

Report of the Strategic Director Children's Services to the meeting of Executive to be held on 11 July 2017

K

Subject:

Early Help – Meeting our communities needs for the future

Vision

Supporting families at the earliest point, improving children and young people's life chances and reducing demand for crisis services.

Summary statement

Ensuring effective Early Help arrangements for children, young people and families is an essential responsibility and statutory requirement of the Council and its partners. Bradford's existing arrangements for supporting families through Early Help have made progress but it is clear that further change is required in order to secure improved outcomes for children, young people and families.

The way key services are delivered is being transformed; this is due to ensuring the needs of families are met and also in response to the economic, technological and social changes and reducing public sector resources. Increasing demand for services, such as health and social care, and environmental changes requires innovation and behaviour change across the board to ensure the sustainability of the district, our economy and our communities.

Our Early Help arrangements have to tackle inequality in order to improve the long term prospects of families most in need. We need to:

- Improve the delivery of early interventions to stop families getting stuck and help them make clear progress towards their long-term outcomes;
- Improve the way we support families through a more joined up understanding of what support is available at universal and targeted levels from the Council and our partners but also from the communities themselves;
- Build greater resilience in communities and develop more ways to help families help themselves;
- Make our systems easier for families to navigate and so they only have to tell their story once;
- Further build on our Families First approach of seeking to have one family, one plan, one key worker and help families to receive the right support at the right time.

This proposed move towards working across a locality footprint will redesign a range of existing services into a more effective and efficient set of Early Help arrangements.

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1. SUMMARY

- 1.1 This paper is the beginning of redesigning and remodeling a set of services which deliver existing universal and preventative services to children, young people and families across a locality footprint.
- 1.2 Bradford's existing arrangements for early help and early years services have made progress but it is clear that further change is required in order to secure improved outcomes for children, young people and families. This report sets out the context for this work and recommends a more detailed paper is brought to the Executive in October 2017.
- 1.3 We want to make sure our approach will be - smarter in the way we do things, supporting service change and innovation including improvements in how we use technology to help families; children, young people and to help families receive the right support at the right time 'early in the life of a problem'. This will seek to reduce the need for high cost and late interventions. We want to ensure children live in strong protective families wherever possible where they are safer and that outcomes for them will be stronger.
- 1.4 As well as delivering a new set of early help arrangements we want to develop a model which is flexible and sustainable against the changing resources of the council, local and national partners, and assist in achieving efficiencies for the council into 2019/20.

2. BACKGROUND

- 2.1 Bradford is a great northern City and District, with a rich history and a bright future. We are a big economy with globally successful businesses, a skilled and enterprising workforce and a distinctive identity that reflects our young, diverse and growing population. Our children and young people are our greatest asset and they will help us to achieve our aspirations to grow and develop the prosperity of the District.
- 2.2 Despite undoubted progress, the District faces big challenges. Some schools are not as good as our children need them to be, too many people do not work, not everyone has the home they want and not all of our neighbourhoods are as prosperous and desirable places to live as they could be. Some families in Bradford face multiple challenges and around a quarter of children are classified as living in poverty. We continue to experience high demand on social care services and we have increasing numbers of children with complex needs.
- 2.3 'Early Help' is a working definition to include a number of universal and targeted intervention and prevention services. Within the council, these services are currently located in Children's Social Care, Education, Employment and Skills, Public Health and the Place Department. Across our partners this also includes work done by schools, health services, police, the voluntary and community sector and other partners.



- 2.4 We know that early intervention needs to be well-managed and co-ordinated, particularly if families have multiple and complex needs. This requires a strong partnership approach that focuses on services working together to secure long term well-being across the District.

3. WORKING WITH PARTNERS AND ALIGNMENT OF ESTABLISHED PARTNERSHIP PRIORITIES

- 3.1 Partnership working is vital in delivering the ambition and priorities of the District. As a district we are clear that we will only achieve our ambitions if all agencies work together and if we engage effectively with children, young people and their families.
- 3.2 We need to build on the work of our partnership to ensure we draw on the full range of resources, expertise and insight of all partners so we can better understand, and then act upon the needs of our children, young people and families. We want to further build on partnership strengths such as the adoption of Signs of Safety as an assessment and planning tool and strengths which emerged from our recent partnership Joint Targeted Area Inspection. Early help work seeks to contribute to District and Council priorities and these are summarised in appendix 1.

[Bradford District Plan 2016 - 2020](#)

[Bradford Council Plan 2016 – 2020](#)

[Bradford Children, Young People and Families Plan 2017 – 2020](#)

- 3.3 This includes the ‘imperatives’ set out in the Children, Young People and Families Plan to improve school attendance and reduce the numbers of children missing from home or school.

Appendix two of the report sets out some of the key partnership boards and partners involved in this work.

- 3.4 The Bradford District Partnership Board (BDPB) has recently commissioned some work to better understand the range of prevention and early intervention activities taking place across the district for communities of all ages. The initial commissioned piece of work is to map out the range of activities already in place, identify duplication and gaps, see where connections could be made and look at referral routes through them. Benchmarking and best practice from beyond Bradford will also be undertaken. Recommendations will then be made on how we can provide a more coherent and effective service to individuals.
- 3.5 The BDPD has met with the commissioned organisation, Peopletoo. Peopletoo will present their findings` to the Board on 22 September 2017. This will then frame the continued work of the Board and partners around prevention and early intervention and this will be an important link with work on early help in children’s services and build on work recently done as outlined below.



4. TRANSFORMING EARLY YEARS AND EARLY HELP: OPPORTUNITIES FOR 2020, KPMG, 2016

4.1 In 2016, a report was commissioned by Bradford Council to investigate Children’s Services in the context of the changing financial and political climate, the benefits of investing in early help and the potential for service transformation. The report identified five key priorities for Bradford’s partnership approach to improving outcomes for vulnerable children and families:

- a. Maternal Health;
- b. Targeted parenting ability support;
- c. Addressing the toxic trio (parental mental ill health, domestic violence and substance misuse);
- d. Early education take-up and school attendance;
- e. Data-sharing and predictive intelligence capability.

KPMG reported *“Significant progress has been made in the district over the last three years, and this has been shown through the improvement in Bradford’s early years and NEET outcomes. The Council needs to now build on the momentum of these successes to develop a future-proof delivery model to address these challenges in early years and early help”*.

Key recommendations included:

Area	Recommendation
Maternal health and parenting	<ul style="list-style-type: none"> • Develop a targeted maternal health offer to minimise the impact of poor lifestyle behaviours on child development outcomes; • Develop a targeted parenting support offer that utilises existing networks and outreach (go-to) approaches to improved awareness and parenting skills in deprived/in-need communities; • Could be delivered jointly by integrated early years and early help teams, and rely on universal early years workers to identify issues or target families
Integrated Early Help offer	<ul style="list-style-type: none"> • Integrate and consolidate all early help services and programmes into a single, joined up early help offer, which is targeted and delivered based on need and working closely with partners (police, NHS etc); • This would remove duplication, services specifically targeted towards addressing the toxic trio, school absence etc.
Move to a virtually coordinated delivery model	<ul style="list-style-type: none"> • A model which is agile and responsive to shifting hotspots of need.
Single data and intelligence function	<ul style="list-style-type: none"> • Create a single performance data repository, with aligned financial, service, activity and outcome data; producing proactive intelligence for targeting services.



5. OVERVIEW OF THE NEEDS OF FAMILIES

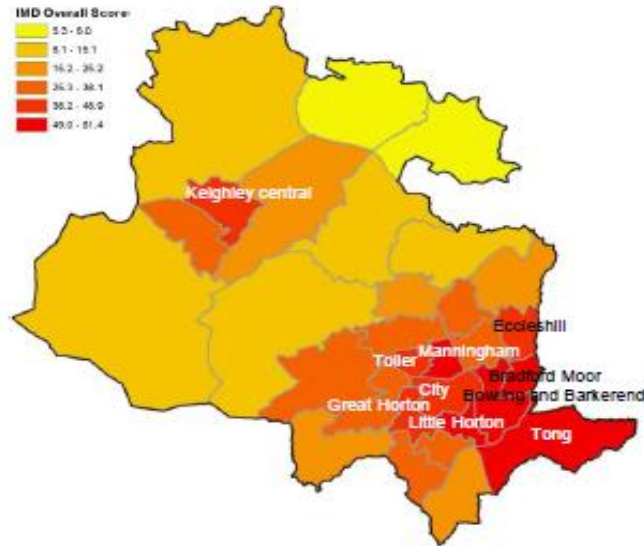
- 5.1 A significant piece of work was undertaken earlier this year which provides a baseline of local intelligence and data, covering a breadth of information covering maternity, health, education and social services. This analysis “*The overview of the needs of families in Bradford and Airedale*” will, alongside our existing data and information, underpin the development of a model for the future which will be used to:
- Identify areas and families most in need;
 - Coordinate the right range of services for families;
 - Build capacity within the community and voluntary sector to support a universal offer for all families to access.
- 5.2 In the context of high demand and limited resources, it is proposed to target services on the highest needs cohorts and the areas that are the most deprived, and perform most poorly (as defined within the Outcomes Framework).
- 5.3 We are constantly monitoring our own performance and assessing local needs in order to deliver the best services possible. The following are some of the current challenges we face concerning our children and young people. Further data analysis can be found in appendix 3.
- 5.4 Current mapping of key ward level outcomes and deprivation statistics show that it is consistently the same wards that have the poorest outcomes and the most need for support. The top ten wards clearly show a correlation between deprivation and outcomes in education, employment and care requirements. This information is used to inform the priorities for each service and for each area to target those children and families at the most risk.

Ward	Deprivation (IMD 2015)	NEET (%)	EYSFP 2016 (%)	LAC	CIN	CPP	16+ unemployment	18-24 unemployment
Manningham	61.373	3.8%	65.0%	15	52	26	735	180
Little Horton	53.896	4.6%	58.7%	16	55	21	675	155
Bradford Moor	51.232	3.3%	61.8%	15	81	27	510	130
Tong	50.668	4.5%	61.2%	23	77	34	540	120
Great Horton	43.947	3.5%	54.0%	19	44	25	370	90
Eccleshill	41.957	5.0%	64.9%	16	75	31	365	80
Bowling and Barkerend	53.917	3.6%	55.8%	20	35	29	645	140
Keighley Central	48.889	4.1%	61.5%	11	52	14	410	95
City	44.167	3.4%	53.6%	27	37	21	785	185
Toller	45.285	2.1%	59.0%	8	58	20	485	135

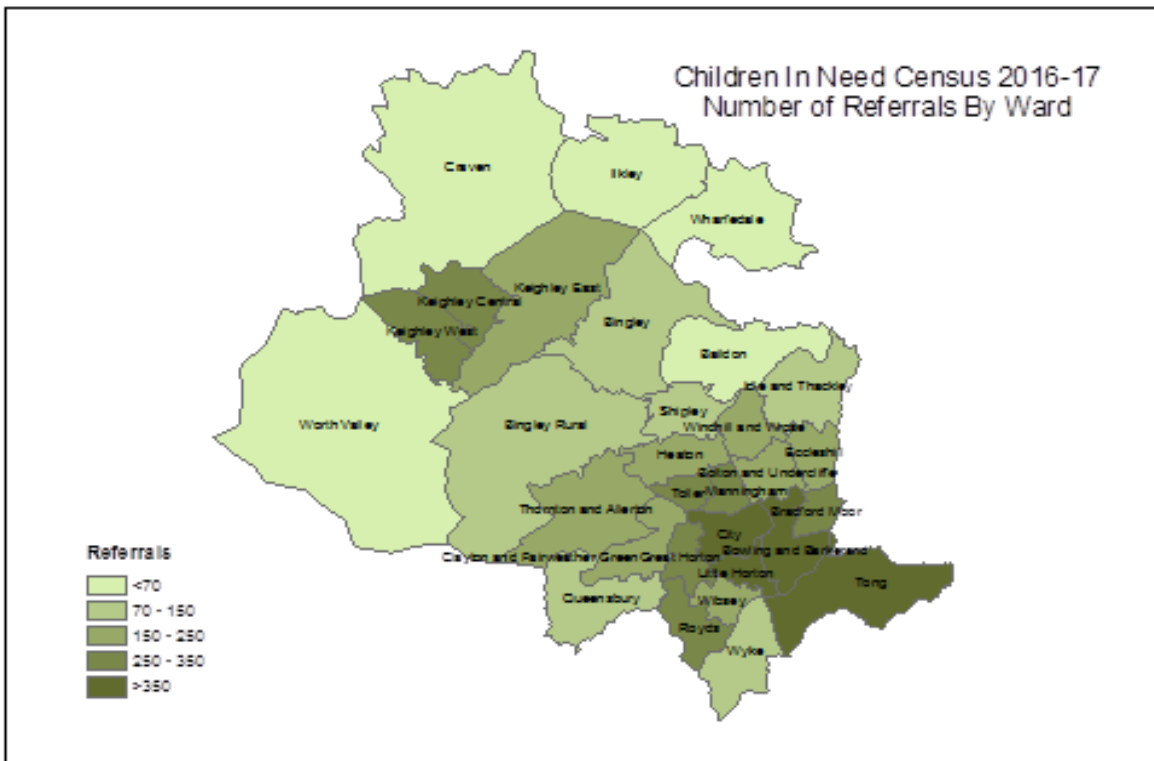


In the case of these 10 target wards (and the wider distribution) there are hotspots of need. The map below clearly shows the main areas where there are the poorest outcomes and the most need for support

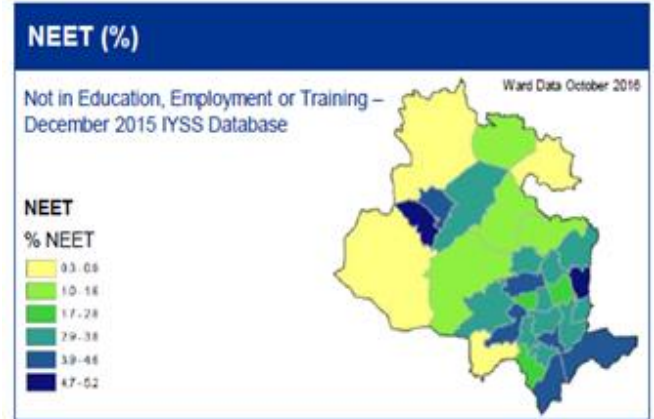
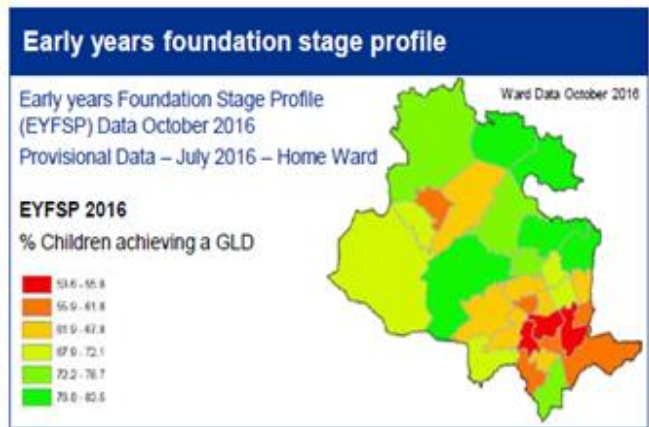
- a. Parts of Bradford, particularly South and East parts of the city and
- b. Keighley



The map below, taken from our annual children in need census, shows the number of referrals by ward as an indicator of demand for children’s social care services across the district.



5.5 There is a strong correlation between deprivation, service demand and outcomes for children and young people. Some wards consistently underperform against outcomes e.g. Tong; and some require more targeted focus e.g. Wyke performs well in early years and few children are in need or on a child protection plan, however there is an issue with children becoming looked after and unemployment.



5.6 A similar pattern of variations across the district is evident with other indicators, and this is shown above with examples for early years foundation stage outcomes and young people not in education, employment or training. Further examples are provided in appendix three to the report.

5.7 A significant number of families in Bradford have multiple problems and various interventions can lead to a high cost to the public purse in addition to poor outcomes for children or other family members. This is illustrated by work through the Bradford Families First programme which is funded with support from DCLG Troubled Families Unit until 2020. At present, with over 2,000 families engaged on the expanded programme to date, 83% have a child in need of help, 69% have one or more family members not in work, 47% have an issue with one or more children and education such as attendance at school less than 90% and 14% have an issue with crime or anti-social behaviour. The Families First programme was recently reported to each of the council’s Area Committees and this included some ward level information. This highlights the need to target our resources as there are for example, four wards in the District with over 100 families on the programme (Tong, Eccleshill, Little Horton, Bowling and Barkerend) and four wards with less than 20 families on the programme (Craven, Ilkley, Worth Valley and Wharfedale).

6. A SINGLE, SYSTEM-WIDE OUTCOMES FRAMEWORK

6.1 A new operating model will bring together stakeholders from across localities and the district in order to develop a system-wide outcomes framework for Early Help. The outcomes framework will be built from the front line up and address the needs of our District. An initial draft of the outcomes framework is included as appendix 4.



6.2 The framework incorporates outcomes that currently sit across each of Bradford's Children and Young People's Plan priorities. It is proposed that programme success will be measured via a range of benefits against the three proposed high level outcomes:

1. Children live in caring and resilient communities;
2. Children learn and develop skills for life;
3. Children are healthy and well and reach their potential.

Underpinning this would be an outcome relating to children being heard and actively influencing the services they receive.

Proposed measures to include are:

- Reduction of health and social inequalities, including tackling the impact of child poverty, obesity, teenage pregnancies, reduction in accidents and unintentional injuries and improved oral health;
- Improved mental health outcomes;
- Earlier intervention and support and safeguarding for our most vulnerable children and families (e.g. those with SEND);
- Reduction in children missing from home and from education;
- Reduction in referrals to children's social care;
- Reduced total number of LAC, CIN and CPP;
- More of our children starting school ready to learn;
- Accelerated improvement in education attendance, attainment and achievement;
- Improve community safety outcomes, including families and communities feeling safer, and being safer;
- Reduction in NEET;
- Reduced youth offending and reoffending

7. OTHER CONSIDERATIONS

7.1 This programme sits alongside current developments for services within early help and early years which is already being developed and delivered in the District. This includes cross agency and system initiatives such as the Integrated Early Years Strategy, the Integrated Care Pathway, early work done around joint commissioning and our transformation work on Early Years and SEND. It also includes the recently introduced targeted early help offer across the District and the strengthening of our work on Families First.



8. PROGRAMME AIMS AND SCOPE

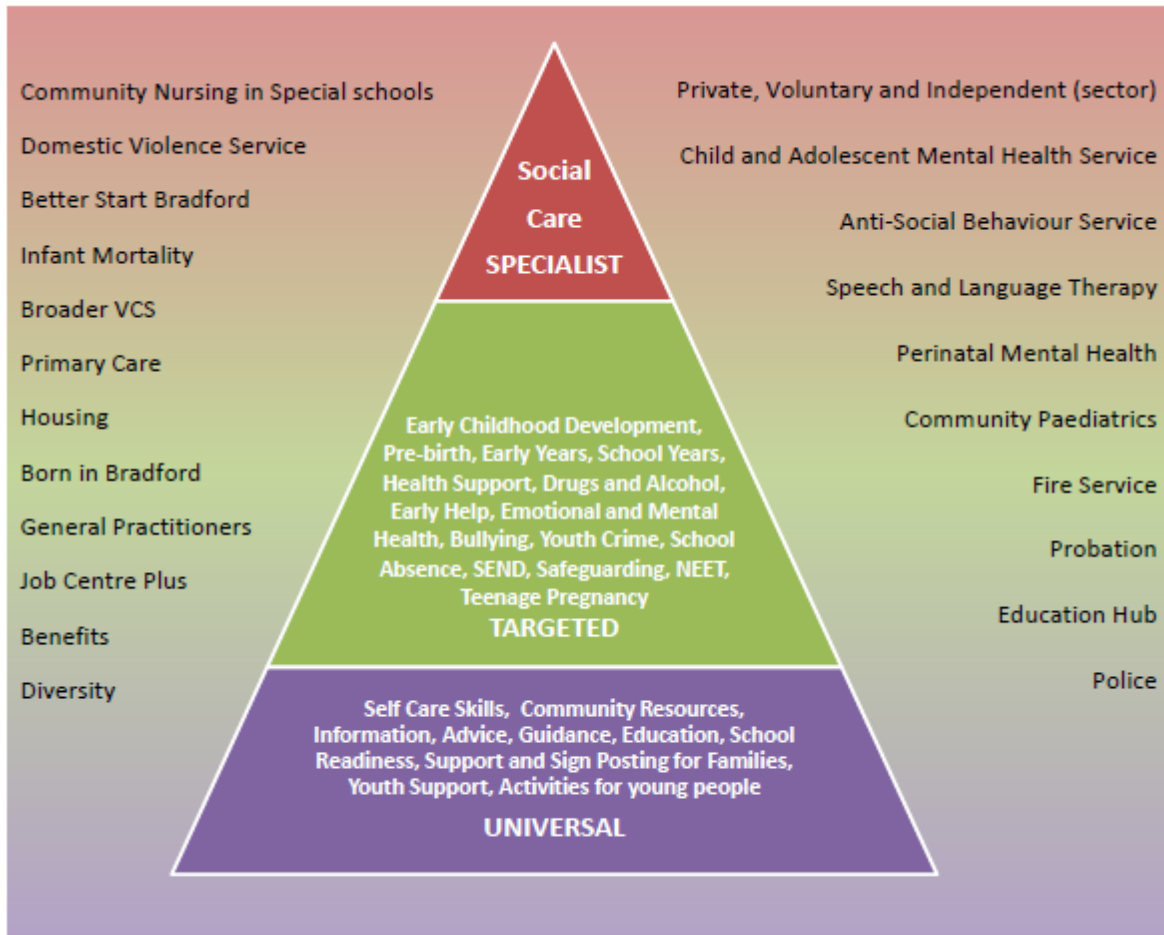
- 8.1 The Council is committing to a vision of locality based working which can more easily recognise and respond to the differing needs of communities and families. We are placing children and young people at the heart of our district and everything that we do; only by committing to this vision can we ensure that all children and young people can be safe, resilient and achieving.
- 8.2 The system will be anchored around localities and communities, building community resilience and families' abilities to support themselves. It will be equipped to intelligently predict and target poor outcomes, draw together the best ways or people to support the system, and continue monitoring those needs as children move through years and reach critical transitions. It will seek to ensure that demand can be more effectively managed and kept from escalating into poorer outcomes and high cost services.

To deliver this vision the programme will aim to achieve;

- a. Stability through a child's life – which will be linked to housing, work, school and family life etc;
- b. Resilience and empower individual children, families and communities – building a proactive, problem solving mentality and capability in all citizens;
- c. Independence – moving away from dependency on public services, with more focus on self-care as well as educational attainment and employability;
- d. 'Early' identification, intervention and prevention to improve outcomes for children and families with health, social care and education
- e. Improving outcomes in relation to physical, mental and emotional health and wellbeing (with parity of esteem) and attainment for children and young people.



Functions to effectively target the needs of those children, young people and families across the District are identified in the triangle below (this is a working diagram).



- 8.3 By bringing together a range of services within communities, we can achieve more effective arrangements that use the best of Council and partner resources to create a shared approach to identify emerging vulnerabilities more efficiently and enable the right level of response for families and communities. The model will:
- Improve information sharing between services that keep children safe and respond to a range of key indicators such as neglect, poor attainment and health;
 - Reduce organisational barriers and duplication in delivering joint services in response to need;
 - Have a collective understanding across partners in the city about what we want to achieve for our families.



- 8.4 New arrangements not only bring existing services together, they will also work differently so we can increase the effectiveness of early intervention in the lives of children, young people and families whose need is greatest – and achieve healthier and happier outcomes for them.

We will seek to develop a model based on locality deliver which:

- d. Is recognised across a wider range of departments and partners to enable a wider system review of how resources are deployed for people and places;
- e. Provides ability to flex at boundaries to enable appropriate services to be delivered, without creating 'silos' to ways of working ;
- f. Each reach area will be able to deploy its resources into the main areas of need, but ensure that there is a responsive service to those individuals who do not live within specific target areas.

9. COMMUNICATION AND ENGAGEMENT

- 9.1 Engaging with children, young people and families is an intrinsic way that services within the scope of this proposal operate. This proposal is built upon existing feedback from children, young people and families which have informed the developments of strategies such as the Children and Young People's Plan and young people's services for example.
- 9.2 Remodeling our early help arrangements is a significant undertaking. Communication and meaningful engagement forms a critical element in the successful development of a new delivery model. Discussions around existing early help arrangements have taken place with some key staff and partners. This has been carried out in order to learn from the wealth of experience held by our workforce on the front line of supporting families in need of early help. As a model develops and is implemented engagement with staff, partners and families will be a regular feature of the new arrangements.
- 9.3 A communication and engagement plan is in development and this identifies key messages to stakeholders, this is summarised in appendix 5. A timeline is being established to support communication and engagement activity over the next two months to inform the model and the proposals to be brought to Executive in October. This would be followed by a more formal consultation after the next report to Executive.



A stepped approach to 2020



- Detailed analysis of Bradford District need; target cohorts and geographies;
- Define a single, system-wide outcomes framework;
- Define the services and interventions to be invested in, and those to be divested;
- System leadership delivering clear messages on intended changes;
- Comprehensive engagement with staff and service users to co-design
- Transition plan; transition waves, workforce strategy; technology enablement, working practices, structures, governance, budgets and commissioning
- Integrated structures in place and workforce transition begins;
- Demand and outcomes monitoring to support evaluation of approach and ensure the right needs and cohorts are being targeted.

- Second phase of transition begins
- Comprehensive engagement with staff and service users to co-design
- Integrated structures in place and workforce transition begins;
- Transition plan; transition waves, workforce strategy; technology enablement, working practices, structures, governance, budgets and commissioning
- Ongoing demand and outcomes monitoring
- Feedback insights back into model design if required (may require review of first phase of services)
- Phases 3 and 4 to be implemented (no. of phases dependant on model)

- Comprehensive engagement with staff and service users to co-design
- Fully transitioned model in place;
- Continuous monitoring of demand and outcomes, to feed review of model (if required)



10. FINANCIAL & RESOURCE APPRAISAL

- 10.1 This review of early help and the development of a new model of delivery is taking place against a background of significant changes in public spending especially for Local Authorities and where the operating environment is changing rapidly for all agencies. Whilst this report focuses on Council resources to support early help work, funding across local partners is subject to some change and uncertainty.
- 10.2 A new model offers greater flexibility and sustainability to reflect the changing resource base of the Council and partners and assist in achieving efficiencies for the Council into 2019/2020 as well as opportunities to maximise external funding and the benefits of integrated working with partners. Examples of this come from the recent award to Bradford through the DfE innovation fund for social care and our joint work with Leeds on Stronger Families with ESIF and Big Lottery funding.
- 10.3 In relation to specific Council funding, the financial proposals relating to Great Start Good Schools were put before the Council Executive on 6 December 2016 and ratified by full Council on 23 February 2017. The proposals identified a £1.1m saving across Great Start Good Schools outcomes by 2018/19. Table 1b of the Proposed Financial Plan 2017/18 to 2020/21 (Report to Executive 6 December 2016 Document AJ) indicated planned spending in this area of £12.9m by 2020/21 compared to a 2016/17 figure of £20.4m.

11. OPTIONS

- 11.1 This report is provided to request approval to commence more detailed work along with communication and engagement with a range of stakeholders on the redesigning and remodelling of Early Help arrangements and services with partners. Options arising from that work would then be presented back to the Executive to consider.
- 11.2 If the move to a new integrated locality model is not supported the savings tied up with this programme that are included as part of the Council's overall financial proposals would be unlikely to be achieved. This would mean to achieve a balanced budget going forward, alternative saving options would need to be identified and delivered.



12. RISK MANAGEMENT AND GOVERNANCE ISSUES

12.1 This is a large programme of work across a number of service areas that requires delivery at a considerable pace. It will require significant, meaningful engagement with partners, the workforce and families.

13. LEGAL APPRAISAL

13.1 The Children Act 1989 sets out the provision of services for children and their families. Section 17 places a duty on every local authority to safeguard and promote the welfare of children who are in need within their area and to promote the upbringing of such children by their families.

13.2 The Children Act 2004 as amended by the Apprenticeships, Skills, Children and Learning Act 2009 set statutory targets for children's services authorities for improving the effectiveness of safeguarding and promoting the welfare of children through promoting better inter-agency co-operation and improved information sharing. The 2009 Act also established Children's Trust Boards.

13.3 Early year providers have specific statutory requirements under the Childcare Act 2006 to contribute to the safeguarding of children and to comply with welfare requirements to promote good health and maintain records, policies and procedures.

13.4 Department for Education Guidance entitled Working Together to Safeguard Children effective from 26 March 2015 sets out the responsibilities that everyone including teachers, GPs, nurses, midwives, health visitors, early years professionals, youth workers, police, Accident and Emergency staff, paediatricians, voluntary and community workers and social workers has to safeguard and promote the welfare of children and for keeping them safe.

13.5 The Guidance makes clear that ultimately the effective safeguarding of children can only be achieved by putting them at the centre of the system, and by every professional and organisation playing their full part. In addition, effective safeguarding requires clear local arrangements for collaboration between professionals and agencies.

13.6 The Education Act 1996 as amended requires all local authorities to make arrangements to enable them to establish the identities of children in their area who are not receiving a suitable education. The duty applies in relation to children of compulsory school age who are not on a school roll and who are not receiving a suitable education otherwise than being at school.

13.7 The Children and Families Act 2014 has further influenced and shaped service delivery. It aims to improve services for vulnerable children, children in need of care and support, children with special educational needs and disabilities and support families in balancing home and work life particularly where children are particularly very young. It underpins wider reforms to ensure that all children and young people succeed, no matter what their background.



13.8 Local authorities are also required to have regard to guidance issued by the Secretary of State when exercising their function of ensuring that consultation is carried out.

14. OTHER IMPLICATIONS

14.1 EQUALITY & DIVERSITY

The Local Authority must not discriminate directly or indirectly against any group or individual.

An initial Equalities Impact Assessment for this work will be completed by the end of August 2017.

14.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications arising from this report.

14.3 GREENHOUSE GAS EMISSIONS IMPACTS

The proposals would not impact on gas emissions.

14.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct community safety implications arising from this report. Through working differently across services we would seek to minimise crime and anti-social behaviour and its impact on individual families and communities.

14.5 HUMAN RIGHTS ACT

There are no direct Human Rights implications arising from this report.

14.6 TRADE UNION

Human Resources have been informed of the proposal to move to a new integrated locality footprint.

Any new operating model will require the revision of current service structures and ways of working. Should any proposals be agreed, any changes will be made in accordance with the Council's Change Management HR Process in full consultation with staff and Trade Unions.

14.7 WARD IMPLICATIONS

Ward Councillors will be formally consulted upon about how the proposals will affect their wards.



14.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

N/A

15. NOT FOR PUBLICATION DOCUMENTS

Needs Analysis - *The overview of the needs of families in Bradford and Airedale*
KPMG Report: Transforming Early Years and Early Help Opportunities for 2020

16. RECOMMENDATIONS

16.1 In order to secure the best possible outcomes for families with the resources available to the Council and our partners, Members are asked to:

- a. Note the contents of this report;
- b. Authorise the Strategic Director for Children's Services to commence consultation with relevant partners on the redesigning and remodelling of the Early Help arrangements and services across a locality footprint.
- c. Agree to receive a further paper in October 2017 detailing the final proposals for formal consultation which will encompass feedback received from stakeholders.

17. APPENDICES

Appendix 1 – District and Council Priorities
Appendix 2 – Working with our partners
Appendix 3 – Data Analysis
Appendix 4 – Draft System Wide Outcomes Framework
Appendix 5 – Communication and Engagement

18. BACKGROUND DOCUMENTS

- Bradford District Plan 2016 - 2020
- Bradford Council Plan 2016 – 2020
- Bradford Children, Young People and Families Plan 2017-2020
- Integrated Early Years Strategy 2015 - 2018
- SEND 0-25 Transformation Briefing Note



Appendix 1

District and Council Priorities

Bradford District Plan 2016 - 2020

The Bradford District Plan sets out the long-term ambition for our district. It aims to draw on the resources and activity of local people, communities, businesses and organisations, across the district. Achieving this ambition and addressing the priorities will enable us to make Bradford a better place.

The proposal directly relates to the Council Plan 2016 – 2020 priorities:

- Better skills, more good jobs and a growing economy;
- A great start and good schools for all our children;
- Better health, better lives;
- Safe, clean and active communities;
- Decent homes that people can afford to live in.

Bradford Council Plan 2016 – 2020

The Council Plan sets out how we, as a Council will work with others to contribute to the priorities set out in the Bradford District Plan. Our actions are outlined below:

1. Better skills, more good jobs and a growing economy
 - Businesses starting up, growing and investing in Bradford District
 - Getting the right infrastructure
 - Letting everyone know Bradford is a great place to live, work and invest
 - A skilled and flexible workforce in our district
2. Decent homes that people can afford to live in
 - Increasing the number of homes to meet the rising demand for housing
 - Decent, safe homes that are appropriate for people's needs
 - Support for people in most housing need
3. A great start and good schools for all our children
 - Children starting school ready to learn
 - Children achieving well at school
 - Young people leaving school ready for life and work
4. Better health, better lives
 - Healthy lifestyles – focusing on prevention and early intervention
 - Creating choice and control
 - Joining up services
 - Safeguarding children and adults



5. Safe, clean and active communities
 - Supporting communities
 - Building safe communities
 - Help maintain an attractive and welcoming environment
6. A well-run council, using all our resources to deliver our priorities:
 - Use all our resources wisely
 - Work in partnership
 - Make sure we are well governed, accountable and legally compliant

Children, Young People and Families Plan 2017 - 2020

The proposal is a major part of delivering the shared partnership priorities of the Children, Young People and Families Plan 2017 – 2020;

- Ensuring that our children start school ready to learn;
- Accelerating education attainment and achievement;
- Ensuring our children and young people are ready for life and work;
- Safeguarding the most vulnerable and providing early support to families;
- Reducing health and social inequalities, including tackling child poverty, reducing obesity and improving oral health
- Listening to the voice of children, young people and families and working with them to shape services and promote active citizenship



Appendix 2

Working with our Partners

Bradford Children's Trust

Bradford's Children's Trust recognises that stronger partnerships, greater integration of services and a shared purpose lead to better services for children, young people and families – especially the most vulnerable. The core principle of a shared commitment to improve the lives of children, young people and families – enshrined in the 'duty to co-operate' – remains as important as it ever was.

The vision of Bradford's Children's Trust is that every child and young person should be supported to have the best possible start in life, and be given active help and encouragement towards achieving the outcomes identified in the following themes:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

Bradford Safeguarding Children Board

Bradford Safeguarding Children Board (BSCB) is a statutory body established under the Children Act 2004. It is independently chaired and consists of senior representatives of all the principal agencies and organisations working together to safeguard and promote the welfare of children and young people in the Bradford District.

Its statutory objectives are to:

- Co-ordinate local work undertaken by all agencies and individuals to safeguard and promote the welfare of children and young people.
- Ensure the effectiveness of that work

Health and Well-Being Board

The Health and Wellbeing Board brings together leaders from the local health and care system, including the Council, the NHS and the Community and Voluntary sector. Our shared ambition is: To create a sustainable health and care economy that supports people to be healthy, well and independent.



The Bradford District Partnership (BDP)

Coordinates and supports the work of the partners (in the public, private and voluntary and community sectors) and partnerships across the district. These partners share responsibility for making sure that our shared direction established via the New Deal is delivered through the new District Plan 2016 – 20.

The Bradford District Partnership will ensure that the District Plan 2016 - 20 is delivered in the best way possible - and that all the partners work closely together to make things happen. In doing so it will champion the wellbeing and prosperity of all of the district's residents and ensure that they have the opportunity to realise their true potential.

Education Covenant

The approach to achieving the best for children, young people and families is driven by the Covenant's priorities. We have clear aspirations for Bradford's children and young people, but it is very clear that the solutions will be a partnership between the people of Bradford and the organisations which deliver services. The participation of young people in making these plans happen is critical.

The Council's offer:

- Keeping schools and education as a top priority
- Driving School Improvement
- Promoting learning from the very best
- Attracting, retaining and developing the best school leaders and teachers
- Providing school places by working together with government
- Helping to make sure children are ready for school
- Supporting children and young people to be ready for work and life
- Raising aspirations through cultural opportunities

People Can

People Can has been initiated by a range of partners who are concerned about a range of challenges faced by the Bradford District and who want to do something positive about them. People Can emerged out of Bradford Council's New Deal thinking and has involved people from the voluntary and community sector from the outset in its design.

The start point of People Can Make a Difference is recognition of the fantastic voluntary work already being carried out in the Bradford District. People Can is an open invitation to everyone to take part, help others and make a difference.



People can make the difference in a number of ways:

- **Be Neighbourly** – carry out small, informal, everyday acts of kindness.
- **Community action** – create a new group, activity or event with likeminded people.
- **Volunteer** – devote some of your time to helping others.
- **Raise money** – use your skills to raise funds for a community project.

Early education providers and schools

There are clear links between good quality early intervention and improvements in attendance and attainment at school and early education across the key stages of education. Schools play a key and valued role in the delivery of early help across the District. This will continue to be the case and the intention is that through the new arrangement schools can be provided with meaningful support, advice and problem solving approaches that help them in this role.

West Yorkshire Police

Ensuring that there is alignment to the new operating procedures for community policing. This will best utilise a significant amount of intelligence that the police service maintain through their daily interactions with the diverse range of our District. The police and community services being able to understand the main issues for families within communities better supports their abilities to tackle issues around vulnerable victims, managing public protection and reducing crime and anti-social behaviour.

Health Services

We will look at the strong links of all aspects of health including school nursing, health visiting, health commissioning and mental health in order to move this programme of work forward.

Voluntary and Community Sector

Bradford has a valued partnership with Voluntary and Community Sectors. Strengthening and developing this partnership is a critical feature of ensuring a multi-layered response to address the needs of families and build resilience within communities.

Better Start Bradford

A Big Lottery funded partnership programme over ten years working with families in three wards – Bowling and Barkerend; Little Horton and Bradford Moor to help give children the best possible start in life.



Born in Bradford

Born in Bradford is one of the largest research studies in the World, tracking the lives of over 30,000 Bradfordians to find out what influences the health and wellbeing of families



Appendix 3

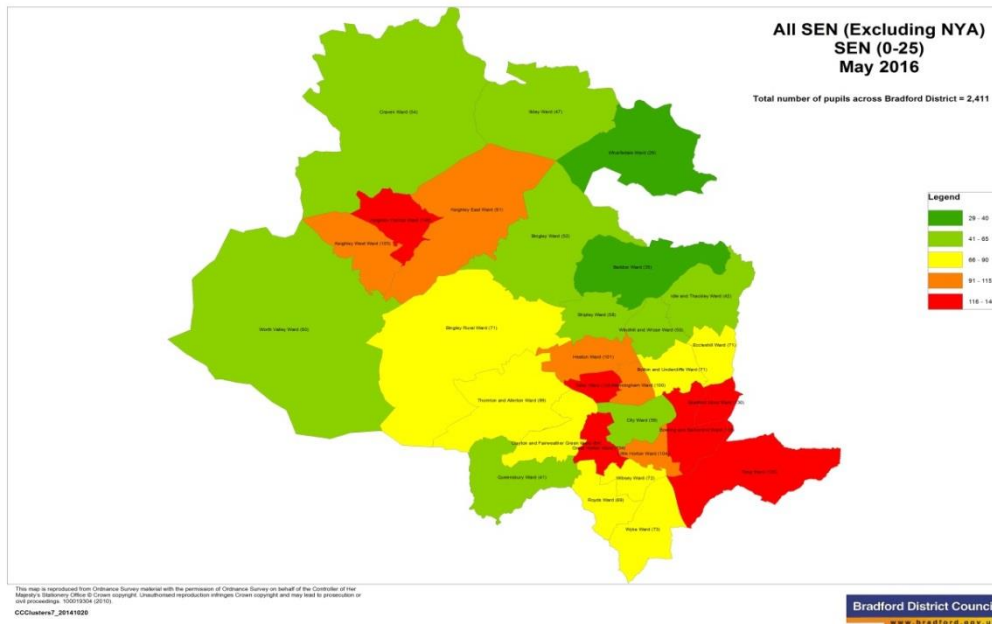
Data Analysis

We have a growing population of children and young people in Bradford and proportionally have a growing population of children and young people with SEND; as a result of this, and the increasing complexity of special needs the number of referrals for assessment and Education and Health Care Plans is increasing. Our SEND Data for all year groups shows that the areas within the District with the **highest areas** of SEND need are

Top 3 wards	Autistic Spectrum Disorder (ASD)	Severe Learning Difficulties (SLD)	Social Emotional Mental Health (SEMH) NB. See BESD below.
1	Keighley Central	Toller	Tong
2	Great Horton and Keighley East	Bowling and Barkerend	Keighley West
3	Keighley West	Manningham	Wyke

And the highest incidences of SEND across all types of SEND as shown by the number of Education and Health Care Plans are Keighley central, Toller and Great Horton and are shown in the map below:

Wards with the highest number of EHCPs across all types of SEND

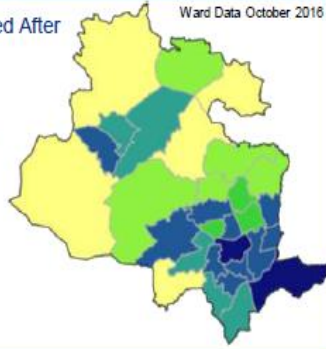
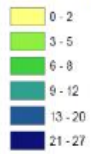


Children becoming LAC

Number of Children becoming Looked After from 26/10/2015 to 25/10/2016

Ward Data October 2016

Children becoming Looked After Home Ward

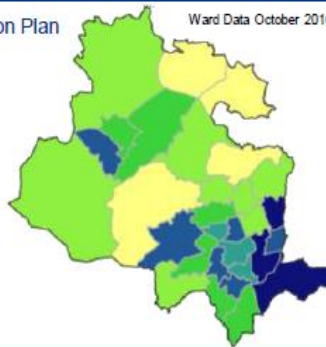


Children on CPP

Children subject of a Child Protection Plan 25/10/2016 (Home Ward)

Ward Data October 2016

Children Protection Plans Count of Plans

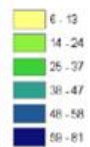


Children in need

Children in need as at 25/10/2016 (Home Ward)

Ward Data October 2016

Children in need Count of children on a CIN Plan



Appendix 4

Draft Outcomes Framework (working document)

High Level Outcomes
1. Children live in caring and resilient communities
2. Children learn and develop skills for life
3. Children are healthy and well and reach their potential
Children are heard and influence services (underpinning all above)

Outcome 1 – Children live in caring and resilient communities

1.1 Children are safe

a. Children are safe within the home

- Reduce incidents of Domestic Violence
- Reduce LAC numbers
- Reduce CP numbers

b. Children are safe within communities

- Reduction in ASBOs
- Reduced road traffic accidents

1.2 Children live in resilient communities

a. Improved social cohesion

- Percentage of people who agree that their local area is the place where people live together harmoniously

b. Increased participation from communities

- Increasing numbers reported in 'People Can' projects
- Increased participation from communities in the education covenant

1.3 Children experience positive relationships

a. Children have improved relationships within the home

- Increased levels of positive attachment in the under 5s
- Reduced call outs for domestic abuse by the police

b. Children with complex needs have positive relationships

- Reduced number of children with complex needs living out of area



Outcome 2 – Children learn and develop skills for life

2.1 Children achieve

a. Children achieve in school

- Foundation stage profile results improve to meet the national average (currently a Good level of development) AND gaps between our vulnerable groups and boys and girls and their peers nationally reduce (PHOF 1.02)
- KS1 results improve and narrowing of gap for vulnerable groups
- KS4 results improve and narrowing of gap for vulnerable groups
- Post 16 results improve and narrowing of gap for vulnerable groups

b. More children go onto higher education

- Increased number attending university and narrowing the gap for vulnerable groups

c. Children go onto high quality employment

- Reduced unemployment figures
- Increased high level jobs figures
- 16-18 year olds not in education, employment or training (NEET) (PHOF 1.05)

2.2 Children learn in high quality environments

a. School are of high quality

- Increased numbers of schools with leadership graded good or better particularly in deprived areas

b. Early years provision is of high quality

- The proportion of early years settings achieving good or better outcomes in their Ofsted inspections increases to at least meet the national averages particularly in deprived areas

2.3 Children participate in learning experiences from 2-19

a. Children attend schools

- Improved attendance levels at all key stages including the take up of their place, if eligible, at early years settings for children of non-statutory school age ; to include pupil absence (PHOF 1.03) and other relevant indicators
- First time entrants to the justice system (PHOF 1.04)

b. Children participate in learning 16-18 in line with RPA

- Improved participation levels Post 16 year on year

c. Increased take up of places in pre-school learning (early education and childcare)

- Increased take up of eligible 2 year-olds for the universal offer and 3 and 4 year-olds for both the universal offer and the extended additional 15 hours (i.e. the '30' hours offer).



Outcome 3 – Children are healthy and well and reach their potential *

3.1

a. Fewer baby deaths in first year of life *

- Infant mortality rate reduces and at a faster rate in deprived areas (PHOF 4.01 & NHSOF 1.6i)
- More babies are breast fed at discharge and 6-8 weeks (PHOF 2.02)
- Reduced smoking for pregnant women at delivery and increased smoke free homes in infancy (PHOF 2.03)
- Improved attachment and bonding and maternal mental health (see Outcome 1.3)

b. Fewer children are obese or overweight and there is an increase in physical activity (could remove physical activity as obesity reduction means increased PA and better nutrition by definition)

- In reception aged 5-6 years (PHOF 2.06)
- At age 10-11 years (PHOF 2.06)

c. Children will improved oral health

- Decayed, missing, filled teeth (dmft) at age 5 figures improve and at faster rate in deprived areas (PHOF 4.02 & NHSOF 3.7i)

d. Children will be emotionally resilient and make good lifestyle choices

- Reduction in self harm admissions (PHOF 2.10)
- Anything else from Future in Minds dashboard approach for mental health – tbc
- Smoking prevalence 15 year olds (PHOF 2.09)
- Under 18 conceptions (PHOF 2.04)

e. Children will less often be admitted to hospital due to illness or accidents

- Rates of admissions to hospital for young children aged 0-4 years reduces
- Rates of admission due to accidents reduces (0-14 years and 15-24 years) reduces (PHOF 2.07)
- Killed and Seriously Injured on roads (KSIs for Children & Young People)



Prevention and early intervention - changing how we provide Early Help services for children by 2020: summary for stakeholders

The Council and its partners are committed to working together to deliver good quality services to children, young people and families across our District.

Demand for some of our services is growing and across our partnership funding is changing and in some cases reducing so we need to do things differently.

Providing Early Help at the right time is a key way in which we can help young people and their families achieve better life outcomes. It means intervening early when problems first emerge so we can work with families and prevent those problems becoming bigger.

This is at the heart of our approach to delivering services in the future, so we can:

- Make sure our limited resources are used in the best way possible.
- Provide the right help for those who need it most.
- Help families to help themselves where this is possible.

Early Help aims to create ways of working that support children and families so they are safe, well and achieving. We want to:

- Give families greater resilience so they don't need statutory services.
- Provide stability through a child's life with good housing, work, school and family life.
- Create an Early Help service "offer" that is clear, integrated and delivered on a multi-agency basis.
- Work together by sharing information appropriately and using resources in the best ways we can.
- Listen to children, young people and families so our services support their needs.

There will be lots of ways by which we will know if we are successful. Many of these will be long term. They include:

- Reducing the impact of inequalities and child poverty.
- Improved mental health outcomes for children and young people.
- Earlier intervention and support for our most vulnerable children and families.
- Reduction in children missing from home and from education.
- Reduction in referrals to children's social care.
- More of our children starting school ready to learn so they have better education attendance attainment and achievement and are better prepared for life and work.
- Communities feeling safer, and being safer.

We want to listen to the views of families using our services as well as the staff delivering them so we can take on board people's views and ideas.