

BIG PLAN 2

**Cambridgeshire's Children and Young People's Plan
for 2009-2012**

cambridgeshire
children
—
& young people's
strategic partnership

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Introduction

Welcome to the second children and young people's plan for Cambridgeshire.

I am ambitious for all children and young people in Cambridgeshire and want to ensure that all have the opportunities to succeed and achieve their potential – whatever that may be. This plan seeks to ensure that all children and young people get the chances they need, whatever part of the county they live in, whatever their background or whether they have specific needs that means they need additional or specialist services.

Within this, we want be sure that all our services work for each and every child – so that everyone can access the services they need. And we want to be sure that all have the chance to both have a childhood and enjoy it.

Listening to children and young people – what they say about what works best for them – has got to be at the heart of how we develop services, alongside looking for evidence of what works so that we can commission most effectively.

The strength of partner organisations, especially schools and colleges, working together and working with children, young people, parents and carers, is the key to delivering on this challenging plan and making the improvements our children and young people deserve.

Cllr Martin Curtis
Lead Member for Children and Young People

On behalf of the Cambridgeshire Children and Young People's Strategic Partnership.

What is Big Plan 2?

All local authorities, along with their partners, have the statutory responsibility to produce a Children and Young People's Plan. The Big Plan 2 is Cambridgeshire's second Children and Young People's Plan. The Plan sets the strategic priorities for children and young people's services and outlines how relevant organisations, working in partnership, plan to address these priorities. The Plan is developed and overseen by the Children and Young People's Strategic partnership (CYPSP).

Who are the Children and Young People's Partnership?

The Cambridgeshire Children and Young People's Strategic Partnership brings together representatives from a range of organisations and agencies. These organisations include: schools, colleges, the local district, city and county councils, NHS Cambridgeshire, health services, voluntary and community organisations, the Police, Fire Service, Jobcentre Plus and the Learning and Skills Council. The Partnership provides a forum for discussion and agreement of both strategy and practical action to improve outcomes for children and young people in Cambridgeshire. It is also responsible for delivering the children and young people's targets within Cambridgeshire's Local Area Agreement.

The CYPSP operates as a county wide group covering the local authority area for Cambridgeshire. It is supported by three area based children and young people's partnerships for East Cambridgeshire and Fenland, South Cambridgeshire and Cambridge City, and Huntingdonshire who work with the District and City Council based Local Strategic Partnerships to deliver services for children and young people.

In November 08, the Department of Children, Schools and Families provided new guidance on the role of Children's Trusts seeking to ensure faster improvements in outcomes for children and young people. During 2009, the partnership will develop into a formal Children's Trust, with a Board led by members, trustees and non executive directors of the partner organisations, providing strategic direction and accountability. An executive group with the senior officers from the partnership will support the Board and ensure that work is carried out. This development will meet the requirements of the new government guidance.

The work plan to deliver this change is set out with the other action plans.

The vision for Big Plan 2

We have high aspirations for children and young people in Cambridgeshire and want each and every child and young person to achieve their full potential.

By this we mean:

- To enjoy their childhood and teenage years
- Be included and participate in their communities
- Be healthy and safe
- Be resilient
- Be enabled to make informed choices about their life
- Make the most of educational, training and employment opportunities
- Make a successful transition to adult life

‘Working Together’

Strong partnership working is essential if we are to deliver the aspirations set out in this Plan

. ‘Working together’ on the Big Plan 2 involves:

- Planning together – now and for the future
- Being committed to shared priorities and making things happen
- Taking the very practical steps of training our workforces together
- Pooling money
- Jointly commissioning work
- Safeguarding and promoting the welfare of children
- Providing and sharing information
- Ensuring that needs are met at the earliest stages
- Integrating services and practices to make it easier for children, young people and their families to access them.
- Listening to and involving children, young people and their parents and carers when designing, delivering and evaluating the services and facilities we provide

Underpinning all of our work are the following delivery principles:

Access to the right services at the right time

Children and young people need to be able to access services when they need them. We will:

- Plan our services to make sure that the needs of all children and young people are met.
- Design services with a focus on prevention and early intervention.
- Ensure there is continuity of support across key transition points.

Inclusion

Each and every child has the right to the same opportunities. However, for some there are barriers to using services and some vulnerable groups are at greater risk of exclusion. We will:

- Work pro-actively to remove barriers that prevent children and young people from using our services.
- Continue to be committed to addressing the issues of inclusion and access for those children and young people who are at greatest risk of exclusion.

Children, young people and parent and carer involvement

The CYPSP is committed to ensuring that the voices of children and young people are at the centre of the decisions we make. Children, young people and their parents and carers should be involved in the design, delivery, evaluation and development of services. We will:

- Provide meaningful opportunities for children and young people to participate in all aspects of decision making which impact on their lives.
- Listen to the views of children, young people, parents and carers, make real changes to service provision and facilities based on what they say and tell them how their ideas have made a difference.
- Provide children and young people with opportunities to identify and raise issues they think are important.
- Ensure that all partners effectively involve children, young people and their families.
- View parents and carers as key partners and recognise the crucial role they play in achieving the outcomes set out in this plan.

Working together

Our priorities can only be achieved if everyone works together. We will:

- Promote, facilitate and enable improved joint working wherever possible.

- Look at opportunities to make the best use of what we have. This will include co-locating our services where it makes sense to do so and joint planning, commissioning and funding services together when it will be more efficient and effective.

What was achieved through the first Big Plan?

(This section will be updated with latest performance information from quarter 4)

Since the first Big Plan, partners, children and young people have worked together to implement the action we agreed. We have also learnt much from the implementation of our first plan and we are developing this plan accordingly.

The results of this can be seen across Cambridgeshire with success in improving outcomes eg more teenagers are staying in education, employment or training (including those in areas where there are traditionally fewer opportunities), more young people are doing well in GCSEs, fewer young people are entering the criminal justice system, the teenage conception rate has reduced.

Children and young people regularly take part on the strategic partnership meetings to both support the partnership and help the adults develop ideas and take decisions and to challenge. Underpinning our work has been the development of fourteen locality teams and twenty seven Children's Centres, made up of practitioners with different roles and from a range of organisations based in localities to help ensure services are delivered nearest to where people can access them.

We are not complacent: trying to ensure that we keep all children safe is always of concern and safeguarding arrangements, led by the Local Safeguarding Children's Board, continue to be of the utmost importance.

What do we need to do now?

Although good progress has been made since the first Big Plan, we recognise that there is still more to do to improve outcomes for children, young people and families.

To identify what we should focus on for the next three years, we have looked at:

- The views of children and young people from ongoing consultation and participation work. This includes the Young Inspectors audit of the last Big Plan, which highlights areas of success and where we can do more.
- The views of parents and carers gathered through a county wide consultation to inform the development of our Parent Support Strategy
- The views of professionals in statutory and the voluntary sector
- What inspections of our services have said
- Performance data and statistics, which tell us how children and young people in Cambridgeshire are doing. Cambridgeshire's Joint Strategic Needs Assessment for children and the Data Profile can be accessed at www.cambridgeshirepct.nhs.uk/default.asp?id=656

All of this information was considered together and 4 strategic priorities developed. The detail behind why each priority was selected is described in the priority section of this plan.

Our priorities for 2009-2012

- To help children and young people feel safe and happy in their communities
- To narrow the gap in outcomes for children and young people in some areas and with specific needs
- To improve outcomes for children and young people with learning disabilities and difficulties and complex needs
- To meet the needs of children and young people in areas of growth or demographic change

What are we going to do to deliver on these priorities?

Each of the priorities has an action plan, which details what we are going to do to deliver on the priorities. These have been developed by action planning groups, made up of representatives from a range of partner organisations, including schools and the voluntary and community sector. Some of the action plans will be in outline at the start of 2009 and the delivery detail will develop as part of the work in early 2009. *The action plans can be found in section.....*

The priorities chosen are improvement priorities and therefore do not cover all of the services for children and young people, but focus specifically on areas where we need to significantly improve outcomes over the next three years. These priorities will not be tackled in isolation from each other or existing work.

How do our new priorities relate to the five Every Child Matters outcomes?

In the last Plan we organised our priorities under the five headings of: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Well-being. For Big Plan 2, all of the priorities contribute to more than one of these outcome areas, so to see how strongly a priority is linked to the five outcomes we have used a rating chart which is shown next to each priority area.

| | |
|--------|-----|
| Low | ✓ |
| Medium | ✓✓ |
| High | ✓✓✓ |

Priority 1 To help children and young people feel safe and happy in their communities

This priority has five areas for focus:

- Safe places to play and access to positive activities (including play and sport).
- Tackling bullying and discrimination
- Reducing accidents and intentional injuries to children and young people
- Reducing the number of children and young people involved in anti-social behaviour and criminal activity
- Promoting positive images of young people

1.1 Safe places to play and access to positive activities

| | |
|------------------------------|-----|
| Be Healthy | ✓✓ |
| Stay Safe | ✓✓ |
| Enjoy and Achieve | ✓✓✓ |
| Make a Positive Contribution | ✓✓ |
| Achieve Economic Well Being | ✓ |

Why is this a priority?

This is a priority because children and young people in Cambridgeshire have told us they are keen to have places to go and things to do in their spare time. Taking part in play and positive activities also allows children and young people the opportunity to grow and develop new skills.

“There is nothing for young people to do in the summer holidays and adults complain about us hanging around.”

At the moment there are a number of barriers that are preventing some children and young people from fully taking part in a variety of activities. Issues highlighted by children and young people include the safety of parks or places where they want to hang out, limited or poor quality facilities and a lack of suitable and accessible activities for all age ranges and abilities.

“We need to ensure that every facility is inclusive and can be accessed by those with a disability.”

It is important that we address these barriers and provide all children and young people in Cambridgeshire with access to a range of positive activities and safe places to play. Huntingdonshire

Area Partnership additionally identified this as a priority for Huntingdonshire.

What has already been done?

- Using money from government, work is underway to help us create more opportunities for play across Cambridgeshire
- A new Adventure Playground is being created in Fenland

- Children's Centres are providing more places for parents and young children to meet and play together across the County
- More activities for young people are being provided as the 'Youth Offer' is rolled out across the County
- The Youth Bank has allocated x £ in the last two years which has increased the amount of activities available to young people
- Over a quarter of a million pounds of LPSA reward funds have been allocated in Huntingdonshire to increase school holiday activities for 8 – 18 year olds
- In the last three years we have benefited from four of our schools becoming Specialist Sports Colleges (Comberton, Netherhall, Witchford and Hinchingsbrooke) which has led to 90% of young people in Cambridgeshire taking part in 2 hours of sports per week, an increase of 7% on the previous year
- Over the last three years we have attracted in excess of £2 million to provide several major top quality sports facilities based at school sites

What are the main challenges?

- Making the best use of the collective resources we have (recognising that the resources spent on youth work is low in comparison with other areas)
- Making sure the right information is communicated at the right time to young people so they know what is happening in their community
- Making sure that each and every child has the same opportunities to take part, wherever they live and whatever abilities they have

What we are going to do?

- Increase the skills and confidence of parents to play with their young children
- Create more dynamic and adventurous play for 8-12 year olds
- Create more informal opportunities for young people aged 13+ to play games and sports, meet with each other and with youth workers in safe places
- Make clear what every child and young person should be able to access so that future services can be planned to meet their needs
- Make sure there are enough skilled paid and voluntary workers delivering positive activities to children and young people who can also act as good adult role models
- Increase flexible access to leisure facilities, providing more opportunities for more children and young people to take part
- Develop arts facilities in areas where there are gaps
- Ensure children and young people with a disability have the same opportunities and that barriers to participation are actively removed
- Ensure that information about what there is to do is communicated in the best way to children, young people and parents
- Build parent and carer confidence to allow their children to play outside

How we will measure our achievement

- **NI 110** Young People's participation in positive activities (LAA Target)
- **NI 88** Percentage of schools providing access to extended services
- Every young person aged between 5 and 16 years will have the opportunity to participate in at least 5 hours of sport every week by 2011

How this priority links to other plans and strategies

Play Pathfinder project; District Council Play Strategies; Cambridgeshire's Cultural Strategy; Children's Centres; Youth Offer; Parent Support Strategy (and the introduction of the Families Information Service); Huntingdonshire, East Cambridgeshire, Fenland, South Cambridgeshire and Cambridge City Sustainable Community Strategies, 2012 Olympics.

1.2 Tackling bullying and discrimination

| | |
|------------------------------|-----|
| Be Healthy | ✓✓ |
| Stay Safe | ✓✓✓ |
| Enjoy and Achieve | ✓✓✓ |
| Make a Positive Contribution | ✓ |
| Achieve Economic Well Being | ✓✓ |

Why is this a priority?

Bullying is a top concern for children and young people in Cambridgeshire. The results of Cambridgeshire's Health Related survey show that:

- 28% of children and young people are sometimes or often afraid of going to school because of bullying.
- 24% say they have been bullied at or near school in the last 12 months.
- 15% are subject to repeated incidents of bullying.

"I needed help from my daughter's school when she was bullied"

What is bullying?

We define bullying as a persistent and deliberate attempt to hurt or humiliate someone. There may sometimes be misunderstanding about the meaning of the term 'bullying' – for example, one-off incidents, whilst they may be very serious and must always be dealt with, do not fall within the definition of 'bullying'.

We recognise the significant and often long-lasting effects that bullying can have and strongly believe that every child should be supported to deal with bullying issues. Whilst lots of work has taken place around bullying, more needs to be done. Consultation with children and young people has highlighted that more activity needs to take place to deal with bullying outside of school, for example at the youth club, as bullying and intimidation can often stop some children and young people from accessing extended services and community facilities.

What has already been done?

- A county wide anti-bullying strategy has been developed. Implementing the strategy is an ongoing piece of work.

- A toolkit to help schools and settings develop anti-bullying policies is in place. This identifies different types of bullying and how they can be tackled.
- An anti-bullying website has been launched:
www.cambridgeshire.gov.uk/education/parents/welfare/Bullying
- Anti-Bullying Input days have been provided for schools to help them enhance local strategies
- Considerable activity has taken place to raise the profile of bullying and encourage reporting, this includes locality based events run as part of Anti-Bullying Week and ongoing projects run by Schools, Locality Teams and Voluntary and Community Sector Organisations.
- The findings of the Young Inspectors review into the progress made against our priorities made in the first Big Plan highlighted lots of examples of schools using imaginative ways to help children and young people learn about bullying.

What are the main challenges?

- Bullying is often under reported and we need to make sure that children and young people are confident enough in the system for reporting and dealing with bullying to ask for help.
- We need to ensure that all children and young people and their parents and carers have opportunities to access support for bullying.
- Bullying doesn't just happen in schools and more work is needed to extend work into community settings.
- Children and young people access a range of services and settings and we need to make sure that services work together to deal with bullying in a coordinated and consistent way.
- The nature of different types of bullying can change over time and we need to make sure that our strategies for tackling bullying address these changes.

What we are going to do:

- Develop a multi-agency partnership approach to bullying at both a County and local level.
- Identify those groups and individuals who are at greater risk of bullying with a view to developing specific approaches and support. Groups identified so far are children and young people with LDD, Lesbian, Gay and Bi-Sexual young people and some Black and Minority Ethnic Groups (including Gypsies and Travellers).
- Improve children and young people's perception, understanding and valuing of anti-bullying provision.
- Make sure that anti-bullying work takes place in the community, not just schools.
- Involve children and young people in the review and development of anti-bullying policies and interventions.

How we will measure our achievement

- **NI 69** Children who have experienced bullying (LAA Target)
- Reducing the incidents of repeated bullying (HRBS)
- Reduce the number of young people who said that "at least" sometimes they had been afraid to go to school because of bullying and those who said they had been bullied in or near school (HRBS)
- Increase the % of young people who said that their schools had these anti-bullying measures in place (HRBS)

- Increase the % of pupils who said these measures (if existing) were “helpful” or “very helpful” in their schools (HRBS)
- % who think the school takes bullying seriously

How this priority links to other plans and strategies

Cambridgeshire’s Anti-Bullying Strategy; East Cambridgeshire, Fenland and South Cambridgeshire Sustainable Community Strategies; Safe To Learn, Community Safety Partnership plans.

1.3 Reducing accidents and intentional injuries to children and young people

| | |
|------------------------------|-----|
| Be Healthy | ✓✓✓ |
| Stay Safe | ✓✓✓ |
| Enjoy and Achieve | ✓✓ |
| Make a Positive Contribution | ✓ |
| Achieve Economic Well Being | ✓✓ |

Why is this a priority?

Reducing accidents and intentional injuries to children and young people is a priority within Cambridgeshire's Local Area Agreement. Injuries are the main reason for visits to emergency departments, admissions to hospitals and death in children aged 0-14 years in the UK. Accidents are the leading cause of injury to children and disproportionately affect children from lower socio-economic areas.

In Cambridgeshire, during the period from April 2001 – March 2007 a total of 7,626 children and young people (0-17 years) had emergency hospital admissions as a result of unintentional or deliberate injuries.

Within this priority, it is important to distinguish between the two types of injury: accidental and intentional. An accidental injury could be a fall or an accident on the road, whilst an intentional injury is classed as deliberate harm to a child or young person, which could be inflicted by another person, for example a family member, or in the case of self-harm, by the young person themselves.

The Director of Public Health has commissioned research into local statistics to help us understand the biggest causes of accidents and intentional injuries to children and young people in Cambridgeshire. Initial findings, using hospital admissions data, indicate that:

- Falls are the predominant cause of injuries in those under 15 years old, in particular for those children under 5 years.
- Intentional self-harm is the main cause of injuries in young people aged 15-17 years old.
- Additional data sources show that road traffic accidents are also a significant cause of injuries in children and young people.

Safeguarding children and young people and promoting their welfare both in the home and the community is of the utmost importance to the partnership. Safeguarding arrangements run through all of our activity and the impact of these will be measured through this priority.

What has already been done?

- There is a well established Local Children's Safeguarding Board which is supported by 3 Area Safeguarding Children's Committees to enable a focus on local need.
- A Local Safeguarding Children Board's Child Death Overview Committee is in place and ensuring all child deaths are reviewed.
- The LCSB has supported the development of the role of Children's Safeguarding Champions in each partner agency with Section 11 responsibility.

- Road safety educational and practical on-road cycle training has been provided for 10/11yr olds in all schools across the county
- Safety in and around schools has been improved through school crossing patrol facilities and Safer Routes to School projects
- The work of the Domestic Violence Strategy Group Work has concentrated on raising awareness and accurate recording so that prevalence is better understood.

What are the main challenges?

- Services need to understand more about how they can tackle accident prevention
- Communities too need to be supported to work together to keep children safe at home, in the street, at school or when taking part in a community activity.
- Services need to understand better how they can ensure safeguarding children is everyone's business and give their staff the confidence and competence to act when they are worried about a child or young person's welfare.

What we are going to do

- Use information on where and how children get injured so that we can devise and implement activity to reduce the number of injuries. This activity will address the different needs in different areas and for different ages of children as identified in the analysis of information.
- Improve advice and support for parents (through our Children's Centres, Parent Support Advisers) so that parents learn how to prevent accidents, in particular falls.
- Provide safe, local "places to go, things to do" for young people so that they have positive things to do in their spare time
- Keep safeguarding practices under review in Cambridgeshire, learning from national good practice and from local management and serious case reviews and the Local Safeguarding Children Board's quality assurance systems
- Implement the neglect strategy across Cambridgeshire
- Develop more effective way of using information about our safeguarding practice to improve outcomes for all children and reduce the number who are deliberately harmed within their families.

How we will measure our achievement

- **NI 70** Hospital admissions caused by unintentional and deliberate injuries to children and young people (LAA Target) focused on number of falls of children 0-5, road traffic accidents involving children 0-16, and self harm amongst teenagers 15-17 especially boys.
- **NI 32** Repeat incidents of domestic violence (LAA Target).
- **NI 48** Children killed or seriously injured in road traffic accidents.
- Preventable child deaths, as recorded through the Child Death Review process

How this priority links to other plans and strategies

Cambridgeshire's Local Area Agreement, Domestic Violence Steering Group; Child Death Overview Panel (preventing child deaths); Priority 2.2 (substance misuse); Community Safety Partnerships; East Cambridgeshire, Fenland and South Cambridgeshire Sustainable Community Strategies; Local Safeguarding Children Board, Child Health Promotion Programme.

1.4 Reducing the number of children and young people involved in anti-social behaviour and criminal activity

| | |
|------------------------------|-----|
| Be Healthy | ✓ |
| Stay Safe | ✓✓ |
| Enjoy and Achieve | ✓✓ |
| Make a Positive Contribution | ✓✓✓ |
| Achieve Economic Well Being | ✓✓✓ |

Why is this a priority?

Within Cambridgeshire, anti-social behaviour is a neighbourhood priority across all of the districts. The Community Safety Strategic Assessments carried out during 2008 show that anti-social behaviour related to young people is a key issue for each of the districts. The main concerns regarding anti social behaviour involve young people hanging around on the streets and underage drinking, which is often linked to criminal damage.

Whilst the data highlights that young people and anti social behaviour is an issue, it also highlights that young people are not the biggest perpetrators of anti social behaviour. For example, in East Cambridgeshire 30% of recorded incidents of anti-social behaviour referred to young people. This figure was lower in the other districts.

Confusingly the term Anti Social Behaviour is used to describe 3 distinct sets of behaviours and actions: low level non-criminal activity such as hanging around outside of shops by young people, low-level criminal activity such as criminal damage and serious criminal activity such as violent offences. In Cambridgeshire, there is a high level of reporting to the Police of young people simply hanging around where there is a high level of perceived threat by those young people. Young people have told us that they are concerned about society's negative attitudes towards groups of young people and that not all young people 'hanging around' are causing trouble. Tackling these perceptions is a priority for this plan (see 1.5 promoting positive images of children and young people).

We know that anti social behaviour problems that arise in childhood can escalate into offending in the teenage years. Changing this behaviour and life course is important. Evidence suggests that prevention activities that focus on the social, economic, personal and mental health needs of children and their families does reduce the cause of anti-social behaviour and prevent later criminal activity. This priority therefore has a high interdependency with other priorities in the plan. These include:

- Improving educational achievement for all and narrowing the gap for specific groups of children and young people
- Ensuring children and young people have safe places to play and can access positive activities
- Children and young people are healthy and are supported to make healthy lifestyle choices

- Ensuing that parents and families receive good support to develop relationships with their children and are best placed to help their children achieve good outcomes (Parent Support Strategy)
- Anti-bullying work

What has already been done?

- A range of positive activities and targeted preventative work around anti-social behaviour has been provided. The Fusion programme and the Proud to be Loud scheme have been particularly successful in reducing anti-social behaviour over the holiday period.
- We have successfully reduced the number of premises selling alcohol to under 18's, through a range of activities including test purchasing and the Think 21 campaign, which aims to encourage retailers not to sell age restricted products to young people.
- Community Alcohol Partnerships, which bring together trading standards, police, local businesses and other relevant agencies to tackle street drinking by under-18s have been established in two areas.
- Multi-agency Anti-Social Behaviour Problem Solving groups take place in all districts.
- Established Youth Inclusion and Support Panels (YISPs) for 5-13 year olds offer multi-agency support in the areas of highest need. A recent evaluation undertaken by Newcastle University highlighted that children in high need areas demonstrated improvements in their mental health and well-being, were less likely to get into trouble and were doing better at school.
- The number of young people who entering the youth justice system has been reduced, with 178 less people in 2007-08 compared to 2005-06.

Challenges

- The rate of proven re-offending.
- Community perceptions of anti-social behaviour

What we are going to do

- Improve community perceptions around anti-social behaviour
- Tackle alcohol related anti-social behaviour and underage drinking.
- Engage children and young people in Neighbourhood Panels.
- Strengthen local partnership working around anti social behaviour and crime
- Review the suitability of housing provision for young people
- Further reduce the number of first time entrants to the criminal justice system
- Reduce the number of young people who re-offend.

How we will measure our achievement

- Reduce the percentage of children and young people who worry 'quite a lot' or 'a lot' about crime (HRBS)
- **NI 17** Perceptions of anti-social behaviour
- **NI 111** Reduce the number of first time entrants to the criminal justice system (LAA target)
- **NI 19** Reduce the rate of proven re-offending by young offenders
- **NI 43** Reduce young people within the youth justice system receiving a conviction in court are sentenced to custody
- **NI 145** Increase the number of Young Offenders in Education, Training and Employment

How this priority links to other plans and strategies

5-13 Preventative Services Commissioning Strategy; Youth Crime Action Plan, East Cambridgeshire, Fenland, South Cambridgeshire and Cambridge City Sustainable Community Strategies; District Community Safety Plans

1.5 Promoting positive images of young people

| | |
|------------------------------|-----|
| Be Healthy | ✓ |
| Stay Safe | ✓ |
| Enjoy and Achieve | ✓✓ |
| Make a Positive Contribution | ✓✓✓ |
| Achieve Economic Well Being | ✓✓ |

Why is this a priority?

Children and young people are concerned that all young people are labelled 'bad' and would really like to change society's negative attitudes towards specific groups of young people.

Children and young people are keen to tell us that they have a positive contribution to make and that they want to change the image of young people that is portrayed through the media. Lots of children and young people do not conform to the negative stereotypes and actually do far more positive things than adults give them credit for. For example, two thirds of young people say they have given their time to help a charity, a local voluntary group, a neighbour or someone else in their local area in the last year.

Promoting positive images of young people is a priority because we are listening to children and young people across the county, who again and again are highlighting this as a top concern. We want to empower young people to change the way they are seen by society.

"Children and young people are often treated as objects of adult concern or works in progress, or naturally unruly and in need of control and socialisation. We are never treated as competent citizens with rights."

What has already been done?

- Workforce guidelines for challenging perceptions and creating positive images of children and young people have been developed, but these need to be effectively implemented.
- A culture of volunteering is being promoted through the V programme.

- Positive examples of Intergenerational projects and young people contributing towards Parish Plans.
- The Streets ASB PSHE Workshops, combat young people's image of themselves versus the ASB badge of honour!
- 11 million Take over day and I'm a Councillor get me out of here have enabled children and young people to engage with Council members.

What are the main challenges?

- Barnardos recent research shows 49 per cent of adults regard children as increasingly dangerous.
- Effectively engaging the media in "Good News" stories.
- Ensuring meaningful participation of children and young people in promoting Positive Images.
- Bridging the gap between children, young people and adults within their community.
- Ensuring a workforce that has the skills to effectively promote positive images of children and young people.

What we are going to do

- Promote and enhance positive relationships between young people and the media.
- Enable children and young people and adults to work together on issues that impact on their lives.
- Improve adults' negative perspective/attitudes to young people.
- Increase knowledge about the positive things children and young people are doing.
- Improve children and young people's positive image of themselves and each other.

How we will measure our achievement

NI 23 % Perceptions that people in the area treat one another with respect and dignity

Local indicators to be established

How this priority links to other plans and strategies

The Kids are Alright; Huntingdonshire Sustainable Community Strategy; the Youth Offer.

Priority 2 To narrow the gap in outcomes for children and young people

| | |
|------------------------------|-----|
| Be Healthy | ✓✓✓ |
| Stay Safe | ✓✓✓ |
| Enjoy and Achieve | ✓✓✓ |
| Make a Positive Contribution | ✓✓✓ |
| Achieve Economic Well Being | ✓✓✓ |

Why is this a priority?

Outcomes for children and young people in Cambridgeshire are generally good. However, the statistics for the whole of the area hide some groups of children and young people who have poorer outcomes than others. These outcomes include health, educational attainment, and post-16 choices in education, employment and training.

The Joint Strategic Needs Assessment for Cambridgeshire identifies specific groups of children and young people who are more at risk of poorer outcomes than other children and young people, these are:

- Children and young people living in areas of deprivation: the areas of greatest deprivation in Cambridgeshire are in Wisbech, North Huntingdon, and the north east part of Cambridge City.
- Vulnerable children and young people: these include Looked After Children, those with a disability and those who are homeless.
- Children living with parents who have family problems: including parents misusing drugs and alcohol, involved in domestic violence and abuse or with physical or mental health problems.
- Children and young people with lifestyle issues such as risky behaviours around alcohol and substance use, an unhealthy weight, and young people who become teenage parents.

Improving outcomes for these children and young people is complex. We will focus on early intervention and prevention in order to break the cycle of deprivation.

We have broken down this priority into two areas of focus while recognising that work to address one of these areas will have benefits on the other and that action must be coordinated.

- Improving achievement for all and narrowing the gap for specific groups of children and young people
- Improving health for all and narrowing the gap in health outcomes for specific groups of children and young people

2.1 Improving achievement for all and narrowing the gap for specific groups of children and young people

Children and young people in Cambridgeshire generally achieve well and educational attainment is good overall. However, for some children and young people there is an achievement gap, which means they do not do as well at school or in other settings as other children and young people. Statistical evidence shows that the groups of children and young

people who are most at risk of not achieving their potential are children from some Black and Minority Ethnic Groups, children looked after by the local authority, children in receipt of free school meals and those living in areas of deprivation.

These are also significant factors in the choices that a young person makes post-16. Across Cambridgeshire the numbers of young people not in education, employment or training are good compared with national figures. However, there are some groups of young people who do not secure places in education, employment and training.

We want to make sure that all children and young people are supported to achieve their potential and are able to access and sustain education, employment or training when they leave school or college.

What has already been done?

- Significant support has been provided to support a range of strategies to help all children and young people, as well as underachieving groups, to make more progress.
- Implementation of Phase 1 and 2 Children's Centres.
- Development of a Parenting Strategy.

What are the main challenges

- We recognise the crucial role that parents have to play in supporting their children's learning and aspirations. Improving parental involvement in a child's care, learning and development is therefore a key aim.
- Addressing the needs of those living in deprivation.

What we are going to do

Improve outcomes for all children 0-7

- Improve parental involvement in their child's care, learning and development
- Further improve the quality of self-evaluation by Early Years and childcare settings
- Improve progress made by children in schools with the lowest achievement in the Foundation Stage Profile
- Improve outcomes in identified areas of weakness in the Early Years Foundation Stage
- Provide targeted support and challenge to settings to improve outcomes for certain Black, Minority Ethnic groups including Travellers
- Improve Children's Centres' access to information about children and families in their reach
- Improve standards at Key Stage 1

Improve outcomes for all children 11-19

- Improve the performance of identified schools
- Improve performance of specific under-performing groups of learners
- Provide an appropriate personalised curriculum to meet the needs of all learners
- Improve quality of provision and outcomes post-16

Narrow the achievement gap for Children Looked After, some Black, Minority Ethnic (BME) groups and children with Special Educational Needs and/or Learning Difficulties and Disabilities

- Improve achievement of Children Looked After at Key Stage 4
- Develop schools' capacity to meet the needs of Children Looked After and raise attainment

- Improve the performance of Gypsy, Roma and Travellers at Early Years Foundation Stage and all Key Stages
- Improve performance of specific BME groups: Gypsy, Roma and Travellers, Black Caribbean, Black African & mixed White & Black African, Pakistani, Bangladeshi
- Improve performance at Early Years Foundation Stage and all Key Stages of identified groups of English as an Additional Language (EAL) learners.
- Develop schools' capacity to meet the needs of and raise the attainment of children from identified BME groups
- Improve performance at Early Years Foundation Stage and all Key Stages of pupils with Special Educational Needs/Learning Difficulty and/or Disability (SEN/LDD)
- Develop schools' capacity to meet the needs of and raise the attainment of children from identified SEN/LDD groups

Narrow the achievement gap for those living in deprivation, the disaffected and at risk of disaffection

- Reduce proportion of children living in deprivation
- Promote Community Cohesion
- Improve the progress made by children living in deprivation
- Improve parental involvement in their child's care, learning and development 0-19
- Reduce the causes of disaffection

Reduce the number of young people not in education, employment or training (NEET):

- Reduce the impact of teenage pregnancy on access to EET
- Implement a county strategy to ensure Cambridgeshire County Council and partners offer a range of apprenticeship and work experience opportunities to young people
- Identify and address low levels of literacy and emotional and behavioural issues
- Improve parental engagement in children's aspirations
- Ensure all young people have access to high quality advice and guidance

How we will measure our achievement

- **NI 72** Achievement in the Early Years Foundation Stage (LAA target)
- **NI 73** Achievement at Key Stage 2 (LAA target)
- **NI 75** Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (LAA target)
- **NI 87** Secondary school persistent absence rate (LAA target)
- **NI 92** Narrowing the gap in Early Years Foundation Stage Profile (LAA target)
- **NI93 and 94** Progression by 2 levels between KS 1 and 2 (LAA target)
- **NI 99, 100 and 101** Achievement of Looked After Children (LAA target)
- **NI 116** Proportion of children in poverty
- **NI 117** 16-18 year olds who are NEET (not in education, employment or training)
- **NI 148** Care leavers who are NEET (LAA target)

2.2 Improving health for all and narrowing the gap in health outcomes for specific groups of children and young people

We want to enable all children and young people to be as healthy and well as they can be. In order to do this we need to ensure that children, young people and their families have access to the information and support they need and want. In the early stages of a child's life, this means

supporting parents to give their children a healthy start and as children get older we need to make sure that they are supported to make informed choices about their health and additionally do not become involved in risky behaviours, such as drug and alcohol misuse.

Within Cambridgeshire there are currently significant levels of health inequality in some parts of the country. This means that there are differences in health experience and health outcomes for different groups, including differences in life expectancy.

What has already been done?

- Develop a Joint Strategic Needs Assessment for children and young people and begin to commission for outcomes to meet needs
- Significant investment in health visiting and midwifery capacity in areas of highest need to promote breastfeeding and maternal and child health
- Implementation of a transformation programme to improve mental health support for children and young people
- Investment in screening programmes to improve identification for specific conditions
- Introduction of a C-Card condom scheme to help reduce teenage conceptions
- Improved commissioning arrangements for substance misuse work
- Well developed strategies and support for healthy weight
- Good involvement of schools in the Healthy Schools programme

What are the main challenges?

- Young people tell us that access to information and support is not equally available across all of the county
- Develop further arrangements for comprehensive, holistic assessments, action planning and review, information sharing and shared access to records
- Addressing the needs of those children and families living in deprivation
- Staff shortages and recruiting appropriately qualified and experienced staff
- Response to 'Healthy Lives, brighter futures' – the new national strategy for health and well being

What we are going to do

Improve health outcomes for all children and young people

- Enable children, young people and families to make healthy lifestyle choices
- Make clear what every child and young person should be able to access so that services can be planned and put in place to meet their needs
- Enable more parents to be involved in their child's health, care and development
- Children, young people and families are able to access screening, information and support across all of the county
- Improve children and young people's mental health and well being
- Children and young people's needs are identified and they are offered appropriate interventions and support

Narrow the gap in health outcomes

- Use information on where and how children are more at risk of poorer health outcomes so that we can devise and implement activity to reduce this.
- Learn from evidence based practice and use this in our commissioning plans.
- Support practitioners and the children, young people and parents they are working with to make effective holistic assessments and devise action plans to address needs.
- Address the underpinning causes of inequities in health outcomes

How we will measure our achievement

- **NI 50** Emotional health of children
- **NI 51** Effectiveness of CAMHS services
- **NI 52** Take up of school lunches
- **NI 55** Obesity among primary school age children in reception year
- **NI 56** Obesity among primary age school children in year 6 (LAA Target)
- **NI 57** Children and young people's participation in high quality PE and sport
- **NI 58** Emotional and behavioural health of looked after children.
- **NI 51** Effectiveness of child and adolescent mental health services (LAA Target)
- **NI 112** Under 18 conception rate (LAA Target)
- **NI 113** Prevalence of Chlamydia in 20 year olds (and screening rates)
- **NI 115** Substance misuse by young people (LAA Target)

How this priority links to other plans and strategies

Teenage Pregnancy Strategy; Healthy Weight Strategy; Substance Misuse Strategy; Priority 2.1; CAMHS Commissioning Strategy; Change 4 Life; Child Health Promotion Programme; Youth Alcohol Action Plan; East Cambridgeshire, Fenland, Huntingdonshire, South Cambridgeshire and Cambridge City Sustainable Community Strategies; Children's Plan Building Brighter Futures; 14-19 Strategy; 2012 Olympics; Parent Support Strategy.

Priority 3 To improve outcomes for children and young people with learning difficulties and disabilities and complex needs

| | |
|------------------------------|-----|
| Be Healthy | ✓✓✓ |
| Stay Safe | ✓✓✓ |
| Enjoy and Achieve | ✓✓✓ |
| Make a Positive Contribution | ✓✓✓ |
| Achieve Economic Well Being | ✓✓✓ |

Why is this a priority?

There is a new national initiative, Aiming High, which includes a 'core offer' or statement of the standards that all families with disabled children can expect to get across the country from local services. The new requirements come with additional funding to support short breaks, but implementing the Aiming High programme for disabled children is ambitious and requires support from all partners working together effectively.

The Joint Area Review of Cambridgeshire recommended that health and the county council should review the way they jointly managed the delivery of services to children with complex needs who were or likely to be placed outside of Cambridgeshire.

There are differences in the rates between the geographic areas of Cambridgeshire that young people with learning difficulties and disabilities go into education, employment or training after completing statutory education.

What has already been done?

- A new Transitions Board has been established to improve transitions arrangements for 14-25 year olds with complex needs.
- An integrated care pathway is being developed for children and young people with disabilities.
- An audit against the National Service Framework for children with disabilities and complex needs has been carried out and will inform the development of this action plan.
- An Every Disabled Child Matters (EDCM) Strategy Group is in place and Cambridgeshire has signed up to the EDCM charter
- The EDCM group will play a key role in supporting the development of action for this priority. Significantly, the involvement of young people representatives, carers groups and voluntary organisations in the decision making process is a key feature of everything this group will do.

What are the main challenges?

- The requirement to provide the Aiming High core offer for disabled children and young people is that this should be in place by 31 March 2011.

- Ensuring that children and young people with Learning Difficulties and Disabilities and complex needs are equally considered in the implementation of the other priorities within the Big Plan.

What we are going to do

- Make it easier for children and young people and their parent and carers to get the information and support they need. This will be done by:
- Implementing a joint commissioning strategy for integrated services for children and young people with LDD and complex needs. This will include:
 - Further developing the integrated care pathway
 - Seeking to improve housing provision for children
 - Achieving the Aiming High core offer criteria for information, assessment and participation and deliver the improvements to short breaks, childcare, transition support and palliative care.

How we will measure our achievement

NI 54 Services for disabled children (LAA Target).

We will monitor the outcomes for children and young people with learning disabilities and difficulties and special educational needs within all the other priorities.

How this priority links to other plans and strategies

This priority has must have close links and interdependencies with all of the priorities in Big Plan 2.

Priority 4 To meet the needs of children and young people in areas of growth or demographic change

| | |
|------------------------------|-----|
| Be Healthy | ✓✓✓ |
| Stay Safe | ✓✓✓ |
| Enjoy and Achieve | ✓✓✓ |
| Make a Positive Contribution | ✓✓✓ |
| Achieve Economic Well Being | ✓✓✓ |

Section to be updated following conference on 6th March

Why is this a priority?

Cambridgeshire is forecast to be the fastest growing county over the next 15 years, with an estimated population increase of 15%. Between 2006 and 2021, 58,000 houses have to be built, concentrated in and around Cambridge and in the county's market towns. The new town at Northstowe and sites around Cambridge City alone will provide around 28,000 new houses.

Some existing communities will see an increase in the number of people living there due to new housing; others will experience a change in demography due to the increase in international migration.

We want to make sure that we are able to meet the needs of the children, young people and families in areas of growth and demographic change, now and in the future.

What has already been done?

A significant amount of work has already been undertaken by organisations and services in response to the growth agenda. Within the context of services for children and young people, the planning process has focussed on numbers of children and young people forecast from developments and ensuring that we have enough capacity to deliver the statutory services required, for example, schools. However, further work is needed to ensure that the broader needs of children, young people and families within new communities can be met.

What are the main challenges?

The impact of the economic downturn

What we are going to do

The Children and Young People's Strategic Partnership will work together to ensure that:

- There is a collective understanding of the types of services and levels of provision that may be required by families in new communities.
- The requirements of services, both within new communities and those delivered in other areas, but which residents of the new community will access are planned.
- Learning from past developments is considered as part of the planning process.
- Children and young people are part of the vision for new communities.

How we will measure our achievement

To be identified

How this priority links to other plans and strategies

To be identified

What happens next?

How the plan will lead to better outcomes for children and young people in Cambridgeshire

We believe that implementing the action plans for each of these priorities will improve outcomes for children and young people.

Delivery of the work identified in the plans will be carried out by a variety of people within teams from the partner organisations. Some of these services will be delivered through the area partnerships and some provided from countywide teams. The structure diagram in section....gives more detail on how partners work together.

How will we know if we are making a difference?

Monitoring progress

Performance will be measured against national indicators. However, as many of the national indicators can only be measured once a year, we will use additional local indicators to help us see how our work is developing.

We will monitor the progress of our plan every three months and conduct a thorough review of progress on an annual basis. This will include Young Inspectors, from the Youth Assembly, carrying out their inspection and helping us understand what is going well and which areas of work need more attention or different approaches.

We will also annually monitor progress against all of the national indicators that relate to children and young people.

This annual review will be reported publicly through our website. The information it provides will allow us to adapt our plan where needed during the three years this plan covers.

Risk management

As part of our planning process we have identified risks to achieving improvements. One such risk is the impact of the economic downturn or recession: in Cambridgeshire, although we are seeing effects of the recession, as yet there is too little clear information on the scale of the impact it may have. Thus the partners have agreed to monitor effect, particularly on housing, employment opportunities, domestic violence and emotional health and well being.

Key plans and strategies

There are some themes that run through the entire plan and action on these will help us to deliver the priorities. The key plans and strategies are outlined below and the partnership will monitor progress on these areas of work alongside its priorities.

Transport Plan

The Transport Plan has been developed by young people. Young people feel that the cost and availability of transport is of real concern for them, so have identified their own action plan that they have agreed with the partnership to address these issues.

Support for parents and carers

Parents and carers identified a range of concerns that include how to get information to support them in their parenting roles, how to access services and how to access childcare. Our first Parent Support Strategy was developed in 2008 and our Families Information Service was launched in January 09. The Parent Support Strategy is included in this Plan along with details of our Childcare Sufficiency Audit. Progress on both childcare audit and the Parent Support Strategy will be monitored alongside the Big Plan.

Workforce development

The Children's Workforce Strategy for Cambridgeshire is included in Big Plan 2 as it plays a crucial role in delivering the changes needed to help us make progress with both our priorities and the continuous development of our workforce and practices.

Safeguarding children and promoting their welfare

Partners are committed to safeguarding children and work with the Local Safeguarding Children Board to do this. The LSCB provides both challenge and support to the partnership. The Local Safeguarding Children Board's Work Plan, the Big Plan and the Workforce Development Strategy all compliment each other in addressing shared priorities.

The Participation Strategy

Involvement of children and young people, parents and carers in developing and monitoring all aspects of our service is one of our underpinning principles and the Participation Strategy sets out how we do this. We will be reviewing our existing participation strategy during 2009-2010.

Information sharing and early identification of need

Information sharing continues to develop and be recognised across the partnership as a vital conduit for improving the effectiveness of service provision by focusing more on the reinforcement of proportionality, judgment and transparency in the decision making process.

Development of and embedding processes such as Common Assessment Framework, Lead Professional and targeted intervention through Children's Centres will all help to ensure that a child's needs can be identified at an early stage and will promote more effective multi-agency delivery of appropriate intervention.

The implementation of the integrated IT system for Children's Services provides important system tools to support and extend information sharing opportunities, manage crucial business processes and promote partnership working between services working together by providing a single, comprehensive record, a chronology and a holistic view of a child.

Children and Young People's Transport Plan 2009

Actions agreed by Travellers Check and the Strategic Partnership

| | |
|--|---|
| The County Council will explore possible models for a concessionary bus travel scheme for children and young people aged 6-19, including potential links to the g2g card. | Director of Children's Services |
| The County Council will liase with Stagecoach to explore the following: <ul style="list-style-type: none">• Introducing an automated voice clearing system on buses to assist partially sighted young people• Ensuring that bus services can be used independently by young people with a disability• Printing timetables in larger fonts and in Braille• Improving the scope for young people to make complaints about public transport and to receive feedback about the outcome of their complaint | Director of Children's Services |
| The Children and Young People's Participation Strategy Group will seek to involve young people in the training of bus drivers. | Chair of the Participation Strategy Group |
| District Councils will consider constructing new and replacement bus shelters from Perspex instead of brick. | District Councils |
| The County Council will lead on more detailed discussions with members of Travellers Check about: <ul style="list-style-type: none">• Developing a School Transport Code of Practice, with input from young people and drivers setting out mutual expectations, to be issued to school bus drivers, students and parents• Producing leaflets about safe routes to and from school bus pick-up points and lighting routes that are currently unlit and feature in a young person's journey to and from school, linking to the Safer Routes to School Initiative as appropriate• Creating more cycle paths to enable young people to cycle to school, linking with the Cycling Demonstration Town initiative where appropriate | Director of Children's Services |
| The Partnership will report back to members of Travellers Check by May 2009 on progress made against each of these issues. | Lead Member for Children and Young People |

Support for parents and carers

Childcare Sufficiency Assessment

Cambridgeshire's first Childcare Sufficiency Assessment was carried out in 2007-08, as required by the Childcare Act 2006. Local Authorities have to undertake this work every three years, so our next Childcare Sufficiency Assessment will be carried out in 2010-2011.

The assessment looks at the need for childcare across Cambridgeshire and the extent to which the supply of childcare is meeting this need. It aims to identify where there are gaps in the provision of childcare and helps plan how to support childcare providers to address these gaps. This assessment is a necessary first step towards securing sufficient childcare provision in Cambridgeshire.

The assessment involved significant consultation with all interested parties, including parents, children and young people, childcare providers, employers, nanny agencies, schools and health services.

Key priorities for the next three years resulting from the assessment for Cambridgeshire include:

- Geographical Priorities (eg. ensuring sufficient childcare provision in rural areas and new communities)
- Income and Affordability
- Specific Needs and Access
- Extended opening hours
- Improve information gaps
- Participation

This assessment found that nearly one in every five families in Cambridgeshire currently report having difficulties accessing childcare. Work needs to be done to address this and to provide even more provision in Cambridgeshire for the forecast increase in the number of 0-4 year olds. Cambridge City, East Cambridgeshire and South Cambridgeshire will require additional nursery places and South Cambridgeshire and Cambridge City will require additional childcare provision for all age groups.

The summary report of the Childcare Sufficiency Assessment and locality profiles can be found at: www.cambridgeshiregov.uk/education/parents/childcare/sufficiency

Families Information Service

The Childcare Act 2006 required the County Council to set up this service to provide comprehensive information to parents which will assist them in supporting their children through to their 20th birthday. The information covers services provided by health, district councils, voluntary and independent sector, government agencies and other providers as well as the County Council.

The service can be accessed through

- the website at www.cambridgeshiregov.uk/fis
- a telephone helpline 0345 045 1360
- a written directory (obtainable by contacting 01223 717309)

- information kiosks in some Children's Centres
- directly from practitioners who are in everyday contact with parents and carers.

The service was formally launched in early 2009.

The Parent Support Strategy

The Parent Support Strategy for Cambridgeshire was agreed by the Children and Young People's Strategic Partnership in September 2008. It summarised the views of 1175 parents and carers in Cambridgeshire who were consulted, and made key recommendations to CYPSP about what needed to happen to improve support.

Priorities for parents where they feel most help is needed are:

- Behaviour
- Childcare
- Pregnancy and looking after a new baby
- Learning, school and school transfers
- Health and healthy eating
- Disability and special need
- Children's mental well being and bullying
- Parent's loneliness, isolation and mental well being

The Action Plan from the strategy is now being developed and delivered by the Parenting Project Board, as a core part of the business of the CYPSP. This includes developing effective performance measures for our joint work on Parenting so that we know we are making a difference. Successful delivery of the strategy will help lead to improvements across the spectrum of priorities for children and young people captured in Big Plan 2.

A copy of the Parent Support Strategy can be accessed at *weblink*
Details about the Parenting Project Board can be accessed at *weblink*

For more information, contact x

Partnership arrangements

During the work on the first Big Plan, the Children and Young People's Strategic Partnership operated as the Children's Trust for Cambridgeshire. In 2009, new arrangements will come into place and a Trust Board (the Cambridgeshire Children's Trust Board or CCTB) will be formally introduced. This will be chaired by the Lead Member of the County Council for children and young people; an officer group chaired by the Director of Children's Services will support this work.

The Lead Member will represent the Trust on the Cambridgeshire Together Board: Cambridgeshire Together is responsible for delivery of the countywide Sustainable Community Strategy and local area agreement targets. The Trust will be responsible for representing the views and needs of children and young people to Cambridgeshire Together and for delivery of the targets relating to children and young people within the local area agreement.

There are five geographic Local Strategic Partnerships each with a Sustainable Community Strategy within Cambridgeshire: the three Children and Young People's Area Partnerships will operate as the children and young people's theme groups for these, and deliver on the area actions identified in Big Plan 2 and any other additional activity from the Sustainable Community Strategy.

Terms of reference and membership of the CYPSP can be accessed from:..

The following diagram shows the relationship between these groups, and the LSCB:

Children and young people's National Indicator Set

Table of all non-priority national indicators, with baselines, current performance and targets for 2009/10

Further information

Useful contact numbers and websites

Glossary

Including all acronyms mentioned in the big plan and explaining any technical words