

# Lincolnshire Children & Young People's Partnership Plan

September 2011

## OUR VISION

*"That every child in every part of the county should achieve their potential"*

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## Foreword

Since 2005 the Children and Young People's Strategic Partnership has been working to deliver improved services, activities and opportunities for Lincolnshire's children and young people. The changed political and financial landscape has led us to reshape our priorities for children and young people in Lincolnshire. Whilst there has been unprecedented change, our commitment to ensure that every child achieves their very best remains our enduring purpose. Ensuring that every child in every part of the county achieves their potential continues to be our driving vision.

Brilliant Lincolnshire conveys our values, aims and our commitment to the vision of one organisation working for Children and Young Peoples.

We now have a dedicated web site to promote our aspiration across the partnership and to a wider audience. Please see [www.lincolnshirechildren.net](http://www.lincolnshirechildren.net).

Following formal consultations with partners and stakeholders, including children and young people, this plan for Lincolnshire Children and Young People's Strategic Partnership describes the agreed priorities of the Partnership and of children and young people. It sets out our ideas and proposals and continues to build on the progress made within previous plans to ensure that all children and young people are given every opportunity to thrive and prosper.



**Peter Duxbury**  
Director of Children's Services

## What we know about Children and Young People in Lincolnshire - OUR NEEDS ASSESSMENT

In shaping the priorities included within this plan the Children and Young People's Strategic Partnership (C&YPSP) have considered a wide range of information and data that is available. This intelligence includes the Joint Strategic Needs Assessment (JSNA), Child Poverty Needs Assessment (CPNA), Child Care Sufficiency Assessment, 14 to 19 Needs Assessment and the Local Economic Needs Assessment.

Other important sources of intelligence include, Stakeholder surveys and feedback, feedback from OFSTED inspections, Performance Monitoring reports, the Looked After Children's (LAC) Annual Report, the Placement Analysis for Looked After Children and the Lincolnshire Safeguarding Children Board (LSCB) Report.

The C&YPSP has also considered local and national policy changes; including changes in funding levels and the wider economic context when agreeing priorities.

### Lincolnshire

In January 2011 Lincolnshire County Council's (LCC) population included 151,708 children and young people aged 0-18 of which 20% are aged 0 to 3. The proportion of school children entitled to free school meals (11%) is below the national average (16.7%) but has increased in recent years. Children and young people from minority ethnic groups account for 9% in primary schools and 7% in secondary schools which is below the national average of 26.5% and 22.2% respectively. The percentage of pupils who speak English as an additional language has increased from 4% in 2010 to 5% in 2011. One hundred and seventeen languages are spoken in Lincolnshire schools, an increase of fourteen since 2010. The largest increases in non-English languages have been in Polish, Lithuanian and Latvian.

## District data breakdown:

	2010 Mid-Year Population Estimates	Number of Looked After Children as at 31 March 2011	Number of Children with a Child Protection Plan as at 31 March 2011	Number of active Team Around the Child cases per 10,000 aged under 19 as at March 2011	Percentage of 16-18 year olds who are NEET* (3 month average Nov 09 to Jan 10)
Boston	59,000	63	18	146	3.36%
East Lindsey	141,600	65	44	176	4.19%
Lincoln	89,700	142	51	213	8.91%
North Kesteven	106,400	33	10	99	3.29%
South Holland	84,600	23	22	89	5.55%
South Kesteven	132,300	49	45	76	3.67%
West Lindsey	89,400	42	38	126	4.83%
Out County		52	7		
Not Recorded		20	35		
<b>Lincolnshire</b>	<b>703,000</b>	<b>489</b>	<b>270</b>	<b>131</b>	<b>4.7%</b>

\*NEET – not in education, employment or training - district figures are based on 2010 data.



## KEY VULNERABLE GROUPS

- **LOOKED AFTER CHILDREN**

The number of Children Looked After decreased from 519 March 2010 to 489 March 2011, a reduction of 27 in total looked after population. This would appear to be against the national trend which has seen the proportion of Looked After Children in the population increasing. Based on numbers per 10,000 population current figures reflect 35.0 at end of year, with statistical neighbours at 44.5 and national average at 58. The reduction in Lincolnshire is attributable to partnership working, with a strong emphasis on safeguarding children within their communities, accessing universal and targeted services, wherever safe and appropriate to do so.

The Children and Young People's Strategic Partnership is effectively targeting resources and the local children's partnerships have contributed to enhanced partnership working at community level. This strategy is further enhanced with Lincolnshire piloting the Community Budgets and adopting the Families Working Together project, targeting resources at those families most in need. This has ensured fewer children have lived in situations of vulnerability and as a result, fewer children have been in need of the most specialist services and admission to care.

- **CHILDREN WITH A CHILD PROTECTION PLAN**

The number of children with Child Protection Plans is measured as a rate per 10,000 population aged 0 to 17. Over 2010/11 the rate in Lincolnshire has risen with the figure at the end of March 2011 at 19.37 per 10,000. At the end of March 2010 the rate was 17.69 per 10,000. Lincolnshire compares favourably to national statistics and the increase in the numbers of children subject to child protection plans is set against a reduction in the number of Looked After Children. Through robust multi-agency working risk to children is being managed at home, where appropriate, rather than in care. For protection plans to be effective, it is essential that they are reviewed at regular intervals. This ensures that protection arrangements reflect the family's circumstances and the level of risk the child is exposed to. This standard requires multi-agency commitment with a target of 100% of plans reviewed at the required interval set.

At the end of March 2011 there were 20 children subject to Child Protection Plan for a second or subsequent time (our target was 12). This under-performing indicator presents a challenge to all agencies. At the end of March 2011 this figure there was 2.53 children ceasing to be subject to a Child Protection Plan for whom plans lasted two years or more, as a percentage of all children ceasing to be subject to a Child Protection Plan during the year. Over the course of the year performance has been consistently good and is excellent when viewed with national comparisons. Agencies work well together to ensure that there is robust and timely management of Child Protection Plans. For those children who remain subject to Plans for more than two years this is usually a reflection of complex and changing circumstances within their homes.

- CHILDREN WITH DISABILITIES**

The Family Resource Survey 2010 estimates that there are approximately 952,741 disabled children in Great Britain – 7.3% of the child population in Great Britain (Disabled Children: A Legal Handbook 2010). In the past ten years the prevalence of severe disability and complex needs has risen. This is due to a number of factors, including increased survival of pre-term babies and increased survival of children after severe trauma or illness. It is estimated that there are up to 6,000 children living at home who are dependent on assistive technology. Children and young people with life limiting conditions, such as cystic fibrosis have better life expectancy and improved quality of life due to improved treatment and support.

Children and young people with a disability, and their families, make use of a wide range of services and support. Perhaps the most valued support is provided through families and communities. Formal support services are provided by health; Lincolnshire County Council and the District Councils (in particular education, social work, leisure and housing) and through the voluntary, independent and or faith sector. Support for children and their families is therefore not the responsibility of a single organisation but is shared across a number of agencies working in partnership with families and communities.

The number of Children with a special educational need in all schools in Lincolnshire has decreased since 2008 by 22 pupils. The table below shows the latest available data is as at January 2011:

SEN Type		Number of Pupils	Percentage
<b>ASD</b>	Autistic Spectrum Disorder	1110	11.36%
<b>BESD</b>	Behaviour, Emotional & Social Difficulties	2359	24.14%
<b>HI</b>	Hearing Impairment	131	1.34%
<b>MLD</b>	Moderate Learning Difficulty	2520	25.79%
<b>MSI</b>	Multi-Sensory Impairment	13	0.13%
<b>OTH</b>	Other Difficulty/Disability	383	3.92%
<b>PD</b>	Physical Disability	315	3.22%
<b>PMLD</b>	Profound & Multiple Learning Difficulty	94	0.96%
<b>SLCN</b>	Speech, Language and Communication Needs	1037	10.61%
<b>SLD</b>	Severe Learning Difficulty	243	2.49%
<b>SPLD</b>	Specific Learning Difficulty	1489	15.24%
<b>VI</b>	Visual Impairment	78	0.80%
<b>Total</b>		<b>9772</b>	<b>100.00%</b>

- **COMMUNITY BUDGETS / FAMILIES WORKING TOGETHER**

Families with complex needs can be the subject of multiple problems. Examples of these problems may include alcohol and drug misuse, mental health problems, crime and anti-social behaviour, poor parenting, child protection issues, homelessness or tenancy issues, debt, unemployment, school absence and exclusion or domestic violence.

The problems faced by individuals within the family unit are often interdependent. Whilst individual agencies may provide specific packages of support for individuals within the family, a new approach is required that addresses the complex needs of the family not just the individuals within it.

Utilising pooled budgets and aligned resources allows traditional barriers to partnership working to be overcome allowing more efficient, economic and effective use of resources. A community budget approach offers the opportunity in a step change in integrated working that will deliver improved outcomes for the family, improved social cohesion and positive financial returns on investment.

Developing an integrated and holistic approach to family intervention and support will tackle the root causes of escalating problems. It will break negative problem interdependencies and the escalation of generational issues. The project will build family resilience and strengthen communities.

- **BULLYING**

The Multi Agency Anti Bullying Working Group meets regularly and is attended by a wide range of partners with positive progress being made and reported back to the Anti Bullying Partnership Steering Group. A successful and fully co-ordinated Anti Bullying Week campaign provided a much higher profile than in previous years and this has enabled a strong, positive and consistent Anti Bullying message to be shared with over 3000 pupils in 52 schools, with free resources being issued to all schools and a range of related activities provided for children and young people across the county. Much of the work with Children and Young People is carried out in schools and colleges throughout the county and is targeting improving awareness of bullying, developing coping strategies, improving self esteem and celebrating difference. Our latest data shows that in Lincolnshire Primary schools 21.5% of pupils say they have been bullied compared to 22.1% nationally and in Secondary schools 12.3% of pupils say they have been bullied compared to 11.3% nationally. We are always striving to reduce all forms of bullying in Lincolnshire and consult regularly with Children and Young People to discuss and evaluate current strategies.



- **POVERTY**

Based on the latest National data available for the National Indicator NI 116 - Percentage of children living in poverty there were 22,730 children living in poverty in Lincolnshire which equated to 15.9% of the 2008 corresponding child population. This compares to an all England rate of 20.9%.

The number of children living in poverty in Lincolnshire decreased from the previous year 2007 by 295 and from 16.2% of total child population.

However the proportion of children living in poverty, in some pockets of Lincolnshire, reach levels as high as 40.7%. Appendix one shows the Top 10 Wards by percentage of prevalence of Child Poverty.

- **YOUNG PEOPLE NOT IN EDUCATION, EMPLOYMENT or TRAINING (NEET)**

In Lincolnshire the percentage of 16 to 18 year olds who are not in education, employment or training based on an average of the figures for Nov 2010, Dec 2010 and Jan 2011 was 4.7%. The percentage of 16 to 18 year olds who were NEET decreased in 2010/11 from the 2009/10 position which was 4.8%.

Based on 2009/10 benchmarking data Lincolnshire were in the top quartile of National performance which started at a rate of 5.2%.

## Equality Impact Assessment (EIA) 2009/10

The Equality and Diversity impact assessment which informed last years CYPP identified the following needs assessment in relation to gender/ disability/ race/ etc :

- The number of exclusions due to racist behaviour had increased. This trend is as predicted as more schools are recording incidents and following their schools race equality/anti-bullying policies which may include adopting a zero tolerance approach.
- Gypsy Traveller community were identified as high risk group plus migrant families in south of the county in terms of victim of bullying.
- The majority of Lincolnshire's pupils from any other white background have English as an additional language (EAL). Of these the majority are newly arrived and new to English. Their attainment is lower than the national average (which is based on all EAL pupils including those who are more advanced bilingual pupils) however they are achieving 2 levels progress, outperforming in many instances, the percentage for all Lincolnshire pupils. An increase in numbers has inevitably resulted in a delay in narrowing the gap however, improved assessment and tracking of pupils has provided schools with evidence of raised achievement for EAL/ WAOB pupils.
- The need to narrow the gender gap with boys not achieving as well as girls - this is national trend.
- Children from ethnic minorities have higher non-attendance rates at school due to lack of access to the curriculum, limited understanding of the system by young people and parents, bullying and lack of integration.
- participation in sports is a challenge for Gypsy Roma traveller and ethnic communities as well as uptake for children with disability.
- Out of the 294 care leavers 191 (73.3%) were in employment, training or education (ETE) during 2009-2010, which is an improvement in comparison with previous year (65%).
- Education, employment and training (EET) outcomes are good with 81.7% of young people with learning disability in EET in March 2010 (82.9% in 2009 but strong performance compared with national comparisons). 33.2% of teenage mum's in EET (34.2% in 2009). 60.7% of care leavers in EET (slightly better performance than 2009). 83.7% white in EET, mixed race 87.1%, black or black British 84.7%, Asian or Asian British 92.7% with 20% gypsy traveller.

We will undertake an EIA in relation to this plan to monitor progress against these outcomes.



### **ATTAINMENT**

We continue to see improvements in education attainment with 80% of pupils achieving 5 good GCSEs or equivalent in 2010 which is higher than other authorities in the East Midlands.

### **EARLY YEARS**

There has also been a significant increase in the number of children who have achieved a good level of development, as measured by the Early Years Foundation Stage profile, at the end of the Reception year and we are pleased that Lincolnshire demonstrated the most improvement in this area of all the East Midlands Local Authorities.

### **SAFEGUARDING**

Our Ofsted Inspection in May 2010 graded safeguarding in Children's Services as 'outstanding' and our Looked After Children services as good with outstanding capacity to improve. The council and its partners were described as 'having maintained a robust, consistent and successful focus to secure the safety and well being of children and young people across such a large and diverse county'. The grading from this inspection was confirmed in January 2011 with an unannounced inspection of safeguarding services. The inspectorate remained impressed with our robust front line social work services, our delivery of a range of preventative services, the high morale of our staff and positive user feedback.

### **PARTNERSHIPS**

We have worked hard as a Partnership and our preventative services are now fully established and our locality teams work together to share information and deliver coordinated plans of support for children and families through the Team Around the Child. This has led to reduced numbers of Looked After Children. As a Partnership we work hard to support children to remain at home wherever possible.

### **NEXT STEPS...**

However, all Partnerships are in financially testing times and Lincolnshire is no exception. We need to continue to be strong and resolute in championing the needs of all children, young people and families, ensuring that there is equity and consistence in delivering services. There are also some high profile changes for schools. The Government's focus is diversity for schools and proposes to 'free schools' to focus on core purpose – education. Together we will draw on the strengths of all partners as we transform the Partnership to further support and improve the lives of children and young people and their families. We will put aside our organisational boundaries to ensure children and young people are at the heart of what we do. In particular, we will need to challenge and respond to evidence from monitoring and evaluation, and customer feedback. Through listening and understanding and hard work we can live up to their expectations.

## OUR 5 PRINCIPLES

We want the county of Lincolnshire to be a **brilliant** place in which to be a child or young person, or to bring up a family. We value the contribution that a child, young person, or a family can make to their local community. This plan sets out the Partnership's aspirations for the future, its plans to improve what's available to children, young people and their families, and the difference we aim to make.

### Our principles are:

#### 1. Early Intervention and Prevention

Strong universal services, providing early action and intensive support to vulnerable children and young people.

#### 2. Safeguarding and Best Start in Life

Ensuring children are safe in every environment.

Encouraging community responsibility for safeguarding.

#### 3. Aspiration and Well Being

Ensuring all those working with children champion the importance of aspiration.

Develop self-esteem, self belief and resilience in all children, young people and their families.

#### 4. Learning and Achievement

All children being the best that they can be.

Closing the gap between vulnerable groups and children living in disadvantaged communities.

#### 5. Best Use of Resources

Integrating delivery with a focus on outcomes, life chances and opportunities.

Effective use of resources to provide better services locally.

Empower communities, creating opportunities for them to engage.



## WHAT DO WE NEED TO IMPROVE?

### ➤ SAFE & PROTECTED

We want to work with all families to protect children from risk of abuse and harm, especially vulnerable children, young people and their families.

### ➤ COMMUNITY ASPIRATION

We want to empower citizens to be engaged in shaping and delivering services to improve their communities.

We want young people to have good advice to enable them to access education/employment with training until they are 18.

### ➤ TACKLING POVERTY

We want to reduce the impact of \*poverty on children's lives by tackling the underlying causes and mitigating the effects.

### ➤ HAPPY & HEALTHY

We want all children and young people to lead healthy lifestyles and help vulnerable children and young people be as healthy as their peers.

We want to build self esteem and improve resilience in children and young people especially looked after children, those at risk of exclusion and those engaged in anti social behaviours

We want to recognise and celebrate the achievements of Children and Young People.

We want to ensure more young people have things to do and safe places to go in their leisure time and to engage in positive activities

### ➤ LEARNING AND ACHIEVEMENT

We want children and young people to achieve their potential in academic, vocational or occupational study

We want to close the gap so children eligible for free school meals achieve as well as their peers.

We want children and young people to have access to and participate in a rich and diverse cultural experience through the arts, crafts, design and media, music and performing arts, outdoor learning and physical education and sport.

***\*economic poverty/poverty of aspiration or/and poverty due to lack of access to services***

## HOW WILL WE KNOW WE HAVE BEEN SUCCESSFUL?

1. SAFE & PROTECTED	SUCCESS MEASURE/S	ACTUAL 2010/11	TARGET 2011/12	PARTNERSHIP LEAD
<p><b>We want</b> to work with all families to protect children from risk of abuse and harm, especially looked after children and children excluded from school.</p>	Looked After Children per 10,000 population aged under 18 (2042SC)	35.10	36.00	
	Number subject to a CPP per 10,000 population <18 (2023SC)	19.37	19.00	
	Rate of permanent exclusions from school (NI114)	0.13	0.13	
2. COMMUNITY ASPIRATION	SUCCESS MEASURE/S	ACTUAL 2010/11	TARGET 2011/12	PARTNERSHIP LEAD
<p><b>We want</b> to empower citizens to be engaged in shaping and delivering services to improve their communities.</p>	Youth Council Elections – there are several proposals for what format the youth council should take in 2011/12. Until a decision is made on this we cannot create a performance indicator based on this	15,334	Targets to be set after decision on the format of youth council elections on 26 <sup>th</sup> Sept.	
<p><b>We want</b> young people have good advice to enable them to access education/employment with training until they are 18.</p>	Young Offenders engagement in suitable education, employment or training (NI45)	79.8%	TBC by YOT	
	16 to 18 year olds who are not in education, employment or training (NEET) (NI117)	4.70	4.70	
3. TACKLING POVERTY	SUCCESS MEASURE/S	ACTUAL 2010/11	TARGET 2011/12	PARTNERSHIP LEAD
<p><b>We want</b> to reduce the impact of *poverty on children's lives by tackling the underlying causes and mitigating the effects.</p>	Overall Childcare Sufficiency Score – this reports the overall childcare sufficiency score as a percentage of the total possible score. (CS140)	74.8%	75%	
	Number of out-of-work benefit claimants with one or more child	11,750 (quarter 3)	11,200	

4. HAPPY AND HEALTHY	SUCCESS MEASURE/S	ACTUAL 2010/11	TARGET 2011/12	PARTNERSHIP LEAD
<b>We want</b> children and young people to lead healthy lifestyles and help vulnerable children and young people to be as healthy as their peers.	Childhood Obesity in Reception (NI55)	10.80%	10.36%	
	Childhood Obesity in Year 6 (NI56)	19.50%	19.25%	
	Prevalence of breastfeeding at 6 to 8 weeks (NI53)	38.80%	40.40%	
	Under 18 conception rate (NI112)	37.5 (2009)	36.6 (2012)	
<b>We want</b> to build self esteem and improve resilience in children and young people	Percentage of 16-19 teenage mothers in EET (CS117)	31.40%	30%	
	Percentage participation in learning for young people with LDD leaving Yr 11 (CS119)	90.50%	95%	
	Percentage of Looked After Children with a Personal Education Plan (CS108)	94.92%	98%	
<b>We want</b> to recognise and celebrate the achievements of Children and Young People.	Number of full Duke of Edinburgh awards gained (NEW PI).	1028	1028	
<b>We want</b> to ensure more young people have things to do and safe places to go in their leisure time and to engage in positive activities.	Number of young people volunteering (CS056)  Number of 13 to 19 year olds engaged in positive activities – to be reported as management information in 2011/12 (CS142)	13,679  N/A*	Targets to be set after decision on the format of youth council elections on 26 <sup>th</sup> Sept.	



5. LEARNING AND ACHIEVEMENT	SUCCESS MEASURE/S	ACTUAL 2010/11	TARGET 2011/12	PARTNERSHIP LEAD
<b>We want</b> children and young people to achieve their potential in academic, vocational or occupational study	Percentage of Pupils achieving English Baccalaureate at KS4 (CS137)	18.2%	20%	
	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (NI075)	59.2%	65%	
<b>We want</b> to close the gap so children eligible for free school meals achieve as well as their peers	Achievement gap between pupils eligible for free school meals and their peers (KS2) (NI102i)	24%	19%	
	Achievement gap between pupils eligible for free school meals and their peers (KS4) (NI102ii)	35%	31%	
<b>We want children</b> and young people to have access to and participate in a rich and diverse cultural experience through the arts, crafts, design and media, music and performing arts, outdoor learning and physical education and sport.	Percentage of schools engaged in the "Live and Learn like a Champion" programme (CS154)	N/A*	50%	
	Percentage of pupils achieving at least a Bronze Medal through "Live and Learn like a Champion" (CS150)	N/A*	40%	
	Percentage of pupils achieving at least a Silver Medal through "Live and Learn like a Champion" (CS151)	N/A*	20%	
	Percentage of pupils achieving a Gold Medal through "Live and Learn like a Champion" (CS152)	N/A*	10%	
	Percentage of Pupils engaged in the "Live and Learn like a Champion" programme (CS153)	N/A*	62%	
	Number of children and young people accessing at least one arts/music activity offered by LCC/LSIS (CS155)	N/A*	11500	

N/A\* - this refers to performance measures which were not reported on during 2010/11 and therefore data is not available.



## HOW WE WORK WITH OTHER PARTNERSHIPS

The **Children's & Young Peoples Strategic Partnership (CYPSP)** reports to the **Health and Wellbeing Board**.

The development of a health and Wellbeing Board is a requirement of the Health White Paper "Equity and Excellence - Liberating the NHS". Lincolnshire has established a Shadow health and wellbeing board in anticipation of the implementation of the Health and Social Care Bill.

### **The objectives of the Health and Wellbeing Board are:**

- To provide strong local leadership for improvement of health and wellbeing.
- Monitor the implementation and performance of health and well being targets.
- Lead on the production of a Joint Strategic Needs Assessment (JSNA).
- Lead on the Joint Health and Wellbeing Strategy (JHWS).
- Support joint commissioning plans to meet the needs identified by the JSNA and in line with the JHWS.

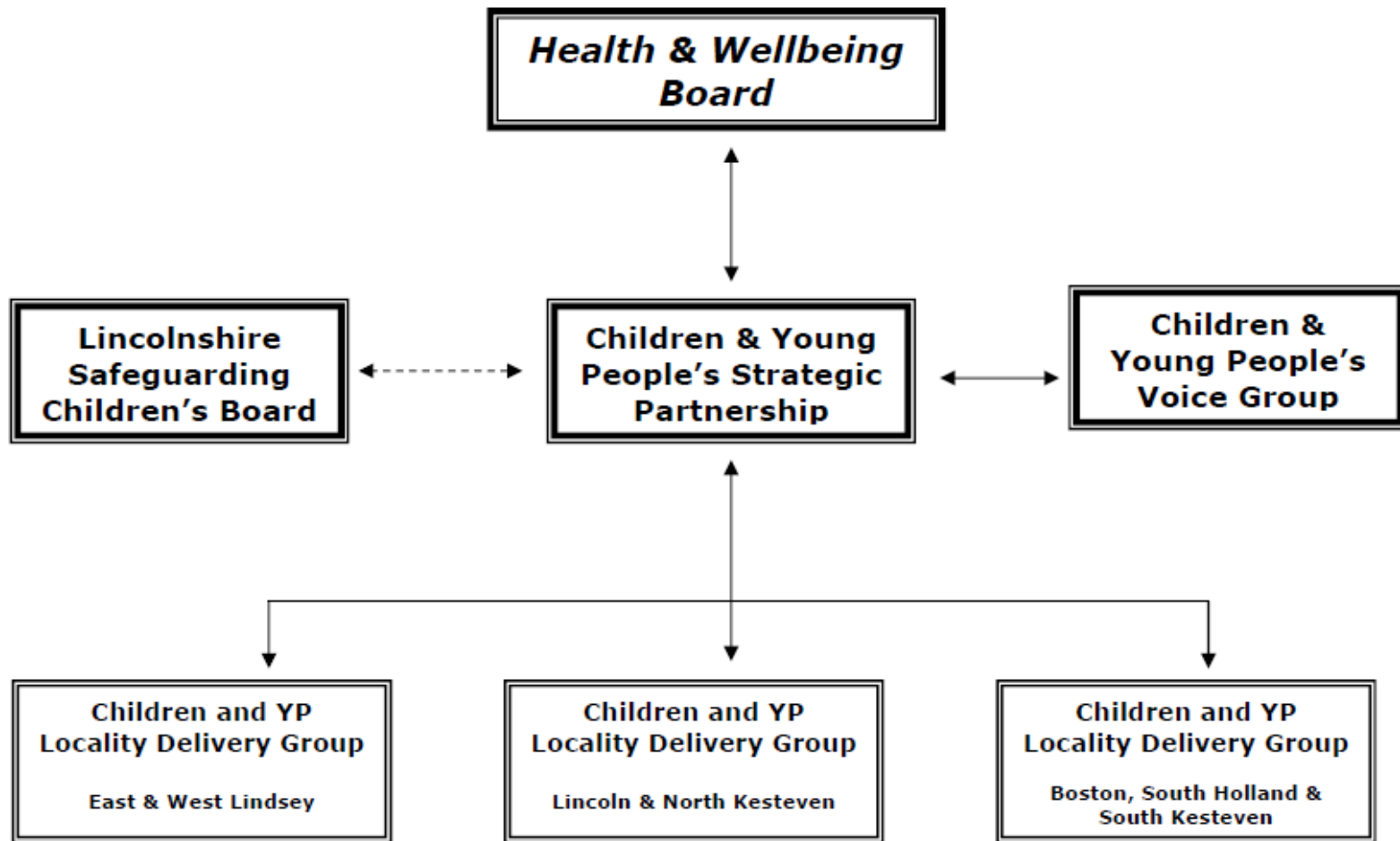
### **The aims of the CYPSP are to:**

- Undertake needs assessment, agree priorities and develop a single plan to improve outcomes for children and young people in Lincolnshire.
- Monitor and evaluate performance against priorities.
- Set out what resources are required to achieve outcomes.
- Identify opportunities for joint commissioning, pooling and/or aligning budgets.

The CYPSP will establish **Locality Delivery Groups** to support the delivery of specific work streams to achieve priorities. Three Children and Young People's **Locality Delivery Groups** will support and advise the CYPSP to enable it to fulfil aims.

The **Lincolnshire Safeguarding Children's Board** will continue to ensure the effectiveness of the arrangements made by individual agencies and the wider partnership to promote child protection.

The **Children & Young Peoples Voice Group** has a membership made up of representatives of Action for Young Carers, Lincolnshire Youth Cabinet, Lincolnshire Rural Youth Forum/Young Farmers, Voices for Choices and Transitions Group. This group will work to inform and assist the CYPSP in the delivery of its objectives, working to ensure better outcomes for children and young people.



## WORKFORCE DEVELOPMENT

The Partnership's ambitions for Lincolnshire's children and young people depend on a sufficient, motivated, skilled workforce, including paid and voluntary workers. We want our workforce to be inclusive, competent, sufficient in capacity and skills and fit for purpose in serving the needs of children and young people. We aim to achieve this through excellent practice in workforce planning, recruitment, retention, training and development, so as to maintain the highest standards in delivery and client satisfaction for all the children and young people's services provided.'

Our priorities for workforce development are:

- Make sure our workforce are working together effectively, delivering evidence based interventions and are making the most of the tools and processes that they should be using;
- Make sure we have strong leaders and managers;
- Make sure our workforce shares the same vision;
- Make sure we support our workforce to work in new teams and roles by offering training and development opportunities;
- Make sure we use our money and resources to support our workforce in a cost effective way;
- Make sure voluntary and community organisations have the right support for their workforce; and
- Make sure our workforce is able to better understand and support emotional health and well-being of children, young people and their families.

## COMMISSIONING

**We can only add value by working together** - Integrated working – for the benefit of children, young people and families cannot work without integrated commissioning. The role of the Children and Young People's Delivery Board is to provide leadership and strategic direction in an increasingly dispersed system so that children and young people are better served. Because ways of working are changing, we have a joint responsibility to ensure our services offered to families are safe, positive and respond to their needs

So we will:

- Work hard to avoid the more traditional approaches to budget reduction of 'salami-slicing' or raising thresholds. Instead, we will look for common and overlapping functions between partners, in both front-line and support services, to identify scope for aligning budgets;
- Prioritise resources against need, reinvesting all that we can in supporting children, young people and their families at the earliest possible stage and as holistically as we can;
- narrow the gap to reduce inequality of opportunities and to improve outcomes for children and young people who are socially and economically disadvantaged;
- Be more radical about identifying the provider most likely to deliver best evidence-based outcomes, regardless of sector;
- Look for opportunities to commission jointly, rather than spend money on duplicate processes and management structures;
- Take a consistent commissioning approach to investing in outcomes across statutory, voluntary and private sector providers, with a consistent emphasis on evidencing impact through monitoring and evaluation. This will create a more level playing field which helps us compare and maximise value for money;
- Take a more innovative joint approach to some areas of system redesign involving front-line practitioners and service users. This is the methodology most likely to improve outcomes and identify efficiencies in the longer term;
- Clearly and consistently communicate changes in pathways, services and responsibilities; if our practitioners cannot keep pace with these changes, we cannot expect that children and families will; and
- Be more creative in removing the boundaries and barriers that prevent us from working together – through new work roles, a more joined-up approach for families, better use of support systems and accommodation.