

**SUNDERLAND CHILDREN'S TRUST**

**CHILDREN AND YOUNG PEOPLE'S PLAN  
2009-10**

**CONSULTATION DRAFT  
V3.0**

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## INTRODUCTION

### **Purpose of this document**

This document is the Children's Trust Children and Young People's Plan (CYPP) for 2009/10.

In 2008, the Children's Trust decided to extend the CYPP 2007-09 into 2009/10 and to prepare a 15 year commissioning strategy that would be aligned to the Sunderland Strategy.

This 2009/10 plan is the extension of the CYPP 2007-09. This plan

- Reiterates the ethos and principles of Sunderland Children's Trust and the context in which the Children's Trust operates
- Provides an overview of our review into the CYPP 2007-09
- Identifies the priority outcome areas within the ten priorities of the Children's Trust
- Sets out the process for developing the 15 year commissioning strategy 2010-25

In preparing this document, we have considered the progress already made towards the CYPP 2007-09, the views of all Children's Trust partners and previous decisions made by the Trust, which are set out in the following documents:

- The CYPP 2007-09 annual report, published in June 2008
- The Evaluation and Feedback Report of the Children's Trust Conference in November 2008
- The scoping paper designed to set out the Children's Trust's approach to developing a 15 year strategy
- The draft project plan to develop the 15 year strategy

## SECTION 1: A RECAP OF THE CHILDREN'S TRUST

### 1.1 Our vision, values and principles

#### Our vision

“Working together to improve life chances and aspirations for each child and young person in Sunderland”

The vision represents our shared ambition to improve the lives of all children and young people in Sunderland, and to prepare them well for adulthood.

To deliver this vision, a framework for improving outcomes for all children and young people has been developed around a service delivery model that will provide universal, targeted and specialist services. These are defined as:

- Universal services: services for all children and young people and families
- Targeted services: services for children and young people and families living in particular areas and/or with identified needs
- Specialist services: services for children and young people and families with complex needs and/or children and young people at high risk

The focus is on early identification of need, early intervention and prevention, with clarity in individual cases about the need for targeted services and, in time, reduced demand on specialist services providing opportunity for re-investment.

In Sunderland, children and young people are at the centre of services provided for them. There is no sole provider of services and the achievement of our vision requires the continued development of key relationships between all partners across the city.

We need to continue to build upon the development of integrated services through strengthening the working relationship between partners. This is all part of our shared journey, continually being shaped by radical changes in legislation and policy, through the Children Act 2004 and ‘Every Child Matters: Change For Children’.

The key focus for ongoing partnership work must be the 5 outcomes for children and young people:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

Partners will continue to work together and in partnership with children, young people and families, not to represent the interests of service providers but to ensure life chances for children and young people are sustained and enhanced.

### **Our values and principles**

Our values are the key to how we work together for children and young people across the city. They are the drivers in our working lives, regulating our behaviour and enabling a consistent response to children and young people so that everyone working in children's and young people's services is truly putting children, young people and families at the centre of our thinking and actions.

The principles underpin how we work, making sure that we consistently engage in activities to better the lives of children and young people by enhancing our understanding, skills, experience and resources.

Our shared core values across the Children's Trust are:

- Valuing people: having respect and trust for all people, valuing diversity and actively promoting equality
- Delivering results; focussing on and delivering positive outcomes for children, young people and their families
- Delivering results: focusing on and delivering high quality services that improve life opportunities for children, young people and their families
- Openness: being honest about our achievements and aspirations now and in the future
- A positive outlook: being outward looking, making a positive difference, and creating opportunities with all partners

Our shared core principles are:

- Celebrating the achievements of children and young people
- Having every child, young person and their family at the heart of all we do
- Being focussed on better outcomes
- Providing access to early support
- Actively encouraging participation
- Maintaining the highest standards
- Working in partnership

## **1.2 Delivering the vision – our 10 priorities for children and young people**

The ten priorities that are identified in the CYPP 2007-09 have continued into the 2009/10 Plan.

The Children's Trust wants children and young people in Sunderland to:

1. Be strong individuals, proud of their city and contribute to its future
2. Be aware of how their behaviour affects others and the importance of staying out of trouble
3. Make positive lifestyle choices
4. Lead healthier lives
5. Feel good about themselves
6. Be safe in the community, at school and at home
7. Achieve in their education
8. Enjoy sport, leisure and play
9. Live in decent homes
10. Get the right training, further education and jobs

### 1.3 National Strategic context

Over the past 12 months, three key national drivers have emerged that will shape the future of Children's Services, namely The Children's Plan, statutory guidance on the duty to cooperate, eradicating child poverty

The **Children's Plan** is the Department for Children, Schools and Families' (DCSF) 10-year strategy to make England the best place in the world for children and young people to grow up in. The Children's Plan is aligned with the Every Child Matters Outcomes Framework and a range of policies and strategies have been developed by DCSF to support Children's Services and Children's Trusts to achieve improved outcomes.

The Government is committed to reducing child poverty. This is likely to be supported through a **Child Poverty Bill**. Tackling the causes and consequences of poverty requires action across all of the five Every Child Matters outcomes, in order to support parents and their children across all local services. Eradicating child poverty requires a multi-faceted approach by the Children's Trust partners, tackling poverty in the short term and breaking inter-generational cycles of disadvantage. The partnership arrangements necessary to take a strategic approach to tackling this wide range of issues should be embedded within the Children's Trust, and as part of the wider work of the council and partners across the city.

The **Children, Skills and Learning Bill**, announced in the Queen's Speech in December 2008, is intended to promote excellence in schools and create a more customer driven skills and apprenticeship system. The Bill will cover school standards, tackling poor behaviour, realising potential, local involvement and national infrastructure.

Measures in the **Children and Young Persons Act 2008** include preventing councils from placing children out of area inappropriately, strengthening the role of independent reviewing officers to monitor care arrangements and providing care leavers who go to university with a bursary. All of these measures will impact on Children's Services. When guidance is provided by

the Government on each of these areas, Children's Services will respond efficiently and effectively to these.

Changes are anticipated within Government that will have an impact on all Local Authorities. The Government expresses these as changes to "**Machinery of Government**". Those that will have an impact on Children's Services and the Children's Trust include:

- Functions of the Learning Skills Council (LSC) will be transferred to, and undertaken by a combination of local authorities and two new bodies: The Skills Funding Agency and Young People's Learning Agency. Children's Services will shape and drive the agenda with these two new bodies
- Responsibility for securing education for all 16-19 year olds will be transferred to local authorities
- Responsibility for securing education for young people in juvenile custody will be placed with local authorities.

**Children's Trusts** will be strengthened. Children's Trust Boards will become statutory, duties to co-operate will be extended and it will be a statutory requirement for all Children's Trusts to have an annually reviewed Children and Young People's Plan. The arrangements for the Children's Trust in Sunderland reflect the new guidance on statutory requirements. Children's Services is a principal member of the Children's Trust and leads on many of the priorities within the Children and Young People's Plan. Children's Services works within Children's Trust governance arrangements and is represented on each of the Children's Trust Aligned Partnerships.

On 18 November 2008, the Department for Children, Schools and Families (DCSF), issued **Statutory Guidance on Inter Agency Cooperation**, under section 10 of the Children Act 2004, to which all local authorities and "relevant partners" must have regard to. This guidance replaces the *Statutory guidance on inter-agency co-operation to improve wellbeing of children: children's trusts (2005)* and the consultation document *Children's Trusts: statutory guidance on inter-agency co-operation to improve wellbeing of children, young people and their families (April 2008)*.

Key implications are for Children's Trusts to:

- include a 'step change' in the **involvement of schools** and schools must be able to shape the planning and commissioning of services and play a central part in the work of CT
- pursue **commissioning** activities jointly and pool budgets, wherever appropriate. The commissioning cycle should apply whether services are delivered by in-house teams, other public sector organisations, or the third sector
- have in place stronger systems of **prevention and early intervention**
- deliver services increasingly **co-located and integrated** within universal settings
- have clear processes and pathways within universal services to engage and work with specialist services
- **reconfigure existing services and commission new ones** to support needs identified in universal settings

In January 2009, the DCSF issued revised **Children and Young People's Plan (CYPP) Guidance** setting out key requirements for the CYPP 2010 and beyond, as follows:

- The CYPP must be developed in the context of local issues and priorities and understood as part of a wider local strategy involving all partners in **the Local Strategic Partnership**.
- By 2010 Children's Trusts should have in place consistent, high quality arrangements to provide **identification and early intervention** for all those who need additional help
- The CYPP sets **the strategic commissioning framework** within which partners will, together or individually, ensure delivery of services which improve outcomes for children and young people and families in the area.
- The CYPP must include a statement on how the local authority intends to achieve improvements with reference to the **integration of services, early intervention and prevention, and safeguarding**.
- The CYPP must:
  - set out the arrangements for **co-operation** with local partners.
  - include **a needs assessment** against outcomes for children and young people.
  - include an outline of **key actions**, with timescales, to meet priorities.
  - include a statement of how the use of **the local authority's resources** will contribute to the improvement of the outcomes.

In 2008, there was great media interest in the death of "**Baby P**" in **Haringey** and the resulting serious case review. Since then Lord Laming has been commissioned to conduct a further review. When this review is available, Sunderland Children's Services and Sunderland's Safeguarding Children Board (SSCB) will respond to any recommendations made.

#### **1.4 Local Children's Trust Arrangements**

In Sunderland there is a Children's Trust, which acts as a Board, a Children's Trust Strategic Partnership, which implements the policy and business of the Children's Trust, and a network of partnerships that are aligned to the Children's Trust. Each of these partnerships has developed a strategy, which aims to work towards the outcomes identified in the CYPP, as well as other linked areas identified by the partnership. The aligned partnerships are:

- Early Years and Childcare
- Family and Parenting
- Child and Adolescent Mental Health
- Looked After Children
- Learning Difficulty & Disability
- Risk & Resilience (Teenage Pregnancy, Substance Misuse)



- 14-19
- Youth
- Youth Offending

Clear links have been made between Aligned Partnerships, the Children's Trust Strategic Partnership and Children's Trust Board, as well as the Local Strategic Partnership and the City Council. These are set out in the governance arrangements diagram, at Appendix 1.

## SECTION 2: WHAT OUR REVIEW OF THE CYPP 2007/09 AND OUR NEEDS ASSESSMENT TELLS US

### 2.1 Children and young people in Sunderland

Sunderland has relatively high deprivation levels; the 2007 Index of Multiple Deprivation (IMD) ranks Sunderland as the 35<sup>th</sup> most deprived local authority (out of 354). The IMD ranks authorities using seven categories: income; employment; health deprivation and disability; education, skills and training; barriers to housing and services; crime; and living environment. The review of the CYPP tells us:

#### Child Population

- The **number** of children and young people aged 0-19 in Sunderland is 65,800 (Office for National Statistics (ONS) mid 2007 estimates), a fall compared to previous years
- The number of **pupils** in primary, secondary and special schools has fallen from 41,934 (2008 School Census) to 40,047 (2009 School Census)
- The numbers of children and young people aged 0-15 in Sunderland from a **black or minority ethnic heritage** is 2800 (5.4% - ONS mid 2006 estimates)
- The number of children and young people eligible for **free school meals** has fallen from 8,224 (2008 School Census) to 7213 (2009 School Census)
- Figures for 2008 indicate that 29.3% of children and young people in Sunderland are living in poverty compared to 21.3% nationally

#### Children with additional needs

- The number of children and young people with a **special educational need** has also fallen from 9,525 (2008 School Census) to 8963 (2009 School Census)
- The number of **children in need** has risen to 2,251 (January 2009) compared to 2017 in March 2008
- The number of **children in care**, and therefore looked after by the Council, is 392 (January 2009) compared with 398 in March 2008. The number has remained stable and below the average for both England and Sunderland's peer group.
- The number of children and young people who are subject of a **Child Protection Plan** is 249 (January 2009) compared with 198 in March 2008

#### Health

- 15% of 5 year olds and 15% of 11 year olds are classed as overweight; 10% of 5 year olds and 21% of 11 year olds are classed as **obese** (National Child Measurement programme 2007-08). All categories are above national averages
- **Teenage pregnancies** have significantly reduced since the baseline period 1998-2000, from 63.1 per 1,000 females to 55 in 2006, but latest data available shows an increase to 57.3 per 1,000 population in 2007.
- 1 in 4 children and young people in Sunderland have some form of

### **mental health problem**

- 23% of women in the city continue to **smoke during pregnancy**

### **Education, employment and training**

- The gap between the percentage of pupils achieving **Key Stage 2** Level 4+ in both English and Maths, who were eligible and are not eligible for free school meals, has reduced from 25% in 2007, to 23% in 2008
- The number of schools with **persistent absence** has increased from five in 2007/2008 academic year to seven in 2008/2009. 1,118 secondary age pupils were classed as persistent absentees in 2007/2008 (Spring and Autumn terms), representing 6.5% of enrolments, compared to 6.4% nationally
- Pupils at **KS4** recorded the city's highest results ever GCSE results, with 64% achieving five or more A\*-C grades in 2008 and 43% achieving 5+A\*-C grades including English and Maths
- 12.8% of 16 to 18 year olds are **not in education, employment and training** (2008). This is higher than the national average of 6.7%

## **2.2 Views of children and young people –**

The Children's Trust has a responsibility to listen to children, young people and their families and to use their views to shape what the Trust can do to improve outcomes.

### **2.2.1 Citizenship week**

In October 2008, the Children's Trust established *Citizenship Week*, which will become an annual opportunity for children and young people to actively participate: to explore and discuss local issues and offer possible solutions. The Children's Trust identified a theme, which was "**Sunderland – The Child and Young Person Friendly City: 2025**".

Schools, colleges, Early Year's settings, Nurseries, Children's Centres and colleges were invited to engage with children and young people to enable them to identify their issues and make Sunderland a Child and Young People Friendly City and to inform the 2010/25 plan.

Over 400 children took part in citizenship week from a number of nurseries, primary schools and Children's Centres across the city. They were Usworth Colliery Nursery School, St Peter's Day Nursery, Lambton Primary School, New Penshaw Primary School, George Washington Primary School, Benedict Biscop CE Primary School, Plains Farm Primary School, Portland College Specialist School for Cognition and Learning, Washington Rainbow Centre, Bunny Hill Children's Centre and Highfield Children's Centre.

### **Key themes identified by Children**

- The importance of **family**
- Being **safe**
- Leisure **activities**
- **Looking after others** including the homeless, refugees and the elderly
- Improving the **environment**

Full details of Citizenship week can be found in Appendix 3.

### **2.2.2 Tell Us 3 Survey**

The survey is an annual, on-line survey managed by Ofsted, and administered by schools. The survey is designed to gather the views of children and young people on a range of issues across the five Every Child Matters outcomes to provide national benchmark data. The target is that 900-1,300 young people in years 7, 8 and 10 complete the survey in each local authority. The survey is in its third year and took place between March and June 2008. Sunderland will take part in the Tell Us 4 survey.

### **2.2.3 Other consultation that has taken place in 2008**

Children, young people and families are consulted on numerous topics, by many different services. The Children's Trust wants to hear about these consultation exercises so that these views can be incorporated into the Trust's needs assessment.

The council has developed a database that allows all consultation activity to be logged. The Children's Trust is able to access this database. Over the coming year the Trust will actively encourage services and partnerships to log information about consultation activity onto this database.

## **2.3 Actions and measurable outcomes**

In the CYPP 2007-09 there were 112 actions. Over 65% of these have been completed. Those that are outstanding are being progressed by partnerships aligned to the Children's Trust. Appendix 2 sets out those actions that are outstanding and who is responsible. It is anticipated that all of the outstanding actions will be complete by March 2010.

In the CYPP 2007-09, a number of measurable outcomes were linked to the actions, with targets set. The majority of these targets have been met. For the majority of the targets that have not been met, improvements have been made. Appendix 2 sets out those measurable outcomes that have not been met, with data set against actual and target figures.

## **SECTION 3: WHAT WE WILL DO TO CONTINUE TO IMPROVE OUTCOMES FOR CHILDREN AND YOUNG PEOPLE**

### **3.1 Priorities for 2009/10**

#### **3.1.1 The Children's Trust's Ten Priorities**

Within each priority, we have identified which outcomes will be focused on during 2009/10.

##### **Be strong individuals, proud of their city and contribute to its future**

- Mentoring and advocacy
- Involving disabled young people in the Council's disability equality scheme
- Increasing the number of young people engaged in service design and delivery, and those receiving accredited outcomes

##### **Be aware of how their behaviour affects others and the importance of staying out of trouble**

- Supporting those at risk or, and those offending
- Supporting victims of crime

##### **Make positive lifestyle choices**

- Increasing the number of children and young people participating in physical activity and choosing a healthy diet – leading to a reduction in the rate of obesity
- Reducing substance misuse amongst young people
- Improving sexual health and reducing teenage pregnancy

##### **Lead healthier lives**

- Reducing mortality rates in children under the age of 1
- Improving prevention, early intervention and effective management of childhood diseases i.e. through improving MMR vaccination rate
- Support schools, colleges and children's settings by extending the Healthy Schools programme, developing support to deliver the Personal, Social and Health Education curriculum, developing wellness drop-ins, healthy eating and physical activity

##### **Feel good about themselves**

- Promoting mental health and emotional well-being and monitoring the impact of service delivery

##### **Be safe in the community, at school and at home**

- Providing mentoring and advocacy
- Supporting parenting
- Tackling bullying
- Tackling racism
- Investigating children and young people's fear of crime
- Improving road safety
- Improving rates of accidental injuries to children and young people

##### **Achieve in their education**

- Supporting children with Special Educational Needs
- Achieving improvements in results at Foundation Stage Profile, Key

Stage 2, GCSEs

- Reducing surplus places as part of a school place planning review

#### **Enjoy sport, leisure and play**

- Providing accessible and quality play opportunities through for example, free play areas and new facilities, such as swimming pools
- Engaging more children and young people from BME groups (black and minority ethnic)
- Researching the impact that transport has on sport, leisure and play

#### **Live in decent homes**

- Homelessness
- Identifying the housing needs of children and young people from BME communities (black and minority ethnic communities) and those with LDD (learning difficulties and disability)

#### **Get the right training, further education and jobs**

- Providing opportunities for young people to access training, further education and employment through for example, work-based mentors for young people, training and support package for employers

### **3.1.2 Aligned Partnerships Strategic Priorities 2009-10:**

#### **Early Years and Childcare (Strategy in place)**

- Improve the outcomes for all children under 5
- Close the gap between those with the poorest outcomes and the rest by ensuring Early Childhood Services are integrated, proactive and accessible
- To ensure that the provision of childcare is sufficient to meet the requirements of parents in Sunderland in order to enable them to work or undertake education or training leading to work

#### **Family and Parenting (Strategy in place)**

- Provision of parenting programmes and support at universal, targeted and specialist levels of service delivery
- Provision of preventative and early intervention services and programmes
- Availability of information, guidance and advice for parents through a range of universal settings
- Development of universal parenting support in local communities, accessible at times when parents want and need it
- Development of skilled workforce to deliver services and programmes

#### **Child and Adolescent Mental Health (Strategy in place)**

- Enhance school based provision through successful Targeted Mental Health in Schools Programme through mental health lead role in school, development of whole school approaches including SEAL programme and the development of school based counselling and peer mentoring services to support both emotional health and well being and bullying agenda
- Re-provision of highly specialised CAMH Services to improve services to children and young people with acute mental health needs with the

development of locality based crisis services, more integrated locality services for children with highly complex needs and better access to regional in-patient services

- Re-provision of Tier 3 CAMH Services to deliver integrated services for children from aged 0-18 including those with leaning disabilities

#### **Children in Care (Strategy in place)**

- Implement the recommendations of the White Paper “Care Matters: Time for Change”
- Improve outcomes for children and young people living in children’s homes
- Reduce offending amongst children looked after

#### **Learning Difficulty & Disability (Strategy in place)**

- Ensure that children and young people, their parents/carers and professionals have information that is accessible, appropriate, and in a range of different formats.
- Establish a resource baseline to enable a realistic analysis of need to be carried out in order to inform the commissioning business plan. Integrate working with pooled budgets, where appropriate.
- Provide options and opportunities for employment, education and training. Develop pathways to ensure continuity of support and provision across Children’s and Adult Services.
- Involve parents and carers in the delivery of training to professionals working with children and young people with LDD; all staff, working with children and young people with LDD receive appropriate disability awareness training and skills development.
- Ensure that the needs of children, young people and parents/carers are met in a consistent and appropriate way.
- Ensure that mainstream services are accessible; ensure there is easy and prompt access to therapies; ensure access to equipment is timely and available consistently; ensure appropriate pathways for children and young people with mental health needs.

#### **Risk and Resilience (Strategy in place)**

- Provision of targeted support and specialist services to children, young people and their families most likely to be involved in harmful risk taking behaviours
- Provision of services for high risk groups in targeted settings and “hot spot areas”
- Team Around the Child/ Family approach, aligned to the Prevention Strategy to ensure effective multi disciplinary working
- Development of an integrated approach with adult services to addressing the needs of children and young people of parents with substance misuse problems (Hidden Harm agenda)
- Support for families and parenting, aligned to the Parenting Strategy, at a universal targeted and specialist level
- Specific support to address broader environmental factors, aligned to Extended Services Strategy and Integrated Youth Strategy

### **14-19 (Strategy in place)**

- Create a world-class estate to ensure quality-learning environments for all young people
- Increase participation in Education, Employment, and Training
- Respond to diversity, achieve and celebrate equality, in order to raise and realise aspirations
- Develop a mature, honest and open 14-19 Partnership focussed on learners
- Ensure a highly skilled and innovative workforce and increase participation in Education, Employment, and Training
- Have effective links with employers to ensure high quality work related learning and enable young people to have access to high quality, impartial Information, Advice and Guidance and appropriate support.

### **Youth (Strategy in place)**

- Increase the numbers of young people who participate in positive activities in their leisure time and improve access to integrated youth services at weekends and during school holidays.
- Further develop and implement the engagement of young people in their community as active citizens and volunteers
- Create access to enhanced integrated youth support services that help to meet the needs of individual young people and their families
- Tackle NEET through different and rigorous interventions via the 14 to 19 strategy and develop apprenticeship Schemes with the council and key partners
- Reduce the rate of proven re-offending by young offenders through the systematic recidivism strategy
- Increase the range and suitability of accommodation for young people in the city

### **Youth Offending (Strategy in place)**

- Ensure the Youth Offending Service (YOS) structure is 'fit for purpose' in line with the proposed changes to the Youth Justice Board (YJB) Performance Framework
- Reduce year on year the rate of proven reoffending by young offenders, through the systematic recidivism strategy.
- Reduce year on year the number of first time entrants aged 10-17 to the Youth Justice System

## **3.2 Priorities that cut across the whole of the Children's Trust**

### **Locality Based working (Strategy in progress)**

- Increase the range of services which are locally accessible and delivered through a multi-agency approach
- Have effective procedures for partnership working and information sharing between universal, targeted and specialist services
- Ensure local service delivery is consistent with needs analysis



and informs the commissioning process

### **Prevention (Strategy in place)**

- Implement the vision, principles and standards of preventative practice and service delivery, which all services in the City will operate
- Ensure timely responses to children, young people and their families at times of vulnerability and additional need, working within a Common Assessment Framework.
- Provision of locally accessible services that can help build resilience of individuals and communities.
- Integration of service delivery, achieving teams around the family and child based on effective partnership working and information sharing between universal, targeted and specialist services.
- Commission a set of preventative services, which will support early identification of need and effective interventions to improve outcomes for children and young people and their families with additional needs

### **Participation (Strategy in place)**

- To commission a group / service to work with children and young people to develop a child and young person friendly version of the strategy
- To ensure that all services have systems in place to feedback to children and young people on how key messages have impacted upon planning, commissioning and service delivery
- To develop guidelines for services on the recording of equality data to monitor inclusiveness of participatory practice
- To adapt the Council's consultation resources to create a guide on the safe and effective engagement of children and young people
- To establish processes, procedures and protocols for all commissioned services around involving children and young people in, Recruitment Commissioning, Complaints and feedback

### **Workforce Development (Strategy in progress)**

- + Establish a strategy for workforce innovation and reform for children's services and partners
- + Prepare a coordinated training and development plan
- + Undertake a needs assessment and analysis based on robust data collection systems

### **Safeguarding (Strategy in Progress)**

- Improve outcomes for children and young people affected by parental behaviour, including domestic violence, substance misuse and mental health
- Improve road safety
- Reduce the rate of accidental injury to children and young people
- Improve awareness of private fostering arrangements to meet legal requirements.

- Implement the recommendations of the White Paper “Care Matters: Time for Change” (which will be superseded by Children and Young Person’s Act)
- Support families at an early stage by investing in prevention and early intervention
- Ensure professionals in all agencies have a clear understanding of children in need and child protection thresholds, to ensure the appropriate children are referred to the appropriate statutory service
- Improve the transition for disabled young people into adulthood
- Develop robust links with the Safer Sunderland Partnership and Safeguarding Adults Partnership
- Through links with Risk and Resilience partnership ensure arrangements are in place to support young parents with mental health issues.

**See Appendix 4 for Strategies and contact details**

### **3.3 Process for monitoring and reviewing the 2009/10 plan and lead in to the 2025 plan**

During 2009/10, the CYPP 2009/10 will be reviewed as part of the needs assessment process that will be coordinated as part of the development of the 15 year commissioning strategy.

## SECTION 4: A 15-YEAR STRATEGY FOR CHILDREN AND YOUNG PEOPLE 2010 - 25

The Children's Trust will follow the commissioning process as set out in the Commissioner's Handbook and on the website [www.sunderlandchildrenstrust.org.uk/planning.asp](http://www.sunderlandchildrenstrust.org.uk/planning.asp)

### 4.1 Planning for a 15 year strategy

The key pieces of work that the Children's Trust will progress, in planning for the 15 year strategy are to:

#### REVIEW

- Set up Strategy Planning Group
- Consider aims and objectives of a 15 year strategy
- Identify and consider some of the 'big issues' that have emerged from CYPP 2006/9 and strategic planning across the Children's Trust
- Consider how the C&YP Plan can become a commissioning (and decommissioning) strategy for the Children's Trust and clarify the commissioning role of the aligned partnerships.
- Review and apply requirements of Government statutory guidance and proposed legislative changes
- Review governance and partnership arrangements with the LSP

#### ASSESS

- Prepare a Children's Trust Needs Assessment, building on
  - performance data analysis
  - consultation with children and young people (Citizenship week, Tell Us 3 survey, consultation conducted by services and partnerships)
  - consultation with the workforce
- Work with the PCT and Health, Housing and Adult Services to formulate a comprehensive Joint Strategic Needs Assessment
- Build locality profiles to support locality based service planning and delivery
- Apply 'Outcomes Based Accountability' methodology to 'Turn The Curve' on performance areas where progress is slow.

#### PLAN

- Use the needs analysis to identify priority outcome areas for the Children's Trust.
- Consult on and agree priority outcome areas with key actions and responsibility for implementation
- Work to establish processes to include key elements of partners' plans
- Strengthen early identification, intervention and prevention for children with additional needs. 'Narrow the Gap' for vulnerable groups and inequalities
- Map different models of service provision and identify which give the best outcomes
- Set out governance arrangements for the Children's Trust 2010-25. To do this the Children's Trust will:

- Identify what types of Aligned Partnership are required and which Aligned Partnership will be responsible for each priority outcome area
- Prioritise the priorities into three year bands
- Set out arrangements for reviewing progress against the priority outcome areas
- Strengthen links with the Local Strategic Partnership
- Strengthen the engagement of schools, schools forum, College and Academies
- Strengthen engagement of other frontline providers
- Set out roles and responsibilities of partners for delivering the 15 year strategy
- Prepare for formal consultation with Children's Trust partners, Children's Services Review Committee, Cabinet and Council
- Undertake formal consultation with children and young people on the priorities emerging from the needs assessment (Citizenship Week 2009)
- Set out arrangements for joint commissioning

## **DO**

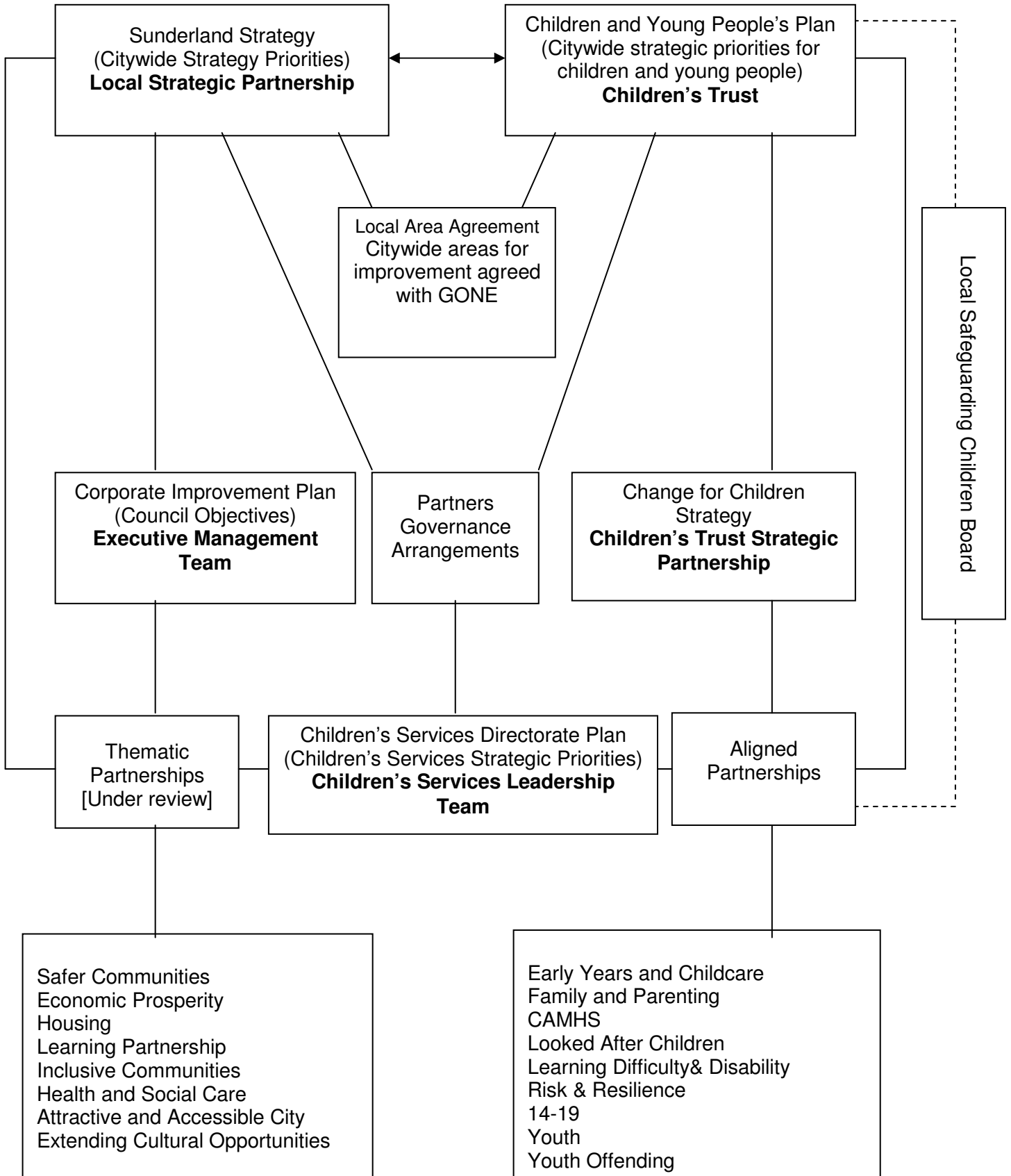
- Establish commissioning intentions of the Children's Trust partners to achieve priority outcomes for children and families.
- Work towards clarifying the spend of Children's Trust partners on children and young people
- Set out a programme of service improvement and delivery.

Throughout the planning process, the Children's Trust will manage a series of consultation exercises.

In the Children's Plan, there are new performance measures that are designed to challenge local authorities and these will be considered by the Children's Trust in drafting the 15 year strategy:

- Every child is ready for success in school, with at least 90% developing well
- Every child is ready for secondary school with at least 90% achieving at or above the expected level in both English and maths by age 11
- Parents are satisfied with the information they receive
- Young people participate in positive activities
- Reduction in proportion of overweight and obese children
- Eradicating child poverty
- Preventing youth offending

**APPENDIX 1: Partnerships and governance arrangements**



## APPENDIX 2: Outstanding actions and measurable outcomes

### Priority 1: Be strong individuals, proud of their city and contribute to its future

**Lead officer** Head of Making A Positive Contribution and Achieving Economic Well-being, Children's Services

**15 actions**

**3 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Establish a mentoring and advocacy service for children and young people</b>	Audit existing provision of mentoring and advocacy across the city for children and young people	Head of MPC and AEW	MPC and AEW Service Plan
	Establish and evaluate the impact of a mentoring and advocacy pilot through peer mentoring for children and young people who offend	Youth Offending Service Manager	Youth Justice Plan
<b>Integrate services for young people</b>	Involve young disabled people in the implementation and monitoring of the Council's Disability equality Scheme.	Diversity Officer	EDCM Plan Council's disability equality scheme

### MEASURABLE OUTCOMES – TARGETS NOT MET

Be strong individuals, proud of their city and contribute to its future		Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
Engage children and young people	Increase from baseline the number of services using a recognised good practice tool to engage children and young people in service design and delivery	Baseline to be set by 30/9/07	To be set		To be set
	Number of young people with a recorded outcome	3257	4071	3447	4071
	Number of young people with an accredited outcome	1620	2025	1638	2025

	Number of young people from BME groups involved in the Youth Participation Network	62	Increase by 43	82	Increase by 51
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**Priority 2: Be aware of how their behaviour affects others and the importance of staying out of trouble**

**Lead officer** Head of Making A Positive Contribution and Achieving Economic Well-being, Children's Services

**8 actions**

**5 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Support those at risk of, and those offending</b>	To engage 200 children and young people in 2007-2008 in interventions aimed at preventing offending. To engage a further 200 children and young people in 2008-2009	Youth Offending Service Manager	Youth Justice Plan 2007-2008
	Assess all young people entering custodial sentences for LDD	Youth Offending Service Manager	Youth Justice Plan 2007-2008
	Implement a race action plan to monitor the proportion of the BME population in the criminal justice system	Youth Offending Service Manager	Youth Justice Plan 2007-2008
<b>Support victims</b>	Support victims to enable their participation in restorative processes in at least 25% of relevant outcomes referred to the YOS	Youth Offending Service Manager	Youth Justice Plan 2007-2008
	Ensure 85% of victims participating in Youth Offending Service restorative justice processes are satisfied	Youth Offending Service Manager	Youth Justice Plan 2007-2008

## MEASURABLE OUTCOMES – TARGETS NOT MET

Be aware of how their behaviour effects others and the importance of staying out of trouble		Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
Support those at risk of, and those offending	Rate of re-offending after 12 months by children and young people aged 10-17 year (based on YJB cohort methodology)	8.5% reduction	5% reduction	Na	5% reduction
Support victims	(a) Percentage of young people receiving a custodial sentence assessed for LDD within Asset.  (b) Percentage of (a) with a statement of special educational needs in place where this was sent to the relevant custodial establishment.		To be set	Guy Kirk	To be set



**Priority 3: Make positive lifestyle choices**

**Lead officer** Health Improvement Children's Lead, Sunderland Teaching Primary Care Trust (STPCT)

**12 actions**

**3 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Increase number of children and young people participating in physical activity and choosing healthy diet and reduce the rate of increase in childhood obesity</b>	Provide new opportunities and access for young people by developing 5 community wellness venues	Wellness manager, community and cultural services	NSF Standard 1,3,4 Community and Cultural Services Plan
	Identify at risk (<2 years) and overweight/obese children (in reception and year 6) and offer evidence based community weight management interventions	Health improvement Children's Lead	NSF Standard 1 Obesity strategy and action plan
<b>Reduce substance misuse amongst children and young people</b>	Identify areas of high risk and secure priority access to substance misuse information, advice, education and services provided by trained staff.	Young Persons Substance Misuse Strategy Manager	Young Persons Substance Misuse Delivery Plan

**MEASURABLE OUTCOMES – TARGETS NOT MET**

Make positive lifestyle choices	Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
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Improve sexual health and reduce teenage pregnancy	Number of conceptions amongst 15-17 year olds per 1000 pop and percentage change year on year	55.4	49.4	55.1	45.2
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#### Priority 4: Lead healthier lives

**Lead officer** Health Improvement Children's Lead, Sunderland Teaching Primary Care Trust (STPCT)

**7 actions**

**5 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation Plan</b>
<b>Reduce mortality rates in children aged 1 year or less</b>	Increase the numbers of mothers initiating breastfeeding through structured intervention from first ante-natal contact to delivery	Health Improvement Children's Lead	NSF Standard 11 Breastfeeding Strategy
	Decrease the proportion of mothers who smoke during pregnancy through structured interventions and specialist support throughout pregnancy and post-natal period	Health Improvement Children's Lead	NSF Standard 11 Smoking Cessation Action Plan
<b>Improve prevention, early intervention and effective management of childhood illness</b>	Reduce the incidence of preventable childhood illness through the child health promotion programme including increased uptake of 2nd MMR vaccination and school vaccination programme	Health Improvement Children's Lead	NSF Standard 1 Childhood Immunisation Programme

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation Plan</b>
	Establish paediatric emergency decision making unit and associated community nursing service to support the reduction of unnecessary admission to hospital	Health Improvement Children's Lead	NSF standard 3 and 6 Urgent Care MARG
	Extend minor illness management to over 2's in all Primary Care Centres	Health Improvement Children's Lead	NSF Standards 3 and 6 Primary Care Centre Development Plan

### **MEASURABLE OUTCOMES – TARGETS NOT MET**

Lead healthier lives		Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
Reduce mortality rates in children aged 1 year or less	Breastfeeding initiation rates	38.9%	53.5% (imposed target still under negotiation- local proposal= 42.4%)	J Sherratt Andy Billett	New PIs to be set
	Percentage of expectant mothers smoking during pregnancy	21.9% (exceeded target of 27%)	24.2%	J Sherratt Andy Billett	New PIs to be set

## Priority 5: Feel good about themselves

**Lead officer** Health Improvement Children's Lead, Sunderland Teaching Primary Care Trust (STPCT)

**9 actions**

**2 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Promote mental health and emotional well-being across children and young people settings</b>	Establish benchmarks for monitoring emotional health and measuring impact of services	Health Improvement Children's Lead	NSF Standard 9 CAMHS Strategy
<b>Monitor impact of service delivery</b>	Establish benchmarks for monitoring emotional health outcomes and impact of services Set baseline for March 2008	Health Improvement Children's Lead	NSF Standard 9 CAMHS Strategy

### MEASURABLE OUTCOMES – TARGETS NOT MET

Feel good about themselves		Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
Promote mental health and emotional wellbeing across children and young people's settings	Percentage of schools achieving Healthy Schools status	2%	45%	33%	75% (Dec 09)

Improve access to specialist CAMHS	Percentage of child and adolescent mental health service cases with length of wait under 13 weeks (1030HC).	76%	85%	J Sherratt Andy Billett	100%
	Percentage of CAMHS new cases with length of wait between 13 and 26 weeks	19%	15%	J Sherratt Andy Billett	0%
	Percentage of CAMHS new cases with length of wait over 26 weeks	5%	0%	J Sherratt Andy Billett	0%
Monitor impact of service delivery	Percentage of mental health inpatients aged under 16 on adult wards	0%	0%	J Sherratt Andy Billett	0%
	Percentage of mental health inpatients aged under 16 and 17 on adult wards	100%	<100%	J Sherratt Andy Billett	<100%

### Priority 6: Be safe in the community, at school and at home

**Lead officer** Head of Safeguarding, Children's Services

**23 actions**

**13 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Develop and improve parenting strategies</b>	Extend access for young parents to childcare, advice and support services to enable them to help their children develop and thrive.	Young Parents Manager	MPC and AEW Service Plan

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
	Measurable outcomes to be set by March 2008, as part of the Parenting Strategy	Head of MPC and AEW	MPC and AEW Service Plan
<b>Improve outcomes for children and young people affected by parental behaviour, including domestic violence, substance misuse and mental health</b>	Have in place clear multi-agency assessment and intervention arrangements for working with families impacted on by Domestic Violence and establish clear pathways to service provision	Safeguarding and QA Manager	LSCB Business Plan Domestic Violence Action Plan
<b>Improve multi-agency arrangements and responses to bullying</b>	Have in place a robust system for children and young people to report incidents of bullying and improve consistency of recording in schools and other settings	Head of Safeguarding	Anti-bullying Strategy
<b>Improve multi-agency arrangements and responses to racism</b>	Put in place a strategic framework for responding to racist incidents	Head of MPC and AEW	MPC and AEW Service Plan JAR action Plan
	Measurable outcomes and baselines to be set by March 2008	Head of MPC and AEW	MPC and AEW Service Plan JAR action Plan
<b>Investigate children and young people's fear of crime</b>	Investigate levels of and causes of children and young people's fear of crime	Head of MPC and AEW	MPC and AEW Service Plan
	Measurable outcomes and baselines to be set by March 2008	Head of MPC and AEW	MPC and AEW Service Plan

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Improve road safety</b>	All schools to have School Transport Plan by 2010	Traffic Manager, Development and Regeneration.	Children's Road Traffic Plan
	Identify link between rate of road traffic accidents and areas of high deprivation and use results in planning targeted actions and preventative measures	Traffic Manager, Development and Regeneration	Children's Road Traffic Plan
	Strengthen arrangements for joint working between the Council, Schools, Health and Police to achieve a co-ordinated approach to strategic planning.	Traffic Manager, Development and Regeneration	Children's Road Traffic Plan
	Address road safety issues, and embed and sustain arrangements through Building Schools for the Future (BSF)	Traffic Manager, Development and Regeneration	Children's Road Traffic Plan
<b>Reduce the rate of accidental injury to children and young people</b>	Produce multi-agency accident and injury prevention strategy for 2008-2011 based upon review of 2005-2008 strategy and Healthcare Commission recommendations; set local baselines and targets	Health Improvement Children's Lead	NSF Standard 1 Accident and Injury Prevention Strategy

### **MEASURABLE OUTCOMES – TARGETS NOT MET**

Be safe in the community, at school and at home	Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
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Improve outcomes for children and young people affected by parental behaviour, including domestic violence, substance misuse and mental health	Percentage of repeat incidents of domestic violence reported to the Police, where children and young people are part of the family	50%	45%	M McCracken	40%
	Percentage of children on the child protection register (CPR) affected by domestic violence	57%	45%	67%	40%
	Percentage of children on the CPR affected by parental substance misuse	32%	27%	34%	22%
	Percentage of children on the CPR affected by parental mental ill health	52%	47%	51%	42%
	Percentage of schools with Anti-bullying policy that meets requirements of National Healthy Schools Programme	50%	70%	35 schools	100%
Improve road safety	Number of 0-15 year olds killed or seriously injured (KSI) in road accidents	24	20	24	17
	Percentage of schools that have an authorised School Travel Plan	21%	48%	21%	73%



## Priority 7: Achieve in their education

Lead officer Head of Standards, Children's Services

**16 Actions**

**1 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Amend current provision of services for children with special educational needs (SEN) and AEN (Additional Educational Needs)</b>	Implement proposals to increase city wide capacity to meet needs of children and young people with SEN	Partnerships and Planning Manager	Standards Service Plan

### MEASURABLE OUTCOMES – TARGETS NOT MET

Achieve in their education		Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
Offer support and challenge to schools and identify priorities in raising attainment at all key stages	KS2 English Level 4+	75%	83%	79%	83%
	KS2 Mathematics Level 4+	74%	82%	77%	82%
	GCSE - 5+A*-C Grades including English and Maths	34%	46%	38.5%	48%

Improve the outcomes for all children under 5 years	The number of settings achieving an average total score of 78 points or more in Foundation Stage Profile (FSP)	67.8%	71%	67.4%	72%
	The % gap between those children with an average FSP score in the bottom 20% and the median point score will decrease	40.8% (Actual June 06)	38.3% (Target June 07)	40.6%	34.8% (Target June 08)
Carry out school place planning review	Reduce surplus places according to outcomes of planned review	13%	13%	V Thompson	10% (Sept 09)

### Priority 8: Enjoy sport, leisure and play

**Lead officer** Assistant Head of Community Services (Sport and Leisure), Community and Cultural Services

**10 actions**

**8 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Provide accessible and quality play opportunities</b>	Establish a baseline and increase the percentage (up to 2012) of young people who have access to at least 3 free areas for play, one of which is a dedicated equipped play area	Assistant Head of Community Services, CCS	Community and Cultural Services, Service Plan 2006/2007
	Develop new and/or improve the quality of existing free play areas in the city for young people by completing 5 projects per year	Assistant Head of Community Services, CCS	Community and Cultural Services, Service Plan 2006/2007
	Open the 50m swimming pool and Wellness Centre by spring 2008 and deliver a programme of opportunities for participation in physical activity, by young people.	Assistant Head of Community Services, CCS	Community and Cultural Services, Service Plan 2006/2007

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
	Develop proposals for a new pool at Silksworth and engage young people in developing a programme at an appropriate stage	Assistant Head of Community Services, CCS	Community and Cultural Services, Service Plan 2006/2007
	Consult with young people to determine a programme of activities at the new swimming pool at Hetton.	Assistant Head of Community Services, CCS	Community and Cultural Services, Service Plan 2006/2007
	Secure more accurate recording of activity levels among children looked after in order to secure a baseline figure to measure improvement from September 2007	Manager of Services for Looked After Children	Safeguarding Service Plan
	Engage with BME network to promote and measure engagement of BME children and young people in sport, leisure and play.	Head of Standards	Standards Service Plan
	Scope and carry out a study into costs of transport and the impact of these on sport, leisure and play.	Head of Standards	Standards Service Plan

## Priority 9: Live in decent homes

**Lead officer** Housing Strategy Manager, Housing Services

**6 actions**

**5 outstanding**

**By 2009 we will:**

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Identify need around homelessness</b>	Commission a comprehensive needs assessment (from Centre point) to identify the needs of all homeless young people in the city	Young Persons Services Strategic Manager	MPC and AEW Service Plan
	Develop and implement Young Persons Housing Strategy 2007-09	Young Persons Services Strategic Manager	MPC and AEW Service Plan Housing Strategy
	Commission the assessment of housing needs of young people from BME communities and young people with a LDD	Young Persons Services Strategic Manager	MPC and AEW Service Plan

## Priority 10: Get the right training, further education and jobs

Lead officer Local Manager Sunderland, Connexions

**6 actions**

**2 outstanding**

By 2009 we will:

	<b>Actions</b>	<b>Lead officer</b>	<b>Implementation plan</b>
<b>Improve opportunities for young people to access training, further education and jobs</b>	Introduce programme of training and support for employers and work-based mentors who work with those in the NEET group	14-19 Strategy Manager	14-19 Strategy and Plan
	Provide appropriate training and support for entry to employment for young offenders	Youth Offending Service Manager	Youth Justice Plan 2007-2008

### MEASURABLE OUTCOMES TARGETS NOT MET

Get the right training, education and jobs	Baseline at Mar 07	Target Mar 08	March 08 actual	Target Mar 09
The proportion of 16-18 year olds who are not in EET	10.7%	10.1%	13.5%	9.5%

**WHAT CHILDREN AND YOUNG PEOPLE TELL US ABOUT SUNDERLAND.**

- **As a Sunderland citizen children identified the following things they like:**

**Play** parks and inside fun areas; The **aquatic centre**; Sport; Swimming; The **Empire theatre** and The Bridges; A **clean city** with no graffiti; Going to the **beach**; **Shopping** and going to **school**; Going for a **walk**; Playing outside on **scooters and bikes**; Going to **the library**; The **beautiful views** of Sunderland; Being with **family** as family makes them safe and happy; All the **education** children get in primary school.

**Children stated Sunderland would be better if:**

- **Sunderland is a safer city:**

There was **no stealing**; There wasn't anyone **hanging about** places; Welcomed other **people from a different country**; More policemen on the streets; Police should watch the car parks; More **CCTV**- a lot of people are getting away with smashing car windows and things like that. So if we have more cameras no-one will get away with anything; **No bullying**; More **zebra crossings**; More **traffic lights**; **No more selling of matches**; Get more **lolly pop ladies** on the job; Don't break glass on cars; More **street lamps**; Keep **violent dogs** on the lead, make it a law

- **Sunderland offers more choice and more accessible and available leisure activities:**

More **playgrounds** outside (in estates) and lots more to do; Make more **safe outdoor** areas for children to explore and take in fresh air; It had a **circus** because everyone will be laughing, it would be great; There were more **tennis courts**; More **swimming pools** with better slides; Baby swimming sessions and a bigger learning pool at the aquatic centre; There should be an **ice rink** because lots of people want it back; If we made Sports Olympics; A **gymnastic academy**; More **football pitches**; More **youth groups/clubs**; Have a sea world; We had a **fairground** because we don't have enough in Sunderland; More places for children to go; More **pubs where children can go** and have a drink of pop; **Transport with escorts** so students can go to clubs or activities and parents know they are safe; More swimming pools on the south side of the river; **Discos for under 18s** with no alcohol involved; Ice skating rink; Children and families want more **free or cheap leisure** activities

- **Sunderland looks after people in the city:**

I think the city council should make **an estate for only elderly people** and then have a medicine nurse or doctor in a different room but still in the same house; Give **money to people who are on the streets**; Less **Poverty**; Build log **houses for the homeless** and give them money instead of building real house that ruins the environment; Make more houses for homeless people to live in; Look after **new people** who come in the country

- **Sunderland improves the Environment:**  
There were no **spray painters**; It had less **graffiti** and nasty things; People **recycled** and stopped graffiti; There should be spray paint walls where you can graffiti if you want to; People stopped **polluting** the air; There would be less **smoking** and **litter** and no selling of **drugs**; They knocked the **empty shops** down and made new ones; We had more **green land** and more nature; Not to harm any **animals and birds**; Plant more **flowers**; Have more **farms** to look after all the tremendous animals; More **dog waste** bins
- **Sunderland is healthier:**  
Don't start **drugs**; Ban **smoking** altogether

## Appendix 4: Aligned Strategies and Contacts

Strategy	Partnership Responsible	Contact details
Early Years and Childcare	Early Years and Childcare Partnership	<a href="mailto:Rahel.putz@sunderland.gov.uk">Rahel.putz@sunderland.gov.uk</a>
Family and Parenting	Family and Parenting Board	<a href="mailto:Laura.johnstone@sunderland.gov.uk">Laura.johnstone@sunderland.gov.uk</a>
CAMHS	CAMHS Partnership	<a href="mailto:Janette.sherratt@sotw.nhs.uk">Janette.sherratt@sotw.nhs.uk</a>
Children in Care	Multi Agency Looked After Partnership	<a href="mailto:Nick.Murphy@sunderland.gov.uk">Nick.Murphy@sunderland.gov.uk</a>
Learning Difficulty and Disability	Learning Difficulty and Disability Partnership	<a href="mailto:Steve.fletcher@sunderland.gov.uk">Steve.fletcher@sunderland.gov.uk</a>
Risk and Resilience	Risk and Resilience Board	<a href="mailto:Janette.sherratt@sotw.nhs.uk">Janette.sherratt@sotw.nhs.uk</a>
14-19	14-19 Partnership	<a href="mailto:Ruth.hudspeth@sunderland.gov.uk">Ruth.hudspeth@sunderland.gov.uk</a>
Youth	Youth Board	<a href="mailto:Kath.butchert@sunderland.gov.uk">Kath.butchert@sunderland.gov.uk</a>
Youth Offending	Youth Offending Steering Group	<a href="mailto:Guy.kirk@sunderland.gov.uk">Guy.kirk@sunderland.gov.uk</a>
Safeguarding	Sunderland Safeguarding Children Board	<a href="mailto:Lynne.Thomas@Sunderland.gov.uk">Lynne.Thomas@Sunderland.gov.uk</a>
Locality Based Working	Children's Trust Strategic Partnership	<a href="mailto:Sandra.Mitchell@sunderland.gov.uk">Sandra.Mitchell@sunderland.gov.uk</a>
Prevention	Children's Trust Strategic Partnership?	<a href="mailto:Sandra.Mitchell@sunderland.gov.uk">Sandra.Mitchell@sunderland.gov.uk</a>
Participation	Children's Trust Strategic Partnership?	<a href="mailto:Judith.hay@sunderland.gov.uk">Judith.hay@sunderland.gov.uk</a>
Workforce Development	Children's Trust Strategic Partnership?	<a href="mailto:Paul.Campbell@sunderland.gov.uk">Paul.Campbell@sunderland.gov.uk</a>