

**Council on 24<sup>th</sup> March 2003****Report title: Haringey Children and Young People's Strategic Plan 2003 - 2006****Report of:** The Director of Social Services**Ward(s) affected**

All

**1. Purpose**

1.1 To seek approval for the Haringey Children and Young People's Strategic Plan 2003 - 2006

**2. Recommendations**

Members are asked to:

2.1 Formally approve the Haringey Children and Young People's Strategic Plan 2003 - 2006

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[patricia.walker@haringey.gov.uk](mailto:patricia.walker@haringey.gov.uk)**3. Executive summary**

3.1.1 Government guidance issued in 2001 recommended that Children and Young People's Strategic Partnerships were established and Children and Young People's Strategic Plans developed. These plans should focus on vulnerable children and young people living in the local authority area.

3.1.2 In response a Children and Young People's Strategic Partnership for Haringey was set up in October 2001. The Partnership began work on developing a plan. An Outline Plan was prepared earlier in the year and reported to Committee in March 2002.

3.1.3 The full plan for 2003-2006 has been developed from the earlier Outline Plan. It must be submitted to the Department of Health by 1 April 2003.

### 3.2 Reasons for any change in policy or for new policy development

Introduction of government guidance.

## 4. Local Government (Access to Information) Act 1985

### Background paper

Government guidance "Planning for Children and Young People" 8 May 2001  
Haringey Vulnerable Children and Young People's Outline Strategic Plan 2002

- 4.1 To access these papers, or discuss this report, please contact Patricia Walker, Policy Officer, as indicated above.

## 5. Report

- 5.1 The Haringey Children and Young People's Strategic Plan is attached at appendix A.
- 5.2 The plan has been developed by the Children and Young People's Strategic Partnership (CYPSP). This is an inter-agency body which reports through the Health and Social Care Board to the Haringey Strategic Partnership. The membership of the CYPSP is given in an appendix to the Plan.
- 5.3 The Plan sets out the shared values and principles of the Partnership and the Partnership's vision for children and young people in Haringey.
- 5.4 The vision is that the CYPSP will work together to ensure that every child and young person in Haringey can feel secure, protected from harm and abuse, and can be supported to access appropriate health, educational and leisure services in order to maximise their life chances. The Partnership will achieve this by planning together to deliver cohesive services. It will aim to:
- improve information about and access routes into services
  - build skills, capacity and confidence of all staff working with children and young people
  - access resources to increase service provision
  - re-allocate existing resources to improve service delivery
  - improve multi agency working by developing common assessment pathways and joint service delivery
- 5.5 As part of the planning the Partnership has reached an agreement about which children and young people are most vulnerable, and as such will need a co-ordinated approach to service development and delivery. Vulnerable children and young people are those whose life chances will be jeopardised unless action is taken to meet their needs better. The groups of vulnerable children and young people identified by the Partnership are:
- Children and young people in need of safeguarding
  - Children and young people with complex health and social needs

- Children and young people at risk of social exclusion
  - Children and young people looked after
  - Young people leaving care
- Within these main groups a number of sub-groups have been identified, which are listed in the Plan. It is recognised that these groups are not exclusive and some children may fit more than one group at any one time. Further most children and young people will not be vulnerable throughout their whole childhood but will go through periods of vulnerability.
- 5.6 The Partnership has agreed on four strategic priorities for planning for vulnerable children and young people. These are:
- Safeguarding children
  - Promoting the health, education and well being of vulnerable children
  - Protecting the community from crime
  - Promoting health, education and well being of children looked after by Haringey Council or living in the Borough of Haringey
- Under each of these strategic priorities the Plan describes the priorities; key initiatives that are already underway; what action will be taken in the future and which other plans impact on the strategic area.
- 5.7 The Partnership has also identified three cross cutting themes which impact on all services. These are
- Workforce planning, development, education and training
  - Information sharing and application
  - Integrated service provision
- 5.8 Implementation and monitoring of the Plan will be overseen during the year by the CYPSP. The Partnership will produce an annual report on progress and an update of action plans for the coming year.
- 5.9 The government has already said that it will require preventive strategies for children and young people to be written in 2003. These are to be inter-agency strategies, but it is likely that local authorities will be given the lead role in ensuring that they are produced.
- 5.10 The Cabinet Office has also announced that there will be a Green Paper on improving children's services, to be issued early in 2003. It is expected to look at an overhaul of the existing arrangements, and at services working with children and young people, including social services, youth justice and the role of schools, families and communities.
- 5.11 The CYPSP will be looking at these developments in the coming year and their implications for planning and inter-agency work for vulnerable children and young people in Haringey. It is expected that the Children and Young People's Strategic Plan and the Strategy for Family Support and Early Intervention Services (which is a subject of a separate report to the Children's Services Working Group) will be brought together in the development of an inter-agency preventive strategy for children and young people in Haringey.

## **6. Financial Implications**

- 6.1 The Plan identifies the current budgets available in each of the statutory agencies, and in funding regimes such as Sure Start, for services for children and young people.
- 6.2 Current actions listed in the Plan are all being funded from main budgets or specific funding regimes.
- 6.3 The CYPSP is committed to breaking down organisational barriers in order to improve services to children and families. In the long term this will mean that agencies will need to develop flexibilities in the use of resources and budgets (both core and externally sourced). Future government guidance on preventive strategies and the Green paper on children's services are likely to have implications on these developments.

## **7. Comments of the Director of Finance**

- 7.1 The detailed resource requirements of the actions in the Plan will be identified and monitored against available resources as part of the Council's regular budget and performance monitoring processes.

## **8. Equalities Implications**

- 8.1 The Children and Young People's Strategic Plan is focused on disadvantaged and vulnerable children and young people in Haringey and their families. It represents an important development in promoting inter-agency work and co-operation for the benefit of these children and young people. The groups and sub-groups of vulnerable children and young people in Haringey identified by the Partnership are experiencing a range of disadvantages. They include disabled children, those from black and minority ethnic backgrounds subject to discrimination or harassment, young asylum seekers and refugees, and those affected by mental health problems.

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**HARINGEY CHILDREN AND YOUNG  
PEOPLE'S STRATEGIC PLAN**

**2003 - 2006**

**March 2003**

# **Children and Young Person's Strategic Plan 2003 – 2006**

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## **Foreword**

**We are very pleased to introduce Haringey's first Children & Young People's Strategic Plan for vulnerable children.**

**This plan has been put together by the Children and Young People's Strategic Partnership. It establishes a coherent framework for all the plans affecting vulnerable children. It will ensure that as we develop services, their needs are addressed and that better outcomes are secured for them.**

**The future shape of children's services is currently being considered and debated across the country. In Haringey it is extremely encouraging to see such positive co-operation between so many local agencies working with children and to have their commitment to the Strategic Partnership. This plan will shape decisions and actions across the voluntary, community, and statutory sectors.**

**This is also a time in which all agencies are considering their responses to the recommendations of the Statutory Inquiry into the death of Victoria Climbié. The Partnership will take account of these responses and reflect them in its work in the year ahead and in the reviews of this plan.**

**We are looking forward to an exciting and challenging time over the next few years. We want to ensure that our partnerships develop and thrive and that through them we work closely with children, young people, and their families to produce ever improving outcomes for the children of Haringey.**

**Councillor Takki Sulaiman  
Lead Member for Social  
Services and Health  
Haringey Council**

**Richard Sumray  
Chair of Haringey Teaching  
Primary Care Trust**

# EXECUTIVE SUMMARY

## 1. INTRODUCTION

The Children and Young People's Strategic Partnership in Haringey has developed this Strategic Plan covering the period April 2003 to March 2006. It will be updated annually. The Plan sets out the priorities that have been agreed by all the partner agencies and the actions needed to deliver on these priority areas.

The plan has been developed in response to Government guidance which recommends that each local authority area should set up a Children and Young People's Strategic Partnership to co-ordinate the planning of services and develop a plan for vulnerable children aged 0 – 18 and their families. The definition of vulnerable children can be found in section 4 of this Plan.

The Plan has been agreed by all members of the Partnership – Social Services, Education, Play and Youth, Police, Health, Youth Offending Service, Connexions, Children's Fund, Sure Start as well as voluntary organisation representatives.

## 2. VISION FOR CHILDREN AND YOUNG PEOPLE IN HARINGEY

The Partnership has agreed a vision for children in Haringey which will influence how they work together to plan and deliver services.

The Children and Young People's Strategic Partnership will work together to ensure that every child and young person in Haringey can feel secure, protected from harm and abuse, and can be supported to access appropriate health, educational and leisure services in order to maximise their life chances.

The partnership will achieve this by planning together to deliver cohesive services. It will aim to:

- improve information about and access routes into services
- build skills, capacity and confidence of all staff working with children and young people
- access resources to increase service provision
- re-allocate existing resources to improve service delivery
- improve multi agency working by developing common assessment pathways and joint service delivery

## 3. PRIORITIES FOR WORKING TOGETHER

The Plan identifies four strategic priority areas for joint working:

- Safeguarding children (including responding to the recommendations of the Statutory Inquiry into the death of Victoria Climbié)
- Promoting health, education and well being of vulnerable children
- Protecting the community from crime
- Promoting the health, education and well being of children looked after by Haringey council



The plan outlines objectives for each area, key initiatives already underway which will support the objectives, and specific actions to be worked on together over the life of the plan.

Appendix B of the Plan includes targets and more detailed action plans for each priority area.

#### **4. CROSS CUTTING THEMES**

In addition to the strategic priorities, the plan also outlines three areas that require joint working in order to improve service delivery. These are:

- Workforce planning, development, education and training - very important at a time when social care and health agencies nationally are struggling to recruit and retain staff to deliver their services
- Information sharing and application - focusing on both improving public information about services available, and also how agencies can share information with each other to become more efficient
- Integrated service provision. This latter theme is in recognition of current Government support of a move towards more integrated service provision for children, young people and their families, and outlines the partnership's intention to explore whether outcomes for children and young people in Haringey will be achieved more easily through improved access to service, joined up assessment pathways, single agency management and joint commissioning of services

#### **5. CONSULTATION**

The Partnership has drawn on the views of children and young people to inform this plan, and has undertaken a consultation process with the voluntary sector. Details are outlined in Appendix A

#### **6. MONITORING OF THIS PLAN**

The Children and Young People's Strategic Partnership will be responsible for overseeing the implementation of the Plan and for making links with other plans and initiatives. The Children and Young People's Strategic Partnership reports to the inter-agency Health and Social Care Executive who are accountable to the Haringey Strategic Partnership.

Each year, the partnership will review progress on the action plans and will produce an annual report and update of action plans for the coming year.

#### **Appendices**

- A Consultation process
- B Action plans for 2003/4 and baseline data/targets

- C CYPSP membership and responsibilities of partner agencies
- D Linked Plans
- E Glossary of terms
- F Suggestions and comments

## **I. INTRODUCTION**

The Children and Young People's Strategic Partnership in Haringey has developed this strategic plan covering the period April 2003 to March 2006. The Plan sets out the priorities that have been agreed by all the partner agencies and the actions needed to deliver on these priority areas. It will be updated annually

The plan has been developed in response to Government guidance which recommends that each local authority area should set up a Children and Young People's Strategic Partnership to co-ordinate the planning of services for vulnerable children aged under 18 and their families. Partnerships should develop a framework for planning within which all relevant plans and planning activity can be located.

The Children and Young People's Strategic Plan is the first step towards this, and has focused on agreeing a strategic direction and priority areas for partnership working. Further work will take place over the coming year to develop a preventive strategy in line with the new guidance from central Government, expected by the end of 2002. This strategy will draw together the range of preventive approaches in services for children and families, and will ensure that all those responsible for services are in agreement

The Government is currently debating the future of children's services and how they should be delivered, and the partnership will need to be ready to respond to these new developments.

The present period is one in which all agencies working with children and young people are considering their response to the recommendations of the Statutory Inquiry into the death of Victoria Climbié. The Partnership will take account of these responses and reflect them in its work in the year ahead and in the reviews of this plan.

The Partnership in Haringey has been in place since October 2001 and has representatives from health, Youth Offending Team, the police, Connexions, Haringey Social Services, Haringey Education Services, Sure Start, and voluntary organisations. Each of the statutory partner agencies has to develop targets and priorities in line with Government requirements, and where relevant, these are included in this Plan.

The Plan has identified a set of strategic priorities, which will drive service development over the next three years. Each section in the Plan covering the strategic priority areas has an introduction, a summary of priorities, action to be taken and initiatives already underway. The Plan identifies other linked plans; it does not repeat detailed information contained in them but they are summarised in Appendix D

Appendix B of the Plan summarises actions to be taken, and contains performance measures and targets which will be updated annually. Some of these are national targets required by the Department of Health or the Department for Education and Skills. Others are local targets developed to monitor progress.

In addition to the four strategic priority areas, the plan also identifies some cross cutting themes, which will need an inter-agency approach.

The Children and Young People's Strategic Partnership will monitor implementation of the Plan. Each area for action will be the responsibility of a lead agency who will report to the Partnership. A review of overall progress will be undertaken at the end of the first year and will inform the actions to be included in next year's plan update.

## 2. Our shared values and principles

In 2000, the government set up a Children's and Young People's Unit. One of the Unit's tasks is to develop an overarching strategy covering all services for children and young people. As part of this work, a consultation document called 'Building a Strategy for Children and Young People' was issued. The document outlines a set of principles, which take into account the UN Convention on the Rights of the Child and which should underpin all policies and services for children and young people. The Children and Young People's Strategic Partnership has decided to make these the underlying principles for services for children and young people in Haringey.

- **Services will centre on the needs of the young person**

The best interests of the child or young person should be paramount, taking into account their wishes and feelings.

- **Services will be of high quality**

Policies and services should aspire to and reach high standards of quality for the benefit of their clients – the children and young people who should gain from them.

- **Services will promote effective participation of children and young people**

Children and young people should have the opportunity to play an effective role in the design and delivery of policies and services.

- **Services will promote family involvement**

Full recognition must be given to family members – including extended and chosen family – who contribute significantly to the well-being of children and young people.

- **Services will be equitable and non-discriminatory**

All children and young people should have access to and be able to participate in services that they need, when they need them, in a way which respects diversity and their individual needs.

- **Services will be accessible and inclusive**

Policies and services should be sensitive to the individual needs and aspirations of every child and young person, taking full account of their race/ethnicity, gender, sexual orientation, ability or disability.

- **Services will promote effective practice based on research and evidence**

High quality research, evaluation, monitoring and review should ensure that decisions which affect children and young people are well informed.

- **Services will be coherent in design and delivery**

Services should be woven together in a coherent, integrated and cross-sector form where it is clear how progress and change expected for children and young people will be achieved.

- **Services will be supportive and respectful**

Policies and services should be delivered in a manner that is respectful and supportive of children and young people and ambitious for their futures.

- **Services will promote and enhance communities**

Communities should be empowered to make positive changes for their children and young people, so that improvements can be owned and sustained locally. Services should promote community cohesiveness.

### **3. Our vision for children and young people in Haringey**

The Children and Young People's Strategic Partnership will work together to ensure that every child and young person in Haringey can feel secure, protected from harm and abuse, and can be supported to access appropriate health, educational and leisure services in order to maximise their life chances.

The partnership will achieve this by planning together to deliver cohesive services. It will aim to:

- improve information about and access routes into services
- build skills, capacity and confidence of all staff working with children and young people
- access resources to increase service provision
- re-allocate existing resources to improve service delivery; and
- improve multi-agency working by developing common assessment pathways and joint service delivery.

#### **4. Who the plan is about - vulnerable children**

The Children and Young People's Strategic Partnership has reached an agreement about which children and young people are most vulnerable and as such will need a co-ordinated approach to service development and delivery. Vulnerable means children and young people whose life chances will be jeopardised unless action is taken to meet their needs. Most children and young people will not be vulnerable throughout their childhood but will go through periods of vulnerability. The groupings below are not exclusive and some children may fit into more than one group at any one time.

##### **Children and young people in need of safeguarding include those who:**

- suffer or are likely to suffer significant harm, including those on the child protection register
- abuse substances
- are victims of crime, harassment, discrimination or bullying;
- are living with or witnessing domestic violence
- are missing or runaways
- have an increased risk of infant mortality.

##### **Children and young people with complex health and social needs include those:**

- with chronic health problems
- with mental health issues
- with disabilities and/or special educational needs
- receiving recurrent and long term medical services
- affected by problems caused by substance misuse.

##### **Children and young people at risk of social exclusion include those:**

- with unauthorised absences from schools
- without a school place
- who are homeless or living in inadequate accommodation
- living in mobile families
- committing offences or at risk of doing so
- with a parent who has a mental health problems or whose parents misuse substances
- with parents who have a learning disability
- who are asylum seekers/refugees
- who are young carers
- who are parents or pregnant during their teenage years.

##### **Children and young people looked after**

##### **Young people leaving care**

## 5. Background information – the Haringey Context

Haringey is located in the centre of North London and covers an area of 11.5 square miles. It is the home to over 216,500<sup>1</sup> people making it the 15<sup>th</sup> largest borough in London.

The 2001 census results indicate that there has been an overall increase in the numbers of children and young people in Haringey over the last 10 years. In 1991 there were 48,445 children and young people under 19 and in 2001 there were 55,031. The increase has not been uniform across all age groups. The smallest increase was in the numbers aged 0-4 and the largest in those aged 10-14. In all age groups there are slightly more boys than girls.

The borough has one of the most ethnically diverse populations in London. The 1991 census showed that the proportion of local residents from minority ethnic communities was over 43.2%. In 1998, pupils attending Haringey's schools spoke more than 140 languages.

The school population is just under 35,000 and growing, and three-quarters of the pupils are from minority ethnic backgrounds.

### **Educational Achievement<sup>2</sup>**

The levels pupils attain at the end of all Key Stages in their education are below national standards and those in similar local authorities. Improvements are taking place at different rates across the Key Stages and in some cases ahead of the improvements nationally.

The attainment of pupils from different ethnic minority backgrounds shows a wide variation including a relative decline in the educational attainment of some groups. Pupils who are in the early stages of learning English as an additional language do significantly less well in all Key Stages. However, once they become fluent in English they do as well as, and in some cases better, than pupils using English as their first language.

Educational attainment is also influenced by pupils missing school or experiencing disjointed school careers. Absence from school overall in Haringey is above the national average in over half of the primary and secondary schools, this did not improve during 2000-01. Exclusion from school has risen significantly in secondary schools this year and reduced marginally in primary schools. For a range of reasons pupils move schools frequently, in almost a third of schools up to half the pupils will not attend the same school for more than four years.

### **Deprivation<sup>3</sup>**

Haringey is the 20<sup>th</sup> most deprived district in England (Government's Index of Multiple Deprivation 2000.) This deprivation is most apparent in the east and centre of the borough.

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<sup>1</sup> 2001 census

<sup>2</sup> Education Development Plan January 2002

<sup>3</sup> Haringey Key Facts, Education Development Plan January 2002 and Children's Fund Bid



Haringey has a shortage of affordable housing. In April 2002 Haringey Council had over 12,500 households on the housing register and made almost the highest use of temporary accommodation (just under 4,000 households) of any London local authority.

Although unemployment has been falling nationally, in April 2002 a total of 7,551 (7.2%) Haringey residents were claiming job-seekers allowance. Over 40% of pupils are eligible for free school meals, which is nearly double the national average and above that of similar boroughs.

#### **Health<sup>4</sup>**

Key health indicators reveal inequalities across Haringey. Standardised mortality ratios (SMR) for under 65s between 1995-97 were 131 for Tottenham and 103 for West Haringey compared with 107 for London as a whole. The under 18 conception rates vary between Haringey wards. In 2000 the variation was from 0 per 1000 females to 161 per 1000, with the highest rates in the wards with the highest levels of poverty and deprivation.

#### **Children in Need<sup>5</sup>**

Estimates of broad categories of children and young people in need, were collected by Social Services in January 2000. The families of 3796 children and young people received a service following assessment. There were another 2298 referrals that did not meet the eligibility criteria for a social service, but can be viewed as unmet need as they had a problem or difficulty for which they were asking for help. Of the 3796 that received a service, the most frequently expressed problem was family difficulties (1968). This was followed by child protection (542) and educational problems (249). Data on age groups involved were not available, but data on ethnic origin indicated that 76% of the 3796 were belonging to an ethnic minority.

In the twelve months between April 2001 and March 2002 there were 3,235 referrals to the children and families social services in Haringey, an average of 269.6 a month. This rate has been increasing, with the average since April 2002 being 313.5 per month.

In August 2002, there were 443 children looked after by Haringey Council; numbers have remained static over the last twelve months. In August 2002 there were 292 children on the child protection register in Haringey. This has increased over the last twelve months from 207, an indication of a more rigorous approach to ensuring the right children are receiving specialist protection services.

#### **Crime<sup>6</sup>**

Crime was the main personal concern in the Council's annual residents' survey 2000. Haringey experiences 146 crimes per 1000 residents, slightly above the London average of 136 but less than many central boroughs. The 2001 Crime and Disorder Audit found that residents main concerns were robbery, violent crime, prostitution, drugs, alcohol, youth crime and anti social behaviour. These offences have all increased during the last two years.

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<sup>4</sup> Haringey Key Facts

<sup>5</sup> QP MAP Year Two

<sup>6</sup> Haringey Key Facts No. 3 and draft Youth Crime Reduction Strategy

Haringey ranks in the top ten London boroughs for youth crime. Overall such crime in Haringey has increased by 7.5% over the last 2 years. Approximately 5% of young people offend in any year and almost 6% of young people are the victims of crime. The 10% most persistent young offenders commit approximately 50% of youth crime but make up only 0.5% of the population of young people. This means that the vast majority of young people in Haringey are law-abiding and lead crime free lives.

### **Summary**

The overall effects of the levels of deprivation and poverty mean that children and young people in Haringey have a greater likelihood of living in families facing complex health, employment, housing and social difficulties. There are high numbers of unaccompanied asylum seekers living in the borough who have specific health and educational needs. These issues combined with the growth in the population, place increasing strain on services working with children and young people. This highlights the importance of service providers working together to deliver seamless services, which will improve outcomes for the children of Haringey.

## **6. Strategic Priorities**

Four strategic priorities have been identified by the Partnership:

- Safeguarding children
- Promoting the health, education and well being of vulnerable children
- Protecting the community from crime
- Promoting health, education and well being of children looked after by Haringey Council

Each section lists contextual information, priorities, actions to be taken and a summary of work underway. Appendix B summarises all the action plans and shows performance measures and targets in tabular form.

## **STRATEGIC AREA I – Safeguarding children**

### **Context:**

This has been identified as a strategic priority for the following reasons:

Inter-agency work to protect children's safety and welfare has to be a key focus of activity of the partnership. The coming year will see the publication of the statutory inquiry into the death of Victoria Climbié and the Government's response. The partnership will need to respond to the recommendations.

Ongoing policy development and training will be required in response to research and national enquiries. The partnership must be ready to respond to possible Government changes to the way in which children's services are delivered, including child protection services. There will be a need to develop practice in relation to children abused through prostitution, use of the Internet, child pornography and protection of disabled children.

### **Our priorities are:**

- To identify children who are at risk of harm and develop further multi-agency child protection arrangements to minimise the risks.
- To further develop and support the ongoing implementation of the Framework for Assessment across agencies

### **To achieve this we will:**

- Implement recommendations arising from the Government response to the statutory inquiry into the death of Victoria Climbié.
- Raise the profile of the Area Child Protection Committee across partner agencies and with faith and other communities by employing a full time development officer from April 2003.
- Develop and implement a family support strategy to ensure that the right children receive specialist child protection services and others can access appropriate support services.
- Continue and further develop a training programme on safeguarding children, for all staff who work with children.
- Forge stronger links between the Multi Agency Public Protection Panel and the ACPC.

### **Key initiatives underway which will support these actions:**

- New Child Protection Procedures have been launched through the ACPC, consistent with the requirements of the government guidance 'Working Together to Safeguard Children'.
- The ACPC membership and structure has been reviewed and is now a more representative group, able to meet its statutory obligations and well supported by partner agencies.
- Additional practice guidance is being developed to support procedures on specific areas including children abused through prostitution and parents who misuse drugs.
- All recommendations of the Part 8 review into the death of Victoria Climbié have been implemented.
- All partner agencies are working to ensure that staff who work with children are appropriately checked through the Criminal Records Bureau prior to taking up employment.

In order to monitor our performance in this area we will focus on ensuring that all children on the child protection register, have a key worker and an up to date child protection plan. This plan will be regularly reviewed to ensure it is relevant and appropriate. We want to make sure the plan is effective and actively managed; and we will therefore monitor the length of time that children remain on the register. The purpose of the plan is to achieve lasting improvement in the child's safety and well-being. Some re-

registrations will be necessary in response to a change in circumstance and we will monitor the rate of these to ensure they are high enough to demonstrate rigour in assessment, but not too high which may indicate that the interventions have not been effective.

## **Where to find out more**

### **Linked plans (please see appendices)**

Quality Protects Management Action Plan  
ACPC Business Plan  
Children's Services Business Plan  
HIMP  
Sure Start Delivery Plans  
Safer Communities Strategy  
Youth Justice Plan

## **STRATEGIC AREA 2: Promoting the health, education and well-being of vulnerable children and maintaining them within their family.**

### **Context**

Over the last five years, there have been a number of government initiatives launched to reduce social exclusion of children, young people and their families, and promote better collaborative working between agencies. These have included Sure Start, Children's Fund, Connexions, Teenage Pregnancy Strategies, On Track and Youth Offending Teams.

The Children and Young People's Strategic Partnership will be expected to build on these initiatives. The Partnership will continue to develop joint working, which helps identify children and families needing support, and ensure a range of preventive and support services are available to them. It will work to develop a Preventive Strategy in line with forthcoming government guidance, taking forward the co-ordinated approach, and setting out the contributions of all agencies and government initiatives aimed at improving services for vulnerable children. The government also requires local authorities, through their Children's Fund Partnership, to put in place systems to identify, track and refer children at risk. There will also be national developments of Children's Centres to provide quality care, early education and health provision in disadvantaged areas.

The Department of Health is currently working on the development of a National Service Framework for children, results are not expected until the end of 2002 at the earliest. The Framework is aimed at breaking down professional boundaries and raising quality of provision. It will set standards for children's services including support for children with disabilities and special needs, acute and hospital services, mental health and psychological well-being.

Haringey is already developing its Family Support Strategy, which can be found as a supplement to this document. The partnership will oversee its implementation, and ensure it is updated and amended to meet the government requirements outlined above.

### **Our priorities are:**

- To work together on national and local initiatives (Sure Start, On Track, Children's Fund, New Deal for Communities (NDC), NRF, Supporting People) and maximise opportunities to access resources.
- To develop and implement a Preventive Strategy for the authority in line with government requirements, and ensure that children at risk are identified, tracked and supported.
- To implement the child and adolescent mental health (CAMHS) strategy.
- To implement the Family Support Strategy.

### **To achieve this we will:**

- Oversee the implementation and ongoing development of Sure Start, On Track and Children's Fund programmes and report regularly on progress to the CYPSP.
- Implement the Strategy for Family Support and Early Intervention Services, and update it in line with government guidance on preventive strategies. This will include extending the range and geographical coverage of family support services provided by social services.
- Pilot a multi agency drop-in facility to give information and advice in conjunction with developments in Sure Start.
- Implement the CAMHS strategy across the authority, including an early response to Psychosis programme in line with the requirements of the National Service Framework.

- Develop an integrated service response for disabled children and children with complex health needs.
- Through Supporting People, develop a programme of family accommodation with support.
- Develop a training and staff development programme for all staff involved in referral and assessment, to promote consistency of practice.

**Key initiatives underway which will support these actions:**

- Haringey already has five Sure Start and a Children’s Fund programme in place, as well as On Track and other initiatives funded through New Deal for Communities (NDC).
- The CAMHS strategy has been developed and agreed and resources have been identified to support its implementation.
- The Early Years Development Plan supports a programme of expansion of early years provision for young children, and Play and Youth has restructured its services to include all children and young people aged 8 – 18
- The Behaviour Support Plan developed by education addresses ways in which all children and young people can be supported through their schooling
- The Drug Education Team delivers education programmes in schools and outreach workers target vulnerable young people.
- A range of breakfast clubs and after school and holiday activities are provided for vulnerable children.
- The Children and Young People’s service, COSMIC, works with children affected by parental alcohol or drug use.

In order to monitor our performance in this area we will focus on improving the health and educational achievements of children and young people, to ensure they have the best possible chance of leading a full and active life and moving into employment. We want to make sure that they have an education place, have access to immunisation programmes and participate in healthy eating and living programmes in their schools. We also want to reduce the rate of teenage pregnancies and proportion of young people using misusing drugs.

**Where to find out more**

**Linked plans (please see appendices)**

Family Support Strategy  
 Quality Protects Management Action Plan  
 Sure Start Delivery Plans  
 Family Support Strategy  
 Children’s Fund  
 EYCDP  
 Education Development Plan

On Track delivery plan  
 Supporting People Strategy  
 HIMP  
 CAMHS strategy  
 Young People’s Substance Misuse Plan  
 Teenage Pregnancy and Parenthood Strategy

## **STRATEGIC AREA 3: Protecting the community from crime**

### **Context:**

All local authorities are required to set up Youth Offending Teams to bring key agency staff to work together to reduce youth offending. Haringey Youth Offending Service (YOS) has been operational since April 1999.

The YOS is one of a number of services working to promote safer communities and to tackle youth crime and disorder. The government has prioritised street crime as a target area of joint working, and in Haringey, partners are working together to implement the Safer Communities Strategy, the Policing Plan and the Young People's Substance Misuse Plan.

### **Our priorities are:**

- To reduce offending behaviour by young people, particularly in relation to vehicle crime, domestic burglary and robbery.
- To develop interventions and common approaches to tackling issues identified as putting a young person at risk of offending e.g. bullying, poor education attendance.
- To encourage reparation to victims by young offenders.
- To involve local communities in reducing crime and disorder.

### **To achieve this we will:**

- Develop an Intensive Supervision and Surveillance Programme to work with the most persistent young offenders and those involved in the most serious crimes.
- Develop a range of interventions including group work with young people involved in vehicle crime.
- Work jointly with YOS, police, schools and community groups to prevent youth on youth robberies occurring after school.
- Develop breakfast clubs, after school clubs and peer counselling within schools.
- Develop prevention work in schools with YOS, AMENDS and the police.
- Develop a child and young people's victim and witness support service.
- Develop anti bullying programmes and strategies in schools and other services.
- Develop Safety Zones to ensure schools students can walk home safely after school.
- Develop a multi agency Youth Diversion Panel to agree action plans for young people developing a criminal lifestyle.
- Develop a project using multi-systemic therapy to work with frequent offenders to reduce vehicle crime, burglaries and robbery.

### **Key initiatives already underway, which will support these actions:**

- The On Track project is operating in Bruce Grove. The programme is already working with 1500 children. The approach is to target children at risk of offending and develop a partnership with schools and families to provide an assertive outreach team working through local communities.
- The YOS has worked with the Youth Service to set up the Youth Inclusion Programme
- AHEADS, the young people's alcohol and drugs service, has been operational since February 2001.
- The Remand and Bail Supervision service work with those young people at risk of custody to provide an alternative response.
- The Mentoring service works specifically with young offenders and those out of mainstream education and at risk of offending.

- A drop-in for young offenders has been set up by YOS in partnership with AHEADS, Connexions and other agencies to prevent re-offending.
- A Youth Panel has been set up involving members of the community, to develop programmes for young offenders that aim to reduce their offending behaviour.
- The multi agency Public Protection Panel is in place to share information on potentially dangerous adults.

In order to monitor our performance in this area we will focus on reducing the numbers of young people involved in vehicle crime, domestic burglary and violent crime. This links into the government initiative to reduce street crime. We will also focus on ensuring that effective work is undertaken with young people with a final warning to prevent further criminal behaviour and ensuring that young people charged with criminal behaviour are dealt with speedily by court processes. Young people who have committed offences are also young people in need and we will have the same aspirations for them with regard to their health and education.

## **Where to find out more**

### **Linked plans (please see appendices)**

On Track Delivery Plan  
Youth Justice Plan  
Safer Communities Strategy  
Neighbourhood Renewal Strategy  
Borough Policing Plan  
Youth Crime Reduction Plan  
New Deal for Communities Delivery Plan  
Young People's Substance Misuse Strategy



## **STRATEGIC AREA 4: Promoting health, education and well-being of looked after children**

### **Context:**

Research has demonstrated that children in public care do not achieve as well as their peers and have a lower standard of health. They are over represented in mental health institutions and the criminal justice system. Government initiatives such as Quality Protects have aimed to transform services for children and have emphasised the corporate responsibility to set high standards for children who are looked after.

New legislation, the Children Leaving Care Act was implemented 2001 and recognised that young people leaving the care system are still vulnerable and continue to need ongoing support into accommodation, education, employment and training.

National standards have been set for fostering and adoption services and locally a Best Value review of Children's Services was undertaken in 2001.

It is recognised that the best place for children to grow up is with their family of origin, but where this is not possible there is a responsibility on Social Services to promote opportunities for permanent placement through adoption.

### **Our priorities are**

- To improve the life chances of looked after children by ensuring they are in education, and can access appropriate health provision.
- To improve the quality of care planning and provide better matched placements for children.
- To ensure all children looked after for more than four months have a permanency plan.
- To provide more integrated delivery of support services for looked after children and their carers.
- To enable children who leave public care to make a smooth transition to adulthood.

### **To achieve this we will:**

- Increase the number and range of foster placements through the implementation of a fostering strategy which includes regular advertising, targeted and efficient follow up of enquiries and competitive rates of remuneration. We will also develop a commissioning strategy for placements provided by independent agencies.
- Focus recruitment of adopters in black and minority ethnic communities, to match the profile of children awaiting adoption placements.
- Establish a specialist adoption team.
- Through implementation of the CAMHS strategy, improve psychological support to looked after children and their carers.
- Continue to develop the process of ensuring every looked after child has an appropriate Personal Education Plan.
- Continue to identify those children who need permanent placements and work with education and health colleagues to achieve successful adoptions.
- Develop protocols for joint funding of placements.
- Work towards multi agency teams for looked after children, to include mainstream health and education staff and specialist CAMHS workers.

### **Key initiatives underway, which will support these actions:**

- A looked after children planning group is in place. This includes representation from health, social services and education to promote life chances and improve co-ordination of services across these agencies.
- A Looked After Children's Team has been established in education, focusing on improving the support to looked-after children and their carers, and tracking information. There is a Connexions worker for looked after children based in this team.
- Personal Education Plans have been put in place for all looked after children.
- A designated nurse in health supports delivery of appropriate health provision to looked after children, including regular health checks and immunisations.
- A Leaving Care team has been set up to provide specialist support for young people leaving care and moving into education, employment or training.

To monitor our performance in this area we will focus a number of areas:

- a. The educational achievement of young people looked after. Achieving as well as their peers is one of the most important measures of future outcomes in their lives. Research has shown that children looked after are consistently failed by the education system with up to 75% of them leaving school with no qualifications.
- b. Health requirements – receiving basic health care, including immunisation, medical and dental checks is associated with good parenting. We should be checking that our looked after children have these needs met.
- c. Placement type and stability – most children will make better developmental progress in family settings, with a consistent carer in a stable placement. We will therefore monitor the proportion of children looked after in foster care and the number of moves they make whilst being looked after.
- d. Adoption of children looked after – for most children the best place to grow up is with their birth family. Where this is not possible they should be able to have stability and permanence in their lives. Adoption placement can offer this and we will therefore monitor the number of children looked after, unable to live with birth families, who are adopted.

## Where to find out more

### Linked plans (please see appendices)

Quality Protects Management Action Plan  
 HIMP  
 Education Development Plan  
 Behaviour Support Plan  
 Children's Services Business Plan  
 CAMHS strategy

BV Review Looked After Children  
 Fostering Strategy  
 Sure Start  
 Supporting People Strategy  
 Teenage pregnancy and parenting Strategy  
 Substance Misuse plan

## 7. Cross cutting themes

- **Workforce planning, development, education and training**

Nationally, social care and health organisations are struggling to recruit and retain staff to deliver services, and Haringey is no exception. Work is ongoing to address this problem and results are encouraging, with fewer vacancies across all agencies. However it will be important to maintain a focus on this area and work together to retain staff in Haringey.

Agencies are committed to:

- Further developing inter-agency training programmes to support and develop staff in their work. Priorities for the coming year are: assessment skills, safeguarding children, drug and alcohol awareness training.
- Maintaining levels of pay, retention allowances and flexibility of contracts.
- Developing skill mix of staff, particularly in multi agency teams.
- Strengthening induction processes for all staff.
- Monitoring reasons for leaving, i.e. exit interviews.
- Communicating a positive picture of living and working in Haringey.
- Introducing research workshops to promote good practice and learn from positive experiences.

- **Information sharing and application**

Agencies are committed to working together to:

- Improve information about the services available to the community.
- Improve systems and processes to share information between agencies.

Agencies are updating public information leaflets and recent information developments e.g. drugs awareness, have involved young people in the design and content.

As part of the work to develop a Family Support Strategy, a Directory of Support Services is being developed.

Agencies recognise that public information must be regularly updated and the Partnership will work together to develop a programme of monitoring what is available. It will draw on good practice examples, and ensuring that the public is able to access information about its range of service provision.

Essential to effective joint working are systems to exchange information between agencies and positive attitudes of staff to work co-operatively. These must comply with legislation and regulations, including data protection. However, failure to share information between agencies is a barrier to providing effective services.

The approach to information sharing between agencies is not solely dependent on computer systems. All agencies must work to improve their ability to communicate effectively and reduce the need for families to provide the same information to different agencies, whilst respecting boundaries of confidentiality. The Government now requires authorities to put in place local systems to identify, track and refer children at risk through Children's Fund partnerships.

Protocols have already been developed in a number of areas including the YOS and Connexions to facilitate good information exchange. This work will continue over the life of this plan to explore other areas where these can be developed. The revised Child Protection Procedures are explicit in how information should be shared between agencies to help safeguard children.

Social Services will be installing a new computerised social care database in 2003-4 and the specification for the system will enable it to communicate with other agencies' databases.

Other developments planned in this area include the move to an electronic child protection register which education and health services will have access to 24 hours a day.

- **Integrated service provision**

The Government has given an indication that it supports the move to a more integrated service provision for children and families. It is currently inviting applications from authorities to pilot Children's Trusts.

Haringey is already committed to developing a multi-agency service delivery model in Child and Adolescent Mental Health Services and for children with complex health needs. These will be developed over the life of this plan.

The Children and Young People's Strategic Partnership is committed to breaking down organisational barriers in order to improve services to children and families. It will actively look at other groups of children who may benefit from a more integrated approach. Agencies will need to develop flexibility in the use of resources and budgets (from both core and externally sources) and address ways in which staff can be supported in their professional development, but the model of multi agency service delivery, as already in place in the YOS, is strongly supported by the Partnership.

## **8. Resources**

The Government undertook a comprehensive spending review early in 2002 and the full implications of this for children and family services are not yet clear. The budgets for 2003/4 will be announced in February 2003.

The table below shows the resources that are available in 2002/3 solely for services to children, young people and their families – statutory agency mainstream budgets and funding details of other initiatives.

<b>Source of funding 2002/3</b>	<b>£s</b>
Social Services - children's services	
• Family Support Service	2,698,000
• Referral Assessment, Child Protection and care planning	9,908,000
• Children looked after	10,713,000
• Leaving Care	3,859,000
Education	
• SEN and disability	7,556,200
• Social Inclusion, Pupil Support	1,985,000
• Behaviour Improvement Programme	1,500,000
• Early years	3,575,202
• Play and Youth	1,383,000
Teaching Primary Care Trust – health expenditure on children including CAMHS	15,814,031
Youth Offending Team	769,800
Grants (funded projects)/ partner agency funding	1,320,000
On Track	507,500
Sure Start	4,961,000
Children's Fund	1,400,000 (provisional)
Teenage Pregnancy Grant	115,000
Young People's Substance Misuse	52,000 (Young people's grant) 69,500 (DoH)

## **9. Longer term objectives/goals – vision for the future**

The Children and Young People's Strategic Partnerships vision is that every child and young person in Haringey can feel secure, protected from harm and abuse, and can be supported to access appropriate health, educational and leisure services in order to maximise their life chances.

In the longer term, the Partnership will explore whether this can be achieved more easily through improved access to services, joined up assessment pathways, single agency management of service provision and joint commissioning of services for children and families. The objective will be less duplication of services and more appropriate use of resources.

The partnership members acknowledge that this would be a significant change for managers, staff and accountable bodies. The Partnership plans to explore all implications of this change over the life of the plan, with a view to developing an approach to integrated service provision that will make a positive difference and add value to services available to children, young people and their families.

## **10. Implementation and management of the strategy**

The Children and Young People's Strategic Partnership will meet nine times a year to oversee progress on this plan and make links with other plans focused on specific needs of children and young people. Each priority area has been allocated a lead person from the Strategic Partnership who has a direct interest in, or has operational responsibility related to that priority and is willing to take on a role to ensure action plans are implemented. A core group of these lead people will undertake more detailed work on support of implementation and monitoring of progress in order to report to the main partnership.

Each year, the Partnership will review progress made and will produce an annual report and an update of action plans for the coming year.

### **Appendices**

- A. Consultation processes
- B. Action plans for 2003/4 and baseline data/targets
- C. CYPSP membership and responsibilities of partner agencies
- D. Linked plans
- E. Glossary of terms
- F. Suggestions and comments

## Consultation processes

The plan has been informed by the views of children, young people, parents/carers and partners from the voluntary sector. Some specific consultation has been carried out and key messages from other consultation exercises have been incorporated.

The following is a summary of these key messages, which have informed action plans and will continue to be addressed by the Partnership in their implementation.

### Recommendations as to how services can be improved

#### Views of children and young people

Children and young people would value:

- Better, more accessible and comprehensive information on what services are available and where to go to access these services. This information should be available in a variety of formats i.e. written, web site, and direct from individuals known to the young people.
- Advice and information centres which are open to all, and non stigmatising
- Better, more accessible leisure facilities, i.e. cheaper sports and music equipment, better transport after dark.
- Safer streets with better lighting and more patrols.
- Tackling bullying, both in and out of schools.
- Improved awareness on issues surrounding young people's health, including sexual health with more preventative and proactive services.
- Taking mental health seriously in its broadest sense.
- More sports activities.
- More respect for young people- don't talk down.
- Someone to talk to young people new to Britain about what to do if they need help or advice.
- More drugs education.

#### Views of parents and carers

Parents and carers would value:

- Information and advice on basic statutory services and other facilities in the area.
- More leaflets about local services and how to access them.
- Cheaper local childcare.
- Steps to make play areas and streets safer – wardens, removal of hazards from play areas (litter, dog excrement).
- Access to interpreters and help with communication problems.
- More accessible services – e.g. evenings and weekends.

## **Views of the voluntary sector**

### **What statutory agencies could do:**

Strengthen partnerships with the voluntary sector and make them more transparent.

Facilitate communication and exchange of information between all agencies working on children and youth issues i.e. events to promote the range of services and achievements, which would also inform the mapping of services in the Directory.

Improve communication systems and processes on strategic planning and service developments and about children and young people themselves. Ensure the referral process is clear.

Recognise the needs of voluntary organisations to make joint working more effective e.g. time required to respond to invitations to meetings.

Make training opportunities available to voluntary agency staff.

Ensure information about policies, procedures etc is up to date and distributed to all.

Assist voluntary organisations to access funding opportunities.

### **What voluntary agencies can contribute:**

Take responsibility for getting involved.

Take the initiative, and not become too dependent on the statutory sector.



## Action Plans 2003/4 and baseline data/targets

**STRATEGIC AREA I – Safeguarding children****DESIRED OUTCOME**

Agencies will work together to ensure systems and processes are in place to safeguard children and staff are trained and equipped to respond to their needs.

**PERFORMANCE INDICATORS**

Performance measure	Actual 2001	Target 2002	Target 2003	Target 2004
Percentage of re-registrations on the CPR	11.3%	10%	11.0%	12.0%
Percentage of children who have been on the CPR for 2 or more years	35.9%	20%	15%	10%
Percentage of children on CPR with a key worker	83.1%	100%	100%	100%
Percentage of CPR reviews held within prescribed timescales	54.7%	90%	100%	100%
Percentage of initial CP conferences held within prescribed timescale				

In order to monitor our performance in this area we will focus on ensuring that all children on the Child Protection Register have a key worker. Each child will have an up to date child protection plan, which is regularly reviewed to ensure it is relevant and appropriate. We want to make sure the plan is effective and implemented, we will therefore monitor the length of time that children remain on the register. The purpose of the plan is to achieve lasting improvement in the child's safety and well-being. Some re-registrations will be necessary in response to a change in circumstance. We will monitor the rate of these to ensure they are high enough to demonstrate rigour in assessment and not too high which may indicate that the interventions have not been effective.

In August 2002 there were 292 children on the child protection register in Haringey. Numbers have increased over the last year from 207, an indication of a more rigorous approach to ensuring the right children are receiving specialist protection services.

## ACTION PLANS

	Activity	Lead agency	Timescale
1	Implement recommendations arising from the Government response to the statutory inquiry into the death of Victoria Climbié	ACPC	Response expected Spring 2003
2	Appoint a full time development officer for the ACPC from April 2003	ACPC	April 2003
3	Develop and implement a Family Support strategy to ensure that the right children receive specialist child protections service and others can access appropriate support services	Social Services	Strategy in place and submitted to the DoH by January 2003
4	Continue and further develop a training programme for all staff who work with children on safeguarding children	ACPC training sub group	Training programme running at regular intervals from April 2003
5	Forge stronger links between the Multi Agency Public Protection Panel and the ACPC and improve information exchange by regular reporting to the ACPC	Police/Probation	From April 2003

## STRATEGIC AREA 2: Promoting the health, education and well being of vulnerable children and maintaining them within their family

### DESIRED OUTCOME

Agencies will work together to put in place a preventive strategy that co-ordinates initiatives and services to vulnerable children and adding value to current programmes.

### PERFORMANCE INDICATORS

Performance measure	Actual 2001	Target 2002	Target 2003	Target 2004
Percentage of children leaving school with 5+ GCSE at grades A-C (EDP)	24.2%	25%	35%	35%
Percentage of schooling lost in the borough through unauthorised absence (BV45 and BV46)	1.9%	1.1%	1.7%	1.1%
Percentage of permanently excluded pupils attending alternative tuition (BV159/BV49)	89%	90%		
Rate of immunisation targets met (HIMP)	77% primary immunisations 68% pre school boosters	95%	95%	95%
Percentage of Haringey schools with access to the Healthy Schools Programme (HIMP)		100%	100%	100%
Percentage of initial and core assessments completed within timescales (Initial within 7 days of referral, Core within 35 days)	Initial: 72.6% Core: 32.0%	Initial: 75% Core: 50%	Initial: 90% Core: 80%	Initial: 100% Core: 100%
Rate of teenage conceptions per 1,000 females aged 15-17	65.9 (1997-1999)			Reduced by 15%
Starting with children under 1 year, to reduce by at least 10% the gap in mortality between manual groups and the population as a whole	7.6 per 1000 live births			Reduce by 10%

To monitor our performance in this area we will focus on improving the health and educational achievements of children and young people. This will ensure they have the best possible chance of leading a full and active life, and moving into employment. We want to make sure that they have an education place, have access to immunisation programmes against childhood diseases and participate in healthy eating and living programmes at school. We also want to reduce the rate of teenage pregnancies and proportion of young people using drugs.

### ACTION PLANS

	<b>Activities to be undertaken</b>	<b>Lead Agency</b>	<b>Timescales</b>
1	Pilot a multi-agency drop-in advice and information service through the Sure Start programme	Sure Start	September 2003
2	Establish the Identification, Referral and Tracking (IRT) system for children and young people who are vulnerable and at risk of adverse outcomes	Education	By September 2003
3	Produce a directory of services for children and young people.	CYPSP	March 2003
4	Include a drug worker in the new Social Services Family Support Service to support staff around service users with drug misuse problems	Social Services	September 2003
5	Expand Sure Start programme by bidding for a new programme focused on the White Hart Lane area as part of Sure Start round six	Sure Start Steering Group	Full plan to be submitted January 2003
6	Continue and expand the existing network of breakfast clubs	Haringey PCT Education Haringey Chief Executive's Service On Track, Children's Fund NRF, NDC	Business case in support of borough wide expansion to be completed by Sept. 2003
7	Develop a new housing scheme to provide six supported housing units for teenage mothers in the borough.	Supporting People programme Social Services, Housing	March 2004
8	Provide a floating tenancy support scheme for vulnerable families with children	Social Services - Supporting People programme	October 2003
9	Provide early intervention advice and assistance through two tenancy support workers as part of the social services family support service.	Social Services - Supporting People programme	October 2003
10	Extend the range and geographical coverage of Family Support Services in Social Services by realigning existing services to provide a child care assessment team to work with children up to the age of 10 and their families in the east of the borough.	Social Services	January 2003

	<b>Activities to be undertaken</b>	<b>Lead Agency</b>	<b>Timescales</b>
11	Contract with NCH to provide a parallel family support service for young people aged 10-16, to be known as Options	Social Services	January 2003
12	Co-locate the new Social Services Family Support Service with the education behavioural support team, the CAMHS outreach worker, the Options Service and the drug worker in one building in east Haringey.	Social Services Health Education	April 2003
13	Implement the new CAMHS strategy across Haringey	Mental Health Trust Social Services Education	April 2003
14	Develop an Early Intervention in Psychosis Programme	Mental Health Trust Social Services Education	March 2004
15	Develop an integrated service response for pre-school children with complex health needs and disabled children.	CYPSP Social Services Health Education Sure Start	Project group to report on the options to the Partnership at end of 2002.

More detailed plans for Family Support and Early Intervention Services can be found in the Haringey Strategy for Family Support and Early Intervention Services

## STRATEGIC AREA 3: Protecting the community from crime

### DESIRED OUTCOME

A reduction in offending behaviour by young people, and an increase in reparation to victims and involvement of the local community in reducing crime and disorder.

### PERFORMANCE INDICATORS

Performance measure	Actual 2001/2	Target 2002/3	Target 2003/4	Target 2004/5
Number of young people involved in vehicle crime (BV 128)	115			Reduce by 30%
Number of young people involved in robbery	99			Reduce by 14%
Number domestic burglaries BV126a	30			Reduce by 25%
Percentage of final warnings supported by interventions	56%	75%	80%	80%
Percentage of reports submitted to courts within timescales prescribed by National Standards	53%	90%	90%	90%
Percentage of training plans for young people subject to DTOs drawn up within prescribed timescales	45%	90%	100%	100%
Percentage of young offenders supervised by YOS in full time education, training or employment	40%	80%	90%	90%

To monitor our performance in this area, we will focus on the numbers of young people involved in vehicle crime, domestic burglary and robbery, this links into the Government's initiative to reduce street crime. We will also focus on ensuring that effective work is undertaken with young people who have received a final warning to prevent further criminal behaviour and ensure that young people charged with criminal behaviour are dealt with speedily by the courts. Young people who have committed offences are also young people in need and we will have the same aspirations for them with regard to their health and education.

## ACTION PLANS

	<b>Activity</b>	<b>Lead agency</b>	<b>Timescale</b>
1	Develop group work with young people involved in vehicle crime and introduce a rolling programme	YOS and Red Cross	March 2004
2	Develop breakfast clubs, after school clubs and peer counselling within schools	Children's Fund & On Track	July 2003
3	Develop a child and young people's victim and witness support service	Victim Support	September 2003
4	Put in place anti bullying programmes and strategies in schools and other services	Education	April 2003
5	Develop Safety Zones to ensure school students can walk home safely after school	Police/Neighbourhood Wardens	June 2003
6	Develop a multi-agency Youth Diversion Panel to agree action plans for young people developing a criminal lifestyle	Police & YOS	June 2003
7	Put in place a project to work with frequent offenders to reduce vehicle crime, burglaries and robberies	YOS, YAP UK and the Brandon Centre	August 2003

## STRATEGIC AREA 4: Promoting health, education and well being of looked after children

### DESIRED OUTCOME

Children in the public care achieve as well as their peers and maximise their life chances.

### PERFORMANCE INDICATORS

Performance measure	Actual 2001	Target 2002	Target 2003	Target 2004
Proportion of looked after children obtaining at least 5 GCSE at grade A* - C as a ration of the proportion of all children achieving these standards	24.2	25	35	35
Percentage of children leaving public care with at least 1 GCSE at grade A* - G or GNVQ	14.9%	50%	50%	75%
Percentage of looked after children who have had an annual health assessment and up to date dental check (HIMP, QP)	68%			
Percentage of children looked after with 3 or more placements in one year	17.4%	12%	11%	10%
Number of children looked after continuously for at least 4 years, who have been in their foster placement for at least 2 years	84.6%	85%	80%	80%
Percentage of children looked after who were adopted during the year	2.6%	3.2%	5%	4.2%
Percentage of children who were looked after on 1 April in their seventeenth year who were known to have suitable accommodation	65.4%	71%	83%	90%
The number of children in public care who are given a final warning or convicted, as a proportion of all children receiving similar outcomes	2.6%	2.5%	2.5%	2.5%

To monitor our performance in this area we will focus on a number of areas:

- a. The educational achievement of young people looked after. Achieving as well as their peers is one of the most important measures of future outcomes in their lives, and research has shown that children looked after have consistently been failed by the education system with up to 75% of them leaving school with no qualifications.
- b. Health requirements – receiving basic health care including immunisation, medical and dental checks is associated with good parenting and we should be checking that our looked after children have these needs met



- c. Placement type and stability – most children will make better developmental progress in family settings with a consistent carer in a stable placement. We will therefore monitor the proportion of children looked after in foster care and the number of moves they make whilst being looked after.
- d. Adoption of children looked after – for most children the best place to grow up is with their birth family, but where this is not possible they should be able to have stability and permanence in their lives. Adoption placement can offer this and we will therefore monitor the number of children looked after, unable to live with birth families, who are adopted.

Haringey has 443 children looked after as of August 2002. This number has remained relatively steady over the past twelve months.

### ACTION PLANS

	Activity	Lead agency	Timescale
1	Increase the number and range of foster placements through the implementation of a fostering strategy	Social Services	From April 2003
2	Improve psychological support to looked after children and their carers	Health	In place by April 2003
3	Ensure every looked after child has an appropriate Personal Education Plan	Education	From April 2003
4	Develop protocols for joint funding of placements	Social Services	Protocols agreed by April 2003
5	Undertake a feasibility study with proposals for multi-agency teams for looked after children	Social Services	By October 2005

## Appendix C

### Membership of the Children and Young people's Strategic Partnership

<b>Name</b>	<b>Role</b>	<b>Agency/organisation</b>
David Derbyshire (Chair)	Assistant Director	Social Services
Mandy Ansell	Deputy Director, Commissioning and Planning	Haringey Teaching Primary Care Trust
Laris Bucknor-Fisher	Manager	Haringey On Track
Jean Croot	Manager	Youth Offending Service
Phil Dileo	SEN Strategy Manager	Education Services
Hilda Djaba	Manager	Connexions
Jan Doust	Head of Access	Education Services
Jane Elias	Assistant Director Children's Services	Haringey Teaching Primary Care Trust
Sarah Hall-Craggs	Director	Haringey Play Association
Sarah Hargreaves	Programme Manager	Sure Start
Lena Hartley	Director	Pyramid Health & Social Care Association
Bernadette Herbert	Service Director Women and Children	Whittington Hospital NHS Trust
Jay Manyande	Programme Manager	Children's Fund
Inspector Eric Monk	Community Liaison Officer	Metropolitan Police
Jackie Shaw	Locality Manager Specialist Services	Barnet, Enfield & Haringey Mental Health Trust
Mary Rossiter	Paediatrician	North Middlesex University Hospital
Theresa Shortland	Head of Children & Young People's Services	Education Services
Patricia Walker	Principal Policy Officer Health and Social Care Policy Team	Chief Executive's Service Haringey Council
Marion Wheeler	Service Manager	Social Services
Janice Woodruff	Senior Manager Performance/Mental Health	Haringey Primary Care Trust

## Summary of partner agencies' responsibilities

Agency	Core responsibilities
Health & Social Care Policy Team Chief Executives Service Haringey Council	The health and social care policy team are responsible for the development of policies and co-ordination of plans and partnership initiatives in health and social care.
Social Services	Social Services (Children and Families) have a statutory responsibility to work with children in need, including children in need of protection, disabled children, children looked after by the local authority and young people leaving care. They must assess and put together plans to these needs and oversee implementation of those plans. They are also responsible for maintaining a child protection register, recruiting and assessing foster and adoptive carers, and commissioning residential care services.
Education Services	Education Services are responsible for core budgets for primary and secondary schools, for support and provision of education to children with special educational needs or those excluded from mainstream schooling. They are also responsible for early year's provision and play and youth services and for overseeing programmes in the community i.e. Sure Start, Children's Fund.
Youth Offending Service	The YOS works with young people to reduce offending behaviour, develop interventions and common approaches to tackling issues identified as putting a young person at risk of offending and to encourage reparation to victims by young offenders.
On Track	The On Track project aims to prevent crime by supporting 4 – 12 year olds and their families.
Connexions	Connexions is the support service for young people aged 13-19, it provides advice, guidance and access to opportunities and helps them make a smooth transition into adult life. It is delivered through a local partnership and all young people will have their own personal advisor.
Sure Start	Sure Start is a Government funded initiative which works with children under 4 and their families who live in the most deprived areas of the country. It aims to improve social and educational development, improve health and the ability to learn and strengthen communities.
Children's Fund	The Children's Fund funds services for 5-13 year olds at risk of social exclusion, bridging the gap between Sure Start and Connexions. Its aims to deliver preventive services over and above those provided through statutory agencies.
Haringey Primary Care Trust	The Primary Care Trust is responsible for delivery of primary and community health care service. These include GPs, health visitors, district nurses, school nurses and therapists, for providing budgets for prescribed medication, for commissioning hospital (secondary) and specialist care services (tertiary) for all people living within their area and for maintaining clinical standards of practice.
Whittington Hospital North Middlesex	These hospitals provide accident and emergency services, acute secondary services, paediatrics and ante and postnatal services, including community

<b>Agency</b>	<b>Core responsibilities</b>
Hospital	midwives to the west and east of the council respectively.
Barnet, Enfield & Haringey Mental Health Trust	This mental health trust is responsible for the provision of services to people with mental health problems, including out patient and specialist in patient provision.
Metropolitan Police	The police are responsible for tackling crime and promoting safer communities.

## Linked Plans

Plan	Summary	Obtainable from	Lead Agency/person
Area Child Protection Committee (ACPC) Business Plan	ACPCs are required to produce annual business plans under the Government guidance 'Working Together to Safeguard Children'. The plans set out a work programme for the next year and review achievements against the previous years' objectives.	Theresa Walsh-Jones, Service Manager Child Protection & Planning Review, Social Services, The Broadway Annexe, Hornsey Town Hall, Broadway, Crouch End London N8 0JJ Tel: 020 8489 1177	David Derbyshire, Assistant Director Children's Services, Social Services, Haringey Council
Best Value Review Looked After Children: Final report 30 October 2001	Final report comprises key findings, conclusions and proposed developments from the Best Value Review of services for children looked after, with a particular focus on placements and support for children looked after and their carers. The review was carried out by SSRADU between February and August 2001.	Rachel Oakley, Service Manager Looked After Children's Service, Social Services, 40 Cumberland Road, London N22 7SG Tel: 020 8489 1124	Rachel Oakley, Service Manager Looked After Children's Service, Social Services, Haringey Council
Borough Policing Plan - Internal Policing and Performance Plan April 2002-March 2003 CAMHS strategy	Sets out the Metropolitan Police Authority objectives and Haringey's locally negotiated priority crime targets.  Shared strategy developed by the Primary Care Trust and Haringey Council as a result of multi-agency planning. Main priority areas are around involving users and carers, prevention, improving training and support, strengthening multi-disciplinary and inter-agency working, improving access to services and developing specialist services. This strategy will be regularly reviewed by the CAMHS sub group of the CYPSP.	Professional Standards Unit, Tottenham Police Station, 398 High Road N17 9JA or through the web site <a href="http://www.met.police.uk/haringey/index.htm">www.met.police.uk/haringey/index.htm</a>	Stephen James, Borough Commander
Children's Fund	Sets out the plans for using Children's Fund money to develop a programme of preventive services for children aged 5 - 13 and their families. The Haringey programme has four main themes, language and literacy; play and creativity; self and others, helping	Mandy Ansell, Deputy Director Planning and Commissioning, Haringey TPCT, B1 St Ann's Hospital, St Ann's Road London N15 3TH Tel: 020 8442 6873	Haringey Teaching Primary Care Trust
		Jay Manyande, Children's Fund Programme Manager, Education Services, 48 Station Road, London N22 7TY Tel: 020 8489 3216	Education Services, Haringey Council

Plan	Summary	Obtainable from	Lead Agency/person
Children's Services Business Plan	children to develop social and communication skills and voice, giving children a say. Annual business plan for children's Social Services,	David Derbyshire, Assistant Director Children's Services, Haringey Social Services, 40 Cumberland Road, London N22 7SG Tel: 020 8489 3362	David Derbyshire, Assistant Director Children's Services, Social Services, Haringey Council
Children's Social Services Improvement Plan 2002 - 2003	Outlines the plans to improve Children's Social Services in response to the SSI inspection of children's services.	David Derbyshire, Assistant Director Children's Services, Haringey Social Services, 40 Cumberland Road, London N22 7SG Tel: 020 8489 3362	David Derbyshire, Assistant Director Children's Services, Social Services, Haringey Council
Early Years Development and Childcare Strategic Plan (EYDCP) 2001-2004	Plan for implementing the National Childcare Strategy at local level. Sets out the goals and targets to increase the supply, demand, quality and accessibility of early years and childcare provision over the three years.	Jane Nicholson, Partnership Support Officer, Early Years, Education Services, 48 Station Road, London N22 7TY Tel: 020 8489 3933	Bev Johnson, Head of Early Years, Education Services, Haringey Council
Education Development Plan 2002-2007	Sets out in detail how the education services will work in partnership with schools over the next five years to raise achievement and ensure the inclusion of all pupils.	Patricia Cocks, Publicity Officer Education Services 48 Station Road, London N22 7TY Tel: 020 8489 3839 or through the web site <a href="http://www.haringey.gov.uk">www.haringey.gov.uk</a>	Education Services, Haringey Council
Fostering Strategy: Recruitment and Commissioning Strategy August 2002	Strategy to increase numbers of family placements through recruitment of foster carers and retention of existing foster carers and contract with independent fostering agencies.	Rachel Oakley, Service Manager Looked After Children's Service, Social Services, 40 Cumberland Road, London N22 7SG Tel: 020 8489 1124	Rachel Oakley, Service Manager Looked After Children's Service, Haringey Social Services
Haringey Strategy for Family Support and Early Intervention Services 2002 - 2006	Sets out more detailed inter-agency plans for these services, which supplement strategic area two of the Children and Young People's Strategic Plan around promoting the health, education and well being of vulnerable children.	Patricia Walker, Health & Social Care Policy Team, Chief Executives Service, Civic Centre, High Road, London N22 8LE Tel: 020 8489 6940	David Derbyshire, Assistant Director Children's Services, Social Services, Haringey Council

Plan	Summary	Obtainable from	Lead Agency/person
Health Improvement and Modernisation Plan (HIMP) 2002-05	Overarching plan for improving local health services and tackling health inequalities across the borough. Sets out plans for health and social care services, including community care priorities and those to support vulnerable children and their families.	Louise Alexander, B1 St Ann's Hospital, St Ann's Road, London N15 3TH Tel: 020 8442 6322 or through web site <a href="http://www.haringeypct.nhs.uk">www.haringeypct.nhs.uk</a>	Haringey Teaching Primary Care Trust
Health Delivery Plan	From April 2003, a long-term plan for delivering national health priorities locally.	Louise Alexander, B1 St Ann's Hospital, St Ann's Road, London N15 3TH Tel: 020 8442 6322 or through web site <a href="http://www.haringeypct.nhs.uk">www.haringeypct.nhs.uk</a>	Haringey Teaching Primary Care Trust
Neighbourhood Renewal Strategy. 'Narrowing the Gap: A Strategy to Improve Haringey's Most Disadvantaged Neighbourhoods 2002-2012'. Published September 2002	Provides a framework for the renewal of the most deprived parts of the borough over the next ten years. It is a guide to how more detailed plans for neighbourhoods and borough services join up and a framework for partners and partnerships future work.	Fareedah Hossain, Policy & Partnerships, Chief Executives Service, Civic Centre, London N22 8LE Tel 020 8489 2979	Zena Brabazon, Head of Neighbourhood Management, Environmental Services David Hennings Assistant Chief Executive Strategy Haringey Council
New Deal for Communities Delivery Plan (The Bridge Building Seven Sisters) March 2001	Describes what is going to be done and sets out the programme for change in the Seven Sisters area and for use of the New Deal for Community grant.	Patricia Walker, Health & Social Care Policy Team, Chief Executives Service, Civic Centre, High Road, London N22 8LE Tel 020 8489 6940	Zena Brabazon, Head of Neighbourhood Management, Environmental Services, Haringey Council
On Track Delivery Plan	Set out plans to deliver the On Track programme in the Bruce Grove area. This focuses on reducing youth offending by identifying children aged 4 - 12 at risk of offending and then works with them and their families to reduce this risk.	Laris Bucknor-Fisher, On Track Manager, Youth Offending Service, 2-6 Middle Lane, Hornsey, London N8 8PL Tel: 020 8489 1545	Laris Bucknor-Fisher, On Track Manager , Haringey Youth Offending Service

Plan	Summary	Obtainable from	Lead Agency/person
Post OFSTED Improvement Plan	Outlines the plans to improve Education Services following the OFSTED inspection of education.	Education Services, 48 Station Road, N22 7YT	Education Services
Quality Protects: produced annually from 31 January 1999 to 31 January 2002	Describes progress for last year and future plans for using the Children's Special Grant and meeting the 11 objectives set by Government for children's social care.	Patricia Walker, Health & Social Care Policy Team, Chief Executives Service, Civic Centre, High Road, London N22 8LE Tel 020 8489 6940	David Derbyshire, Assistant Director Children's Services, Social Services, Haringey Council
Safer Communities Strategy 2002 – 2005. Published in June 2002	Sets out Haringey's vision for a safer community. Emphasises the need for all partners to accept their responsibility for helping achieve this goal, independently and collaboratively, in line with the Crime and Disorder Act 1998. Largely informed by the Crime and Disorder Audit, which all local authorities complete every three years.	Souad Akbur, Consultation & Communications Officer, Civic Centre High Road London N22 8LE Tel: 020 8489 2968 or through web site <a href="mailto:safercommunities@haringey.gov.uk">safercommunities@haringey.gov.uk</a>	Ron Belgrave, Manager Safer Communities, Haringey Council
Supporting People Shadow Strategy 2003 -2004	Sets out the plans for the Supporting People Programme. This aims to improve the planning, management, performance and quality of support services to help vulnerable and socially excluded households establish a secure and sustainable home.	Matthew Pelling, Project Manager, Supporting People, Social Services, 40 Cumberland Road, London N22 7SG Tel: 020 8489 3302 <a href="mailto:jaclyn.smith@haringey.gov.uk">jaclyn.smith@haringey.gov.uk</a>	Matthew Pelling, Project Manager, Supporting People, Social Services, Haringey Council
Sure Start Delivery Plans: West Green 2002 - 2004 Chestnuts 2001 - 2004 Park Lane 2002 - 2005 Noel Park 2002 - 2005 High Cross 2002 - 2005	These set out the detailed plans for developing Sure Start programmes in local areas. Delivery plans have been written for the West Green, Chestnuts, Park Lane, Noel Park and High Cross areas.	Sure Start Haringey Team Tel: 020 8808 2876	Each Sure Start programme will have its own Partnership Board. Lead partners and accountable bodies are either education services or Haringey Teaching Primary Care Trust. Further information from Sarah Hargreaves, Programme Manager Sure Start



Plan	Summary	Obtainable from	Lead Agency/person
Teenage Pregnancy and Parenthood Strategy 2001 - 2010	Sets out the strategy for the next ten years and detailed plans for the next three years to meet the government objectives of reducing the rate of teenage conceptions and supporting teenage parents into education, training or employment.	Debbie Young, Teenage Pregnancy Co-ordinator, Block A1, Haringey TPCT, St Ann's Hospital, St Ann's Road, London, N15 3TH, Tel: 020 8442 6889	Debbie Young, Teenage Pregnancy Co-ordinator, Haringey TPCT
Young People's Substance Misuse Plan 2002 - 2004	Sets out the plans for dealing with substance misuse amongst young people. Strategy has been developed from an in-depth analysis of needs, a detailed review of recent national best practice guidance and debate and consultation with stakeholders on how best to plan, deliver and co-ordinate services to meet the challenges posed.	Geoff Boyd, DAAT Co-ordinator, Civic Centre, High Road, London N22 8LE Tel 020 8489 6909 <a href="mailto:geoff.boyd@haringey.gov.uk">geoff.boyd@haringey.gov.uk</a>	Geoff Boyd, DAAT Co-ordinator, Haringey Council
Youth Crime Reduction Strategy 2002-05 (published June 2002)	The Strategy builds on base laid down by the Safer Communities Strategy and details the work programme for the next three years to reduce youth crime in Haringey.	Souad Akbur, Consultation & Communications Officer, Civic Centre High Road London N22 8LE Tel: 020 8489 2968 or <a href="mailto:saferecommunities@haringey.gov.uk">saferecommunities@haringey.gov.uk</a>	Ron Belgrave, Manager Safer Communities, Haringey Council
Youth Justice Plan April 2002 - March 2005	The business plan for the Haringey Youth Offending Service. It reviews the progress of the previous years' plan and sets out plans for the next three years, with more detail given for the first year.	Jean Croot, Manager, Haringey Youth Offending Service, 2-6 Middle Lane, Hornsey, London N8 8PL Tel: 020 8489 1146	Jean Croot, Manager, Haringey Youth Offending Service

## Glossary of technical terms used in this plan

Area Child Protection Committee (ACPC)	Based on the local authority area the ACPC is a multi-agency forum. Led by Social Services the committee has a responsibility for overseeing and promoting inter-agency co-operation and for monitoring and developing high quality practice in child protection work, local policies and procedures.
AHEADS	A drug advisory and treatment scheme for young people.
AMENDS	A reparation scheme for young people who have committed offences.
Child and Adolescent Mental Health Services (CAMHS)	Services for children with mental health problems, ranging from preventive community based services through to highly specialist in-patient services.
Child in need	A child who is unlikely to achieve or maintain a satisfactory level of health or development, or their health or development is significantly impaired without the provision of services.
Child looked after	A child who is voluntarily accommodated by the local authority at the request of their family, or is placed in their care by a court order.
Child Protection Register (CPR)	A register of the names of children who are deemed to be in need of a multi-agency protection plan to keep them safe. Decisions to include or remove a child's name on/from the register are made at a multi-agency child protection conference, to which parents are invited.
COSMIC	Joint HAGA and Drugs Advisory Service (DASH) programme working with children affected by parental alcohol or drug misuse.
DTOs	Detention and Training Orders.
Framework for Assessment	A process for defining needs of children and families, and determining eligibility for service. The Framework has been introduced by the Department of Health and includes a process of initial and core assessments for more complex situations. All assessments should involve the child and their family.
HAGA	Haringey Advisory Group on Alcohol.
HIMP	Health Improvement Plan.
Multi Agency Public Protection Panel (MAPPP)	A panel set up to discuss potentially dangerous adults who are living in Haringey and to formulate a multi-agency response to community protection
Quality Protects	A five year programme (1999 - 2004) aimed at transforming children's services, led by Social Services but involving other statutory and voluntary partners.
SSD	Social Services Directorate.
TDBBB	Tackling Drugs to Build a Better Britain – national drugs prevention strategy
Youth Diversion Panel	A panel of professionals and community representatives who develop individual programmes for young people to reduce their offending behaviour.
YOS	Youth Offending Service.

### Suggestions and comments

If you have suggestions or comments about the content of the Children and Young People's Strategic Plan, please fill in the section below and return it to us. The plan will be updated each year and we value your comments.

#### Suggestions/Comments

Please continue on a separate sheet if necessary

Please provide contact details so we can add you to our mailing list:

Name:

Address:

Tel:

Email:

Please return to: Angela McBride, Health and Social Care Team, Room 2.14, Civic Centre, High Road, Wood Green, London, N22 8LE

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