

Essex Children, Young People and Families

Partnership Plan

2013 / 2016

Draft Date 06 Sep-13

Foreword

Welcome to the Essex Children, Young People and Families Plan 2013-2016.

The Children's Plan is a key, high level document that sets out the most important issues facing Children, Young People and Families in Essex. It has been developed by the Essex Children and Young People's Partnership Board which is made up of County, Locality and Community stakeholders from a range of backgrounds including Social Care, Schools, Colleges, District/Borough and City Councils, Health Services, Police and Fire Services and a broad range of Community/Voluntary Sector agencies.

Working together to support Children, Young People and Families is very important. By working together individual organisations can be more efficient in the way they utilise reducing budgets to deliver services. Services must be easy to find and accessible with clear communication between providers to ensure the right service is provided at the right time.

This plan sets out the vision of the Essex Children's Partnership. It says what we want to achieve and where we will concentrate our work over the next three years. We are committed to improving outcomes for all Children, Young People and Families in Essex, making a difference and not just talking about it.

There are an increasing number of opportunities to integrate services or join them together both at the point of delivery, the front line, and earlier when these services are being thought about or commissioned. As a partnership we will take up these opportunities to make sure they have the most positive impact.

Cllr Dick Madden

Cabinet Member for Families and Children – Cllr Dick Madden
Chair – Essex Children and Young Peoples Partnership Board

Summary

The Essex Children, Young People and Families Partnership Plan for 2013-2016 is been developed at a time of significant change both at a National and County Level. The document takes account of the increasing emphasis on commissioning for children's services within Essex alongside reconfiguration within the NHS, transfer of Public Health responsibilities to the Local Authority and significant restructure within ECC.

The plan is essential in setting the direction of travel for Children's Services across Essex and maintaining progress through a commitment to partnership planning and exploring opportunities to integrate commissioning.

At this strategic level the Partnership seeks to determine the overlap between the range of organisations involved, bringing them together over a common set of outcomes that improve services for Children, Young People and Families. In a time where demands on budgets are increasing and savings need to be made the Partnership will seek opportunities for long term integration where the results are sustainable and represent value for money.

The Children's Plan is influenced by a broad range of current priorities including planning for integrated commissioning with Clinical Commissioning Groups¹ (CCGs) and Public Health, implementation of the Essex Health and Wellbeing Strategy and actions set out through the work of the Essex Safeguarding Children Board (ESCB).

¹ Clinical Commissioning Groups (CCGs) are NHS organisations set up by the [Health and Social Care Act 2012](#) to organise the delivery of [NHS](#) services in England

Progress made since the last plan

- Successful Ofsted Inspections for Adoption and Private Fostering ('Good' with some area of 'Outstanding' practice)
- A 'Good' Ofsted Inspection judgement for Essex County Council Fostering Services
- A review of governance of the Essex Safeguarding Children Board completed with recommendations implemented
- The establishment of a new quadrant based locality structure for children's social work services
- Children's Residential Homes have been closed to enable placements to be commissioned based on individual need
- Fostering Placements have been increased to support our commitment to always place children in family based placements where this is appropriate
- Levels of Need (thresholds) refreshed through development of 'Effective Support for Children and Families in Essex'².
- Effective Support for Children and Families provides a clear focus for all interventions, a platform for development of targeted 'Early Help' services and a consistent reference for commissioning.
- Numbers of young people in care have shown sustained reductions from past high figures
- A restructured Quality Assurance Service with new Independent Reviewing Officers, Child protection Co-ordinators and Conference Chairs
- An investment in effective and evidenced based practice and early intervention services
- A promising start for our newly formed Divisionally Based Intervention Team (D-BIT) Service targeted on young people and their families on the edge of care or custody
- Innovative approaches have been developed around Community Budgets Essex Family and the Troubled Families programme, now brought together as 'Family Solutions'

² Appendix 2 – Essex Effective Support Windscreen

- The commissioning of a Multi-Systemic Therapy Service funded through Social Investment
- A new strategy and structure for the delivery of Youth Services has been implemented

The vision for 2013-2016

The Children, Young People and Family Partnership is committed to the following:

Children, Young People and Families will reach their full potential

We will do all we can to support all children, young people and their families to reach their full potential. We have high aspirations for all children and young people – they will grow up safe, happy and healthy, able to make the best use of their skills to secure good employment opportunities and make the most of their lives.

Children and young people will be supported by strong families

Families are the foundation of strong local communities. As the key contributor to a child or young person's safety, health and wellbeing we will take a whole family approach to supporting all families to fulfil this role.

Families will be given early help to assist them in managing their difficulties

Families in difficulty will be offered help at the earliest opportunity. The help provided will promote family resilience and help prevent family problems escalating into more serious ones.

Children and young people will not be disadvantaged by being in care

It is generally better for children and young people to live with their own families, however where this is not possible we will provide good alternative care. If a child or young person needs to be in care we will ensure that this is in a family setting (foster care) wherever possible, of good quality and it improves the life chances of the children and young people in question.

We will protect children and young people from harm

Through early help and a joint commitment to effective child protection services we will reduce risks to children and young people and ensure they are protected from abuse and neglect. We will work with families to build on their strengths and make the changes that are needed. If this does not work and a child or young person is identified as likely to suffer significant harm, we will act quickly to protect them.

Children, young people and their families will influence what we do

We will be family focused, putting the needs and aspirations of children, young people and their families at the heart of everything we do. We will do this by listening to the views of children, young people and their families and wherever possible acting upon them. We will learn from and improve our services through consultation with children, young people and their families.

Services for children, young people and their families will be improved by us working together

We will work in partnership through all four levels of need to provide more responsive, better integrated and more effective services which are easy to access.

National Context

The impact of economic pressures and Government policy will create a more testing operating environment for those working with children and families over the next three years. Reduced resources will combine with additional pressures placed on families as a result of changes in benefits and employment. These changes will present a challenge to Local Government and partners to meet increasing needs whilst making real cost savings year on year.

Changes that have been implemented under recent reforms to the welfare system³ will have an impact on the families in Essex and will influence the thinking of the Partnership. The restructure of the 'working age' benefits system will lead to reductions in tax credits, child benefit and employment benefits for lone parents along with the introduction of Employment Support Allowance to replace incapacity benefit for Disabled Adults. Welfare Reforms will also impact on housing through a

³ Welfare Reform Act 2012

reduction in the amount that can be claimed by homeowners receiving benefits for unemployment or illness putting the most vulnerable at risk of repossession.

Local Authorities and their partners will seek to harness opportunities emerging from the localism agenda.⁴ This may include exploring innovative options such as mutualisation and social enterprise or supporting co-operatives and charities to assume a stronger position in the market for public service provision. Essex is leading the way amongst Local Authorities in establishing new commissioning models such as Social Impact Bonds (SIB) and Payment by Results (PbR) which place emphasis on delivery of service outcomes and payment linked to success.

The Government's review of child protection by Eileen Munro has produced a series of recommendations that are changing children's social work. The review is especially clear that the child protection system must be fully focused on the needs of individual children and young people rather than a centrally imposed set of processes and targets. Perhaps the strongest message within the final report is a reduction in the level of Government prescription with a greater emphasis placed on local discretion and professional judgement. The review does propose a new duty be placed on local authorities and partner agencies to secure sufficient provision of local "early help" services for children, young people and families and to produce an 'early help' plan.

Understanding the needs of Children and Young People in Essex

Essex covers a large geographical area with pockets of high population density in urban areas and a significant proportion of the population dispersed across areas of rural hinterland. The scale and complexity of the Essex population make it essential that Locality Partnerships know their communities and understand their unique characteristics in order to ensure that local priorities are respected and acted upon.

⁴ Localism Act 2011

In addition to the geographic profile of the County there is significant transience in proportions of the children and families community that requires specific consideration to ensure that services remain accessible and that we are able to track any improvement in outcomes that result from specific interventions. The transience of families within areas of Essex as well as the significant migration of families into and out of Essex places importance on developing effective multi-agency, cross quadrant and cross county working in order that the right resources can be deployed to support families at the right time and in the right place.

A mature relationship between locality based statutory partners, community stakeholders and children, young people and families is the key to delivering the aims and priorities of the Children's Partnership Board. The Essex locality model provides a pan Essex network for; inter-agency working, dissemination of information and development of comprehensive needs analysis. Individual locality partnerships are able to develop local solutions where appropriate or escalate issues up to the County Partnership Board. In turn the Partnership Board maintains a strategic overview of local needs which further informs the broader commissioning agenda.

It is important that the work of the Partnership can demonstrate a sound evidence base both in terms of understanding needs and understanding the impact of any response. The following table sets out the presenting needs based on both our Joint Strategic Needs Analysis⁵ and the locality based needs analyses for each quadrant:

Summary of Needs

⁵ Joint Strategic Needs Assessment Jun-12

Families experiencing multiple disadvantage with several needs
Children suffering abuse or neglect
Children and young people on the edge of care
Children and young people living with drug or alcohol dependent parents
Children and young people with poor emotional health and wellbeing
Children and young people living with parents experiencing mental health problems
Children and young people exposed to domestic abuse
Families with adolescents with challenging and troubled behaviour
Geographical inconsistencies in school attainment, e.g., Basildon, Braintree, Castle Point, Harlow, Maldon and Tendring performing below the county average
Poor attainment in the early years at Early Years Foundation Stage
Lower attainment of children in care when compared to their peers
Significantly lower life chances for children and young people in need, on a protection plan, in care and leaving care
Higher rates of NEET in some areas
High re-offending rates amongst young offenders
Increasing diversity of population especially in West Essex with the consequent requirement for services to be inclusive and proactive in meeting their needs

Essex Partnership Priorities

The Children, Young People and Families plan brings together key priorities for all partners based on a shared understanding and assessment of local needs and known or likely changes in the regulatory / legislative environment which will require a response. Behind these priorities sits a shared commitment to improving outcomes through clear and accountable actions. The ten priorities below will provide the strategic direction that informs all commissioning and delivery over the coming three years. Appendix 3 provides greater detail in relation to the types of work that will support the delivery of these priorities.

Children, Young People and Families Strategic Priorities 2013-2016

- [*1 Protect Children and Young People from harm and neglect*](#)
- [*2 Develop resilience in families to help reduce dependency on public services by enhancing their capacity to resolve their own problems*](#)
- [*3 Improve outcomes for Looked After Children and Care leavers as well as improving support to children and young people on the edge of care*](#)
- [*4 Support and Challenge Schools to raise Educational achievement and aspirations at all key stages*](#)
- [*5 Enabling children to get the best start in life*](#)
- [*6 Work with partners to provide inclusive education that meets the needs of those with the most difficulties*](#)
- [*7 Promote good health for Children and Young People and reduce health inequalities*](#)
- [*8 Work with partners to maximise the number of young people who are in Employment, Education or Training*](#)

9 *Promote the benefits of young people making a positive contribution to their community and decisions affecting their own lives*

10 *Provide opportunities for reskilling and up-skilling throughout residents' working lives*

Strategic influences on the work of the Partnership

Essex County Council has delivered more than £365million in savings through a programme of Transformation that aims to deliver the best quality of life to the people of Essex. Transformation will deliver a dynamic, forward thinking Authority that is able to capitalise on opportunities for effective outcomes based commissioning as well as integrated commissioning at a strategic level with NHS partners, District/Borough and City Councils, Schools, Unitary Authorities, Fire and Police services and the Voluntary, Community and Social Enterprise Sector. Commissioning Outcomes Groups (COGs) will be developed to inform commissioning ambitions as part of the transformed operating model. This plan will be aligned to the outcomes of the Commissioning Outcomes Groups as these evolve.

Within Essex there is an extensive distribution of Adult Partnerships which overlap with the Children's agenda in relation to Domestic Violence, Lifelong Learning, Crime and Disorder and Youth Offending. An emphasis on exploring the natural synergy between adult and children's partnerships will continue to concentrate on points of transition, those times when Children, Young People and Families move between children's and adults services. The aim will be to make such transitions as seamless as possible through an 'All Age' approach to working with and supporting people in Essex.

In a constantly changing global economy it is important that Essex has a highly skilled and adaptable workforce which reflects the needs of the local economy and local communities. All children need to achieve a good level of development through their early years so that they enjoy learning and have a strong foundation for lifelong learning. Increased attainment is an important driver of economic growth and people who have higher levels of attainment are also more likely to have longer, safer and healthier lives. Driving out inequality across Essex, reducing unemployment and NEET levels for 16-24 and developing a thriving programme of apprenticeships can ensure Essex leads the UK in attainment and is able to foster a culture of lifelong learning so that people of all ages have a thirst for learning.⁶

Across Essex the relationship between the Local Authority and Schools is changing. Reflective of a national trend towards less centralised models of educational delivery the move aims to widen the range of suitable routes for young learners. The

⁶ The Lifelong Learning Strategy 2013-2018

reform of schools through the Academies Act 2010 opened up the possibility of applying for Academy status to all schools. Academies are independent and state-funded receiving funding directly from central Government rather than through the Local Authority. The 2010 Act also introduced Free Schools which can be set up and governed by local community groups. Universal Technical Colleges and Studio Schools were also launched. Within Essex there are plans with DfE for Free Schools which will sit alongside Academy Free Schools and a Studio School. There are currently 111 academies⁷ a number of which are working in partnership with sponsor organisations. Essex has led the way during this period of change in the establishment of Essex Education Services. As a discrete, arms-length trading organisation Essex Education Services functions as an educational business accountable to shareholders. With a range of direct delivery, training and support services, customers, who include ECC Commissioners, schools, other Local Authorities and Central Government, buy in services as and when they are required.

Through its Youth Service and Youth Offending Teams, Essex is investing in young people, supporting them to develop their own resilience to face challenges and achieve positive outcomes.

Utilising an informal education & personal development approach with an emphasis on early intervention and prevention, youth work in Essex is driving forward to embed the principles of the Governments 'Positive for Youth' programme. Working within a curriculum to raise attainment and aspirations of our most vulnerable young people, the Youth Service is setting out a shared vision for how all parts of society – including councils, schools, community groups, the voluntary sector and businesses – can work together in partnership to build capacity in order to support families and improve outcomes for young people, particularly those who are disadvantaged or vulnerable⁸.

In line with a national reduction in the numbers of young people entering the youth justice system for the first time, Essex Youth Offending Service (YOS) is performing strongly. Against a backdrop of reducing budgets and an increasing demand for cost effectiveness, Essex YOS is focused on; reducing the number of first time offenders through preventative and early intervention work, reducing the numbers of young people re-offending and promoting youth justice that results in positive outcomes for young people and their communities.

Recent health and social care legislation⁹ has led to the strategic development of the Essex Joint Health and Wellbeing Board (EJHWB). Bringing together key partners to improve health and wellbeing across Essex the Board leads on implementing a Health and Wellbeing Strategy for the communities of Essex (*Health and Wellbeing Strategy for Essex 2013-*

⁷ As at May-13

⁸ Essex County Council Youth Service - Vision, Strategy, Objectives and Draft Service Plan

⁹ Health and Social Care Act 2012

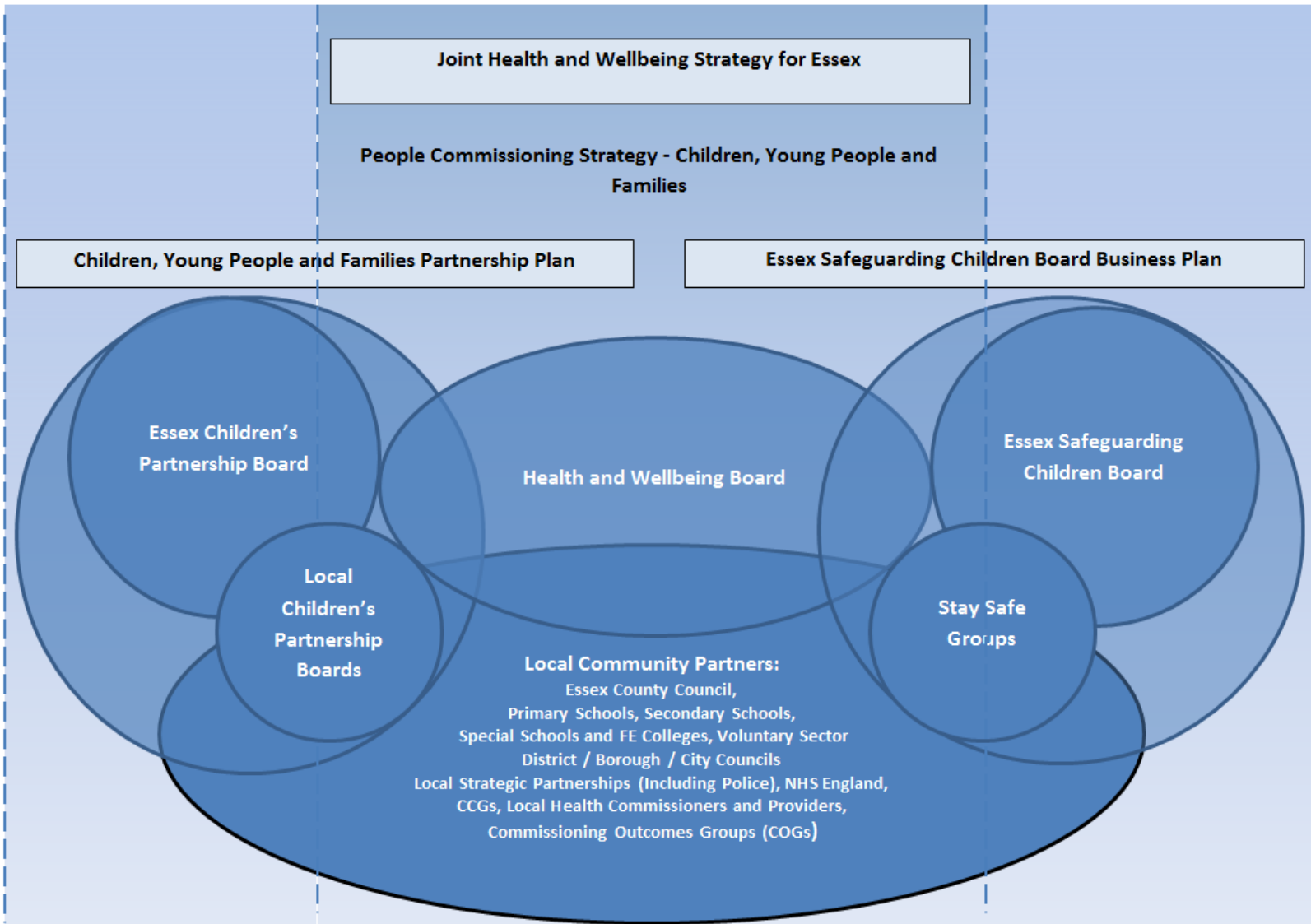
2018). The Strategy is the principal high level plan and as such provides a strategic framework for the commissioning and delivery of health and social care services.

The transfer of responsibilities for Public Health from the NHS to the Local Authority means that there is even greater opportunity to ensure that services are commissioned that improve health and wellbeing and lead to sustainable, improvement in outcomes for Children, Young People and Families. Further changes within the NHS have created opportunities to develop collaborative integrated commissioning between Essex County Council (ECC), NHS England Local Area Team (NHSE LAT), Clinical Commissioning Groups (CCGs), the Commissioning Support Unit (CSU) and locality stakeholders.

Essex Partnership Structure

The Essex Children's Partnership is established under section 10 of the Children Act 2004 which requires all local areas to establish an arrangement to promote the cooperation of relevant partners in the commissioning and delivery of children's services. The Children's Partnership reports into the Essex Health and Wellbeing Board and is responsible for the Essex Children, Young People and Families Plan. There is an extensive subgroup structure underneath the Children's Partnership which aligns with District and Borough Local Partnerships and Education forums including; Local Delivery Groups, 14-19 Area Planning Groups and Behaviour and Attendance Partnerships¹⁰.

¹⁰ Partnership Landscape (Appendix 4)



Partnership Principles

Schematic diagram of partnership influences and interactions

Principle 1

Establishing a child and family centred service at a local level delivered within a whole system approach:

- Identifying children, young people and families with multiple needs
- Providing early help that is action rather than assessment oriented
- Joining up service delivery across organisations and placing Children, Young People and Families at the centre of all we do.
- Equipping Children, Young People and Families to make informed choices
- Eliminate unlawful discrimination, advance equality of opportunity and foster positive relations between those who share a protected characteristic¹¹ and those who do not.
- Promoting effective local information sharing
- Involving children, young people and their families in planning the services that they need and evaluating their effectiveness

Principle 2

Using evidence, innovation and service redesign to achieve an effective and efficient use of resources:

- Targeting collective resources on those most in need, driving out duplication and ensuring the right services are provided

¹¹ The Equality Act 2010 defines Protected Characteristics as; Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual orientation

- to the right people and in the communities where they live
- Harnessing innovation to get the most from reducing resources
- Identifying where public money can be spent more effectively through radical service redesign
- Using an evidence based approach to address need and measure effectiveness

Principle 3

Promoting a shared culture of accountability and responsibility where partners agree and plan actions to address common priorities:

- Building positive relationships across the partnership built on openness, mutual respect, trust and transparency in decision-making
- Promoting a shared understanding of the differing roles and responsibilities of partners
- Integrating service commissioning across the partnership, jointly challenging performance and evaluating impact
- Identifying targeted improvement actions that with effective planning are realistic, achievable and proportionate

Measurements of Success

Across the Partnership there is a commitment to driving continuous improvement in outcomes for Children, Young People and Families. For the priorities set out within this plan to be achieved and for them to in turn make a difference to the lives of Children, Young People and Families in Essex will require a regular review of performance and impact. A number of evaluative approaches will be required to scrutinise quantitative performance data aligned to each of the ten priorities as set out in the framework below. There will also be an importance placed on qualitative evaluation based on service user feedback and discussions led through forums which represent the views of front line, locality partners.

The evaluation of the Children, Young People and Families Plan will be aligned to the emerging evaluation framework for the Health and Wellbeing Strategy as well as the realisation of integrated commissioning ambitions set out in the Commissioning Strategy – Children, Young People and Families 2013-2016.

Appendix 1

Draft Performance Framework

Priority 1	Protect Children and Young People from harm and neglect ¹²								
Indicators	Assessments – child seen	Assessments – in time	Section 47s – child seen	Section 47s – in time	Children made subject to a child protection plan for 2 nd or subsequent times	Number of children subject to a child protection plan	Missing children	Quality of Practice Audits	Supervision of cases

¹² Children's Social Care reporting framework

Priority 2	Develop resilience in families to help reduce dependency on public services by enhancing their capacity to resolve their own problems¹³							
Indicators	Number of closed cases (not closed due to disengagement) where all or some goals have been achieved ¹⁴	D-Bit Overall measure of success – Place of residence at the start and end of the D-BIT intervention						

Priority 3	Improve outcomes for Looked After Children and Care leavers as well as improving support to children and young people on the edge of care							
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¹³ Awaiting inclusion of Family Solutions performance measures

¹⁴ D-BIT performance measures

Indicators	Attainment at Key Stage 2 Including English and Mathematics	Attainment at Key Stage 4 including the % of Children Looked After achieving Grade A* to C in GCSE English and mathematics	NEET/ETE (not in/in education, employment or training)	Health checks	Stability – same placement over 2 years	Substance misuse (annual from SSDA903 looked after children return)	Placements – distance from home	Placements – out of county (together with distance)
	Number of Children In Care charged with one or more offences							

Priority 4	Support and Challenge Schools to raise Educational achievement and aspirations at all key stages ^{15, 16}						
	EYFSP % of pupils at the expected level in Foundation Stage Profile	PHONICS % of pupils working at required level in Year 1 Phonics	KS1 % of pupils at the expected level (2B+) in KS1 Reading	KS1 % of pupils at the expected level (2B+) in KS1 Writing	KS1 % of pupils at the expected level (2B+) in KS1 Maths	KS2 % of pupils at the expected level (4B+) in KS2 Reading	KS2 % of pupils at the expected level (4B+) in KS2 Writing
	KS2 % of pupils at the expected level (4B+) in KS2 Maths	KS2 % of pupils at the expected level (4+) in KS2 Reading, Writing and Maths	KS2 % of pupils making 2 levels of progress in KS2 Reading	KS2 % of pupils making 2 levels of progress in KS2 Writing	KS2 % of pupils making 2 levels of progress in KS2 Maths	KS2 % of pupils making 3 levels of progress in KS2 Reading	KS2 % of pupils making 3 levels of progress in KS2 Writing
	KS2 % of pupils making 3 levels of progress in KS2 Maths	KS4 % of pupils achieving 5+ A*-C grades at GCSE (including English and Maths)	KS4 % of pupils achieving 5+ A*-C grades at GCSE	KS4 % of pupils achieving 5+ A*-G grades at GCSE	KS5 % of pupils achieving A-level grades AAB or higher	KS5 % of pupils achieving GCE A Level passes at A* grades	KS5 % of pupils achieving GCE A Level passes at A grades

¹⁵ Analysis of Essex School Performance 2012

¹⁶ Performance against Education indicators is presented as provisional data in October and Finalised in February

	KS5	KS5					
	% of pupils achieving CGE A Level passes at B grades	Total number of passes at GCE A level A* - E					

Priority 5	Enabling children to get the best start in life ¹⁷							
Indicators	% of Early Years provision achieving good or outstanding Ofsted judgements	% of out of school provision achieving good or outstanding Ofsted judgements	% of schools with EYFS provision having good or outstanding outcomes as determined by Ofsted	% increase in families accessing information	% of children aged 2 years old attending	% of children aged 3 and 4 year old attending	80% or above of the under five population living within the reach area to be registered with the Children's Centres	% vulnerable groups accessing services via Children's Centres

¹⁷ Early Years and Childcare – Vision, Core Purpose and Service Delivery (Apr-13)

	% of vulnerable children in receipt of additional funding to access additional early years childcare	% of children reaching expected Physical, Social and Emotional Development outcomes (PSED)	% of families with increased confidence / awareness of benefits of home learning environment	% increase / decrease required to maintain sufficient Childcare to meet local / quadrant needs	% practitioners attending multi-agency/multi-disciplinary training	% of practitioner PVI staff achieving a minimum Level 3 Childcare qualification	% of early years settings that have an Early Years Professional (EYP) working with children	
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Priority 6	Work with partners to provide inclusive education that meets the needs of those with the most difficulties¹⁸
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¹⁸ Education and Learning Services Scorecard – May 2013

Indicators	Children with no SEN achieving L4+ at KS2	Children with SEN with a statement achieving L4+ at KS2	Children on School Action / School Action Plus achieving L4+ at KS2	Children with no SEN at KS4 achieving 5 A* - C grades at GCSE including English and Maths	Children with SEN with statement at KS4 achieving 5 A* - C grades at GCSE including English and Maths	Children with SEN School Action and School Action Plus at KS4 achieving 5 A* - C grades at GCSE including English and Maths
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Priority 7	Promote good health for Children and Young People and reduce health inequalities ¹⁹
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¹⁹ Health and Wellbeing Strategy for Essex 2013-2018

Indicators	Percentage of children aged 4-5 and 10-11 classified as overweight or obese	Smoking prevalence in 15 year olds	Prevalence of drinking and substance use in C&YP	Hospital admissions caused by unintentional and deliberate injuries under 18s	MMR vaccinations coverage	Pupil absence in C&YP with MH Problems	Educational achievement of children with SEN	School Readiness	% children (including children with SEN, Children in Care and those eligible for free school meals) achieving 5+ A* - C GCSE or equivalent (inc. English and Maths)
	% Children achieving good levels of development in Early Years Foundation Stage	Total average difficulties score for all looked after children aged between 4 and 16 (inclusive) at the date of their latest assessment, who have been in care for at least 12 months at 31 st March		Domestic Abuse	Incidence of harm to C&YP due to failure to monitor (NRLS)	Rate of conceptions per 1,000 females aged 15-17	Breastfeeding prevalence at 6-8 weeks after birth	C&YP continue to receive the care they need following transfer from paediatric services	Rate of 10-17 year olds receiving their first reprimand warning or conviction per 100,000 population

Priority 8	Work with partners to maximise the number of young people who are in Employment, Education or Training²⁰
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²⁰ Lifelong Learning Strategy Implementation Plan 2013-2014

Indicators	% of 16 Yr. olds to be in learning in 2013/14	% of 17 Yr. olds to be in learning in 2013/14	Proportion of young people classified as NEET to be reduced across DfE stretch target period Nov-Jan	Number of 'opportunity ready' young people re-engaged into a training or employment outcome.	% awareness of the requirement to participate amongst Yr.11 leavers	Increase % of mainstream secondary schools using the 'ACHIEVE' early identification tool.	% of destinations of Yr.11 pupils after leaving school confirmed.	Number of Young People starting an Apprenticeship 16-18 Yr. old	Number of Young People starting an Apprenticeship 19-24 Yr. old
	Number of interventions undertaken by Targeted Youth Advisers (TYA)								

Priority 9	Promote the benefits of young people making a positive contribution to their community and decisions affecting their own lives					
Indicators	% increase in Youth Service Registrations	% of observations of young people's outcomes are graded as good or above	Number of young people surveyed (Annual Survey) able to influence decision making	Number of young people participating in the National Citizenship Service	Number of youth led community projects delivered through the National Citizenship Service	Number of young people trained as part of the Young Inspectors Programme

	Frequency of First Time Entrants (FTE) to the Youth Justice System ²¹	% of court disposals that are custodial	Number of remand episodes that are custodial		
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Priority 10	Provide opportunities for reskilling and up-skilling throughout residents' working lives²²							
Indicators	% increase in mainstream secondary school participation in Employability for Life skills programme	% Increase in the value of Adult Community Learning (ACL) contract for apprenticeships	Number of Adult Community Learning Apprenticeships	Completion of University Technical College development in Harlow	Completed feasibility studies for University Technical Colleges/Careers Colleges to service the logistics and engineering sectors in South Essex and Performing Arts and Digital Technologies in Mid Essex	Complete Centre of Excellence for Environmental Technologies in Basildon	Number of Level 2 starts delivered through Canvey Skills Campus	Realise Energy Skills Centre in Harwich

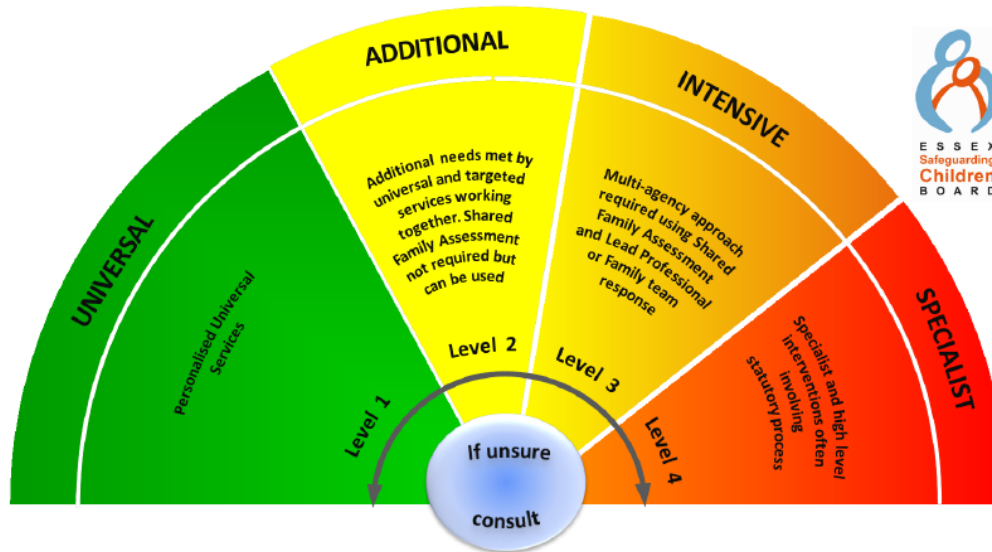
Appendix 2: Essex Effective Support Windscreen

²¹ Essex Youth Offending Services Performance Framework

²² Lifelong Learning Strategy Implementation Plan 2013-2014

The Essex Effective Support Windscreen

Multi Agency Guidance: Working in partnership to help children and families improve their lives



All partners working with children, young people and their families will offer support as soon as we are aware of any additional needs. We will always seek to work together to provide support to children, young people and their families at the lowest level possible in accord with their needs

family to ensure they receive all the support they require. **Specialist** services are where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. Examples of specialist services are Children's Social Care, Child & Adolescent Mental health Service (CAMHS) tier 3 or Youth Offending Service. By working together effectively with children with additional needs and by providing co-ordinated multi-disciplinary support and services for those with more intensive needs, we seek to prevent more children and young people requiring specialist services.

Services for children with additional needs are sometimes known as *targeted services*, such as behaviour support or additional help with learning in school, extra support to parents in early years or targeted help to involve young people through youth services. Children with **additional** needs are best supported by those who already work with them, such as children's centres or schools, organising additional support with local partners as needed.

For children whose needs are **intensive**, a co-ordinated multi-disciplinary approach is usually best, involving a **shared family assessment** and a **lead professional** to work closely with the child and

Appendix 3: How the 10 Strategic Priorities will be delivered

1. Protect Children and Young People from harm and neglect

To deliver this priority we will:

- Progress to completion the Essex Children's Services Plan for Sustained Improvement Plan 2012-2013 and continue robust monitoring in respect of outcomes
- Improve caseloads, giving staff more time for purposeful social work
- Invest in high quality learning opportunities and professional development for social workers and support staff.
- Improve partnership working with other local agencies to enable a coherent and effective response to the needs of children and their families
- Facilitate a proportionate, multi-agency approach to Domestic Abuse in particular in relation to Domestic Abuse referrals
- Further develop a multi-agency approach to improvement in practice around child sexual abuse and exploitation and missing children
- Facilitate the continued learning from case reviews including serious case reviews
- Develop a risk management culture
- Actively engage with children and young people and their families who have been subject to a child in need plan, child protection plan and part of the care system to inform its development

2. Develop resilience in families to help reduce dependency on public services by enhancing their capacity to resolve their own problems

To deliver this priority we will:

- Develop a range of targeted early help services in line with '*Effective Support for Children and Families in Essex*'
- Building on the existing Family Solutions Service, develop multi-disciplinary Family Teams as a single point for information, advice and sign-posting for level 2 (Additional) and 3 (Intensive) work
- Utilise earlier, solution focused and evidence based interventions
- Ensure all families have access to high quality advice, support and guidance

3. Improve outcomes for Looked After Children and Care leavers as well as improving support to children and young people on the edge of care

To deliver this priority we will:

- Ensure that children in care are progressed through the system without unnecessary delay and can achieve timely and appropriate rehabilitation or permanence
- Increase the proportion of looked after children placed with family and friends and/or in placements local to their home address/school
- Reduce placement costs through better sufficiency and value
- Improve outcomes through provision of stable placements which support continuity of relationships, community links, education and health provision and promote the right conditions for maximising potential
- Ensure that we have the right children in care by robustly and regularly reviewing their care plans and exiting them from the care system as appropriate
- Continue to support looked after children and young people to make a successful transition into adulthood through the provision of good quality education, training and employment, suitable accommodation and support
- Ensure that the care provided assists with breaking potential cycles of neglectful and uninvolved parenting
- Embed the role of Divisional Based Intervention Teams aimed at diverting children on the edge of care and ensure effective coordination with the new Multi-Systemic Therapy Service
- Ensure that all children and young people understand and are fully involved in any plans that are made and that they have copies of any plans where appropriate

- Implement a care leavers' paid work experience pilot programme
- Actively promote engagement of children and young people in the Children in Care Council and utilise the Council to hold the organization to account in its role as a Corporate Parent and to involve Children in Care in service development
- Invest in high quality learning opportunities and professional development for social workers, residential and support staff.

The engagement of children and young people in monitoring the implementation of the Council's Corporate Parenting Pledge is supported by the Involvement Team.

4. Support and challenge Schools to raise Educational achievement and aspirations at all key stages

To deliver this priority we will:

- Implement effective strategies to drive innovative advances in commissioning and traded services for Education.
- Actively work with schools and academies to identify those who will work in partnership with the Authority to raise standards at underachieving schools
- Provide strategic leadership of the increasingly fragmented Education system and implement changes in the landscape of universal provision.
- Provide individual packages of support for schools identified as being in greatest need and drive improvement in outcomes.
- Utilise the SCF estate better and leveraging its value to raise investment in order to improve the quality and quantity of accommodation available to support the attainment of a world class education.
- Ensure there is an effective range of post-16 opportunities available to all young people.
- Ensure that the Youth Service Curriculum contributes and supports schools PSHE and attainment levels.

- Develop the Duke of Edinburgh scheme in Secondary Schools.
- Provide excellent, tailored Complementary Education programmes to re-engage young people into learning, working in partnership with EYPDAS and other agencies to deliver these programmes.
- Provide access to Targeted Youth Advisers who will support young people to ensure their clients are getting the support they need to improve their educational outcomes.
- Through Adult Community Learning, deliver Family Learning opportunities across schools in Essex improving skills for parents to enable them to raise the attainment of their children
- Working in partnership with secondary schools to raise awareness of and offer Apprenticeship opportunities to young people
- Working in partnership with schools and other related ECC services to provide training and development opportunities for staff to improve the quality of provision

5. Enable children to get the best start in life

To deliver this priority we will:

- Ensure that all children have access to sufficient and sustainable high quality early education and childcare provision
- Facilitate access for all families to high quality advice, support and guidance
- Invest in increasing parental understanding of the benefits of high quality home learning environments
- Support increased confidence, which has a positive impact on the health, wellbeing and development of their children
- Improve educational attainment within the Early Years Foundation Stage for children aged 0-5 with a specific focus on language, communication and learning outcomes
- Support parents' requirements for work and study through ensuring families have access to high quality out of school provision
- Ensure that all vulnerable children, young people and their families have access to local effective preventative and early intervention services
- Develop work with teenage parents on child development, play skills, childcare, self-esteem sexual health, money management and access to positive activities
- Further invest in the development of a qualified and competent workforce to provide timely and appropriate support for all children and their families
- Through Adult Community Learning, support and encourage intergenerational learning and positive interaction between children, parents and schools

6. Work with partners to provide inclusive education that meets the needs of those with the most difficulties

To deliver this priority we will:

- Implement a revised Strategy for Children with Special Educational and Additional Needs
- Improve progress and attainment for children with Special Educational Needs and Disabilities in mainstream schools

- Provide opportunities for organisations to deliver SEN services to young people from Youth Service buildings.
- Support young people in care to access apprenticeships
- Deliver accredited programmes and provision to Young Carers.
- Support young people to take part in positive activities that develop self- esteem, confidence and continuing interest.
- Provide Alternative Education Programmes to young people who have barriers to accessing mainstream learning, ensuring that Alternative Education is fit for purpose and delivers the support Schools need for these 'at risk' students
- Ensure that Curriculum Resources reflect ECC's Equality and Diversity ethos so that all groups feel included.
- Deliver a programme to prevent young people being bullied to reduce anti-social behaviour on public transport.
- Through Adult Community Learning, work with voluntary and community organisations to increase the capacity of this sector to delivery learning to disadvantaged groups

7. Promote good health for Children and Young People and reduce health inequalities

To deliver this priority we will:

- Replace the current way of organising services with an integrated, whole-life pathway approach that will provide a seamless service across health, social care and mental health services.
- Ensure that children in care are as physically, emotionally and socially healthy as they can be and have access to the right health resources, including additional support where a need is identified.
- Integrate services so the transition from children's to adult services is more effective.
- Improve outcomes for children with special educational needs
- Redesign sexual health services to ensure that appropriate, high quality services and education programmes are in place to improve the sexual health of young people with a subsequent reduction in unwanted teenage pregnancies and a reduced prevalence of sexually transmitted infections.
- Ensure that programmes are in place to support pregnant women and new mothers to initiate and sustain breast feeding leading to a subsequent increase in the prevalence of babies being breastfed at 6-8 weeks
- Work in partnership with healthcare professionals to raise awareness of the importance of all childhood immunisation programmes in order to maximise uptake.

- Reduce childhood obesity levels through the provision of high quality accessible physical activity programmes and raising the awareness and capacity of the population to improve diet and nutrition

This work will be linked to the Whole Essex Community Budgets Integrated Commissioning business case.

8. Work with partners to minimise the number of young people who are not in Employment, Education or Training

To deliver this priority we will:

- The Employability and Skills Unit to support 1,500 opportunity ready young people into sustainable education, employment or training outcomes
- Continue to keep the share of young people whose current activity is unknown to below 10% for the remainder of the 2012/13 academic year, with the ambition that the share of unknowns is no higher than 8% during the DfE statutory reporting period (November 2013 – January 2014)
- Continue to work with partners to ensure that the range of publically funded initiatives aimed at reducing NEET work more cohesively and that ECC and its partners can target interventions to the most appropriate young people.
- Continue the focused Essex Apprenticeship Programme for key sectors, including engineering and manufacturing, energy, ports/logistics, creative & digital industries and health & social care.
- Extend the Essex paid work experience programme for 16-19 year olds with firms in industry sectors in line with ECC's Economic Growth Strategy.
- Improve awareness and take up of opportunities in STEM related industries by young people through better informed advice and guidance, media work, business mentoring and educational & industry visits.
- Through Adult Community Learning, work with employers to deliver more Apprenticeship opportunities for 16-18 and 19-24 year olds in Essex, as part of countywide initiatives to stimulate growth in Apprenticeships
- Work in partnership with schools to sign post and raise awareness of opportunities for young people

- Develop and deliver accredited programmes and opportunities for NEET young people that are aligned to the work of the Employment and Skills Unit.
- Work with NEET young people through the targeted teams, including those in YOS & CIC, to offer one-to-one support, group work sessions to raise self-esteem, CV writing, Job Ready programmes and goals training in every quadrant in Essex
- Create two Channels on the I-Essex Website to enable more young people to access information about job and apprenticeship opportunities, local Youth Work and volunteering opportunities in the area.
- Deliver The Prince's Trust Programmes three/four times a year in each quadrant in order to provide support to young people not accessing education, employment or training.
- Deliver support to young people through The National Citizen Service, in partnership with The Essex Boys' and Girls' Clubs and schools, to give school leavers the opportunity to learn new skills, contribute to their community and volunteer.

9. Promote the benefits of young people making a positive contribution to their community and decisions affecting their own lives

To achieve this priority we will:

- Support the development of a strategic understanding of involvement across the Directorate
- Actively involve children and young people, parents and carers in decision making relating to the design, delivery, governance, commissioning and evaluation of services
- Inform service areas through reporting the views, thoughts and experiences of children, young people, parents and carers
- Give timely feedback to children, young people, parents and carers on where decisions have been influenced by them
- Support children and young people to develop the skills to enable them to be part of the decisions which affect their own lives
- Actively support and promote an understanding of children's rights within the SCF workforce and ensure that these are considered in the development of services, strategy and policy

- Ensure that the Children in Care Council arrangements and the Corporate Parenting Pledge are promoted with all children and young people and that children and young people are supported to attend participation events
- Support the organisation in its responsibilities as a Corporate Parent and ensure it is fulfilling its statutory obligations to the Children in Care Council
- Support and encourage the engagement of children and young people in a variety of representative forums such as Youth Councils and targeted forums, ensuring that these groups play an active role in the governance and decision making
- Work with partners from the voluntary sector to embed the Youth Services' Commissioning through Community Capacity Building Model.
- Support young people to develop personal and social skills through the work of Youth Centres and Youth Strategy Groups.
- Support the active involvement of young people, parents and carers in volunteering, identifying barriers and where and how to target the development of engagement
- Reduce risk-taking behaviours in young people
- Reduce re-offending of young offenders and particularly those who are LAC
- Reduce use of custody for young offenders
- Reduce remands to Youth Detention Accommodation for young offenders

This work will be linked to the Whole Essex Community Budgets Reducing Reoffending and Strengthening Communities business cases.

10. Provide opportunities for reskilling and up-skilling throughout residents' working lives

To achieve this priority we will:

- Develop a skills system for Essex which allows genuine employer led provision, matching skills provision to the local economy and achieving a single local commissioning system, through the Whole Essex Community Budget pilot and other on-going programmes
- Make Adult Community Learning accessible and affordable to those most in need

- Provide Information, Advice and Guidance support for residents of Essex through Adult Community Learning's delivery of its National Careers Service contract.
- Design an Adult Community Learning curriculum and skills offer that prioritises skills for work, employability, English and maths, vocational training and providing progression routes to higher level qualifications, in line with ECC's Economic Growth Strategy.
- Identify young people in employment without training and provide support for them and their employer to re-engage in learning.
- Promote employer-led initiatives, such as Group Training Associations, which enable employers to influence and commission the delivery of skills provision.
- Establish stronger links with higher education institutions in Essex to develop higher level jobs
- Roll out an industry backed programme to support the acquisition of much needed Level 3 and Level 4 skills in the existing workforce.
- Create new or expanded vocational training facilities in Essex that serve the needs of local business and/or key industry sectors, e.g. Canvey Skills Campus, the University Technical College for medical technologies in Harlow
- Through Adult Community Learning, work with the unemployed to provide programmes to support them to gain or stay in employment

Appendix 4: The partnership Landscape in Essex

Essex Safeguarding Children Board – The ESCB is the lead local body that ensures that children and young people are safe and secure and protected from significant harm or abuse. The organisation ensures that appropriate arrangements for

safeguarding are in place both within and between agencies and ensures the effectiveness of these arrangements through a range of monitoring activities. The Board has a statutory multi-agency membership and is represented on the Essex Children and Young Peoples Partnership Board. There are a number of sub-groups sitting under the ESCB including those focused on: Policy, Procedure and Practice development, Employment, Communications, Performance, Audit and Quality Assurance, Health and Training and Development. The ESCB coordinates both the Serious Case Review and Child Death Review processes.

Essex Health and Wellbeing Board – The Health and Wellbeing Board provides support from pre-birth antenatal services to old age with an emphasis on supporting transition between services to improve the standards of service and care provided. The Children and Young People and Families' Plan mirrors many of the Health and Wellbeing Priorities.

A Memorandum of Understanding has been developed that sets out the relationship between the Health and Wellbeing Board and the Children's Partnership Board ensuring a clear pathway for reporting and integration.

Clinical Commissioning Group (CCG) Integrated Plans – CCGs are responsible for commissioning acute and community health services. There are five across Essex – North East Essex; Mid Essex; West Essex; Castle Point & Rochford; Basildon & Brentwood. The 5 CCGs hold the budgets and have developed Integrated Commissioning Plans which set out the principles, vision and decisions for effective and sustainable healthcare. All five CCGs in Essex have expressed their commitment to integrated commissioning in their Plans, and ECC is working closely with them to develop opportunities for joined up commissioning.

ECC Commissioning Strategy - Children, Young People and Families – This document provides a framework for delivering the integrated commissioning ambitions in relation to Children, Young People and Families. Primarily the focus is on integrated commissioning with Clinical Commissioning Groups across Essex. The document forms part of the wider Essex County Council Integrated Plans 2013-16 and Outline County Council Health and Wellbeing Plan. There is alignment between the integrated commissioning priorities identified and Priority 1 of Health and Wellbeing Strategy for Essex: *Starting and developing well - ensuring every child in Essex has the best start in life*. This ensures that integrated commissioning serves to deliver the primary focus of the overarching Health and Wellbeing vision for Essex.

Children and Young Peoples Integrated Commissioning Strategy Groups – These groups establish the strategic direction for children and young people commissioning setting out a shared vision and joint planning. With a strategic focus on multi-agency commissioning a North Essex and South Essex Board feed into the Business Management Group of the Essex Health and Wellbeing Board.

Effective Support for Children and Families in Essex– The Essex Effective Support guidance offers a clear framework of intervention and provides the backdrop for effective commissioning creating a uniformly understood series of descriptors against which services can be commissioned with clarity and a shared understanding of the target outcomes. It also sets out a framework against which the range of existing services can be mapped.