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FOREWORD

SUNDERLAND.....FOR A BETTER FUTURE

We are pleased to introduce this 15 year strategy for improving outcomes for the children and young people of Sunderland.

It is ambitious and forward looking in setting out clear vision and priorities for improving the lives of our children and young people in 2025. As we plan ahead, most of the children we are planning for have yet to be born, and many of those children and young people who are living and learning in Sunderland now will be young adults and possibly parents themselves by the time this strategy reaches maturity.

Our aspirations for children and young people are translated through this strategy into clear priority outcomes and long term improvements supported by our growing understanding of children's needs, our performance and the views of everyone involved, not least the children and young people themselves. We want to share our aspirations and raise the aspirations of our children and young people as they develop into young adults.

Setting out a 15 year strategy brings opportunities and challenges.

It presents a big opportunity for enabling present and future young lives to reach full potential and maximise opportunities to lead happy, healthy, safe and prosperous lifestyles. It is an opportunity to shape services to support parents and parents-to-be so as to meet the future needs of our young people.

It presents a challenge to all partners working together across the City for and with children, young people and families to make sure that services are delivered efficiently and effectively in order to demonstrably

improve the lives of our children and young people. We are also conscious of the climate of economic uncertainty - an estimated £100 billion savings nationally from the public sector as a whole - and the challenge that it will bring as we continue our journey to achieve better outcomes for all children and young people.

We know that in these circumstances we need be more efficient in a number of ways – do more for less, adopt new ways of working, prevent rather than treat, have greater shared responsibility, and target those most in need.

We also know that, in facing this uncertainty, we have the opportunity to strengthen the direction of travel of the Sunderland Children's Trust through closer alignment with the Sunderland Partnership and through shared strategies, processes and resources across the city.

Our strategy aims to achieve all this through closer, more integrated and effective partnership working.



Cllr Pat Smith
Lead Member for
Children and
Young People



Dr Helen Paterson
Executive Director
of Children's
Services

EXECUTIVE SUMMARY

The Children and Young People's Plan (CYPP) Strategy 2010-2025 sets out the clear vision and strategy of the Children's Trust¹ to show what success will look like in 2025 in improving outcomes for all children and narrowing the gap in outcomes for our more vulnerable groups.

The CYPP Strategy 2010-2025 is complemented by a series of three year delivery plans, which will set out the priority outcomes for the three year period.

National context

The CYPP provides information that is statutorily required by the Department for Children, Schools and Families (DCSF).

The CYPP is driven by

- Every Child Matters Outcomes Framework (2008)
- Narrowing the Gap (2007)
- The Children's Plan (2007)
- Statutory Guidance on Inter-Agency Cooperation (2008)
- Ending child poverty: everybody's business (2008)
- Apprenticeships, Skills, Children and Learning Act (2009)

Sunderland Children's Trust

Sunderland Children's Trust has a long-term vision for children and young people, namely:

'Working together to improve life chances and raise aspirations for each child and young person in Sunderland, and to narrow the gap in outcomes for our most vulnerable groups and families'

The Children's Trust is working within Local Strategic Partnership arrangements and as such is working towards the vision in the Sunderland Strategy 2008-2025:

*'Creating a better future for everyone in Sunderland
Sunderland will be a welcoming, internationally recognised city where people have the opportunity to fulfil their aspirations for a healthy, safe and prosperous future.'*

The Children's Trust's vision will be delivered through a mix of universal², targeted³ and specialist⁴ services.

Children's Trust Values

- Put people first
- Be fair and open
- Act with integrity
- Strive to be the best

Children's Trust Principles

- Celebrate the achievements of children and young people
- Have every child, young person and their family at the heart of all we do, and to build resilience in children and young people whilst supporting parents and carers to help improve outcomes for their children
- Create productive, locally accessible services through true multi-agency working
- Re-orientate systems, processes and services toward early intervention and prevention
- Create a workforce of trusted adults who are confident, capable and competent
- Embed a commissioning culture and framework of outcomes based accountability, underpinned by a commitment to pooling and aligning budgets and allocating resources to outcomes

¹ Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for all children and young people in the city

² For all

³ For those with additional needs

⁴ For those with complex needs and at most risk

- Ensure the views of children and young people are heard and their participation in decision making is supported

Key Aims, Targets and Milestones

The Children's Trust has set out its anticipated achievements over the fifteen years 2010-2025. These are taken from the DCSF's Children's Plan, the Sunderland Strategy and other multi-agency partnership plans relating to children and young people in Sunderland.

The Children's Trust wants to encourage all services to think about how they can help to reduce child poverty and safeguard children and young people in Sunderland. The aims are for children and young people in Sunderland to:

Child Poverty:

The focus of this outcome is to create a city where... Children and young people live in a comfortable environment - where families are not subject to poverty, poor housing and worklessness

Be Healthy:

The focus of this outcome is to create a city where... Children and young people are empowered to make healthy life choices - to improve resilience to help children and young people make informed and healthy/safe choices and to develop coping strategies as well as being able to access effective and high quality health and social care services when the need arises

Stay Safe:

The focus of this outcome is to create a city where... Children and young people feel, and are, safe and secure at home, at school and in their community

Enjoy and Achieve:

The focus of this outcome is to create a city where... Children and young people enjoy their time at school and fulfil their potential - where children and young people learn in a cohesive and inclusive environment, enjoy and achieve through learning and contribute towards the city's thriving learning culture

Make a Positive Contribution:

The focus of this outcome is to create a city where... Children and young people contribute towards the development of services for all people in the city - where children and young people give their views and are listened to, and are able to help Sunderland become a clean, green city

Achieve Economic Wellbeing:

The focus of this outcome is to create a city where... Children and young people are able to fulfil their potential - where children and young people are skilled and motivated and have lots of opportunities to progress their careers, helping Sunderland be an enterprising and productive global city with a strong and diverse economy

Holding the Children's Trust accountable for improving the outcomes of children and young people in Sunderland

The Children's Trust is accountable for delivering the fifteen year strategy. Partnership arrangements are in place to ensure the CYPP is monitored and reported on over the fifteen year period. Partnership arrangements are set up between the Sunderland Partnership (or Local Strategic Partnership), the Children's Trust, Joint Commissioning Board and multi-agency partnerships responsible for priority outcomes.

These partnership arrangements are supported by service providers, professional and practitioner networks and the views of children and young people.

These partnership arrangements are scrutinised by the Children, Young People and Learning Scrutiny Committee.

Monitoring and reporting on progress made against the CYPP Delivery Plan

The CYPP Delivery Plan will be monitored and evaluated through a process of monthly, six monthly and annual reviews. An annual report will be prepared to set out the findings of these reviews.

Every three years a new assessment of need will be prepared and a new delivery plan published setting out priority outcomes for the following three years.



INTRODUCTION

What is the Children and Young People's Plan?

The Sunderland Children's Trust's⁵ Children and Young People's Plan (CYPP) 2010-2025, also known as the Children's Trust's fifteen year strategy, sets out the clear vision and strategy of the Children's Trust to show what success will look like in 2025 in improving outcomes for all children and narrowing the gap in outcomes for our more vulnerable groups.

The CYPP also provides information that is statutorily required by the Department for Children, Schools and Families.

The CYPP

- Provides an overview of Sunderland Children's Trust and its priorities for the city
- Sets out the national context of the CYPP and how we in Sunderland will monitor and evaluate our local CYPP
- Demonstrates how all partners in the city will work towards the Children's Trust's priorities
- Strengthens the alignment between the CYPP, Sunderland Strategy and Local Area Agreement, setting out the lines of accountability held by the Sunderland Partnership with those of the Children's Trust

As a strategy for the future, it recognises both the strengths and the areas for improvement in the capacity, skills and competence within Children's Trust arrangements to deliver better outcomes.

⁵ Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for all children and young people in the city

This CYPP 2010-2025 sets out the strategic direction for the Children's Trust and how it is going to work to achieve improvements. The strategy will be delivered through partnerships aligned to the Children's Trust and the Sunderland Partnership, who will set out clear delivery plans for commissioning each priority outcome.

The format and content of this CYPP is partly determined nationally. In January 2009, the DCSF provided revised guidance to Children's Trusts setting key requirements for the CYPP 2010 and beyond. This CYPP has been written to meet these requirements. Revised Children's Trust: statutory guidance on co-operation arrangements, including the Children's Trust Board and Children and Young People's Plan will be published in Spring 2010.

National Context

Three key national drivers are shaping the future direction of Children's Trusts and strategic planning, namely The Children's Plan, the duty to cooperate, and child poverty. These policies are now set in legislation, namely the Apprenticeships, Skills, Children and Learning Act 2009.

- The Children's Plan (launched in December 2007) 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 the DCSF to support Children's Services and Children's Trusts to achieve improved outcomes

- In November 2008, the 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 previous statutory guidance from 2005 and April 2008. Key implications are for Children's Trusts to:
 - o 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 the Children's Trust
 - o 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
 - o Have in place stronger systems of prevention and early intervention
 - o Deliver services increasingly co-located and integrated within universal settings
 - o Have clear processes and pathways within universal services to engage and work with specialist services
 - o Reconfigure existing services and commission new ones to support needs identified in universal settings
- The Government is committed to reducing child poverty, aiming to halve child poverty between 1998 and 2010, and to eradicate it by 2020. This is most recently demonstrated in **'Ending Child Poverty; everyone's business'** (published in March 2008) and is supported by the Child Poverty Bill 2009. Reducing child poverty requires a multi-faceted approach by Children's Trust partners - tackling poverty in the short term and breaking inter-generational cycles of disadvantage
- **The Apprenticeships, Skills, Children and Learning Act 2009** (ASCL Act) is intended to promote excellence in schools, colleges and work-based providers and create a more customer-driven skills and apprenticeship system:
 - o From 2010 local authorities (LAs) have responsibility for commissioning and funding all education and training for young people up to the age of 19, making them the strategic lead for all children's services from 0 to 19
 - o The Act strengthens Children's Trusts by putting Children's Trust Boards on a statutory footing. It extends the existing duty to cooperate to promote children's well-being to include all maintained schools, academies, six form colleges, FE colleges and Jobcentre Plus. It places a duty on the Children's Trust Board to prepare, publish and monitor a strategic Children and Young People's Plan for the local area. It empowers Children's Trusts to pool funds and share other resources between relevant partners, and place a duty on the Children's Trust Board members to supply information to the board to enable it to assist the board to perform its functions
 - o In response to Lord Laming's review, the Secretary of State has taken immediate steps through the ASCL Act to strengthen the challenge role of Local Safeguarding Children Boards (LSCBs) and clarify the relationship between Children's Trusts and LSCBs; appoint two members of the general public to every LSCB in the country to open up the child protection system to greater public scrutiny; and introduce new statutory targets for safeguarding and promoting the welfare of children
 - o The Act gives Children's Centers a specific statutory basis, and places new duties on LAs to establish and maintain sufficient numbers of Children's Centers to meet local needs

- o The Act makes behaviour and attendance improvement partnerships statutory, and requires secondary schools, including Academies to be part of a behaviour and attendance improvement partnership. The partnerships will be required to make an annual report to Children's Trust Boards
- **Narrowing the Gap** is a two-year research and development programme, which is funded by the DCSF and hosted by the Local Government Association (LGA). It began in June 2007 and completed its work in June 2009. The programme's ambitious purpose was to make a significant difference to our ability to narrow the gap in outcomes between vulnerable and excluded children and the rest in this country, while improving outcomes for all. It produced a number of recommendations for local Children's Trusts:
 - o Use Local Area Agreements for aligning children's services and broader corporate objectives within the council
 - o Ensure compatibility across all local ICT systems
 - o Ensure staff are confident, capable and competent, skilled in their own speciality but able to work well with others
 - o Investigate whether outcome based accountability or other similar frameworks could improve the ability to narrow the gap
 - o Celebrate examples of local success in improving outcomes and narrowing the gap
 - o Encourage all children's services to employ members of the local community
 - o Develop more early preventive work with children and families, including in informal community settings; make sure fathers aren't left out
 - o Ensure children's centres and schools lie at the heart of early intervention and prevention
 - o Create strong relationships with the voluntary and community sectors, particularly in areas of disadvantage and high population mobility



SUNDERLAND – THE LOCAL PICTURE

The local picture has been profiled using:

- Demographic information held by Sunderland City Council
- Information gathered through the Sunderland Children's Trust Assessment of Need, which analyses the needs of children and young people in the city
- Information gathered in Sunderland's Joint Strategic Needs Assessment that relates to the health of all people in the city

The local picture sets the scene to give an idea of what the whole of Sunderland looks like, as well as setting the picture for the environment in which children and young people grow up. The Sunderland Strategy aims to improve outcomes for all those who live in Sunderland. The Children and Young People's Plan 2010-2025 aims to improve outcomes for all children and young people living in the city.

Sunderland – the local picture

Sunderland is the largest city in England's North East region. The river Wear runs through the heart of the city, and the city boundary includes the former new town of Washington and the former coal mining areas of Houghton and Hetton. It forms part of the Tyne and Wear region.

Between the early 1980's and 1990's the traditional industries on which the city's economy was founded declined greatly or simply ceased to exist. Sunderland is striving to deal with this legacy and is building a modern and dynamic city. In recent years the transformation of the city's coalfields, city centre and riverside has been striking - the former ship yard areas are now the location of several high profile developments including the National Glass Centre, Sunderland University's St Peter's Campus and Stadium Park. Attention has now turned to city centre regeneration and progress is being made to transform key sites.

Over the last 20 years the city has undergone a marked economic and social transition following the decline in the traditional industries of mining, shipbuilding and heavy engineering. New jobs have been created as part of a large-scale industrial shift towards the automotive manufacturing and service-based "call centre" sectors. There are now more people employed in new service industries than were employed in traditional industries.

Key facts

- Sunderland is the largest city in England's North East region, with a population of 283,700, of which 65,800 are aged 0 - 19 (based on ONS mid year 2005 estimates)
- Sunderland is a city with high levels of deprivation. Sunderland is ranked as 35th most deprived local authority in England (top 10% most deprived), with very high levels of deprivation in some communities. 22% of Sunderland's population (55,000 people) live in the 10% most deprived areas in England, with relatively high deprivation scores for Employment, Education and Skills and Health and Disability (Index Multiple Deprivation 2007)
- There are 222,125 people aged 18 and over in the city. Whilst average life expectancy has improved (with declines in deaths as a result of specific diseases), the city continues to lag behind the England position, with significant variations between wards in Sunderland
- Sunderland has a higher proportion of people with a limiting long-term illness than the corresponding North-East and England positions and this is partly related to health determinants amongst the population
- The minority ethnic population is small but growing, representing 2,019 pupils of all ages in 2008 (4.7% of school Census population), with the Bangladeshi school population representing the largest ethnic group with 627 pupils
- Sunderland has a lower proportion of working age population who achieve level 4/5 qualifications compared to other Tyne and Wear authorities (14%

Sunderland, 18% Tyne and Wear, 23% national)

- According to the 2007 Crime and Disorder Index of Deprivation, 22% of Sunderland residents live in the 20% most deprived areas, just above the national 20% rate. Crime in Sunderland has been decreasing, with total recorded offences per thousand population declining from 136 in 2002/03 to 85.7 in 2007/08, which is in line with statistical neighbours (Home Office statistics)
- 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)



OUR FIFTEEN YEAR STRATEGY

Sunderland Children's Trust

Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for children and young people in the city.

The agencies involved in Children's Trust arrangements have overall responsibility for the priorities in the Children and Young People's Plan.

The following are key partners in the Children's Trust:

- Sunderland City Council
- Sunderland Teaching Primary Care Trust
- City Hospitals Sunderland NHS Foundation Trust
- Northumbria Police
- Northumbria Probation Board
- The University of Sunderland
- Tyne and Wear Fire and Rescue Service
- City of Sunderland College
- Young People's Learning Agency
- Schools
- Gentoo
- Representatives of the voluntary and community sector

Our Vision

Sunderland Children's Trust has a 2025 vision for children and young people, namely:

'Working together to improve life chances and raise aspirations for each child and young person in Sunderland, and to narrow the gap in outcomes for our most vulnerable groups and families'

The vision represents our shared ambition to empower and work with families so as to enrich the lives of all children and young people in Sunderland by improving outcomes and preparing them well for adulthood.

The Children's Trust is working within Local Strategic Partnership arrangements and as such is working towards the vision in the Sunderland Strategy 2008-2025:

'Creating a better future for everyone in Sunderland'

'Sunderland will be a welcoming, internationally recognised city where people have the opportunity to fulfil their aspirations for a healthy, safe and prosperous future.'

Realising our Vision, Values and Principles

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, and on reducing the gap in outcomes for our most vulnerable groups of children and young people, 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.

The focus of all partners is on community and family investment, representation and engagement in a range of local and citywide services accessible through community facilities such as schools and children's centres, developing an increased 'sense of place and belonging' for our children and young people, our parents of the future.

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, 'Every Child Matters: Change For Children' and the Children's Plan, and is informed by the Department for Children, Schools and Families' "Children and Young People's Plan Guidance 2009".

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.

Our shared core values across the Sunderland Partnership and the Children's Trust are to:

- **Put people first:** by developing our services and our organisations around the needs of local people, valuing and responding to their views, by keeping people informed through meaningful consultation processes, and making decisions that have a lasting positive impact for the people of Sunderland
- **Be fair and open:** by valuing every individual regardless of their race, sex, age, religion, sexuality, disability, ethnic or national origin, personal beliefs or circumstances; respecting individual rights, whilst looking after the interests of the wider community
- **Act with integrity:** by taking decisions in an open and transparent way, adhering to the highest standards of professional and ethical conduct, accepting responsibility for our own actions and ensuring the opportunity for people to participate in decision making
- **Strive to be the best:** by being ambitious, reaching our vision through collaborative working, embracing learning and development for the benefit of individuals and partners, sharing our knowledge and experiences to learn from each other and building upon good practice

Our principles underpin how we work. They are the 'building blocks' to 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 seven core principles are to:

1. Celebrate the achievements of children and young people.
2. Have every child, young person and their family at the heart of all we do and to build resilience in children and young people whilst supporting parents and carers to help improve outcomes for their children.
3. Create productive, locally accessible services through true multi-agency working.
4. Re-orientate systems, processes and services toward early intervention and prevention.
5. Create a workforce of trusted adults who are confident, capable and competent.
6. Embed a commissioning culture and framework of outcomes based accountability, underpinned by a commitment to pooling and aligning budgets and allocating resources to outcomes.
7. Ensure the views of children and young people are heard and their participation in decision making is supported.

Our Statement on Children's Rights

We strongly believe every child and young person is entitled to a private and family life and has the right to participate in decisions that affect their lives.

These fundamental human rights, provided for by the European Convention on the Rights of the Child and incorporated into UK law in 1991, underpin the strategy.



Delivering our principles

Each of our core principles has a responsible individual or partnership working towards making improvements.

1. CELEBRATE THE ACHIEVEMENTS OF CHILDREN AND YOUNG PEOPLE

The Children's Trust wants to recognise, reward and celebrate the achievements of children and young people.

The Children's Trust recognises that a reward is particularly important when it is for something that a child or young person feels they have achieved.

Whilst it is important to recognise achievement, the Children's Trust believes we should celebrate children and young people, for who they are, not just the achievements they make.

Who is responsible?

The Children's Trust is responsible for ensuring that the achievements of Children and Young People are celebrated.

Current picture

Children and young people are rewarded for their achievements by a number of different services using a variety of methods, such as certificates, events and nominations for awards.

These can be for a variety of reasons, such as:

- Attendance of an activity, such as Derwent Hill
- Duke of Edinburgh Awards
- School attendance awards

There are local, regional and national awards that Sunderland takes part in. For example:

- Mayoral Awards
- School prizes and awards ceremonies
- SHOUT About It Awards
- Young Achievers Awards
- Young Carers Awards

The Children's Trust also endeavours to acknowledge these achievements in publicising the positive actions of young people, through:

- Press releases
- Stories in Shine (Children's Services newsletter)
- The Sunderland Echo

Strategy to improve outcomes

There is no one strategy in place setting out how we should celebrate children and young people. However, a number of opportunities have been identified that will be explored during 2010-2013. These include:

- The development of a special Olympics for disabled children
- Developing Children's Trust Awards with a number of different categories that can celebrate areas for which there are no awards, such as voluntary work, supporting families
- Having graduation ceremonies for all young people when they leave education



2. HAVE EVERY CHILD, YOUNG PERSON AND THEIR FAMILY AT THE HEART OF ALL WE DO AND TO BUILD RESILIENCE IN CHILDREN AND YOUNG PEOPLE WHILST SUPPORTING PARENTS AND CARERS TO HELP IMPROVE OUTCOMES FOR THEIR CHILDREN

Who is responsible?

The aligned partnership responsible for this priority is the Family and Parenting Board. Government policy requires local authorities to appoint a single commissioner and a Parenting Champion. The Executive Deputy Director of Children's Services, is the parenting champion for Sunderland and the Head of Positive Contribution Economic Well-being, is the Parenting Commissioner.

Current picture

The Family and Parenting Board is chaired by the Parenting Champion and through multi-agency input commissions parenting services. Sunderland has a core parenting offer for universal, targeted and specialist levels for parents of children and young people from birth to 18 years. The programmes offered are based on our needs assessment. We have undertaken a gap analysis and have identified work with fathers and travellers as absent from the offer. These will be delivered in the offer from 2010.

We are also one of the six national pathfinders for family and parenting and supporting young carers. The pilot is using the 'Think Family' model, with intensive wrap around support to families.

All of the parenting services commissioned by the Family and Parenting Board are comprehensively tracked in relation to better outcomes and using evidenced based assessments.

Strategy to improve outcomes

Outcomes for families are strongest when families have 'bought into' and are able to participate in the design of services and systems aimed at supporting them. This will be achieved by:

- Lead workers establishing a strong relationship with families being supported, and demonstrating that they are not going to give up on them
- Actively seeking the views of mothers, fathers, other key carers, including those experiencing severe problems, as well as children and young people, in developing services and service strategies, and including mothers and fathers on consultative boards and committees
- Using family-led decision making techniques to provide families with opportunities to make decisions about their own support (possibly including the use of budgets where appropriate). An example of this approach is the Family Group Conference, which brings families together and supports them in negotiating solutions and making the best possible plans for their children; and
- When it works and families commit to programmes like the Family Intervention Projects, parents say they have a positive experience
- We will be delivering services collaboratively in a 'Think Family' model

The Family and Parenting Strategy 2008-2012 commits to improving outcomes for children and young people by enabling parents to access effective support.

The strategy will be reviewed to establish the changing needs of families and parents to ensure that it is fit for purpose in delivering outcomes for families.

By 2025 Sunderland parenting offer will have contributed to the reductions in child poverty and narrowing the gap in relation to poor outcomes for disadvantaged young people.

3. CREATE PRODUCTIVE, LOCALLY ACCESSIBLE SERVICES THROUGH TRUE MULTI-AGENCY WORKING

Locality Based Integrated Working in Sunderland (LBIW) aims to improve outcomes for children, young people and families by:

- Working collaboratively with partner agencies within the Children's Trust arrangements to achieve best possible outcomes for children and young people
- Deliver services through five locality areas which are co-located, where appropriate, and responsive to the needs of the local community
- Adopting the Common Assessment Framework as the standard tool for identifying unmet need for children and young people
- Provide a cohesive, response and multi-agency/multi-disciplinary package of support to meet their needs, where appropriate via Team around the child/family

Who is responsible?

The Locality Based Integrated Working Project Board is responsible for the development and implementation of Locality Based Integrated Working arrangements.

Current picture

There are five locality areas - Coalfields, Washington, North, East and West - which mirror Sunderland City Council's five regeneration areas.

Each locality area has its own steering group, ensuring a focus is given to that local area. Each steering group feeds into the Locality Based Integrated Working (LBIW) Project Board.

Some integrated teams are already established and operate across the city to support either specific age ranges of children or specific identified needs, for example children's centres (0 to 5 years), extended services (in and around schools), targeted youth support and the Youth Offending Service.

Locality based integrated working will build on and strengthen existing arrangements, and broaden these arrangements to incorporate more local services.

Strategy to improve outcomes

The LBIW Project Board will:

- Establish the levels and degrees of integration the Children's Trust need to consider to best support Children, Young People and Families differentiated needs
- Have in place effective working arrangements with other key thematic partnership boards to avoid duplication of work, to maximise resources and optimise outcomes
- Ensure the effective implementation of an agreed operating model for the Common Assessment and Framework to support identified needs, promote outcomes and maximise impact of services
- Have established effective processes in place to optimise seamless access to and between universal, targeted and specialist support
- Ensure that the Children's Trust Workforce and Innovation Reform Strategy is delivered to support a highly skilled workforce that is equipped to support LBIW working practices

4. RE-ORIENTATE SYSTEMS, PROCESSES AND SERVICES TOWARD EARLY INTERVENTION AND PREVENTION

The vision for prevention is:

'Everyone working together to build the capacity of children, young people and their families, as well as their communities. This will be achieved through early intervention and accessible support, which will build resilience and their ability to manage the risks and take control of their lives'

The vision will be directed through key strategic objectives:

- Timely responses to children, young people and their families at times of vulnerability and additional need, working within a Common Assessment Framework
- Locally accessible services that can help build resilience of individuals and communities
- Integrated service delivery achieving teams around the family and child based on effective partnership working and information sharing between universal, targeted and specialist services

In practice this means that:

- Practitioners and managers will understand and reflect on what the intended outcomes are for children, young people and their families. They will work closely together to identify and respond to any additional need when it arises so that appropriate and accessible support is available when needed
- Universal services will look at early recognition and early identification of additional needs, drawing in targeted and specialised services when required, rather than referring on
- Targeted services have a responsibility to offer more specific services at a local level to meet additional needs of children, young people and their families, drawing in specialist services to meet more complex needs when required

- Specialist services will respond quickly to identified need working with targeted and universal services

Who is responsible?

The Children's Trust Strategic Partnership is responsible for ensuring that the Children's Trust Prevention Strategy is implemented.

Current picture

The Prevention Strategy drives two key objectives for the Children's Trust.

Firstly, it establishes a preventative framework which sets out how we can all work in a preventative way. The framework includes:

- The Children's Trust's vision for prevention
- The four levels of need that are recognised and depicted in the Windscreen Model, which is used in the Common Assessment Framework
- Principles of working in a preventative way
- Service and practice standards for working in a preventative way

Secondly, the strategy identifies 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. The following outcomes are commissioned from these services:

- Participation of children and young people
- Better parenting
- Reduced bullying and discrimination
- Improved emotional well-being
- Healthy schools
- Reduced first time offending
- Accident prevention
- Improved play for 5 -13 year olds

Strategy to improve outcomes

The Children's Trust Strategic Partnership is committed to continuously improving services to intervene early when additional needs are identified in order to prevent the escalation of need.

It will do this through:

- Locality based services including schools, children's centres, integrated teams, health centres, youth and community services
- Team Around the Child/Family will bring together a range of individuals from a variety of agencies to work in partnership and to put in place the most appropriate package of support for a family, as soon as needs are identified
- Sharing information whilst it is seen to be good practice to develop Information sharing protocols and policies, it is the view of the DCSF that they are not essential. The decision to share information about a child should always be based on professional judgement and consideration of Data Protection legislation
- Common assessment provides us with a valuable tool to jointly identify needs and respond appropriately
- Family Information Service provides information on services in Sunderland
- The Commissioner's Handbook introduces key principles for commissioning and provides information and guidance about effective practice consistent with these principles. In supporting the prevention agenda, one of the principles is to 'provide preventative services as early as possible'
- Integrated Working Practice Toolkit or Common Assessment Framework (CAF) is a preventative framework for practitioners. It offers a way of working with children, young people and their families to assess and respond to needs at an earlier stage, in turn preventing a worsening situation

It will also continue to commit to identifying and monitoring the impact of specific preventative services designed to improve priority outcomes of the Children's Trust.

5. CREATE A WORKFORCE OF TRUSTED ADULTS WHO ARE CONFIDENT, CAPABLE AND COMPETENT

We want to create and support a world-class workforce which is increasingly competent and confident to make a difference to the lives of those they support. Such a workforce will be one that people aspire to join and are reluctant to leave, a workforce that inspires trust and respect from parents and carers, as well as from children and young people themselves.

Who is responsible?

The aligned partnership responsible for this theme is the Workforce Strategy Group. The identified commissioning lead is the Head of Performance Improvement and Policy, Children's Services.

Current picture

In December 2008, the Government published the 2020 Children and Young People's Workforce Strategy, with a vision "everyone who works with children and young people should be:

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

Sunderland Children's Trust has a Workforce Innovation and Reform Strategy and is developing a plan for implementation, which will drive forward the development of a world class workforce for children and young people in Sunderland, by "providing vision, leadership and an infrastructure" able to meet that challenge.

The strategy takes account of the national picture in its regard to a number of publications, particularly those from the DCSF and the Children's Workforce Development Council (CWDC), and is directed and driven forward through these.

Strategy to improve outcomes

The strategy aims to create a workforce that:

- Is high quality, caring, knowledgeable and skilled workforce working for children, young people and their families
- Develops a shared identity, purpose and vision that is based upon common values and language
- Is able and equipped to provide the highest quality bespoke services for children and young people, their parents, and carers
- Has at its heart the inclusion of all stakeholders in the design, development, delivery and evaluation of those services

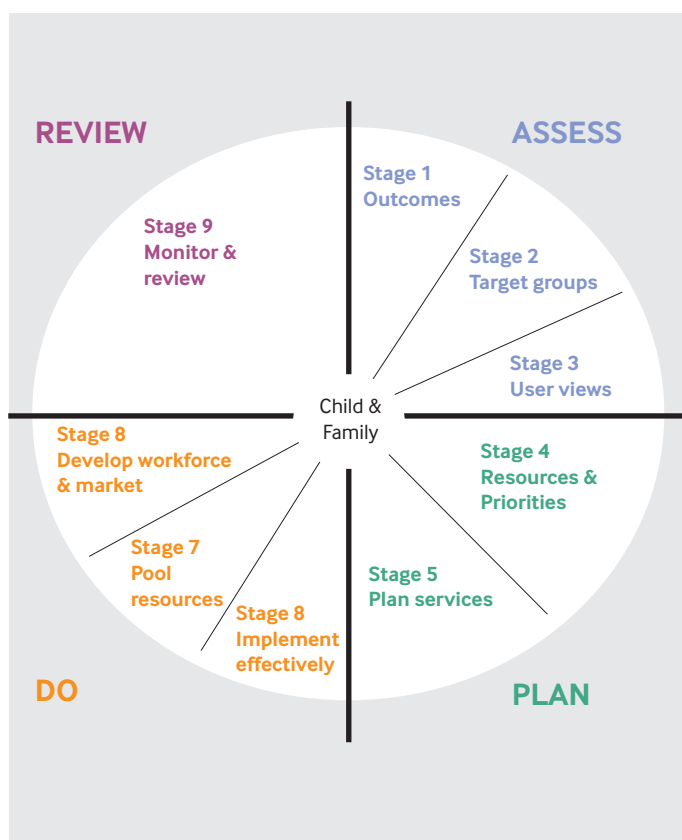
To do this the strategy will focus on four key areas of work:

- Use of data analysis to inform strategic decision making
- Workforce Innovation and Reform
- Training and Development
- Recruitment and Retention



6. EMBED A COMMISSIONING CULTURE AND FRAMEWORK OF OUTCOMES BASED ACCOUNTABILITY, UNDERPINNED BY A COMMITMENT TO POOLING AND ALIGNING BUDGETS AND ALLOCATING RESOURCES TO OUTCOMES

Commissioning is about deciding what service is needed, which organisation should deliver the service and how it should be delivered, with the aim of delivering a value-for-money service, which meets agreed outcomes. The commissioning process covers four key activities of Assess – Plan – Do – Review.



Who is responsible?

The Joint Commissioning Board is responsible for embedding effective commissioning arrangements across the Children's Trust.

Current picture

The commissioning process is supported by a commissioning framework that provides information, advice and support to those involved in the process.

At present, different partnerships are utilising the framework to a greater or lesser extent. Some of these outcomes have less advanced commissioning arrangements than others and the Children's Trust will strengthen these arrangements so as to make consistent the Trust's outcomes based commissioning approach across all outcomes for children and young people.

Strategy to improve outcomes

By 2025 the commissioning cycle and process will have been embedded into the work of all partnerships.

7. ENSURE THE VIEWS OF CHILDREN AND YOUNG PEOPLE ARE HEARD AND THEIR PARTICIPATION IN DECISION MAKING IS SUPPORTED

All children and young people should have the opportunity to actively participate in the decisions that affect their lives, in the delivery of the services they receive, and in the development of the policies that impact on them.

Consistent, high quality participatory activity should be embedded in the everyday practice of all services working with children and young people in Sunderland.

The participation of children and young people is at the centre of the transformation to improve the services of all children and young people.

Who is responsible?

The Strategic Implementation Group: Children and Young People's Participation Strategy is responsible for this area of work. The identified commissioning lead is the Head of Making a Positive Contribution and Achieving Economic Well-being Service, Children's Services.

Current picture

The Children and Young People's Participation Strategy 2010-2025 and implementation plan will set out detailed plans including actions and targets to improve this outcome.

This is driven by a series of articles within the United Nations Conventions on the Rights of the Child in particular Article 12 which grants every child has the right to express their views and to have these views given due weight in all matters affecting them.

Through the Children Act 2004, the Every Child Matters agenda and associated national policies and strategies the active engagement of children and young people is



legislatively provided for and places children and young people at the heart of services and decision-making processes which impact upon their lives.

Many services are routinely and systematically engaging children and young people in decisions that affect their lives. The Children's Trust aims to build on this and embed participatory practice across all aspects of the Children's Trust so that a co-ordinated approach is achieved which drives standards up across all services.

Strategy to improve outcomes

The Children and Young People's Participation Strategy 2010-2025 and implementation plan set out detailed plans including actions and targets to improve this theme. The Strategic Implementation Group will:

- Implement the Children and Young People's Participation Strategy covering the period 2010-2025

with an implementation plan covering the initial phase of 2010-2013. This will align the strategy with the timescales of the Children and Young People's Plan

- Drive the implementation of the strategy across all Children's Trust services and partners to ensure that children and young people are consulted and actively engaged in decision-making processes that impact upon them and the service they access
- Review existing resources dedicated to the development of children and young people's participation and take action to identify existing resources to pool
- Establish performance measures and standards for participation and support and monitor services to achieve them



OUR AIMS, KEY TARGETS AND MILESTONES

The focus for ongoing partnership work is on improving the five overarching Every Child Matters outcomes.

Key milestones for improving outcomes are taken from the Sunderland Strategy (■), the Local Area Agreement 2008-2011 and the DCSF's⁶ Children Plan⁷ (◆):

Child Poverty:

The focus of this outcome is to create a city where... Children and young people live in a comfortable environment - where families are not subject to poverty, poor housing and worklessness

When	Milestone
2010	The DCSF aims to half child poverty across England ◆
2020	The DCSF aims to eradicate child poverty across England ◆



⁶ DCSF – Department for Children, Schools and Families

⁷ The Children's Plan is....

Be Healthy:

The focus of this outcome is to create a city where... Children and young people are empowered to make healthy life choices - to improve resilience to help children and young people make informed and healthy/safe choices and to develop coping strategies as well as being able to access effective and high quality health and social care services when the need arises.

When	Milestone
2011	There will be comprehensive prevention and treatment services in place for alcohol and Sunderland will have moved out of the worst 10% in the country for hospital admissions due to alcohol ■
	There will be a broader range of stop smoking services across the city, linked into wards with the highest rates of smoking ■
2015	Smoking prevalence will be reduced to 20% ■
	The Sunderland Strategy aims to halt the increase in childhood obesity ■
2020	The Sunderland Strategy aims to reduce childhood obesity to 18% ■
	Through the DCSF's Children Plan, the proportion of obese and overweight children will be reduced to 2000 levels ◆
	70% of children reporting good emotional health and well-being ■
2025	90% of children reporting good emotional health and well-being and those who do not have early and excellent support systems in place ■

When	Milestone
2025	The Sunderland Strategy aims to reduce the percentage of Year Six children identified as overweight or obese to below 15%, and have a wide range of family based interventions across the city. Levels of initiating smoking in young people, and in particular in young women, will have reduced to under 10% ■
	We will have significantly increased the numbers of adults and children participating in sport ■
	The level of smoking in pregnancy will have reduced to less than 5% ■

Stay Safe:

The focus of this outcome is to create a city where... Children and young people feel, and are, safe and secure at home, at school and in their community

When	Milestone
2011	Through the Sunderland Strategy, there will be fewer repeat cases of domestic violence ■
2025	Through the Sunderland Strategy, levels of repeat incidents of domestic violence and assault with injury will be at their lowest levels ■



Enjoy and Achieve:

The focus of this outcome is to create a city where... Children and young people enjoy their time at school and fulfil their potential - where children and young people learn in a cohesive and inclusive environment, enjoy and achieve through learning and contribute towards the city's thriving learning culture

Make a Positive Contribution:

The focus of this outcome is to create a city where... Children and young people contribute towards the development of services for all people in the city - where children and young people give their views and are listened to, and are able to help Sunderland become a clean, green city

When	Milestone
2010	100% of Primary and Secondary Schools will offer extended services ■
	The first phase of the Sunderland Building Schools for the Future (BSF) programme will be completed ■
2012	The percentage of children and young people aged between 0-19 yrs with access to high quality equipped play provision, 1km from their door, will increase from 15% to 55% ■
2015	All Sunderland secondary schools will be rebuilt or refurbished under BSF ■
2020	90 % are developing well across all areas of the Early Years Foundation Stage Profile by age 5 ◆
	90 % are achieving at or above the expected level in both English and mathematics by age 11 ◆
	90 % are achieving the equivalent of five higher level GCSEs by age 19 ◆
	70 % are achieving the equivalent of two A levels by age 19 ◆
2025	Every young person will leave KS4 with literary and numeracy skills at appropriate level

When	Milestone
2011	Perceptions of anti-social behaviour will have improved ■
	There will be lower levels of re-offending by adult and young offenders ■
	There will be lower levels of Class A drug related offending ■
2020	Significantly the number of young offenders receiving a conviction, reprimand, or final warning for a recordable offence for the first time ◆
2025	There will be the lowest ever levels of drug related (Class A) offending and proven re-offending by adult and young offenders ■
	More people than ever will perceive that parents take responsibility for the behaviour of their children ■

Achieve Economic Wellbeing:

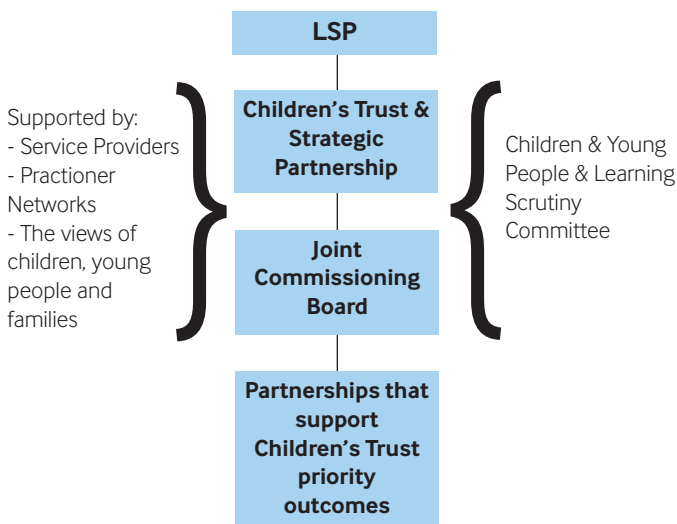
The focus of this outcome is to create a city where... Children and young people are able to fulfil their potential - where children and young people are skilled and motivated and have lots of opportunities to progress their careers, helping Sunderland be an enterprising and productive global city with a strong and diverse economy

When	Milestone
2020	95% of adults will have basic skills of functional literacy and numeracy ■
	We will reduce the number of young people who are not in education, training or employment to 8.4%.■
2025	We will increase the numbers of young people going on to higher education ■
	There will be subsidised and safe travel for children and young people



HOW THE CHILDREN'S TRUST WILL BE ACCOUNTABLE FOR DELIVERING THE STRATEGY

Arrangements for securing delivery of improved outcomes are being strengthened through closer alignment of the Children's Trust as a significant partnership of the Sunderland Local Strategic partnership.



Sunderland Partnership

The Sunderland Partnership is the city's Local Strategic Partnership (LSP). It brings together the public, private, community and voluntary sectors to work together to achieve success, encourage, improvement and tackle problems for the benefit of all Sunderland citizens now and in the future. It has overall responsibility for the priority outcomes in the Sunderland Strategy.

Who holds them to account?

- Central Government through the Common Area Assessment and Local Area Agreement
- Council Scrutiny Committee

Who do they monitor to ensure delivery and how do they do that?

The LSP meets monthly and is chaired by an elected partner representative. It oversees the work of the Delivery and Improvement Board and 5 delivery partnerships, namely to make the city:

- Healthy
- Safer
- A learning city
- Attractive and inclusive
- A city of economic prosperity

Each delivery partnerships produces an outcome specific strategy and delivery plan for the city.

Children's Trust

The Children's Trust is a multi-agency partnership responsible for taking a strategic lead to improve outcomes for children and young people in the city. The agencies involved in Children's Trust arrangements have overall responsibility for the priorities in the Children and Young People's Plan.

Who holds them to account?

- The Executive Management Groups/Boards of partner agencies
- The Sunderland Partnership
- Sunderland Safeguarding Children Board

Who do they monitor to ensure delivery and how do they do that?

The Children's Trust Board meets quarterly. It is chaired by the Lead Member for Children's Services. At each meeting part of the business is a set of standing reports, all designed to ensure that the Board can track the progress of key cross cutting issues: joint commissioning; safeguarding; workforce development; information sharing and assessment. An exception report is also presented which outlines progress on the implementation of the Children and Young People Plan and flags up any actions which have not been achieved and the reasons for that.

Children's Trust Strategic Partnership

The Children's Trust Strategic Partnership plays a key role in Children's Trust arrangements across Sunderland. It has responsibility for driving forward delivery of the priority outcomes and overcoming any operational difficulties between agencies.

Who holds them to account?

- The Children's Trust Board

Who do they monitor to ensure delivery and how do they do that?

The Children's Trust Strategic Partnership meets bi-monthly. It is chaired by the Executive Director of Children's Services. At each meeting part of the business is a set of standing reports, all designed to ensure that the Strategic Partnership can track progress on the key cross cutting areas which will transform the delivery of services and improved outcomes, and will enable the identification of barriers and solutions to integrated service delivery. Members also receive updates on the progress of the implementation of the priorities contained within the Children and Young People's Plan in respect of outcomes for children and young people. At each meeting, two of the aligned partnerships report on their work and their contribution to achieving the CYPP priorities.

Joint Commissioning Board

The Joint Commissioning Board (JCB) is responsible for establishing commissioning arrangements across the Trust and its partnerships.

Who holds them to account?

- The Children's Trust Strategic Partnership

Who do they monitor to ensure delivery and how do they do that?

The JCB meets bi-monthly. It is chaired by a member of the Strategic partnership, currently the Executive Deputy Director of Children's Services. The JCB has overseen the production of a Commissioner's Handbook that sets out the commissioning arrangements for the Trust and gives guidance to managers and practitioners on the key activities of effective commissioning. A workforce development plan is in place and implemented.

The JCB and Strategic Partnership are proposing that the JCB makes commissioning decisions on behalf of the Strategic Partnership and the Trust whose role will be to scrutinise those decisions. The proposal will require partnerships to report commissioning intentions and recommendations to the JCB.

A **Joint Commissioning Team** has been established to support and challenge commissioning undertaken jointly through Children's Trust arrangements and commissioning by Children's Services.

Partnerships

A number of partnerships are aligned to Children's Trust arrangements to assist in meeting the aim, purpose and objectives of the Trust. The partnerships are also responsible for progressing priority outcomes in the CYPP.

Who holds them to account?

Individual partnerships are responsible for each priority outcome that is identified in the delivery plan. Partnerships report progress and achievements as requested by the Children's Trust. Some partnerships specifically relate to children and young people, others do not. Some partnerships are directly responsible to the Children's Trust. Others are directly responsible to the LSP or other partnerships.

There are a number of partnerships that exist on a statutory footing.

	Statutory partnership	Must report to the Children's Trust
Behaviour and Attendance Improvement Partnership	✓	✓
0-16 Education Improvement	✓	
Youth Offending Board	✓	
Local Safeguarding Children Board	✓	✓

Who do they monitor to ensure delivery and how do they do that?

Partnerships establish a layer of working groups set up to prepare, review and deliver the partnership strategy and implementation plan to achieve improved outcomes including those prioritised in the CYPP of the Children's Trust. Each partnership has a reporting system so that the work of these groups is accountable to the partnership.

Children, Young People and Learning Scrutiny Committee

The Children, Young People and Learning Scrutiny Committee takes responsibility for assessing the Council's performance improvement framework and statutory Best Value obligations.

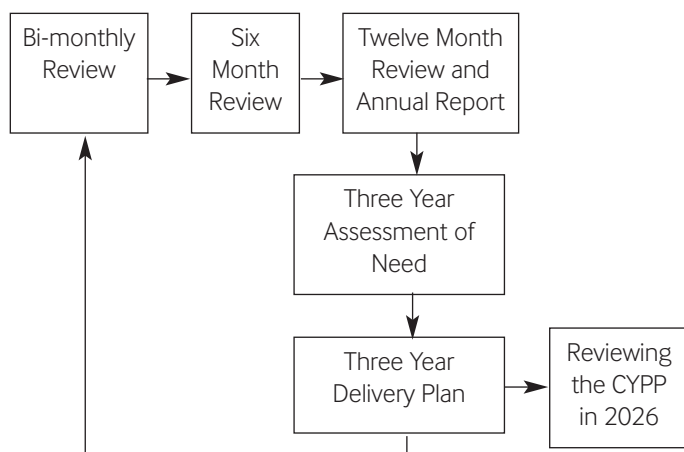
Who holds them to account?

- Local democratic processes

Who do they monitor to ensure delivery and how do they do that?

They scrutinise Cabinet decisions, carry out policy review and development and have a key role in performance management and improvement of children's services. There is a common framework for performance management used across the Council. The Children's Services framework covers local and statutory Performance Indicators across all five outcomes and service management. Partners contribute to the quarterly reporting cycle, through which key areas for action are identified by the Council's Executive Management Team and responded to by the Children's Services Directorate. The outcomes of that quarterly process are reported to the Children, Young People and Learning Scrutiny Committee.

MONITORING AND EVALUATING THE CYPP



Bi-Monthly review - The Joint Commissioning Board meets every two months. At each meeting a representative for a priority outcome/vulnerable group/theme will be expected to attend. The representative will provide a report, speak to this report and answer any questions at the meeting.

Six month review - ALL those (partnerships and people) responsible for a priority outcome will be expected to contribute towards the six month review by completing a self-assessment.

The Joint Commissioning Board will provide the self-assessment template and will offer support, advice and guidance to those completing it.

The purpose of this review is to:

- Ensure the Joint Commissioning Board has an understanding of what progress is being made and where progress is not being made as well as expected
- Enables the Joint Commissioning Board to offer dedicated support to those that need it most
- Enables the Joint Commissioning Board to report to the CTSP about areas that are doing well/not so well and identify further support mechanisms etc

Twelve month review and annual report - ALL those (partnerships and people) responsible for a priority outcome will be expected to contribute towards the twelve month review, by completing a self-assessment. The Joint Commissioning Board will provide the self-assessment template and will offer support, advice and guidance to those completing it.

The Joint Commissioning Board will use this information to prepare a CYPP Annual Report and to make recommendations to the Children's Trust Strategic Partnership as to whether a priority should remain as a priority.

Three year assessment of need - Every three years an exercise will be conducted that produces a written assessment of need.

The assessment of need will follow a similar, but updated and improved format of the Children's Trust's Needs Assessment 2009. The Joint Commissioning Board will be responsible for producing this.

Information from this exercise will be utilised by the Commissioning Board in making recommendations as to what priorities exist. This means:

- New priorities may be identified
- Existing priorities may no longer be recommended.

This exercise will feed into the development of the three year delivery plans.

Three year delivery plans - Three year delivery plans will be set up to cover the following years:

2010 – 2013

2013 – 2016

2016 – 2019

2019 – 2022

2022 – 2025

The first three year delivery plan, for 2010-2013 will include the following information for ALL priority outcomes:

- Name of priority
- Who is responsible for this
- What key actions will be taken to improve the picture
- Links to the Local Area Agreement (LAA) and National Indicator Set (NIS)
- Financial breakdown

The remaining three year delivery plans, covering 2013-2025, will provide information on those priorities that are still considered current priorities. Information will be provided on:

- Name of priority
- Who is responsible for this
- Links to the Local Area Agreement (LAA) and National Indicator Set (NIS)
- Financial breakdown (this will include a breakdown over the previous three years as well as planning for future years)
- A Review of the previous three years
 - What is the current picture for this outcome - this will be based on the previous 3 years and

will relate to outcomes. This will be prepared using information provided in the previous three year twelve month reviews. It should cover what actions have been delivered; information on performance indicators and targets; what progress has been made/not made and the reasons why

- Looking forward to the next three years
 - What key actions will be taken to improve the picture over the next three years

Reviewing the CYPP 2010-2025 – in 2026 - This review will reflect on the fifteen year commissioning strategy. It will make links with:

- The CYPP 2010-2025
- Findings from the monitoring and evaluation of the CYPP through three year delivery plans, annual reviews and three year needs assessments
- The Sunderland Strategy and the Local Strategic Partnership



RESOURCES AND FINANCE

Resourcing The Children And Young People's Plan Strategy 2010 - 2025

A key component to the delivery of the strategy is to understand the resources available to children and young people in the city and how these are deployed now and in the future.

Who is responsible?

The Children's Trust is responsible for ensuring the appropriate financing and resourcing of priority outcomes in the Children and Young People's Plan. Partnerships which are responsible for priority outcomes can utilise finance staff to support them manage resources.

Current picture

Financial information included in the Delivery Plans that support the Strategy is represented by revenue budget information from relevant statutory partners. The Delivery Plans will also include the identified resources that will be available in delivering the priority outcomes for the period of the Delivery Plan.

Strategy to improve outcomes

All Children's Trust partners are committed to working together to develop strong resourcing arrangements for priority outcomes. The Children's Trust will continue to develop a more consistent approach in identifying all partner contributions, which will provide a more accurate picture of the resources available to support priority areas within Sunderland.

This will be achieved by:

- Working with all partner organisations to develop and agree a methodology that captures all relevant financial information covering the medium and longer term, which will also include in kind contributions and staff time
- Using financial and resourcing information to inform the Children's Trust of opportunities for further integration and effective partnership working through joint planning and commissioning. This will lead to improved financial management, performance management and decision making, which will improve access to and quality of service

APPENDICES

Description of terms used within this strategy

The Local Area Agreement 2008-2011

A Local Area Agreement (LAA) sets out the priorities for a local area, agreed between the Local Strategic Partnership (LSP) and Central Government.

In Sunderland, the LAA is arranged around 3 themes:

- Prosperous and learning city
- Healthy city
- Developing high quality places to live

The LAA sets out a number of targets that Sunderland is working towards.

The LAA also includes a number of statutory targets that relate to educational attainment.

To view a copy of the LAA, visit:

www.sunderland.gov.uk/Public/Editable/Themes/CityCouncil/corporate/sunderland-strategy.asp

The Sunderland Strategy 2025

The new, long term and aspirational Sunderland Strategy sets out the plans of the Local Strategic Partnership to improve the city in future years. It sets out the vision for the city in 2025 and outlines the challenges that partners will tackle so that the vision can be realised.

The Sunderland Strategy is aligned with the Local Area Agreement. Thematic partnerships link to each of the city's priorities within the strategy which are to make Sunderland a:

- Prosperous city
- Healthy city
- Safe city
- Learning city
- Attractive and inclusive

Area committees

Local Area Committees have been established across the city to provide a better link between the council, partners and residents as well as ensuring local views are represented.

The committees are based on the five Regeneration Areas of the city, they are responsible for;

- To lead on the development of a Local Area Plan
- To review, problem solve and establish the most effective operation of responsive front line services
- To maximise the engagement of local residents and other interests in decision making on matters which affect them

Area Committees meet on a bi-monthly basis. A work plan is set for each year ahead which determines which of the strategic themes from the Local Area Plans will be discussed at each meeting. During the meeting a specific action plan is set for the theme which is then taken forward and monitored.

Children's Services, Sunderland City Council supports these committees by identifying a lead for each one. The leads are:

West	- Head of Performance Improvement and Policy
East	- Head of Positive Contribution and Economic Well-being
North	- Head of Standards
Coalfields	- Health Improvement Lead
Washington	- Head of Safeguarding

Comprehensive Area Assessment

Comprehensive Area Assessment (CAA) is the new approach to assessing the performance of local public services and replaced the Comprehensive Performance Assessment (CPA) from April 2009.

CAA looks at public services in an area, for example, those delivered by councils, the Police, Primary Care

Trust, Fire and Rescue Services and private and voluntary sectors. CAA directly affects all local public services.

CAA asks three fundamental questions of the area:

- How well do local priorities express community needs and aspirations?
- How well are the outcomes and improvements being delivered?
- What are the prospects for future improvement?

Local public services are being judged collectively on the impact they have on bringing about better local outcomes and in looking at outcomes CAA pays particular attention to those most at risk of disadvantage or inequality.

How we have developed the strategy

The Children's Trust has applied its commissioning process in developing this strategy. In November 2008, the Children's Trust conference engaged partners and stakeholders in the planning for the CYPP 2025 Strategy. To view a copy of the Conference Report 2008 and related reports visit:
www.sunderlandchildrenstrust.org.uk.

A number of documents have been prepared which contribute towards this process and the development of the CYPP 2010-2025.

- **Annual Report 2009** – reports on the achievements and progress that has been made against each of the priorities and actions within the CYPP 2007-2009 and identifies any outstanding areas of work. To view a copy of the Annual Report visit: www.sunderlandchildrenstrust.org.uk
- **The CYPP 2009-2010** – is an extension of the CYPP 2007-2009. It was prepared as part of the process of publishing the Annual Report 2009 and preparing for the Children's Trust's assessment of need. To view a copy of the CYPP 2009-2010 visit:
www.sunderlandchildrenstrust.org.uk

- **The Needs Assessment 2009** sets out the details of a comprehensive analysis of need and was prepared during January to September 2009. The needs assessment was drawn up looking at a raft of information including:
 - Demographics and performance
 - The views of children and young people; families; local communities; professionals and practitioners
 - Local and national policy
 - National guidance, research and best practice
 - Recent inspection findings
 - How Sunderland compares with other similar areas
 - Consultation with professionals and practitioners
 - Consultation with children and young people
 - Consultation with the public
 - Joint Strategic Needs Assessment (JSNA)⁸
 - Local Area Plans⁹

Some specific consultation exercises were set up during the development of the needs assessment:

- Consultation with professionals and practitioners - a consultation document was set up that was sent directly to members of the Children's Trust, Children's Trust Strategic Partnership and Children's Trust Aligned Partnerships. It was also made available on the Children's Trust website. This document asked professionals and practitioners to tell the Children's Trust about the needs of children and young people
- Consultation with children and young people - a questionnaire was devised that was sent to all schools in the city. The schools were asked to ask their pupils to complete this questionnaire. The questionnaire asked pupils to identify what they see as priorities for children and young people. A report was written up highlighting the findings of this exercise

⁸ The JSNA is a health led plan that sets out health priorities for everyone in Sunderland

⁹ Local Area Plans set out the priorities that each Area Committee works towards

- Consultation with the public - a questionnaire (similar to the version for school pupils) and article were published in the Sunderland Echo in June 2009. This questionnaire was also made available on the Children's Trust website

The findings of these consultation exercises have had a strong influence on the content and focus of the Needs Assessment and so the CYPP 2010-2025. The Needs Assessment identifies trends and historical patterns and recognises any outcome areas that need improving. To view a copy of the Needs Assessment and related reports visit: www.sunderlandchildrenstrust.org.uk

Once the Needs Assessment was prepared the commissioning process allowed the Children's Trust to:

- **Set priority outcome areas** - during September and October 2009 the Children's Trust used the assessment of need to set its priority outcome areas. A priorities grid was prepared that allowed key information to be attached to each priority outcome area, such as commissioning leads¹⁰, key contacts¹¹, and strategies and/or delivery plans
- **Develop the CYPP 2010-2025** - this document is the Children's Trust's fifteen year commissioning strategy, aimed at improving outcomes for children and young people in Sunderland. During October and November 2009 the Children's Trust was engaged in preparing this strategy, setting out the priorities for the coming fifteen years and the arrangements in place to ensure progress is made and outcomes are improved
- **Develop the three year delivery plan 2010-2013** - this document sets out specific actions that demonstrate how partnerships are working towards improving each priority outcome areas. During

October and November 2009 commissioning leads and key contacts were engaged in preparing the information that feeds into the three year delivery plan.

Throughout the process the Children's Trust has informed and engaged some key stakeholder groups.

- The Children's Trust has held workshops to reassess Children's Trust arrangements and to consider priorities emerging from the Needs Assessment. The September workshop advanced governance arrangements and, in particular, strengthened the alignment of outcomes within the Sunderland Partnership
- Members - two drop-in events have been held (in June and November 2009) that all Members have been invited to. The purpose of each event was to inform Members about the work of the Children's Trust in developing the CYPP 2010-2025 and to gain their views. The first drop-in focused on the Needs Assessment, the second on the CYPP 2010-2025 consultation document
- Schools - regular letters have been sent to schools to inform them of the work of the Children's Trust in developing the CYPP 2010-2025. Schools have been asked to contribute towards the consultation (for professionals and practitioners) and were key to ensuring the success of the consultation with school pupils
- Consultation with the Children, Young People and Learning Scrutiny Committee Consultation Group - a meeting has been held in October where the Children's Trust presented information to and fielded questions and views and comments relating to the progress made by the Children's Trust in developing its CYPP 2010-2025

¹⁰ A commissioning lead is the lead person responsible for the priority outcome area

¹¹ A key contact is a person who has a lead role in providing services to improve outcomes linked to the priority outcome area

- General information sharing within Children's Services through Children's Services Briefing and Core Brief.

Throughout the process the Children's Trust and Children's Trust Strategic Partnership have driven forward the development of the CYPP 2010-2025.

Links have been made with the Sunderland Partnership (also known as the Local Strategic Partnership) and its related strategies and thematic partnerships, as well as the Local Area Agreement and National Indicator Set.

The CYPP is regarded as an article 4 plan, which means it must be formally approved by the Council. This process takes about three months and was approved during January to March 2010

