

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting Name:</b> Education, Children's Services and Leisure Scrutiny Sub-committee
<b>Report title:</b>		2013-16 Children and Young People's Plan	
<b>Ward(s) or groups affected:</b>		All	

## RECOMMENDATION

1. That the education, children's services and leisure scrutiny sub-committee notes the information within the report, which outlines the proposed Children and Young People's Plan (CYPP) for 2013 to 2016 at appendix 1 as Southwark Council's key policy framework for children and young people.

## BACKGROUND INFORMATION

2. This report provides a further update to the reports received by the education, children's services and leisure scrutiny sub-committee, most recently in March 2013, on progress developing a new CYPP for 2013 to 2016.
3. This new CYPP builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks. This includes rising educational attainment, with Southwark's schools at or above national averages at all key stages and continued capital investment in local schools as well as the free healthy school meal programme and primary places guarantee. These strong universal services are the bedrock of the local system, and are supported by quality specialist support, as recognised in the Ofsted inspection in May 2012. This judged the local system to be good with outstanding features, with inspectors finding strong, focused and improving services to protect vulnerable children.
4. The CYPP is one of a number of council and partnership plans that sets out priorities and targets for local children, young people and families, including the Council Plan and Health and Wellbeing Strategy. Whilst there is no longer a statutory requirement for Local Authorities to have a CYPP, local partners remain committed to a locally agreed plan as a vehicle for setting out our local priorities for transformation.
5. The CYPP's underpinning needs assessment, however, also underscores the high levels of need and challenge of this diverse borough – Southwark has the 15th highest level of child poverty in London and is the capital's largest social landlord. The population is highly mobile and ethnically diverse, with interwoven complexities including high levels of worklessness, no recourse to public funds, substance misuse, domestic abuse, mental health concerns, and housing risks such as overcrowding.
6. Since the last CYPP was developed, much has changed in the statutory framework for children services. This has included a significant overhaul of the duties regarding the children's trust, key partners and Children and Young People's Plans.
7. In addition, this CYPP is delivered in the context of large-scale budget reductions

in local authority and partner agencies, as well as changes to partners' governance and delivery arrangements, including significant changes to health, police and education landscapes. These include the introduction of statutory partnerships such as the Health and Wellbeing Board and new requirements for Safeguarding Children Boards as set out in the revised Working Together statutory guidance.

## KEY ISSUES FOR CONSIDERATION

8. The new CYPP sets out trust partners' commitment to work together to transform the child and family journey with continued emphasis on high-quality services and a maintained focus on earlier intervention, all in the context of reducing resources. The plan provides shared ambition and commitment in three areas where partnership working is integral to the delivery of high-quality services for Southwark residents.
9. These are:
  - a) **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
  - b) **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
  - c) **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support, from childhood to adulthood
10. Development of the proposed CYPP began in June 2012 and has been overseen by the children's trust at each stage, as outlined in previous reports to the scrutiny sub-committee. Development to date has included a wide range of stakeholders across the council, children's trust partners and community.
11. Working jointly with public health, the local authority and its partners have developed a Joint Strategic Needs Assessment (JSNA). The local JSNA has looked at the experiences and journey of children, young people and families within services. Key findings have been brought together alongside the service user consultation into short films which have been used with partners and decision makers to develop the plan and priorities. This will be rolled out through the consultation and action planning phases following the plan's adoption.
12. As part of the JSNA, a programme of stakeholder consultation events took place throughout the summer. Called '1,000 journeys', these borough-wide "journey" events sought the views and experiences of children, young people, parents, carers and frontline staff as well as local groups, ward members and community leaders. The programme included a wide range of workshops and programmes in community venues, schools, pupil referral units and children's centres, and included one at the Ministry of Sound attended by over 400 young people. Some 1,300 Southwark journeys were collected in total, and these have been used to shape and inform the transformation commitments within the CYPP.
13. Partners collectively reviewed the data, 'journeys' and views of strategic and senior stakeholders to make sense of it and develop transformational priorities.

The resulting proposed plan is set out in Appendix 1.

14. In taking the plan forward, a roadshow of consultative and promotional events is underway to disseminate the JSNA's findings and the plan's development to a wider audience including service managers, key stakeholders such as health, schools and the voluntary sector, and service users. In addition a 'family friendly' version of the CYPP will be developed to support promotion of the children's trust commitments to wider stakeholders and the community, alongside publication of a selection of experiences from the '1,000 journeys' work.

## **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Draft 2013-16 CYPP

**APPENDIX 1**

**Southwark's Children and Families' Trust**  
**DRAFT Children and Young and People's Plan**  
**2013-2016**

## **Foreword by Councillor Dora Dixon-Fyle**

We, the partners of Southwark's Children and Families' Trust, are pleased to introduce our Children and Young People's Plan for 2013 to 2016. It has been developed in an unprecedented environment, with the transformation of the statutory landscape gathering pace and breadth, set against continuing harsh economic conditions.

We continue to face these challenges. We see them as an historic opportunity to continue to protect the most vulnerable in society and reshape what services we offer to ensure they better meet the needs of the children, young people and families we serve.

This plan sets out how we will work together over the next three years to meet these challenges and improve the life chances of our children, young people and families. We will do this by pledging to transform three key areas where you have told us you want change and where partnership working is integral to the delivery of high-quality services for Southwark's residents.

This plan was developed by involving those who have the biggest stake in our borough – our children, young people, parents, carers, staff and practitioners – and we are proud of how their voice and journeys have shaped it.

Now that we have agreed our transformational priorities, we are committed to driving through the major changes we and our communities need. We will focus our efforts on the priorities identified in this plan, and will work across local partnerships and boards to align our commitments and ensure our priorities underpin action. We will decide together how we will target our limited resources for maximum effect. Sometimes this means knowing what to stop as well as which new directions to take to make sure we get the best value and have the biggest impact.

We will ensure services are of the highest quality and based on evidence of need. We will focus on improving family life and ensuring that children are safe from harm. We recognise the importance of having a home and neighbourhood you enjoy living in, and will work to make sure vulnerable and disadvantaged children, young people and families have the best chances in life.

We are committed to acting early to try and prevent problems getting worse where we can, and on creating a workforce able to achieve our vision. We aspire to make the borough a place to be proud of, and call on everyone involved in the lives of children, young people and families in Southwark to work with us to ensure every child, young person, family and community thrives.

## Introduction

This Children and Young People's Plan (CYPP) builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks. During the life of the last CYPP, however, much changed in the statutory framework for children services. This has included a significant overhaul of the duties regarding the children's trust, key partners and CYPPs.

There has also been the introduction of statutory partnerships such as the Health and Wellbeing Board and new requirements for Safeguarding Children Boards, as set out in the revised Working Together statutory guidance. These changes are also in the context of new legislation, including the Children and Families Bill which raises the bar around the delivery of services for vulnerable children, such as those in care or placed for adoption, or children with special educational needs and disability, and for the role of early help. In addition, there are significant and continuing budget reductions across partners.

Locally, we have retained a children's trust, with partners strongly committed to the local CYPP forming the basis of a partnership plan for the transformation of services. The plan provides shared ambition and commitment in three areas where partnership working is integral to the delivery of high-quality services for Southwark residents.

The CYPP informs a wider range of planning arrangements, including the Council Plan, joint health and wellbeing strategy and other partnership plans that impact on life chances for children. The plans of partners form a complex array of inter-related strategic, commissioning and operational plans with their children and family aspects aligned through the CYPP and informing operational planning for frontline services.

## Southwark's Children and Families Trust Vision

Our partnership vision is that

*“Every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We will work together to deliver high quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families’ abilities to raise their children successfully and independently.*

Our Children and Young People’s Plan sets out our three areas for local transformation:

- **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
- **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
- **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood

## **Our values**

As partners, we are committed to the following values as we set out to achieve our transformation outcomes. We will work together to:

- Empower children, young people, families and their communities to be safe, independent and responsible for their own wellbeing
- Maintain a shared commitment to resource early help services that divert need, providing the right support at the right time, and stemming the flow to specialist services
- Equip the workforce and community resources with the right tools and skills to know how to achieve positive change and improved wellbeing in families
- Being open, inclusive and accountable in our actions and ensuring families' journeys are shaped by their voice and experience
- Commit resources to evidence-based practice that is accessible and led by our community's needs, underpinned by a shared commitment to earlier intervention and protecting the most vulnerable
- Use meaningful outreach to enable vulnerable families to take up services that best meet their needs

## **Our principles**

As partners, we are committed to transforming the service user journey through the following service redesign principles. We will work together to deliver high quality services by:

- Making commissioning choices that recognise and improve the journey of the child through services and life stages
- Raising the bar through more and better integration of services at the right point in the journey
- Retaining what works locally and recognising where we need creative and new ways of working to improve outcomes
- Enabling provision to be flexible and bespoke to families' needs and choices, emphasising strengths as well as needs
- Ensuring services are simplified, transparent and easily accessible
- Ongoing continuous improvement through benchmarking, and using peer and field expert challenge
- Spending money as if it were our own and making the best use of resources to meet need, striking the balance between diverting need, value for money, sustainability and quality



## **Our transformation commitments and the results we expect**

### **Best start – children, young people and families access the right support at the right time, from early years to adolescence**

1. Children and families access local, good-quality childhood provision that meets their needs

We will do this by working together to:

- Improve access to provision from antenatal services and childcare through to starting school
- Ensure all our children's centres and early years providers are Ofsted rated good or outstanding
- Reduce health inequalities in young children, such as by improving immunisation and low birth weight rates
- Realign resources to better support those most in need, for example making best use of education and health checks, the healthy child programme, free early education entitlements and community health provision

2. Timely and effective early help prevents need escalating

We will do this by working together to:

- Ensure local assessment frameworks provide a holistic, timely and proportionate initial response
- Increase resilience by supporting parents to raise their children successfully and young people to succeed into adulthood
- Close the gap in outcomes for more vulnerable or troubled children, including in attainment, attendance and health
- Realign resources and build pathways around key triggers and risks in the journey of vulnerable or troubled children, young people and families

3. Flexible, holistic early help reduces the risk experienced by vulnerable or troubled children and families

We will do this by working together to:

- Ensure our initial response spots and acts in a timely and proportionate way to reduce risk
- Enable vulnerable families to step down successfully from intensive support
- Achieve permanent positive change for vulnerable children and families more quickly, such as through reduced contacts, repeat plans and duration of support
- Expand the range of targeted community-facing provision to prevent problems escalating for our most vulnerable or troubled families

**Safety and stability – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change**

1. Social work that makes a difference to the workforce, families and communities

We will do this by working together to:

- Ensure initial responses to need result in clear, timely and appropriate offers of support at the right level in the system
- Work more holistically around children and families, including developing ongoing bespoke support that works with the families' strengths and needs
- Transform social work practice by empowering the workforce with the right skills, systems and networks to make positive change to the lives of vulnerable families
- Develop family resources and interventions that are flexible, appropriate and evidence based

2. A system-wide approach to neglect

We will do this by working together to:

- Gear the whole system, from universal and early help provision through to statutory services, towards spotting and acting on the signs of neglect
- Invest in interventions that recognise and tackle the causes of neglect and reduce the impact of a legacy of neglect
- Reduce drift and delay through more assertive practice
- Align resources to ensure no child is left in damaging neglectful situations

3. More children and young people find a permanent and stable home

We will do this by working together to:

- Ensure there is sufficient quality provision to keep children and young people in stable homes
- Embed planning for permanency at every stage of the child's journey
- Increase the number and range of children getting home more quickly, including being adopted
- Free resources to be used flexibly and creatively to achieve lasting positive change that meets need

**Choice and control – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood**

1. Children with complex needs have a quality, integrated education, health and care plan

We will do this by working together to:

- Ensure the services offered locally are sufficient to meet need and clearly promoted
- Place the child and family at the centre of everything we do
- Provide services that enable children and young people to thrive and prepare for adulthood
- Align resources to support seamless planning across the continuum of need

2. Families take control and make real choices about their support

We will do this by working together to:

- Ensure effective advocacy, information and advice services empower children, young people and their families
- Empower providers to develop quality provision which meets families' needs
- Enable families to choose how they access support, including through a personal budget
- Apply the principles of personalisation to all that we do

3. Young people and families have increased independence and resilience

We will do this by working together to:

- Provide high-quality, flexible and responsive services, making best use of partnership resources, and universal settings and providers
- Empower families to make better use of the range of opportunities available to them
- Develop early help and targeted services which build families' capacity and help to meet needs earlier
- Organise resources, services and the workforce to enable children and young people to move seamlessly through life stages