Children,
Young People
and Families
a **BRIGHTER** future

Barnsley Children and Young People’s Trust and
Directorate for Children, Young People and Families

**prospectus 2012-2013**

12 June 2012
# CONTENTS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>INTRODUCTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Background</td>
<td>1-2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION</th>
<th>BARNSLEY AND ITS PEOPLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Barnsley context</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Barnsley demographics summary</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Service delivery</td>
<td>4-5</td>
</tr>
<tr>
<td></td>
<td>Progress update</td>
<td>5-6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION</th>
<th>THE VISION, STRATEGY AND PRIORITIES – THE CHANGING PICTURE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Drivers for change</td>
<td>6-7</td>
</tr>
<tr>
<td></td>
<td>One Barnsley – the local strategic partnership</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Barnsley Council</td>
<td>7-8</td>
</tr>
<tr>
<td></td>
<td>Children and Young People’s Trust priorities – the ‘golden thread’</td>
<td>8-9</td>
</tr>
<tr>
<td></td>
<td>The ‘golden thread’ explained</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>The ‘golden thread’ diagram</td>
<td>10-11</td>
</tr>
<tr>
<td></td>
<td>Future Council outcomes framework</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>The CYPT and Council Children, Young People and Families Futures Programme – delivering the ‘golden thread’</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Embedding a culture of equalities and diversity</td>
<td>13-14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION</th>
<th>A FOCUS ON OUTCOMES</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Developing an outcome based approach</td>
<td>14-15</td>
</tr>
<tr>
<td></td>
<td>Priorities for improvement – securing better outcomes</td>
<td>16-18</td>
</tr>
<tr>
<td></td>
<td>CYP Futures</td>
<td>18</td>
</tr>
</tbody>
</table>
SECTION 1 - INTRODUCTION

Background

Children and Young People’s Plan 2009-12 and Prospectus 2012-13

This prospectus expresses the commitment of Barnsley Children and Young People’s Trust to ensure continuous improvement in the commissioning and delivery of services to children, young people and families through rigorous performance management, review and evaluation.

The Trust published the last three year Barnsley Children and Young People’s Plan in 2009 and has subsequently undertaken annual performance reviews, the last of which was in July 2011. Much of the Children and Young People’s Plan continues to have relevance. However this one year prospectus secures continuity in the planning line through to March 2013, during which time the next full three year Children and Young People’s Plan will be published.

The prospectus is achieved through the co-operation of a wide range of partners and sets out new plans, priorities and areas for improvement in this interim period of 2012-13. It is shaped by the Local Joint Strategic Needs Assessment (JSNA) and the views and experiences of children, young people and families, elected members, partners, other stakeholders and national and local developments. It reflects our strong ambition and the strategy and steps being taken to support children, young people and families to achieve their potential.

Purpose

The purpose of the prospectus is to:

- ensure continuity between the 2009-12 Children and Young People’s Plan and the 2013-16 Children and Young People’s Plan to be published later this year
- provide details of the updated strategic partnership planning framework, the new approach to planning and prioritisation across Children, Young People and Family Services and the strengthened planning ‘Golden Thread’ across partnerships
- show the refreshed approach to planning and commissioning children’s services with a focus on outcome based accountability work
- report progress since July 2011 and set improvement priorities for 2012-13
- contribute to the ongoing revision of the JSNA.

Children and Young People’s Trust arrangements

The Children and Young People’s Trust (CYPT) brings together BMBC education services, BMBC children’s social care services, PCT health services commissioned through the pooled budget arrangements and a range of partner services. Under the leadership of the Director of Children’s Services, Judith Harwood, the CYPT provides integrated services for children and their families and incorporates the council’s role as a children’s services authority under the Children Act 2004 and the statutory Director of Children’s Services (DCS) role. Councillor Tim Cheetham has recently taken over from Councillor Linda Burgess as the newly appointed statutory Lead Member for Children’s Services and Chair of the Children’s Trust Forum, the consultative body of the CYPT.

Barnsley’s Local Safeguarding Children Board is a statutory body forming an important part of the overall children’s partnership arrangements, which is directly related to One Barnsley and the developing Health and Wellbeing Board.
The focus of the CYPT is to improve the wellbeing and life chances of every child in the borough. What this means is that every child and young person should be as healthy as possible, feel safe and secure, learn as much as they can both academically and for pleasure, feel part of and able to contribute to their communities, and grow up knowing that they can earn enough money to have a decent life and support themselves and their own families in the future.

Our job is to unleash and nurture the potential in all our children and young people by providing the right support to them and to their families, at the right time and in the right place. This cannot be delivered by individual services working in isolation. Families need support across the whole spectrum of services, including social care, education, health, police, voluntary organisations, safeguarding and others. To this end, the appropriate agencies and stakeholders work together in the Barnsley Children and Young People’s Trust arrangements. A fuller description of the detailed arrangements can be found in the 2009-12 Children and Young People’s Plan which also contains the enduring values and beliefs.

**Children’s Trust Ongoing Challenges**

Raising aspirations and confidence, and developing enterprising behaviour are the foundations for tackling health, deprivation and social concerns, as well as educational achievement. Though outcomes for children and young people in Barnsley are improving, the gap between us and the best in the country is still too wide. The focus is shifting from dealing with the consequences of difficulties in children’s lives to early intervention and effective prevention. Discharging safeguarding children responsibilities, however, remains at the heart of the service.

Our services are situated locally, where children, young people and families live, learn and play. Locality based wellbeing developments are enabling better access and clearer pathways for service delivery in local communities which promotes better customer satisfaction. This is set to strengthen family support, early intervention and effective prevention of complex problems. The conclusion of the Building Schools for the Future programme is providing the platform for excellence in educational opportunities.

We are keeping services as efficient as possible and making sure that resources go to where they are most needed. Challenges in this area include rising and unavoidable costs due to changes in legislation and meeting the specific needs of children with special educational and or complex health needs. This is combined with pressures arising from the programme of cuts to Trust partner agencies funding which are profound.

**SECTION 2 - BARNSELY AND ITS PEOPLE**

**The Barnsley Context**

Barnsley is well known for its deep rooted history as a centre of coal mining and glass making and has had a market charter for over 750 years. The Metropolitan Borough of Barnsley has a population of 227,600, with a concentration of 82,300 people in the urban area surrounding and including the town centre.

The geography of the town ranges from Pennine hills to the west of the borough through a river valley to wetlands in the east of the borough and population centres are arranged around the traditional community bases that sprung up around the mining industry and market towns.

The demographics of the town are summarised in the diagram overleaf.
Barnsley – a market town since 13th century

DEMOGRAPHICS

227,600 residents in traditional community bases around former mining and market towns of which 82,300 are in and around town centre

Changing demographics
BME population younger than average age profile
Non-White British group growing

Pupils from ethnic origins other than White British
1,411 primary pupils (7.1%). 472 (4.1%) secondary school pupils plus 22 (7.2% pupils in special schools). Figures increasing year on year

Population predicted to rise by 13.3% by 2030

18.7% are under 16 and 16.9% over 65

Birth rate is to remain static but 50% increase in the over 65 predicted by 2030

EMPLOYMENT

% of working age population on JSA & IB high & rising

INDUSTRY
Coal mining and glass making key former industries & sources of employment

CRIME
Crime rates relatively low Anti social behaviour reducing

DEPRIVATION & POVERTY

47th most deprived LA out of 326 (IMD 2010)
49.3% of people live in 30% of the most deprived SOAs in the east of the borough

11,350 children in poverty (in workless households) – 26.7% of under 16s
(May 2010 Child Poverty Proxy Measure DfE)

GOVERNANCE AND LEADERSHIP

63 councillors in 21 wards. Currently:
- 53 Labour
- 5 Independent Group
- 5 Conservative

CHILD POPULATION

<table>
<thead>
<tr>
<th></th>
<th>Live Birth 2010: 2898</th>
<th>Barnsley</th>
<th>Regional</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Nos</td>
<td>%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children (0-4 years), 2010 % of total population</td>
<td>13,900</td>
<td>6.1%</td>
<td>6.1%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Children (0-19 years), 2010 % of total population</td>
<td>54,200</td>
<td>23.8%</td>
<td>23.7%</td>
<td>23.8%</td>
</tr>
<tr>
<td>Children (0-19 years) prediction in 2020 % of total population</td>
<td>54,000</td>
<td>22.1%</td>
<td>22.5%</td>
<td>21.9%</td>
</tr>
<tr>
<td>School age children from black/ethnic minority group % of school age population (age 5-16 years)</td>
<td>1,329</td>
<td>4.9%</td>
<td>19.2%</td>
<td>24.6%</td>
</tr>
<tr>
<td>Life expectancy at Birth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boys</td>
<td>76.8</td>
<td>77.7</td>
<td>78.6</td>
<td></td>
</tr>
<tr>
<td>Girls</td>
<td>80.4</td>
<td>81.8</td>
<td>82.6</td>
<td></td>
</tr>
</tbody>
</table>

LOCALITY WORKING

10 Locality based integrated partnerships

Children and Young People’s Trust

DEMOGRAPHICS

227,600 residents in traditional community bases around former mining and market towns of which 82,300 are in and around town centre

Changing demographics
BME population younger than average age profile
Non-White British group growing

Pupils from ethnic origins other than White British
1,411 primary pupils (7.1%). 472 (4.1%) secondary school pupils plus 22 (7.2% pupils in special schools). Figures increasing year on year

Population predicted to rise by 13.3% by 2030

18.7% are under 16 and 16.9% over 65

Birth rate is to remain static but 50% increase in the over 65 predicted by 2030
Service Delivery

We are developing a newly negotiated relationship between children, young people, parents, carers and families and service providers designed to promote aspiration, motivation, independence and long-term resilience. We are working toward service design that builds on the family support strategic framework and integrated working developments. We are committed to supporting the early help offer and appropriate pathways to targeted services.

We recognise the importance of a child's early years and the need to ensure that children get the best start in life. To this end, there is a relentless focus on ensuring that children and families are given the opportunity to make positive choices to ensure that they can lead happy, healthy and fulfilling lives.

The range of services and support is significant and includes:

- education for 2,354 children in 54 nursery units, for 17,409 children in 80 primary schools, for 11,147 in 12 secondary schools and for 247 in two special schools. (January 2012 census)
- statutory children’s social care services, including assessment and children in need teams who deal with assessment, referral, children in need, safeguarding, transitions and children in care. This includes investigation of child protection allegations and the management of services protecting vulnerable children.
- family support teams offering focused interventions to help children and families with complex needs
- adoption service, which provides the full range of adoption services, including recruitment and assessment of adopters, matching adopters with children and post adoption support
- fostering service, which provides the full range of fostering services, including recruitment and assessment of foster carers, matching carers with children and recording and addressing private fostering arrangements
- Future Directions, which provides support services for care leavers and children in care
- wellbeing arrangements featuring 10 leadership groups and partnerships leading an integrated approach to planning and delivery at a local level. There are strong links with the CAF team who work in an integrated way across the 10 localities enabling practitioners to be effective in early identification and intervention for children with additional needs
- community support to children with disabilities and their carers, including Newsome Avenue, which provides residential and day care short breaks provision
- two mainstream children’s homes providing long-term placements for children in care
- statements of SEN for 1,167 children in Barnsley (School Census Jan 2012). 165 children received a Statement of SEN for the first time in 2011
- support at School Action Plus for 1,145 primary pupils and 602 secondary pupils in mainstream schools (Barnsley Academy figures not included)
- support at School Action for 2,360 primary pupils and 1,611 secondary pupils in mainstream schools. (Barnsley Academy figures not included) (School Census Jan 2012)
- two special schools: Greenacre provides for those pupils with SLD, PMLD and those with complex needs, including Autistic Spectrum Disorder with associated learning difficulties. Springwell Community Special School provides an appropriate learning environment for those pupils who have social, emotional and behavioural difficulties. This includes the Pupil Referral Unit and other alternative provision
- specialist provision in the form of resourced provisions (five for communication and interaction difficulties and two for sensory difficulties) within mainstream environments. We also have one resourced provision for communication and interaction difficulties in partnership with Greenacre
- provision of out of the borough education for some pupils, but these numbers are decreasing as we increase our capacity to meet a greater range of needs within Barnsley to ensure that we are able to provide education as close to home as possible for our children
- 20 children’s centres, providing support for younger children and families
- health visiting based in local communities linked in to wellbeing arrangements
- a local hospital which is a Foundation Trust with A&E, paediatric and maternity services. The Paediatric Assessment Unit will provide triage services for children having difficulty in accessing a GP practice, for example out of hours. The unit will also offer advice over the telephone.
- sufficient NHS dentists to serve the borough well, although people tend to access them late
- good access to GPs with a number of practices providing extended opening hours
- a range of integrated children’s health services managed through a pooled budget arrangement BMBC/NHS Barnsley, including School Nursing, Healthy Settings Team, Children and Adolescent Mental Health Service (CAMHS), Therapy Services such as SALT and Family Nurse Partnership and Multi Systemic Therapy (MST).

Work is in progress to understand more fully the range of local services along a continuum of need from provision for all, early help services, targeted interventions and highly specialised services. We are exploring whether we have the right services to address local need and developing approaches to community budgeting through a range of projects.

**Progress Update**

The Children and Young People’s Plan 2009-12 set out 12 main priorities. These included:

- sustaining our unswerving drive to protect and keep children safe
- narrowing inequalities in health
- raising educational standards at all stages and narrowing the gap between the performance of vulnerable groups and the rest
- increasing participation in education and training post 16 and in higher education
- tackling the causes and effects of poverty
- reducing incidents of anti-social behaviour and bullying and the number of young offenders
- targeting support for vulnerable children and young people, including disabled children and those with complex health needs
- creating a culture of aspiration, enterprise, and engagement
- improving service quality and making sure that we are using resources well
- ensuring that the workforce has the right knowledge and skills
- continuing to implement integrated working to deliver services together in localities across the borough
- delivering the efficiency agenda.

Progress against these priorities has been good but the improvement agenda continues to be challenging.

Assessments and analysis of social care practice indicate that children continue to be safe in Barnsley. The numbers of children in need, subject to a child protection plan, and in care, continue to be lower than nationally and in similar areas. The number of changes in placements has reduced over the last three years providing more stability for children in care. The education outcomes of children in care have continued to improve, although more needs to be done to record attention to health outcomes.

Immunisation rates for both younger children and teenagers continue to be better than national averages and similar areas, with all except MMR exceeding national targets. Still more, however, needs to be done to increase the prevalence of breast feeding, tackle oral health, reduce the use of alcohol and smoking, and stem the increase in teenage pregnancy.
Educational standards at the early years foundation stage and at key stage 2 have improved significantly from the position four years ago, with the last key stage 2 results being within 1% point of the national average. GCSE attainment requires significant improvement and the priority now is to make that difference in secondary schools and in participation in education and training post-16 and in higher education.

Further improvements are also needed to close the gap between the performance of underachieving groups and the rest, including children with special educational needs and those from families with low incomes. The impact of increasing levels of relative poverty, accelerated by the effects of welfare reform, on the wellbeing of children and their families will remain a priority for some time to come.

Fewer young people have offended for the first time or re-offended, with significant decreases in numbers over the last three years; reoffending is also now less prevalent compared to similar areas.

The One Path, One Door programme has made a significant difference for disabled children and those with complex health needs, and their families, through more support, more choice, and a wider range of short break provision.

According to national data released in March, the Barnsley Child Health Profile presents a mixed picture. All of this intelligence, both national and local, is informing the development of Barnsley’s new vision and priority outcome framework set out in the next section.

SECTION 3 - THE VISION, STRATEGY AND PRIORITIES – THE CHANGING PICTURE

Drivers for Change

The Children’s Trust is accelerating the drive for improvement through a refresh of its plans, priorities and approach, focussing on outcome based accountability work.

There are a number of key external drivers which provide the context for the changing children’s services landscape:

- planning for improved outcomes for children and families
- keeping up with and ahead of national changes
- creating economic resilience and prosperity
- supporting residents to be self-reliant
- maintaining services with less funding
- developing partnerships
- the diminishing role of the local authority as a provider and the new relationship with citizens
- the changing relationship between the local authority and schools and New Models of Schooling
- stringent cuts to public sector funding
- major health reforms, including formation of new health and wellbeing boards, GP commissioning, and public health transferring to the responsibility of local authority responsibility.

Alongside these drivers are the new policy initiatives including:

- health policy reform
- Munro implementation
- academies agenda
- new relationship with partners
- focus on employability and employment
- the government’s new focus on ‘troubled’ families
- the findings of the Marmot Review
- delivering the efficiency agenda across the public sector.

One Barnsley – The Local Strategic Partnership

One Barnsley has recently reviewed its Sustainable Community Strategy and agreed a ‘Community Strategy’ for the period 2011-15 which focuses on two priorities and two catalysts for change. This is reflective of the current financial and policy pressures facing the borough and the need to be clear about what collective priorities can be achieved over the short to medium term.

The vision for the borough remains - ‘a successful, uniquely distinctive 21st Century market town that offers prosperity and a high quality of life for all’.

The two priorities for collective action in the Community Strategy are:

- growing the economy,
- changing the relationship between the citizen and the state.

One Barnsley is likely to consider ways in which attainment and skills for life could be specifically highlighted in the future. More details will be included in the 2013 Children and Young People’s Plan.

This sets the scene for the top layer in the new Barnsley Golden Thread which cascades through to the Council and Partnership arrangements.

Barnsley Council

Responding to the severe economic situation and budget cuts announced by the coalition government, Barnsley Council began making budget cuts during 2010/11. A one-off saving was made in 2010/11 amounting to £2.748m of which £1.455m was from the Directorate for CYPF. Work was undertaken across the council to determine what is known as the ‘minimum council’ and expenditure was limited to essential services. Costs were reduced and vacant posts were eliminated unless they were deemed part of the minimum council.

The council has set a target to reduce its expenditure in reaction to the cuts in government funding of 28% in the four years up to March 2014. A systematic approach was developed during 2010/11 which led to key lines of enquiry into services to determine potential savings and to enable decision making based on minimum council. 2011/12 has seen service savings of £19.8m achieved across the Council with savings of £4.598m made in children’s services. In 2012/13 a further £1.225m savings are being found across Children’s Services.

Future Council Programme

In this context the council is currently developing its ‘Futures Programme,’ which is the next stage of service reviews and improvement, with the intention of securing quality core council services and making further savings. The Futures Programme aims to secure greater collaboration than has been possible to date between the council, Barnsley’s people, the workforce and partners to identify needs and to design and deliver local cost effective solutions.

The One Barnsley priorities are shared by the council and its partners and the Golden Thread has been strengthened through a refreshed approach to explain the council vision and priorities with a newly created outcomes framework. However, it is pleasing to note that the council has specifically added attainment and life skills as a third priority to reflect the high level of commitment to children’s education in Barnsley. See pages 10 – 11.
The future vision for the council will be expressed in the new Corporate Plan – the business plan for the council as ‘supporting the wellbeing of individuals, families, communities and businesses in a healthy, safe and prosperous borough’.

The new council priorities are:

- growing the economy
- changing the relationship between the council and the community
- better educational attainment and skills for life.

There is a particular focus on the following outcomes:

- **being healthy and well** – helping people to add years to life and life to years and supporting people’s emotional, physical and mental wellbeing
- **being safe** – keeping people safe and safeguarding children and adults
- **being more prosperous** – helping people to fulfil their potential and maximise their contribution to the borough.

This creates a strong thread for One Barnsley, the council, and partner arrangements. The Children’s Trust has devised the C&YP thread to form part of the family of integrated plans and priorities. Golden threads from other Barnsley partnerships will be added to the family of plans over time.

### The Children and Young People’s Trust Plans and Priorities - The Golden Thread

The new vision for children, young people and family services is shared by the Trust and aligns to the One Barnsley and council vision, aiming to ensure:

- every child in a good school
- success in learning and work
- strong families, strong Barnsley.

This translates into the following six priorities for 2012-13:

- safeguarding
- educational attainment - narrowing the gap
- employability
- child and family poverty and family wellbeing
- health inequalities – narrowing the gap
- **CYPF Futures** – our efficiency programme linked to the council’s Future Council Programme.

The five refreshed outcomes we seek for children, young people and families from 2012 are:

- being healthy
- staying safe
- enjoying and achieving
- **being an active citizen** (previously known as making a positive contribution)
- earning a good living (previously known as achieving economic wellbeing).

The Trust wishes to ensure that every child receives the right support, at the right time, in the right place; delivered through the right model, at the right cost to achieve the right outcomes for that child. A strong commitment to driving equalities runs through all our work.
The Golden Thread explained

The alignment of strategic planning from One Barnsley through to the council and Children’s Trust is depicted below:

In Children Services, the top line connection is between the Community Strategy and the Children and Young People’s Plan, at present represented by the 2012/13 prospectus. The vision for children, young people and families has firm connections with the Community Strategy in relation to the vision around economy, success, prosperity and high quality of life and the two key priorities – growing the economy and changing the relationship between citizen and state.

Growing the Economy

The Community Strategy has an emphasis on growing a 21st century economy. This provides an essential strategic link for those actions relating to vulnerable children and families, around aspiration, education, training and economic opportunities which are currently embedded across the five outcomes. We are able to identify those actions which relate to vulnerable groups to link with the Future Council outcome ‘Being More Prosperous’ through the work undertaken to strengthen our golden thread. In this way the needs and wishes of vulnerable children, young people, families and communities, the work of wellbeing teams in developing potential, and the ambition of One Barnsley are inextricably linked. The work of the Children’s Trust, as champions for vulnerable children and families, is to help ensure the delivery of the action plan and to promote access to economic opportunities so that outcomes are improved. The CYPF vision is thematically connected through every child in a good school and success in learning and work.

High Quality of Life for All and Changing the Relationship between Citizen and State

In terms of the Community Strategy vision and the council’s vision and priorities, Children’s Services has a strong foothold in terms of the cascade from family wellbeing, health agendas, safeguarding, and aspiration and attainment through to the CYPF specific vision. The Community Strategy priority relating to the changing relationship between citizen and state cascades directly through to the council’s vision – changing relationship between council and communities aspect and outcome framework - then threads to the CYPF vision relating to Strong Families, Strong Barnsley and the CYPF priorities and outcomes.
### One Barnsley

<table>
<thead>
<tr>
<th>PLANS</th>
<th>VISIONS</th>
<th>PRIORITIES</th>
<th>ENABLERS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY STRATEGY</td>
<td>A successful, uniquely distinctive 21st Century market town that offers prosperity and a high quality of life for all</td>
<td>Growing the Economy</td>
<td>Catalysts for change: • low carbon future</td>
<td>Barnsley is a great place to live and has: • more business and more jobs • more people into jobs and increasing average earnings • more entrepreneurial culture • strong, resilient and supportive communities • co-produced, people-powered public services that are responsive to people’s needs.</td>
</tr>
</tbody>
</table>

#### Barnsley Council

| CORPORATE PLAN | SUPPORTING THE WELLBEING OF INDIVIDUALS, FAMILIES, COMMUNITIES AND BUSINESSES IN A HEALTHY, SAFE AND MORE PROSPEROUS BOROUGH | GROWING THE ECONOMY | ‘FUTURE COUNCIL’ ENABLERS: • people and culture - having the right people with the right skills, knowledge and behaviours • future leadership - Ensuring clear and shared leadership across the organisation and with our partners and communities • future investment - making the most effective use of resources • planning for the future - Doing things differently and embracing change | BEING HEALTHY AND WELL • Helping people to add years to life and life to years and supporting people’s emotional, physical and mental wellbeing | BEING SAFE • Keeping people safe and safeguarding children and adults | BEING MORE PROSPEROUS • Helping people to fulfil their potential and maximise their contribution to the borough |
Barnsley Children’s Trust and Directorate for Children, Young People and Families

PROSPECTUS 2012/13 (CYP PLAN UPDATE)

Every child in a good school
Success in learning and work
Strong families, strong Barnsley

Safeguarding
- Improve the safety of children by developing the engagement and focus of all partners via the LSCB
- Increase confidence and understanding of referral processes and thresholds
- Develop data use, information and quality assurance

Educational attainment - narrowing the gap
- Raise levels of achievement of young people at ages 16 and 19
- Increase the number of schools judged to be good or better

Employability
- Embed and develop I Know I Can (IKIC)
- Improve Skill levels, participation and progression

Child and family poverty and family wellbeing
- Use opportunities across the Children’s Trust partnership and Health and Wellbeing Board to drive economic resilience for families and reduce poverty
- Develop the early help offer for families
- Implement Troubled Families programme to coordinate support for at least 222 families in 2012-13

Health inequalities - narrowing the gap
- Healthy Lifestyles Toolkit implementation
- Healthy lifestyles development:
  - smoking and alcohol misuse
  - sexual health and relationships
  - child development under 5
  - dental health
  - healthy weight
- Improve response to physical and emotional health needs of children in care

CYPF futures
- Deliver CYPF Futures programme
- Improve Workforce development and integrated working in localities
- Drive equalities and access to opportunity for all

Delivering:
- the right support at the right time in the right place.
- the right model at the right cost
to achieve the right outcomes

Being healthy
Staying safe
Enjoying and achieving
Being an active citizen
Earning a good living
## FUTURE COUNCIL OUTCOMES FRAMEWORK

### CHANGING THE RELATIONSHIP BETWEEN THE COUNCIL AND THE COMMUNITY

**Offering choice, independence, supporting people to do more for themselves and promoting self-reliance**

- People of all ages have a much greater involvement in designing services and actively participating in improving their lives and Barnsley.
- We have a new social contract with people of all ages that encourages the sharing of responsibilities, self-help and networking.
- Customer services and the citizen experience of access is improved – we are a successful customer service organisation and our plans facilitate greater self-help.
- We engage local communities in helping them shape the decisions and services in their neighbourhood.
- The council operates fairly and demonstrates total commitment to equalities in policy and practice.
- We have established new models of delivering services guided by local choice and need.
- We support and safeguard our most vulnerable children, adults and families.

### BETTER EDUCATIONAL ATTAINMENT AND SKILLS FOR LIFE

**Developing the Barnsley Challenge Partnership and strong early support**

- We are working collaboratively to improve the quality of teaching and learning and school leadership.
- We are focusing on school governance to support a ‘high support, high challenge’ culture.
- We are using new learning environments and opportunities to accelerate improvement and widen opportunities.
- Partners are working with us to enhance bespoke support to young people to develop their social and emotional skills and raise aspirations.
- We are targeting young people, families and communities who may need extra help in gaining the employability skills and experience they need to succeed.
- We are developing new models of governance and partnership to increase the number of schools judged good and outstanding.

**SUPPORTING THE WELLBEING OF INDIVIDUALS, FAMILIES, COMMUNITIES AND BUSINESSES IN A HEALTHY, SAFE AND MORE PROSPEROUS BOROUGH**

### GROWING THE ECONOMY

**Developing a 21st century sustainable economy**

- We are enabling Barnsley residents to access employment through a Work and Skills programme.
- There is a focus on developing urban Barnsley.
- We are prioritising our principal towns for inward investment.
- Through the spatial planning process, we are creating employment hubs and critical transport links to enable economic growth.
- We are promoting and developing an enterprise culture working with young people, individuals, families and communities.
- The visitor economy is thriving. We are exploiting and developing Barnsley’s visitor attractions and natural landscape as assets to boost the economy.

### FUTURE LEADERSHIP

**Ensuring clear and shared leadership across the organisation and with our partners and communities**

- The vision is clear, shared and owned by all.
- We work together as one organisation and ensure effective democratic leadership and accountability.
- Strategies and services and those of our public sector partners are integrated and aligned.
- Our Members provide clear leadership and accountability and influence to ensure good quality services.
- Alliances we develop can demonstrate that they provide improvements for the citizens and the area as a whole.
- There is collaborative leadership beyond organisational boundaries.

### INVESTING FOR THE FUTURE

**Making the most effective use of resources**

- We work effectively with commercial and strategic partners to rationalise/optimise physical assets - these are employed to best use in serving the community.
- We are trading and gaining revenue through enterprise and value added services.
- We can show that council services are offering value for Barnsley Council taxpayers’ money.
- We can demonstrate investment in preventative services.
- We are working with public, private and third sector partners to lower costs.
- We operate well organised, responsive and efficient support services, with streamlined systems and processes, to support front line service delivery.

### ENABLERS

#### FUTURE PEOPLE AND CULTURE

**Right people with the right skills, knowledge and behaviours**

- Changing how we work and the way we are organised.
- Employees are actively engaged in the design and development of change.
- Workforce strategy is driving the development of employees’ skills and capacity to ensure effective commissioning and/or service delivery.
- Development of leadership and management skills behaviours for senior and middle managers across the council (collaboratively with partners).
- Corporate responsibilities based on accountability – individual, family, community and organisational focus are balanced.

#### PLANNING FOR THE FUTURE

**Doing things differently and embracing change**

- We have developed a deeper understanding of community needs, aspirations and capacity.
- We use our strategic intelligence resource across partners more effectively.
- We develop better ways of bringing people of all ages into the process of service design and development.
- Provision across the public sector is designed and delivered from a citizen perspective.
- We enable people of all ages to choose and personalise services.
- We are focused on outcomes.
- We communicate, engage and consult effectively and transparently.
- We have effective strategic commissioning which supports the delivery of the council’s overall outcomes.

#### INVESTING FOR THE FUTURE

**Making the most effective use of resources**

- We work effectively with commercial and strategic partners to rationalise/optimise physical assets - these are employed to best use in serving the community.
- We are trading and gaining revenue through enterprise and value added services.
- We can show that council services are offering value for Barnsley Council taxpayers’ money.
- We can demonstrate investment in preventative services.
- We are working with public, private and third sector partners to lower costs.
- We operate well organised, responsive and efficient support services, with streamlined systems and processes, to support front line service delivery.

---

**Future leadership**

- Ensuring clear and shared leadership across the organisation and with our partners and communities

**Future people and culture**

- Right people with the right skills, knowledge and behaviours

**Planning for the future**

- Doing things differently and embracing change
The CYPT and Council Children, Young People and Families Futures Programme – Delivering the Golden Thread

At **directorate level**, the children, young people and families 'Futures Programme' has been developed to enable the changes necessary to improve outcomes and achieve the strategic vision and outcomes of One Barnsley, the council and the Trust.

The CYPF Futures programme consists of **four themes**:

- Changing Relationships with Schools
- Strong Families
- Skills, Enterprise and Employability
- Efficiency and Children’s Services Development.

Work around each of the themes is led by a senior manager and involves the analysis of all functions across Children’s Services with a view to transforming the way we work and improving the service experience of children, young people and families. The aim is to identify core statutory functions and local priorities emerging from our vision, as well as looking at opportunities for co-production, and working with individuals, families, communities and businesses to redesign service delivery. Staff involvement in this process is essential and managers have already begun and will continue to hold events to engage staff across the directorate. Alongside all of this is the need to identify efficiencies in the context of increasing pressure on budgets and the requirement to make savings.

Children’s Services work closely with other areas of the council and partners to ensure an integrated approach is taken to families’ needs. Safeguarding vulnerable children is seen as a corporate responsibility across the council, with regular reviews of progress by the council’s Performance Review Panel chaired by the Leader of the Council and Corporate Parenting and Safeguarding Panels of elected members. Furthermore, cross-council and partnership approaches to safeguarding and early intervention are also key priorities evidenced through the Child Poverty Strategic Group and developments in relation to the ‘Troubled Families’.

Each year CYPF Directorate produces service perspectives to reflect the council’s Corporate Prospectus. To complete the cycle, the council’s CYPF Directorate produces three service delivery plans each year, representing the three Assistant Executive Director portfolios. These CYPF Service Delivery Plans, fronted by the CYPF Directorate overview, operationalise the golden thread vision, aims and objectives at service level in the context of the strategic cascade.

**Embedding a Culture of Equality and Diversity**

Barnsley Children and Young People’s Trust and the Directorate of Children, Young People and Families are committed to exceeding the expectations of our Public Sector Equality Duty by embedding equality and diversity in everything we do.

As part of this, we want to ensure:

- engagement of service users from all our diverse communities to enable them to have a voice and be heard, particularly in the planning, design delivery and review of our services
- more accessible services and amenities relevant to all our diverse communities
- the development of more cohesive, resilient and sustainable communities
- we challenge and help eliminate discrimination, exclusion and harassment aimed at some of our diverse communities, particularly as a result of age, disability, gender (including transsexual individuals), maternity, race, religious belief and sexual orientation
- support for equality of opportunity between individuals from various communities, particularly through eliminating or minimising any disadvantage
- continuous improvement to the diversity of our workforce.

SECTION 4 – A FOCUS ON OUTCOMES

Developing an outcome-based approach

We are committed to applying the ideas of Outcome Based Accountability (OBA) to the way that we think, talk and act to improve services for children and young people. This involves work across CYPF directorate and the wider Children’s Trust. We believe that this way of working will help maintain clarity about:

- the outcomes that collectively we hope to achieve through our partnership work
- the partners we need to engage in order to create sustainable change
- those actions that are likely to lead to better outcomes
- those actions that give the public the best value for their money
- the measures that will help us track our progress towards our desired outcomes.

There is ongoing work across the partnership to renew the way we describe the desired outcomes of our collective efforts. By reaffirming our commitment to an outcome-orientated approach, we can help shape conversations and decision making at all levels of partnership working.

Partnerships

We have extended the partnership to make it more inclusive and to make sure that all sectors of the community that have a role to play in helping bring better outcomes for children and young people are engaged either directly or indirectly with the work of the Children’s Trust.

The concept of ‘co-production’ in our ‘Futures Programme’ (see above) is being introduced, acknowledging that working towards better outcomes should always be something that is ‘done with’ rather than ‘done to’ children, young people and their families. This principle is central to our Strengthening Families initiative. It reflects the idea that family members are also partners in our work rather than passive (or reluctant) recipients of public services.

Evidence-informed Strategies

We believe that an outcome-orientated approach can help sharpen the relationship between professional practice and the outcome that it hopes to support. To this end our membership of Research in Practice (RIP) is being used to develop the use of evidence-based work with families.

Good use is being made of the evidence gained through involvement with the Association of Directors of Children’s Services (ADCS) regional research partnership and Professor David Thorpe to understand how to improve the effectiveness of the way that we manage expressions of child concern. This is an example of how we intend to create and use evidence (in its many forms) to support the process of service improvement.

Value for Money

Feedback data is informing commissioning decisions to give better value for service users and their carers, for example in the recent re-commissioning of the short breaks for disabled children.
Links are being made with national work led by the Centre for Child and Families Studies at Loughborough University to take forward the work on cost consequences. All this work links to the directorate’s contribution to the council-wide ‘Futures Programme’.

**Improving Performance Management**

We have designed performance management system improvement around four processes which connect to council wide systems:

1. **Planning** – formulating the organisation’s vision and developing a strategy that will ensure its delivery, and cascading the performance and planning objectives throughout the organisation, ensuring clarity of purpose and a focus on outcomes.

2. **Informing** – ensuring the flow of data and information and efficient management, monitoring and reporting systems for PIs and action points, linking information to outcomes.

3. **Reviewing** – making sure that performance is measured and evaluated to inform future decision making.

4. **Improving** – against expected outcomes and including a process perspective. This involves actively tackling improvement agendas through, for example, quality assurance development, including driving up service standards, benchmarking, continuous improvement, and step change fundamental review to drive better outcomes.

Outcome Based Accountability activity will identify the key priorities for change and, through the ‘Turning the Curve’ process, help drive performance improvement planning. We have also learned lessons through the recent Safeguarding Peer Review process, which provided a valuable insight across the board and informed our development agenda. There will be an announced Ofsted Inspection of the council’s Safeguarding and Looked After Children arrangements in the very near future and this experience will further inform our improvement agenda in Barnsley.

Our progress so far is reflected in the new Safeguarding Children’s Board reporting arrangements and the new performance reporting system across Children’s Services, including a new look quarterly report. We are developing a more robust approach to quality assurance and will be rolling this out across the Children, Young People and Families Directorate following concerted work in Children’s Social Care Services.

**Measurement**

Work has also been ongoing to agree a comprehensive set of measures for both:

- **Outcome Measures** – which help to quantify how much progress we have achieved towards each of our desired outcomes through our partnership work. We acknowledge that by definition, outcomes are often difficult to quantify, so we intend to use these outcome measures to indicate the effect of combined efforts across the population.

- **Performance Measures** – a measure of an activity or process which is expected to lead to better outcomes. In many instances we have developed targets set against measures to make explicit where we aim to be.
Priorities for Improvement – securing better outcomes

The following tables set out the priorities and measures for 2012-13 relating to the five outcomes as set out on page 12. Please note that work is ongoing to refine the distinction between outcome measures and performance measures. The 2013-16 Children and Young People’s Plan will provide a more definitive position.

Figures within the tables are based on the following assumptions:
- data shown in the ‘current’ column is the latest information available and will vary based on the performance measure in question.
- targets relate to 2012/13 unless otherwise stated

### Outcome: Being Healthy

| Priority: Child and family poverty and family wellbeing | **Priority:** Use opportunities across the Children's Trust partnership and Health and Wellbeing Board to drive economic resilience for families and reduce poverty  
| Priority: Health inequalities - narrowing the gap |  
| ▪ Healthy Lifestyles Toolkit implementation  
| ▪ Healthy lifestyles development:  
| ▪ smoking and alcohol misuse  
| ▪ sexual health and relationships  
| ▪ child development under 5  
| ▪ dental health  
| ▪ healthy weight |  
| ▪ Improve response to Physical and emotional health needs of children in care |

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of children in poverty</td>
<td>25%</td>
<td>No significant increase</td>
<td>1</td>
</tr>
<tr>
<td>Proportion of children in workless households</td>
<td>26.7%</td>
<td>No significant increase</td>
<td>2</td>
</tr>
<tr>
<td>Households containing children in emergency housing need (No.)</td>
<td>7</td>
<td>No significant increase</td>
<td></td>
</tr>
<tr>
<td>Households containing children in serious rent arrears (No.)</td>
<td>6</td>
<td>No significant increase</td>
<td>3</td>
</tr>
<tr>
<td>Number of Youth Offending Clients who are NEET</td>
<td>See Note</td>
<td>See Note</td>
<td>4</td>
</tr>
<tr>
<td>Number of young people aged 10-17 who are first time entrants to the criminal justice system</td>
<td>See Note</td>
<td>See Note</td>
<td>4</td>
</tr>
<tr>
<td>Proportion of children aged 4-5 classified as overweight or obese</td>
<td>21.4%</td>
<td>21.4%</td>
<td></td>
</tr>
<tr>
<td>Proportion of children aged 10-11 classified as overweight or obese</td>
<td>33.9%</td>
<td>33.9%</td>
<td></td>
</tr>
<tr>
<td>Under 18 conception rate per 1000</td>
<td>53.2 per 1000</td>
<td>53.2 per 1000</td>
<td></td>
</tr>
<tr>
<td>Teeth missing or filled at 5 years old (mean number of teeth per child sampled which were either actively decayed or had been filled or extracted)</td>
<td>1.0</td>
<td>&lt; 0.8</td>
<td></td>
</tr>
<tr>
<td>Proportion of low-birth weight of term live births %</td>
<td>7.2%</td>
<td>7.2% or England average</td>
<td></td>
</tr>
</tbody>
</table>

#### Performance Measure

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevalence of breast feeding at six to eight weeks from birth (%)</td>
<td>29.2%</td>
<td>31.6%</td>
</tr>
<tr>
<td>% of women who initiate breastfeeding in the first 48 hours after delivery</td>
<td>61.3%</td>
<td>62%</td>
</tr>
<tr>
<td>Smoking rate in pregnancy (Smoking status at time of delivery) %</td>
<td>23.3%</td>
<td>15%</td>
</tr>
<tr>
<td>Dental visits for children in care (%)</td>
<td>68.6%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Metric</td>
<td>Current</td>
<td>Target</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Children immunised 1\textsuperscript{st} and 2\textsuperscript{nd} dose for MMR by their 5\textsuperscript{th} birthday (%)</td>
<td>94.7%</td>
<td>95% Min</td>
</tr>
<tr>
<td>Children immunised (DTaP/IPV/Hib) by their 5\textsuperscript{th} birthday</td>
<td>92.7%</td>
<td>95% Min</td>
</tr>
<tr>
<td>Health assessments for children in care (%)</td>
<td>60%</td>
<td>&gt;80%</td>
</tr>
</tbody>
</table>

Note 1 – Relates to revised local child poverty measure (2009 data)
Note 2 – Relates to Local child poverty proxy measure defined as the proportion of children living in families in receipt of out of work benefits (in workless household) (2010 data)
Note 3 - Figure relates to evictions only. Data collection has been developed to include all serious rent arrears.
Note 4 – The two Youth Offending measures ceased to be systematically collected when they were dropped from the National Indicator dataset. These have now been re-established and mechanisms for collection are in place

### Outcome: Staying Safe

**Priority:** Safeguarding

- Improve the safety of children by developing the engagement and focus of all partners via the LSCB
- Increase confidence and understanding of referral processes and thresholds
- Develop data use, information and quality assurance

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children subject to a Child Protection Plan for a 2nd or subsequent time</td>
<td>10%</td>
<td>10-15%</td>
<td>5</td>
</tr>
<tr>
<td>Children subject to a Child Protection Plan for a 2\textsuperscript{nd} or subsequent time within year</td>
<td>5.5%</td>
<td>&lt;3%</td>
<td></td>
</tr>
<tr>
<td>Child protection plans lasting two years or more</td>
<td>0%</td>
<td>&lt;10%</td>
<td>5</td>
</tr>
<tr>
<td>Emergency hospital admissions caused by unintentional and deliberate injuries to children and young people</td>
<td>147.3/100,000</td>
<td>147.3/100,000</td>
<td></td>
</tr>
<tr>
<td>Percentage of Looked After Children who wait less than 21 months between entering care and moving in with their adoptive family</td>
<td>68%</td>
<td>&gt;70%</td>
<td></td>
</tr>
</tbody>
</table>

Overview of conversion through the safeguarding process – the Childs Journey indicators:

- Contacts-in: 11810 Rate to level off 6
- Referrals accepted by social care* 2413/499/10000 In line with or < national National: 556.8/10000
- (*NB a new system for managing referrals will soon be in place which will affect this target – to be reviewed)
- Children in need: 2365/271.7/10000 No significant increase
- Children subject to a child protection plan: 195/40.4/10000 No significant increase
- Children in care: 234/48.7/10000 No significant increase

### Performance Measure

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children subject to a Child Protection Plan allocated to a social worker (including Looked After Children)</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Initial Assessments Completed within 10 days</td>
<td>83.4%</td>
<td>&gt;75%</td>
<td>8</td>
</tr>
<tr>
<td>Core Assessments completed within 35 days</td>
<td>82.3%</td>
<td>&gt;85%</td>
<td>8</td>
</tr>
</tbody>
</table>

Quality Assurance Framework developed and implemented:

- Phase 1 – Initial improvements to include, for example:
  - % Social workers receiving monthly supervision,
  - % Audited supervision files,
  - % Managers completing monthly case file audits
- Phase 2 - Quality Assurance Framework implemented

Note 5 – These indicator targets are taken from the national dataset.
Note 6 – Figures relates to 2011/12
Note 7 – This figure relates the number Children in Care on 31 March 2012.
Note 8 – These indicators may change in light of the recommendations and consultations from the Munro review. Will be moving instead to measure:
  - ‘Distribution of working days from referral to completion of assessment’ and
  - ‘Distribution of working days from strategy meeting to initial conference’
Outcome: Enjoying and Achieving

Priority: Educational attainment – narrowing the gap
- Raise levels of achievement of young people at ages 16 and 19
- Increase the number of schools judged to be good or better

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 GCSEs at 5A*-C or equivalent including GCSE English &amp; maths</td>
<td>44.4%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Progression by 3 levels in English between Key Stage 2 and Key Stage 4</td>
<td>60%</td>
<td>71.0%</td>
<td></td>
</tr>
<tr>
<td>Progression by 3 levels in Maths between Key Stage 2 and Key Stage 4</td>
<td>43%</td>
<td>65.7%</td>
<td></td>
</tr>
<tr>
<td>The Special Educational Needs (SEN) / non-SEN gap – achieving 5 A*-C GCSE including English and maths</td>
<td>44%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Looked After Children with 5 A*-C including English and maths (%)</td>
<td>15.4%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

Performance Measure
- Target Reduction Note:
  - 2012/13 – this target reduction has been made to enable us to increase our delivery to 11 – 12 year olds who will be subject to participation and accreditation, it also reflects reductions in service budget.

Outcome: Earning a Good Living & Being and Active Citizen

Priority: Employability
- Embed and develop I Know I Can (IKIC)
- Improve Skill levels, participation and progression

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care Leavers in employment, education or training (EET) (%)</td>
<td>45%</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>16-18 year olds not in employment, education or training (NEET)</td>
<td>5.9%</td>
<td>7.1%</td>
<td></td>
</tr>
</tbody>
</table>

Performance Measures
- Target Reduction Note:
  - 9 - * 12/13 – this target reduction has been made to enable us to increase our delivery to 11 – 12 year olds who will be subject to participation and accreditation, it also reflects reductions in service budget.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Current</th>
<th>Target</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of (13-19) population participating (minimum 10 hours).</td>
<td>15%</td>
<td>14 %</td>
<td>9</td>
</tr>
<tr>
<td>% of participants gaining accreditation.</td>
<td>30%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Number of BME and LDD young people engaged in voice and influence activity</td>
<td>92</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td>Number of looked after young people introduced to youth work activity</td>
<td>88</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td>Number of candidates who stand for election in youth council election</td>
<td>104</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Participation of 17 year-olds in employment, education or training %</td>
<td>89%</td>
<td>98%</td>
<td></td>
</tr>
</tbody>
</table>

CYPF Futures

In addition to the above priorities the Trust is committed to the CYPF Futures programme as follows:

Additional Priority

Priority: CYPF Futures
- Deliver CYPF Futures programme
- Improve Workforce development and integrated working in localities
- Drive equalities and access to opportunity for all

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of Phase 1 CYPF Futures Programme</td>
<td>By Sept 2012</td>
<td></td>
</tr>
<tr>
<td>Delivery of Phase 2 CYPF Futures Programme</td>
<td>April 2013</td>
<td></td>
</tr>
<tr>
<td>Number of CAFs completed</td>
<td>625</td>
<td>&gt;625</td>
</tr>
<tr>
<td>Number of CAFs instigated by source</td>
<td>See the CAF 2012 statistical report</td>
<td>See the CAF 2012 statistical report</td>
</tr>
</tbody>
</table>

For equalities and access measures please see the CYPF Equality Scheme 2012-2015