

BURY CHILDREN'S TRUST

CHILDREN & YOUNG PEOPLE'S PLAN 2011 - 2014



BURY CHILDREN & YOUNG PEOPLE'S PLAN 2011-14

1. Foreword

Welcome to the Bury Children and Young People's Plan for 2011 to 2014. This document sets out how the partners within the Children's Trust will work together towards our agreed priorities and what we hope to achieve.

Our starting point is our shared desire of ensuring that all children and young people in Bury should be the best they can be – that remains our shared vision and the overarching principle which drives our work both together, through the Trust, and as individual agencies, teams and workers. As a Trust we also recognise that the vast majority of children and young people flourish in Bury, are well parented and supported by excellent universal services and go on to achieve great things both as children and young people and ultimately adults – Bury is a great place to grow up.

We as a group of agencies have therefore agreed to focus our shared actions on the children and families for whom this is not the case – those who face a series of barriers which need to be overcome. These are reflected in our three priorities. This is not to say that other things aren't important – simply that by focusing our work on three key areas we feel we can have the greatest impact for the young people and families who need it most.

We hope this will prove to be a useful framework for colleagues to think about their work and if we get it right even more young people will experience success. We believe that if we all work together we can achieve that.

Mark Carriline
Acting Executive Director of Children's Services – Bury Council
Chair of Bury Children's Trust Board

2. Introduction

“The Government is overseeing a fundamental shift of power away from Westminster to councils, communities and homes across the nation. A radical localist vision is turning Whitehall on its head by decentralising central government and giving power to the people”.

This statement by the Dept for Communities & Local Government sets out a fundamental change of approach. This has included removing the statutory guidance which set the framework for the Children’s Trust and directed the content, performance management and governance arrangements of Children & Young People’s Plans.

The previous Children & Young People’s Plan 2007-11 included a large number of priorities across the Every Child Matters Outcomes. Many of these were driven by national requirements. Bury Children’s Trust Board has welcomed the opportunity to develop a Plan that makes sense for Bury and which responds to the needs of children, young people and families in Bury, rather than to national priorities which aren’t necessarily reflective of the local picture.

Alongside the development of the Children & Young People’s Plan 2011-14, the Board has reviewed and updated its Children’s Trust arrangements to ensure that those partners who are key to delivering the Plan are appropriately involved.

3. Children’s Trust arrangements

The underpinning premise of Bury Children’s Trust is that there are some important issues that can’t be resolved unless partners work together, and that effective Children’s Trust arrangements will ensure that partners are able to plan and deliver joined up services to address those issues.

The Children & Young People’s Plan 2007-11 brought partners together through the Children’s Trust Board, its sub groups and the network to address a range of issues. It had an important role in developing a culture whereby rather than being the exception, it is now the norm for agencies to seek to work together to improve outcomes for children, young people and families.

In the Children & Young People’s Plan 2011-14 the Board has built on the work of the last few years to develop arrangements through which partners can address some of the most ‘difficult’ issues that affect the lives of children through into adulthood, and which form the priorities in the Children & Young People’s Plan.

This has necessitated the Board undertaking a fundamental review of the Children's Trust, which included the views of workers, children and young people. As a result of this the Children's Trust structure has been simplified: -

Children's Trust Board

Function: Executive group with the strategic lead on developing and delivering the **Children & Young People's Plan** and removing barriers to meeting the priorities

Membership: Strategic decision-makers representing the key agencies/sectors necessary to deliver the Children & Young People's Plan, ie, Bury Council Children and Adult Care Services, NHS Bury, GM Police, Third Sector, Bury Associations of Primary and Secondary Head teachers, Bury Colleges, Public Health, Pennine Care Foundation Trust, Jobcentre Plus, Six Town Housing and Pennine Acute Hospitals Trust.

Working arrangements: Bi-monthly meetings (in which young people are involved through the Youth Cabinet Shadow Trust Board) and direct involvement in the Network and Youth Cabinet. Use of time-limited multi-agency task and finish groups for specific pieces of work on behalf of the Board

Children's Trust Network

Function: The means by which Children's Trust involves and communicates with staff across the broad range of agencies which work with children, young people and families.

Activities: Network events and workshops to which all workers are invited; sometimes with a focus on increasing networking and general awareness and sometimes to get the views and knowledge of workers on specific issues in relation to Children & Young People's Plan. The network has close working links with the participation strategy so that children and young people are consulted and appropriately involved.

4. CYPP Priorities 2011-14

The priorities in the Children & Young People's Plan are underpinned by a comprehensive assessment of the needs of children and young people in Bury (which forms part of the 'joint strategic needs assessment' of the population of Bury).

The Needs Assessment has brought together a wealth of data and information about children and young people and identified a number of headline issues. Often there are clear links between these issues, with the same young people 'hitting' many of the headlines.

Following a series of consultation events to get a better understanding of the 'story' behind the headlines, the Board held a Development Day in March 2011 in order to agree the priorities that must be met in order to improve the headlines.

The Board agreed that the Plan should focus on a small number of priorities, where by partners working together they should be able to make progress. Meeting these priorities is of fundamental importance to all partners in the Children's Trust, yet at the same time no single agency can resolve the underlying issues without the involvement of other agencies. The risk of not meeting the priorities will carry a significant 'cost' whether this be to those children, young people and families directly affected; services who will come under increasing pressure as resources are stretched ever more; or the wider society.

The priorities are reflected in a number of other plans across the Borough, starting with the Bury Plan, which sets out Team Bury's overall aspirations for the Borough as a whole. There are also clear links with the Community Safety Strategy, the emerging Health and Well Being Strategy and to single agency plans. The plan for the Children's Services Department has five priorities – the first three are exactly the same as those of the Trust.

5. The Priorities

PRIORITY ONE
To improve the lives of families with multiple needs
RATIONALE – Why is this important There are a small number of families in Bury who have a range of needs that currently require long term and consistent interventions from a high number of agencies. This is extremely costly for services and unsatisfactory for the families, especially for the children who are likely to achieve poor outcomes in life. Therefore further work needs to be done to review the way partners currently work together in order to find more effective ways of working; to improve the lives of the families and reduce the costs to services.
POPULATION Whole families that are identified as in need of involvement from three or more services on a regular basis, in addition to universal services

OUTCOME

- **Families will have increased resilience, a sense of responsibility and the ability to manage crises**
- **Families will have effective and clear links with the services they need**
- **Reduction in neighbourhood and community conflict**

CHILDREN'S TRUST ACTIONS - YEAR 1

- **Address barriers to information sharing:** Information sharing is frequently cited as being a barrier to working together. Rather than taking a strategic approach of developing an information sharing agreement which risks being a paper exercise signed up to strategically but not implemented operationally; the Board will address information sharing issues that stop operational staff from being able to work effectively on a case by case basis. Where this flags up 'themes', these can be addressed at a strategic level. The Board will therefore introduce a process for staff to feed up barriers to good working practice that are as a result of resistance/inability to share information.
- **Analyse the current services/interventions/strategies that are in place to support families with multiple needs:** The Better Life Chances pilot in East Bury will develop and test new integrated ways of working and delivering services in Bury East; with a clear focus on reducing costs and demand on services. This work is being supported by the Children's Trust and the Board do not wish to duplicate this activity or pre-empt the results. By mapping and analysing the services/interventions and strategies that exist which support families with multiple needs in other parts of the borough, we will ensure that we are in a strong position to build on the Better Life Chances pilots for other families.
- **Evaluate and learn from the Better Life Chances pilot:** The Board will closely evaluate progress of the Better Life Chances pilot in order to find ways to improve the life chances of the children and young people in similar families across the borough; and to ensure that all relevant agencies are appropriately involved.

PRIORITY TWO

Ensure that all children and young people experience parenting that keeps them safe, healthy and ready to learn

RATIONALE – Why is this important

The vast majority of children in Bury experience parenting which enables them to flourish and achieve good outcomes. Some however don't and over recent years we have seen an increase in the number of referrals to children's social care, particularly around issues of neglect, and have had an increase in the number of children the Local Authority has taken in to care. We want to ensure every child receives at least "good enough" parenting so that they do not get to this point.

POPULATION

Parents who have difficulties that are likely to adversely impact on their parenting, and consequently on their families.

OUTCOMES

- 1. Children and young people are safe**
- 2. Children and young people are healthy**
- 3. Children and young people are ready to learn**

CHILDREN'S TRUST ACTIONS - YEAR ONE

- **Better understand the story behind the priority:** Use case studies supplied by practitioners across the Children's Trust to understand the issues that prevent parents from 'parenting'; what happens now – what do services do when they come across children/young people who are suffering as a result of parenting problems and what do parents do when they want help?
- **Identify a clear process and pathways for parents and professionals (any door is the right door):** through the Children's Trust we will ensure that a common approach and process is in place to assess and respond to need; that this is understood by professionals and promoted to parents, so that the need to make multiple telephone calls to try to get advice and support becomes a thing of the past.

PRIORITY THREE

Ensure that all young people make a successful transition to adulthood.

RATIONALE – Why is this important

Transition to adulthood can pose a significant challenge. Young people are more likely to engage in risky behaviour in their teenage years. Young people from vulnerable or disadvantaged groups are at greater risk of failing to find sustainable employment and adequate housing, of becoming socially isolated, entering the criminal justice system or experiencing poor physical and mental health. Both universal and targeted services have a role in enabling young people to face the challenges and barriers to successful progression.

Transition from children's to adults' services poses a particular challenge for young people with a disability who are likely to require additional support.

POPULATION

Young people aged 13 – 25 who have difficulties that may adversely impact on their successful transition to adulthood.

OUTCOME (what is the result we want?):

- 1. Young people with complex needs are able to live with optimum independence.**
- 2. Young people take responsibility for their lives and make informed choices for themselves.**
- 3. Young people reach their potential in accessing education, employment and training opportunities to achieve attainment and skills.**
- 4. Young people have good emotional well being and mental health.**

CHILDREN'S TRUST ACTIONS – YEAR ONE

- **Taking these actions individually, involve young people in understanding current difficulties and finding solutions:** the knowledge, enthusiasm and energy of young people is a huge resource which too often is ignored or under-used by professional services. There will be a focus on developing an approach across services whereby young people are involved in making improvements and driving change. The Board will attend Youth Cabinet and other forums where they can engage with children and young people.
- **Focus on better engagement with schools:** through consultation with young people and professionals, the importance of involving schools is a constant theme. We have excellent schools that want the best for young people, and we will focus on supporting and strengthening meaningful engagement between schools, other agencies and young people.
- **Improve transition arrangements for vulnerable young people going into adult life:** we will get a detailed understanding of what is happening now and where there are inadequate transition arrangements for young people moving into adulthood. This will form the basis of an overarching approach for transition, regardless of the agency/service.

6. Performance Management of the Priorities

The last Plan included a large number of performance indicators, many of which were set nationally. The time spent monitoring the indicators inevitably took the focus of the Board away from their real purpose of working together to improve outcomes for children and young people.

That is not to say that performance indicators do not have a place in helping the Board to assess progress; but it is important that the right indicators and performance measures are selected. Furthermore, where effective performance management is being carried out by individual agencies/services, it is not the Board's purpose to duplicate this work.

The Board has therefore taken a decision that this document will not include a list of performance indicators. Instead, the actions in year 1 will enable the Board to get a thorough understanding of 'the story' under each priority and to start to tackle the key issues where they need to work together in order to make improvements.

The Board will continue to use an Outcomes Based Accountability (OBA) approach which was introduced in the last Plan. The approach has a number of distinguishing features, including the use of simple and clear language; the collection and use of relevant data; and the involvement of a large range of stakeholders to understand and evaluate the current position and find ways to achieve better outcomes.

7. Conclusion

Thank you for taking the time and trouble to read the plan – we hope you find it useful. It doesn't however exist in isolation but is part of our broader framework of working. We will, in particular, continue to produce our regular newsletters updating you on our work and areas of good practice across the Borough – contributions welcome.

We will also continue to arrange a number of regular Network Events, Information Sharing Workshops and other events to ensure as broad a range of people as possible can contribute to the development of our work – we look forward to seeing you there.