

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

1. 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, and continuing harsh economic conditions.

We continue to face these challenges. We see them as a 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.

The priorities in this plan were developed against continuing strong performance of our universal services, which are improving the life chances of our children, young people and families. More children, for example, are achieving better at school, having better health including a healthy school lunch, or succeeding into adulthood through better education and employment opportunities.

This plan builds on these successes. Unlike in previous plans, we have decided to focus this CYPP purely on transforming the areas we know need to improve. We identified these transformation areas in partnership with those who have the biggest stake in our borough – our children, young people, parents, carers, staff and practitioners.

Through the stories and journeys you shared with us, we have identified three transformation areas that we, as children's trust partners, promise to work together over the next three years to improve. We are proud of how your voice and journeys – over 1,300 in total – have shaped the priorities in this plan, and have published a selection alongside this CYPP.

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 always 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 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 achieves their full potential.

2. Introduction

The 2013-16 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's services. This included a significant overhaul of the duties regarding children's trusts including the revocation of CYPP regulations. Locally partners have agreed to retain a children's trust and publish a CYPP as we believe that only together can we achieve our ambitions for local residents.

The CYPP is part of a suite of local strategies for the children's system. Locally the Council Plan sets out how services work together to improve outcomes for children and families, including delivery of the council's Fairer Future commitments. In addition, the introduction of statutory duties on the council and clinical commissioning group to establish a health and wellbeing board and produce a Joint Health and Wellbeing Strategy (JHWS) has provided new opportunities for partners to jointly improve the outcomes and experiences of our residents including children and young people.

The JHWS also provides the framework for all local strategies including the CYPP as well as partner plans such as the Safer Southwark Partnership rolling plan, the clinical commissioning group's operating plan, and service strategies such as those covering economic wellbeing and culture. Collectively they ensure that local action remains firmly focused on improving outcomes for all children, young people and families.

Opportunities exist too in the transfer of public health functions to the local authority, which will strengthen partnerships and services around children, young people and families. The creation of the health and wellbeing board with a statutory mandate to promote integration to improve outcomes also provides further opportunities to progress towards the objectives in this plan.

Other statutory changes include new requirements for safeguarding children boards, as set out in the revised Working Together statutory guidance, and new legislation, including the Children and Families Bill. This 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 services.

The CYPP was developed following an extensive joint strategic needs assessment. Working jointly with public health, the local authority and its partners looked at the experiences and journey of children, young people and families within services. Partners also held an extensive programme of stakeholder consultation events. Called '1,000 journeys', these borough-wide 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. Some 1,300 Southwark journeys were collected in total, and these have been used to shape and inform the transformation commitments within this CYPP.

A selection of user journeys has been published alongside a summary of the needs assessment, in order to show how the views and needs of stakeholders and residents have influenced our priorities. In addition we have published a summary of the CYPP. To access any of these documents, visit www.southwark.gov.uk or call 020 7525 3674.

3. 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

4. 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, ensuring families are central to decisions about them, and their 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

5. 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 meeting needs early, value for money, sustainability and quality

6. Our transformation commitments and the results we expect

6.1 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 and common 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

6.2 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 partners, professionals, families and communities

We will do this by working together to:

- Assess risk, detect warning signs early and ensure the initial response results in a clear, timely and appropriate offer 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

6.3 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 promote a smooth and integrated journey and 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

7. Measuring our progress

The table below sets out a scorecard of performance measures with which the trust will hold services and the system to account in progressing actions against our shared priorities. It is intended that over the lifetime of the CYPP, these measures will be developed into a bespoke suite to demonstrate improvements on impact on outcomes, journey and/or quality.

Best start
Percentage take-up of key childhood immunisations
Percentage of health visitor checks completed at age 2-2.5 years
Percentage of children's centres rated good or outstanding by Ofsted
Percentage take-up of free early education entitlements
Rates of fixed term and permanent exclusions, by school phase
Percentage of first time entrants to the criminal justice system
Violent youth crime rate
Percentage of referrals to the early help team resulting in support, by agency
Percentage of referrals to social care which result in no further action, by agency
Re-referral rate to social care
Choice and control
Percentage of eligible children receiving an integrated education, health and social care assessment and plan (or single agency assessment/plan in lieu of integrated process), by agency
Percentage of integrated plans (or single agency plan) completed to timescale
Percentage of families who ask for a personal budget receiving one
Percentage of combined budgets spent on personal budgets and personalised services
Percentage of children, young people and families happy with the care they receive
Percentage of eligible children previously in receipt of early help
Percentage of requests for statutory support resulting in no further action
Percentage of children and young people with a fixed term exclusion who have an identified SEND
Safety and stability
Re-referral rate to social care
Number of children in care adopted and percentage leaving care who are adopted
The number and percentage of children for whom the permanence decision has changed away from adoption
Percentage of children becoming subject of child protection plan for a second or subsequent time, and those within two years of the previous plans end date
Percentage of child protection plans lasting 2 or more years at point they cease
Percentage of care proceedings to timescale
Percentage of children in need who are classed as persistent absentees
Percentage of sessions missed for children who are the subject of a child protection plan