

HAVE YOUR SAY on Services for



Children, Young People and Families

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1. About this consultation

Over the next four years Oxfordshire County Council has identified that it needs to find savings of £119m by 2014/15, due to the reduction in the funding that it receives from central government.

The need to make savings provides an opportunity for the council to take stock and reconsider how local services can be delivered better and more effectively now and in the future. The proposals presented in this consultation document set out how we plan to make changes to our services for children, young people and families.

Our Business Strategy is designed to ensure that we:

- Deliver good outcomes for all children and young people.
- Secure for the poorest and most vulnerable in society the ability to improve their outcomes by effectively targeting resources to those most in need.
- Engage non-state providers, communities and partnerships in delivering those outcomes locally.
- Improve the economic efficiency and effectiveness of our activities.

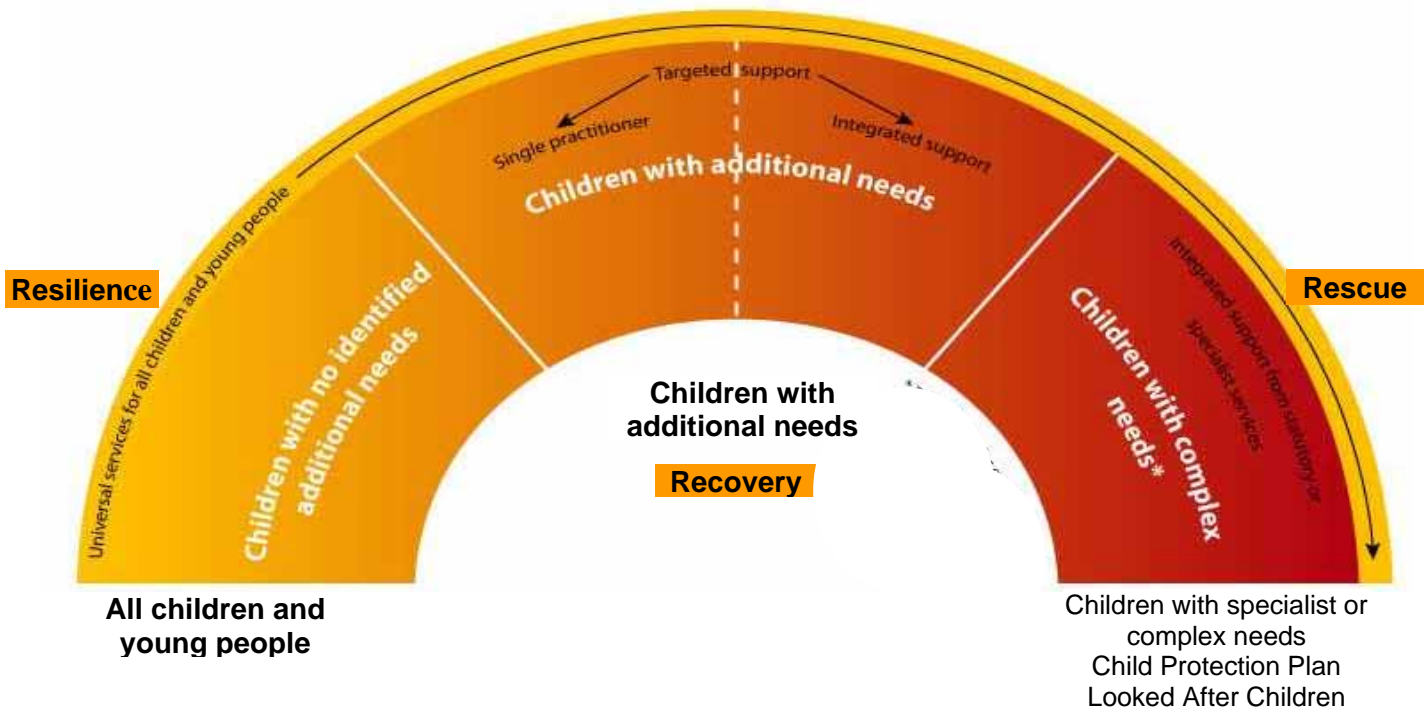
Your views are important to us. We need to hear from you, our customers, partners, communities and stakeholders to make sure we get the plans as right as possible.

Please take the time to have your say
The deadline for your response is 4 April 2011

2. Introduction

Oxfordshire County Council’s Children, Young People & Families Directorate is responsible and accountable for meeting the needs of local children, young people and their families. The statutory and regulatory framework in which we operate is a complex one and we are responsible for ensuring that services meet the spectrum of needs of children, young people and families as described below.

<p>Universal needs</p> <p>For all children i.e. birth through statutory age schooling places with an emphasis on meeting needs in way that provides good provision for them and families to avoid their needs escalating.</p>	<p>Additional needs</p> <p>Targeted support for children who need more support than universal services provide in order to promote their well-being or who otherwise may become vulnerable children.</p>	<p>Specialist / complex needs</p> <p>For children in need of protection or with complex needs that require other specialist assessment and provision of services such as special educational needs.</p>
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The diagram above helpfully illustrates the range of services provided by our directorate from universal services at the left of the ‘windscreen’ accessed by all, to more targeted services in the middle sector aiming to prevent problems from worsening. We want to ensure that all universal services should build and sustain the resilience of children and their families to cope with all that life brings them and achieve the best outcomes for them. We want to be able to identify children and families that have additional needs and to provide services at the right time to help them recover from challenges and enable their needs to be met once again by universal services. Finally, we recognise that at times, children and young people, particularly those in need of protection need to be rescued from dangerous situations. However, our aim is always to help families to care for their children in a safe way and for some children we are able to provide services that enable their families to recover from their difficulties and resume their care. Evidence tells us that intervening early is essential to prevent problems escalating for children, young people and families and reduces the need for more specialist services on the right of the windscreen.

3. Our proposals

Our Children, Young People & Families Business Strategy sets out the way in which we plan to meet our statutory responsibilities, and links closely to the Children and Young People's Plan that sets out the ambitions we share with our private, public and voluntary sector partners for Oxfordshire's children and young people.

The proposal to redesign and reshape services for children, young people and families outlined in this consultation document takes account, not only of the financial constraints but also, a radical re-think of how we might deliver our statutory duties differently, based on research of when and how to support children, young people and their families.

In developing our proposal we focused on the following guiding principles:

- Keeping children and young people safe.
- Ensuring that children, young people and their families get the right service, in the right place at the right time.
- Providing better life chances – getting a balance of proactive and reactive interventions.
- Working 'with' not 'doing to' children and their families.
- Working at a local level in communities with our 'Team around the Child' and 'Team around the Family' approaches.

Our proposal is to:

- a) Create a new Integrated Early Intervention Service for Oxfordshire.
- b) Redesign our Educational Services in response to national policy changes.
- c) Redesign our Children's Social Care Services in response to national policy changes.
- d) Join up services where possible and where it makes sense, reducing back office service and sharing management expertise.

We are not proposing any changes, as part of this consultation on services provided by Children's Centres, Special Educational Needs (SEN) and alternative provision. This will be part of separate commissioned reviews and consultation at a later stage.

We have carried out, and will continue to review, Service and Community Impact Assessments to assess the impact of the savings proposals on local communities and those groups protected by equalities legislation. The [Service and Community Impact Assessments](#) are available on the Oxfordshire County Council website and we welcome feedback and comments.



A. Create a New Integrated Early Intervention Service for Oxfordshire

Our directorate will develop one integrated early intervention and prevention service capable of working locally with children, young people and families facing exceptional social difficulties; flexibly providing the right length, type and intensity of intervention; using the skills required to meet needs.

Our proposal is to join up and redesign several of our existing services, at a reduced cost, to create a new simpler service focusing on prevention and early intervention that will:

- Work locally with children, young people, their parents and carers in all parts of the county.
- Provide enhanced provision to vulnerable children, young people and families and to the most vulnerable communities.
- Deliver services through one well understood system and point of access or referral.
- Have multi-disciplinary integrated teams, making decisions as close to the frontline service provision as possible.
- Involve parents, carers, children and young people to help them to actively participate and engage with the new service, including shaping its design.
- Work together with community groups, volunteers and partners and to develop innovative ways to enhance our services.
- Work closely in collaboration with our partners to maximise impact and deliver improved outcomes.

In developing our proposal we have taken into account evidence from current research about the most effective ways of working with children, young people and families to support their achievement of good outcomes. We have also taken into account evaluations of findings from early intervention work in Oxfordshire, a local needs assessment and a review of how resources are currently used to support children and young people in Oxfordshire.

(See Annex A for further information)

In particular, research tells us it is key to identify families with additional needs to ensure that they receive timely and appropriate support. Evidence tells us that intervening early is essential to prevent problems escalating and reduces the need for more specialist services.

Children, young people and families with additional or specialist / complex needs have told us that our current services are too complicated and lack co-ordination. They want:

- Help from services when problems first arise and before things deteriorate.
- Services which put children and families at the centre and involve them in decision making.
- Services which are coordinated across agencies with one contact person.
- Fewer assessments, reduced duplication and the need for the family to repeat their story.
- Services to be organised so that they are easy to access locally.
- Services which take a whole family approach.



Understanding Our Proposal

What will the new Early Intervention Service do?

The new integrated service will work locally with children, young people and families in all parts of the county. It will place a specific focus on children, young people and their families with additional needs to ensure that they receive timely and appropriate support from a team made up of different professionals bringing their unique professional contribution as part of integrated, multi-disciplinary practice.

The work of the following existing services is included, as described in our staff consultation, in the design of the new single Early Intervention Service:

- Youth Service
- Youth Offending Service – preventative services and Family Intervention Project
- Connexions Service
- Parenting Development
- Substance Misuse
- Part of Behaviour and Attendance team
- Family and Children Early Intervention Team (FACEIT) and localities
- Extended Services
- Part of Children's Centre management team
- Part of the Early Years SEN Inclusion Teacher team

How will the Early Intervention Service be provided?

Services will be provided from seven hub buildings across the county, mainly using existing youth centres.

Hubs will:

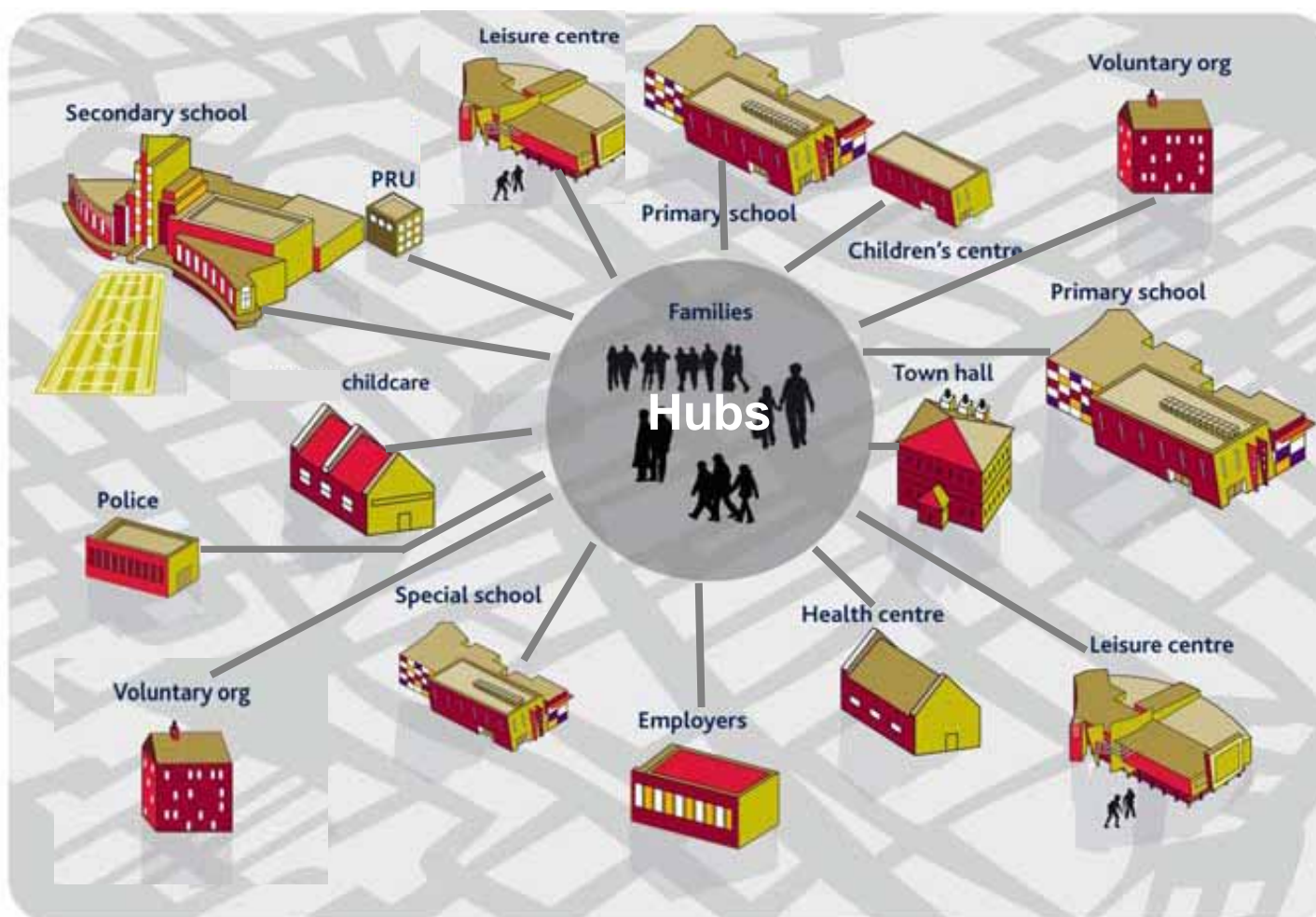
- Be a base for direct work with children, young people and families locally and to provide outreach.
- Provide a venue for others to work with children and their families.
- Be a venue through which youth work is delivered in the evenings and weekends.
- Be managed by an experienced manager based in the hub.
- Be staffed initially by a team of approximately 20 with a mix of experience and expertise from:
 - Early Years Development and Parenting
 - Health and Wellbeing (Physical, Mental, Sexual)
 - Education, Employment and Training (EET)
 - Youth Justice/Anti-Social Behaviour.
- Include additional staff / resources from partner agencies. (We are already in discussions with them)
- Harness additional resources through local volunteers building on the council's aspirations to support community investment.



Hubs will be responsible for improving outcomes for children, young people and families at risk of:

- A poor start in life.
- Persistent absence and exclusion from school.
- Offending and anti-social behaviour.
- Teenage pregnancy.
- Becoming disengaged from education, employment and training.
- Disadvantage, through caring responsibilities, emotional or behavioural difficulties.

It is recognised that other resources such as Children’s Centres, potentially GP surgeries, schools, colleges etc will have an important part to play working with the hubs to ensure that children, young people and families in every locality are able to access services. This is illustrated in the diagram below.



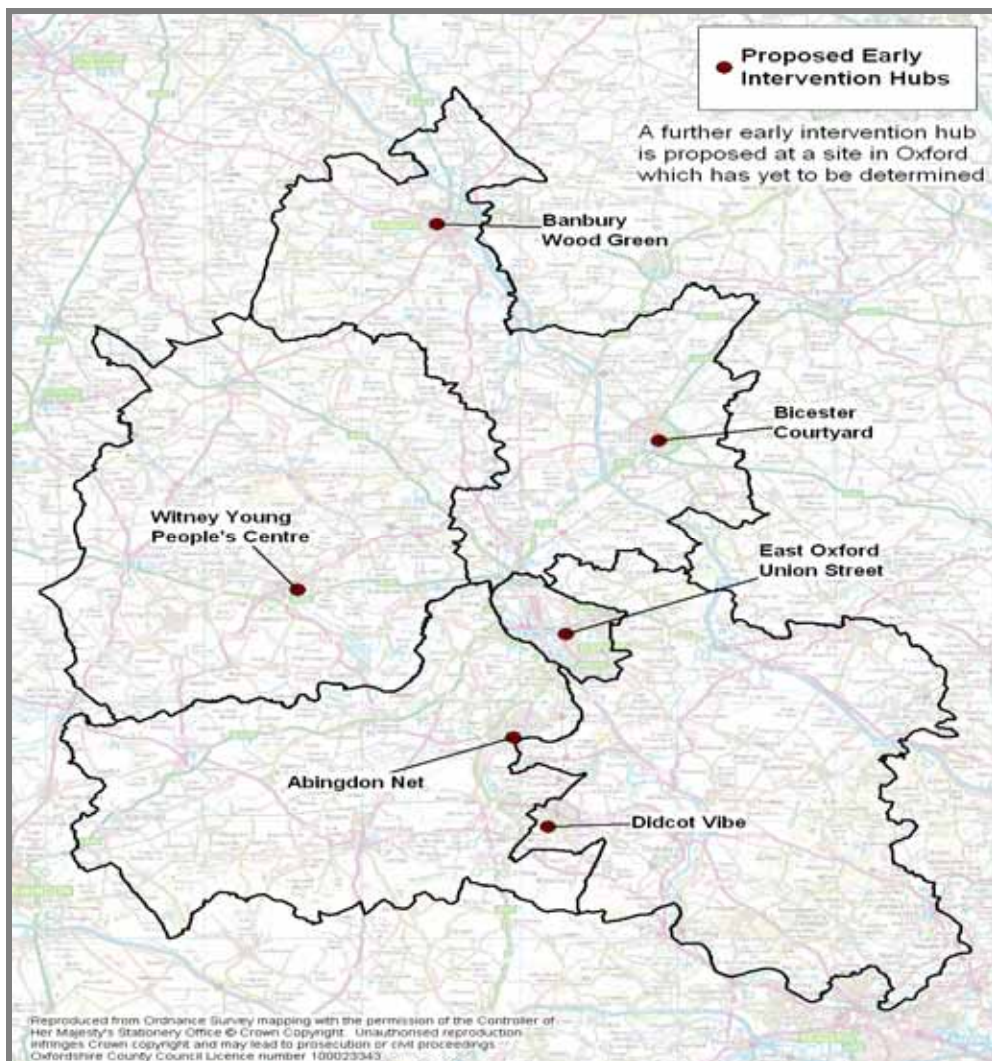
Where will the hubs be located?

Currently we have identified the following Young People’s Centres: Banbury – Wood Green, Bicester Courtyard, East Oxford – Union Street, Witney, Abingdon Net and Didcot Vibe as the locations for six of the hubs. We propose that there should be a second hub in Oxford and are currently evaluating whether this is best located in Barton, Blackbird Leys or Littlemore.

The proposed locations for the hubs have been based on:

- An assessment of the needs of children, young people and families in Oxfordshire (i.e. where we believe there is most need).
- The suitability of existing building to operate as a centre for both front line services and back-office functions.
- The size and condition of existing building and parking arrangements.
- The geographical spread of hubs and accessibility to communities.

Proposed Early Intervention Hubs



How will the new Early Intervention Service affect existing services?

Introducing the new Early Intervention Service will bring changes to how some of our current services are delivered in the future. This not only includes changes to provision of young people's centres, but also other support services, Youth Offending Services, Inclusion, Access and Engagement Services, Connexions Locality Support Services, Family and Children's Early Intervention Services, Parenting Services and Children's Centres.

Youth Services

Our proposals mean there would still be youth work in the evenings and weekends at the seven proposed hubs and sessions in areas of particular need including Blackbird Leys, Rose Hill, Barton, Berinsfield and Kidlington. In addition, the Riverside Centre would remain at Donnington Bridge, Oxford, as a countywide centre for outdoor activities and link in with the Duke of Edinburgh Award Scheme.

As part of our proposal, the funding for youth work sessions and management support formerly provided by the council will be reduced and we plan to withdraw funding and management support to the following Young People's Centres: Eynsham, Wheatley, Wantage, Chiltern Edge, Thame, Wolvercote, Saxon Centre (Headington), Cutteslowe, Carterton, Bampton, Standlake, Chipping Norton, Faringdon, Wallingford, Henley, Cholsey, Chalgrove, Chinnor, Watlington and Wood Farm.

Community-Led Services

Given our proposal to reduce funding from the youth centres described above, we are working with local community groups, schools, volunteers and other partners to develop innovative ways to deliver youth activities and have created a Big Society Fund to 'pump prime' community-led initiatives.

Anyone interested in talking to the council about community-led services should visit our Big Society pages on the council website www.oxfordshire.gov.uk/big-society-fund. These provide a wide range of information and a form to register an expression of interest.

Youth Offending Service

In our proposal, a central team would continue to deliver statutory court work, Intensive Supervision and Surveillance and Pre-Court services. It is proposed that the current prevention and diversionary work, including the Family Intervention Project work, will continue to be funded and run as part of the integrated teams from the seven hubs.

Inclusion, Access and Engagement Service

As part of our proposal, there would be a small central team to carry out statutory functions linked to attendance and Special Education Needs assessments carried out by Educational Psychologists; but all advisory and other support work currently supporting the inclusion and engagement of children and young people would be run from the seven hubs as part of the work of the integrated teams. Schools will be encouraged to buy additional services they need e.g. educational psychology and behaviour support.



Connexions Service

We plan to make some changes to how we deliver Information, Advice and Guidance (IAG) currently provided by Connexions. The government is planning to change the way careers advice and guidance is delivered nationally from 2012. In the meantime we are proposing to continue a service to secondary and special schools and colleges.

As part of our Early Intervention proposal the new IAG Service will:

- Continue to provide a service to schools and colleges pending central government policy changes.
- Use a new single children and young people's website (incorporating existing sites e.g. Spired and BigVoice) to provide additional online IAG Services.
- Have one central drop-in centre at Gloucester Green.
- Deliver specialist resources to support young people who are not in education, employment or training (NEET) through the integrated teams in the seven hubs.
- Provide opportunities to drop in to the hubs for advice.

Children's Centres and Childcare Services

It is proposed that Children's Centres and Childcare teams will continue to be organised on an area basis, North, South and Central.

In this proposal funding for Children's Centres, as frontline services, would be protected where possible. There are no plans to close any Children's Centres in this financial year. We propose to undertake a full review of the delivery of these services across the county, which will be informed by recent national reviews around child poverty, early intervention and the Early Years Foundation Stage and we will maintain a small centralised team to oversee this process.

We are not currently proposing any changes in the services provided by Children's Centres.

The main changes proposed are related to the way the county management teams are organised.

It is proposed that Childcare Development teams will be renamed to become Community Childcare and Play teams. In addition to current function, this would also incorporate the strategic development of play, increasing support to voluntary management committees and mainstreaming the development of accessible childcare for disabled children and young people and other vulnerable groups.



FACEIT (Family and Children's Early Intervention Team and Locality Support Services)

We are building on the existing evidence of good practice of these teams and that of the Family Intervention Project. The work of these services will be incorporated into the seven hubs and will continue to be an important part of our early intervention work with families.

B. Redesign our Educational Services in response to national policy changes

Oxfordshire County Council is proposing to reshape the educational services it provides for schools, concentrating resources on those schools and settings which have the greatest need, working to ensure that all schools have effective leadership which will enable them to self-improve and to sustain improvements.

These redesign proposals are underpinned by the following key principles:

- Headteachers and governing bodies hold the responsibility for school improvement.
- Schools will be judged against the progress and attainment that pupils make.
- Oxfordshire County Council will remain a champion for local parents and children.
- Parents/carers will have greater choice in the type of provision on offer for their child.
- Commissioning will secure high quality educational provision.
- Schools/settings will have more curriculum freedom and opportunities to innovate.
- Services around schools and settings will be determined by need.
- Outstanding and good schools will become autonomous and be expected to support others.
- Bespoke support will be brokered in from other strong schools, providers or services.
- Alternative provision will be improved and able to offer new solutions.
- Disadvantaged pupils will be supported to improve their attainment and achievement.
- There will be a continued focus on the importance of Early Years; early child development, early language support and involvement of parents in their children's learning.
- There will be a new national all-age careers advice and guidance approach.



Why are these changes being made?

New government policies are having a considerable impact on the council and importantly on children, young people and their families who live in Oxfordshire.

Significant change is being made across our educational landscape. Changes will affect schools themselves, their governors and the council's role as local authority. Schools will be given greater individual responsibility and freedoms to shape their approach for the benefit of their pupils with reduced bureaucracy and increased accountability for their own improvement. The changes are outlined in the Schools White Paper [The Importance of Teaching](#) and the [Education Bill 2011](#). These changes represent the most radical reform in education for some considerable time and they will challenge everyone to work in new and different ways to support their successful delivery.

At the same time there are changes to the funding arrangements for schools, academies, colleges and new types of schools will be developed. Over the next year we will see the implementation of the Single Formula Fund for early years and a review of the National Schools Funding Formula, and from

April 2011 there will be a simplified funding mechanism for schools, alongside a Pupil Premium to support the needs of children from poorer backgrounds.

The Early Years Foundation Stage is also being reviewed nationally and two new government reports on Child Poverty and Early Intervention continue to emphasize that support for early learning and development is key to improving long term educational outcomes for children.

These changes present significant challenges, but also offer opportunities for us to redesign our structure to ensure we support the changes and work with our schools to achieve better educational outcomes for all our children and young people. The work of the Early Intervention Service and Education Service will come together to achieve this.

How are the challenges being met?

Our proposals support the principle that schools and settings will need to work in partnership with each other, with us and with other agencies to achieve better outcomes for all our children.

Collaboration and capacity building

We will be focusing on building capacity to facilitate this, share good practice, sustain improvement and deliver consistently high standards. We welcome a diverse approach, with different models of school organisation that reflect local need and make best use of research.

Our new service will support the recruitment, retention and continuing professional development of our teaching workforce, which is a significant shared responsibility for us. It is vital that Oxfordshire recruits and retains high quality school leaders, and explores imaginative and creative solutions to leadership where traditional systems are not securing effective and sustainable school improvement. Our continued involvement in the headteacher appointment process will also assist governors in appointing high quality school leaders. Our new service will continue to work towards all early years settings being led and managed by people qualified to appropriate graduate level (teachers or Early Years Professionals).

Supporting School Effectiveness

The new service will have responsibility for supporting school effectiveness and tackling underperforming schools and settings, intervening in those which are failing or unable to improve their results. New floor standards are being introduced and we will retain oversight of improvement plans, alongside the Department for Education.

It is vital that our intervention strategies are focused on those schools and settings most in need of support, whilst also building capacity for other schools to improve and support each other.

We propose that our resources will be concentrated on those schools and settings which have the greatest need, working to ensure that all schools have effective leadership which will enable them to become self improving. Our new service will monitor all schools and settings to ensure we are able to identify if they become vulnerable, and to take the necessary measures in a timely manner.

Schools will be able to use their individual budgets to commission improvement support and the role of School Improvement Partners will end although governing bodies are expected to commission independent advice / support themselves.



We will play a key part in developing strategies that help to build and sustain capacity in our schools and settings so that they can better support others.

As early years providers do not have devolved budgets to commission improvement support, the new Educational Effectiveness Team: Standards and Progress Birth to 5 will continue to support providers who receive Early Years Funding Formula. We will continue to meet our statutory duties towards our 2,210 registered childcare providers to provide information, advice and support for the quality of provision, through our training programmes and commissioned support and development work for the most disadvantaged groups.

Understanding Our Proposal

What will the new Education Service do?

Introducing the new Education Service will bring changes to how some of our services for schools and settings are currently delivered.

Education Service

In addition to the Early Intervention Service teams, we propose to have five Education teams working to the Deputy Director for Education and Early Intervention:

- Educational Transformation
- Educational Effectiveness
- School Organisation and Planning
- Children with Special Educational Needs
- Business and Skills



➔ **The Educational Transformation Team** will lead and support the council's strategies to meet the changing educational landscape and radical reforms ahead, and will ensure there is capacity to meet these.

Led by the Educational Transformation Manager, four areas of particular focus will be:

- *School Governance and Accountability* – to support governing bodies and intervene as necessary to ensure capacity to effectively fulfil their responsibilities.
- *School Leadership and Professional Development* – to promote effective leadership recruitment, retention, development and ensure aspiration.
- *Alternative and New Provision* – to lead on alternative education solutions and development of new provision in particular to meet the demands of challenging and vulnerable pupils.
- *Educational Innovation and Commercial Services* – to ensure effective business strategies are in place for self-financing and sustainable services such as international education, music outdoor learning and ICT.

➔ **The Educational Effectiveness Team** will meet the council's statutory duties by monitoring the progress of schools and settings, providing support and challenge to schools and settings where there are concerns over performance and issues related to vulnerable groups. The team will ensure

- Early identification of schools in need of support.
- Effective, evidence based early intervention strategies are in place.
- Intervention resource is commissioned for schools that are vulnerable to declining performance, or schools causing concern, enabling them to make rapid and sustained improvement.
- Additional capacity is sought for school improvement, through commissioning strong schools to support developing practice in other settings.

Led by the Educational Effectiveness Manager, four areas of particular focus will be:

- *Standards and Progress Birth to 5* – to drive improvement in early years provision including private, voluntary and independent and the best outcomes for all children from birth to five.
- *Standards and Progress 5 to 11* – to drive improvement in primary school education, championing the best possible outcomes for all children aged 5 to 11.
- *Standards and Progress 11 to 19* – to drive improvement in secondary school education, championing the best possible outcomes for all children aged 11 to 19.
- *School Improvement – Special and Additional Needs* – to ensure alignment of support and intervention for children and young people with additional educational needs (AEN), including Black, Asian, Minority Ethnic (BAME), Gypsy, Roma and Traveller (GRT), students with Special Educational Needs (SEN) and other groups not achieving as well as their peers.

➔ **The School Organisation and Planning Team's** previous restructure has already led to improvement of the service. This team will continue to meet statutory duties connected with the supply of early years and school places (including through opening new schools), school admissions, transport, and coordinate the directorate's capital programme. The team will lead the new developments within the directorate and with schools and educational settings to ensure sufficient high quality provision across the county.

Led by the School Organisation and Planning Manager, the four areas of particular focus will be:

- *Early Years Sufficiency and Access* – Ensuring the county council meets its statutory duties for sufficient funded places for two to four year olds, childcare places and early years organisation.
- *School Organisation* – Providing a service for school organisation, development of school premises and to ensure appropriate consultations for new developments.
- *School Pupil Place Planning* – Ensuring correctly targeted investment to improve educational buildings and lead in the commissioning of school places and competitions.
- *Admissions and Transport* – Leadership over policy and practice for admissions and home to school transport ensuring improved access for all.

- ➔ **The Special Educational Needs (SEN) Team** will cover statutory responsibilities for children from birth to 25 years. Radical changes to the SEN framework are expected in the SEN and Disability Green Paper (due February 2011) and this will inform any future transformation of services. The SEN team would play a key part in narrowing the gap in outcomes for children with SEN working closely with other education services, Early Intervention and Social Care teams.

Led by the Manager for Children with Special Educational Needs, the four areas of particular focus will be:

- *Statutory Casework* – The statutory SEN Casework team would remain unchanged.
- *SEN Sensory Support Service (SENSS)* – This team will include the Sensory, Physical and Complex Needs Support Service team, the Communications and Interaction Support Service team and three SENSS Area Coordinators (Northern, Central and Southern).
- *Specialist SEN/AEN Assessment Service (including Educational Psychology Service.)*
- The Educational Psychology Service will focus on its statutory work with direct links to Early Intervention Hubs. It is proposed that there would also be a traded arm to the team that could offer bespoke packages to schools/partnerships wishing to buy additional support.
- *Early Years SEN* – It is proposed that the Early Years SEN team joins the wider SEN services to enable continuity of service delivery, common principles and approaches.

- ➔ **The Business and Skills Team** will bring together the 14-19 Strategic Development Team, the 16-19 Team and the Education Business Partnership team, in order to create a team that will work across the Children, Education & Families and Economy & Environment Directorates, to address the strategic issues around skills for young people and the wider workforce. This team would provide the Oxfordshire City Region Enterprise Partnership (OCREP) with the information and support they require to develop a countywide strategy that:

- Ensures all residents are able to develop the skills to enable them to successfully enter and remain in the workforce.
- Assists local employers to develop or access the provision they require to equip the workforce with the skills needed.

Led by the Business and Skills Manager, the three areas of particular focus would be:

- *Funding and Data* – to manage external commissioning of support and contracts, to gather economic data and to monitor provision.
- *Work Experience and Business* – to ensure an effective link between learners and employers, assured work experience placements and increases in apprenticeships.
- *Skills Partnership* – to ensure key partner engagement in a skills strategy development and its implementation into practice.

C. Redesign our Children's Social Care Services in response to national policy changes

The council proposes to make changes to the management arrangements for children's social care. All services within social care will be retained.

The delivery of safeguarding and other children's social care services are key priorities for the council and consequently there will be no reduction in these front line services.

The proposal is underpinned by continuing the current three area structure, where the core functions of children's social care – assessment, care management of children in need of protection, and those looked after, are delivered through the three geographical areas. The aim of this arrangement is to enable the service to concentrate on the core business of protecting children from abuse and neglect, and supporting the most vulnerable children. We are not proposing any reductions of service in our child protection services.

4. How do I tell you my views?

How do I tell you my views?

Your views on the proposed redesign of services for young people are important to us. This consultation is your opportunity to influence our proposal. We need to hear from you, as our customers and communities to make sure we get the plans as right as we can.

Please take part in this consultation by returning your comments by **4 April 2011**.

You can take part by:

1. Completing this questionnaire and returning it to:
CYPF Service Redesign Proposal
FREEPOST OXFORDSHIRE COUNTY COUNCIL
(No further address required) or by
2. Completing the online questionnaire at www.oxfordshire.gov.uk/consultation
Go to the consultation calendar; Select 'Children and Young People's Services Proposal'

If you have any queries about the Children and Young People's Services Proposal that will help you to take part in this consultation, please contact us:

Email: cypf-servicedesign@oxfordshire.gov.uk

- Or call:
1. Early Intervention Service: 01865 815453 / 01865 815177
 2. Education Service: 01865 328549
 3. Children's Social Care Services: 01865 328271

Decision-making

Who will make the decision?

The final decision on the proposals set out in this consultation document will be made by Cabinet on 19 April 2011 as part of a wider item called CYP&F Service Redesign.

A range of information will be used to inform decision-making including the outcomes of this consultation and other early feedback, financial information, an assessment of potential risk, Service and Community Impact Assessments and a detailed assessment of local needs.

Early discussions and expressions of interest about community-led services will not be used to inform the decision-making process on this proposal.

When will these changes be implemented?

The broad timetable for the changes suggested in this proposal is set out below:

1 Feb – 4 April 2011	Consultation with staff, service users, communities and stakeholders
Mid February 2011	Information on Big Society Fund published
19 April 2011	Decision about service redesign
End of April 2011	Decision about staff arrangements to support redesign
From Summer 2011	Bids for Big Society Fund agreed
Summer/Autumn 2011	New service fully operational

Annex A: Useful links

This annex provides sources for information that you wish may to consider to inform your response to this consultation.

Oxfordshire information

- Children, Young People & Families Business Strategy:
<http://mycouncil.oxfordshire.gov.uk/mgConvert2PDF.aspx?ID=4604>
- Joint Strategic Needs Assessment (JSNA)
<http://portal.oxfordshire.gov.uk/content/public/ODO/data/themes/jsna/documents/JSNA2009fulldocument.pdf>
- Children and Young Peoples Plan 2010 – 2013 and needs assessment:
www.oxfordshire.gov.uk/cypp
- Oxfordshire Children and Young People’s Survey – 2009:
http://portal.oxfordshire.gov.uk/content/publicnet/other_sites/BigVoiceOxfordshire/documents/home/CYP%20Survey/OCYPS%2009-Full%20Report-July%202009.pdf
- Service and Community Impact Assessments:
<http://www.oxfordshire.gov.uk/plink/publicsite/aboutyourcouncil/W/Internet/About+your+council/Plans+performance+and+policies/Equality+and+cohesion/AYC+-+PP+-+Social+and+Community+Impact+Assessments>

National Information

- Liberating the NHS: Legislative Framework and Next Steps:
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_122707.pdf
- Healthy Lives, Healthy People White Paper: Our Strategy for Public Health in England:
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_122347.pdf
- The Importance of Teaching: Schools White Paper:
<http://publications.education.gov.uk/eOrderingDownload/CM-7980.pdf>
- Education Bill 2011:
<http://services.parliament.uk/bills/2010-11/education.html>
- Child Poverty Act 2010:
<http://www.legislation.gov.uk/ukpga/2010/9/contents>
- Localism Bill:
<http://www.publications.parliament.uk/pa/cm201011/cmbills/126/11126.i-v.html>
- The Foundation Years: Preventing Poor Children becoming Poor Adults: Frank Field’s Independent Review on Poverty and Life Chances:
<http://povertyreview.independent.gov.uk/media/20254/poverty-report.pdf>
- Early Intervention: The Next Steps Graham Allen Report January 2011:
<http://media.education.gov.uk/assets/files/pdf/g/graham%20allens%20review%20of%20early%20intervention.pdf>
- Early Intervention: Good Parents, Great Kids, Better Citizens, Graham Allen MP and Rt Hon Iain Duncan Smith MP
<http://www.centreforsocialjustice.org.uk/client/downloads/EarlyInterventionpaperFINAL.pdf>
- Call for evidence for Early Years Foundation Stage Review:
<http://www.education.gov.uk/inthenews/inthenews/a0063495/call-for-evidence-for-eyfs-review>