

DRAFT

Children and Young People's Plan – 2014-2017

A vision for Lancashire

Being developed by young people

Introduction to the Children and Young People's Plan

The Children and Young People's Plan sets out how we want to work alongside children, young people and families and in doing so, the outcomes we want them to achieve. It is a statement of our collective ambition for how services, teams and individuals involved in improving the wellbeing of children and young people will work together in a way that provides the best support. It articulates our aspirations for children and young people and the families and carers that support them.

The Plan will ensure we are able to make the most of our resources, by focussing these around very clear and specific priorities. It is a plan that is informed by what we know about children, young people and families in Lancashire, but more importantly it is driven by what they are telling us.

Whilst we expect all families in Lancashire to achieve, as a minimum, the outcomes set out in this Plan, we will focus our collaborative efforts on those that will need additional support to do this. We recognise that many families in Lancashire are thriving and this Plan is about those more vulnerable in our communities and enabling them to thrive also.

The starting point for this new Plan is extremely strong. We have huge amounts of evidence to show where we have worked together and made a real and lasting difference to children and young people's lives.

This is also a period of unprecedented and sustained change across all public services and this is having considerable impact on our capacity to meet the growing needs of children and young people. This, however, will not dampen our commitment to ensuring that all children and young people are able to fulfil their potential and achieve the best they possibly can, although this may mean working in a different way.

This Plan provides the framework for how we intend to meet this challenge. How we will reshape services and deliver them differently. How we adopt an approach around working 'with' families rather than delivering services 'to' them. How those services respond to the needs of families but also recognise and build on the strengths that they already have.

All families, whatever their situation, have many strengths, as do the communities in which they live. We need to ensure that these strengths are the starting point for how we work alongside children, young people and families. We want to focus on these strengths and ensure that families are able to build the resilience that will enable them to thrive in everyday life.

Louise Taylor – Chair, Lancashire Children and Young People's Trust Board

Lancashire the place

Lancashire is a wealth of resources and diversity and it is these that provide a fantastic platform for how we want to work families that live here.

- Large – Lancashire covers 3,075 square kilometres and is home to 1.461 million people (276,000 are children and young people).
- Diverse – there are over 140 different languages spoken by children attending schools in Lancashire
- Extremes – there are communities in Lancashire that are amongst the wealthiest in the country and there are also communities that are amongst the most disadvantaged
- Facilities – there are a vast array of services for children and young people provided from a number of settings including 76 children centres, 632 schools, 8 colleges, 48 leisure centres, 11 youth zones, 9 mobile young people's centres and 74 libraries.
- Excellence – 100% of colleges judged outstanding, 91% of children's centres judged good or outstanding, 82% of schools judged good or outstanding
- Geography – a mix of urban, rural and coastal communities spread across 12 district councils: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire and Wyre.

Our partnerships structures

Many children and young people experience points in their lives when they need support from more than one service. During these times it is important, for a number of reasons, that these services work well together and that the support they provide is effective and co-ordinated. This will ensure that the family is truly at the centre of this support and is able to determine how this support is delivered.

There are countless examples of where this multi agency support has been hugely successful in ensuring improved outcomes for families. But when services do not work well together this can lead to families feeling frustrated, outcomes not achieved and resources wasted. Strategic partnerships play an important role in ensuring that we all work together well, sharing information, pooling resources, agreeing priorities and building an understanding of different service areas.

In Lancashire we have committed to working better together and the Children and Young People's Plan is the single point of reference that describes how we are going to do this and what we want to achieve. In doing so we are clear that we will continually review our partnership structures to ensure there is appropriate accountability across all partner organisations. Making sure we deliver improved outcomes for families through clear and decisive leadership.

Who is going to work together to deliver this Plan?

The most significant and valuable resource that will be involved in delivering the outcomes highlighted in this Plan are the children, young people and families of Lancashire.

The following services, sectors and organisations will work alongside families to provide the support that they need to achieve these outcomes:

Children's Centres
District Councils
Further Education Colleges
Private Sector
Job Centre Plus
Lancashire Constabulary
Lancashire County Council
Lancashire Fire and Rescue
Lancashire Sport
National Health Service
Schools
Universities
Voluntary, Community and Faith Sector

What has changed?

So much has changed since we agreed the last Children and Young People's Plan in 2011 and it is worth noting some of the key changes as they will form the context for how we will work together in delivering this new Plan over the next three years.

Locally

Common Assessment Framework - working with families to assess their strengths and agree how they are able to address the issues they face and the support we can provide to make this happen. We have refreshed the Common Assessment Framework and this went live in October 2013. The new CAF is very much focussed

on the whole family and will shift the emphasis from simply assessment, to assessment and planning.

Demand – there are many services for children and young people in Lancashire that are seeing rising numbers of referrals and requests for support. In some instances these are rising on a month by month basis and are at levels that have not previously been seen, creating a growing pressure on statutory and other services.

Continuum of Need – we have updated the Continuum of Need so that there is clarity for practitioners in identifying levels of need with families and the appropriate service response to these. This helps to ensure that we can better meet or prevent the escalation of need and support and de-escalation from statutory services.

Working Together with Families – to reduce the number of services working with families and so reduce the duplication, cost and long term dependence on services. The focus is on services working smarter alongside families to increase resilience. We are already working with hundreds of families across Lancashire who face significant and multiple issues. Ensuring that each family has a named lead worker to co-ordinate the support they need.

Public sector capacity – the economic downturn has seen unprecedented cuts to public sector budgets. This will continue over the life course of this Plan and will dramatically reduce the resources available to support families in Lancashire.

Early support and intervention – looking at how we work with families and where the opportunities are to provide support as early as possible. We can stop the development of issues that can often, and over time, become more significant challenges for families requiring a far more intensive response from services.

Review of partnerships – there is a strong history of successful partnership working in Lancashire and we know that where services work together, that families can achieve the best outcomes. We are also clear that we will continually review our partnership structures to ensure that they are fit for purpose, cost effective and are able to show they make a difference to the lives of families in Lancashire.

Nationally

SEND reforms – the way we support children and young people with special educational needs and disabilities (SEND) is changing. SEND reforms will deliver this by implementing a new approach which joins up the system across education, health and care, from birth to 25. Local authorities will provide help at the earliest possible point, with SEND children and young people and their parents fully involved in decisions about their support and what they want to achieve. It is anticipated that this will lead to better outcomes, and more efficient ways of working.

Welfare reforms - major changes have been implemented under the Welfare Reform Act 2012, which also set out the future restructure of the whole working age benefits system. Whilst the impact of these changes is not yet fully understood the

scale of the changes is significant and will impact on large numbers of families in Lancashire.

Working Together – this was updated in 2013 and clarifies the core legal requirements for agencies to work together to safeguard and promote the welfare of children. This makes it much clearer around the expectations for individuals and organisations to keep children safe.

Health reforms – the Health and Social Care Act brings in the most wide-ranging reforms of the NHS since it was founded in 1948. On 1 April 2013 the main changes set out in the Act came into force, and most parts of the NHS will be affected in some way. Key changes include the establishment of Clinical Commissioning Groups, the National Health Service Area Team for Lancashire, local authority responsibility for much of the public health function and the development of health and wellbeing boards. In Lancashire the Health and Wellbeing Board has developed a strategy and agreed that the children and young people's element ('Starting Well') will be aligned and delivered through this Plan.

Safeguarding inspection framework – from November 2013 the way in which the arrangements for children in need of help and protection, children looked after and care leavers are inspected has changed. Three key judgements will be made and will focus on: the experiences and progress of children who need help and protection; the experiences and progress of children looked after and achieving permanence; and leadership, management and governance. The effectiveness of the Local Safeguarding Children Board will also be assessed in how it delivers its scrutiny and challenge of safeguarding practice. From April 2015, an additional multi agency element of the inspection will be added to evaluate the contribution of core statutory partners to the care and protection of children.

Police and Crime Commissioner – these were elected in November 2012, are responsible for all policing and holding the police accountable to the communities they serve. They aim to cut crime and deliver an effective and efficient police service within their force area.

Education system reforms – schools are a key universal setting in determining positive outcomes for children and young people and have increasing autonomy in how they achieve this. In addition, from May 2013, local authorities are inspected on how well they ensure high standards and the fulfillment of potential in schools and other education and training providers.

Children and Families Bill – introducing major reforms for how we work with families. For example in October 2013 reforms to the family court system came into place to reduce unnecessary delay in care and supervision cases and to promote better co-operation between all parties involved. This new Public Law Outline introduces a number of changes which are all designed to ensure that all care cases are concluded within 26 weeks from the date of issue.

Some of our successes

There has been lots of fantastic progress in the way we support children and young people and through the review of the priorities in the last Plan we are able to highlight some of the areas where we have made a difference:

- Dozens fewer children and young people killed or seriously injured in road traffic accidents
- Hundreds fewer teenage conceptions
- More than a thousand fewer first time offenders
- More than one hundred fewer children permanently excluded from school
- Hundreds more children achieving 5 GCSEs grades A* to C including English and Maths
- A record number of care leavers attending University
- Thousands more young people choosing not to drink alcohol and hundreds choosing not to smoke
- Hundreds fewer young people not in employment, education or training

Some of our challenges

In doing this we also need to be mindful that a number of children and young people in Lancashire face significant challenges and we need to be clear how this Plan will better support these vulnerable groups.

- There are over two hundred more children that are looked after
- There are over two hundred more children on a child protection plan
- The average number of referrals per month has remained stable
- There were nearly 750 more reported incidents of domestic violence involving children
- There are over 170 more reception and year 6 children either overweight or obese
- There are hundreds more children eligible for free school meals
- Although the Key Stage 4 attainment levels for pupils eligible for free school meals is improving, the Lancashire performance is still below that seen nationally for this group
- Lancashire's roads are still amongst the most unsafe in the country for children and young people

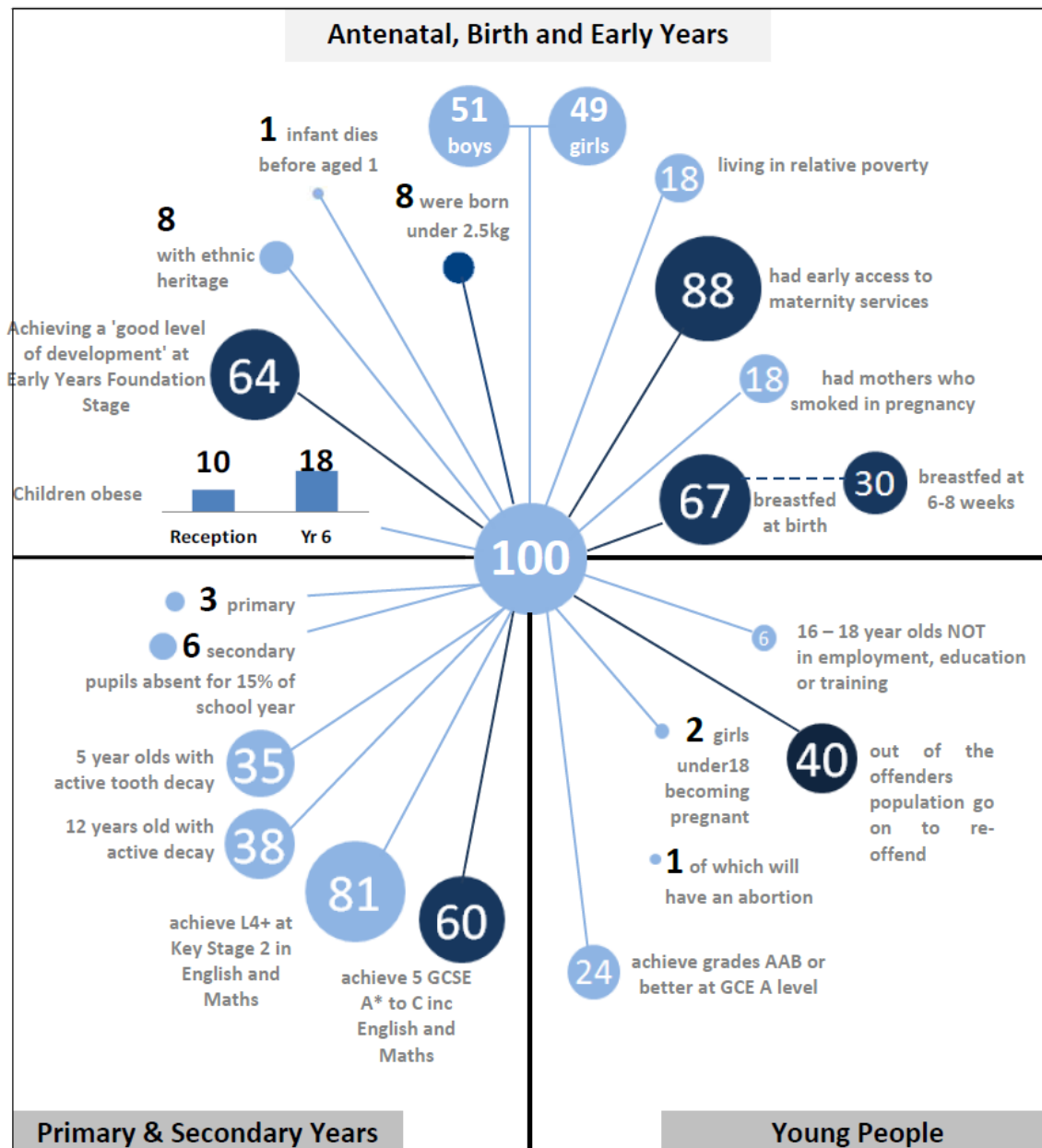
What do we know?

We have completed a Joint Strategic Needs Assessment (JSNA) which has helped us to develop a shared understanding of the needs and inequalities facing children and young people in Lancashire. The JSNA uses a wide range of data from various sources and provides analysis of the current and future needs of children and young

people. This assessment forms part of the evidence base for the priorities in this Children and Young People's Plan.

The JSNA is also now hosted on a web platform which will ensure we are able to update the information with the latest data releases, ensuring an ongoing and robust evidence base in planning and commissioning activities for families.

The diagram below shows some of the key data from the 2013 JSNA depicted in the style of, if Lancashire was a village of 100 children.....



What do children and young people want?

There is a strong track record in Lancashire around how we talk to, work with and engage with children and young people and because of this there are lots of examples of how we have changed the way we deliver services to better suit the needs of families.

We have ensured that children and young people from a diverse range of backgrounds have taken the opportunity to inform the priorities of this Plan. They have been involved from the outset as part of our collective commitment to understanding the strengths and needs of families.

Children and young people from across the County have taken part in events, activities, consultations and completed questionnaires and have told us clearly what living in Lancashire is like and what their aspirations for the future are. They have told us:

- They want to feel safe
- They want to do well
- They want to be happy
- They want to be healthy
- They want people to listen to them

Children rights and responsibilities

The UN General Assembly adopted the Convention on the Rights of a Child in 1989 and this was subsequently adopted by the UK government in 1991. It is a set of promises that governments make and how they will respect, protect and fulfil children's rights.

These promises can be broadly broken down into three key strands:

- Provision - use maximum available resources, support and respect parents and families, ensure children's survival and development, provide best possible health care, education, welfare support and play
- Protection - non-discrimination, promotion of children's best interests and well-being, separation from parents only where in child's best interests
- Participation - right to birth registration, name and nationality, right to express a view and have it taken into account; freedom of expression

There is already much we do in Lancashire that strongly supports our commitment to children's rights for example, through schools, through the Lancashire Children's Rights Service, the Active Participation Strategy and many others.

We want to build on these examples of good practice so that we can demonstrate the rights of children and young people permeate throughout the design, planning and delivery of the services we provide to support them.

Our key principles

There are a number of themes that have developed over the previous years, and continue to develop, that are fundamental to our future approach. It is important that we take this learning and highlight it in this Plan so that there is clarity and consensus around the principles that underpin how we will work together. These key principles include:

Prioritising vulnerable groups – we want to improve outcomes for all children and young people in Lancashire, however, we know that there are many groups of children that are particularly vulnerable and will find it more difficult to secure those positive outcomes. We need to be clear that these are a focus for our services and we will work hard to ensure that we will provide proportionally more support and resources for these groups

Maintaining a family focus – whilst this is a Plan about how we intend to support better outcomes for children and young people we recognise a significant factor in how successful this is, is the family and support around the child. We are committed to supporting the whole family so that we can work together in the best interests of the child.

Identifying support early – we know that very often the outcomes for families are far better if we are able to identify issues and provide the appropriate support at the earliest opportunity. We also know that this is a far better use of resources

Building resilience – we want to work 'with' families and not do 'to them'. We want families to take ownership of the issues they are facing and to help them build the skills, understanding and confidence to overcome them.

Promoting localism – this Plan sets out a clear tone and direction for how we will work with families across Lancashire. To deliver these improved outcomes, partner organisations will collaborate locally to understand the needs and assets of a community and develop priorities that align with this Plan and other complementary developments, projects and strategies.

Recognising community assets – every child, young person, family and community has a wealth of strengths and assets. This should be the starting point for our conversations with families. Identifying their strengths and looking at how we can build on these and work with the family to overcome the issues they are facing while building their support networks. We also need to be aware of the physical assets in a community, the public spaces, buildings and resources that families can access.

Raising aspirations – we want children and young people to achieve the very best that they can and we want them to aspire to be the very best that they can. We will ensure that we create the stimulus, environment and the support that enables this.

Enabling workforce development – by far the biggest asset and resource that we have to support children and young people is the thousands of practitioners that work with them on a daily basis. We need to ensure that they have the skills and

confidence to continue to offer the highest quality services, and how changes can be made to work together better across sectors to help us continually improve.

Better commissioning - we will work with communities to use the commissioning process to understand needs and assets, to plan and design ways to make the best use of resources to improve outcomes for families and to review the impact of services.

How are we going to work better together?

In 2011 there was collective agreement from all partners around a set of key principles that we need to embed across the services that support families in Lancashire. These still hold true as an important pointers for how we will work with families:

Shared Locations - we will encourage and provide opportunities for professionals to work together in multi agency hubs.

Shared Information – we will develop the process, systems, understanding and confidence so that we share information about families, safely, appropriately and effectively.

Shared Ownership – we will maintain a shared and sustained responsibility for ensuring that the outcomes families have agreed, are achieved.

Shared Engagement – we will join up assessment processes and ensure that we minimise the number of staff involved with a family and where appropriate we will co-ordinate these through a lead professional.

Shared Delivery – we will bring together information, resources and capacity so that we deliver and commission services that are efficient and effective.

Our commissioning approach

The Children and Young People's Commissioning Framework has been agreed and provides clear direction for how we will commission new services. This Framework is underpinned by the 'life course' approach, which is widely used within the health sector, and we will adopt this when commissioning services that support the delivery of this Plan. We will focus on ensuring that people are 'engaged and ready' at the different stages of life.

Using the National Health Service and Public Health Outcomes Frameworks, the Marmot Review 2011 and the Public Services (Social Value) Act 2013 a shared set

of outcomes has been developed and the Children and Young People's Plan is strongly aligned with these overarching outcomes.

The shared outcomes for Lancashire are:

Strong Families	Healthy People	Strong Communities
<ul style="list-style-type: none"> Resilient families who have the capability and capacity to deal with life's challenges. Relationships within families are positive and free from violence. Children are safe, protected from harm and have the best start in life. Families are able to support and provide care for each other within their own community and are able to access additional support, advice and guidance from supporting organisations when necessary. 	<ul style="list-style-type: none"> Babies and children are immunised against disease and are breastfed. Children, young people and adults have good physical health; they are a healthy weight and have good sexual and oral health. People lead active lifestyles and have good emotional health and wellbeing. 	<ul style="list-style-type: none"> Communities are safe, strong and resilient and the community supports itself. Communities are free from poverty and paid employment is accessible and achievable. Individuals have and make use of positive social connections within their communities. Communities benefit from sustainable economic growth, a protected and improved environment and improved roads and transport.

Our commitment

There will be times in the lives of families when they need additional support to overcome the challenges they face. It is at these times, when a family is *just coping* or *struggling to cope*, that we need to be clear about how services and families will work together and the expectations they should have of each other....

Services will work alongside families, listening to their needs and ensuring the support they provide enables them to achieve positives outcomes. This support will be manageable, coherent and effective, will build on the existing strengths of that family and will reduce as the family is better able to cope and ultimately thrive.

Families will want the best for their children and young people and will play a lead role in identifying and taking the steps necessary, so that they can overcome the challenges they face. Families will be engaged and responsive in working alongside services so that children and young people experience a sustained improvement in their circumstances.

CYPP 2014 – 2017 - Key outcomes and measures

In Lancashire, we want all children and young people to:

- Feel safe
- Do well
- Be happy
- Be healthy
- Be listened to

But we also recognise that in many instances children, young people and families will engage with universal services, will successfully achieve these outcomes and are **thriving**.

The key focus for this Plan will be those families that are going to need some additional support, those families that are, for whatever reason, **just coping** or who are **struggling to cope**. Ensuring that this additional support, enables them to also thrive, and build towards the sorts of aspirations that we should expect for all children and young people.

Outcome 1 - To feel safe

Key measures

- Children and young people on Child Protection plans
- Incidents of domestic abuse involving children and young people
- Children and young people who are Looked After
- Children and young people recorded as missing by the Police
- Children and young people killed or seriously injured on Lancashire's road
- Referrals for neglect leading to action
- Children and young people who are victims of sexual exploitation

What will we do?

- We will develop and deliver integrated services so that children and young people receive effective and timely early help and protection
- We will work alongside families so that they are able to build their resilience and cope better
- We will ensure that the right children and young people become looked after and manage the increase in demand whilst delivering safe child protection
- We will develop and embed our early support approach so that families can access coherent support through multi agency hubs.
- We will ensure that travelling on our roads is as safe as possible for children and young people

Outcome 2 - To do well

Key measures

- Children and young people performing at expected level at Key Stage 2 and Key Stage 4
- Positive destinations post Key Stage 5
- Children and young people's going to good or better schools and colleges

- Young people who are Not in Education Employment or Training
- Numbers of first time offenders
- Numbers of children and young people living in poverty
- Care leavers in employment, education or training
- Care leavers in suitable accommodation.
- Young people who are Looked After achieving five A-C GCSEs

What will we do?

- We will ensure that children and young people can develop the skills, experiences and aspirations to be successful in the future workforce
- We will support parents so that they can better help their children to fulfil their potential
- We will ensure that young people leaving care receive the support they need
- We will implement the SEND reforms so that children and young people with special educational needs or disabilities receive effective care and support
- We will ensure that support is available for vulnerable children and young people so that they are able to perform well in education
- We will better understand child poverty in Lancashire and target resources and support to those in most need

Outcome 3 - To be happy

Key measures

- Children and young people who get on well with others
- Children and young people who enjoy after school activities
- Children and young people who are rarely or never bullied
- Young people admitted to hospital as a result of self-harm
- Children and young people who are adopted
- Children and young people who participate in positive activities

What will we do?

- We will ensure children and young people wherever possible will live at home with their families and where this is not possible they will be found permanent homes and families without unnecessary delay and with minimum disruption.
- We will ensure the social and emotional wellbeing of vulnerable children
- We will promote and enable access to positive activities for all children and young people
- We will reduce bullying in all its forms and particularly focus on e-safety

Outcome 4 - To be healthy

Key measures

- Parents smoking at time of delivery
- Low birthweight babies
- Mothers initiating and continuing breastfeeding
- Immunisation rates
- Obese children in Reception Class and Year 6
- Emergency admissions for children and young people with lower respiratory tract infections

- Unplanned hospitalisation of children and young people for asthma, diabetes and epilepsy
- Teenage conception rate and screening rate for Chlamydia
- Alcohol related hospital admissions
- Children and young people taking part in sport and physical exercise

What will we do?

- We will use the Healthy Child Programme as a basis for our activity
- We will ensure that mothers have a healthy pregnancy
- We will reduce infant mortality
- We will reduce the number of emergency admissions due to asthma, diabetes and epilepsy
- We will ensure that children and young people are able to access a range of quality sports activities

Outcome 5 – To be listened to

Key measures

- Children, young people and families actively inform assessment processes and subsequent planning
- Children and young people actively engaging in decision making process and systems
- Children and young people assessing and inspecting services
- Children and young people, including those who are vulnerable, are represented by formal participation structures

What will we do?

- We will ensure that the way we provide support to children and young people is driven by what they tell us
- We will ensure that children and young people are listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, that these are advocated for upon their behalf.
- We will embed the principle of 'tell us once' across all services
- We will continue to increase the diversity of children and young people engaged in formal participation structures and opportunities
- We will work together to co-ordinate how we consult with children and young people and ensure that we feedback to them what difference this has made
- We will ensure that we are achieving quality participation across Lancashire by sharing tools and mechanisms to embed, measure and recognise active participation

Leadership, management and governance of this Plan

Key measures

- Conclude, agree and implement the County wide partnership review
- Mechanism in place to provide timely and clear information to highlight progress and challenges in delivering the outcomes of this Plan
- Demonstrate transparent multi agency decision making driven by robust data and intelligence

- Refresh the children and young people's workforce strategy and align resources and capacity to enable delivery
- Embed an asset based approach across services and commissioning for children and young people
- Agree a Memorandum of Understanding that articulates the accountabilities, expectations and responsibilities across key strategic partnerships in delivering improved outcomes for families

What will we do?

- We will continually review our partnership structures to ensure that they are effective and sustainable
- We will ensure that that our workforce has the necessary skills, experience and confidence to provide the best possible support to children and young people
- We will put in place clear arrangements and effective working between strategic partnership bodies in Lancashire
- We will ensure that there are robust systems, processes and reporting to provide clear understanding of the needs of children, young people and families and progress being made to address these needs
- We will better understand the strengths and assets of families
- We will be responsive, decisive and coherent in addressing any areas of concern or underperformance