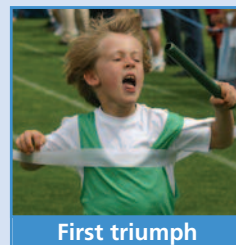
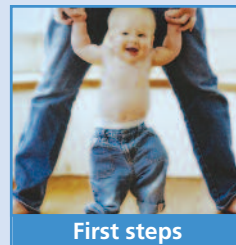
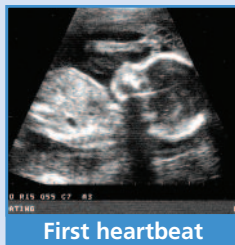




Children and Young People's Plan 2011-2014

Putting Children and Young People first



'Treasuring the past, celebrating the moment, safeguarding the future.'



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The artwork used in the Children and Young People's Plan 2011-2014 are the winning entries from a competition held by the Children's Trust in 2010 called 'What makes me happy?'

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Executive Summary



Cllr Cyndi Hughes
Chair of the Children's Trust



Murray Rose



Miriam Davidson
Vice-chair of the Children's Trust

The partners of Darlington Children's Trust are pleased to introduce our Children and Young People's Plan for 2011-2014. It has been developed in an unprecedented environment, with a transformed statutory landscape and the harshest economic climate seen in decades.

We have not shied away from these challenges. We have seen these challenges as an opportunity to transform the services we offer to ensure they better meet the needs of children, young people and families of Darlington.

This plan sets out how all partners will work together over the next three years to meet these challenges and improve the life chances of our children, young people and families. We will ensure services are of the highest quality and based on evidence of need. We will focus on improving family life and ensuring children are safe from harm.

We are committed to acting early to try and prevent problems where we can, and on creating a workforce able to achieve our vision. We call on everyone involved in the lives of children, young people and their families in Darlington to work with Darlington Children's Trust to ensure every child, young person, family and community thrives.

A handwritten signature in black ink that reads "Cyndi Hughes".

Cllr Cyndi Hughes
Cabinet Member for
Children and Young People

A handwritten signature in black ink that reads "M. Rose".

Murray Rose
Director of Services
for People

A handwritten signature in blue ink that reads "M Davidson".

Miriam Davidson
Director of Public Health

Section 1: Introduction

Sustainable Community Strategy- One Darlington: Perfectly Placed

One Darlington: Perfectly Placed is the Sustainable Community Strategy for the Borough of Darlington. It is a vision for the future of the people who live in Darlington, and for the place where they live.

One Darlington: articulating an approach to people, and specifically the need to make sure that people are not disadvantaged by their lack of income, where they live or by any other potential disadvantage that could cause them to miss out on opportunities.

Perfectly Placed: describing Darlington as a place and helping shape investment decisions, spatial planning and care for the environment.

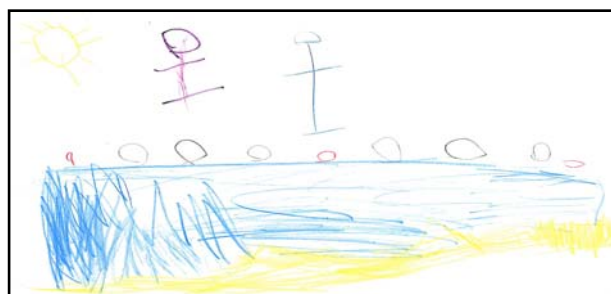
These priorities were developed following extensive consultation and discussion and have been welcomed by all parts of our community. They are regularly championed by the voluntary sector and faith communities as a demonstration of their commitment to this strategy and their part in delivering it. During the autumn of 2011 Darlington Partnership refreshed the outcomes that the Sustainable Community Strategy will deliver. The Children and Young People's Plan 2011-2014 [the CYPP] responds to these outcomes through the development of commissioning priorities for Darlington Children's Trust.

Darlington's Children and Young People's Plan (CYPP) is a key document which covers, in one place, all services for families, children and young people aged 0-19 and those aged up to 25 who have a disability, within the context of a single strategic and overarching vision for the area. The CYPP is the vehicle through which Darlington Children's Trust partners deliver our local priorities, either by identifying actions and resources or by signposting to other plans and strategies. It provides a clear agenda through which the Children's Trust can monitor impact and progress towards the aim of improving the outcomes for children and young people.

Vision of Darlington Children's Trust

Darlington Children's Trust has agreed the following vision for Darlington's children and young people:

Darlington's children and young people are our future. We will build on progress made and support all of our children to aspire and achieve their own potential. Enjoying life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. We will achieve this by working together to ensure families have access to effective, high quality integrated services.



By the Sea with Mummy
by Paige – aged 4

Section 2: Darlington Children's Trust Governance Arrangements

Good commissioning requires good governance: clear direction, resourcing, accountability and delegation. Darlington Children's Trust Board does not create new lines of accountability; each partner remains accountable for commissioning in relation to that part of the Children and Young People's Plan (CYPP) for which it is responsible. The Children's Trust Board as a whole is responsible for preparing, publishing and reviewing the CYPP and for monitoring and publishing an annual report on the extent to which the partners have acted in accordance with the plan.

Darlington Children's Trust Board

The lead Member with responsibility for the Children and Young People portfolio on Darlington Borough Council's Cabinet is the chair of the Children's Trust Board and the Vice Chair is the Director of Public Health. Darlington's Children's Trust structure was reviewed in July 2009 and the current structure was adopted by the Children's Trust Board in September 2009.

Darlington Children's Trust Executive Group

Many Children's Trust Boards are setting up executive groups to govern and manage the performance of commissioning functions across all partners. The role of the Executive Group is to decide how to achieve the priorities and outcomes that are set out in the CYPP. Darlington Children's Trust adopted the model of an executive group in September 2009. The Chair and Vice-chair of the Board carry out the same function for the Executive Group.

The Executive Group undertakes the following tasks:

- Develops all aspects of the Children's Trust and associated groups
- Strategically identifies the commissioning priorities for Children's Trust
- Co-ordinates commissioning work on behalf of the Children's Trust and instructs the Joint Commissioning Unit to action these
- Oversees the business of the Provider Forum on behalf of the Children's Trust Board
- Acts on instructions given by the Children's Trust Board
- Directs and monitors the work of Task and Finish Groups and Standing Groups
- Monitors and ensures the adequate resourcing of the Children's Trust CYPP commissioning priorities
- Oversees the delivery and the development of the Children's and Young People's Plan.

Darlington Children's Trust Joint Commissioning Unit (JCU)

Darlington's Children's Trust Joint Commissioning Unit is chaired by Darlington Borough Council's Assistant Director for Development & Commissioning. The Joint Commissioning Unit is the operational commissioning arm for Darlington Children's Trust. The Unit undertakes the following:

- Develop all aspects of the Children's Trust commissioning arrangements
- Co-ordinates operational commissioning activity on behalf of Darlington Children's Trust
- Act on instructions given by the Children's Trust Board and Children's Trust Executive Group
- Directs and monitors the work of any Children's Trust Commissioning Groups
- Monitors the adequate resourcing of the commissioning activity on behalf of the Children's Trust.

Darlington Children's Trust Provider Forum

Darlington's Children's Trust Provider Forum is chaired by Darlington's Children's Trust strategic lead for developing Early Intervention and Prevention Services for Darlington Children's Trust. The Vice Chair is the Children's Trust Partnership Manager. The Provider Forum for Darlington Children's Trust undertakes the following:

- undertakes work as instructed by the Children's Trust Board and Executive Group
- Works with the Children's Trust Standing Groups and Task and Finish Groups to ensure the successful implementation and performance of CYPP work programme
- Regularly reviews the Task and Finish Groups
- Encourages members to ensure that appropriate information is cascaded within partner agencies
- Reports regularly to the Children's Trust Board and the Executive Group about progress of the work programme for CYPP
- Drives forward the implementation of the integration of services on behalf of the Children's Trust
- Will highlight to the Children's Trust operational delivery issues to both the Children's Trust Board and Children's Trust Executive Group



Section 3: Darlington Children's Trust Commissioning Approach

In May and October 2010 Darlington Children's Trust reviewed the partnership's commissioning principles and agreed a list which set out, at a high level, the approach to commissioning across all levels of Darlington. These are outlined below and include:

- Basing all decisions on outcomes
- Involving children, young people and their parents in decision making
- Working with parents to explore and define their needs
- Providing early intervention services at the earliest appropriate moment
- Agreeing to narrow the gap between those families or individuals falling behind
- Sustaining stable relationships between key practitioners and vulnerable children
- Using open and transparent processes that build confident partnerships
- Using commissioning not just to retain existing services or commission new ones; but where necessary to decommission services which are inefficient, ineffective, inequitable or unsustainable
- Making all processes lean and aiming for continuous improvement
- Using contestability and packaging of work for small providers
- Providing respective challenge for all practitioners
- Keeping details of safeguarding processes
- Taking account of value for money in all decisions

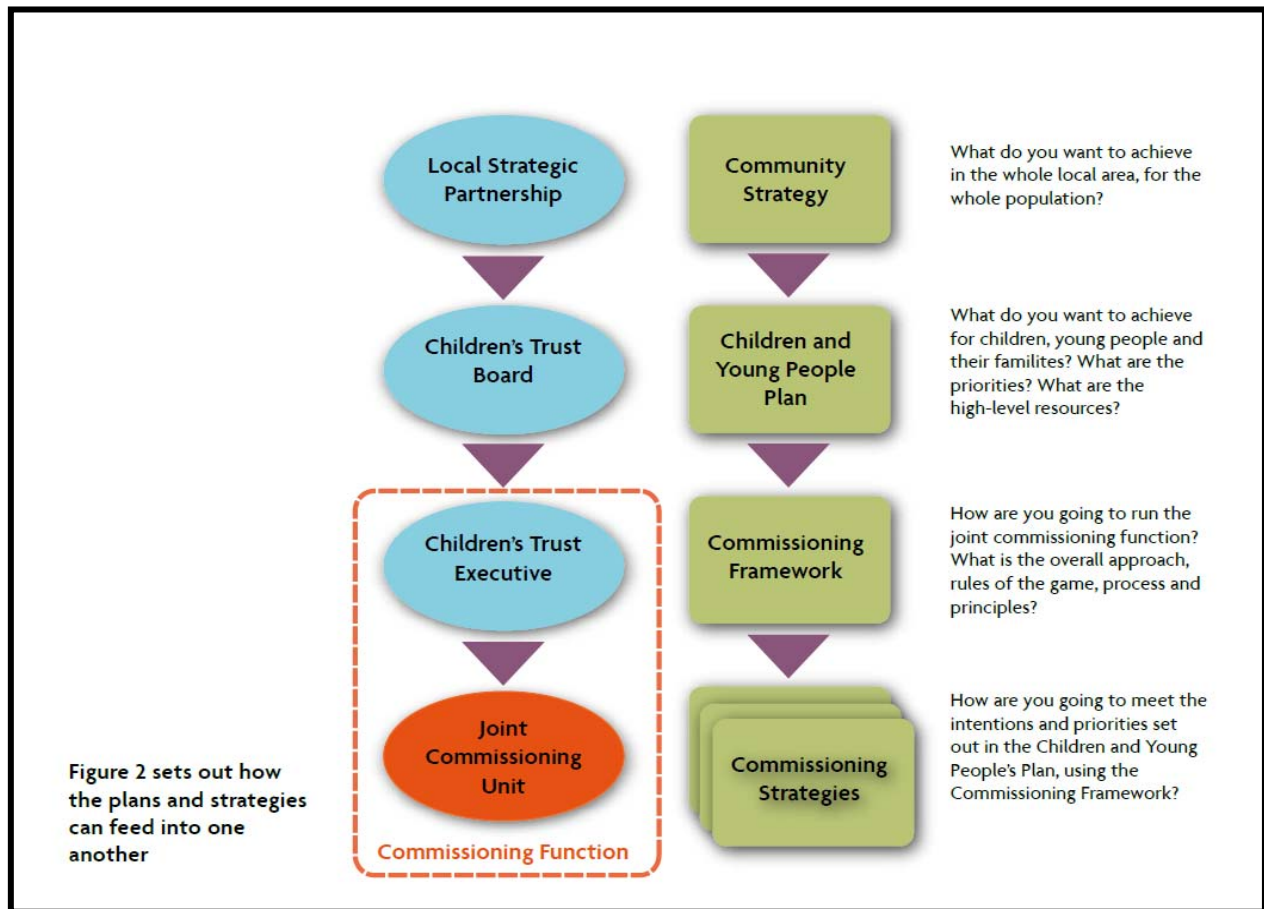
The public sector agencies of Darlington's Local Strategic Partnership, the Darlington Partnership, have committed to working collaboratively to make the most effective use of all the assets and resources available within the Borough to deliver the best possible outcomes for the people of Darlington.

Darlington Children's Trust has agreed that each partner agency will have regard to the Children and Young People's Plan in planning services and allocating resources and to the pooling and further alignment of budgets to meet the priorities outlined in Children and Young People's Plan. Darlington Children's Trust will focus efforts solely on the priorities identified in this plan, and will decide how resources will be targeted for maximum effect. This ensures that the best value is gained from combined resources resulting in achieving the biggest impacts.

Please note there is a review of the Local Strategic Partnership currently underway and following the review of this partnership, this section of the plan will be refreshed to reflect any changes in governance arrangements.



Figure 2 below, sets out how Darlington's strategies such as the Sustainable Community Strategy - One Darlington: Perfectly Placed and the Children and Young People's Plan all feed into one another:



Section 4: What we know: progress against our five top priorities

Over the last three years there have been improvements in performance in many of our services, which we will strive to maintain. An overview of progress against each of the priorities is described below- data to support this assessment can be found in the updated CYPP Darlington needs analysis 2010-2011 (Appendix 1).

Be Healthy- Priority – Promote positive health and well-being

The story behind the data - Where we are performing well:

- The number of young people screened for Chlamydia increased significantly in Darlington in 2009-2010. In 2008-2009 the number of 16-19 year olds screened was 472 this had increased to 1,792 in 2009-2010. The number of under-16 year olds screened has also increased from 15 in 2008-2009 to 215 in 2009-2010. The number of 16-19 year olds diagnosed with Chlamydia has reduced in 2009-2010 to 3.7% from 8% in 2008-2009.
- Under-18 conceptions have reduced in Darlington. We have achieved a reduction of 20.1% against a national average reduction of 13.3%. The reduction reflects the intensive, innovative work that has been carried out across Darlington which includes a Friday morning contraception clinic at Darlington College.
- All schools in Darlington have achieved National Healthy Schools Status and many schools in Darlington are working towards enhanced National Healthy Schools Status.
- Childhood obesity with both reception and year 6 children and young people has reduced. We have made progress from 2007 when obesity rates with reception aged children were reported at 10.7% and for 2010 these have reduced to 8.8%. We have also made progress with primary school age children in year 6 obesity rates which were reported in 2007 at 21% and for 2010 had reduced to 19.4%. In 2009 Darlington Children's Trust launched a Preventing Obesity, Promoting Physical Activity in Children and Young People in Darlington Strategy with associated action plan. Darlington also participated in a children's learning strategic advisor (CLSA) pilot to work together with field forces and partners across the Children's Trust to tackle childhood obesity. This has culminated in a series of outcome based accountability sessions and a 'Deep Dive' event in area 2 where it has been identified that more targeted work needs to be delivered.
- The Family Nurse Partnership Programme (FNP) has 1 full-time family nurse working in Darlington, with a caseload of up to 25 young parents. Out of the original cohort of 24 teenage parents recruited onto FNP, 18 moved into the infancy & toddlerhood phases, and subsequently graduated from FNP. Out of the 18 children who have benefited from FNP the following can be reported, 17 have age appropriate development, 18 have age appropriate speech and language development, 100% immunisation uptake rate, one has had a child protection plan, two have had a child in need response. Out of the 18 young mothers working with their family nurse, the following can be reported, seven have partners who have had an input with FNP, but three partners are very involved, four partners are in education, employment or training (EET) and seven mothers are in education, employment or training (EET), two mothers are

pregnant with their second child. The family nurse has recruited 21 new clients - six are currently in the pregnancy phase, 15 are currently in the infancy phase (one client has moved out of the area when the baby was born; therefore no longer part of the FNP programme). Of the 21 clients, 16 were NEET, one is at college, one had just started working, and three were in Year 11 and still at school, when they were recruited onto FNP during the early stages of pregnancy. 13 have partners (not all biological fathers), 62% (8) who are involved with FNP programme. 14 babies have been born, 93% (13) at term and 1 at 36 weeks, all 14 babies were normal birth weights. 50% (7) initiated breastfeeding, with 36% (5) still breastfeeding at 48hours post-delivery.

Be Healthy- Where we want to improve further:

- Although under-18 conceptions rates are showing a slight reduction we are not complacent with the challenge that faces us. We will continue to ensure the downward trend in under-18 conceptions continues through the delivery of better and more meaningful relationship and sex education to support young people and their families with the development of accessible young person friendly contraceptive services.
- We need to continue tackling health inequalities, targeting alcohol and drug misuse. Last year the TellUs 4 survey results which were used to calculate levels of substance misuse showed a reduction from the year before (from 13% down to 9.2% of secondary school aged young people). This encouraging result was confirmed using data from our own much larger 2010 Healthy Behaviours Survey of over 5000 children and young people. Results showed decreasing trends in drinking alcohol and being drunk, from previous surveys. Comparison with previous surveys showed that drug use had also decreased across all year groups.
- The North West of England Public Health Observatory published a report in October 2010 which places Darlington as 322nd out of 326 local authorities for Alcohol-specific admissions for under-18s. This shows similar performance to the report in 2009 which placed Darlington 325th out of 326 local authorities. It is important to note that although the rate per 100,000 of alcohol-specific hospital admissions is high; this represents 154 admissions over three years. The data in the 2009 report covers admissions from 2006-07 to 2008-09.
- We need to continue reducing obesity levels in children and young people. Whilst progress has been made we need to reduce this further.

Stay Safe- Priority – Ensure the safety of children and young people

The story behind the data - Where we are performing well:

- By auditing placement moves of looked after children (LAC) and analysing the reasons and trends for such moves in monitoring meetings Darlington has successfully increased long term stability of placements for Looked After Children (LAC). This has increased from 55.5% in 2007-2008 to 70% in 2009-2010 and is now above the national average of 67%. Action plans are in place for each child to identify potential risks to placement stability.

- Common Assessment Framework (CAF) is becoming embedded in operational practice in Darlington, with 419 completed from 2007 to end of March 2011. This has been achieved due to the high number of Darlington practitioners participating in CAF training and implementing this within their own organisations. By the end of December 2010 2,483 Darlington practitioners had received CAF awareness training. CAF is widely recognised as the assessment tool to support Early Intervention & Prevention. Thresholds and processes continue to be evaluated as we work closely with specialist services to ensure children and young people are supported through transition.
- The Targeted Youth Support Panel began in October 2010 and between October and end March 2011, 75 young people have received multi agency support through this panel.
- By implementing engineering initiatives focused on areas identified through accident statistics as high risk and widespread introduction of 20 MPH zones throughout the borough, continuing education work in schools with both pedestrian and cycle training and ensuring that all local authority maintained schools have school travel plans in place there has been a significant reduction of children aged 0 -15 killed or seriously injured in road traffic accidents between 2008-2010.

Stay Safe - Where we want to improve further:

- We need to implement the electronically-enabled CAF (eCAF) system. This system has been designed to improve and make easier the multi-agency processes around CAF. It will provide direct access to practitioners working with a child (irrespective of the organisation they work for), provide secure sharing of information according to the consent given by the child concerned and/or their family, and provide extensive and tailored management information. Darlington is one of four local authorities in the first tranche of Early Adopters to start to implement eCAF and deployment work is already underway.
- We need to continue to monitor why hospital admissions for children and young people in Darlington caused by unintentional and deliberate injuries are rising. These have increased in 2006-2007 from 171.4 per 10,000 population to 185 in 2008-2009.
- We need to improve the stability of placements of LAC and we need to reduce external foster placements and we will do this by continuing to increase the recruitment and retention of Darlington local authority foster placements. During 2009-2010 analysis of payments to foster carers has been carried out including the potential cost of reviewing the professional fee banding, to compare with other Local Authorities. This has resulted in increased resources for foster carers. In 2011-2014 Darlington will continue to work in collaboration with NEIP with a view to exploring joint service provision, where appropriate.
- We need to help children, young people and adults to develop positive relationships and not to bully. We will continue with an awareness-raising programme with schools and agencies regarding the Sentinel programme. We will continue to deliver training through the DSCB Training programme. An anti-bullying co-ordinator is in post and will drive forward the anti-bullying action plan.
- We need to increase the proportion of initial assessments that are completed within 7 days and the proportion of core assessments that are completed within 35 days. The local authority invested £250,000 during 2009-2010 to create

three additional social workers, a review and development manager, a practice manager and a lawyer to respond to the increased number of child protection referrals and the rise in those referrals that have become subject to a child protection plan.

- During 2009-2010 four children's homes were inspected in Darlington. Two were key inspections and two random inspections. The findings of the inspectors judged all the homes as satisfactory (overall provision is sound). Focused work has been carried out with managers and staff in the Children's Homes to address the requirements and recommendations. Links are in place with other Local Authorities for sharing good practice around the inspection process.

<p>Enjoy and Achieve Priority – Enable children and young people to aspire, to have fun and to maximise their full potential through learning</p>
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Enjoy & Achieve - Where we are performing well:

- We have reduced the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4. We have achieved this by introducing the Assessing Pupil Progress initiative across all Darlington schools as this has improved the tracking of pupil's progress
- Darlington's 5+ A*-C GCSE (including English & Mathematics) performance continued to improve with 54.4% of learners achieving 5+ A*-C GCSE's in the summer of 2010. This is a significant improvement from summer 2008 results when performance was at 47.7%.
- The variation in performance between the highest and lowest performing schools at Key Stage 4 has narrowed from 47% in 2008 to 32% in 2009 for 5+A*-C grades performance and from 54% in 2008 to 45% in 2009 for 5+ A*-C (including English and Maths) performance.
- Secondary school persistent absence rates in schools have improved. 4.4% of secondary pupils were persistent absentees in 2009 compared to 8.7% in 2007.
- The number of children achieving 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 has improved to 57.4% in 2010 from 48% in 2008.
- The achievement gap at Key stage 4 of the number of children and young people assessed as having special educational needs compared to non SEN children and young people has improved. This has reduced from -49.5% in 2007-2008 to -43.9% 2009-2010. The Special Educational Needs Disability (SEND) Improvement Service have provided detailed analysis of the SEN datasets and shared this with schools; providing both challenge and support. Targeted training is also offered and provided on evidence based intervention and the deployment of teaching assistants.
- The Time Out Young Carers project which is funded by Children's Trust partners currently supports 98 children and young people between the ages of six and 18. The project offers Time Out activities as well as one to one support. The number of young carers regularly attending group activities is 82 and the

number of young carers receiving 1:1 support is 10. Group activities vary from professionals delivering sessions on Anti Bullying to Sex and Relationship education (Healthy Schools team, delivered appropriate to age range) to arts and crafts, health, sports and wellbeing awareness.

- We will allocate £245,000 during 2011 – 2013 for play provision in all of Darlington's 11 priority wards. Previously five priority wards offered play provision but the resources invested since 2009 has enabled play provision to be extended in six other priority wards. From the 1st April 2010 to 31st March 2011 we delivered 1096 play sessions with a total attendance of 15305 children, we have just over 1000 child beneficiaries in total. The service delivers a mixture of 15 indoor and outdoor inclusive play sessions per week, and additional play sessions during the school holiday periods. In addition Groundwork received the Quality In Play Accreditation from Play England.
- A co-ordinated plan for Evidence Based Parenting Programmes is in operation with 15 programmes delivered this year in Darlington. Partners from across many agencies including, Health, Schools, Children's Centres, Social Care, FIT, Education Family Support, YOS, Family Learning and the Third Sector are working together to implement Evidence Based Parenting Programmes. 343 parents and carers have been referred for Evidence Based Parenting Programmes. Outcomes for families have included, understanding where to go for support, enrolling in Family Learning Courses to having their children returned to them from the care of the Local Authority, increased access to their children, ceasing drug and alcohol abuse, becoming employed and gaining their own property.
- One of the main gaps highlighted by the 2008 Childcare Sufficiency Audit (CSA) is the lack of inclusive out of school care across the Borough. As a result of 2008-10 CSA projects such as the 'Community Childminders' Network', the Private Day Nurseries' pilot, the D-CATCH initiative and the Holiday Childcare Pilot quantitative data suggests services for these families have improved. 31% of parents with a disabled child or young person in 2011 say their childcare arrangements are not fully meeting the needs of their child, compared with 47% in 2008. 45% of parents with a disabled child say the supply of holiday childcare is insufficient, compared with 58% in 2008.
- 21 Practitioners are trained to deliver Incredible Years; 12 are trained to deliver Dinosaur School, 48 to deliver Strengthening Families, 14 to deliver Mellow Parenting and six to deliver Strengthening Families, Strengthening Communities. Some practitioners are trained in more than one programme.
- 284 Parenting Practitioners have attended five Parenting Practitioner Network Meetings. 148 practitioners have attended the Working With Parents Core training. We have been awarded the Quality Kite Mark for the delivery of Evidence Based Parenting Programmes (EBPP). All EBPP are supervised and adhere to the integrity of the programme. Most programmes have been evaluated and have completed the CEDARS evaluation questionnaires.
- Darlington is using the Family Costing Tool to provide projected savings and actual savings for families who have attended a parenting programme. A parenting intervention for a family costs a total of £313 and can save the Local Authority a maximum of £186,041.84 in the year and a half following the intervention.

Enjoy and Achieve - Where we want to improve further:

- We need to continue to ensure all children receive high quality teaching and learning, improve academic progress and reduce the disparity in performance between schools, phases and vulnerable groups.
- During 2010-2011 we had one Children's Centre Ofsted inspection which was judged as Satisfactory. We need to ensure all partners of the Children's Trust and all Children's Centres in Darlington respond to the recommendations highlighted by Ofsted during the inspection.
- We will improve the educational attainment of young people in looked after care and we will ensure that the corporate parenting panel has frequent updates on the educational progress of looked after children.
- During 2009-2010 two Darlington Schools, a primary and a pupil referral unit have been placed in categories by Ofsted. To address this, both the Phoenix Centre and Mount Pleasant Primary school have personalised statements of action which cover all aspects for their planned improvement. This includes an enhanced number of School Improvement Partner days and appropriate targeting of resources through the schools@onedarlington initiative.
- We need to continue to improve transition across all settings, phases and services especially for vulnerable groups. We will do this by continuing to implement 'one book for Darlington', which contains information on transition issues, these are available for every pupil in Y6. The transition action groups (TAG) will continue to implement TAG action plans. We will continue with transition conferences which Darlington has held annually since 2007 as these conferences inform and guide transition arrangements in Darlington.
- We will continue to support and track all young people with complex needs going through transition. The transition case panel meets monthly and monitors all young people with complex needs going through transition.
- We will continue to improve access to high quality, inclusive childcare and activities for children from birth to 14 years or 17 years for disabled young people.
- We will continue to improve provision for disabled children, their families and carers across all of the Every Child Matter outcomes. We will do this by continuing to implement our strategy for the development and investment in short breaks for disabled children. This strategy highlights our commissioning intentions as developing additional holiday and after school activities for disabled children and their families, increasing specialist provision of short breaks for children with complex and additional needs, improving access to support workers through direct payments and improving access to child care through the support and training of childminders and childcare settings.
- We will continue to reduce the number of permanent exclusions in Darlington Schools. Permanent exclusions have reduced from 47 in 2006-2007 to 21 in 2009-2010. Fixed term exclusions have continued to reduce from 2124 in 2006-2007 to 773 in 2009-2010. School days lost due to fixed term exclusions have also reduced from 5,870 days lost in 2006-2007 to 1,856 days lost in 2009-2010. A new Behaviour and Attendance Partnership launched in May 2010 is driving this agenda forward for Darlington in reducing both permanent and fixed term exclusions.

- 14 Ofsted Inspections took place in Darlington during the period April to December 2010 in the early years sector. This includes childminders, PVI settings, afterschool clubs and holiday clubs. This resulted in 1 outstanding, six good, six satisfactory and one inadequate judgements from Ofsted about the quality of provision in Darlington. We will improve the quality of provision by ensuring that all settings take part in Flying Start, by providing comprehensive support to settings either through networks, visits to settings and ensuring all settings can access training which is audited annually to reflect needs identified through Ofsted judgements.



Sunday Lunch
By Charlie aged 8

Make a Positive Contribution - Enable children and Young People to contribute to their local communities

Make a Positive Contribution - Where we are performing well:

- The Youth service has increased high levels of participation in positive activities through the use of detached youth work and by encouraging participation in available universal and targeted activities. Local data illustrates reach is at 38.4%, young people's participation in positive activities is at 66%, comparable with the national average of 66% and above Statistical Neighbours who achieved 65%.
- Volunteering opportunities are promoted well. Higher levels of young people are in volunteering programmes in 2009-2010 compared to in 2008-2009, such as Citizens in Action, and Millennium Volunteers. In 2009-2010 the Volunteering Centre (delivered by eVolution) has recruited 297 young people; this has increased from 227 young people in 2008-2009. The YMCA through their Vinolved project has worked with 425 young volunteers aged between 16-25 years during 2008-2011. This has increased from 231 in 2008-2009. Darlington Children's Trust has implemented a Volunteering Strategy which will continue to drive this agenda forward.
- The number of Looked after Children/Care Leavers who communicated their views for each of their statutory reviews in 2008-2009 continued to perform

well at 99% this was an increase of 1% from 2007-2008 when this figure was 98% above the national average of 87%. In November 2008 Darlington established the Children in Care Council – ‘Darlo Care Crew’ and developed Darlington’s Pledge to looked after children. In 2011, the Corporate Parenting Panel in Darlington has been awarded the Investing in Children Award for this innovative work with looked after children.

- Youth related anti social behaviour incidents in Darlington has reduced between 2008-2011. The number of recorded incidents of anti-social behaviour by young people in Darlington was 4,323 in 2006/07 however this has reduced in 2010-2011 to 3422, a reduction of 39% in this time period.
- The pre-reprimand disposal aimed at young people under the age of 14 has been really successful and has been a driver in the reduction of the number of first-time offenders. This has reduced from 280 young people in 2005-2006 to 197 in 2009-2010. Furthermore the number of looked after children offending, has reduced from 2007-2010.
- 15 service inspections across the Third Sector, local authority, Health and the Police in Darlington have been undertaken by young people during 2009-2011 as part of a Youth4U programme. Currently 30 Young Inspectors are involved in this inspection programme. The Young Inspectors have compiled reports from their inspection visits and shared these with Managers in these services areas. The inspection visits have taken place at the following services, Dolphin Centre, Forum Music Centre, Red Hall Fun Factory, V Involved, Family Information Service, Art Centre, The Bridge, The Library, Connexions, Dr Piper House, Friday/Saturday Youth Provision, Central House Reception, Police Custody Suite, Healthy Schools and DAD (Darlington Association Disabilities). Follow up reviews have taken place during 2010-2011 to ensure that the recommendations that have been proposed by young people have been implemented.

Make a Positive Contribution- Where we want to improve further:

- We will continue to increase participation of children, young people and their families and carers in the design and delivery of services. We will implement the Listening and Acting on the Voice of Children and Young People Participation Strategy. We will build on the successes of 2008-2011 and develop further innovative and effective approaches to engaging children and young people and families in the design and delivery of services.
- We will continue to ensure Looked after Children are engaged in the design and delivery of LAC services.
- As part of Aiming High for Disabled Children events have been organised where Investing in Children (IiC) and the Aiming High for Disabled Children (AHDC) Manager have met with disabled young people and gathered their views on leisure, short breaks, activities and their lives. Groups have incorporated children with complex needs, and communication aids/techniques have been used to capture their suggestions/ideas for change.

Achieve Economic Well-being- Priority – Ensure children and young people are prepared for and prosper in adult life
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Achieve Economic Well-being - Where we are performing well:

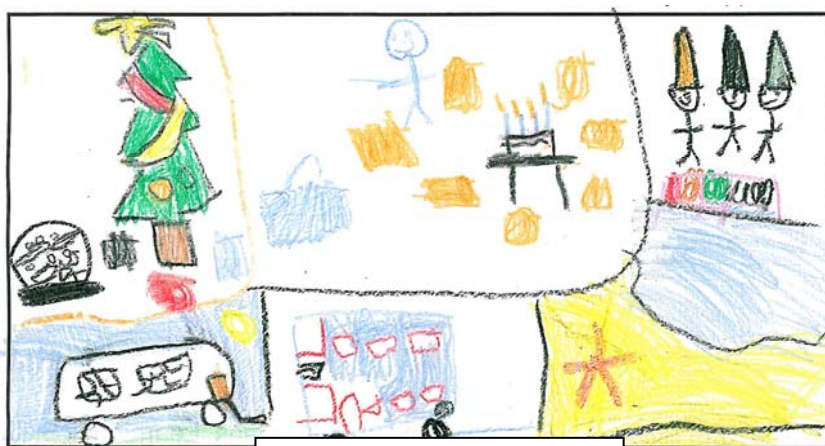
- In 2010/11 there was a reduction of young people not in education, employment and training (to 6.7%). This figure was 6.9% in 2009-2010. Darlington's current NEET performance is better than the regional average figures. The not known figure is 1.3% - this is the lowest in the north east.
- In Darlington all College and Further Education provision has been assessed by Ofsted to be outstanding.
- We have continued to improve the number of young people achieving both Level 2 and Level 3 qualifications by age 19.
- We have increased the number of young people in receipt of free school meals at age 15 years who achieve Level 2 qualifications by the age of 19 years old.
- We have narrowed the gap in Level 3 achievement by age 19 between those eligible for free school meals and those not eligible.
- We are increasing the number of young people who volunteer in Darlington and are implementing the Volunteering Strategy which outlines our ambition for increasing volunteering opportunities for children and young people in Darlington.
- We have developed and implemented an Adult Learning and Skills Strategy this has been endorsed by the Prosperous Darlington group.

Achieve Economic Well-being - Where we want to improve further:

- We will reduce the number of young people not in education, employment and training through the Not in Education, Employment and Training (NEET) Reduction Partnership £717,000 of ESF funding has been secured to provide tailored learning packages for young people. The Skills+ programme is aimed at increasing young people's participation in education, employment or training through interventions focussing on, work to prevent young people disengaging, support for young people during periods of learning transition, and work to re-engage those young people who are NEET. The project will specifically seek to prioritise and focus on supporting those young people who are over represented in the NEET cohort, including, but not exclusively those who:
 - have Learning Difficulties and/or Disabilities (LDD)
 - are supervised by the youth offending teams
 - in care or leaving care
 - young carers
 - are parents
 - are 17-19 years old and NEET
 - live in a deprived area
 - have no or low level skills

Through the YMCA Options Programme we will offer young people who are not in employment, education and training and live in Darlington free support, training and volunteering opportunities. The options offer will deliver personalised, bespoke packages of learning which will contribute to increased learning outcomes.

- We must accelerate progress in reducing the proportion of children living in poverty, especially in the current economic downturn climate. Darlington has now developed a Child Poverty Needs Assessment and we will develop a child poverty strategy and implement a child poverty action plan. *One Darlington : Perfectly Placed* is delivered through five Themed Groups which have organised shared resources to meet our priority outcomes as expressed in the local area agreement for the borough – these five delivery themes are: Aspiring Darlington, Greener Darlington, Healthy Darlington, Prosperous Darlington and Safer Darlington. Confronting and eradicating Child Poverty has been identified as an LSP wide priority initiative. There is a shared sense of responsibility across the five delivery themes in recognition of the complex nature of both the issue and the means of addressing this. This was evidenced by the recent Child Poverty conference in Darlington held in November 2010 where both Darlington Partnership (Local Strategic Partnership) and Darlington Children’s Trust came together to drive this agenda forward.
- We will explore opportunities to offer employment support from Job Centre Advisors to families and we will do this by offering this service within the Early Intervention and Prevention Area Teams.
- We will enhance people’s skills in relation to the job market and one example of how we will do this is to continue the ‘Encouraging Engineering’ project which was launched in November 2009. Four engineering companies have already signed up – CTC; Cummins; Henry Williams Ltd and Mech-Tool Engineering. Students commenced this scheme at the start of the 2010/11 academic year.



Life
by Adrian aged 7

Section 5: Participation of Children and Young People

Everybody, including children and young people, should feel they belong where they live, get on with the people around them and are able to make a difference.

Only by listening to our children and young people in Darlington can we ensure that they receive the most effective types of support in the best ways for them and at the most appropriate times.

The participation of children and young people in decision-making is underpinned by Article 12 of the UN Convention on the Rights of the Child (ratified by the UK Government in 1991). The Article states that children and young people have the right to express their views in all matters affecting them.

Darlington has recently revised its Children and Young People's Participation Strategy, "Listening and Acting on the Voice of Children and Young People".

This strategy sets out a clear vision and aim that articulates core principles and values which should underpin all work engaging children and young people in decision-making processes. It forwards a model for all agencies and services to utilise and outlines an action plan which will be reviewed and revised on an annual basis.

The intent of the Children's Trust is to establish a child and young person focused culture of participation and engagement where children and young people are involved on an on-going and regular basis and that they should and will be listened to about the decision which affect them.

The profile and practice of children and young people's participation has increased dramatically in recent years. Darlington has developed a wide and diverse range of practice in this area and the development of the Children's Trust now provides an opportunity to ensure a coherent strategic approach is owned and adopted by all agencies and departments. The underlying purpose of our Children and Young People's Participation Strategy is to offer a framework which can build on established and emerging practice and ensure that all provision to all young people is shaped by their involvement and active participation.

Although focused on children and young people the strategy recognises that adult members of the community will also participate in a range of mechanisms and forums to enable their own input to decision-making processes – and that adults, parents and families have a key role in supporting and enabling the voice and participation of children and young people (irrespective of age or ability). Equally many agencies and organisations can also play a key role in either supporting or advocating on behalf of children and young people. However, the centrality and importance of children and young people having a voice in decisions which affect them remains.

The vision for the children and young people's participation strategy is:

'To enable children and young people (individually or collectively) to be active decision-makers in the design, delivery, management and/or evaluation of service provision, through the development of systems, processes and actions where all agencies demonstrate a commitment to principles and activity.'

The Children's Trust has agreed that it should strive to achieve a child/young people focused culture of participation. This is clearly a long-term aim which the strategy (and its key objectives and actions) will facilitate.

It has also been agreed that the National Youth Agency/Local Government Association Standards – Hear by Right – should become a central feature of the revised Children and Young People's Participation Strategy. This is reflected in the core objectives and in the commitment to self-assessment against the standards and the monitoring of change and impact through completion of *What's Changed Logs*.

Examples of what we are doing

- Young inspectors are involved in an inspection programme inspecting a variety of services and facilities across the partnership
- Darlington has the highest participation rate in the national Youth Member Parliament elections
- Children in Care Council, the *Darlo Care Crew* developed Darlington's Pledge to looked after children.
- Both our primary and secondary schools are giving pupils a voice through school councils
- The adoption of *What's Changed Logs* has enabled Darlington to record clear impact and outcomes from engagement and involvement of young people
- Consultation through alternative formats such as artwork to capture the views of children aged 0- ten years. 145 children participated in the 'What makes me Happy' consultation between August –October 2010
- Young people focus groups have been undertaken and an example of this is the focus groups that explored in more detail the Tell Us Survey findings and informed the CYPP Review in 2010 and the development of the new CYPP 2011-2014. Other focus groups have examined the Workforce Development Strategy for Children's Trust and the CYPP priorities.
- 380 Young People participated in workshops over a six month period in 2011 to consider the Children and Young People's Plan 2011-2014, produced their own summary of the CYPP, developed their own Facebook page for the CYPP and produced a DVD about the CYPP and how they would like the Children's Trust to communicate with them.

Section 6: Darlington's 'Think Family' Approach

Family and parenting support is an essential part of Darlington Children's Trust's activities as we know that parents, carers and families are the most important influence on improving outcomes for children and young people. Strong families give children love, identity and a secure base from which to explore and enjoy life as they grow up. Family life is of lifelong importance but for children its significance can never be overstated.

'What happens within the family has more impact on children's well-being and development than any other single factor.'

Today's society and the sheer diversity of families can have a pronounced effect and place many challenges on today's families, this in turn means that a 'one size fits all' approach to providing support and advice to families is unlikely to be successful. Darlington's Children's Trust has consulted with over 4000 families to establish their needs in relation to support required which strengthens Darlington's Children's Trust's ability to plan and deliver services. Families in general felt that support for parents with children of five years and under was very good and that when they had received support from practitioners this was also good.

Families have told us they would like;-

- family activities and ideas for fun games at home,
- support and advice for understanding and improving their children's behaviour,
- parenting programmes for parents with children of all ages,
- support for children with disabilities,
- generic parenting support for parents with adolescent children,
- activities for children over five years of age,
- informal parents meetings,
- more Family Learning Courses.

We have developed a Working with Families Strategy, which will coordinate support to families between Adult and Children's Services to provide better outcomes for all family members, which will be cost effective, reducing future demands on services which may arise from uncoordinated and ineffective responses to family needs.

In order to do this we will ensure that;-

- families are partners in developing and/or redesigning services,
- we provide early intervention and prevention support,
- we provide targeted support to vulnerable groups,
- activities are outcome focused and evidence based,
- activities will be accessible,
- activities will address issues in parenting, adult-child and adult-adult relationships,
- practitioners will recognise and respond to the needs of the whole family,
- practitioners will be provided with the appropriate training opportunities.

The 'Think Family' approach is embedded within the Strategy for Working with Families and is a positive, professional, approach to supporting families

experiencing multiple problems, which affect the individual, family, community, society and services.

The 'Think Family' approach is based on evidence based practice and multi agency support to families in need. Assessing and identifying the broader needs of the family and providing support in a coordinated way can minimise duplication by services, free up resources and provide additional support to the families most in need.

Contact with any service will open the door into a broader system of support if appropriate. Practitioners from all agencies that work with children, young people and adults will;-

- consider the wider family context and how they affect the individual, they are working with;
- have knowledge of how to access other relevant services to support families;
- share relevant information with the child, young person or adults consent; (Within the remit of the information sharing protocol/procedures)
- offer appropriate services to support the identified needs and ensure that all services are working towards the same outcomes;
- focus on partnership working to meet the needs of family members and not lose sight of the family by 'referring on' to other services.

By using the 'Think Family' approach in assessing and identifying the broader needs of the family and providing support in a coordinated way we will minimise duplication by services, free up resources and provide additional support to the families most in need.

Section 7: Darlington's Local Safeguarding Children Board



Darlington Safeguarding Children Board publishes an annual business plan which outlines its aims in the forthcoming year. For 2011 the Business Plan has four components;

- Our Vision
- The Statement of Intent
- Five strategic objectives
- The detailed work plan for the next year 2011

The content of the work plan is driven by a number of factors, including the findings of any Serious Case Reviews, by legislation and statutory guidance such as 'Working Together To Safeguard Children' (2010), and the findings of local audits and identified local needs.

Darlington Safeguarding Children Board is the key statutory mechanism for agreeing how relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in Darlington, and for ensuring the effectiveness of what they do. The vision agreed by Darlington Safeguarding Children Board captures of the aims of the Board in a single statement, which is: -

"Everyone will work together to ensure that all children and young people in Darlington are safe and feel safe within their homes, schools and communities."

Darlington Safeguarding Children Board will provide strong, clear and effective leadership in order to co-ordinate and ensure effectiveness of work undertaken by agencies for the purpose of safeguarding and promoting the welfare of children and young people. The aim is to ensure that:

- Children and young people in Darlington are safe from maltreatment, neglect, violence, exploitation and sexual abuse
- Children and young people in Darlington are safe from discrimination and bullying
- Children and young people in Darlington are safe from crime and anti-social behaviour
- Children and young people in Darlington grow up in environments where they have security, stability and care.

Darlington Safeguarding Children Board considers everyone to be responsible for safeguarding and promoting the welfare of children, and will achieve its vision by;

- Working with all agencies involved to improve safeguarding practice
- Monitoring performance and where appropriate challenge the actions of agencies in relation to safeguarding
- Developing and implementing effective policies, guidance and procedures

- Carrying out effective Serious Case Reviews when required and ensuring effective learning from child deaths
- Providing high quality multi-agency training to the children's workforce
- Promoting awareness of safeguarding within agencies and in the wider community.

Darlington Safeguarding Children Board has identified and agreed the following strategic objectives, which will assist in achieving the vision. These objectives encompass all areas of the Local Safeguarding Children Board's business and are as follows:

- Improving the quality and consistency of safeguarding practice
 - (Improved performance management arrangements)
- Safeguarding specific vulnerable groups of children
 - (LSCB members focused topic for 2011 'Tackling Neglect in Darlington'.
 - Specific work streams relating to;
 - Improving e-safety awareness
 - Improving services for children and young people missing from care and home)
- Learning from child deaths and other serious cases
- Improving Governance arrangements (links with the Children's Trust, and other multi-agency partnerships, compliance of LSCB membership with 'Working Together' etc)
- Communication and engagement with partners, children and young people, parents and carers.

In order to achieve the strategic objectives a twelve month work programme has been agreed.

The Role of DSCB Sub-Groups

Darlington Safeguarding Children Board has sub-groups that co-ordinate or implement the work that the Local Safeguarding Children Board has chosen to undertake. The sub-groups are as follows:

- Policy and procedures sub-group
- Performance management sub-group
- Training sub-group
- Anti-bullying/ E-safety action group
- Missing children monitoring group (to be established January 2011)
- Child Death Overview Panel

Each group is chaired by member of Darlington Safeguarding Children Board and regularly reports to the Board on the group's progress.

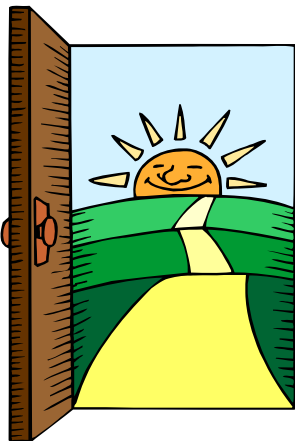
Each action within the Business Plan is 'owned' by the relevant sub-group, which will be responsible, through its Chair, for driving progress, monitoring implementation and reporting to the Local Safeguarding Children Board. Relevant actions will be incorporated into the work plan for each sub-group.

Section 8: Workforce Development

If we are to be successful in realising our vision for children and young people then it is critical that we have a workforce with the skills, knowledge and ability to make a difference to the lives of those that they support. We need to understand and respect individual professional specialisms across Darlington Children's Trust and combine delivery to its best effect around the child or young person. Success will depend on the capacity and quality of those people who plan, manage and deliver services so it is important that we increase the skills, confidence and competencies of our workforce. The children's workforce is therefore essential to the delivery of the Children and Young People's Plan.

Through Darlington's Children and Young People's Workforce Strategy, Darlington Children's Trust will plan and develop a workforce that meets the needs of all children, young people and their families in Darlington. It affects everybody working and volunteering with, and caring for children and young people in Darlington and those that are engaged in working with families to achieve better outcomes. It reinforces our intention to maintain an unwavering focus on positive outcomes for the children and young people of Darlington and our ambition to ensure that everybody, at all levels, and across all sectors are both supported and encouraged to put children and young people first and make a difference each and every day.

Our vision for the children, young people and families' workforce is...



Based on ambition and passion for the best, it is underpinned by the model of keeping the child or young person at the heart of every intervention. This will be achieved by developing and providing effective, high quality integrated services built around the child, young person, family and community.

Open – To - Change

It reflects the vision set out in the (2008) 2020 Children and Young People's Workforce Strategy "everyone who works with children and young people should be:

- Ambitious for every child and young person
- Excellent in their practice
- Committed to partnership and integrated working
- Respected and valued as professionals"

Darlington Children's Trust is committed to achieving this vision through our Children and Young People's workforce.

Section 9: Tackling Child Poverty in Darlington

Preventing and tackling child poverty in Darlington is everyone's business. That *Children and Families do not live in Poverty* is a Sustainable Community Strategy outcome for Darlington Partnership (Local Strategic Partnership). Darlington Partnership and Darlington Children's Trust delivered a Child Poverty Conference in November 2010 to support the development of the Child Poverty Needs Assessment which has now been completed. Through a concerted partnership approach we have already made considerable progress in recent years in breaking the cycle of deprivation.

However too many of our children still live in poverty and we know that growing up with such deprivation can have a serious impact on a child's experience and life chances, and lead to intergenerational cycles of deprivation.

We know that children who grow up in poverty are, statistically speaking...

- Less likely to succeed at school
- More likely to suffer from poor health
- Less likely to secure a good job as an adult
- More likely to offend
- Less likely to access a range of cultural and leisure activities
- More likely to be taken into care.

This is why preventing and tackling poverty matters so much and why it is absolutely necessary to ensure our children and young people are given every opportunity to succeed in life.

The context of the current economic position means that mitigating child poverty is more important than ever. History tells us that in times such as these the poorest get poorer – this means we have to do even more to help lift those families already living in poverty out of poverty, as well as helping to prevent other families from falling into poverty.

A child poverty strategy has been developed in Darlington based on the analysis of an extensive Child Poverty Needs Assessment which was carried out through the Local Strategic Partnership. The needs assessment was used as a basis to identify our priority actions which will mitigate the effects of child poverty. Outcomes Based Accountability methodology was then used to identify the key indicators on which we should concentrate our efforts.

An action plan has been developed which will ensure that council services and local partners are working in a joined up way to reduce child poverty in the borough and make sure that today's children do not become the parents of poor children tomorrow.

Section 10: Looked After Children

A small number of children in Darlington live in the care of the local authority. They are known as Looked after Children. Most of them live with foster carers, some live within their own families and some in Children's homes.

Darlington Children's Trust partners are committed to improving the outcomes of looked after children and ensuring that looked after children are provided with the very best quality of care in Darlington.

Darlington Children's Trust have agreed that a priority for the Children's Trust in the new Children and Young People's Plan 2011-2014 will be improving outcomes for looked after children.

Section 11: Integrating Children's Services - Early Intervention and Prevention Team

The Children Act (2004) requires the Council with its partners to improve outcomes for children and young people by reviewing their services and how they are provided, including the integration of children's services. The Children's Plan: building brighter futures (DCSF 2007) and Building Brighter Futures: next steps for the Children's Workforce (DCSF 2008) described a vision that every Children's Trust arrangement was expected to deliver integrated working by 2010.

The newly restructured integrated service will be delivered through the three locality teams alongside Borough-wide provision for those services that cut across all boundaries. It will be managed through a single line management structure.

The services will be accessible, inclusive, sustainable, flexible according to need. Robust performance management will use an evidence-based approach to measure the difference services are making to individuals and families. It is believed that this will result in real improvements in outcomes for children, leading to stronger and more resilient families and communities.

The Early Intervention and Prevention Services, include Children's Centres, School Nurses, Health Visitors, Early Years Practitioners, Connexions, Family Intervention Partnership, Parenting - Early Intervention and Prevention, Intensive Support, and Targeted Youth Services.

The implementation of the Child Health Programme is 'core' with services focused on those with higher levels of needs: An approach specifically designed to target those most at risk of entering specialist services.

Integrated Services are at the heart of the community; building stronger families and stronger communities.

Section 12: Outlining Darlington Children's Trust Children and Young People Priorities 2011-2014

The commissioning priorities for Darlington Children's Trust have been agreed after undertaking stakeholder consultation, consultation with parents and consultation with over 300 children and young people. The commissioning priorities for 2011-2014 are outlined below:

Cross-cutting Priorities across all of the Every Child Matter Outcomes:

- Ensure that early intervention and prevention work is embedded across all partner services
- Improve outcomes and provide best value for money and provide opportunities for efficiencies across the partnership
- Provision of high quality, accessible information advice and guidance
- Designing schemes that specifically improve outcomes for vulnerable groups
- Supporting and strengthening parenting to improve outcomes for children.
- Improve provision for disabled children and children with complex and acute needs, their families and carers

Every Child Matters Outcome - Be Healthy

Priority 1 - Promote positive health and wellbeing.

Areas for action:

- Promote healthy settings for children and young people
- Reduce obesity in children and young people
- Reduce health inequalities including targeting alcohol misuse including binge drinking and reduce drug use and smoking
- Improve oral health
- Reduce Under 18 conceptions and promote positive sexual health
- Promote positive mental health and emotional well-being
- Ensure appropriate ante natal and post natal services are available for women and their families

Every Child Matters Outcome - Stay Safe

Priority 2 - Ensure the safety of children and young people.

Areas for action:

- Ensure the stability and safety of looked after children and improve the quality of provision of looked after children
- Help children, young people and adults to develop positive relationships and not to bully
- Reduce the exposure of children and young people to the prevalence of domestic abuse and repeat abuse
- Reassure young people and improve perceptions of positive social behaviour
- Continue the monitoring of and referrals of social care and the adequacy of resources, systems and processes to manage demand.

Every Child Matters Outcome - Enjoy and Achieve

Priority 3 - Enable children and young people to have fun and maximise their full potential through learning.

Areas for action:

- Ensure all children and young people including all vulnerable groups receive high quality teaching and learning, improving academic progress and narrowing the gap in performance between settings, schools and phases
- Improve the support for behaviour and attendance to ensure vulnerable young people can achieve
- Improve transition across all settings, phases and services especially for vulnerable groups
- Monitor the quality of all provision and support settings to ensure the sufficiency of high quality child care and to ensure that more settings are considered Good or Outstanding
- Maximise inclusive leisure opportunities for children and young people with additional needs

Every Child Matters Outcome - Make a Positive Contribution

Priority 4 - Enable children and young people to contribute to their local communities.

Areas for action:

- Improve and promote opportunities for volunteering
- Enhance communication, consultation and participation of children, young people, their families and carers in design and delivery of services
- Work with young people vulnerable and 'at risk' of offending to prevent them entering and re entering the criminal justice system

Every Child Matters Outcome - Achieve Economic Well-being

Priority 5 -Ensure children and young people are prepared for adult life.

Areas for action:

- To reduce the causes and mitigate the impact of child poverty
- Enhance people's skills in relation to the job market, by tackling the disparities in employment prospects and economic opportunities across Darlington
- Support aspirations through adult and family learning and skills and opportunities for personal development
- Support young people to remain in education, employment and training and prepare them for adult life



PEACE
by Chloe aged 10

Section 13: Making best use of our resources - how we co-ordinate and deploy resources against the priorities:

Understanding what resources contribute to the delivery of Darlington's Children and Young People Plan 2011-2014 is an important step towards joint commissioning of services – before establishing whether priorities and services are sufficiently resourced, it is necessary to know how current resources are being deployed.

All of Darlington Children's Trust partners are facing a challenging economic period and have agreed that by working together we will be able to deliver improved levels of efficiency, productivity and value for money to ensure we improve outcomes for Children, Young People and their families.

This section and the table below will evolve over the period May-September 2011 and will be updated once the resource position of all partner organisations becomes clearer in the new financial year.

Outcome	Local Authority/ Schools Funding	Health	Other Partnership contributions
Promote positive health and well-being	233,000	11,225,379	
Ensure the safety of children and young people	3,369,005	794,088	755,954* *Durham Constabulary Vulnerability unit – specialist role in safeguarding CYP
Enable children and young people to aspire, to have fun and maximise their full potential through learning	3,693,127		
Enable children and young people to contribute to their community and environment	110,500		1,064,911* *PCSO's resources-Durham Constabulary
Ensure children and young people are prepared for and prosper in adult life.	926,000		4,400,000* *22% estimate from VCS survey 07/08 Voluntary and Community Sector 24,512,451* (*previously LSC now administered YPLA) 186,500* (*Jobcentre Plus)
Funding Delegated to Schools	61,209,471		
Total	70, 239,103.00	12,019,467**	
Overall Total		82, 258, 570	113, 178, 380.00

¹ These figures will be refreshed over the next 12 months. Any subsequent amendments will be made to the electronic version of the CYPP 2011-2014 and will be available on the Children's Trust website.

^{1**} This figure does not reflect the entire NHS investment in Children and young people health services in Darlington as some funding will be spent for example by General Practitioners with regard to prescribing or generic elective surgery.

To ensure there is no double counting the breakdown for the local authority resources has gone in only one of the ECM outcomes, in many cases the same allocated resource supports two or more ECM outcomes therefore the figure quoted in the ECM outcome does not reflect the entire LA investment in that sole outcome.

The funding delegated to schools is managed by Schools and supports schools to deliver all of the ECM Outcomes

The resources identified from Durham Constabulary for both the PCSOs and the Vulnerability Unit are the full service costs to these areas. These teams do not only undertake work with children, young people and families.

Section 14: Performance Management of the Children and Young People's Plan

Clear and effective performance management is key to the successful delivery of our priorities. Performance management matters to everyone who wants to see local communities better served. It is used to ensure that services are improving and are more efficient.

The complex demands of delivering services through partnership also mean that the partners have adapted their approach to performance management to reflect the contributions of all of the partner agencies, while continuing to demonstrate progress towards agreed targets and priorities.

The Children and Young People's Plan is reviewed on an annual basis as part of our performance management framework and is also monitored on a six monthly basis by the Children's Trust to ensure that progress is being made towards priorities.

The Action Plan provides a clear framework for managing performance across agencies to secure progress and improvement in the identified priority areas. The Action Plan will be used as the key monitoring, review and challenge document.

A risk assessment, including action plans to alleviate risk, is also prepared and is monitored by the Children's Trust.