap is particularly significant, with boys achieving nine percentage points below girls in English. Particular to Suffolk is the gap between middle school and primary school performance, with primary schools outperforming middle schools by 6% in English and 5% in maths.

At Key Stage 4 (age 16), Suffolk's performance is now below statistical neighbours and the national average (see below). The gender gap which exists at Key Stage 2 persists at this level, with a 9.8% gap between the achievement of girls and boys for 5 or more A*-C grades at GCSE or equivalent (including English and maths).



Schools in Suffolk perform well in terms of Ofsted inspections in comparison with most national comparators. 71.4% of Suffolk schools are judged as good or outstanding compared with a national figure of 64%. Suffolk also has a lower proportion of schools deemed to be inadequate – 1.1% compared to 5% nationally.

Percentage of Suffolk schools in each Ofsted category

	Outstanding	Good	Satisfactory	Inadequate
High/Upper	26.3%	47.4%	23.7%	2.6%
Middle	0%	47.5%	47.5%	5.0%
All secondary*	12.8%	47.4%	35.9%	3.8%
Nursery	100.0%	0%	0%	0%
Primary	11.4%	63.1%	25.1%	0.4%
Special	33.3%	33.3%	33.3%	0%
Pupil Referral Unit (PRU)	38.5%	38.5%	23.1%	0%
TOTAL	13.5%	57.9%	27.5%	1.1%

* Middle schools are deemed secondary by Ofsted so % for middles and secondary together is shown



Post-16 performance (A/AS level and equivalent) in Suffolk has been steadily improving over recent years, and gains by Suffolk students in 2008 were better than those nationally. The total number of points per candidate, which measures breadth of subjects studied, increased by 4 points in 2008 and is slightly below the overall average for England. Average points per entry, which measures quality, improved by 2 points in 2008 and is again just below the national average.

Children in Need

Children and young people may need support from social care services for a number of reasons. These may include:

- Some, but not all, children and young people with physical or learning disabilities
- Children and young people who take on a significant caring role within their families
- Children and young people who experience a significant change in their lives such as the death of a parent
- Children and young people who are part of families facing financial hardship or challenging circumstances, such as drug abuse or domestic violence
- Children who are neglected or badly treated

Any child who is entitled to receive a service from social care services is described as a child in need. The total number of Children in Need (CIN) referred to Suffolk's social care services during 2007-08 decreased from 399 per 10,000 per 10,000 population aged under 18, to 348 per 10,000. This equates to approximately 5,300 children. This referral rate is part of an ongoing downward trend and is lower than our statistical neighbours.

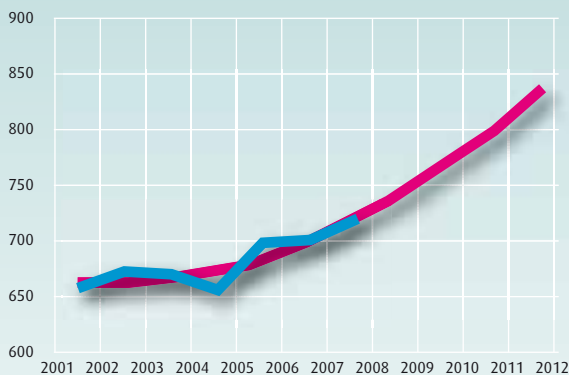
In Suffolk, there has been an increase in the number of children and young people with Child Protection Plans (CPPs) in recent years. This upward trend is in contrast to our statistical neighbours who have a downward trend, but follows the national pattern more closely. After a period of stability between 2005

and mid-2007, numbers started to rise in July 2007 and have remained at higher levels ever since. From June 2007 to June 2008, there was a 25% increase in the number of children with CPPs from 386 to 483.

There has been a steady increase in the number of children placed in care over the last four years. The increase between 2006-07 and 2007-08 from 696 to 727 children was significant, and the trend has continued. At the end of September 2008, there were 732 looked after children (LAC) – a 10% increase since 2005. A snapshot of the LAC cohort in early 2009 shows that around 10% of LAC were placed with their parents, 8% in residential care, and the majority with foster carers.

Using these trends and patterns, it is possible to project a forecast of the total number of looked after children over the next few years.

Children looked after projection



Children with Additional Needs

As an Aiming High Disabled Children Pathfinder, Suffolk is required to know the number of disabled children in Suffolk and their profile of need. NHS Suffolk has commissioned an independent consultant to collate the statistical information relating to disabled children.

This is a challenging task, both locally and nationally, as many children appear on more than one database both within and across different organisations. It is the intention of the Suffolk Aiming High Disabled Children Pathfinder to provide a report detailing the number of disabled children and their profile of disabilities by 2011.

Just over 18% of children and young people in Suffolk schools receive additional support as a result of a special educational need (SEN). An SEN Statement is made by the local authority if it help cannot be provided from within the child's school. There are two school-based stages of additional support for children with SEN defined in the SEN Code of Practice:

- **School Action:** the stage at which schools begin to make provision which is different from, and additional to, the normal differentiated provision they would be making for the rest of the class.
- **School Action Plus:** the stage at which schools might consult and involve other agencies in the planning and support for children with SEN.

The majority of children with statements of SEN are able to have their needs met in a mainstream school. 127 children are educated in schools out of the County. 51% of these children have either Autistic Spectrum Disorder or Emotional, Social and Behavioural Difficulty. Children and young people with SEN may have multiple needs, but the most common primary statement reasons are for:

- Moderate Learning Difficulties (644 children)
- Speech and Language / Communication (409)
- Emotional, Social and Behavioural (252)
- Autistic Spectrum Disorder (240)
- Specific Learning Difficulties (210)
- Physical Disability (112)



Child Poverty

A significant number of children and young people in Suffolk experience poverty. Poverty is understood to be not simply a matter of absolute income levels, but an important signifier of lack of opportunities. Poverty has clear links to social exclusion.

The UK Government and the European Union use the following measure to describe poverty – a household income of less than 60% of contemporary median household income. Around 22% of the UK population falls within this definition.

It is estimated that the number of children living in poverty in Suffolk is 19,704, or 15% of the 132,248 children aged 0-15 living in the County. The greatest concentrations of child poverty are to be found in urban areas but with isolated patches in all of the County's major settlements. Ipswich and Waveney have the highest number, and highest percentage, of children living in financial straits, with almost a quarter of 0-15 year-olds falling into this category.

Suffolk's Economy

Suffolk's labour market is dominated by relatively low-skilled and low-paid sectors, and this matches the modest skill levels possessed by the County's workforce. Whilst this ensures good employment rates and low benefit claimant counts, it limits the potential for economic growth and development of the County. The dominant sectors in terms of

employment are: wholesale and retail trade; real estate, renting and business activities; manufacturing; and health and social work.

Earnings in Suffolk are below the regional and national average. Median earnings have consistently been at a level of around 90% of that of the East of England, although in recent years this has shown signs of increasing, with the 2007 figure being over 93% of the equivalent regional level. There are significant disparities between wage levels across Suffolk, with workers in the Suffolk Coastal District area having the highest median earnings by some margin, with Waveney being the lowest.

Suffolk has a relatively low-skilled workforce, and compares poorly on national qualifications at most skill levels, but particularly at the more advanced levels. The percentage of the working age population with no qualifications is around 2% higher in Suffolk than the East of England as a whole, and more than 3% above the figure for Great Britain.

Employment levels in Suffolk are generally high (79.1%), although this varies considerably across the County. Forest Heath and Waveney have employment rates over 5% below the regional average (77.5%), whereas Babergh and Mid-Suffolk rates are more than 5% above the regional average. St Edmundsbury as the highest employment rate in the County, 10% above the regional average.

Housing

Around 300 people present themselves as homeless each year in Suffolk. It is estimated that a young person will have experienced up to 30 periods of homelessness before presenting themselves for help to the local authority. Few of these young people will be eligible for local authority housing support, with an estimated 25% of those who apply for help being accepted by local authority housing departments. There is limited appropriate housing provision for homeless young people. Some provision has been developed and is managed in conjunction with voluntary organisations. Where possible, young people are offered supported lodgings or accommodation specifically for young people, but where demand outstrips supply, the recourse to bed and breakfast accommodation is currently necessary, although this has associated risks.

Suffolk has a housing stock of 318,712 dwellings. The average yearly rise is 1.29%, with large proportions of development focused in Ipswich and Suffolk Coastal areas. Social housing is largely privatised in Suffolk, with local authority housing stock standing at 20,194 dwellings. Rentals from registered social landlords comprise the remainder of social housing in Suffolk.

Affordable housing is defined as 'social rented and intermediate housing provided to specified eligible households whose needs are not met by the market'. Government guidance suggests that 35%

of housing completions should be affordable every year. However, between 2001-02 and 2006-07, there have been only two occasions where this target guidance has been achieved in Suffolk (in Babergh in 2004-05 and Forest Heath in 2005-06). The number of houses completed in Suffolk that are affordable decreased slightly in 2006-07, after a dramatic increase in 2005-06. Suffolk performs slightly below the East of England average.

Accessibility

Understanding that young people need to be able to access services and facilities, the 'Explore' card, a free discount travel card for people aged 5-19, was introduced in 2005. Over 43,000 cards were issued in the first year, and a total of 127,694 cards have now been issued. The number of journeys made using the cards was 1,440,161 in 2007-08.





YOUTH
FIREFIGHTER



Priorities and Action Plans

Listed on the following pages are a summary of the 11 priorities for the Children & Young People's Plan, grouped under the five Every Child Matters Outcomes.

Each priority is supported by a more detailed Action Plan. The Action Plans have been developed by multi-agency Outcome Groups – one for each of the Every Child Matters Outcomes – that are part of the overall Children's Trust partnership arrangements in Suffolk (see page 75).

The Priority Action Plans are available on the Children Trust's website www.transformingsuffolk.co.uk/partnerships/delivery-partnerships/childrens-trust





Suffolk Children and Young People's Plan 2009-11

Be healthy

Outcome Leads:

Sharon Singleton (Suffolk County Council)

Mashbileg Madraig (NHS Suffolk)



Priority 1

Priority 1

We will promote healthy lifestyles for children in order to reduce childhood obesity

Who is the Priority Lead for this priority?

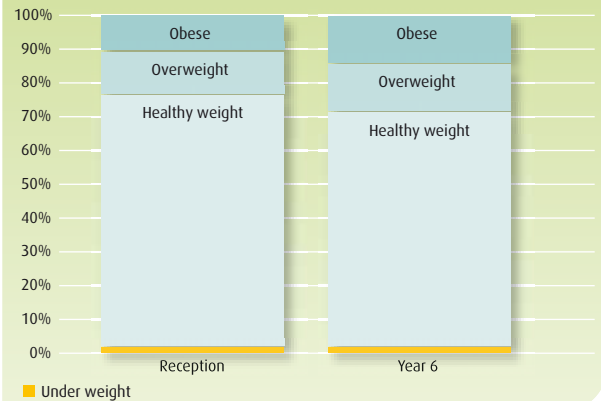
Sally Hogg and Michael Hattrell (NHS Suffolk)

Why is this a priority?

By the time Suffolk children start school, 1 in 12 are already obese, and by the time they leave primary school almost 1 in 6 are obese, and one-third are overweight.

Children who are obese may suffer from low self-esteem, be more vulnerable to bullying and be excluded from taking part in activities with their peers. If these children are not supported to help them lose weight and enjoy healthier lives, they face a significantly increased likelihood of developing long-term illnesses such as heart disease and diabetes, and could have their life expectancy reduced by 10 years.

Suffolk Pupils weight 2008



Source: National Child Measurement Programme

How will we measure what we have achieved?

We will measure progress using the following key performance indicator:

NI56 – Obesity among primary school age children in Year 6

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
16.00%	16.28%	16.30%	16.26%

The following supporting performance indicators will also be monitored for this priority:

- **NI55** – Obesity among primary school age children in Reception Year
- **NI52** – Take up of school lunches
- **NI57** – Children and young people’s participation in high quality PE and sport
- **NI199** – Children’s satisfaction with parks and play areas

What we are going to do?

- ✓ Implement the Healthy Ambitions Suffolk Strategy
- ✓ Increase participation in the Mind, Exercise, Nutrition and Do it (MEND) programme targeting overweight children aged 7 to 11
- ✓ Implement the Healthy Exercise and Nutrition for the Really Young (HENRY) project targeting overweight children aged 0-4
- ✓ Encourage 5,000 11-16 year olds to sign up for the Healthy Ambitions Suffolk Challenge by August 2010

- ✓ Develop the Activ8it Plus project which encourages 11-16 year olds to participate physical activities and eat healthily
- ✓ Provide Child Weight Management Service clinics to get advice to children and parents on diet, physical activity and healthy lifestyles
- ✓ Extend participation in the National Child Measurement Programme (NCMP) to reach 90% of all reception year children and 87% of year 6 children



Priority 2

Priority 2

We will promote programmes which support emotional well-being for all children and develop enhanced services which help build resilience in vulnerable groups of children and young people

Who is the Priority Lead for this priority?

Mary Burns, Health Commissioner
(Suffolk County Council)

Why is this a priority?

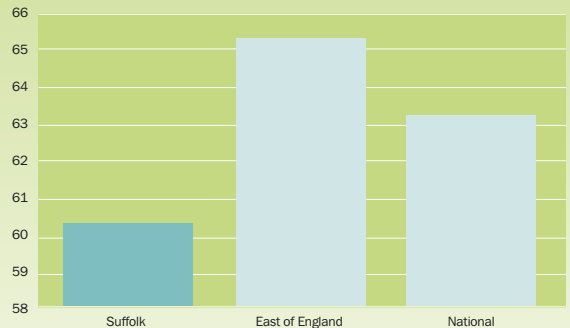
1 in 10 children report themselves as unhappy and fewer report that they enjoy good relationships with their family and friends than children nationally or in the Eastern Region.

Support for emotional well-being and developing resilience in children and young people is a vital basis for successful personal, social and learning development, and is especially important for children and young people facing challenging circumstances.

There is a national recognition that mental health services for children and young people are in need

of improvement, and this has been mirrored locally through inspection judgements in the Annual Performance Assessment (APA) and the Joint Area Review (JAR) which have identified the need for improvements in Child and Adolescent Mental Health services (CAMHs).

NI50 % children enjoying good relationships with family and friends



Source: TellUs Survey 2008

How will we measure what we have achieved?

The lack of robust measures has been recognised nationally and new indicators will come on stream over the next two years to provide an improved insight into the effectiveness of services.

Our LAA2 target is to improve the effectiveness of Child and Adolescent Mental Health Services initially using the interim measure of NI51 which uses four proxy measures relating to key aspects of service:

- Services for children and young people with learning disabilities
- Age and maturity appropriate services for 16/17 year olds
- 24/7 cover
- Early intervention support in universal settings and targeted services for children experiencing mental health problems

Each service is self-assessed on a four point scale with 1 indicating no service in place and 4 indicating that protocols and plans are in place and fully implemented. The maximum possible score is 16/16.

NI51 – Effectiveness of Child and Adolescent Mental Health Services

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
12/16	13/16	16/16	16/16

The following supporting performance indicators will also be monitored for this priority:

- **NI50** – % of children whose emotional health is ‘good’ based on responses to individual questions in the ‘TellUs’ Survey
- **NI58** = the emotional and behavioural health of children in care (to be introduced in 2009-10)

What we are going to do?

- ✓ Review the implications of the 2009 CAMHS Needs Assessment and develop a new CAMHS Strategy for 2009-212
- ✓ Develop and implement a new service model for CAMHS so that young people, parents and carers have a clear understanding of what services are available and how to access them
- ✓ Target particular vulnerable groups including children and young people with a learning disability, young offenders, looked after children and care leavers
- ✓ Develop more effective outcome and performance measures and build these into the CAMHS delivery plan
- ✓ Establish user involvement groups and involve them in service design and evaluation



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Stay Safe

Outcome Leads:

John Gregg (Suffolk County Council)

Peter Worobec (Suffolk Safeguarding
Children Board)



Priority 3

Priority 3

We will prioritise preventative work with families where children are likely to be at risk from harm or neglect, including as a result of domestic violence and/or substance misuse by parents

Who is the Priority Lead for this priority?

John Lowe (Suffolk County Council) and
Tim Beach (Suffolk Constabulary)

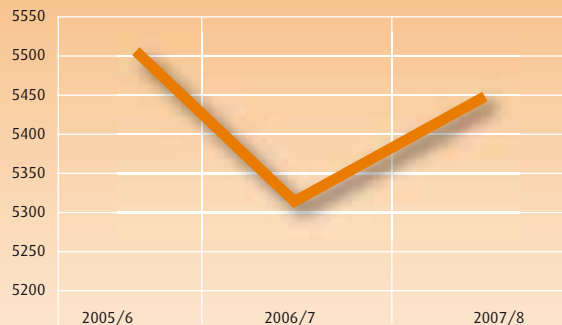
Why is this a priority?

Domestic violence and substance misuse have a significant impact on family relationships which can place children at risk. The current recession is likely to increase the pressure on many families, potentially increasing the risk to children and young people. By providing a range of interventions that effectively address such negative impacts, and by focusing on early intervention and preventative work with individuals and families, we aim to minimise the need for statutory interventions which place children in care or requiring a child protection plan.

The 2008 Annual Performance Assessment (APA) inspection identified insufficient response to

referrals that involve domestic abuse and substance misuse. Incidents of domestic abuse with children present are shown below and are one example of where children's outcomes are adversely affected through chaotic lifestyles and family breakdown.

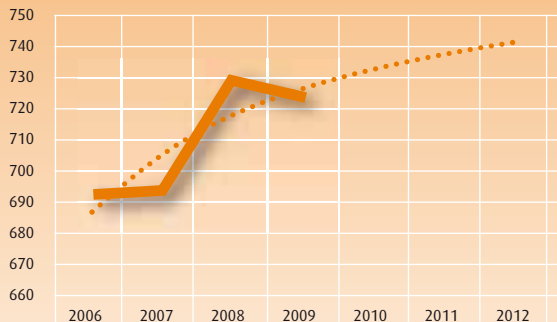
Domestic abuse incidents with children present



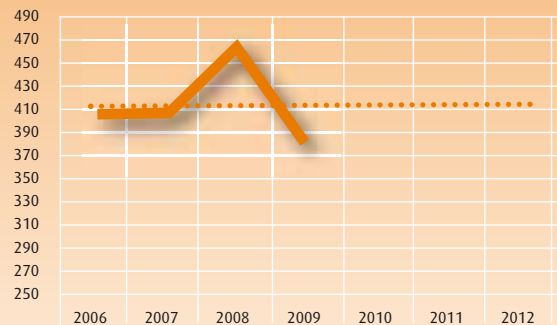
How will we measure what we have achieved?

This priority focuses on the effectiveness of early intervention and preventative programmes and as such should be measured by a change in trend direction rather than through setting of specific targets. The potential upward pressure on children at risk through the recession has already been noted, and it is also predictable that an approach which seeks to intervene earlier may result in an initial increase in reported incidents.

Looked after children



Children with Child Protection Plans (and CPR pre 2008)



If we do nothing different:

These graphs include a trend line which assumes no action is taken. The aim is to turn this curve into a firm downward trajectory

The following supporting performance indicators will also be monitored for this priority:

Local – Children and young people who are subject to a Child Protection Plan (CPP) per 10,000 of the population under 18

Local - Children Looked After per 10,000 of the population aged under 18

Local - % of repeat domestic abuse incidents where children are present

NI65 - % of children becoming the subject of a CPP for a second or subsequent time

NI68 - % of referrals to children's social care going on to initial assessment

NI34 – Incidents of domestic violence

NI32 – repeat incidents of domestic violence

What we are going to do?

- ✓ Develop and rollout of multi-agency working for early intervention and assessment, including extending the use of the Common Assessment Framework (CAF)
- ✓ Implement multi-agency Integrated Teams and the new Access, Referral and Assessment (ARA) model
- ✓ Reduce the number of children with a Child Protection Plan for a second or subsequent time
- ✓ Reduce the number of repeat incidents of domestic violence from 31% to 28% by 2011
- ✓ Increase the number of children and young people helped to live at home without the need for a statutory intervention
- ✓ implement county-wide the Family Assessment and Support Team (FAST) to offer immediate intensive support to children and young people on the edge of care

Priority 4

Priority 4

We will address children and young people's expressed concerns about bullying to increase their confidence and feelings of safety

Who is the Priority Lead for this priority?

Cliff James and Adrian Orr
(Suffolk County Council)

Why is this a priority?

Although the percentage of children who have experienced bullying in Suffolk is less than reported by their peers regionally or nationally, children and young people consistently give feedback in surveys that bullying is a key issue of concern for them.

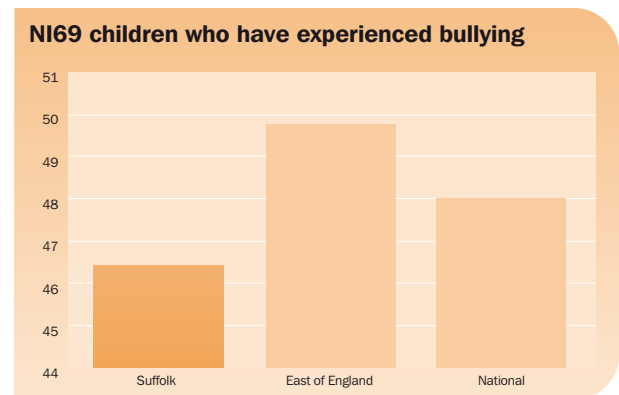
Children and young people may be picked on or bullied for any number of reasons but those from minority ethnic backgrounds, or with a disability or learning difficulty, may be more vulnerable.

How will we measure what we have achieved?

We will measure progress using the following key performance indicator:

NI69 – Children who have experienced bullying

The current figure for Suffolk is 46.3%. As confidence increases we would expect to see this percentage decrease further and for surveys to reflect a positive change in a reduced fear of bullying as an issue of concern for children and young people.



Source: TellUs Survey 2008

Baseline	2009-10 target	2010-11 target
46.3%	45%	43%

The following supporting performance indicator will also be monitored for this priority:

- Local – Number of racist incidents reported in schools

What we are going to do?

- ✓ Review existing anti-bullying initiatives and provide benchmarking data
- ✓ Review the current Anti-Bullying Strategy and promote recommendations for priority actions
- ✓ Reduce the fear of bullying as an issue of concern for children and young people by
 - ▣ Developing resilience
 - ▣ Supporting young people to make effective choices
 - ▣ Putting clear systems in place to allow young people to report bullying
 - ▣ Ensuring young people know how to get support
 - ▣ Providing direct support for young people identified as bullies
- ✓ Reduce the number of children and young people who have experienced bullying
- ✓ Reduce the number racist incidents occurring in schools
- ✓ Address specific forms of bullying, such as homophobic bullying, and new forms of bullying such as cyber-bullying



Priority 5

Priority 5

We will ensure that young people at risk of being homeless receive support and advice which keeps them safe and enables them to move to independent living

Who is the Priority Lead for this priority?

Carole Herries (St Edmundsbury Borough Council) and Gerard Jones (Suffolk County Council)

Why is this a priority?

In Suffolk, approximately 300 young people present themselves as homeless each year, with an unknown number 'sofa-surfing' with no secure place to stay. The main reason is cited as parental disagreement, although some young people may be homeless through other factors such as becoming pregnant or release from a custodial sentence.

Although only around 25% of these cases will be accepted as homeless by local authority housing departments, all cases will create demand for support such as mediation or other alternatives. As well as immediate threats to the individual's

safety, there is a significant and long-term impact on their ability to maintain education or employment and so move successfully to independent adult lives.

Where possible young people are offered supported lodgings or accommodation specifically for young people, but where demand outstrips supply, the recourse to Bed and Breakfast accommodation, with its associated risks to safety, is currently necessary.

How will we measure what we have achieved?

We will measure progress using the following key performance indicator:

Local – Number of young people presenting themselves as homeless

The following supporting performance indicators will also be monitored for this priority:

■ **NI71** – Children who have run away from home/care overnight

■ **NI46** – Young offenders access to suitable accommodation

■ **NI147** – Care leavers in suitable accommodation



What we are going to do?

- ✓ Reduce the numbers of young people presenting themselves as homeless by improving advice and support to vulnerable young people
- ✓ Reduce the impact of poverty and poor housing, especially those who are vulnerable or disadvantaged
- ✓ Increase the number of young offenders with access to suitable accommodation
- ✓ Increase the number of care leavers who are living in suitable accommodation by providing an extended range of appropriate accommodation
- ✓ Reduce the inappropriate use of Bed and Breakfast to accommodate young people through extending programmes such as Night Stop and the Supported Lodgings Scheme
- ✓ Introduce a revised Housing Protocol between the county council and all district and borough councils

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Enjoy and Achieve

Outcome Leads:

Sally Rundell (Suffolk County Council)

Ian Flintoff (Leiston High School)



Priority 6

Priority 6

We will increase the rate of improvement in Suffolk schools so that we exceed national attainment levels at all key stages

Who is the Priority Lead for this priority?

Martin Clark (Suffolk County Council)

Why is this a priority?

Suffolk's schools and settings generally support pupils very well and increasingly are judged good or outstanding by Ofsted. However, attainment levels are not at the standard expected. At all key stages, there has been a slow down in the rate of improvement and we are slipping behind national averages.

In 2007, the County Council approved a major school organisation review to ensure all pupils have access to the very best of modern education facilities, and that systemic reasons for underperformance in the three-tier system were addressed. This programme, together with major investment through Building Schools for the Future, is now underway. It is essential that a firm focus on education attainment standards remains throughout this period of significant change.

How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy

Baseline (Summer 2008)	2009-10 (Summer 2009)	2010-11 Target (Summer 2010)
47%	49.1%	50.1%

NI 73 - Achievement at Level 4 or above in both English and Maths at Key Stage 2

Baseline (Summer 2008)	2009-10 (Summer 2009)	2010-11 Target (Summer 2010)
69%	76%	76%

NI 75: Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths

Baseline (Summer 2008)	2009-10 (Summer 2009)	2010-11 Target (Summer 2010)
46.6%	55%	55%

The following supporting performance indicators will also be monitored for this priority:

- **NI 76** - % of schools where fewer than 65% of pupils achieve Level 4+ in English and maths at Key Stage 2
- **NI 78** - % of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE or equivalent including English and Maths
- **NI 92** - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
- **NI 99** and **NI 100** - % of children in care reaching Level 4 in English and Maths at Key Stage 2
- **NI 101** - % of children in care achieving 5 A*-C GCSEs or equivalent
- **NI 102** - Achievement gap between pupils eligible for Free School Meals and their peers achieving the expected level at Key Stage 2 and Key Stage 4
- **NI 104** and **NI 105** - Pupils with Special Educational Needs (SEN) attainment measures at Key Stage 2 and Key Stage 4
- **NI 107** and **NI 108** - Black and Minority Ethnic (BME) pupils attainment at Key Stage 2 and Key Stage 4
- **NI 109** – Number of Sure Start Children’s Centres

What we are going to do?

- ✓ Supporting work to improve outcomes in the Early Years and Foundation Stage
- ✓ Raising standards of attainment in the primary phase and in particular at Key Stage 2
- ✓ Raising standards of attainment in the secondary phase and in particular at Key stage 4
- ✓ Narrow attainment gaps for targeted groups including boys, Black and Traveller pupils, pupils with SEN and looked after children
- ✓ Improve school attendance and reduce the number of exclusions
- ✓ Support leadership for learning and a broad / balanced curriculum in order to increase the number of schools in Ofsted deemed good and outstanding
- ✓ Respond to changes in the national curriculum for 14-19 year olds
- ✓ Support a range of innovative improvements to teaching, learning and curriculum design in particular through Building Schools for the Future and the Primary Capital Programme

Priority 7

Priority 7

We will support more young people to progress to further and higher education or work with training

Who is the Priority Lead for this priority?

Martin Slattery (14-19 Partnership)

Why is this a priority?

There is overwhelming evidence that maximising the number of young people who stay on into education and training beyond the compulsory schooling age benefits them as individuals and the community. Widening the curriculum so that there is a wider variety of learning opportunities for those at all ability levels and for those with aptitude for more vocational studies is underway and will equip all young people for a more satisfying future. It will also support our ambition for the learning and skills agenda and improve the economic prosperity of the county.

Post-16 participation in structured learning has continued the upward turn which began in 2007, countering the trend of very limited movement in recent years. However, this has not been

matched by a corresponding fall in the percentage of the 16-18 cohort who are NEET (not in employment, education or training), where the significant decline in 2007 has not been sustained. At this time of economic downturn, the numbers of 16-18 year olds in work without recognised training has declined



since 2007 by over 2%; this trend is certain to continue. The challenge for partners is to maximise the proportion of young people continuing in learning as opposed to becoming NEET due to the contraction in the labour market.

How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI91 – Participation of 17-year-olds in education or training





This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
74%	80%	82%	84%







NI117 – Proportion of 16 to 18 year-olds who are not in education, training or employment (NEET)

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
6.3%	-	5.8%	5.3%

The following supporting performance indicators will also be monitored for this priority:

-  **NI79** – Achievement of a Level 2 qualification by the age of 19
-  **NI80** – Achievement of a Level 3 qualification by the age of 19
-  **NI90** – Take-up of 14-19 learning diplomas
-  **NI106** – Young people from low income backgrounds progressing to higher education

What we are going to do?

-  Raise participation in learning amongst 16-18 year-olds
-  Reduce the number of young people not in education, employment or training (NEET)
-  Expand the 14-19 Curriculum through the new diplomas, Foundation Learning Tier and the new Apprenticeships programme
-  Improve the quality of Information, Advice and Guidance about learning opportunities for young people
-  Develop and transform the 14-19 teaching workforce
-  Transform the 14-19 facilities and transport infrastructure



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Make a Positive Contribution

Outcome Leads:

Pauline Henry (Suffolk County Council)

Keith Whitton (Young Suffolk)



Priority 8

Priority 8

We will improve access to a range of social opportunities and sporting and cultural activities for young people wherever they live

Who is the Priority Lead for this priority?

Keith Jennings (Suffolk County Council)

Why is this a priority?

Young people express a need for places to be with their friends and many choose to take part in activities which benefit themselves and their communities.

Local surveys of young people and adults have identified the need for more things for teenagers to do.

There is evidence that participation in out-of-school activities, whether social, sporting or cultural, can impact positively on physical health and emotional well-being, develop personal and social skills and can be used effectively to communicate messages about important and sensitive issues such as racism, substance misuse etc. It also makes a useful contribution to readiness for learning. Increasing the range of positive choices for young

people meets their aspirations and may divert some from less positive choices.

How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI110 – Young people's participation in positive activities

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
71.4%	-	73.3%	79.2%

What we are going to do?

- ✓ Promotion of Young Infolink to young people as a source of information about positive activities
- ✓ Pilot young people as commissioners of Positive Activities through Youth Opportunity and Youth Capital Funds
- ✓ Utilising Youth and Connexions systems and processes to record young people's participation in Positive Activities



- ✓ Extend the provision of Outdoor Education to young people with additional needs through collaboration with Aiming High and vulnerable young people in partnership with Youth and Connexions
- ✓ Facilitate free or subsidised access to positive activities for Looked After Children
- ✓ Through Aiming High for Disabled Children (AHDC) programme, increase the range and choice of short break opportunities for children and young people with additional needs
- ✓ Create an accessible website (Activities Unlimited) to make information about accredited short break provision available to parents, carers, children and young people and professionals
- ✓ Increase the proportion of Youth Service participants who achieve an Accredited Outcome
- ✓ Increase the number of schools participating in the Suffolk Children's University programme
- ✓ Increase the number of schools delivering the full range of Extended Services (100% of schools by September 2010)

Priority 9

Priority 9

We will target areas where there are high rates of teenage conceptions so that teenagers are fully informed about the consequences of risk-taking behaviour and can take responsibility for avoiding unplanned pregnancies

Who is the Priority Lead for this priority?

Sharon Singleton (Suffolk County Council)

Why is this a priority?

The UK has one of the highest teenage conception rates in Western Europe and the government has set a target of reducing the rate of teenage conceptions by 50% compared to 1998 by 2010.

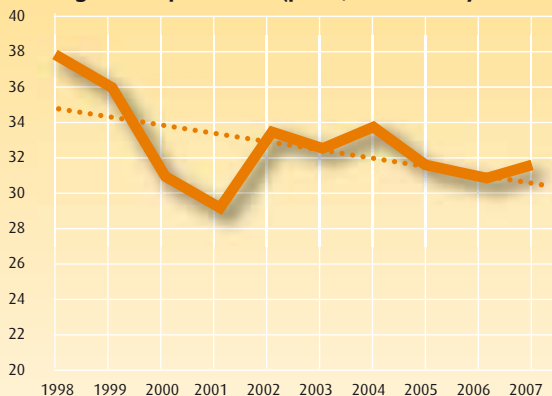
In Suffolk, there are over 400 conceptions each year amongst young women aged 15 to 17. Of these around 46% end in termination. Approximately 240 babies are born to teenage mothers each year. Although some of these pregnancies are planned, it is sadly the case that children of teenage parents are more vulnerable to poorer outcomes, and teenage parents may need

additional help to access the full range of mainstream services and to return to education, training or employment when ready.

The role of alcohol in influencing risk-taking behaviour in teenage boys and girls has been reported in a recent local study by NORCAS. Relationships education must be accompanied by accessible and unambiguous information and advice about contraception to equip young people to make positive choices.

There has been a conception rate reduction of 16% between 1998 and 2007, and Suffolk has made better progress than nationally.

Teenage conception rate (per 1,000 15-17 year olds)



How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI112 – Under 18 conception rate (% change compared to baseline year of 1998)

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
37.5 per 1,000 girls aged 15 to 17	-31.0%	-38.0%	-45.0%

What we are going to do?

- ✓ Develop new governance arrangements for Teenage Pregnancy Partnership Board and links to No Worries programme
- ✓ Develop young people's involvement in targeted High Schools
- ✓ Develop a social marketing message system in Further Education colleges
- ✓ Promote Care to Learn and its uptake by young parents

- ✓ Appoint a dedicated Connexions Personal Advisor for young parents to support their return to learning
- ✓ Appoint a Young Parents Advocacy Workers across the county
- ✓ Re-launch the C-card scheme and build links with cross-boundary organisations
- ✓ Review and develop school-based health services
- ✓ Implement 'You're Welcome' Quality Standards to improve sexual health services for young people
- ✓ Youth Service brokering postal Chlamydia testing kits across the county



Priority 10

Priority 10

We will identify young people at risk of offending, and those who have been convicted of offending, and support them in choosing a more positive life path

Who is the Priority Lead for this priority?

Peter Fox and Belinda Clabburn (Youth Offending Service)

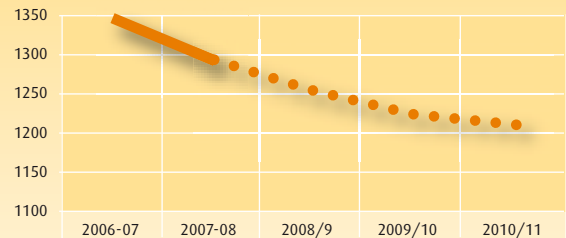
Why is this a priority?

There is a national and local perception that anti-social behaviour by young people must be tackled. Whilst acknowledging that most young people behave responsibly, there is a need to ensure that those who don't understand there are consequences for their behaviour.

In Suffolk, preventative work through Youth Inclusion Support Panels (YISPs), has been successful in reconnecting young people at risk with mainstream education provision and leisure facilities. 297 young people were referred by partners in 2007/08, but the 2008/09 target of 400 has proved challenging to achieve.

In Suffolk around 40% of the 44,000 incidents of anti-social behaviour reported to Suffolk Police involved young people. Alcohol is a significant factor in these incidents and other types of incidents including sexual assault.

Young first time offenders in Suffolk



How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI111 – First-time entrants to the Youth Justice System aged 10 to 17

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
1,800 per 100,000	-	1,715 per 100,000	1,690 per 100,000

NI19 – Rate of proven re-offending by young offenders

This is a Local Area Agreement (LAA2) target and improvement targets through to 2011 have already been set

Baseline	2008-09 Target	2009-10 Target	2010-11 Target
173 per 100 offenders	168 per 100 offenders	164 per 100 offenders	160 per 100 offenders

The following supporting performance indicators will also be monitored for this priority:

- Local – Number of young people supported by Youth Inclusion Support Panels

What we are going to do?

- Further develop Police Education Partnership (PEP) lesson plans for school yrs 5-9/10 to encourage responsible behaviour and good citizenship.

- Confirm and deliver additional Safer Schools Partnerships based on the Felixstowe model with High Schools located in Priority Neighbourhoods across Suffolk
- Roll out risk-based pilot (Scaled Approach) – across the county in advance of the national roll out to Youth Offending Teams scheduled for November 2009.
- Implement the Youth Rehabilitation Order (YRO) – scheduled for national implementation in November 2009.
- Explore opportunities presented by new legislation and the impact these disposals may offer to achieve outcomes sought, e.g. Youth Restorative Disposal, which allows low level youth crime to be dealt with at neighbourhood level without recourse to the courts
- Embed the delivery of the early intervention Youth Inclusion Support Panel (YISP) project as part of the Targeted Youth Support strand of Integrated Youth Support
- Implement and deliver the Deter Young Offenders Management Framework (linked to the Prolific and Priority Offender Strategy) to ensure resources are being targeted at high risk young offenders reducing their re-offending



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Achieve Economic Well-being

Outcome Leads:

Viki Muller (Suffolk County Council)

Simon Phelan (Suffolk Children's Leads Network)



Priority 11

Priority 10

We will work to ensure that families with children in areas of deprivation are supported in accessing all relevant benefits and support to mitigate against the effects of poverty

Who is the Priority Lead for this priority?

Wiki Muller and Simon Phelan

Why is this a priority?

The government has set a challenging target to eradicate child poverty by 2020. The current economic situation makes this target even more ambitious, and requires local agencies to focus even greater attention on this issue.

Evidence suggests that deprivation remains the key predictive factor in the future life chances for children. Living with poverty may mean: living in cold or cramped housing conditions, where finding space to do homework or invite friends is limited; not being able to take part in social activities with school friends; as well as being less likely to do well at school. A cycle of limited aspirations and low achievement can be the result.

The Income Deprivation Affecting Children Index, produced alongside the Index of Multiple Deprivation, shows that around 15% of Suffolk children aged 0-15 live in income-deprived households. Although this is below the national average (22%), it still impacts on a large number of children in the county and this situation may only worsen in the current economic downturn.

Deprivation exists in all parts of the county. The table below clearly shows this:

	Population aged 0-15	Number of children living in financial straits	% of total child population
Babergh	16,699	1,867	11.18
Forest Heath	12,376	1,197	9.67
Ipswich	23,404	5,475	23.39
Mid Suffolk	17,363	1,703	9.81
St Edmundsbury	19,058	2,295	12.04
Suffolk Coastal	22,417	2,526	11.27
Waveney	20,931	4,641	22.17
Suffolk	132,248	19,704	14.90
East of England	1,200,000	180,000	15
England	10,818,182	2,380,000	22

How will we measure what we have achieved?

We will measure progress using the following key performance indicators:

NI116 – Proportion of children in poverty

The following supporting performance indicators will also be monitored for this priority:

- **NI109** – Delivery of Children’s Centres
- **NI118** – Take-up of formal childcare by low-income working families
- **NI52** – Take-up of school lunches
- **Local** – Take-up of disadvantage subsidy through Extended Services
- **Local** – Take-up of free childcare for two-year-olds offer

What we are going to do?

- ✓ Identify all activity currently undertaken by Trust partners in support of this priority
- ✓ Establish baseline data for performance targets including local indicators
- ✓ Produce Child Poverty Strategy for Suffolk and Action Plan

- ✓ Establish Suffolk’s local response to the government’s Take-Up task force
- ✓ Research good practice including linking with Beacon local authorities and disseminate information to relevant organisations
- ✓ Present Child Poverty Action Group information widely to local groups including Community Clusters.
- ✓ Offer free childcare for 2 year olds and a family support package through Children’s Centres to parents in receipt of appropriate benefits
- ✓ Further develop Suffolk’s Children’s Centre core offer so that all families with children aged 0-5 have access to services to support them financially
- ✓ Increase take up of the BECTA Home Access to IT project for low income families



Making it happen: Suffolk's 'Change For Children' Programme

The aspirations and commitments described under the five Every Child Matters Outcomes in the previous sections will only be delivered if we continue to make changes to the way we plan and deliver services for children and young people and their families.

It is vital that we improve collaboration between the organisations that provide services for children and young people, so that they are more effective and efficient, and are responsive to their needs.



The journey

This section of the Plan describes the journey we are on with our 'Change for Children' Programme – the progress we have already made over the last three years and the actions we will be taking over the next two years – to support the achievement of our priorities and the outcomes for children and young people and their families.

Some of this activity has already been captured within the Trust's Early Intervention and Prevention Strategy, which was approved by the Children's Trust Partnership Board in March 2009, and which forms a companion document to this Plan.

The key enablers that underpin our approach to improving the effectiveness and cohesiveness of service delivery across the Children's Trust Partnership are:




- Inter-agency governance – strengthening the Children's Trust to drive forward the Every Child Matters agenda in Suffolk and deliver our priorities
- Integrated strategy – developing joint planning and commissioning arrangements, both at the strategic level and locally
- Integrated processes – streamlining our processes so that they contribute to the development of more effective and efficient services
- Integrated service delivery – implementing key initiatives and programmes to transform the way services are delivered...

...ultimately leading to improved outcomes for children, young people and families.



Inter-Agency Governance

What have we achieved so far?

- 1** Reviewed and strengthened the overall governance arrangements of the Children's Trust Partnership, and established the Trust as one of nine delivery partnerships for the Suffolk Strategic Partnership.
- 2** Replaced the existing Executive Group with an Executive Commissioning Group (ECG), focusing on the use of joint resources as part of the joint commissioning process to improve outcomes
- 3** Introduced three new Advisory Groups with accountability to the ECG:
 -  Performance Improvement Group – focusing on scrutinising performance around partnership activity.
 -  Pooled & Aligned Budgets Advisory Group – exploring the potential for pooling and aligning budgets across the partnership.
 -  Workforce Development Advisory Group – establishing a workforce development strategy on behalf of the Trust.
- 4** Formalised the structure to support improved outcomes through delivery and monitoring of the Children & Young People's Plan through the formation of 5 ECM Outcome Groups which are accountable through regular reporting to the ECG.
- 5** Established and developed 18 Community Clusters, led by multi-agency Steering Groups, with many services now configured around clusters.
- 6** Agreed pilot areas for Local Children's Trust Partnerships, which will build on existing Community Cluster arrangements and support integrated local planning and commissioning as well as delivery.
- 7** Successfully established and developed the Suffolk Safeguarding Children Board as an independent statutory body, linked to the Children's Trust Partnership.

What do we need to do now?

- 1** Ensure that we find effective ways for all schools to be represented and have influence in the Children's Trust arrangements at local and strategic level.
- 2** Strengthen our work with Health to ensure that GPs have an influence in Children's Trust arrangements.
- 3** Work with the newly-launched DCSF Commissioning Support Programme to highlight specific areas for improvement in commissioning practice by all partners, and develop and implement an agreed change plan.
- 4** Ensure that we comply with the new Children's Trust Statutory Guidance and forthcoming legislation to bring key delivery partners into the strategic planning of the Children's Trust – in particular working with maintained schools, Academies, further education and sixth form colleges, as well as with Job Centre Plus.
- 5** Improve strategic linkages between the Children's Trust Partnership and the 18 Community Clusters.
- 6** Pilot and evaluate the Local Children's Trust Partnerships, building on the existing Community Clusters, with a view to full roll out across the county from September 2010.
- 7** Further develop the linkages between the Children's Trust Partnership Board and the Safeguarding Children Board to ensure partner organisations are effective in safeguarding and promoting the welfare of children and young people, and in particular recommendations from Lord Laming's report in respect of governance.
- 8** Enhance public scrutiny of the Safeguarding Children Board through the appointment of two lay members drawn from the local community to the Board.



Integrated Strategy

What have we achieved so far?

- 1** Developed a Joint Commissioning Framework for the Children's Trust Partnership, with a focus on outcomes-based commissioning.
- 2** Developed and published an Early Intervention and Prevention Strategy for Suffolk.
- 3** Reviewed Children's Fund projects and family support services, and re-commissioned those which have proven to be effective, with a focus on early intervention and prevention.
- 4** Established greater clarity regarding funding streams and commissioning decision making processes to create a level playing field for internal providers and those in the independent, private and voluntary and community sector.
- 5** The Children & Young People's Services Workforce Development Team has instigated a comprehensive consultation process which resulted in:
 - the agreement of Children's Trust Partnership Core Value Statements for Integrated Working
 - the production of a Children's Trust booklet for all new staff entitled 'Welcome to the Children's Workforce in Suffolk'
 - the creation of a Workforce Development Group to report directly to Children's Trust Partnership Board.
- 6** Involved children and young people in the planning, delivery and evaluation of services, including:
 - Adopted the 'Hear by Rights' Standards across the Trust to support the development of good practice in involvement activities
 - Actively involved young people in the delivery of the Youth Opportunity and Youth Capital funds programme, and the development of county and local play initiatives
 - Set up a children and young people's consultation database to record the outcomes of all consultation activity across the Trust and inform young people and partners of the outcomes and what has changed.
 - Commissioned the 'Speaking Up' project which supports children and young people with additional needs to shape and review the services they receive
- 7** Appointed a Young Carers Champion and increased the support to young carers and created more opportunities to offer them breaks from their caring role

What do we need to do now?

- 1** Move towards a more joint commissioning based approach to the Children's Trust with greater use of pooled or aligned resources.
- 2** Agree a local approach to commissioning through the development of the local children's trust partnerships (LCTPs).
- 3** Embed the approach to integrated Workforce Development across the Children's Trust Partnership, for example through:
 - Developing a Workforce Development Strategy for the whole children's workforce
 - Establishing a Central Training Programme for the whole of the Children's Workforce
 - Carrying out an assessment of progress towards integrated working using the Children's Workforce Development Council (CWDC) 'One Children's Workforce' tool
- 4** Further improve the ways we involve children and young people in the design and delivery of services, including:
 - Review our 'Having My Say' involvement strategy to reflect the 'Hear by Rights' standards
 - Provide opportunities for children and young people to communicate directly with the Children's Trust partners
 - Develop a model for children and young people to be involved in the commissioning process.
- 5** Work across the Children's Trust partnership to ensure the implementation of recommendations from Lord Laming's report 'The Protection of Children in England: A Progress Report' and the Government's response.
- 6** Implement the priority activities for taking forward the Trust's Early Intervention and Prevention Strategy.
- 7** Launch and implement the Young Carers Strategy which will improve early identification of young carers and detail how young carers will be supported.



Integrated Processes

What have we achieved so far?

- 1** Commenced a programme of introducing multi-agency Integrated Teams in the Southern Area of the county to help ensure that services are built around the needs of children and families and are delivered in the right place and at the right time.
- 2** Developed a project to streamline arrangements for customer Access, Referral and Assessment to ensure that service requests receive the appropriate level of response in a timely manner, and agreed the county-wide implementation of the project with the Southern Area identified as an "early adopter".
- 3** Implemented the Common Assessment Framework (CAF) across all 18 Community Clusters, as the standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met.
- 4** Applied for, and achieved, Early Adopter status for the national model for the electronic enablement of the Common Assessment framework (eCAF).
- 5** Developed a Suffolk Charter for Information Sharing to facilitate and support secure and appropriate data exchange between the agencies and organisations that work with children, young people and families.
- 6** Prepared for the implementation of ContactPoint, the national database of all children and young people which is being introduced across England.
- 7** Undertaken a comprehensive analysis of need which includes statistical data, performance information and intelligence about children and young people in Suffolk, as well as summarising inspection findings and the views of children and young people grouped under the five ECM outcomes.
- 8** Piloted the development of Cluster Profiles, which brings together data and information from across the Children's Trust Partnership, to provide a statistical profile of the 18 Community Clusters in Suffolk.

What do we need to do now?

- 1** Embed the new Integrated Team and Access, Referral and Assessment arrangements in the Southern Area and then roll-out the implementation of across the Northern and Western parts of the county.
- 2** Develop new processes to ensure consistency of approach to the development of the CAF and eCAF across Suffolk, with appropriate guidance and support for professionals.
- 3** Integrate the CAF process with the new Access, Referral and Assessment and Integrated Team arrangements, so that it becomes the primary form of initial assessment used by all agencies in Suffolk.
- 4** Achieve accreditation for all organisations that need to engage with ContactPoint and the local data sources which will feed into ContactPoint.
- 5** Deliver training and manage ContactPoint users across Suffolk (5000 users predicted), and develop and deliver ongoing training to new recruits.
- 6** Further develop the Cluster Profiles and replicate for all 18 Community Clusters.



Integrated Service Delivery

What have we achieved so far?

- 1** Improved the ways we support and engage with parents and carers, for example:
 - Established a multi-agency strategy group to lead on parenting work across the county
 - Published and distributed the 'Suffolk Strategy for Parenting Support' and appointed a Parenting Expert to co-ordinate and develop parenting services across the county
 - Recruited Parent Support Advisers (PSA's) in each of the 18 Community Clusters
 - Trained over 150 staff across the county in evidence-based parenting programmes
 - Over 100 schools are involved with the SHARE parental involvement programme to encourage parents to become more involved in their children's learning.
- 2** Established 35 Children's Centres across Suffolk, providing universal services to children under 5 years of age and their families. Over 16,000 children and carers are currently registered with a Suffolk Children's Centre.
- 3** Commenced a number of programmes of activity which together form an inter-related strategy for 'Transforming Learning with Communities', including:
 - New approaches to learning and teaching through Suffolk's Vision for Learning, the 14-19 Strategy, and strategies for raising achievement in the early years and all key stages of the National Curriculum;
 - The integration of the Primary Capital Programme and Building Schools for the Future programme in order to create 21st century teaching and learning facilities across Suffolk;
 - The reorganisation of schools following on from the School Organisation Review to establish a coherent, consistent and sustainable school system for the county;
 - Special Educational Needs (SEN) Review to ensure centres of excellence and expertise for the full range of special needs, co-located on mainstream school sites and providing outreach services into communities, in order to provide inclusive learning opportunities for all children and young people.
- 4** 75% of schools in Suffolk now offer the full range of extended services to help raise standards and meet the needs of children and young people, their families and carers and



the wider community, including: childcare, a wide range of study support activities, parenting support, a range of targeted support services and community access to school sites.

- 5** Developed the Suffolk Children's University as a county-wide service being offered in 90 schools giving young people aged 5-13 the chance to participate in a wide range of accredited activities.
- 6** Developed the 'Suffolk Youth Offer' which details the services that young people are able to access from Integrated Youth Support Services.
- 7** Created and Integrated Youth Support Service pilot project to explore the options for

delivering integrated youth support services within Community Clusters.

- 8** Established integrated teams for children with additional needs in the Western Area of the county to provide a timely, effective response to the needs of children and young people with additional needs and their families.
- 9** Through the Aiming High for Disabled Children programme, commenced the transformation of short break arrangements for children and young people with additional needs, including commissioning a new advocacy service.

Integrated Service Delivery continued

What do we need to do now?

- 1** Further improve the support we provide to parents and carers:
 - Coordinate the training and delivery of Parenting Programmes across the county, and develop practitioner networks for peer support, supervision and the most effective use of resources.
 - Develop our local response to the government's new 'Think Family: Improving Support for Families at Risk' initiative, which will involve identifying and working with the most vulnerable families to provide effective support at the earliest opportunity
 - Develop a consistent approach to involving parents in the design and delivery of parenting services
 - Ensure that the SHARE parental involvement programme is available in at least 50% of our schools over the next 2 years and the schools are reaping the benefits of increased parental involvement in their children's learning.
- 2** Complete the building projects for 13 more Children's Centres, so that they ready to open by March 2010.
- 3** Closely monitor and review the quality of services that Children's Centres provide to ensure that they are meeting the needs of our most vulnerable children and families and contributing to narrowing the gap.
- 4** Continue with the implementation of the Transforming Learning with Communities programme.
- 5** Work with the 25% of schools currently not offering the full range of extended services to meet the government target of 100% by September 2010.
- 6** Develop a strategic implementation plan for the development of integrated youth support services, and support an integrated staff development programme.
- 7** Extend the integrated children with additional needs teams to the Northern and Southern Area of the county.



...the best for
your children.
Most babies in that
area to get there
all to a great start

and it's free

- **Maternity care**
at birth hospital
- **Postpartum**
at birth hospital
- **Infant stimulation**
Programs at birth hospital

...at birth hospital
...at birth hospital



Performance Management Arrangements

Performance management arrangements have been put in place to support the achievement and delivery of the outcomes and priorities in the Children & Young People's Plan.

These arrangements ensure focus on areas of concern, and help to drive improvement. Regular monitoring of progress against performance measures and activities provides a secure watching-brief and 'alerts' system to ensure no priorities become at risk without being escalated for attention.

Performance reporting covers high-level outcome and population measures, indicators from Local Area Agreement (LAA) target areas, the National Indicator Set (NIS), statutory targets set nationally for education, and other indicators set locally in support of the priorities identified in the Children & Young People's Plan. More detailed performance measures and targets are included in the 11 Priority Action Plans which support the Children & Young People's Plan.

Roles and Responsibilities for Managing Performance

Responsibility for the overall direction of the Children Trust, and specifically the approval the

Children & Young People's Plan, lies with the **Children's Trust Partnership Board**. The Board is also responsible for approving the Annual Review of the Plan.

The development and implementation of the detailed Action Plans for the priorities within the Plan are the responsibility of the five **Outcome Groups**. These multi-agency groups are led by Outcome Leads – comprising a senior representative from Suffolk County Council and one of the lead partner organisations. In addition there is an identified lead officer for each individual priority who reports to the relevant Outcome Group.

Progress against achieving the priorities and targets contained in the Plan is monitored regularly by the Trust's **Executive Commissioning Group**. The Group receives quarterly updates on progress against the Priority Action Plans from the Outcome Leads.

Should the Executive Commissioning Group feel that there are issues that require more detailed investigation, it can refer those issues to the **Performance Improvement Group**. The Performance Improvement Group receives evidence from the lead officers for the relevant priority, and if there are issues that need to be



resolved, the Performance Improvement Group can make recommendations back to the Executive Commissioning Group for resolution.

Any budget-related issues that are impacting upon performance are referred to the **Pooled and Aligned Budgets Advisory Group**, which is again accountable to the Executive Commissioning Group.

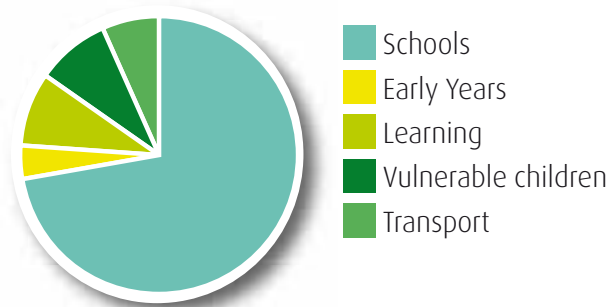
As one of the nine delivery partnerships for the Local Area Agreement (LAA), the Children's Trust Partnership Board is also accountable to the **Suffolk Strategic Partnership (SSP) Board**,

which is the body responsible for Suffolk's Sustainable Community Strategy – Transforming Suffolk. The Children's Trust Partnership Board provides regular performance monitoring reports to the SSP, along with the other LAA delivery partnerships.

The individual **Children's Trust Partners** also undertake performance reviews through their own organisations – for example, through scrutiny committees or performance boards.

Financial Resources

Children's services is big business, the county council alone spends over £500 million on services for children and young people. A breakdown of this is shown below.



In addition the NHS, Police, Probation Service, and borough and district councils spend significant sums on supporting children and young people, although these can not easily be quantified as they are not all provided by dedicated children's services.

All parts of the public sector have made significant savings over the current comprehensive spending round period (2008/09 to 2010/11), as whilst growth in public expenditure has in general been above the Retail Price Index it has not kept pace with growth in demand and demography, and the cost of implementing new legislation. All of the partners in the Suffolk Children's Trust have good track records of financial management and of making efficiencies and savings to meet this challenge.

However given the current state of the economy this challenge will intensify. The next spending round, starting in April 2011, is likely to be even harder. Public finances will be squeezed by the impact of the recession, which will both increase demand and reduce funding. Public borrowing is expected to be at least £175 billion by the end of 2009, and even the levels of funding growth experienced in the current spending round will simply not be affordable.

It is clear that the new priorities and opportunities for improved outcomes set out in this Plan can not be funded from growth alone. All partners will need to look hard at their costs, value for money, and service re-design to enable resources to be directed at supporting the most important priorities.

Partnership working across the whole public sector in line with the government's 'Total Place' concept will be an important part of this, and the Children's Trust is preparing for this though the formation of a Pooled and Aligned Budgets Advisory Group which will be looking at how the totality of resources can best be used to deliver improved outcomes for children and young people and their families. This work will initially focus on spend on purchased packages of care for individual children and on CAMHS, and the learning from these areas will alter be applied to other parts of the total spend on children and young people.

Workforce Development

The Children's Trust Partnership provides the strategic direction for workforce development across the whole children's workforce in Suffolk.

Following wide-ranging consultation with children, young people and their families, and those working with them, the Children's Trust Partnership Board has agreed a number of core values for developing an integrated children and young people's workforce in Suffolk.

As members of the children and young people's workforce:

- We involve children, young people and families recognising and valuing their contribution
- We take action to ensure the needs of a child or young person are met
- We learn together so as work better together
- We build effective communication through understanding, respect and trust
- We reflect on and learn from our experiences
- We plan and work in partnership to improve the lives of all children, young people and their families

Building on this initial work, a Children's Trust Workforce Development Advisory Group, with representatives from across the partner organisations, has been established to lead the way in developing an integrated children's workforce strategy.

Already a 'Welcome to Suffolk Children and Young People's Workforce' booklet has been developed and is given to all new members of staff across the Children's Trust partnership

www.suffolk.gov.uk/NR/rdonlyres/050BF655-E21F-4E40-B87C-EC4326EE3A9F/0/3919>WelcomeWorkforceA5bookletlatest270409.pdf

And a multi-agency Training Guide for the Children & Young People's Workforce has also been developed

www.suffolk.gov.uk/cypmultiagencytraining

More information about the children and young people's workforce is available at

www.transformingsuffolk.co.uk/partnerships/delivery-partnerships/childrens-trust

Suffolk's Children's Trust Partnership

The Suffolk Children's Trust Partnership is the umbrella body that brings together the agencies and organisations that have a role to play in improving outcomes for children and young people. Its primary purpose is to ensure set the strategic direction for the development of services for children, young people and their families, and ensure that each of the partner organisations work together in a coherent and cohesive way to deliver improved outcomes.

Partners represented on the Children's Trust include Suffolk County Council, the seven District and Borough Councils, the Police, the Learning & Skills Council, the two Primary Care Trusts in Suffolk (NHS Suffolk and NHS Great Yarmouth and Waveney), and the Probation Board. In addition, school governing bodies are represented on the Trust through the Suffolk Governors' Forum, and other partners include the Suffolk Safeguarding Children

Board and the Voluntary and Community Sector (represented through Young Suffolk).

New statutory guidance due in late 2009 will extend the number of statutory partner organisations to include Jobcentre Plus, further education institutions, maintained schools and Academies. Other partners will also be encouraged to become involved with the Children's Trust including GPs, Children's Centres, independent schools and private early years providers.

The Children's Trust Partnership Board also acts as the delivery partnership for the Local Area Agreement (LAA) target areas relating to children and young people (see Appendix 1), and is directly accountable to the Suffolk Strategic Partnership for those targets.

The Children's Trust Partnership arrangements in Suffolk comprise a number of inter-related groups, which are shown in the diagram opposite.

Suffolk Strategic Partnership

Children's Trust Partnership Board

To improve outcomes for children and young people in Suffolk by setting strategic direction

Executive Commissioning Group

To promote efficient and effective use of joint resources as part of a joint commissioning process, to improve outcomes

Workforce Development Advisory Group

To develop an integrated children's workforce development strategy

Performance Improvement Group

To scrutinise performance, focusing on partnership activity

Pooled and Aligned Budgets Advisory Group

To explore potential for pooling and aligning budgets across the partnership

Outcome Groups

To ensure that outcomes are improved through the development, delivery and monitoring of action plans as part of the Children & Young People's Plan (CYPP)

Be Healthy

Stay Safe

Enjoy and Achieve

Make a Positive Contribution

Achieve Economic Well-being

18 Community Clusters (including 3 Local Children's Trust Partnership pilots)

To lead the delivery of improved outcomes through effective integrated planning, commissioning and service delivery across children's services in the locality

Children's Trust Partnership Board

Membership of the two key Children's Trust bodies – the Partnership Board and the Executive Commissioning Group – are shown below:

Name	Representing
Johanna Finn	Learning & Skills Council
<i>Vacant</i>	NHS Great Yarmouth & Waveney
Tracy Dowling	NHS Suffolk
Cllr Graham Newman (Chair)	Suffolk County Council
Cllr Anne Gower	Suffolk County Council
Simon White	Suffolk County Council
Allison Coleman	Suffolk Governors Forum
Cllr Doreen Savage	Suffolk Local Government Association (Suffolk Coastal District Council)
Cllr Nadia Cenci	Suffolk Local Government Association (Ipswich Borough Council)
Gulshan Kayembe	Suffolk Police Authority
John Babraff	Suffolk Probation Service
Peter Worobec	Suffolk Safeguarding Children Board
Dawn Henry	Young Suffolk
Steve Allman	Young Suffolk

Children's Trust Executive Commissioning Group

Name	Representing
Tim Mutum	Babergh District Council
Simon Phelan	Forest Heath District Council
Jonathan Owen	Ipswich Borough Council
Michael Dean	Learning & Skills Council
Chris Fry	Mid Suffolk District Council
Shamsher Diu	NHS Great Yarmouth & Waveney
Sharon Stott	NHS Suffolk
Mashbileg Madraig	NHS Suffolk
Carole Herries	St Edmundsbury Borough Council
Tony Osmanski	Suffolk Coastal District Council
Alan Caton	Suffolk Constabulary
Sally Rundell	Suffolk County Council
Carol Carruthers (Chair)	Suffolk County Council
Gary Nethercott	Suffolk County Council
Gavin Bultitude	Suffolk County Council
Tina Hines	Suffolk County Council
Kelley Parker	Suffolk Probation Service
Arthur Chavonia	Waveney District Council
Bud Simpkin	Young Suffolk

Additional Sources of Information

CYPP2 Needs Analysis

www.suffolk.gov.uk/CouncilAndDemocracy/AboutSCC/ServiceOfficesAndDelivery/ChildrenAndYoungPeoplesServices/PlanningAndPerformance/SummaryNeedsAnalysis.htm

CYPP2 Action Plans

www.suffolk.gov.uk/cypp2

Suffolk's Early Intervention and Prevention Strategy

www.transformingsuffolk.co.uk/files/delivery_partnerships/childrens_trust/early_intervention_and_prevention_final_strategy_only.doc

Suffolk's Local Area Agreement (LAA2)

www.transformingsuffolk.co.uk/vision-and-priorities/laa2-2008-2011

Suffolk Safeguarding Children Board Annual Report

www.onesuffolk.co.uk/scb/leaflets

Transforming Suffolk 2008-28 – Sustainable Community Strategy

www.transformingsuffolk.co.uk/vision-and-priorities/community-strategy

Local Area Agreement (LAA2) Targets for Children and Young People

Indicator Target	Baseline	LAA Improvement			Lead Partner(s)
		08/09	09/10	10/11	
NI 19: Rate of proven re-offending by young offenders	173 per 100 offenders	168 per 100 offenders	164 per 100 offenders	160 per 100 offenders	Suffolk County Council
NI 51: Effectiveness of child and adolescent mental health (CAMHS) services	12	13	16	16	NHS Suffolk, NHS Great Yarmouth and Waveney
NI 56: Obesity in primary school age children in Year 6	16.00%	16.28%	16.30%	16.26%	NHS Suffolk, NHS Great Yarmouth and Waveney
NI 91: Participation of 17 year-olds in education or training	74%	80%	82%	84%	Suffolk County Council
NI 110: Young people's participation in positive activities	71.4%	-----	73.3%	79.2%	Suffolk County Council
NI 111: First time entrants to the Youth Justice System aged 10 – 17	1,800 per 100,000	-----	1,715 per 100,000	1,690 per 100,000	Suffolk County Council
NI 112: Under 18 conception rate	37.5 per 1000	-31.0%	-38.0%	-45.0%	NHS Suffolk, NHS Great Yarmouth and Waveney

Glossary

AHDC	Aiming High for Disabled Children	LAA	Local Area Agreement
ARA	Access, Referral and Assessment	LAC	Looked After Children
BME	Black and Minority Ethnic	LCTP	Local Children's Trust Partnership
CAF	Common Assessment Framework	LDD	Learning Difficulties and/or Disabilities
CAMHS	Child and Adolescent Mental Health Services	LSCB	Local Safeguarding Children Board
CDC	Cluster Development Co-ordinator	LSP	Local Strategic Partnership
CIN	Children in Need	NEET	Not in Education, Employment or Training
CLLD	Communication, Language and Literacy Development	NIS	National Indicator Set
CPP	Child Protection Plan	ONS	Office of National Statistics
CRB	Criminal Records Bureau	PAP	Priority Action Plan
CYPP	Children and Young People's Plan	PCT	Primary Care Trust
DAAT	Drug and Alcohol Action Team	PRU	Pupil Referral Unit
DCSF	Department for Children, Schools and Families	PSA	Public Service Agreement
EAL	English as an Additional Language	PSED	Personal, Social and Emotional Development
ECG	Executive Commissioning Group	SEN	Special Educational Needs
ECM	Every Child Matters	SSCB	Suffolk Safeguarding Children Board
ISA	Independent Safeguarding Authority	SSP	Suffolk Strategic Partnership
IYSS	Integrated Youth Support Services	UKYP	UK Youth Parliament
		VCS	Voluntary and Community Sector
		YOS	Youth Offending Service



