

APPENDIX 1

**Barking &
Dagenham**

The Barking and Dagenham Best Chance Strategy

Our partnership plan for babies, children, young people
and their families

September 2022 – September 2025


Barking, Havering and Redbridge
University Hospitals
NHS Trust


North East London
Clinical Commissioning Group


TOGETHER FIRST CIC
BARKING & DAGENHAM GP FEDERATION


NELFT NHS
NHS Foundation Trust


BD
COLLECTIVE

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Foreword

To be added

Introduction

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Introduction

We are ambitious for our babies, children, young people and their families. We want them to have the best chance in life and every opportunity to live the best lives they can, and reach their full potential. We are very proud of our children and young people, we believe in them and want them to succeed, but we also recognise they face challenges that many of their peers up and down the country do not.

Barking and Dagenham is one of the most deprived boroughs and at the time of writing this plan, over 50% of children and young people are considered to live in poverty. This sits against a well evidenced backdrop of lack of parity of investment, widening inequalities post Covid, and an unprecedented cost of living crisis, which will only see this become a more difficult day to day reality for many more.

Over the past 12 months, we have come together as strategic and statutory partners, with the views and voices of our frontline staff, and our children, young people and parents to review and celebrate our strengths, and face head on our challenges. We have together agreed what our shared ambition is over the coming three years; what this means for our shared outcomes and priorities, and to plan how we will use our shared resources and forthcoming opportunities to work together differently.

This plan has been developed at a significant time for children's services. Much of the plan has been shaped by what we learnt during Covid and impact post-COVID of widening inequalities, and rising demand and complexity of need within local communities. The strategic landscape will undergo significant change in the coming years, with the Education White Paper, SEND Green Paper, Care Review and increasing challenge of the safeguarding system following a number of tragic deaths of children which continue to suggest the system needs to improve.

There is further change afoot as we move into a more integrated health and care system underpinned by Placed Based Partnerships, with more opportunities to work together closely with health especially in areas such as Special Educational Needs and Disabilities (SEND). This includes how we use new duties to cooperate.

The culmination of our work is this: our Best Chance Strategy, which is our partnership plan for babies, children, young people and their families. This will guide our partnership work, provide a baseline for our ambitions and makes clear the outcomes we are working on together – to give our babies, children, young people and families, the best chance in life.

The challenges

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The landscape



Education Reform & SEND reform

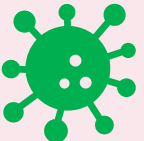
White paper, SEND Green paper and new SEND inspection framework - Child level and interfaces with social care on vulnerable children.



Social Care Reform Care Review; Joint Targeted Area Inspections - both signalling large scale changes to family support and partnership working



Cost of Living Crisis Rising energy prices and inflation hike will force families to make hard choices and in an area such as B&D, will exacerbate current challenges around poverty, health inequalities, housing and employment.



Pandemic/Endemic Stress tested our improvements, exacerbated our weakness with unprecedented level of demands and now backlog. Future landscape around long-covid and new variants around health, care and wellbeing.



Other Reforms - including family hubs, supporting families and levelling up, and the newly developed 'Start for Life' Programme These reforms seek to address the widening inequalities in outcomes, focusing on providing support as early as possible to prevent problems, identify and address issues early, and reduce the impacts upon children and families, closing the gap in outcomes



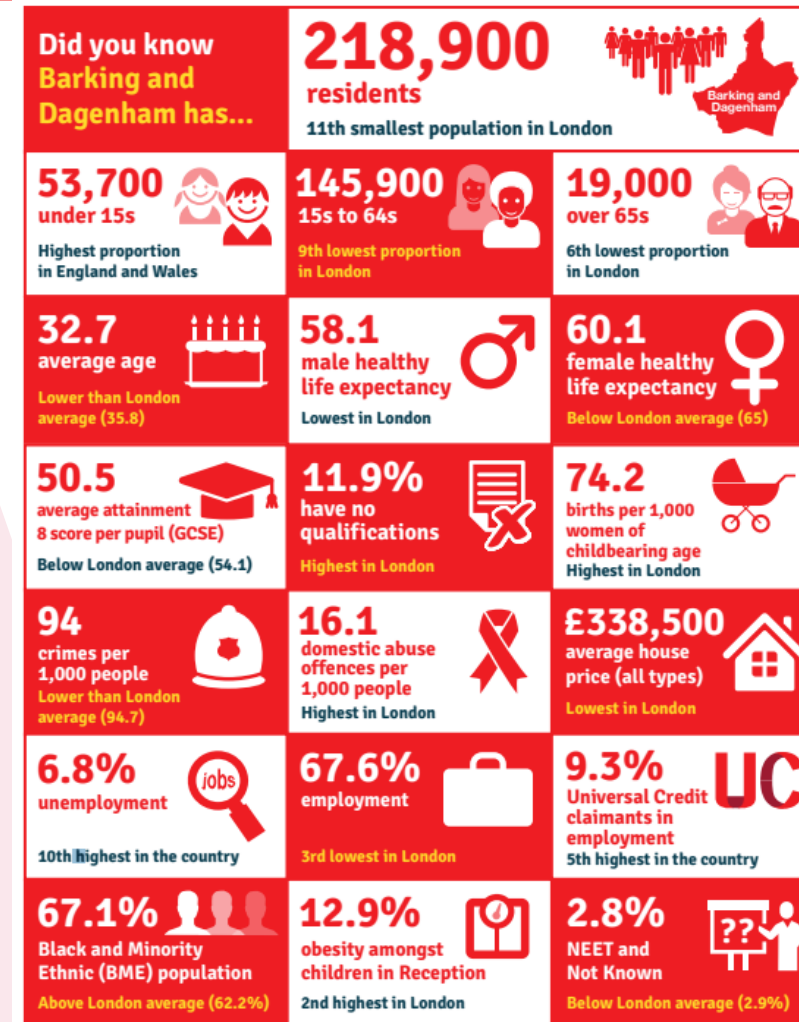
Domestic abuse commission and review Taking forward the recommendations of the domestic abuse commission and recent domestic abuse review



Health and Social Care Bill / Integrated Care System (ICS) Change to North East London (NEL), more opportunities and powers to join up locally and via place based partnership to facilitate joint action to improve health and care outcomes and experiences across B&D populations; influencing the wider determinants of health and in tackling health inequalities.

A powerful case for change (cont.)

- Child poverty is amongst the highest in London boroughs and the country: 50% of children live in households on the poverty line. Poor quality of housing: Waiting list for housing are some of the largest in the country.
- Second highest under 18 years conception rate in London.
- Highest rate of premature mortality in London, with 449 deaths per 100,000 people aged below 75, compared to 316 for London overall.
- Highest proportion of children (0–17) in the UK: almost three in ten residents (29.9%) are under 18.
- Highest proportion of under 5s in the UK: 8.8%.
- Higher than national average of young carers in B&D: approx. 1,800 young carers in B&D; 1 in 12 secondary school aged children are young carers.
- Highest levels of Year 6 overweight and obesity in England.
- Covid has disrupted development for our youngest children: personal, social, and emotional development delayed in 44% of pupils in 2022 – disadvantaged children and those with SEND are worst affected.

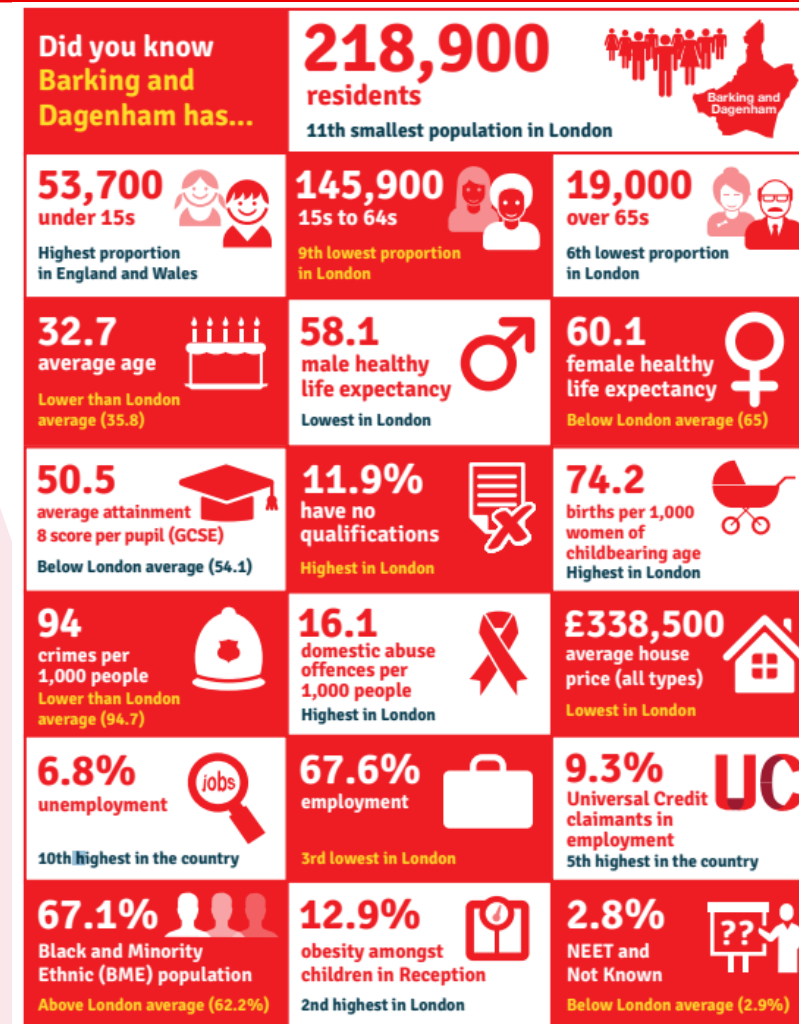


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A powerful case for change

- **High levels of domestic abuse:** there is an estimate of 75.43 per 1000, 0-4 yr. olds live in households where a parent is suffering domestic abuse and no early help offer in place to address.
- **Increased number of children with learning disabilities** Autistic Spectrum Condition is the most common primary need identified in EHCPs. High level of EHCP need is between 5 - 15 year olds.
- **Higher numbers of children and young people have a diagnosable mental health problems**
- **Significantly higher numbers in LBBB for youth offending** compared to national average of young people entering the criminal justice system for the first time.
- **Lowest life expectancies in London** for both women and men.
- **High demand for children's social care:** In the last four years, there has been a significant increase in the number of CIN from 1,187 to 1,802 in 2021 – a growth rate far in excess of the population.



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Developing our plan

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How we developed this plan

We believe partnership working is the best way to achieve improved outcomes for babies, children, young people and their families and we believe that all voices and experiences matter. We have made sure that our plan has been developed on this basis, and below sets out the extensive stakeholder engagement activities undertaken to agree our vision, values, priorities and agreed outcomes.

Overseeing the process from start to finish, has been a taskforce made up of senior representatives from across the local authority, education, health, including GPs, providers, and the voluntary and community sector and chaired by the Director of Children's Services

Our Public Health team reviewed evidence and outcomes nationally and locally to ensure our plan is underpinned by a public health, and evidenced based approach to improving outcomes

There has been extensive engagement with strategic leaders and front line staff, including dedicated sessions with Members, Safeguarding Partnership, GPs, headteachers, health visitors, school nurses and allied health professionals, social workers and commissioners

We have widely engaged with children, young people and parents, including building on what they have told us over the last few years – and this includes an extensive survey with children and young people in our schools, and dedicated focus groups with those in our care, in receipt of Early Help and Intervention services and our children and young people with special educational needs or living with a disability.

How we developed this plan (cont.)



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Vision and Best Chance Pledges

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Our shared vision

Working collaboratively to give babies, children, young people and their families the best chance in life...

...so every baby, child, young person and their family gets the best start, is healthy, happy and achieves, thrives in inclusive schools and settings, in inclusive communities, are safe and secure, free from neglect, harm and exploitation, and grow up to be successful young adults.

Our shared BEST CHANCE IN LIFE partnership pledges

These are our Best Chance Partnership pledges. They embody our values, the way we want to and need to work as a partnership to achieve the challenging ambitions that we have set, and what children, young people, parents and carers have told us matters most. They give us focus for everything we do, to ensure we approach our delivery in a way which puts the child and family first, provides a seamless experience, and gives our babies, children, young people and their families the best chance at life to achieve our shared outcomes. These values will form a golden thread running through our approach, they will hold us to a high standard and keep us grounded in what matters and provide the basis to hold one another to account. They will enable us to provide care and support in a way that reduces inequality and equity in improved outcomes.

“Baby, child, young person and family centred” and going the extra mile

“Compassion, respect, transparency and openness”

“Tackling inequality of outcomes and experiences”

“Committing to early intervention, strengths based, trauma informed and relational ways of working”

“Integrating and joining up where it makes sense”

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Our shared BEST CHANCE IN LIFE partnership pledges

“Baby, child, young person and family centred” and going the extra mile

What does this mean: A shared commitment to reconfigure services and support to best meet children, young people and family’s needs. In their communities and holistic to all of their needs. This will empower our staff to go the extra mile for our children and families to ensure they get the best outcomes.

“Committing to early intervention, strengths based, trauma informed and relational ways of working”

What does this mean; we are committed to good quality early intervention and in doing so, we will work together to agree a shared practice framework, language and tools. This will be strength based, trauma informed, and places a value on relationships with children, young people and their families as well as each other.

“Compassion, respect, transparency and openness”

What does this mean: We will have compassion and respect for one another and those we support, committed to communicate as partners, be open and honest about challenges, and recognise and praise success.

“Integrating and joining up where it makes sense”

What does this mean: We know babies, children and young people and families don’t care about organisational boundaries and just want tell their story once and not fall between the cracks, have easily accessible services in their communities when they need them.

“Tackling inequality of outcomes and experiences”

What does this mean; we will stand together to make sure our children, young people and families, our staff and our communities life chances and daily experiences are not adversely impacted by inequality, discrimination, racism and abuse. We will take responsibility to ensure we are culturally aware and competent in our work with families and each other.

The outcomes we want, and what our children, young people and families say

Our shared strategic outcomes framework

We want our babies, children and young people to...



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The outcomes children and young people want the most

In our extensive consultation with children, young people and families, they have told us...

...to thrive in inclusive schools and settings, in inclusive communities

...to be safe and secure, free from neglect, harm and exploitation

My Community - I feel proud to live in Barking and Dagenham

My Quality of Life - I feel satisfied with my life and feel positive about the future

My Voice - my views are actively listened and responded to

...get the best start, be healthy, be happy and achieve

My Safety - I feel safe in every part of the borough, including in school

An outcomes framework for babies, children and young people

My Future - I have a plan for my future and I feel empowered achieve it

My Health - I can easily access the right support for my mental health

My Learning - school helps me to be the best that I can and help prepare me for adulthood

...grow up to be successful young adults

Our system priorities

In our work together to develop the plan, a number of issues came up consistently, which we all agreed required greater visibility with a clearer, shared and integrated plans to tackle them better, head on and together.....

Giving every child the best start in life (the first 1001 days)

Reducing prevalence of harm caused by domestic abuse

Acting together against child poverty

Improving quality, access and support for those with SEND

Reducing obesity and improving best start health outcomes

A better offer for those with social, emotional and mental health needs

Our shared priorities and intentions

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Best chance in life – Best Start

“WE WANT OUR CHILDREN AND YOUNG PEOPLE TO GET THE BEST START, BE HEALTHY, HAPPY AND ACHIEVE”

Our shared Intentions

1. Through a network of family hubs, creating a single front door for families from maternity to reception, to access the services they need to give them and their children the best start and be school ready, and tackle early causes of childhood neglect, including impact of poor perinatal mental health.
2. Improve equity, quality, access and impact of maternity and health visiting services including better rates of breast feeding, immunisation and two year old check.
3. Ensuring all children have a choice of a good quality, local provision (including alternative provision) that meets their child's needs, is inclusive, improves equity of outcomes and reduces likelihood of poor attendance and exclusion.
4. Improving educational outcomes and standards across all key stages and subjects, in line with England and London performance including attendance.

5. Implement locality based early help provision that is well signposted, easily accessed, giving the right support at the right time, and proactively tackling the signs, symptoms and root causes of early neglect, including poor perinatal mental health and domestic abuse.

What success looks like

- Increasing number of children having one and two year checks, achieving communication and socialisation milestones, & having a good level of development (GLD) in EYFS assessments
- High percentage of schools rated good or outstanding and a reduced attainment gap at all key stages compared to the national and London rates
- Improvement in perinatal mental health and a reduction in inequalities in maternal risk, outcomes, and experience of services
- Increasing number of children receiving timely Early Help interventions that are successful
- Increased rates of breast feeding and vaccinations, improved oral/dental health, and reduced obesity in Year R

Best chance in life – Inclusive

“WE WANT OUR CHILDREN AND YOUNG PEOPLE TO THRIVE IN INCLUSIVE SCHOOLS AND SETTINGS IN INCLUSIVE COMMUNITIES”

Our shared Intentions

1. Ensure child, young people and their families with SEND and social and emotional needs can access early help and support, including well signposted information, advice and guidance of what is on offer locally and parenting support to get the right help at the right time.
2. For those requiring nurture, help, mentoring, and outreach, that their needs are identified and assessed in a timely and effective way and given the support they need to thrive.
3. Children, young people and parents are empowered and supported to advocate for their children, they participate in decision making about their plans and support, and services are co-produced with them to ensure they best meet their families needs and deliver improved outcomes.
4. Children and young people with SEND are valued, visible and included in their local communities, in and achieving in local schools and alternative provision.

5. For those children and young people approaching points of transition, especially back into mainstream settings and to adulthood, that they have a voice and are able to access the right transitional support to help them on the next stage of their journey to independence and positive futures.

What success looks like:

- Improved educational attainment AND a reduced attainment gap at all key stages – especially for vulnerable groups, including children with SEND, looked after children, and young carers
- Children with SEND receive timely EHCP Assessments and issuing of plans
- A high proportion of children with SEND are maintained in mainstream schools, are attending school and have rates of absence in line with their peers.
- Increasing number of children with SEND receiving timely Early Help interventions that improve outcomes
- Improved social, emotional and mental health for children and young people, and timely access to CAMHS, especially for our most vulnerable children
- Increased attendance, and less fixed and permanent exclusions

Best chance in life - Safe and Secure

“WE WANT OUR CHILDREN AND YOUNG PEOPLE TO BE SAFE AND SECURE, FREE FROM NEGLECT, HARM AND EXPLOITATION”

Our shared Intentions

1. Timely and good quality multi agency working and understanding of thresholds that supports consistently good child protection decisions and outcomes, keeping children and young people safe from harm, neglect, and domestic abuse.
2. Strengthen partnership arrangements to work contextually to safeguard adolescents from harm and criminal and sexual exploitation, recognising often children have experienced parental neglect through their younger to older years.
3. Giving our children in care, timely, permanent and stable homes.
4. Caring for children in care as if they are our own, and making sure they attend and achieve in schools close to home and get access to the help they need, including health, mental health and emotional support.
5. Caring for Care Leavers like they are our own, keeping in touch and making sure they have access to a strong, multi agency Care Leaver Offer.

What success looks like:

- A reduction in repeat referrals and repeat Child Protection Plans (including long-term CPPs) and reduced rates of repeat DA
- Increased attainment for LAC and CiN, and a narrowing of the gap with their peers.
- Improvement in Initial Health Assessment performance for LAC.
- Reduction in the number of young people who repeatedly go missing and who are the victims of exploitation, and reduced levels of CSA, knife crime and gang recruitment
- Stable placements for the children in our care, including achieving permanence as early as possible.
- Increasing the number Care Leavers who are in employment or training and in suitable accommodation.
- BCYP and families are in safe, stable, affordable, appropriate housing, in receipt of the support they are entitled to, and have greater household financial stability & reduced levels of poverty.

Best chance in life - Successful

“WE WANT OUR CHILDREN AND YOUNG PEOPLE TO GROW INTO SUCCESSFUL YOUNG ADULTS”

Our Intentions

1. Making sure all young people can access a good quality youth offer and local post-16 offer that enable them to have the best chance to live successful adult lives.
2. Working to reduce the number of children at risk of serious youth violence, offending or re-offending and supporting them to improve their life chances.
3. For those young people who may need support in adulthood, making sure there are clear, supported pathways into adult services, including access to transitional safeguarding support.
4. Getting the most out of our local inclusive growth developments, so that those most vulnerable can get access to youth provision, training, employment and a place to call home.
5. Improving the local employment and training offer for our young people and providing positive, diverse and inclusive role models to raise career aspirations

6. Making sure that young people feel safe in their communities as they go about their day to day business.

What success looks like:

- Increase the number of work placements, apprenticeships, and progression opportunities created for young people by local businesses
- A reduction in the rates of serious youth violence, offending and reoffending by young people in the borough, including first time entrants and antisocial behaviour
- Reduce waiting times for children and young people accessing emotional wellbeing and mental health services
- Increasing the numbers of Care Leavers and those with SEND engaged in education, training and employment.
- A greater number of our young people have access to affordable, and decent homes and accommodation.
- Low numbers of young people not engaged in education, employment and training (NEET).

Governance, accountability and outcomes

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Governance and outcomes

Governance

We will work through to get a governance fit for purpose that reduces duplication, clarity of accountability and clarity of action.

The key body for driving forward this plan will be 'The Best Chance 0-25 partnership'. This will be the leading forum for agencies working with babies, children, young people and families in Barking and Dagenham to come together to set and agree strategy and ensure that our plans are delivered. It will work closely with the local safeguarding board and place based partnerships.

The Partnership Board meets a minimum of six times per year, reports to the Health and Wellbeing Board and the newly established Integrated Care Board. It will also have a key relationship with the Community Safety Partnership and our Schools Forum, SEND area partnership to driver change.

Our Plan is not a static document but a 'road map', which will evolve as momentum grows. Our mission to make Barking and Dagenham

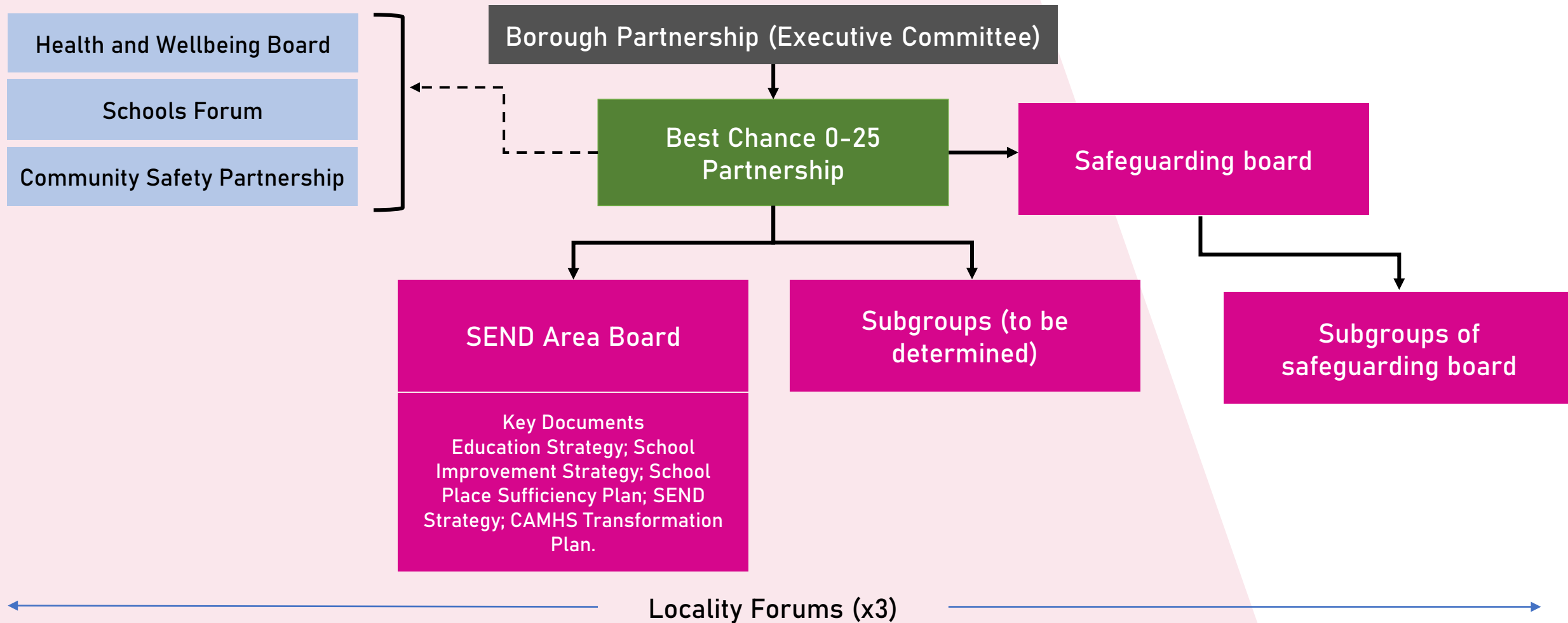
a great place for children to grow up can only succeed if all sections of our community contribute their energy, expertise and resources to help. This means everyone, including professionals, community organisations, schools, businesses, residents, children, young people and families.

Outcomes Framework

The successful delivery of the Babies, Children and Young People's Plan will result in better outcomes for babies, children and young people living in Barking and Dagenham. Our outcomes framework sets out the impacts we must achieve for babies, children and young people, including a relentless focus on reducing inequality.

These are the key outcomes where we must turn the curve, in light of local needs. We will be exploring how we can embed the outcomes that matter most to children and young people in how we seek views from residents.

Current governance arrangements



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All the indicators in one place

Best Start

- Increasing number of children having one and two year checks, achieving communication and socialisation milestones, & having a good level of development (GLD) in EYFS assessments
- Increased rates of breast feeding (more mothers starting breast feeding, and continuing for longer) and physical activity, improved oral/dental health, and reduced obesity in Year R
- Reduction in inequalities in maternal risk and outcomes (such as still birth, infant death, maternal death, mental health issues) and maternal experience of services,
- Improvement in perinatal mental health, including reduced serious perinatal mental health issues, with positive impacts upon attachment and relationships
- More children having vaccinations, families knowing how to manage illness, and a reduction in inappropriate A&E attendances
- High percentage of schools rated good or outstanding; with high school attendance with low rates of absence and exclusion, and a reduced attainment gap at all key stages compared to the national and London rates
- More families in receipt of support that they are entitled to (e.g. housing, benefits) and an increasing number of children receiving timely Early Help interventions that are successful and minimise exposure to ACEs (including domestic abuse)

Inclusive

- Improved educational attainment AND a reduced attainment gap at all key stages compared to the national and London – especially for vulnerable groups, including children and young people with SEND, looked after children, and young carers
- Children with SEND receive timely EHCP Assessments and issuing of plans
- A high proportion of children with SEND are maintained in mainstream schools
- A reduction in inequalities experienced by CYP with SEND, including a reduced attainment gap between children and young people with SEND and their peers
- Increasing number of children with SEND receiving timely Early Help interventions that improve outcomes
- Improved social, emotional and mental health for children and young people. Families feel better equipped to manage the child's mental health and well-being, and for children and young people accessing emotional wellbeing and mental health services experiencing reduced waiting times.
- Children with SEND attend school and have rates of absence in line with their peers.
- High rates of school attendance with low rates of absence and a reduction in number of exclusions for all children and young people.
- Improvement in school survey results across all domains.
- An increase in schools achieving 'healthy schools awards', Increased physical activity for all, and reduced obesity in Year 6

Safe and Secure

- A reduction in repeat referrals and repeat Child Protection Plans (including those that are long-term), including reduced rates of parental conflict, reduced rates of repeat DA, and fewer BCYP impacted by DA
- Increased attainment for LAC and CiN, and a narrowing of the gap with their peers.
- Improvement in Initial Health Assessment performance for LAC. All children in care to receive a timely Initial Health Assessment and review health assessment
- Reduction in the number of young people who repeatedly go missing and who are the victims of exploitation, and reduced levels of CSA, knife crime and gang recruitment
- Stable placements for the children in our care, including achieving permanence as early as possible.
- Increasing the number Care Leavers who are in employment or training, and in suitable accommodation.
- BCYP and families are in safe, stable, affordable, appropriate housing, in receipt of support that they are entitled to (via access to allied support systems i.e. housing, benefits), and have greater household financial stability & reduced levels of poverty.
- Using Healthy New Town principles for design to give more safe places to play and do physical activity, leading to increased levels of physical activity
- CYP with better knowledge of the importance of family dynamics & Improved understanding and identification of poor relationships
- Increased numbers of parents in doing further training/qualifications

Successful

- Low numbers of young people not engaged in education, employment and training (NEET).
- Increase the number of work placements, apprenticeship schemes and progression opportunities created for young people by local businesses
- Increasing the numbers of Care Leavers and those with SEND engaged in education, training and employment.
- A reduction in the rates of serious youth violence, offending and reoffending by young people in the borough, including first time entrants and antisocial behaviour
- Reduce waiting times for children and young people accessing emotional wellbeing and mental health services
- A reduction in the number of children and young people with substance misuse issues and teenage pregnancy
- A greater number of our young people have access to affordable, and decent homes and accommodation.
- Young people are well prepared for adulthood and greater independence,

Conclusion

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Next steps

This plan marks our commitment to a new way of doing things. Closer working across the public sector, local business and wider community will enable us to build on our existing strengths and create new opportunities to improve the lives of babies, children, young people and families in Barking and Dagenham. Much of this work is already in progress and, through genuine, sustained collaboration in the coming months and years, we will continue to build on this momentum. With continued financial pressure ahead, it is critical that we empower children, young people, families and the wider community as equal partners in co-delivering our shared plan for the future.

Our Best Chance 0-25 Partnership will oversee and drive forward progress against our shared intentions, with a central mission to reduce inequalities. In particular, we will focus on changing the odds for the most vulnerable, including children living in poverty, children with special educational needs and disabilities, and looked after children. By increasing opportunities for the wider community to help achieve these outcomes, we will maximise our chances of success through whole system change.

Once this Best Chance Partnership Plan is agreed, we will streamline the local governance, create and publish action plans and a performance management framework, and continue to work on delivering the commitments that we have made. We will continue to honour our commitments of transparency and accountability by tracking progress against the outcomes framework and openly reporting on this.

This document is not simply a strategy – it is a statement of intent and a step forward in our journey towards making Barking and Dagenham a great place to grow up. It is now our collective mission to realise the brightest possible future for our babies, children and young people, and to give them the best possible chance in life.

Appendices

Appendix A: Glossary



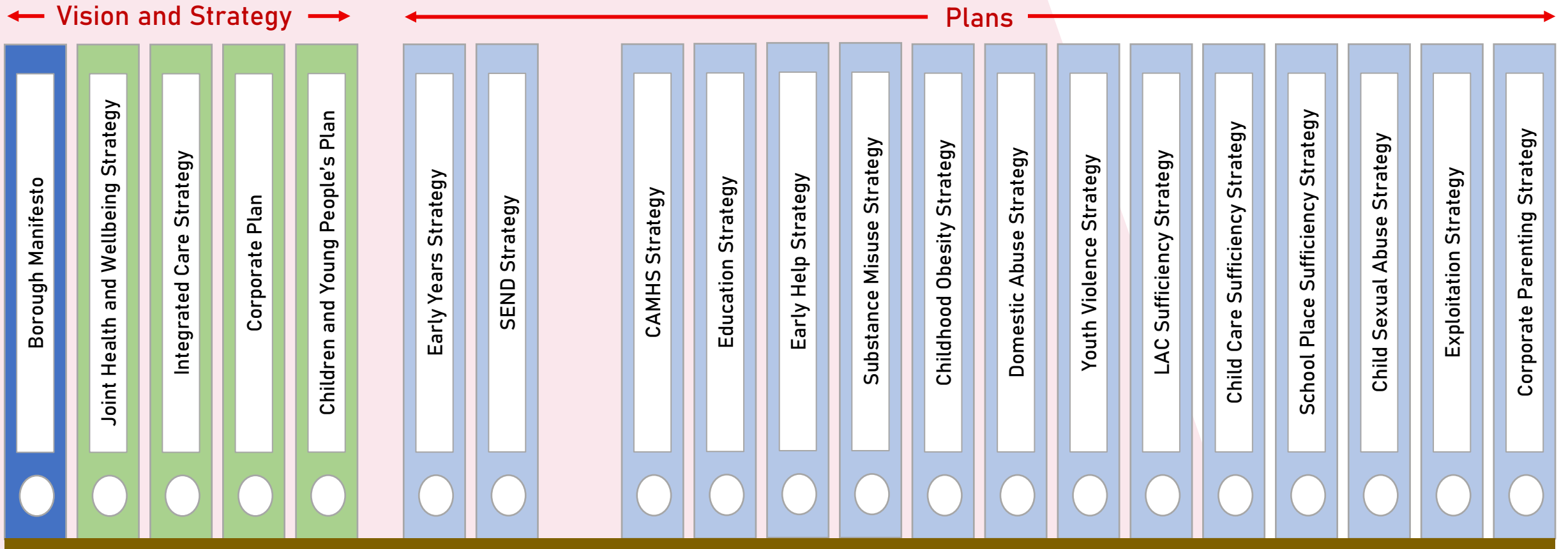
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Appendix B: Bibliography and Citations



Appendix C: Other Key Documents Bookcase



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Bookcase: other key documents

Key Documents

Assurance Documents

