

HEALTH AND WELLBEING BOARD

18th January 2023

Title:	Babies, Children, Young People and Families (0-25) Partnership - Best Chance Strategy		
Report of the Cabinet Member for Children's Social Care and Disabilities			
Open Report		For Decision	
Wards Affected: All		Key Decision: No	
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Sponsor: Elaine Allegretti, Strategic Director Children and Adults			
Summary: <p>The Best Chance 0-25 Partnership Strategy is our partnership plan for babies, children, young people and their families. This is the plan for whole-system working on improving outcomes - it will guide our partnership work, provide a sound baseline for our ambitions and make clear the outcomes we are working on together – to give our babies, children, young people and families, the best chance at life. It includes a co-created partnership vision, ambitions and outcomes, and a proposed governance structure for the future of children’s work in Barking & Dagenham (sitting under the new Place Based Partnership).</p> <p>The partnership has agreed strategic outcomes of “We want our babies, children and young people to:</p> <ul style="list-style-type: none">• get the best start, be healthy, be happy and achieve• thrive in inclusive schools and settings, in inclusive communities• be safe and secure, free from neglect, harm and exploitation• grow up to be successful young adults <p>It is proposed that the governance for this strategy sits under the ‘Best Chance 0-25 Partnership’ – a newly created group which focuses on babies, children and young people, sitting under and reporting into the Borough Partnership. This group will hold the strategic vision for babies, children and young people in the borough, shape action plans to deliver the strategy, and monitor progress against the outcomes framework.</p>			
Recommendation(s) <p>The Health and Wellbeing Board is recommended to:</p> <ol style="list-style-type: none">1. Endorse the Barking and Dagenham Best Chance Strategy 2022 - 2025 as set out at Appendix 1 to the report, including the proposed governance arrangements			

Reason(s)

To assist the Council to achieve its priority of 'Prevention, Independence and Resilience'.

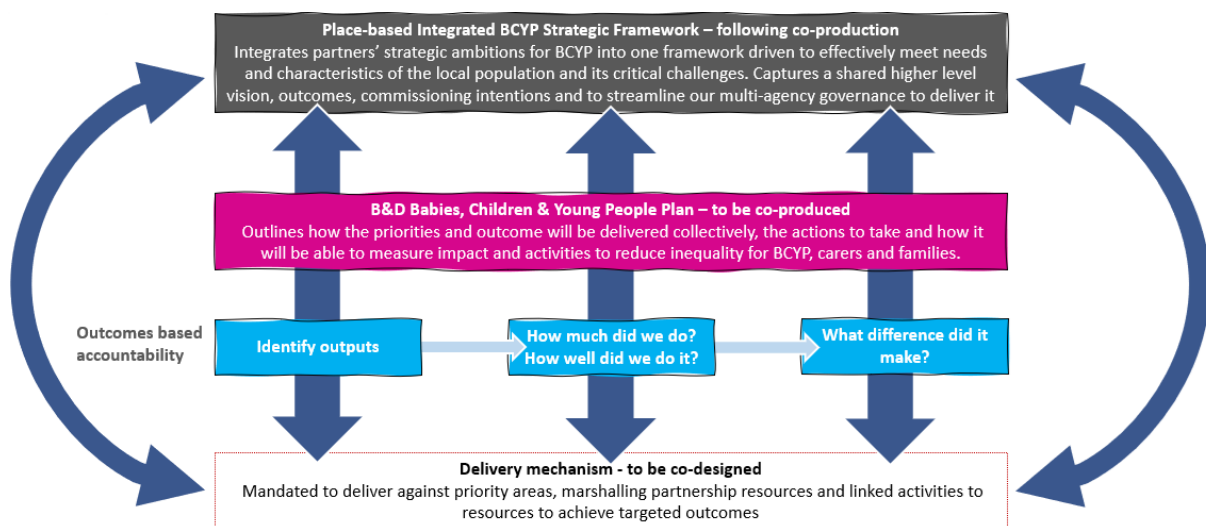
1. Introduction and Background

- 1.1. Barking and Dagenham has a high percentage of children and young people, and the highest under 5s proportion in the country. There are a number of challenges to tackle to improve the outcomes of our children and young people – including child poverty being amongst the highest in London boroughs and the country, highest levels of Year 6 overweight and obesity in England, increased number of children with learning disabilities and diagnosable mental health problems, and high levels of young people not in education, employment or training (NEET), and a high demand for children's social care.
- 1.2. With the system-wide governance arrangements for place-based working changing to an ICS and borough partnership model, new governance and a shared strategic direction is needed for the 0-25 (babies, children and young people) agenda.
- 1.3. The Best Chance 0-25 Partnership Strategy is our partnership plan for babies, children, young people and their families. This is the plan for whole-system working on improving outcomes - it will guide our partnership work, provide a sound baseline for our ambitions and make clear the outcomes we are working on together – to give our babies, children, young people and families, the best chance at life.
- 1.4. It includes a co-created partnership vision, ambitions and outcomes, and a proposed governance structure for the future of children's work in Barking & Dagenham (sitting under the new Place Based Partnership). System leaders for babies, children and young people came together, forming a multi-agency executive task and finish group, to develop this borough-wide joint framework, which will focus an agreed vision, set of principles, priorities and outcomes.
- 1.5. As part of this process, we spoke to many stakeholders including children, young people, families and staff across the local authority, health and the VCSE. This allowed us to describe our collective strengths, address key challenges, identify opportunities and capture quick wins along the way. This co-production allowed us to bring together the voice of the child, parent and carers to inform the experience of system leaders to become agents for change.
- 1.6. The product of this engagement and co-production was a collective vision, priorities for action and an outcomes framework to track progress against our ambitions. The partnership will work together to give Barking and Dagenham's babies, children, young people and their families the best chance in life. The partnership has agreed strategic outcomes of "We want our babies, children and young people to:
 - get the best start, be healthy, be happy and achieve
 - thrive in inclusive schools and settings, in inclusive communities
 - be safe and secure, free from neglect, harm and exploitation
 - grow up to be successful young adults

- 1.7. We also identified a governance structure to allow us to work together as a system, streamline governance, hold partners to account, and report to the borough partnership. It is proposed that the governance for this strategy sits under the ‘Best Chance 0-25 Partnership’ – a newly created group which focuses on babies, children and young people, sitting under and reporting into the Borough Partnership. This group will hold the strategic vision for babies, children and young people in the borough, shape action plans to deliver the strategy, and monitor progress against the outcomes framework.

2. Proposal and Issues

- 2.1 The proposed Best Chance 0-25 Partnership Strategy sets out a strategic framework for the Best Chance 0-25 partnership through ICS delivery.
- 2.2 It is important to have the whole system working together on this single strategic vision to make it a new way of working, with the partnership collectively funding and owning delivery and progress against outcomes.
- 2.3 This is the strategic document and detailed delivery plans will be the next stage of this work. These will be brought forward to forums (including CSG) with detail of any financial implications.



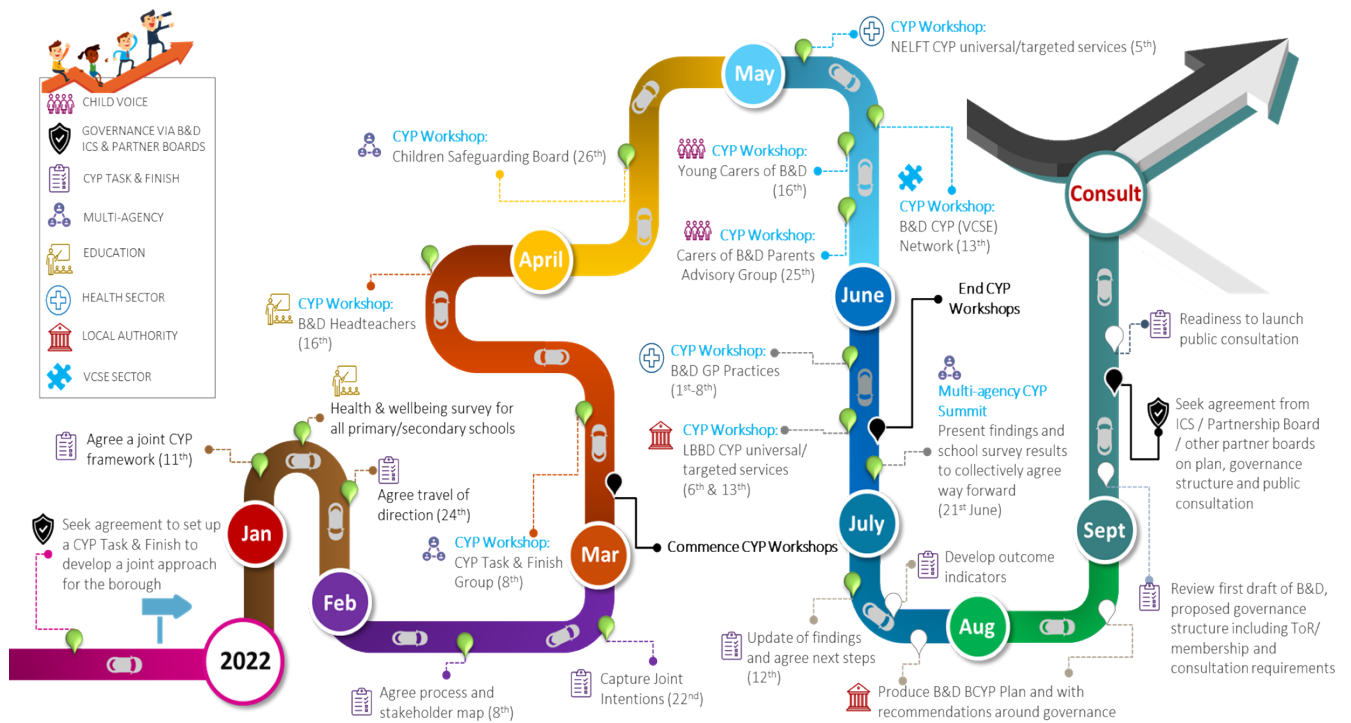
- 2.4 Most of the workstreams which will deliver this strategy as already familiar to the partnership and senior corporate leadership as they are already set up and part of ‘business as usual’ in many cases. New initiatives, such as start for life and family hubs, are already being discussed corporately and across the partnership.

3 Consultation

- 3.1 A series of engagement workshops took place with NELFT colleagues (including school nursing, health visiting, CAMHS, community paediatrics, therapies and YOS staff), head teachers and schools' colleagues, young carers, children and young people's network, primary care, and children's safeguarding partnership board in order to generate a shared vision and priorities for the strategy. The results of the school's health survey and the youth safety summit were also used. The

partnership task and finish group met a number of times to bring together results of the workshops and turn it into the strategy

- 3.2 A workshop on outcomes then took place to give a full list of outcomes that we need to achieve. This also gives us the basis for a framework of indicators to track progress.
- 3.3 This strategy will now be socialised and passed through governance structures of partner organisations.



3.4 This Strategy has been to Corporate Strategy Group (CSG) and to member portfolio for the Cabinet Member for Children and Young People.

3.5 The proposals in this report were considered and endorsed by the Corporate Strategy Group at its meeting on 20th October 2022, and by the Assembly at its meeting on 23rd November 2022.

4 Mandatory Implications

4.1 Joint Strategic Needs Assessment – this strategy has used the JSNA as a basis for identifying need in the borough, and built on it with additional data. The Best Chance strategy seeks to highlight areas in which action is needed to improve outcomes for our babies, children and young people, identify outcomes which the system can work together to improve, identify actions which the system can implement together, and set ways to measure progress on these actions.

As recommended by the JSNA, significant emphasis is placed on prevention and early intervention, prevention of adverse childhood experiences and working as a system to support our children and families. As highlighted in the JSNA, we have made clear that

certain groups need targeted support (such as LAC, SEND and those experiencing mental health distress) and that the wider determinants of health (including employment, housing, finances) need to be addressed as part of the package to ensure that our babies, children young people and their families has the best chance in life.

This system wide strategy aims to ensure that every baby, child, young person and their families 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.

4.2 Health and Wellbeing Strategy

This strategy links to the Joint Health and Wellbeing Strategy, Inclusive Growth strategy, borough manifesto, VAWG strategy and many others. It will be the overarching strategy for babies, children, young people and their families. All impacts are all hoped to be positive – we are seeking to improve outcomes across the four ambitions of the strategy, including reducing inequalities between groups (for example CYP with SEND, looked after children, young carers, residents from different ethnicities). It seeks to fulfil the borough vision of ‘no one left behind’ by identifying groups who are experiencing inequalities and then taking action to address this.

The Best Chance Strategy aligns with the principles of the Joint Health and Wellbeing Strategy and the 3 priorities, especially the Best Start in Life (but also has clear aspirations for early diagnosis and intervention and building resilience. It seeks to reduce the exposure to Adverse Childhood Experiences (ACEs) (including domestic violence) and increase support for those children who have experienced them, using a trauma informed approach.

This Best Chance Strategy will have a positive impact on health by giving children a better start in life and providing the right support at the right time when they need it. By giving children the environment and support that they need to succeed, it improves their life chances and therefore their risk of poor health in later life (the evidence is clear that providing children with the best start in life sets them on a trajectory to achieve at school, secure good quality employment and live in better health). This strategy also seeks to ensure that children's health is protected and any illness or disability is given the right care and support at the earliest possible time. It seeks to make the borough a safe and inclusive environment, where children and young people with disabilities and health conditions are supported to thrive, and where inequalities in outcomes are identified and measures put in place to address them.

The vision, aspirations and outcomes specified in this strategy will feed into the new Joint Health and Wellbeing Strategy currently in development.

4.3 Integration – this co-developed, system wide strategy is another step towards a system which works closely together and is integrated where practicable. It seeks to have a support offer which wraps around families, giving the right support at the right time, from a range of agencies working as one. It seeks to move towards a system where families only need to tell their story once and do not ‘fall between the cracks’.

The Best Chance strategy will have system wide governance, bringing together statutory and community / voluntary organisations to all work towards a common vision, and accountability into the borough partnership.

4.4 Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

- 4.4.1 This report is largely for information, asking the Council to support the proposed governance structure for the Best Chance 0-25 Partnership Strategy, and to commit to its strategic objectives.
- 4.4.2 The services affected by the strategy in this report are largely funded already by partners across the system, such as education, social care, lifestyle services, and the 0-19 Healthy Child Programme and by additional funding streams such as Start for Life/ Family hubs.
- 4.4.3 Further work containing detailed delivery plans will be developed in line with this strategy. At this stage there is no intention to pool funding and any decisions about Council services and expenditure will need to be brought back to the relevant decision-making body for approval. Any additional investment required will be considered along with the delivery plans.
- 4.4.4 It should be noted that we are currently in a difficult time for the UK public sector which is facing a range of financial and service pressures. It is unlikely that there will be significant new resources available to achieve the ambitions set out in this strategy. It will therefore be necessary to prioritise investment – which this strategy will provide a framework for doing.

4.5 Legal Implications

Implications completed by: Dr Paul Feild, Principal Governance Lawyer

- 4.5.1 The Assembly has responsibility for approving plans and strategies which form part of the Council's policy framework. The Best Chance Strategy will be driven through 'The Best Chance 0-25 partnership' (see graphic in appendix to this report). It will be the lead forum for agencies working with babies, children, young people and families in the borough. The partnership scope being to set and agree strategy and ensure that the Best Chance Strategy improvement plans are delivered. It will work closely with the local Safeguarding Board and place-based partnerships and overseen by the Brough Partnership.
- 4.5.2 In terms of accountability it is envisaged there will be at least six meetings per year. It will report to the Health and Wellbeing Board and the new Integrated Care Board. It will also have a close relationship with the Community Safety Partnership, the Schools Forum and the SEND area partnership.

4.6 Risk Management – none. Any risks arising from the strategy will be identified, brought together in a risk / issue log, and brought through the appropriate governance

systems (initially the Best Chance Partnership and the Borough Partnership, with escalations to relevant organisations via their representatives on these partnerships)

4.7 Patient / Service User Impact – The Best Chance strategy is a shared commitment to reconfigure services and support to best meet babies, children, young people and family's needs, which will be holistic to the whole family's need and delivered within their local communities. This will empower our staff and partners to go the extra mile for our children and families to ensure they get the best outcomes. The intended impact of this strategy will be improved service user experience and outcomes – including the need to only tell their story once, to receive the right help and support at the right time and in the right place, and to receive support which is strength-based, trauma informed and places value on relationships.

5. Non-mandatory Implications

5.1 Crime and Disorder - The strategy makes commitments of preventing children and young people from entering the criminal justice system and being victims of CSE (criminal and sexual exploitation). It seeks to improve outcomes that we know are linked with increased risk of crime and disorder (such as educational inclusion and attainment, parental conflict, domestic abuse and substance misuse, and financial stability) in order to reduce the number of children and young people who end up entering the criminal justice system, are involved in serious youth violence, or become victims of CSE. Delivery of these commitments will be linked into existing governance and plans, including the Community Safety Partnership and the Violence Against Women and Girls Strategic Group and Domestic Abuse Improvement Programme.

5.2 Safeguarding - This seeks to improve safeguarding of our babies, children and young people by working as a partnership to raise standards, improve links between organisations and professionals, and make early identification and intervention a core of our practice. It will prevent escalation of issues and better safeguard our children by closer working, professional curiosity, etc. It will also reduce inequalities, especially those experienced by LAC and SEND.

5.3 Property / Assets – none at this stage

5.4 Customer Impact

5.5 Contractual Issues - There are no contractual issues with this high-level strategy. Delivery of the strategy may include redesign or recommissioning of current contracts / provider arrangements – but this will be planned at the next stage (detailed delivery plans). It will certainly include redesign and re-procurement of the council contracted 0-19 healthy child programme services (health visiting and school nursing) but this was on the agenda anyway as we are nearing the maximum extension period of the contract and redesign and re-letting of the contract is scheduled for 2023.

5.6 Staffing issues - There will be no impact on staffing levels or job roles. The impact on staff will be some changes to ways of working to join up delivery, making staff more impactful, and make their work less challenging. It is hoped that by focusing on integrated working, earlier identification and intervention, that there will be less risk in the system and therefore staff will no longer hold large amounts of high-risk caseloads. It is

hoped that this will have a positive impact on recruitment, retention and staff wellbeing and job satisfaction.

Public Background Papers Used in the Preparation of the Report:

- Babies, Children, Young People and Families (0-25) Partnership - Best Chance Strategy – Assembly report 23/11/2022

List of Appendices:

Appendix A - The Best Chance Strategy 2022 - 2025