

Item No.	Classification: Open	Date: 2 March 2009	Meeting Name: Children's Services and Education Scrutiny Sub- Committee
Report title:		Proposed Children and Young People's Plan 2010-13	
Ward(s) or groups affected:		All	
From:		Romi Bowen, Strategic Director of Children's Services	

RECOMMENDATION(S)

1. To note the proposed new Children and Young People's Plan (CYPP) for 2010 to 2013, which is proposed as Southwark Council's key policy framework document for children and young people, and its implications for the council.
2. To note that this proposed CYPP will be subject to final partner and public consultation, as set out in paragraphs 28 and 29, with publication by April 2010.
3. To raise any comments at the meeting to feed back as part of the consultation process.
4. To note that the CYPP 2010-2013 will be subject to new statutory guidance, expected later this year, which may require revisions to these proposals.

BACKGROUND INFORMATION

5. The report to the Executive in July 2009 set out the expected system-wide implications arising from changes to statutory guidance on children's trusts, CYPPs and for the lead member and director of children's services. The Apprenticeships, Skills, Children and Learning Act 2009, which received Royal Assent on 12 November 2009, amends the Children Act 2004 to enable the establishment of a children's trust board. It is therefore expected that, from April 2010 children's trusts will become a statutory body and the duty to cooperate will be further strengthened, including the addition of relevant partners, and requirements on the CYPP to set out local arrangements.
6. By April 2011, it is expected that the CYPP will need to meet new requirements as set out in draft statutory guidance, which is currently out for consultation. We anticipate that this guidance will require the CYPP, as the joint commissioning strategy of children's trust partners, to set out in detail how partners will cooperate to improve wellbeing for children, young people and their families. It will need to show how partners will commission services to address locally identified needs, integrate provision better and focus on early intervention, safeguarding and reducing the impact of child poverty on outcomes. The CYPP will be expected to set out what actions will be delivered by which partner or partnership and what resources they will commit. The CYPP set out in

appendix 1 will form the strategy for these developments.

7. The CYPP also needs to inform a wider range of planning arrangements, including borough and council-wide strategic and partnership plans and those that impact on outcomes for children, such as our spatial plan and the PCT Strategic Commissioning Plan. It is expected that the plans of partners will 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. The CYPP will be central to future inspection arrangements of both the council and partners alike and is likely to have implications for the council's use of resources and capacity to improve outcomes, as well as direct implications for the planning arrangements of corporate, local strategic partnership, PCT, adult services and other significant council plans which will need to be aligned accordingly.
8. In addition, proposed Working Together [to safeguard children] guidance indicates that the children's trust, from April 2010, should draw on support and challenge from the local safeguarding children board. It is anticipated this will form the basis of a new annual safeguarding report from the safeguarding board to the children's trust board that will set out what improvements need to be made locally to improve safeguarding. In response, from April 2011, the CYPP is likely to need to set out what needs to be done by each partner to improve outcomes for safeguarding in a local area in line with the annual safeguarding report recommendations. This could impact on a range of council and partnership wide delivery arrangements in the future.

KEY ISSUES FOR CONSIDERATION

9. Development of the proposed CYPP commenced in April 2009 and has been overseen by the children's trust at each stage. Development to date has included a wide range of council and children's trust partners, including key personnel from leisure, the PCT, housing, regeneration, community safety and the voluntary sector.
10. The evidence gathering included a comprehensive joint strategic needs assessment, and senior and strategic conversations across the five ECM outcomes and cross-cutting themes including parenting, workforce and prevention to identify as a system what we are doing well, what we can build on and where we need to do it differently. This set the framework for stakeholder consultation through borough-wide storytelling events with children, young people, parents, carers and frontline staff with some 14 dedicated events from July to September 2009 and a wide range of workshops and programmes in schools, libraries, and a youth festival. Some 1,000 stories have been collected and used to shape and inform priorities. Partners have collectively then reviewed the data, stories and views of strategic and senior stakeholders to make sense of it and develop priorities.
11. The resultant priorities and commitments form the basis of the proposed CYPP, as set out in Appendix 1, which the Scrutiny Committee is asked to note, subject to the provisos below.
12. A summary of the needs assessment against the five Every Child Matters

outcomes is being prepared, ahead of publication in April 2010 to meet statutory requirements. It is currently in draft form, and is expected to be finalised for Council Assembly's consideration on March 24 2010.

13. A statement of how the authority's budget will be used to contribute to the commitments in the plan, plus a statement as to how the plan relates to the authority's performance management and review of services for children and relevant young persons are also being prepared. The information contained in the proposed plan (in Appendix 1) is currently draft, and will be expanded and finalised through final partner consultation, which will be completed by Council Assembly on March 24 2010.
14. The current CYPP expires on 1 April 2010, and the proposed CYPP as set out in Appendix 1 will meet current existing statutory requirements, by the time it goes to Council Assembly. It also anticipates the expected changes, which are currently out for consultation and due to come into effect in 2011. These changes are expected to require the CYPP to become the commissioning plan for services for children, young people and families from April 2011. In this context, commissioning means how we redesign services to better improve outcomes in line with local need using the range of resources available across children's trust and council partners.
15. The commitments outlined in Appendix 1 form the basis of the strategy and priorities for the proposed CYPP for 2010 to 2013. Once the CYPP has been agreed, these commitments will remain unchanged. In light of any revisions to meet the new guidance, it is anticipated these will have implications for the detail only, such as financial obligations or service configurations resulting from partnership decisions, not strategy.
16. The commissioning framework has been developed with partners, children, young people and parents and sets out how we as a children's trust wish to work, commission and deliver services. This will form the basis of all work in delivering the proposed CYPP. Central messages in the way we will work in improving outcomes for local children, young people and families are:

Values: ambition, high aspirations, shared responsibility and building social capital in our communities; building capacity of families and communities to raise their children and solve their problems independently

Principles: needs-led, targeted early intervention; thinking creatively, being realistic about impact, jointly deciding what to do and stop doing; making better use of specialist resources; simplifying the local system; shared choices

Accountability: commitment to cooperate as partners; an equipped workforce and shared focus; responding to the inspection agenda; benchmarked, evidence-based practice; constructive challenge of each other's action and solutions

Quality standards: services need to make a difference, build capacity and resilience of families, improve independence and self sufficiency (i.e. do not facilitate a dependency culture), safeguard children, narrow the gap in outcomes, and use integrated working principles and tools.

17. Key to the implementation of the CYPP will be working through partners over the coming year to:
- Specify action based on needs assessment of where we want to target resources and efforts and what we want to achieve through the CYPP. The transformed statutory landscape and the current harsh economic climate provide an opportunity to reshape the local marketplace and deliver the step change we require in how we commission and deliver provision to children, young people and their families
 - Understand the causal factors leading to dependency and poor outcomes. Identifying how as a council we can work together jointly to negate the interdependencies between different provision and its impact on improving outcomes, such as the effect of social housing and issues such as domestic violence on the life chances of children, young people and families
 - Identify the shared resources and jointly looking at how we can better use these across the system – making shared decisions about what to stop and where we will target for most impact against priority outcomes
 - Commission provision in partnership that supports reducing dependency both in terms of the type of provision provided and the behaviours of the workforce

Policy implications

18. As highlighted in the previous section, the CYPP as a document has significant implications for the council and partners going forward. However, in particular the Scrutiny Committee may wish to consider the following implications arising from emerging priorities
19. **Thinking families** – families at the centre of all we do. Priorities within this area may have implications for:
- Future configuration of information and outreach services, as a key message has been the difficulty of parents getting information on local provision. Improving this within children's services will potentially impact on development and future delivery of corporate models and potentially the use of the CSC across a range of channels
 - Coordinating the range of activities on offer for children, young people and families across the council and partners, including how leisure, the sustainability agenda and cultural opportunities can be seen as part of a 'core offer'. This will include considering how we can work together to improve provision for those with learning difficulties and disabilities so they and their families can better access mainstream provision and take up the range of opportunities available in the borough
 - As we move forward in developing the 'think family' agenda, how we bring together family support and the continuum of provision that supports vulnerable families across the council and

partners, the use of resources and enforcement to support families that pose challenges for a range of different council services and provision. This is likely to include how we share information, identify our families in greatest need in the borough and redefining who we will target collectively in our local response to the agenda

20. **Narrowing the gap** – better life chances for all. Priorities within this area may have implications for:

- How as a borough we plan, commission and work differently across the range of provision available in health, children's and other providers (such as GPs, poly clinics, children's centres, local hospitals and one stop shops) to support better health outcomes for babies, infants and mothers
- How we work across the council and partners to raise aspirations of local families, improve conditions for family life and better tackle generations of worklessness and dependency

21. **Raising the bar** – high-quality provision that meets local needs. Priorities within this area may have implications for:

- As a council, how we work together to equip schools as hubs of our local community. Developing improved pathways to a range of support to better meet the wide range of needs of their students and community
- How we work across council services to support those groups within our community that are experiencing poorer outcomes across the board rather than addressing these only within service boundaries

22. **Succeeding into adulthood** – at-risk young people achieve wellbeing. Priorities within this area may have implications for:

- How we can use the range of partner expertise, provision and opportunities in the borough to improve skills and employability of young people. Utilising corporate relationships with the private sector to enable better pathways for young people to take up local learning and employment opportunities
- How to utilise the range of resources available in the borough to better meet our corporate parent and statutory responsibilities in a joined-up way for care leavers and young offenders

23. **Working Together** – to safeguard children from harm. Priorities within this area may have implications for:

- How we work across the range of partners supporting vulnerable adults that are parents in safeguarding their children from harm, including shared assessment processes and support for those on a child protection plan

- The future delivery of domestic abuse provision in the borough that is delivered in a joined-up way across all partners. A key risk factor for a range of services that are supporting families across the council

Community Impact Statement

24. The work of the children's trust and the CYPP has wide-reaching implications for all children, young people and families, including the most vulnerable. A key underpinning principle will be to ensure it embeds considerations of equalities and human rights throughout its development, action and review. We are currently working to mainstream equalities in all aspects of the work such as the needs assessment, stakeholder engagement and performance review arrangements. The CYPP and children's trust will be underpinned by a range of equality impact assessments in line with the corporate model and approach.

Resource implications

25. The CYPP is expected to require a statement of how the local authority's use of resources will contribute to the improvement of outcomes. Both the current statutory guidance and the revised guidance out to consultation note that detailed financial information is not required, but that the statement of resources should be sufficient to give confidence that the actions proposed by the CYPP are realistic, affordable and not merely a set of aspirations. Financial information will need to be available to elected members and boards of local partners when they are endorsing plans. This will need to be reflected in council budget setting processes.
26. By April 2011, it is expected that the CYPP will have to show how the budgets of local partners involved in preparing the plan, including the voluntary sector, will be used to contribute to the delivery of the plan. It should also set out progress on the pooling and aligning of budgets and how children's trust partners intend to integrate the use of assets, resources and new technologies in support of delivery. It is particularly important where joint actions are proposed without a pooled budget that partners set out clearly the level of resources committed to and how budgets will be aligned or funding apportioned.
27. The quality of service provision is one of the most important factors in delivering overall improvement in outcomes. The challenging public sector financial context over the coming years makes it vital that services are evidence-based, cost-effective and efficient. The CYPP will be used as a driver to remove duplication where it exists across the children's system and target resources against the agreed set of priorities.

Consultation

28. The proposed CYPP as set out in Appendix 1 is being considered and agreed by other children's trust partners, the PCT and the police, in line with statutory requirements. This will be completed when Council Assembly considers the proposed plan on March 24 2010. In addition, members are being consulted through the Executive and Corporate Parenting Committee, as well as an open members' seminar to which all ward members were invited.
29. A programme of formal public consultation on the proposed CYPP is planned in

line with statutory guidance and local requirements, and is running until 9 March. It included an open consultation event on 1 March, to which all members, stakeholders and partners were invited. There has been widespread involvement of partners and stakeholders to date, including children, young people, parents and frontline staff.

SUPPLEMENTARY ADVICE FROM OFFICERS TO THE EXECUTIVE, 9 FEBRUARY 2010

Strategic Director of Communities, Law & Governance

30. The Executive is being asked to note:
- i. the proposed new Children and Young People's Plan (CYPP) for 2010 to 2013 and its implications for the council.
 - ii. the further work which is being undertaken to complete the plan, including consultation and then to recommend the Plan to Council Assembly after this work is completed.
 - iii. the requirements of the CYPP are changing and those changes are expected to require a new plan to be published by 1 April 2011.
31. In accordance with the council's constitution agreement of the CYPP is a matter reserved for Council Assembly.
32. The report sets out that changes to the content of the CYPP are anticipated. However, the precise extent of these cannot be known until the guidance and regulations currently out to consultation, have been finalised. Although the proposed Plan is for 2010 to 2013, it is expected that a further plan will be brought back to Executive, as explained in the report.
33. The requirements of the CYPP are set out in the Children and Young People's Plan (England) Regulations 2005 as amended, and require the plan to set out the improvements which the authority intend to make during the plan period to the well-being of children and relevant young persons so far as relating to—
- (a) physical and mental health and emotional well being;
 - (b) protection from harm and neglect;
 - (c) education, training and recreation;
 - (d) the contribution made by them to society; and
 - (e) social and economic well-being
34. The regulations set out specific matters which need to be covered in the plan, most of these have been covered. The report sets out the matters which are outstanding. They are the following:
- iv. Needs assessment against outcomes
 - v. A statement of how the council's budget will be used to contribute to these improvements
 - vi. A statement as to how the plan relates to the authority's performance management and review of services for children and relevant young persons.

Finance Director

35. This report asks the Executive to note the priorities and partnership commissioning intentions to be included in the new CYPP, as well as the

supporting vision and commissioning framework.

36. As required by current statutory guidance, the CYPP must include a statement of how the authority's budget will be used to contribute to the commitments in the plan. The information contained in the proposed plan (in Appendix 1) is currently draft, and will be expanded and finalised through final partner consultation, which will be completed by Council Assembly on March 24 2010.
37. In the introduction to the plan it is recognised that the Children and Young People's Plan for 2010 to 2013 will need to be implemented in a transformed statutory landscape and the harshest economic climate seen in decades.
38. The Council and each of partners will undoubtedly be facing severe financial challenges over the life of the plan. As set out previously in reports to Executive relating to the Policy and Resources Strategy 2010/11 to 2012/13, the government has given no indication of revenue support grant for local government for 2011/12 and beyond and has not provided any assurance that the existing grant floor will continue to be in place for future years. The failure to set out future grant allocation makes it extremely challenging to plan with any certainty for future years.
39. Further, the Council services included within the CYPP currently rely on significant specific grant funding streams, including Area Based Grant (£10.7M) and Sure Start (£16.4M). The future of these funding sources is particularly uncertain and there is, for example, no commitment to continue any Sure Start funding beyond March 2011.
40. Given the above, it will be particularly important for the Council and its partners to explore every opportunity for achieving efficiency gains by creatively aligning budgets and by joint commissioning of services to deliver the CYPP priorities.

Other Officers

n/a

REASONS FOR URGENCY

Legislative requirement

n/a

REASONS FOR LATENESS

n/a

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Statutory Guidance on cooperation arrangements including the children's trust board and the children and young people's plan	Southwark Council Strategy and Partnerships Children's Services 160 Tooley Street	Fiona Russell 53923

	London SE1 2TZ	
Proposed Children and Young People's Plan 2010-2013 – Executive Report February 2010	Southwark Council Strategy and Partnerships Children's Services 160 Tooley Street London SE1 2TZ	Fiona Russell 53923
Young Southwark - Statutory Changes to Children's Trust Board Executive Report July 2009	Southwark Council Strategy and Partnerships Children's Services 160 Tooley Street London SE1 2TZ	Fiona Russell 53923
Children and Young People's Plan Guidance 2009 (January 2009)	Southwark Council Strategy and Partnerships Children's Services 160 Tooley Street London SE1 2TZ	Fiona Russell 53923
Children's Trust: Statutory Guidance on inter agency cooperation to improve wellbeing of children, young people and their families (November 2008)	Southwark Council Strategy and Partnerships Children's Services 160 Tooley Street London SE1 2TZ	Fiona Russell 53923

APPENDICES

Appendix 1 – Draft CYPP 2010-2013

2010-2013

Children and Young People's Plan

Welcome

We, the partners of Young Southwark, are pleased to introduce our Children and Young People's Plan for 2010 to 2013. It has been developed in an unprecedented environment, with a transformed statutory landscape and the harshest economic climate seen in decades.

We have not shied away from these challenges. We see them as a historic opportunity to 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. It 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 has shaped it.

Now that we have agreed our priorities, we are committed to driving through the major changes we and our communities need. We will focus our efforts solely on the priorities identified in this plan, and 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 where we can, and on creating a workforce able to achieve our vision.

We aspire to shape the borough for the better, 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.

[Signatures of all Young Southwark executive members to be included]

How was the plan developed?

We are committed to making sure the views of children, young people, families and staff influence how services are designed and run. Their views are a central part of our assessment of needs and support our understanding of what is working well and where we need to change things.

To develop this plan, we completed a detailed analysis of the demand and performance of services, and talked to senior decision-makers. Then we went out into our communities and workforce, and asked them to tell us a story.

We organised more than a dozen events, which included Saturday family sessions, as well as activities specifically for children and young people in libraries, a festival and schools.

We were honoured and delighted that more than 1,000 children, young people, parents, carers, staff and practitioners responded. Their stories tell of the ups and downs of growing up in Southwark, of the challenges and celebrations of local families, of the difference we can make when we get things right, and where sometimes we are getting things wrong.

The stories told us about childcare and schools and activities for young people, about life with children with special needs, about crime and healthcare, about being a new parent, growing up or being a grandparent. Many spoke of pride of living or working in Southwark – all provided fresh insights into family life and gave us a powerful evidence base to inform this plan.

We also involved young people, parents and practitioners in helping us to make sense of the stories, particularly in identifying some of the themes and issues that cut across services and interpreting evidence such as data.

We are proud of our communities' contribution and have published a selection as a companion to this plan, alongside a summary of the comprehensive needs assessment used to shape it.

The involvement of children, young people, families and staff does not stop with the plan's publication. Just as they helped shape it, we will ensure they play an equally important role reviewing and challenging our progress. Together, we can shape the borough for the better.

How does the plan fit with national priorities?

This plan sets out how we will improve the wellbeing of children and young people in regard to the five Every Child Matters outcomes:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

This plan recognises and addresses the far-reaching implications of statutory changes to children's trusts, local safeguarding children boards, Children and Young People's Plans and the roles of lead members and directors of children's services, which came into force on 1 April 2010.

By April 2011, this plan, as the joint strategy of children's trust partners, will set out in detail how we will cooperate to improve the wellbeing of children, young people and their families. It will show how we as partners will commission services to address locally identified needs, integrate provision better and focus on early intervention, safeguarding and reducing the impact of child poverty on life chances. The plan will also set out what actions will be delivered by which partner or partnership, and what resources they will commit.

This plan informs a wider range of planning arrangements, including borough and council-wide strategic and partnership plans and those 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 plan and informing operational planning for frontline services.

This plan is central to future inspection arrangements of both the council and partners alike. In addition, *Working Together to Safeguard Children* guidance has set out how the children's trust should draw on support and challenge from the Southwark Safeguarding Children Board. This work is ongoing and will form the basis of a new annual safeguarding report to the children's trust board, in which the safeguarding board will scrutinise the work of the children's trust.

Our vision

“Every child, young person and family in Southwark leading independent, healthy lives, feeling safe and secure and achieving their full potential. We have high expectations for our communities and will work together to make a measurable difference in a way that helps overcome inequality and disadvantage, and strengthens families’ abilities to raise their children successfully.”

In order to achieve this vision, we will work in partnership across five priorities:

- **Thinking family** – families at the centre of all we do
- **Narrowing the gap** – better and more equal life chances for all
- **Raising the bar** – high-quality provision that meets local needs
- **Succeeding into adulthood** – at-risk young people achieve wellbeing
- **Working together** – children are safeguarded from harm and neglect

Our principles and values

We, Southwark's Children and Families' Trust, agree to follow the principles outlined below when implementing this plan. They will inform how we commission services by and through the trust board, and be used to challenge the decisions of the partnership and all partners.

We will continue to work throughout the duration of this plan to ensure that these principles and values are shared and understood by all partners.

The principles fall into four categories:

- Our values for working together
- Our principles for redesigning services
- Our commitments to share accountability
- Our quality pledges for services

Our values for working together

- We will be ambitious for our children, young people, their families and the community. Our starting point is that parents and carers are best placed to promote their child's wellbeing.
- We will share responsibility for achieving the priorities in this plan, working together to carry out the changes needed locally.
- We will prioritise and decide what action we need to take to address local priorities and issues.
- We will build social capital in our communities to help respond to local priorities.

Our principles for redesigning services

- We will shape services to fit the needs of our communities. We will look to offer services as locally as possible and will always prioritise the use of resources on the commitments in this plan.

- We will work together to simplify the local system and improve its value for money and effectiveness.
- We will ensure that keeping children and young people safe from harm or neglect will inform all actions overseeing and implementing the commitments in this plan, just as it has been central to the plan's development.
- We will make shared choices about where, when and how we narrow the gap in individual or group outcomes when redesigning services.
- We will think creatively and be open to opportunities of doing things in new ways.
- We will decide together what we are going to do differently or stop doing, when decisions impact on other partners.
- We will be clear and realistic about the impact we want to have when changing the way we do things.
- We will target early intervention and preventative services to help further strengthen and build capacity in universal services to meet needs earlier and more effectively.
- We will ensure specialist services help to support the development of strong universal and targeted services as the bedrock of local provision.
- We will use specialist services and non-statutory and community partners to ensure that resources are targeted at those most in need.

Our commitments to share accountability

- We will maintain a clear and separate identity, as the children's trust board, while working within wider co-operation arrangements to improve the life chances of children, young people and families.
- We will work together to develop and equip a workforce that can deliver the changes needed at all levels across the partnership.

- We will strengthen our priorities and areas for service improvement with robust and systematic performance, risk management and evaluation systems.
- We will focus on improving the life chances for children, young people and families while recognising the need to respond to inspection and regulation requirements.
- We will make sure that we are clear about the roles, responsibilities and resources each partner brings to achieve the priorities in this plan.
- We will seek to continually improve as a local area and benchmark our performance against local and national best practice, and evidenced-based models.
- We will use our shared commitment to local priorities to challenge each other and the solutions we develop as a partnership.

Our quality pledge for services

Every service will be measured for its impact against the following pledges:

- They are high quality and make a measurable positive difference to the lives of children, young people and families.
- They seek to build the ability and resilience of children, young people and their families to be independent:
 - We will make use of family, community and social networks, and ensure every staff member, agency and partner acts to support independence
 - Where children, young people and their families have additional needs, there will be clear pathways that they and practitioners can use, and where appropriate they are supported in their transition between services
- They ensure children and young people are safeguarded in all we do:
 - Each staff member, agency and partner will have the skills and knowledge to take appropriate action for those identified at risk of harm

- We will ensure the system is fit to deliver the step change in local arrangements to protect children and young people from harm or neglect
- They work to narrow the gap and improve life chances for all:
 - We will recognise the importance of outreach and parental engagement in designing and providing services
- They support better ways of working together:
 - We will use local and national common tools and processes, and ensure information sharing and the role of the lead professional are central to how we deliver services in partnership with families and other agencies
 - We will recognise children and young people as part of families and ensure their family story is understood and respected when families interact with our services

Our priorities and the results we expect

Thinking family – families at the centre of all we do

- Simplifying how you access services and information about them
- Improving the quality, suitability and range of activities for children and young people
- Independence for children and young people with learning difficulties and/or disabilities, and their families
- Children and families being a healthy weight
- More effective support for families most in need

Narrowing the gap – better and more equal life chances for all

- Better health for babies, infants and mothers
- Early years provision that meets the needs of vulnerable children
- Looked after children achieving their educational potential
- Raising the achievement of those groups falling behind

Raising the bar – high-quality provision that meets local needs

- Children are school ready and schools are child ready
- Every school and setting aspires to excellence
- Schools and settings are able to meet their students' needs
- Raising attainment at 19

Succeeding into adulthood – at-risk young people achieve wellbeing

- More young people in education, employment or training
- Looked after young people succeed as young adults
- Less crime by and against young people
- Lower rates of teenage conceptions

Working together – children are safeguarded from harm and neglect

- Services that meet the needs of our children and community
- A stronger family-based approach to safeguarding
- Fewer children and families experiencing domestic abuse

Thinking family – families at the centre of all we do

Our priority is... **Simplifying how you access services and information about them**

You can expect... To find it easier to learn about and use universal services covering birth to adulthood. Age, culture or level of need or resources will not be a barrier because we will reach out in ways most appropriate to our diverse communities. You will also see more parents shaping services and participating in their community, empowered by strong local networks.

We will commission services that...	As a result, we expect...
<p>Put in one easily accessible place, information on what is universally available for children, young people and families with children up to aged 19</p> <p>Make better use of existing community providers of information and services to children, young people and families</p> <p>Better coordinate and target outreach and parental engagement activities to narrow the gap in life chances</p>	<p>Children, young people, parents and practitioners report a better experience when accessing information, advice and guidance</p> <p>A more streamlined information service and improved performance across a range of areas targeted by outreach activities</p> <p>A robust infrastructure which supports parental engagement at all levels and is central to how we improve services</p>

Thinking family – families at the centre of all we do

Our priority is... Improving the quality, suitability and range of activities for children and young people

You can expect... More children and young people choosing to play, volunteer, participate and be active in Southwark. More will be shaping services, being part of their community and participating in the decisions that affect their lives – and those who are vulnerable will find the support and opportunities they need to get back on track and realise their potential.

We will commission services that...	As a result, we expect...
<p>Bring together and better promote a borough-wide offer of good-quality play opportunities and activities for children and young people which also meets the needs of at-risk groups</p> <p>Provide young people with opportunities to be active citizens and participate in their local community</p>	<p>Improved quality and suitability of youth provision in the borough</p> <p>A well communicated and coordinated programme of activities for young people that meets a range of local needs</p> <p>More children and young people participating in activities such as volunteering, contributing to the decisions that affect their lives and involved in planning and evaluating youth work</p>

Thinking family – families at the centre of all we do

***Our priority is...* Independence for children and young people with learning difficulties and/or disabilities, and their families**

You can expect... Services focused on building the capacity and skills of children and young people with learning difficulties or disabilities, and their families to be more independent and enable them to make better use of a wider range of local opportunities and services. You can also expect a more streamlined, consistent approach to transition between life stages or services.

We will commission services that...	As a result, we expect...
<p>Improve the experience of children, young people and their families moving from early years to school and from children's to adult services</p>	<p>A more streamlined, consistent approach to transition between services or life stages, and for children, young people and their families to report a better experience</p>
<p>Provide care and short break support to enable children, young people and their families to make the most of universal services such as local leisure facilities and childcare placements</p>	<p>More children, young people and families receiving care and short breaks outside the home and choosing to use a wider range of local facilities</p>
<p>Build the capacity of children, young people and families to live independent lives at all key stages of their development, from birth to young adulthood</p>	<p>Children, young people and their families with the skills to enable them to lead more independent lives and make better use of the range of opportunities available to them</p>

Thinking family – families at the centre of all we do

Our priority is... **Children and families being a healthy weight**

You can expect... Partners to be more active in encouraging children, young people and families to live healthy lifestyles and to improve how we identify those in need of support. Children, young people and families with unhealthy weights can expect effective tailored services that meet their needs by bringing together the right mix of advice, treatments and providers.

We will commission services that...	As a result, we expect...
<p>Enable children, young people and families to maintain a healthy weight through effective early intervention and prevention activity</p> <p>Target those at risk of an unhealthy weight through tailored advice and support, and help reduce the prevalence of overweight children, young people and families</p> <p>Develop a range of effective treatments for anorexia, obesity and other weight disorders through timely, multi-component, family-based interventions</p>	<p>Reduced rates of overweight children in key at-risk groups</p> <p>Lower rates of childhood obesity at year 6 and reception</p>

Thinking family – families at the centre of all we do

Our priority is... **More effective support for families most in need**

You can expect... More families breaking out of the cycle of disadvantage and becoming more independent because we will target the right kind of help when and where we see it is needed. There will be a single front door to a better coordinated range of intensive support for families, and these will be tailored to meet families' needs and based on what works.

We will commission services that...	As a result, we expect...
<p>Promote a shared understanding and common approach across partners to identifying and assessing families' strengths and needs</p>	<p>Families identified for additional support and challenge to tell their story once, are heard and get the help they need faster</p>
<p>Reshape what services are offered to families in need of additional help and create a single front door to intensive support programmes</p>	<p>More families are able to solve their own problems and develop independence, leading to better life chances</p>
<p>Are tailored to families' needs, based on evidence of what works and are provided through multi-agency teams working around the family</p>	<p>Parents and practitioners are able to find out about and get access to intensive support programmes</p> <p>Services will be brought together and continually reviewed according to need and what works</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Better health for babies, infants and mothers**

You can expect... Antenatal support that is high quality, coordinated and accessible, and more pregnant women using it earlier in their pregnancy. There will be fewer deaths in infancy and more babies will have good health. Practitioners will be working more closely with partners and better able to identify and take action to support families with additional needs.

We will commission services that...	As a result, we expect...
<p>Ensure women can access high-quality antenatal support at an earlier stage of pregnancy by coordinating provision of services</p> <p>Promote the health of children in their early years including improving joint working between health visitors and early years services to identify families in need of targeted support</p> <p>Establish effective pathways for practitioners working with families with additional needs</p> <p>A more efficient and effective approach to assessing a child's health needs</p>	<p>A reduction in infant mortality rates</p> <p>A higher percentage of women seeing a midwife or a maternity healthcare professional by 12 completed weeks of pregnancy</p> <p>Higher immunisation rates for those under 5, and a greater percentage of infants being breastfed at 6 to 8 weeks</p> <p>More children enjoying good health</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Early years provision that meets the needs of vulnerable children**

You can expect... Settings have the necessary skills and access to appropriate expert support to ensure vulnerable children achieve better health, wellbeing and educational outcomes. Parents will get better support in understanding and dealing with their and their child's needs. Children's centres will be the hub of services, working with partners to provide seamless, effective support.

We will commission services that...	As a result, we expect...
<p>Meet the social and emotional needs of children and better support parents in the development of their child's social and emotional needs</p> <p>Provide suitable early years placements for vulnerable groups such as children with a child protection plan, children in need and those with learning difficulties and/or disabilities</p> <p>Support local developments and tackle needs in line with the revised Healthy Child Programme for those with additional needs</p>	<p>To narrow the gap in achievement at foundation stage profile for the lowest achieving 20%, and for PSED and CLLD scales and other vulnerable groups</p> <p>Better joined-up support for children and families through Sure Start children centre hubs across the network of early years practitioners, providers and settings</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Children in care achieving their educational potential**

You can expect... More children and young people in care attending school, realising their educational potential and overcoming the gap in achievement with their peers. They can expect partners to be working together to maximise local expertise and provision, offer flexible, quality educational opportunities appropriate to their need, and support them when changing schools.

We will commission services that...	As a result, we expect...
<p>Better use the variety of expertise and services available across children’s trust partners to help keep children in care in education and support them in achieving their educational potential</p> <p>Are flexible and able to respond to the educational needs of children in care wherever they are placed</p> <p>Manage the transition of children in care from one educational setting to another and from education to employment</p>	<p>Greater numbers of children in care achieving their learning and educational potential</p> <p>The gap in educational achievement between children in care and their peers further narrowing</p> <p>More children in care attending school or an equivalent setting appropriate to their needs</p>

Narrowing the gap – better and more equal life chances for all

Our priority is... **Raising the achievement of those groups falling behind**

You can expect... More children and young people reaching at least the educational achievement of their national peers. Their schools will be more strategic, coherent and effective in targeting underachievement and sharing good practice. The aspirations of children, young people and families will be higher, strengthened by a greater use of activities and services in and out of school.

We will commission services that...	As a result, we expect...
<p>Target cohorts of children and young people to help buck the trend of key underachieving pupils</p> <p>Ensure good practice and learning is spread across the whole system</p> <p>Be targeted in our approach to raising the aspirations of children, young people, their parents and the community through an improved range of coordinated in-school and out-of-school provision</p>	<p>Continued improvements in achievement and attainment up to the age of 19, to approach and exceed national figures</p> <p>A further narrowing of the gap between underachieving groups and their peers</p> <p>Schools share good practice and target pupil underachievement in a strategic, coherent and effective way</p> <p>An improved quality and range of provision both in and out of school, and greater take-up</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Children are school ready and schools are child ready**

You can expect... All children able to access high-quality early years settings which address their social, emotional, physical and learning needs so they are well prepared for the challenge of starting school. Schools will be better informed about the needs of their children and will be able to support them whatever stage of development the child has achieved.

We will commission services that...	As a result, we expect...
<p>Are high quality, age appropriate and help prepare children for school by supporting them to participate and achieve early learning skills</p> <p>Ensure there are sufficient school places to meet all the needs of local children irrespective of their developmental stage and where possible close to their home</p> <p>Better support the transition of children from early years to school settings so their social, emotional, physical and learning needs are met</p>	<p>More children to be able to access good-quality early years settings and to see improved achievement in the early years foundation stage and at KS1</p> <p>More children have access to places in local schools that meet their requirements</p> <p>Children are well prepared for the challenge of starting school</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Every school and setting aspires to excellence**

You can expect... More families choosing a Southwark school or setting because standards are higher, and more children and young people are realising their potential. Schools can expect quality services and strong leadership from the local authority and, as leaders too, will be working together and with partners to ensure every child, young person, family and community thrives.

We will commission services that...	As a result, we expect...
<p>Enable children and young people to reach their full potential through a consistent range of high-quality services that are based on need and delivered collaboratively across a range of providers</p> <p>Raise standards through sustainable, strong leadership at school and borough level</p> <p>Incorporate the voice of pupils, parents and the community, and encourage members of the community to be involved in school leadership</p>	<p>All aspects of provision judged good or better by Ofsted, and more schools and settings classified as 'outstanding'</p> <p>Schools to rate local authority services highly and for demand for local authority services to be high</p> <p>Schools to be making a major contribution to improving life chances children, young people and families, and to ensuring they are safe</p> <p>Increased pupil and parent satisfaction reported with Southwark schools, and fewer parents opting out of Southwark's schools and settings</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Schools and settings are able to meet their students' needs**

You can expect... Children and young people overcoming barriers to learning and achieving their full potential. They and their families can expect their school to be inclusive and have the capacity and skills to meet their social, emotional and additional learning needs. Schools, working together and with partners, can expect to access specialist support when appropriate.

We will commission services that...	As a result, we expect...
<p>Through consistent, high-quality services, build the capacity of universal settings to better identify and take targeted action to meet the social and emotional needs of vulnerable children, young people and their families</p> <p>Redesign how we provide community mental health support to children, young people and their families in mainstream settings, including when and how to access specialist provision</p> <p>Enable partners to make better use of the specialist learning skills and resources available in the borough</p> <p>Create and use a clearer framework of tiered support for children with additional learning needs</p>	<p>Greater numbers of young people with barriers to learning achieving higher, including less exclusions and improved attendance</p> <p>More children and young people feeling safe and fewer incidences of bullying</p> <p>Investment in early intervention to be according to need and evidence of what works, while building the capacity of families to solve their own problems</p> <p>Universal settings to be confident and equipped to meet their students' and families' needs</p> <p>A greater consensus about what works and how we can share expertise and best practice across the system, as well as more quality referrals and better use of specialist provision</p>

Raising the bar – high-quality provision that meets local needs

Our priority is... **Raising attainment at 19**

You can expect... More young people staying in education or training after 16, choosing to do this locally and achieving better qualifications. More will be making good choices about their future because they and their parents will be receiving quality careers and education advice, and the curriculum and opportunities on offer will meet their needs and those of local employers.

We will commission services that...	As a result, we expect...
<p>Develop a high-quality, broad, balanced curriculum for those aged 14 to 19, ensuring that it is both coordinated and meets the needs of our employers and young learners at levels one, two and three</p> <p>Provide good-quality careers and education advice and guidance that results in young people making good choices</p> <p>Build capacity with local employers to ensure there are better pathways for young people into employment</p>	<p>More young people choosing to take up appropriate provision locally</p> <p>Attainment at levels two and three to rise and the gap between Southwark and national figures to disappear</p> <p>Fewer young people dropping out post-16</p> <p>More young people continuing in education or taking up apprenticeships and work placements in the local area</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **More young people in education, employment or training**

You can expect... More young people choosing and remaining in a quality local education placement suitable to their needs. Parents and the community will have higher aspirations for their children, young people at risk of dropping out will have been identified and guided on to an appropriate path to employment, and those in need will be receiving tailored advice and support.

We will commission services that...	As a result, we expect...
<p>Work collaboratively to identify and target earlier young people not taking up education, employment or training, and support them to access a broad, balanced curriculum</p> <p>Provide quality advice to young people at an earlier age to reduce the likelihood of them not taking up education, employment or training</p> <p>Work with the community to increase aspirations and engage parents in supporting their child's post-16 choices</p> <p>Provide co-ordinated, tailored advice, guidance and support for those not in education, employment or training, to enable them to take up and remain in one of a range of quality local placements appropriate to their needs</p>	<p>More young people in education, employment or training including those at greater risk and with more complex needs</p> <p>A broader range of quality education, training and employment opportunities available to young people</p> <p>Parents having higher aspirations for their children and supporting them in making good choices about their future</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Looked after young people succeed as young adults**

You can expect... More young people in care living in a stable placement, taking up education, employment or training, and managing independent lives successfully. All partners will bring together their services to support those under 22 years of age into adulthood, and specialist expertise will be available to ensure the most vulnerable are safeguarded.

We will commission services that...	As a result, we expect...
<p>Consolidate what is on offer across council, children's trust and local strategic partnership partners for young people in care aged 16 to 21, to support them to move successfully into adulthood</p> <p>Provide tailored support for those that need it in order to help them succeed in adulthood and be independent</p> <p>Ensure a multi-agency response that draws on a range of specialist services and expertise for young people in care with very complex needs</p>	<p>More young people in care in education, employment or training</p> <p>More stability in placements</p> <p>More care leavers managing their lives successfully as young adults</p> <p>Better safeguarding of those at risk of harm to themselves and/or to others through improved specialist support</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Less crime by and against young people**

You can expect... Fewer and less serious crimes being committed by young people and a fall in reoffending. There will also be fewer young people being victims or fearful of crime or antisocial behaviour. And more young offenders will be choosing to enter education, employment or training, living in suitable accommodation and leading a law-abiding lifestyle.

We will commission services that...	As a result, we expect...
<p>Target early intervention services at young people and their families who are at risk of involvement in crime as either victim or perpetrator</p> <p>Prevent reoffending and reduce the seriousness of crimes through a model of multi-agency, evidenced-based intervention and support</p> <p>Assist young offenders to engage positively in their community through supported opportunities to enter education, employment or training, live in suitable accommodation and develop law-abiding lifestyles</p>	<p>Fewer and less serious crimes being committed by young people</p> <p>Fewer young people becoming victims of crime and fewer being fearful of youth crime and antisocial behaviour</p> <p>More young people who have committed crimes desisting from reoffending, taking up education, employment or training opportunities and living in suitable accommodation</p>

Succeeding into adulthood – at-risk young people achieve wellbeing

Our priority is... **Lower rates of teenage conceptions**

You can expect... More young people, whatever their level of need, making positive choices about their sexual health and relationships, and more parents feeling able to guide their child's choices. Young people will be accessing quality advice and contraception as and when they need it, and there will be self-development opportunities for our vulnerable young people.

We will commission services that...	As a result, we expect...
<p>Ensure good-quality sexual health and relationship information, advice and guidance is available to all young people and their families</p> <p>Ensure young people have increased access to contraception as and when they need it</p> <p>Provide targeted information and support on a range of services including sexual health, educational and self-development opportunities to at-risk groups, including young offenders, young people in care and vulnerable parents</p>	<p>More young people are able to make positive choices around sexual health and relationships, and more parents feel able to guide and influence their child's choices</p> <p>A rise in the number of young people accessing contraception</p> <p>Reduced rates of teenage pregnancy, and more teenage parents in education, employment or training</p>

Working together – children are safeguarded from harm and neglect

Our priority is... **Services that meet the needs of our children and community**

You can expect... More children to be safe because services are meeting their and the community's needs, and the workforce is able to recognise and respond quickly to potential signs of abuse and neglect. Partners, with the community, will work more effectively together to ensure children are protected from harm and to improve the quality of referrals when these are necessary.

We will commission services that...	As a result, we expect...
<p>Develop provision that responds to local community and safeguarding needs to keep children safe</p> <p>Improve the quality and consistency of contact and referrals to social care or to other agencies as appropriate</p> <p>Secure a well-trained workforce able to understand child development, and recognise and act, in a timely fashion, on potential signs of abuse and neglect</p> <p>Deliver the system-wide improvements to achieve the step change required by <i>Working Together to Safeguard Children</i> requirements</p> <p>Develop the positive relationship with the borough's communities to build their capacity to keep children safe</p>	<p>More children are safe and/or report they feel safe</p> <p>More good-quality and timely referrals to the most appropriate agency</p> <p>Improvements to frontline practice in line with serious case review recommendations, the Southwark Safeguarding Children Board annual report and <i>Working Together to Safeguard Children</i> requirements</p> <p>All agencies will be reviewing safeguarding performance and be reporting to the Southwark Safeguarding Children Board</p> <p>More voluntary, community and faith group involvement in keeping children safe</p>

Working together – children are safeguarded from harm and neglect

***Our priority is...* A stronger family based approach to safeguarding**

You can expect... Partners to reshape services for children at risk of harm so they are more responsive, integrated and effective. You can expect us to bring together the widest range of knowledge and expertise to support children with a child protection plan, which will lead to less time on plans, fewer re-registrations and improved outcomes for the child and family.

We will commission services that...	As a result, we expect...
<p>Enable the holistic assessment of a child at risk of harm, recognising the difficulties being experienced in the household and drawing on evidence from all services involved with the family</p> <p>Reshape the way we support children with a child protection plan that builds on the wide range of knowledge and expertise of all the professionals involved with the family</p> <p>Improve the effectiveness of joint working to ensure there is appropriate multi-agency targeted, specialist support for a child on a plan and their family</p>	<p>Improved joint assessments and greater integrated working across the partnership</p> <p>More effective child protection plans, which will result in less time being spent on them, and more efficient use of resources</p> <p>Fewer hospital admissions caused by unintentional and deliberate injuries to children and young people</p>

Working together – children are safeguarded from harm and neglect

Our priority is... **Fewer children and families experiencing domestic abuse**

You can expect... Lower rates of domestic abuse and repeat victimisation because we are working better together to ensure prevention, intervention and enforcement services are more coordinated and effective. Children in families experiencing domestic abuse will be safer and have better life chances, and more young people will choose to engage in positive relationships.

We will commission services that...	As a result, we expect...
<p>Develop a partnership-wide approach to prevention, intervention and enforcement activities to ensure a more integrated continuum of support for families experiencing domestic abuse</p>	<p>Lower rates of domestic violence and repeat victimisation</p> <p>A fall in the negative impact of domestic abuse on children's safety and life chances</p>
<p>Improve the coordination of support for children in families experiencing domestic abuse, both through greater integrated working by partners across the system and better training opportunities</p>	<p>Fewer sexual offences by and against young people, and more young people choosing to engage in positive relationships</p>
<p>Ensure that information, guidance and support services for young people encourage positive relationships</p>	

Review of needs, stakeholder views and performance

This plan has been developed in collaboration with a wide range of children's trust partners at all levels, and has been overseen by the children's trust board at each stage.

The priorities and commitments identified in this plan are the result of detailed analysis of a comprehensive joint strategic needs assessment, widespread stakeholder consultation and extensive performance review, as follows:

Needs assessment

We undertook a comprehensive joint strategic needs assessment across the five Every Child Matters outcomes and cross-cutting themes including schools, parenting, workforce and safeguarding to identify as a system what we are doing well, what we can build on and where we need to do it differently.

A summary of this analysis is included in this plan and is available as a separate document [to be confirmed]. It is available [details to follow].

Views of children, young people and families in Southwark

The needs assessment set a framework for stakeholder consultation through borough-wide storytelling events with children, young people, parents, carers and frontline staff. Some 1,000 stories have been collected and used to shape and inform priorities. In addition, a parent and child survey collected a further 800 views on issues across the five Every Child Matters outcomes.

A selection of the stories collected has been published [due April 2010] and is available [details to follow].

Performance review

The third strand to the plan's development was a senior management review of our performance to date, to identify what we are doing well and what we can build on and where we need to do it differently – against each of the Every Child Matters outcomes.

We are publishing this analysis alongside the needs assessment, and it includes

summaries for each outcome, showing how we are building on our strengths and addressing areas for improvement.

Use of resources

Investing in outcomes for children, young people and families

We are committed to providing the resources needed to deliver effective services for children, young people and families, and to ensuring these resources are used efficiently. Over the past three years [details to follow to include description of funding arrangements].

Current expenditure plans

The finance and resource requirements arising from the Children and Young People's Plan can be divided between direct expenditure by the three core providers (education, social care and health) and expenditure by other council departments, the police and the voluntary sector, which also impact upon the outcomes sought by the plan.

[Table to come]

Resources

The resources required to fund the above expenditure, come from a variety of sources as follows:

[Table to come]

Directing resources to priority outcomes

Because this plan has been developed in the harshest economic climate seen for decades, this strategy and its commissioning plan focus on identifying priorities, detailing what is achievable on current resource assumptions, and mapping the core resources available.

We will also use the priorities to identify system-wide priority and improve the use of resources by working to reduce duplication and better utilise a range of partnership-wide resources to deliver outcomes.

What happens next?

Democratic, financial and procurement planning and governance

The quality of service provision is one of the most important factors in delivering overall improvement in outcomes. The challenging public sector financial context over the coming years makes it vital that services are evidence-based, cost-effective and efficient. This plan is the driver to remove duplication where it exists across the children's system and target resources against our agreed set of priorities.

We have already begun developing a framework for the democratic, financial and procurement governance required to enable joint commissioning between local authority departments, the primary care trust and schools.

We intend to publish, in April 2011, financial information which details that the commitments in this plan are realistic, affordable and not merely a set of aspirations. The plan will also show how the budgets of local partners, including the voluntary sector, will be used to contribute to the delivery of the plan's commitments.

This includes setting out our progress on pooling and aligning budgets, and how children's trust partners intend to integrate the use of assets, resources and new technologies in support of delivery.

Supporting strategies

We are developing a range of strategies which set out what we agree we need to do to ensure we meet the commitments set out in this plan – they are the plan's enablers or building blocks.

Collectively they will provide the vehicles for implementing the plan's priorities, be that through information sharing protocols, third sector involvement or ways to work in a more integrated way.

They will explain in more detail the scope and priorities for universal, preventative and specialist services, as well as addressing the needs of cross-cutting issues such as the involvement of the third sector and the community, our action to address child poverty and the development needs of our workforce.

We will publish these strategies in summer 2010.

And so the work begins...

Now we embark on achieving our priorities and making sure we create over the next three years the major changes we and our communities need.

We know that by working together, being of one mind, we will be more effective because we will jointly plan and apply the use of our resources and improve the services on offer.

And now that we have set our priorities, it is our workforce who will make them happen. We are confident we will meet the expectations and challenges you have told us matter because of our staff's skills and commitment to turning our aspirations into changes you see in your daily lives.

Above all, we must ensure that everything we do is focused on ensuring all children, young people and families have the best chances in life.

Although this plan is our strategic intentions for the whole borough, it should and will translate into changes to the services you use or work with – the schools, youth clubs, and antenatal services in your neighbourhood.

It aims to help families be more independent and able to solve their own problems. And for more children and young people to be healthier, happier, safer and achieving their full potential.