

**Slough
Children and Young People's
Partnership Board**

Children and Young People's Plan 2011-14

“Getting it Right for Children”

Refresh 2013-2015

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Children and Young People's Plan Refresh 2013-15

Foreword

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Foreword to be written by Councillor Pavitar Mann, Lead Commissioner for Education and Children and Chair of Slough Children and Young People's Partnership Board.

Introduction

Slough's Children and Young People's Plan (CYPP) was published in 2011 as the three-year plan for all services and provision for children, young people and their families in the Borough.

During 2012-13 there have been significant changes within Slough Borough Council due both to council-wide restructuring and the outcome of the announced inspection of Safeguarding and Look After Children. The Health and Social Care Act 2012 has also led to major changes in the way that public health and healthcare services are delivered and governed. These changes include:

- The abolition of NHS Primary Care Trusts and the creation of GP-led Clinical Commissioning Groups (CCGs) with responsibility for commissioning most of the NHS services for their communities
- The creation of Public Health England and the transfer of Public Health from the NHS to Local Authorities
- The abolition of Strategic Health Authorities and the creation of the NHS Commissioning Board to oversee commissioning of primary care and other services not commissioned by CCGs
- The establishment of local Health and Wellbeing Boards

There have also been changes to policing, most notably with Police Authorities abolished and replaced with elected Police and Crime Commissioners.

This refresh of the 2011-14 CYPP has been undertaken in collaboration with the Slough Local Safeguarding Children Board (SLSCB) in the context of these significant changes. It also takes into consideration a number of key developments in services for children, young people and families in Slough notably:

- the strengthened SLSCB and permanent Independent Chair;
- the Peer Review of safeguarding that took place in November 2012;
- the revision of the Improvement Plan following the Peer Review process;
- current progress on the Improvement Plan
- on-going development and strengthening of the CYPPB;
- the creation of 'One Front Door' for children's services;
- the review of early Help and the establishment of the Early Help Collective;
- the relationship between the new Slough Wellbeing Board and the CYPPB as one of its Priority Delivery Groups; and
- relationships and governance structures between other parts of the wider partnership the Borough.

Within the context of this significant change it has been decided to not only refresh the 2011-14 CYPP, but also to extend it for an additional year to provide a realistic timeframe for partners to have impact and achieve the agreed objectives.

Slough Children and Young People's Partnership Board remains the key strategic partnership body providing leadership to the delivery of high quality services across the partnership to meet the needs of local children and young people. During 2013-15 it aims to strengthen its performance: both as an effective partnership and in the outcomes it achieves.

This CYPP 2013-15 Refresh is forward-looking and focuses on the objectives for the next two years, the key activities to achieve these objectives and the main outcomes that must be secured. It also identifies the CYPPB's range of cross-cutting initiatives covering commissioning, workforce development and the participation and engagement of children and young people. There is also a brief review of the achievements that have made towards the 2012-13 objectives.

Improvement Journey

In April 2011 Slough Borough Council's Children's Services Directorate was inspected by OfSTED, which found that services for children looked after by the local authority (those who are fostered and placed in care) were adequate and there was adequate capacity to improve. However, the safeguarding of children and young people was found to be inadequate with inadequate capacity to improve. Four key factors were identified as contributing to this judgement of safeguarding:

- a weak Local Safeguarding Children Board (LSCB);
- poor social work management and oversight;
- poor performance systems; and
- poorly coordinated Early Help services.

The factors led to poor decision-making and planning at all levels for Safeguarding Children.

OfSTED issued Slough Borough Council with an Improvement Notice and in July an independently chaired Improvement Board was established, which developed an improvement plan with 4 delivery themes underpinned by the Local Authority's role in supporting and sustaining improvement:

1. Social Care Practice;
2. Capacity and Capability of the Workforce;
3. Quality Assurance and Performance Management;
4. Early Intervention and Prevention; and
5. Leadership and Governance.

In the autumn of 2011 the local management team was strengthened with interim appointments and peer-mentoring was introduced for the Director of Children's Services and the Lead Member for Children's Services. Initial auditing and recovery planning for children's safeguarding took place and sector support specialists were brought in to advise on the Independent Reviewing Officer service; performance management; Slough LSCB; and Early Help services.

The Interim Independent Chair of Slough LSCB was permanently appointed in March 2012 and a new Director of Children's Services and Assistant Director for Children's Social Care were appointed in July 2012. Successful recruitment activity to key social work management posts was also carried out and good progress was made on the recommendations regarding the LSCB.

In November a Peer-Review of safeguarding services led to the revision of the Children's Services Improvement Plan under four delivery themes and one supporting theme.

1. Delivering effective social work practice
2. Delivering an effective Children and Young People's Partnership Board
3. Delivering an effective LSCB

4. Delivering Early Intervention and Prevention
5. Sustaining the improvement

Children's Services in Slough are now moving forward under three key plans, which are actively monitored, to ensure consistent and safe decision making and planning at all levels for children's safeguarding in Slough.

1. Children and Young People's Plan
2. Slough LSCB Business Plan
3. Children's Social Care Plan

Review of Progress

Priority 1: Stay Safe

Helping families to care for their children by ensuring that children and young people are effectively safeguarded from harm, and are safe in their families and communities. Where children are more vulnerable, including children and young people with a disability, those in need of protection, and those who cannot live with their families, their health, education and social outcomes are at least as good as other children in their age group.

Implementing the Improvement Plan drawn up following the Ofsted announced inspection of safeguarding and looked after children in April 2011, to ensure that children in need and children with child protection plans are safe and feel safe.

What were our key objectives in 2012/13?

- Staying safe In the Community
- Staying safe In the Home
- Staying safe In the Care System

What was achieved?

Community

- Delivery of the Slough Child and Adolescent Mental Health Services (CAMHS) strategy
- Development of the Slough Parenting Strategy
- Development of use of eCAF and lead Professional
- Slough Youth Justice Plan (update for 2012 – 13) was signed off by the YOT Board in October 2012.

In the Home

- Reviewed all cases subject to Child Protections
- Improved the capacity of the Independent Reviewing Officer service
- Appointed new post Head of Safeguarding
- Developed programme for mentoring social work managers
- Developed a new quality assurance framework

Children in Care

- Good Inspection results for fostering and adoption
- Highly performing authority in respect of the new adoption score card
- Significant improvement in Health Assessments for young people – 94% completed.

Priority 2: Early Intervention and Prevention

Helping families to care for their children by offering simple, quick, easy and effective routes for children, young people and their families to identify problems and intervene early; offer support to families to help them find solutions; and prevent the need for more intensive services.

What do we mean by Early Intervention?

Supporting families to care for their children by offering early help; offering holistic and practical support to families to find solutions for themselves preventing the need for more intensive services.

What were our key objectives in 2012/13?

- Support for families to find their own solutions
- Identify vulnerable families and ensure the right services are in place to support
- Partners working together to provide effective multi-agency responses
- Use of the common assessment framework (CAF) and integrated working practices such as using a lead professional and building a team around the child and family
- Targeting services on the most needy
- Effective operation of the Family Information Services
- Review Early Years/Sure Start provision
- Engage young people in targeted activities
- Develop services for vulnerable families

What was achieved?

- Early Intervention and Prevention Strategy agreed and in place
- Introduction of Early Response Champions
- Co-ordination of intensive services for very vulnerable families
- Auditing of case work on CAF and using this to shape practice
- Agencies, including managers and front line staff understanding the early intervention strategy
- Development of more effectively co-ordinated working
- Children's Centres starting to support more vulnerable families
- Using auditing to shape practice

Priority 3: Good Physical and Emotional Health

Helping families to ensure that children and young people enjoy good physical and emotional health across their life course.

What were our key objectives in 2012/13?

- Infant mortality
- Oral Health
- Reducing emergency respiratory admissions
- Tuberculosis
- Obesity/Physical Health
- Mental Health
- Sexual health and HIV
- Drugs and Alcohol
- Clostridium Difficile

What was achieved?

Oral health

- Health Visitors and School Nurses have been trained in oral health.
- The Tooth Bus, a mobile dental clinic, has visited Slough to promote dental health and provide dental check-ups for young children.
- Early Years settings have gained *Smiling for Life* accreditation in oral health

Reducing emergency respiratory admissions

- Improved self-care in asthma patients.
- Community and acute paediatric teams and GPs advise families.

Diabetes

- 20% reduction in the number of emergency admissions for diabetes patients including within children.
- Children with diabetes receive support from a multi-disciplinary team at Wexham park Hospital

Obesity and Physical Activity

- Increased participation in sport, physical activity and physical education amongst school aged children.
- Healthy eating initiatives run in schools, including Big Food Fight Assemblies, Food Awareness Week and the Slough School Meals survey.
- Success in halting the rise of childhood obesity in Year 6 children in the context of 20% annual churn in population

Sexual health and HIV

- Access to Chlamydia and Gonorrhoea self testing has been increased through the East Berkshire Chlamydia service.

- The Chlamydia screening rate in 2012-13 was 1,854 per 100,000 with a 10.7% positivity rate.
- A health promotion team works within school, youth and FE settings to reduce the risk of STI transmission through the provision of condoms and advice.
- A dedicated nurse and GP-led service operates in the East Berkshire College Langley and Britwell sites and funding is being sought for a further 2 years.

Drugs and Alcohol

- Turning Point's young people's alcohol worker undertakes ad hoc support for schools regarding alcohol misuse.
- Slough Borough Council carries out test purchasing and training for licensed premises to try and reduce availability of alcohol to young people as well as test purchasing at licensed premises to identify those that are selling to underage persons.

Priority 4: High Quality and Effective Education

Helping families by ensuring that children and young people have access to high quality and effective education, leading to rapid and sustainable progress with high levels of achievement.

What were our key objectives in 2012/13?

- School improvement
- Raising attainment
- Improving progress
- Closing the attainment gap between vulnerable groups and their peers

What was achieved?

- Primary School attendance has improved with absence rates of 4.4% in 2012 compared with 5.2% in 2010.
- Secondary School attendance has improved absence rates of 4.7% in 2012 compared with 6.8% in 2010.
- School performance has increased with 15 outstanding schools and 19 good schools in 2013, compared with 9 outstanding schools and 22 good schools in 2010.
- The proportion of children achieving a good level of development in the Early Years Foundation Stage has risen from 48.1% in 2010 to 64.0% in 2012.
- The proportion of children progressing by 2 levels between Key Stage 1 and Key Stage 2 in English has increased from 83% in 2010 to 88% in 2012.
- The proportion of children progressing by 2 levels between Key Stage 1 and Key Stage 2 in Maths has increased from 79% in 2010 to 84% in 2012.
- The proportion of children achieving Level 4 or above in English and Maths at Key Stage 2 has increased from 71% in 2010 to 77% in 2012.

- The proportion of young people achieving at least 5 GCSEs with at grades A*-C (including English and Maths) has increased from 63.1% in 2010 to 66.1% in 2012, increasing Slough's ranking from 14th to 11th (out of 152 local authorities nationally).

Priority 5: Effective Support for Young People

Offering opportunities for young people and their families including access to high quality education for all young people; information, advice and guidance for vulnerable young people to help them into education, employment and training; to lead healthy lifestyles; and so that they become responsible citizens, now and in their adult lives. Base the development of services on 'Positive for Youth' published in December 2011.

What were our key objectives in 2012/13?

- Young people become successful, independent adults and are equipped and supported in learning and finding jobs.
- Young people are safe at home and in their communities. Targeted activities help young people in living with their families, making the most of their potential, and contributing to their communities. They have opportunities in and out of school to take part in social, sports, leisure and educational activities.
- Young people are helped to lead healthy lifestyles.
- Young people who have offended or are at risk of offending are able to find alternative interests.

What was achieved?

- The number of young people aged 16-18 who are not in education, employment or training (NEET) remained low at 4.9% by the end of 2012, which lower than both the Southeast average and similar local authorities to Slough.
- The Integrated Youth Support Service was delivered, externally reviewed and restructured improve performance, following the findings of the review and is re-launched as Slough Young People's Service.
- Slough Young People's Service includes a new Participation Co-ordinator post.
- Work with Slough CVS has been conducted to support Voluntary and Community Sector organisations understand.
- First time entrants to the Youth Justice System fell to 70 in 2012-13 from 86 in 2011-12.
- The proportion of young offenders receiving a custodial sentence in 2012-13 was 10.4% compared with 12.1% on in 2011-12.
- Established the Engage Service, which supports young women experiencing sexual exploitation or those who are at risk of being sexually exploited.

Determining Objectives for 2013-2015

The five Priorities for 2011-14 were based on the review of the 2008-11 Plan, listening to children and young people and their families through consultation activities, and taking into account performance information and other local data. The Priorities also took into account inspection findings, in particular the OfSTED announced inspection of Safeguarding and Looked After Children in April 2011. The Needs Analysis can be found at <http://www.sloughchildrenstrust.org.uk/about/c-yp-plan.aspx>.

These five Priorities are broad and underneath each are objectives that provide more focus for work. For 2012-13 an ambitious set of objectives and sub-objectives were defined by Priority Leads for each of the Priorities. However, this has led to a lack of focus and many of these objectives and sub-objectives lack clear, time-bound milestones or outcomes, so measuring progress is difficult. Furthermore, many of the objectives focus on single-agency work that partners deliver alone, with few or no opportunities to work in partnership to add value.

In July 2012 Slough's new Director of Children's Services and Assistant Director for Children's Social Care took up their posts and the Interim Independent Chair of SLSCB was appointed permanently. Following these appointments there was a review of partnership working and the functioning and membership of the CYPPB and two development days were held with members.

The CYPPB is now chaired by Slough's Lead Commissioner (elected member) for Education and Children's Services and has been restructured to comprise a core membership of senior strategic leaders and attendees from across the partnership. It is committed to harnessing collaborative advantage by enabling partners to focus on the areas where they must work together to improve outcomes or add value.

The CYPPB will not focus on work that partners do alone to support children and young people as this is managed internally and overseen and scrutinised by their commissioners, regulators or inspectorates. However, it will encourage partners to share this work to create opportunities for innovation and support from non-specialists.

Priority 1: Stay Safe

This CYPP Priority is aligned with the Improvement Plan theme of delivering effective Social Work Practice, including capacity and capability; quality assurance; and performance management. This is reflected in the objectives for 2012-13, which are focused on Slough Borough Council Children's Social Care's processes, systems and workforce. Consequently, while the CYPPB provided valuable oversight of this work, it had few opportunities to add value through partnership working at a strategic or operational level.

Ensuring that children and young people are kept safe from harm requires effective communication and partnership working to share information between frontline professionals and managers in order to make informed safeguarding decisions. Partnership working at strategic level is also essential to ensure that the appropriate

resources are in place and inter-agency processes and protocols are in place and working effectively.

The Slough LSCB business plan has also identified priorities that focus on the safeguarding issues of child sexual exploitation and trafficking and homeless of young people. These demand an effective multi-agency approach to identify and share information about those children and young people who are vulnerable and at risk in order to both take preventative action or intervene early to safeguard them.

Priority 2: Early Intervention and Prevention

This CYPP Priority is aligned with the Improvement Plan theme of Delivering Early Intervention and Prevention and this is reflected in the objectives for 2012-13. Although providing Early Help is a multi-agency activity that requires a well-coordinated partnership approach, responsibility for delivering the majority of the objectives sat with Slough Borough Council Children's Social Care.

A large review of Early Help services was commissioned, which led to a plan for the changes necessary to bring about improvements. With internal changes within Slough Borough Council's Children's Social Care completed, the CYPPB now owns the Early Help Plan and is responsible for driving forward the wider changes needed across the partnership to improve Early Help services.

The CYPPB will focus its objectives on ensuring that all partners can make effective assessments of children, young people and families and work together collaboratively to ensure that they receive the support and services that they need. We will also ensure that all partners are able to make robust assessment of the impact of their interventions with children, young people and families so that they can collectively ensure that the right services are provided to meet needs.

Priority 3: Good Physical and Mental Health

Ensuring good physical and mental health is a broad priority and the nine objectives and multiple sub-objectives for 2012-13 did not enable the CYPPB to sufficiently focus activity and add value through multi-agency partnership working.

Three of the key health issues for children and young people in Slough are obesity, sexual health and mental health and these can all be addressed by preventative and early non-medical interventions. Furthermore, they require a multi-agency partnership approach to enable professionals and volunteers to effectively engage with children, families and communities.

Priority 4: High Quality and Effective Education

Department for Education research, using data from obtained from HMRC, has identified that Slough has a significant number of young people who are entitled to receive Free School Meals who are not registered to do so. According to the research 25% of pupils are entitled to Free School Meals, but only 18% claim them leaving about 1,500 entitled pupils who do not claim them.

There are clear health and wellbeing benefits of being provided with a nutritious lunchtime meal for these children and young people. Eating lunch also has a positive

impact upon concentration levels and performance in lessons and consequently impacts on attainment.

Furthermore, evidence shows that children and young people from less wealthy backgrounds have lower levels of attainment than their peers and the Department for Education make additional funding available to these schools to support their education. Schools can claim a Pupil Premium payment for every pupil registered for Free School Meals, which they can use as they deem appropriate to raise the attainment of the most vulnerable pupils. For the 2013-14 academic year the Pupil Premium is set at £900 per pupil and it is expected to increase to about £1,200 for the 2014-14 academic year.

While the attainment of young people in Slough's Secondary schools is high and GCSE results are good, attainment across the Early Years and Primary phases is not as strong. Increasing attainment during Primary schooling and the Early Years Foundation Stage, particularly for the most vulnerable pupils, are key objectives, as is increasing the reach of Slough's Children's Centres.

Although Slough is a small Borough the picture varies greatly from ward to ward. Two wards that are home to many of Slough's most vulnerable children and families most in need of help are Chalvey and Foxborough. Consequently while work to improve educational outcomes continues apace across Slough, the CYPPB will focus its partnership objectives for 2013-15 on these wards.

Priority 5: Effective Support for Young People

This priority originally sought to targeting young people to offer them opportunities to access high quality education, future employment and training, lead healthy lifestyles and become responsible citizens as they move into adult life.

For 2012-13 Priority 5 was redefined around the development and provision of Slough's Integrated Youth Support Services (IYSS), basing the development of services on 'Positive for Youth' published in December 2011. Slough Borough Council established its IYSS and subsequently commissioned an independent review of performance. Following the recommendations of this review, restructuring of this service has taken place to improve performance and strengthen management. The restructured service is now re-launched as Slough Young People's Service.

With these developments well under way, the focus for Priority 5 changes for 2013-15 to developing an integrated, strategic approach to meeting the needs of children and young people with special educational needs and disabilities (SEND) and implementing the reforms announced in the Children and Families Bill 2013. Although delivering these reforms is the duty of the Local Authority this work demands a strong multi-agency approach; and providing education, health and care services for children and young people with SEND requires effective interagency working and will continue to be partnership business.

The CYPPB has therefore prioritised the implementation of the SEND reforms and all work in this area will be accountable to it.

Objectives for 2013-15

Priority 1: Stay Safe

- 1.1** All professionals and volunteers are able to assess the risk to children in incidents of domestic abuse, which can be shared with other practitioners to ensure that children at risk are identified and kept safe from harm.
- 1.2** Improve frontline inter-agency working and communication in order to risk-assess and prioritise all contacts and referrals in order to keep children and young people safe.
- 1.3** Mitigate the risks of harm to children and young people through Child Sexual Exploitation and Child Trafficking.
- 1.4** Ensure that young people aged 16-19 are protected from the risks of harm and exploitation due to homelessness.

Priority 2: Early Intervention and Prevention (Early Help)

- 2.1** Support all partner agencies in the implementation and effective use of the multi-agency Slough Early Help Assessment process to ensure that outcomes improve for children, young people and their families.
- 2.2** Agree robust integrated working processes and protocols between all partner agencies to ensure that children, young people and families are identified early and receive timely support.
- 2.3** Develop and implement an impact assessment tool to be used by all agencies to measure outcomes for children and families engaging with all Early Help Collective services.
- 2.4** Develop the responsive commissioning of Early Help services in Slough.

Priority 3: Good Physical and Emotional Health

- 3.1** Reduce obesity through an evidence-based programme of healthy eating and physical activity, starting with families in Early Years settings and supporting Young People across the life course.
- 3.2** Increase young people's knowledge of sexually transmitted infections and provide information and services to enable them to maintain good sexual health.
- 3.3** Increase awareness of mental health first aid, challenge stigma and signpost parents and young carers to evidence-based mental health services.

3.4 Improve the health and wellbeing of children who are looked after by ensuring that they receive timely and effective health assessments.

Priority 4: High Quality and Effective Education

4.1 Increase the registration for and take-up of Free School Meals by eligible families to ensure that children and young people eat lunch and their settings can obtain additional funding to support their learning.

4.2 Increase the reach of Children's Centres services in Slough's Chalvey and Foxborough wards.

4.3 Increase the school readiness of all children attending Children's Centres and Early Years Settings in Slough's Chalvey and Foxborough wards.

4.4 Increase attainment at Key Stage 2 for all pupils attending Montem Primary School and Foxborough Primary School.

Priority 5: Support for Young People

5.1 To develop a new approach to the identification, assessment and planning for children and young people with SEND aged 0 to 25.

5.2 To develop the Local Offer (Education, Health and Care) and joint commissioning for children and young people with SEND and their families, as described in the Children and Families Bill.

5.3 To ensure that a seamless transition pathway exists for young people with SEND and care leavers and that they are prepared for independence, adulthood and employment.

Key Activities and Outcomes

Priority 1: Stay Safe

Objective 1.1

All professionals and volunteers are able to assess the risk to children in incidents of domestic abuse, which can be shared with other practitioners to ensure that children at risk are identified and kept safe from harm.

The key activities that we will take to achieve this are:

- Develop a simple and robust multi-agency risk assessment tool that enables all agencies to assess the risk to children and young people in households where there is a domestic abuse incident and share this with other agencies, specifically Slough BC Children's Social Care. The risk assessment should capture and categorise domestic abuse incidents where children are present during the abuse; witness it; are threatened; or abused.
- Launch the domestic abuse and children risk assessment at a multi-agency event to highlight the importance and communicate the need for its use.
- Provide multi-agency training and guidance in the use of the domestic abuse and children and risk assessment to ensure its effective use.

The outcomes that we will achieve are:

- The risk to all children and young people connected to identified or reported incidents of domestic abuse is assessed to enable an appropriate response to ensure their safety and welfare.
- All children and young people involved in domestic abuse incidents receive an appropriate and timely response to keep them safe.

Objective 1.2

Improve frontline inter-agency working and communication in order to risk-assess and prioritise all contacts and referrals in order to keep children and young people safe.

The key activities that we will take to achieve this are:

- Develop and implement a Multi-Agency Safeguarding Hub (MASH) model for Slough based on a central co-located and wider virtual multi-agency team.

- Identify and develop all opportunities improve communication and inter-professional relationships between agencies in order to keep children safe

The outcomes that we will achieve are:

- The risk to all children and young people that children's social care is notified about is assessed to enable an appropriate response to ensure their safety and welfare.
- Children, young people and families receive a proportionate response from the agencies or practitioners that are best able to meet their needs and ensure their safety and welfare.

Objective 1.3

Mitigate the risks of harm to children and young people through Child Sexual Exploitation and Child Trafficking.

The key activities that we will take to achieve this are:

- Support the work of the Slough LSCB CSE and Child Trafficking Task and Finish Group through the timely provision of information and resources.
- Review Slough Borough Council's Engage service for children and young people to establish its impact and capacity to support additional numbers of young people who are being sexually exploited and trafficked.
- Produce proposals for a multi-agency service to work with children and young people who are being sexually exploited and trafficked and those who are identified as being at risk of being sexually exploited or trafficked. This should consider opportunities to re-commission and expand the capacity of Engage as well decommissioning Engage and commissioning a new provision.

The outcomes that we will achieve are:

- All children and young people who are identified as being at risk of child sexual exploitation and child trafficking receive support to raise their awareness.
- All key agencies are aware of/able to share information about children and young people who are identified as being at risk of sexual exploitation and trafficking in order to preventative action or intervene early.
- All children and young people who are identified as having been sexually exploited and trafficked receive an immediate and compassionate response.

Objective 1.4

Ensure that young people aged 16-19 are protected from the risks of harm and exploitation due to homelessness.

The key activities that we will take to achieve this are:

- Develop a multi-agency protocol to ensure the prompt identification of young people aged 16-19 who are homeless in order to provide immediate housing and support in order to mitigate the risks of harm and ensure their welfare.
- Develop and implement a multi-agency system for the identification of young people aged 16-19 who are at risk of becoming homeless in order to intervene early to mitigate the risks of homelessness.

The outcomes that we will achieve are:

- All young people aged 16-19 who are identified at risk of homelessness receive appropriate support to ensure that they do not find themselves homeless and at risk.
- All young people aged 16-19 who are identified as homeless receive are provided with a home the same day in order to protect them from harm, while appropriate longer-term support is put in place .

Priority 2: Early Intervention and Prevention (Early Help)

Objective 2.1

Support all partner agencies in the implementation and effective use of the multi-agency Slough Early Help Assessment process to ensure that outcomes improve for children, young people and their families.

The key activities that we will take to achieve this are:

- Deliver multi-agency training in the Slough Early Help Assessment to ensure that all practitioners understand the importance of supporting all children, young people and families with a shared action plan that is focused on outcomes and aims to reduce the interventions and support needed.
- Develop and deliver a multi-agency Train the Trainer programme for the Slough Early Help Assessment to extend the reach and capacity of the multi-agency training programme.
- Identify, train and support Early Help Assessment Champions in all partner agencies to increase the effectiveness of the Team Around the Child (TAC) or Team Around the Family (TAF) and ensure consistency in team membership.

- Design and implement and audit and feedback programme to ensure that all Early Help Assessments include a shared action plan that is focused on outcomes and aims to de-escalate the case.

The outcomes that we will achieve are:

- Reduced numbers of children and young people on CIN plans.
- Reduced numbers of children and young people on CP plans.
- Reduced numbers of children and young people who are looked after.
- 100% of children and young people with an Early Help Assessment Plan have a dedicated Lead Professional.
- Increased numbers of Early Help Assessments completed.
- Improved school attendance for children and young people with an Early Help Assessment.
- Reduced incidents of antisocial behaviour from children and young people with an Early Help Assessment.

Objective 2.2

Agree robust integrated working processes and protocols between all partner agencies to ensure that children, young people and families are identified early and receive timely support.

The key activities that we will take to achieve this are:

- Identify a Lead for Early Help in each organisation who will be the agency representative on the Early Help Board. Their role will be to work with the Head of Service (Early Help) to agree strategic issues such as: priorities for early help; shared understanding and agreed process for referral pathways; service eligibility criteria and type of early help support to be provided.
- Review interagency working protocols for consent, information sharing and thresholds, standards and timeliness.
- Review interagency working processes including roles and responsibilities and understanding of the Slough Early Help Assessment (CAF).
- Agree a common referral form and process.
- Agree a common assessment form and process.

- Develop agreed multi-agency standards and timescales for referrals and information sharing.
- Develop and deliver multi-agency workshops on the One Front Door, new Targeted Support Services and Early Help Collective model for professionals and volunteers.

The outcomes that we will achieve are:

- Children, young people and families receive timely and appropriate support from through more efficient information sharing.
- Children, young people and families are supported by the most appropriate service to meet their needs.
- Services have a positive impact on outcomes for children, young people and families and reduce their vulnerability.

Objective 2.3

Develop and implement an impact assessment tool to be used by all agencies to measure outcomes for children and families engaging with all Early Help Collective services.

The key activities that we will take to achieve this are:

- Review a variety practitioner assessment and peer-assessment tools for use with children, young people and families, including the Outcomes Star, to assess suitability monitoring the impact of Early Help Collective services.
- Implement an impact assessment tool for use with all Early Help work, which enables children and young people to make self-assessments of their progress and enables these to be triangulated by parent/carer and/or practitioner assessments.
- Implement an assessment of child/family vulnerability alongside the impact assessment.
- Implement a reporting process to enable the collection and analysis of data from the universal impact assessment tool.
- Deliver multi-agency training in the use of the adopted universal impact assessment tool to ensure that all agencies and practitioners understand how to use it and collate and report data correctly.

The outcomes that we will achieve are:

- Successful/high impact services and interventions for children and young people can be easily identified.
- Unsuccessful/low impact services and interventions for children and young people can be easily identified and appropriate action taken.
- Live data about children and young people's needs and the impact of services in meeting these needs will be available to inform commissioning practice.

Objective 2.4

Develop the responsive commissioning of Early Help services in Slough.

The key activities that we will take to achieve this are:

- Refresh Slough BC's Early Help Commissioning Strategy in line with identified needs, gaps and duplication in Early Help Collective provision.
- Develop specifications for commissioned services that include requirement to comply with collective processes.
- Ensure that specifications are sufficiently flexible to respond to emerging needs of children, young people and families within the commissioning cycle.

The outcomes that we will achieve are:

- Provision of needs-led services for children, young people and families.
- Strengthened responsibility for monitoring performance across Early Help.
- A responsive needs-led commissioning strategy for Early Help.

Priority 3: Good Physical and Emotional Health

Objective 3.1

To reduce obesity through an evidence-based programme of healthy eating and physical activity, starting with families in Early Years settings and supporting Young People across the life course.

The key activities that we will take to achieve this are:

Breastfeeding

- Commission an extended training programme for peer-supporters in breastfeeding
- Effective monitoring of breastfeeding initiated and sustained at 6-8 weeks in areas of low uptake (which areas/wards)

Weaning

- Promote wider community understanding of the impact of cultural practices (weaning early and to the wrong foods) on weaning outcomes
- Ensure that consistent and relevant messages about healthy eating and physical activity are communicated through the Every Contact Counts programme

Schools Programmes

- Implement the annual school food audit in target schools
- Implement a whole school intervention to improve school meal uptake and improve packed lunch nutrition
- Provide a rolling programme of workshops on healthy eating and physical activity for parents and lunchtime controllers

NEET and Young Carers

- Provide young people who are not in education, employment or training (NEET) with cooking skills, which will also aid employment

The outcomes that we will achieve are:

Breastfeeding

- Breastfeeding rates at 6-8 weeks improve by at least 2% per annum in Britwell and Colnbrook wards (in 2014 and 2015)
- Number of children who are obese when they join Reception year falls by 1% per annum (in 2014 and 2015)
- Number of children who are obese in Year 6 falls by 1% per annum (in 2014 and 2015)

Weaning

Weaning outcomes for 2013-15 have not yet been defined through the commissioning process for the Health Visiting Service.

The CYPPB will need to agree the desired partnership outcomes for weaning outside of the health commissioning process.

Schools Programmes

School programme outcomes are still to be defined through the commissioning process. Outcomes are likely to be based on:

- *knowledge about too much sugar, 5 portions of fruit and vegetables per day and portion sizes before and after Big Food Fight Assemblies;*
- *evaluation of children's knowledge of key messages after practical food preparation sessions (e.g. Food Awareness Week);*
- *audit of packed lunches demonstrates increased nutritional value; and*
- *evaluation of pupil food intake for fruit consumption.*

The CYPPB will need to agree the desired partnership outcomes for school-based healthy eating interventions outside of the public health commissioning process.

NEET and Young Carers

Outcome measures for these programmes have not yet been agreed with Chances 4 Change by the public health team. These are expected to be based on the numbers of Young Carers and NEETs attending courses and the numbers of NEETs assisted to find employment through the programme.

Objective 3.2

To increase young people's knowledge of sexually transmitted infections and provide information and services to enable them to maintain good sexual health.

The key activities that we will take to achieve this are:

- Target Chlamydia testing at young people most at risk of infection.
- Work with GP to engage them in the 3Cs and HIV programme.
- Promote the use of long-acting contraception at GUM clinics and school-based drop-in sessions.
- Promote safe sex and the use of contraception to all young people.
- Communicate the health and wellbeing benefits for mothers and children of delaying pregnancy to post-19 to young people.
- Develop a programme to increase the availability of emergency hormonal contraception.

The outcomes that we will achieve are:

- Increase the rate of young people engaging in Chlamydia testing to 2,300 per 100,000 population with a positivity rate of 5-12%
- Increase the numbers of GP practices participating in the 3Cs and HIV programme to increase access to free condoms, Chlamydia screening and contraception.
- 33% of young women attending GUM/school-based drop-in sessions access long-acting contraception
- Sustain the rate of teenage conceptions below the national rate of 29.2 per 1000
- Increase the numbers of pharmacies distributing emergency hormonal contraception

Objective 3.3

Increase awareness of mental health first aid, challenge stigma and signpost parents and young carers to evidence-based mental health services.

The key activities that we will take to achieve this are:

- Run Mental Health First Aid courses for mothers attending Children's Centres and monitor self-referrals to talking therapies services under the NHS Introducing Access to Psychological Therapies programme
- Run Mental Health First Aid courses for Young carers and Young People who are NEET, and monitor outcomes from self-referrals to talking therapies programmes

The outcomes that we will achieve are:

- 160 BME families participating in Mental Health First Aid programmes to become Mental Health First Aid Champions
- 10 Mental Health First Aid Champions trained as Walk Leaders to offer walking sessions, adopting the Natural England model.

No outcomes or targets have yet been set for Children and Young People are able to access NHS IAPT Talking Therapies courses. This is a new service rolling-out in Slough.

Objective 3.4

Improve the health and wellbeing of children who are looked after by ensuring that they receive timely and effective health assessments.

The key activities that we will take to achieve this are:

- Develop an alternative questionnaire-based approach to health assessment for young people aged 16+ .
- Identify barriers to informing BHFT/CLA Nursing of looked after children and young people requiring health assessments and implement systems to ensure timely notification.
- Ensure that parental consent is obtained to enable health and dental assessments to be completed when required.
- Engage children and young people who are looked after on an individual and group basis to identify ways to improve attendance at health and dental assessments to improve service design and delivery and inform commissioning.
- Increase attendance at annual dental checks for children and young people who are looked after by increasing access to dental services and improving communication with children, young people, carers and professionals about the importance of good oral health.

The outcomes that we will achieve are:

- 100 % of Children Looked After Initial Health Assessments completed within 28 days of entering the care system by September 2015
- 100 % of Children Looked After annual Review Health Assessments completed within timescale by September 2015
- 100 % of Children Looked After annual Dental Checks completed by September 2015

Priority 4: High Quality and Effective Education

Objective 4.1

Increase the registration for and take-up of Free School Meals by eligible families to ensure that children and young people eat lunch and their settings can obtain additional funding to support their learning.

The key activities that we will take to achieve this are:

- Review initiatives across all Slough Schools to increase registration and take-up of Free School Meals to identify good and best practice and barriers to success.
- Develop a campaign to raise awareness of Free School Meals and the Pupil Premium among the Slough Children's Workforce and the importance of eligible families registering.
- Establish baseline data on the number of pupils in Slough Schools who are registered to receive Free School Meals, but do not take them.
- Identify all children and young people resident who are eligible to receive free school meals, but are not registered to do so with Early Years settings and Schools.
- Develop a multi-agency approach to targeting hard to reach families to encourage registration for Free School Meals.
- Establish links with Schools outside Slough attended by children and young people resident in Slough to improve registration for Free School Meals.

The outcomes that we will achieve are:

- Increase the registration rate for Free School Meals by pupils in Slough Schools who are eligible to receive them to 90%.
- Increase the uptake of Free School Meals in Slough Schools by pupils registered to receive them by 50% from the 2013 baseline.
- Ensure that schools claim Pupil Premium payments for all pupils who are registered to receive Free School Meals.
- Ensure that Early Years settings claim deprivation payments from the Local Authority for children who are registered to receive Free Meals.
- Ensure all children aged 2, 3 and 4 who are eligible for Free School Meals and who attend the Children's Centres are offered a free meal at lunchtime.

- Ensure 80% of children aged 2, 3 and 4 who attend a Children's Centre and are registered for a free meal at lunchtime take that meal.

Objective 4.2

Increase the reach of Children's Centres services in Slough's Chalvey and Foxborough wards.

The key activities that we will take to achieve this are:

- Work with all partners to identify families with children under the age of 5 in the Chalvey and Foxborough Wards.
- Work with partners to identify families with children aged 3 and 4 that are eligible for free Early Education places (15 hrs per week/38 weeks) in the Chalvey and Foxborough Wards.
- Work with partners to identify families with children aged 2 that are eligible for free Early Education places (15 hrs per week/38 weeks) in the Chalvey and Foxborough Wards.
- Work with partners to develop creative ways of increasing the numbers of eligible 2 years olds and 3 and 4 year olds in Chalvey and Foxborough accessing free early education at Chalvey Grove and Romsey Close Children's Centres.

The outcomes that we will achieve are:

- 50% of families in Chalvey ward with children under 5 are registered with the Children's Centre
- 40% of families in Foxborough ward with children under 5 are registered with the Children's Centre
- At least 80% of eligible 2 year olds in Chalvey ward access free early education.
- At least 80% of eligible 2 year olds in Foxborough ward access free early education.

Objective 4.3

Increase the school readiness of all children attending Children's Centres and Early Years Settings in Slough's Chalvey and Foxborough wards.

The key activities that we will take to achieve this are:

- Work with Children's Centres, schools, other Early Years settings and partners to review the wider determinants of school readiness.
- Develop a programme to inform all members of the children's workforce about sending key messages to parents and carers about supporting their children's development during any interactions.

The outcomes that we will achieve are:

- 50% of children in Chalvey achieve a good level of development at the end of the Early Years Foundation Stage.
- 50% of children in Foxborough achieve a good level of development at the end of the Early Years Foundation Stage.

Objective 4.4

Increase attainment at Key Stage 2 for all pupils attending Montem Primary School and Foxborough Primary School.

The key activities that we will take to achieve this are:

- Work with schools and partners to review the wider determinants of success at Key Stage 2 (Level 4+ in Reading, Writing and Mathematics).
- Develop a range of multi-agency interventions and school-based support for pupils and families to increase those attaining Level 4 or above in English and Maths at Key Stage 2.
- Take a multi-agency approach to working with children and families outside school to increase those attaining Level 4 or above in English and Maths at Key Stage 2.

The outcomes that we will achieve are:

- 75% of pupils in each school attain at least Level 4 in English and Maths in Key Stage 2.

- No attainment gap between pupils eligible for Free School Meals and their peers in English and Maths at Key Stage 2.
- No attainment gap between pupils who are looked after and their peers in English and Maths at Key Stage 2.
- 55% of pupils with Special Educational Needs attain at least Level 4 in English and Maths at Key Stage 2.
- No attainment gap between ethnic minority pupils and their peers in English and Maths at Key Stage 2.

Priority 5: Support for Young People

Objective 5.1

To develop a new approach to the identification, assessment and planning for children and young people with SEND aged 0 to 25.

The key activities that we will take to achieve this are:

- Develop effective integrated working between education, health and care services to support early identification of children with SEND and a joined up assessment process.
- Develop a person-centred, outcome-focused Education, Health and Care (EHC) Plan modelled on the Early Support principles.
- Develop a methodology to support implementation of personal budgets for children and young people with EHC Plans.
- Ensure that the Children's Partnership Board can meet the requirements of the Disabled Children's Charter on behalf of the Health and Wellbeing Board.

The outcomes that we will achieve are:

- Person-centred, outcome-focused Statutory Education, Health and Care (EHC) Plan coproduced with CYP, their parent/carers, and all professionals involved in their support.
- Personal budgets for those CYP with Statutory EHC Plans who choose to manage their own support.
- CYP who have statements will be transferred into EHC Plans (deadline for which to be confirmed by regulations).

- Person-centred, outcome-focused non-statutory EHC (Early Help) Plan coproduced with CYP, their parent/carers and all professionals involved in their support.

Objective 5.2

To develop the Local Offer (Education, Health and Care) and joint commissioning for children and young people with SEND and their families, as described in the Children and Families Bill.

The key activities that we will take to achieve this are:

- Scope the Local Offer of education, health and care services for children and young people with special educational needs and disabilities.
- Produce a Local Offer that is accessible, transparent and comprehensive and is co-produced with families.
- Map work on the Local Offer to the completion of the Joint Strategic Needs Assessment and develop the joint commissioning arrangements with the Clinical Commissioning Group (duty within the Children and Families Bill).

The outcomes that we will achieve are:

- Publish Slough's accessible, transparent, comprehensive and co-produced (with parent/carers) Local Offer of education, health and care services for children and young people with SEND by September 2014.
- Streamlined joint commissioning process for education, health and care provision for all CYP with SEND (not solely for those who meet criteria for statutory EHC Plan).

Objective 5.3

To ensure that a seamless transition pathway exists for young people with SEND and care leavers and that they are prepared for independence, adulthood and employment.

The key activities that we will take to achieve this are:

- Review the existing transition pathway for young people with SEND and Care Leavers.
- Identifying and developing employment opportunities in Slough for young people with SEND and those leaving care, and supporting their transition into paid employment.

- Identifying suitable homes in Slough for young people with SEND and those leaving care and supporting their transition to independent living, including access to leisure opportunities.
- Workforce development for the new 0 – 25 years age range specified in the Bill.
- Identifying and developing employment opportunities in Slough for young people leaving care and supporting their transition into paid employment
- Identifying suitable homes in Slough for young people with LDD and those leaving care and supporting their transition to independent living.

The outcomes that we will achieve are:

- Increase in the number of young adults and adults with SEND, or leaving care, who are able to live in Slough and access leisure opportunities.
- Increase in the number of young people and adults with SEND, or leaving care, who are able to find employment in Slough.
- Increase the number of young people and adults with Personal Budgets.

Cross-cutting Developments

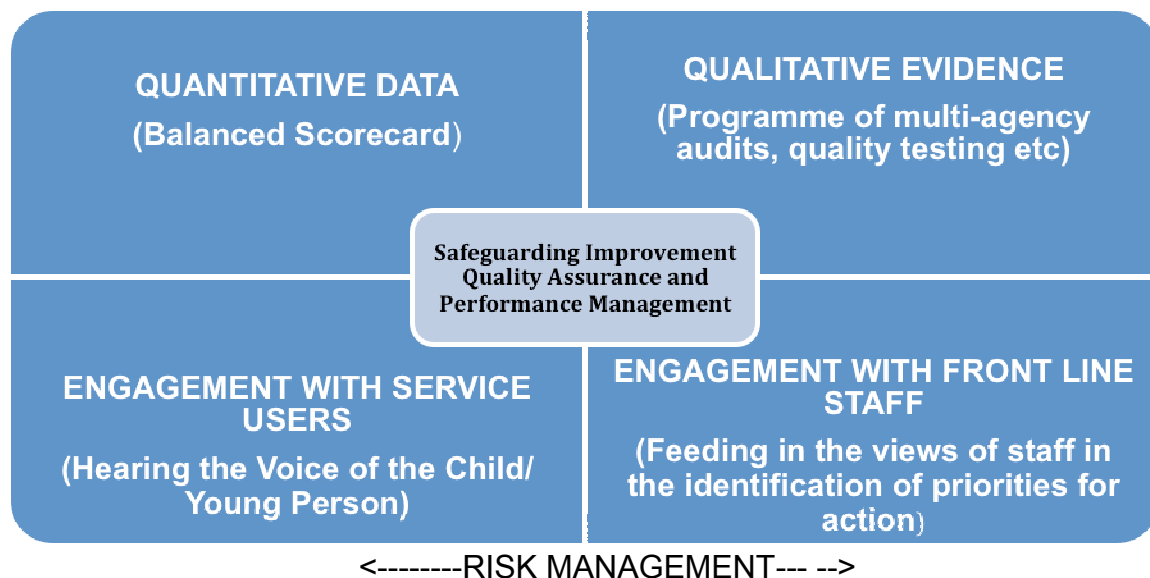
The CYPPB has identified a number of cross cutting priorities for the coming year. These aim to strengthen the partnership and its impact on outcomes for children and young people, specifically to address some of the issues that arose as a result of the Peer Review that took place in November 2012.

The cross cutting issues that will feature as priorities in 2013-15 are:

- Development and implementation of a Board performance scorecard;
- Implementation of a Joint Commissioning Strategy;
- Implementation of a partnership Children and Young People's Workforce Development Strategy;
- Development and implementation of a partnership Children and Young People's Engagement and Participation Strategy; and
- Development of a CYPPB Communications Strategy and Action Plan.

Performance Management and Quality Assurance

Following the Peer Review undertaken in November 2012, the CYPPB and SLSCB agreed a conceptual framework within which the safeguarding improvement QA and PM arrangements would sit. This comprised four 'quadrants' as follows:



This framework for the quality assurance and performance management of safeguarding in Slough will secure both robust scrutiny and monitoring of performance and coherent and co-ordinated arrangements across the three key elements of the safeguarding improvement governance structures:

- Slough Borough Council Children's Social Care (CSC)
- Slough Children and Young People's Partnership Board (CYPPB); and
- Slough Local Safeguarding Children Board (SLSCB).

This is an approach already adopted by the SLSCB, but one which will be applied across all safeguarding improvement work overseen by the Safeguarding Improvement Board. The CYPPB will use this framework to performance manage and quality assure all aspects of its work across the five Priorities of the CYPP – not only the Stay Safe and Early Help Priorities, which have the most direct relationship to safeguarding.

The CYPPB will therefore use five frameworks, one for each Priority, to report relevant quantitative and qualitative data to ensure safeguarding improvement and enable performance management and quality assurance of the delivery of its objectives.

A number of key principles underpin the new arrangements:

- quality assurance and performance management data and information should be collected only once – by the agency or body identified as lead for this area of QA and PM in this framework document;

- the agency or body that collects the information will be responsible for analysis of the data;
- analysis must enable other forums to recognise and understand the reasons for success and enable them to focus their attention on remedial action required to address performance concerns;
- analysis of QA and PM information may then be shared with other agencies/bodies where this analysis informs their business and contributes to their ability to test outcomes and impact relevant to their strategic priorities;
- there is an expectation that Partnership agencies will selectively draw on QA and PM information that is already collected by agencies – only in very exceptional cases will agencies create additional indicators; and
- the QA and PM framework will be continually reviewed to reflect agencies changing national quality assurance and performance management arrangements (e.g. the current changes to health sector arrangements in light of the transition to CCGs and Area Teams).

The CYPPB's Performance and Quality sub-group will be responsible for collating the data, including explanatory narratives for quantitative data, from the identified performance leads in partner agencies. In turn, partners have a duty to share reliable data in a timely manner with the sub-group and to flag any issues in obtaining or sharing data at the earliest opportunity.

Most quantitative data will be reported quarterly in arrears, with monthly analysis where possible. Some quantitative data is collected and reported less frequently (e.g. school attainment data) and frequency of quantitative data collection and reporting will vary by type and agency.

The Performance and Quality sub-group will work with partners to establish baselines, targets and positive directions of travel for indicators, where these do not already exist, to enable exceptional reporting to the Board from the large dataset.

Governance arrangements

Revised Terms of Reference have been drawn up to support the further development of the CYPPB and increase its effectiveness and impact are available at **(online appendix?)**.

There is a multi-agency group for each of the five Priority work streams, which are directly accountable to the CYPPB for achieving the objectives for each Priority in the CYPP. These groups are described below and may set-up their own Task and Finish sub-groups, which are accountable only to them and managed by them.

The CYPPB has established two cross-cutting sub-groups that function across all areas of work. The Joint Commissioning Group to oversee the development and execution of the partnership's Joint Commissioning Strategy and the Performance and Quality sub-group oversees Performance Management and Quality Assurance work for the Board.

The CYPPB and SLSCB also share four joint sub-groups, which work for both Boards:

1. Joint Quality and Performance sub-group
2. Joint Workforce Development sub-group
3. Joint Participation and Engagement sub-group
4. Joint Communications sub-group

[Insert schematic diagram]

Participation and Engagement

“We’re good at joining in: we bring energy, activity, excitement, imagination, talent, new things. We have so much hope; there is so much possibility.”

Article 12 of the United Nations Convention on the Rights of the Child states that all children have the right to be consulted and to have their opinion heard on any decision that affects them. In Slough we recognise that the voice of children and their families is central in everything we do. We believe that if we are to get it right for children we have to listen to their aspirations, fears, needs and concerns.

The CYPPB and SLSCB have established a joint Participation and Engagement Sub-group to ensure that children and young people are able to participate at three levels.

1. **Strategic** (e.g. consulting on key plans with representative groups of young people such as Slough Youth Council).
2. **Community of Interest** (e.g. with specific groups of children and young people such as children in care council, disabled children’s groups, BME groups, schools councils).
3. **Point of access** e.g. direct engagement of children, young people and their families as they receive services through individual questionnaires, surveys face to face feedback.

Slough’s participation strategy is set out in the CYPPB and SLSCB Children and Young People’s Participation and Engagement Plan 2013-15, which has been produced by the joint sub-group.

The Joint Participation and Engagement Sub-group will coordinate and support the consultation and engagement of children and young people in Slough by all partnership organisations. Partners will share details of their planned engagement activities through the joint sub-group to ensure that they meet agreed participation standards. This is also essential to avoid duplication, repetition and over engagement of the same groups, which can lead to unrepresentative feedback and consultation fatigue for children and young people.

In Slough we believe that our participation work with children and young people should ensure that:

- a wide variety of children and young people’s voices are listened to;
- children and young people understand what impact they can have, before they participate in any engagement activities;
- children and young people are kept informed of what happens next; and
- creative ways are sought to engage children and young people (we do not just use questionnaires and surveys, because they are easy for us to use).

“Participation and engagement look like the future and taste like freedom.”