

York's Children and Young People's Plan



2016 – 2020

‘Children and young people are the heart of
our city and of everything we do’



CITY OF
YORK
COUNCIL



YorOK Children’s Trust, includes:

NHS
Vale of York
Clinical Commissioning Group

jobcentreplus
Department for
Work and Pensions

Department
for Work &
Pensions

NHS
Partnership Commissioning Unit
Commissioning services on behalf of:
NHS Hambleton, Richmondshire and Whitby CCG
NHS Harrogate and Rural District CCG
NHS Scarborough and Ryedale CCG
NHS Vale of York CCG

DANESGATE COMMUNITY

Police and Crime
Commissioner
North Yorkshire

York!

CITY OF
YORK
COUNCIL

yorkcvs

York St John
University

higheryork

YORK
COLLEGE

City of York
Safeguarding Children Board
Working with children, parents and professionals to make our childrens' lives safer.

THE UNIVERSITY of York

Tees, Esk and Wear Valleys **NHS**
NHS Foundation Trust

York Teaching Hospital **NHS**
NHS Foundation Trust



Contents

1.	The Plan on a Page	04
2.	Forewords From:	05
	Dominic Bielby, Chair of York Youth Council	05
	Jon Stonehouse, Director of Children’s Services, Education and Skills	05
	Cllr Jenny Brooks, Chair of the YorOK Board	06
3.	About the Plan – Ownership, Vision and Themes	07
4.	Four Priorities for 2016-2020:	09
	Early Help	09
	Emotional and Mental Health	12
	Narrowing Gaps in Outcomes	15
	Priority Groups	17
5.	How we will Deliver the Plan:	23
	Dynamic Partnerships	23
	Whole Family Working	24
	Local Area Teams - York’s New Operating Model	24
	A Confident and Skilled Workforce	25
	Commissioning, Monitoring and Reporting	27
	Annexes	28
A.	York on a Page	28
B	What the Consultation Told Us	29
C	YorOK Planning Bookcase	30
D	Children and Young People’s Plan Illustrative Scorecard	31



1. The Plan on a Page

Vision	'Children and young people are the heart of our city and of everything we do'				
	Safe	Resilient	Achieving		
Priorities	<p>1. Early Help</p> <p>Better perinatal health to give children the best possible start</p> <p>Great support in the early years</p> <p>More children and families access the right early support at the right time</p> <p>A great start to school life</p> <p>Early intervention to prevent problems for older children and young people</p> <p>A workforce confident to deliver early help</p>	<p>2. Emotional and Mental Health</p> <p>Better knowledge about the mental health needs of young people</p> <p>More children tell us they feel healthier and happier</p> <p>More children and young people with Social and Emotional Mental Health (SEMH) issues effectively supported in mainstream schools</p> <p>Effective arrangements to meet emotional and mental health needs at the earliest opportunity</p> <p>Our workforce confirms they are well informed and supported to tackle mental health issues</p>	<p>3. Narrowing Gaps in Outcomes</p> <p>More children achieve at school</p> <p>Gaps in achievement are narrowed at all Key Stages</p> <p>A healthy start to life for all</p> <p>Fewer risk-taking behaviours and better health outcomes in the teenage years</p> <p>More opportunities for a healthy lifestyle</p>	<p>4. Priority Groups</p> <p>Children and young people in care</p> <p>Young people not in education, employment or training</p> <p>Young carers</p> <p>Refugees</p> <p>Children living in poverty</p>	
Enablers	Dynamic Partnerships				
	Whole Family Working				
	Local Area Teams				
	A Confident and Skilled Workforce				
	Commissioning, Monitoring and Reporting				



2. Forewords

**Dominic Bielby,
Chair of York Youth Council**

Looking back at the foreword written by one of my predecessors as Chair of York's Youth Council in 2013, it made me realise how much we've continued to make progress in representing York's young people at a local and national level, and have been helped to do this at every turn. I know that York Youth Council is making more of a difference than it ever has before and is now truly changing the lives of young people across the city.

Despite our enthusiasm however, we cannot help every one of York's thousands of young people, so we are very glad to see the new Children and Young People's Plan making the mental and emotional wellbeing of York's young people a top priority as we believe this is such an important issue for young people. We hope that the efforts of York Youth Council and Minding Minds will help achieve this key goal.

We are also pleased to see how much consultation has been undertaken for this plan, taking the real issues that young people are concerned about and setting out actions.

We hope this plan will ultimately benefit every young person in the city. I hope that York's Youth Council will continue to play a key part in the strategy of consulting York's young people and that my successors as chair will have even better stories of success to tell!

**Jon Stonehouse,
Director of Children's Services,
Education and Skills**

Welcome to our new plan for children and young people in York.

The plan has been drafted against a background of greatly reduced resources for many of the organisations within the YorOK partnership, especially the local authority. Roles and responsibilities are changing, and the educational landscape in particular is transforming out of all recognition.

Yet one thing has remained constant: the commitment of every one of us who works with children and young people in York to want the very best for every single one of them. We remain, as a community, united in our desire to strive even harder to ensure that, at all times, they are safe, resilient and achieving.



This document is deliberately shorter and more business-like than its predecessors but this should not be interpreted as implying any diminution in our ambition or our energy. Far from it: we aspire at all times to deliver services and support for young people that are the best in the country. We are fiercely proud of their achievements.

The plan sets out four clear priorities for 2016-2020, based on widespread consultation with children and young people, and with the professionals who work with them. It also describes how, as a partnership, we will deliver the actions within the plan, including some innovative new ways of working. I hope it will serve as a source of inspiration and challenge to every one of us.

**Cllr Jenny Brooks,
Chair of the YorOK Board**

It is my privilege to chair the partnership that is responsible for producing this plan and for overseeing its implementation. It has been a great pleasure to watch its evolution from a set of ideas into the finished document. What struck me most was the importance that all of the partners attached to the views of young people: these have had a significant impact on our thinking, and have helped to shape our priorities.

As others have observed, these are challenging times for all of us in the public sector. However, City of York Council is committed to protecting the budgets for frontline services for children, as are many other organisations within the YorOK partnership. This is because we all recognise – even though it may be a cliché – that children and young people really are our greatest asset. We regard our responsibilities towards them – as teachers, health and social workers, other professionals, and corporate parents – as the most important thing we do.

YorOK has had a long and distinguished history as a partnership. This plan is therefore based on firm foundations, whilst also taking us in new directions. On behalf of the board, I commit the partnership to delivering the four priorities with renewed energy and determination.



3. About the Plan – Ownership, Vision and Themes

Ownership

This plan has been produced by the YorOK Children’s Trust. YorOK is the most senior partnership of everybody who works with children and young people in York, including schools, colleges and universities, council staff, police, health, voluntary and the community sector. There is more about the trust, including current membership, on the YorOK website: www.yor-ok.org.uk.

The context for the plan is the City of York itself: a medium-sized city, more affluent than many, but with pockets of deprivation and a rapidly-changing population. There are some facts and figures about York at Annexe A.

The plan sets out our shared aspirations and ambition for all children, young people¹ and families who live in York, and places a spotlight on children and young people whose health, wellbeing and future life chances are disadvantaged. It has been shaped by a widespread consultation exercise with children,

young people, and the professionals who work with them. You can read more about what the consultation told us at Annexe B.

Our vision and themes

Our vision for children and young people is straightforward:

‘Children and young people are the heart of our city and of everything we do’.

We also continue to work within the context of three strategic aspirations for all of the children and young people with whom we work: we want them at all times to be:

Safe • Resilient • Achieving

That said, although safeguarding continues to be a clear priority area for us all, this plan will not specifically focus on safeguarding outcomes and priorities as this is the responsibility of the City of York Safeguarding Children Board, whose work is described at: <http://www.saferchildrenyork.org.uk/>.

¹ Children aged 0-19; 0-25 if a young person is disabled. We also have responsibility for promoting young people’s mental health up to the age of 25.



We have avoided duplicating the work of other bodies within this plan, and it is deliberately shorter and more focussed than its predecessors.

A fuller document with more supporting detail, analysis and information is available on the YorOK website.

The remainder of this document sets out our priorities for the next four years and how we will work together to achieve them.

‘Our vision for children and young people is straightforward:

‘Children and young people are the heart of our city and of everything we do’.

We also continue to work within the context of three strategic aspirations for all of the children and young people with whom we work: we want them at all times to be:

Safe • Resilient • Achieving’



4. Four Priorities for 2016-2020

This chapter sets out our four priority areas for action over the next four years. In drawing these up we have consulted widely, reviewed the impact of local strategies and arrangements, evaluated progress and the impact of our previous plan, taken stock of current and emerging strategic priorities, benchmarked our progress, and paid attention to ‘what works’ nationally, regionally and locally.

Priority 1 – Early Help

Why this is a priority

Early help has been a priority for the YorOK Board since its inception in 2003, and at the core of all our children and young people’s plans. The principle of intervening early to prevent problems emerging at a later date is widely accepted; during the consultation, it was strongly endorsed by families and by practitioners. Children, young people, parents and carers said that they valued strong and supportive communities and access to activities and services.

We remain committed to the provision of effective early help on a multi-agency basis, and are investing in new models of delivery that are described in more detail in the next chapter. We acknowledge the challenges arising from a combination of expenditure reductions and growing demands;

nevertheless, we still believe strongly that investment in early help actually represents long-term value for money for the tax-payer.

Overall responsibility for the delivery of effective early help is led by the YorOK Children’s Trust Board which has produced a separate Early Help Strategy (available on our website), while the City of York Safeguarding Children Board must be satisfied that York’s early help arrangements are effective in safeguarding children and young people.



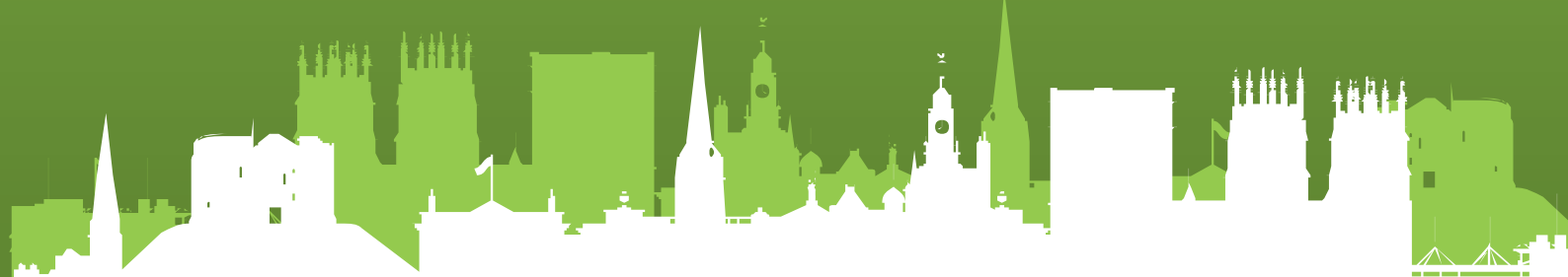
What we want to achieve

We want to ensure that:

- more children and young people have their needs identified, assessed and met at the earliest stage that an intervention is needed
- the workforce feels confident and equipped to respond to vulnerability and risk
- within schools, settings and all services children and young people are supported.

This means:

What outcomes do we want?	How will we know we are doing well?
Better perinatal health to give children the best possible start	<p>Fewer women drink or smoke during pregnancy and at the time of delivery</p> <p>Rates and duration of breastfeeding increase</p> <p>There is more focus on, and support for, perinatal mental health</p>
Great support in the early years	<p>An increased percentage of vulnerable families register for children's centre services</p> <p>More take up their Early Education Entitlement for each of the terms they are eligible</p> <p>Integrated reviews for two year olds are embedded, effective and trigger family early help assessments, where needed</p>
More children and families to have access to the right early support at the right time	<p>More Family Early Help Assessments (FEHAs) are undertaken</p> <p>More parents attend targeted parenting programmes</p> <p>More families work with the Family Focus Programme</p>
A great start to school life	<p>More children are ready to start school and learn and, subsequently, to progress to their next stage</p> <p>Children do well in early speech and language development</p> <p>Eligible families are encouraged to claim free school meals</p>
Early intervention to prevent problems for older children and young people	<p>There are fewer incidents of children missing from home or care</p> <p>There is a further reduction in the number of first time entrants aged 10-17 to the youth justice system.</p> <p>Fewer young people present as homeless and fewer families live in temporary accommodation</p> <p>Fewer children present at domestic abuse incidents</p>
A workforce confident to deliver early help	<p>More practitioners take up the offer of training and support, and confirm increasing levels of confidence through a new YorOK practitioner survey</p>



What we will do

To achieve these outcomes we will:

- implement a new model for delivering early help and introduce new ways of working
- deliver phase two of our Family Focus programme, placing this at the heart of our new early help arrangements
- focus on ensuring that all children have the best start in life, including:
 - supporting the transition to parenthood and the early weeks of a baby's life
 - developing a strategy for a city-wide approach to promoting breastfeeding as the method of choice for parents
 - improving our ability to identify and respond to maternal mental ill-health
- work better together to focus on the health, wellbeing and development of two year olds to ensure that appropriate support is in place and they are 'ready for school'
- work with families and Early Years providers to ensure more children are ready to start school
- ensure strong Shared Foundation Partnerships improve the transition between home and school so that gaps in learning are narrowing by the age of five
- ensure that schools are at the centre of future models of delivering collaborative, multi-agency early intervention
- improve the YorOK learning and training offer, focussing on core aspects of practice and the provision of more bespoke training
- drive forward joint working between the YorOK and Safeguarding Children Boards to address neglect
- improve the way we gather and use data and intelligence about early help needs to better inform place-based planning and commissioning
- support initiatives aimed at building capacity and resilience in communities
- continue to improve the work flow through the Children's Front Door to maximise the number of early help responses.

Progress will be monitored by the Early Help Sub-group which is formally accountable to the YorOK and Safeguarding Children Boards.



Priority 2 – Emotional and Mental Health

Why this is a priority

National estimates suggest that one in ten children needs support or treatment for mental health problems ranging from short spells of depression or anxiety through to severe and persistent conditions that can isolate, disrupt and frighten those who experience them. Mental health problems in young people can result in lower educational attainment and are strongly associated with behaviours that pose a risk to their general health, such as smoking, drug and alcohol abuse and risky sexual behaviour.

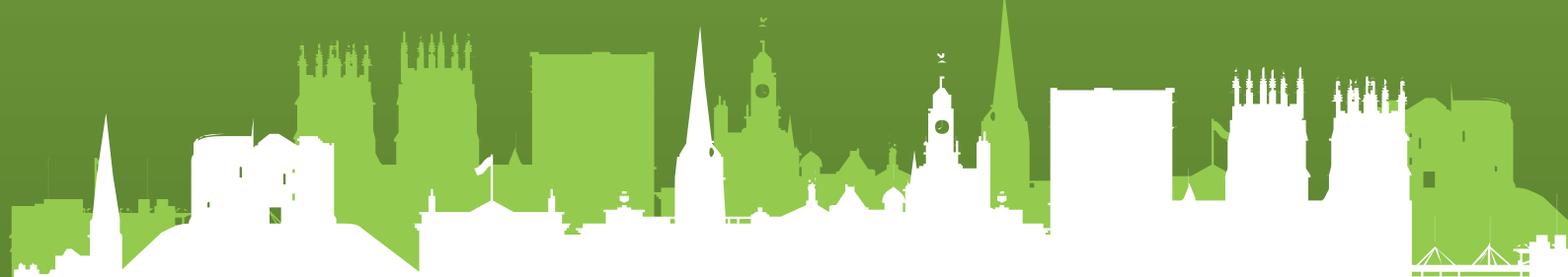
Our best estimate is that in York, the prevalence of mental health disorders is close to the England average (unlike other health indicators, where York tends to fare better). We are also aware that there are more children and young people who are not formally diagnosed but who may need help.

We believe that the best place for children and young people with social, emotional or mental health needs to receive their education is in a mainstream school rather than specialist provision, properly supported, other than in exceptional

circumstances. We are concerned that this is not always the case, and have therefore launched a city-wide Inclusion Review.

Children and young people tell us that we must tackle issues of stigma surrounding mental health, and that they want support from known and trusted adults in their lives. They want mental health needs to be identified and responded to early and effectively.

For all these reasons, we have therefore decided to reinforce emotional and mental health as a priority area for action over the next four years. In this area we accept responsibility for young people up to the age of 25, which includes York's substantial population of university students. Our long-established multi-agency Child and Adolescent Mental Health Service (CAMHS) Executive Board will continue to work to inform, shape and steer service development and responses around the needs of the children and young people in the city. We will work in close partnership with our local CAMHS, using a Transformation Plan that has been drawn up as a result of the national 'Future in Mind' initiative. We are also developing new arrangements to support school clusters, creating a Healthy Child



Service, and planning to establish a new operating model for delivering early help through local area teams. We will continue to explore opportunities to develop an on-line counselling offer for all children and young people in the city through the implementation of the Vale of York Transformation Plan.

‘One of my main concerns in which I would like to see a change is people’s views and the amount of help children and young adults get with mental health problems. I feel like this is still a very taboo topic but it is experienced in everyday life. I feel the family, relatives and carers also need support on how to deal and help someone who has a mental health problem.’

A young person in Year 10.

What we want to achieve

We want children and young people to:

- be happy and resilient
- experience good emotional and mental health, and
- be supported by a skilled and confident workforce.

This means:

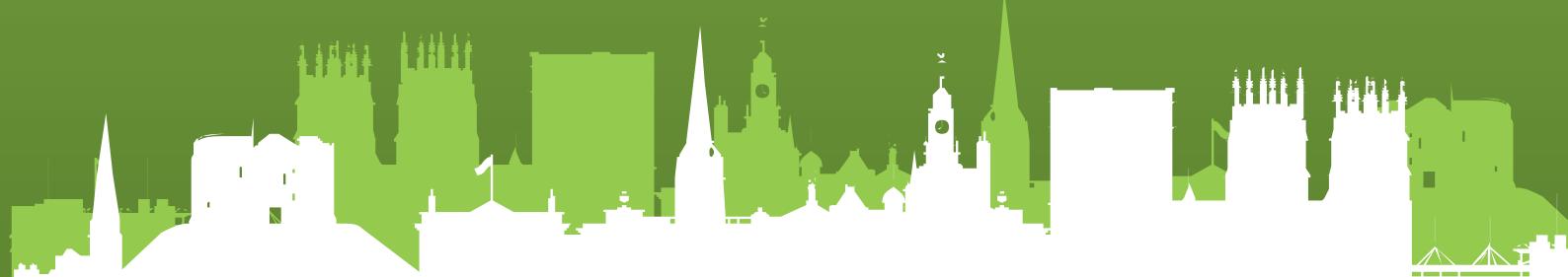
What outcomes do we want?	How will we know we are doing well?
Better knowledge about the mental health needs of young people	Our data and surveys correlate with what young people are telling us
More children to tell us they feel healthier and happier	Surveys, consultation, the Schools Mental Health Cluster Pilot and data confirm that children say they feel healthier and happier
More children and young people with social, emotional or mental health issues effectively supported in mainstream schools	More children and young people with special needs are on the rolls of mainstream schools and achieve expected levels/progress
Effective arrangements in place that identify and meet emotional and mental health needs at the earliest opportunity	Audit confirms that more early help assessments reflect the emotional and mental health needs of children and young people Audit confirms that more early help assessments address the impact of parental mental ill-health on children, and Adult Services consistently inform Children’s Services of any instances where an adult with mental health issues has children
Our workforce to confirm that they are well informed and supported to tackle mental health issues	The new annual YorOK Workforce Survey confirms this to be the case The questionnaire for pastoral leads in Cluster Pilot Schools confirms this to be the case More frontline workers attend training, which evaluation confirms has had a positive impact on practice



What we will do

To achieve these outcomes we will:

- work with all YorOK partners to construct a profile of the mental and emotional health needs of children and young people in York, so to improve our knowledge and understanding, and to inform commissioning arrangements
- understand in particular the extent of self-harm amongst young people in York and what we can do to help
- work together to support children and young people to recognise and effectively manage their emotional and mental health through becoming more resilient and knowing when to seek help and where to go
- ensure sustained collaboration and engagement in child mental health and early intervention across the YorOK partnership, including schools, to support the achievement and progress of children where there are concerns about their social and emotional wellbeing
- continue to support the successful roll out of Emotional Literacy Support Assistants in schools
- work with the new CAMHS mental health provider to ensure the ‘offer’ is clearly articulated and that in particular it benefits children on the edge of care and their families
- implement the Transformation Plan that has emerged as part of the national ‘Future in Mind’ initiative
- support the Youth Council with their Minding Minds campaign
- encourage schools to address aspects of emotional health and wellbeing through PSHCE lessons
- work collaboratively to progress the Inclusion Review and implement its findings
- improve learning pathways for children and young people with social, emotional and mental health needs across a continuum of support from school level, Enhanced Resource Provision in-school arrangements, and out of school arrangements
- evaluate and share the learning from the Schools Mental Health Cluster Pilot
- improve our understanding about low level anxiety and emotional and mental ill-health



- enhance skills and confidence across the workforce through the provision of information, learning and training opportunities, ensuring in particular that school colleagues feel more confident and better equipped to support such children and young people within their settings
- ensure that local developments and new service delivery models are informed by national policy, innovation and creativity
- develop more participative approaches to the development and delivery of services, ensuring that the views of children, young people and families influence new models of delivery and that the children’s mental health agenda is fully integrated into YorOK ‘Voice and Influence’ activity.

The CAMHS Executive Board will oversee and monitor progress on many of these issues; those relating to schools will fall to the Schools Forum and the York Learning Partnership. All outcomes will be reported formally to the YorOK Board.

Priority 3 – Narrowing Gaps in Outcomes

Why this is a priority

York is a relatively prosperous city: most children and young people are healthy and achieve well in their education. However, this is not the case for all of our communities, particularly those on low incomes where the evidence suggests that there is a risk of multiple poor outcomes. We also know that early gaps in speech, language and educational achievement tend to widen during a young person’s childhood. It therefore remains a key priority for us to address gaps in educational achievement and in health, working across the YorOK partnership to this end.

Children and young people confirm that health and educational achievement are important to them. During the consultation, many talked about the importance of active lifestyles and healthy eating. Others mentioned the importance of friendships, and the need for self-esteem.



What we want to achieve

We want all children and young people in York, regardless of their background, to:

- live safe, healthy and happy lives
- achieve their full potential.

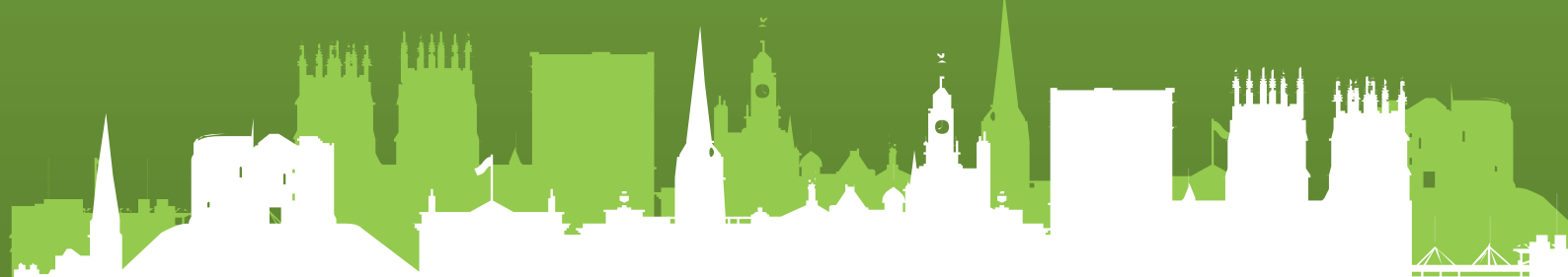
This means:

What outcomes do we want?	How will we know we are doing well?
More children to achieve at school	Education outcomes continue to improve for all children and young people All schools in York are 'good' or 'outstanding' within the lifetime of this plan
Gaps in achievement narrowed at all Key Stages	Gaps in outcomes between disadvantaged children and young people and their peers narrow significantly at all Key Stages
A healthy start to life for all	Immunisation uptake across the childhood immunisation schedule is improving There is an increased uptake of the universal and targeted Healthy Child Programme There are fewer obese and underweight children in the Reception Year and in Year 6
Fewer risk-taking behaviours and better health outcomes in the teenage years	There are fewer hospital admissions of 15-24 year olds due to substance misuse, and fewer under 18s admitted with alcohol-specific conditions The downward trend in teenage pregnancies is maintained The take up of chlamydia testing increases
More opportunities for a healthy lifestyle	Young people have access to more opportunities to lead an active lifestyle

What we will do

We will:

- implement a city-wide Narrowing the Gap Strategy
- renew our School Improvement Strategy, working with local teaching schools alliances so as to ensure there is a self-improving system across the city
- improve the identification of disadvantaged children and families and ensure maximum take up of the Pupil Premium and Pupil Premium Plus, including the new Early Years Pupil Premium
- improve the continuity of support across key educational transition points, in the context of the new Ofsted Common Inspection Framework



- take forward the ‘York 300’ pilot and engage schools and partners to work with the identified pupils (this pilot focuses on a group of children within the 2014/15 academic Year 6 who were eligible for the Pupil Premium and who are most at risk of failing)
- engage more with school governors and school clusters about the benefits of whole family working in relation to pupil attainment
- deliver the new 0-19 Healthy Child Service and embed it within our new early help model
- ensure a smooth transition of the Health Visiting and School Nursing services to City of York Council
- develop a strategy for creating a smoke free generation by 2020
- adopt an innovative approach to tackling child obesity and other weight-related issues
- promote healthy nutrition and physical activity through our whole family approach
- tackle alcohol consumption in young people and the effects of child and parental consumption on health and wellbeing outcomes for children

- work on embedding evidence-based approaches to improving the emotional resilience of children and young people.

We will keep our progress and performance under review and will report on narrowing attainment gaps to the York Learning Partnership, Schools Forum and YorOK Board. Our progress in improving health outcomes will be monitored through the Healthy Child Steering Group which reports to the YorOK Board.

Priority 4 – Priority Groups

Why this is a priority

Our final priority area is different from the preceding three in that what we want to do is shine a spotlight on five specific groups of children and young people. This would arguably not be necessary if we were to achieve every outcome outlined in the previous sections; however, experience suggests that the following groups of children and young people have particular needs that may require targeted support. Many of the groups below are the subject of a separate, focused strategy; the job of this plan is not to duplicate that, but simply to ensure that the needs of these groups remain prominent in the minds of the YorOK partners, and that the actions to support them are coherent.



Children and Young People who are Looked After

At any one time there are approximately 200 children in the care of City of York Council. Nationally, outcomes for children in care are often much poorer than for other children: for example they are disproportionately over-represented in the criminal justice system and as teenage parents, and are less likely to achieve well at school.

In York, many of our looked after children make great progress, however we are not complacent. Our strategy for York's children and young people in care is set out in a new document that has been drawn up at the same time as this plan and which is available on our website; this also represents the city's Corporate Parenting Strategy.

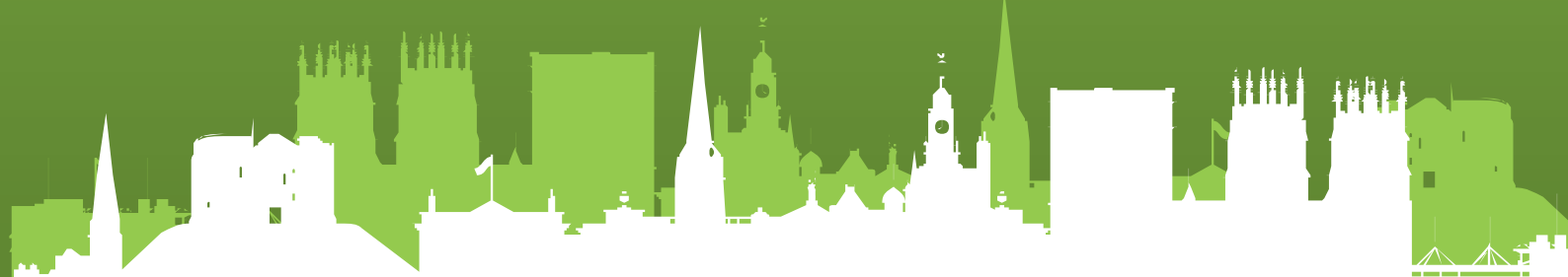
Our vision for children and young people in care is simple: we want our children and young people to have everything that good parents want for their children.

In other words, to be happy and healthy, safe and protected, and supported each step of the way to adult life. The new strategy introduces six strategic themes designed to inspire and challenge: Ambition, Personalisation, Normality, Trust, Accountability and Efficiency.

It sets out a number of priority actions, including:

- review all decision-making processes to ensure they are delegated to the most appropriate level – recognising that this may be different for different children, and different foster carers
- remodel support services for children and young people in care, ensuring someone is always available on the telephone, and that bureaucracy is minimised for straightforward issues
- work with local foster carers to develop a new vision for foster care in York encompassing recruitment, roles, responsibilities, remuneration, development and support
- change the way in which we deal with the most complex cases by building increased local capacity - reaffirming the key principle that all children in the care of City of York Council should continue to live in York, other than in exceptional cases

...we want to do is shine a spotlight on five specific groups of children and young people.



- introduce a new protocol for working with birth families, in consultation with the young people affected
- tackle the challenges around educational attainment with increased vigour and purpose
- introduce a health passport for all children and young people in care which supports their, and their carers', understanding of their health needs
- construct a profile of the emotional health needs of children in care in order to inform commissioning arrangements across the city
- work to ensure that 'Staying Put' becomes the norm in York, and is available for every young person who wants to remain with their foster family.

This work will be monitored through the Multi-Agency Looked After Partnership (MALAP), now established as the Strategic Partnership for Children and Young People in Care, which reports to the YorOK Board. Additional challenge and support will be provided by the Council's Corporate Parenting Board.

'I have loved my experience of being in foster care. It has helped me so much and I am getting so much emotional support. It has made a huge difference to who I would have turned out to be'

A young person in care.

Young People who are Not in Education, Employment or Training (NEET)

The percentage of York's 16-18 year olds who are NEET remains very low in comparison with national averages. However, there are compelling reasons why this group of young people should remain a priority, given the overwhelming evidence that being NEET in one's teenage years is a strong predictor of poor health and economic wellbeing later in life.

Certain characteristics and life events are linked to a stronger likelihood of becoming NEET, for example low attainment at school, eligibility for free school meals (an indicator of poverty), historical exclusions from school, teenage pregnancy and young parenting, special educational needs and offending behaviour. Many NEET young people lack the requisite qualifications and employability skills to keep themselves in employment.

City of York Council and its partners have therefore drawn up a NEET Strategy which is available on our website. This commits the council to continued work with further education and provider partners to explore models of provision and funding streams that offer personalised



support and challenge to such young people, and which address employability through mentoring and work experience opportunities. This provision may cost more than standard learner opportunities, but we accept that young people with significant barriers to employment are likely to require additional investment to improve their skills and employability and achieve savings to the public finances in the longer term.

Progress will be reported to and monitored by the YorOK Board.

‘At school we have careers guidance sessions. These are important because they tell us what subjects we need to take in order to be able to do the jobs we want to do. They also tell us what grades we need to achieve. There should be more sessions like this throughout school.’

A young person.

The percentage of York’s 16-18 year olds who are NEET remains very low in comparison with national averages.

Young Carers

Young carers often take up a level of care-giving and responsibility which is not appropriate for their age and which can have an impact on their emotional and physical health and wellbeing, life chances and ability to enjoy childhood.

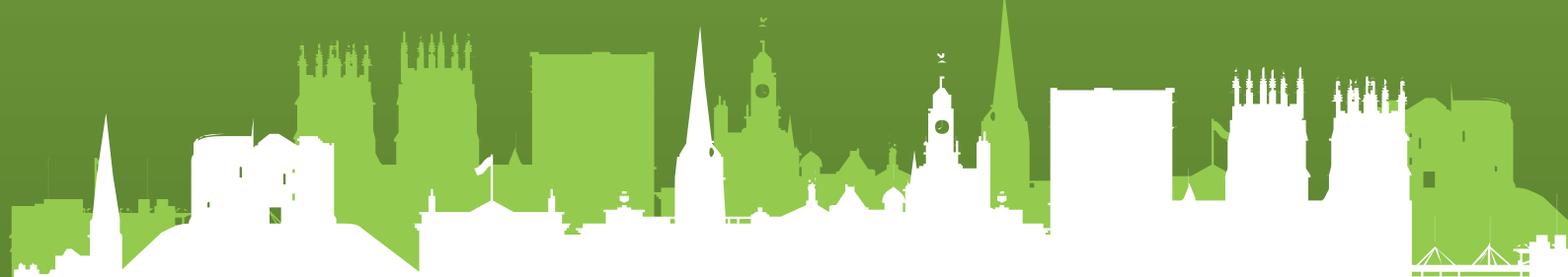
Whilst young carers can feel proud about what they do, caring can be stressful and distressing.

We believe there are many more young carers in the city than currently receive services.

We will work together to:

- implement Children and Family legislation that guarantees entitlement to a young carer assessment of need
- ensure that the voice of young carers and their families informs service planning and development
- encourage more schools to become ‘carer aware’ and to introduce arrangements to support young carers
- work alongside young carers and colleagues from adult services to introduce new ways of working, based on a whole family approach.

Progress will be monitored through the YorOK Board.



‘People don’t know what Young Carers are. We need to raise awareness of who they are and what they do so that kids at school will treat them like human beings.’

A young carer.

‘We don’t want sympathy, we want to be acknowledged.’

A young carer.

Refugees

City of York council is anticipating that from summer 2016, a small number of refugee families may come to live in the city. These will be vulnerable families from refugee camps in countries surrounding Syria and elsewhere, and it is anticipated that those arriving may have specific health needs.

Through close partnership working between council departments, voluntary and religious organisations, schools and Early Years providers, we will make sure we fully understand the needs of refugee children. We will reaffirm our fundamental commitment to equal opportunities for all.

Additional resources will be directed to support children learning English and we will identify interpreters to help families settle into their new lives in

York, with the Mosque and universities playing important roles in this respect. Families will need ongoing support for a significant period of time, and are likely to have experienced significant levels of stress and trauma. However, we are confident that a multi-agency approach will enable us to draw on the strengths and experiences of a wide range of organisations to meet the needs of this vulnerable group.

Children Living in Poverty²

It is estimated that 11.2% of children aged under 16 live in poverty in York. Whilst this compares well with national and regional rates it is nonetheless a concern that any child lives in poverty. A range of initiatives contribute to our collective, city-wide efforts to tackle poverty and the effects of poverty, and feedback on these is provided to the YorOK Board.

Local initiatives include the:

- York 300 Project (see page 17 of this plan)
- Living Wage campaign, featured in our anti-poverty programme. Approximately 15 organisations in the city have been officially accredited as living wage employers

² Those families whose income is less than 60% of the median household income.

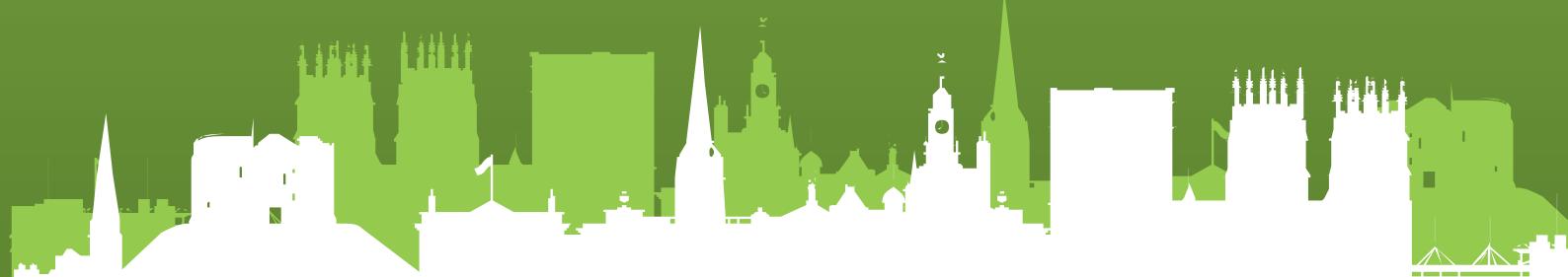


- childcare sufficiency assessment, which sets out how well York is meeting its statutory duty to secure sufficient childcare for children aged 0 – 14 (and up to 18 for disabled children) to enable parents and carers to seek employment, increase working hours and access education and training
 - two year old early education funding, which offers the opportunity for many parents to begin the journey back into the labour market
 - 30 hours childcare funding, to be delivered from September 2016, a year earlier than the national roll out
 - children’s centre services, which help alleviate symptoms of poverty by linking parents to employment information and support, training and volunteering opportunities, and help parents to access local childcare for the free early education places
 - admissions team, working with schools, to ensure that parents who are eligible for free school meals are encouraged to register, leading to increased take-up
- Family Focus Programme, which works with vulnerable families where there are multiple and complex needs, including adults out of work or at risk of financial exclusion or young people at risk of worklessness.

‘Increased poverty has meant increased obesity. If you haven’t got much money, you’ve got to give your family what you can afford which isn’t always the healthiest option.’

A young person.

It is estimated that 11.7% of children aged under 16 live in poverty in York. Whilst this compares well with national and regional rates it is nonetheless a concern that any child lives in poverty.



5. How we will Deliver the Plan

This chapter describes how we will deliver the plan against the backdrop of severe downward pressure on public finances and profound organisational change.

Dynamic Partnerships

The YorOK partnership (the Children’s Trust arrangement in York) has existed since 2003. Its role and membership have evolved and adapted to changing circumstances. Its constituent partners remain wholly committed to the principle of working together in the best interests of children and families in York. We acknowledge that financial pressures can sometimes lead people to retreat behind organisational boundaries or to adopt a silo mentality. We are determined that this never becomes the case in York: children will always come first.

Our default presumption of partnership has many practical consequences. We are proud of the widespread instances of multi-agency working in York, some of which are described in subsequent sections. We are constantly exploring new ways to work together, communicate better, and share relevant information (within legal boundaries) where this is in a child’s or a family’s best interests.

The same spirit has informed the creation of York’s Learning Partnership. The educational landscape has changed out of all recognition since the last plan was constructed, with the arrival of academies, teaching schools, multi-academy trusts, and the possibility of free schools. The local authority’s role has been greatly diminished. Yet the educational community in York remains cohesive: determined to work together to tackle some of the remaining local issues around primary place planning, inclusion and narrowing gaps in outcomes. We regard the fact that some of the trusts based in York include institutions from beyond the city as an opportunity to learn from experiences elsewhere and to ensure that we are genuinely outward-facing. As the school community evolves over the lifetime of this plan (and by 2020, it is expected that all schools will be academies), these principles will still hold good, building on our shared history of partnership working.



Whole Family Working

A further consequence of our holistic approach in York is that we are increasingly seeing the benefits of working with whole families, rather than focussing on individual family members. We would like to see this approach become more widespread over the duration of this plan.

Whilst many practitioners already recognise the benefits of working in such a way, feedback suggests that many believe the process to be more complex than it needs to be. We will seek to address this, and over the next four years we will:

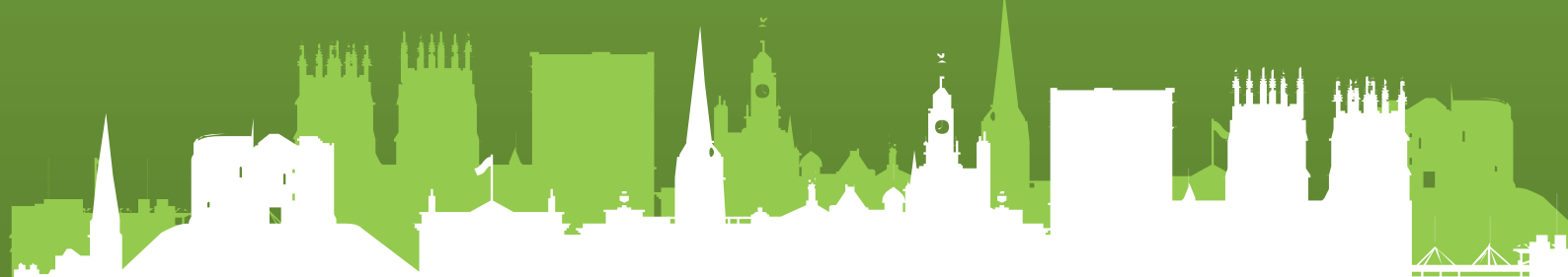
- encourage practitioners to ‘think family’ and actively embrace the cultural and practice changes needed to achieve wider commitment to whole family working across the YorOK partnership
- continue to improve how we work together, placing the child at the centre of multi-agency, family-based assessments and interventions
- embed the principle that whole family working is ‘everybody’s business’ and provide support to enable practitioners to work in this way

- investigate new ways of developing capacity and resilience within families and communities
- develop a better shared understanding of how the needs of adult parents impact on the outcomes for their children.

York’s New Local Area Teams

This plan reaffirms the priority we attach to the concept of early help. At the time of writing, a new operating model for the delivery of early help arrangements is in development. Multi-agency Local Area Teams will be created that will cover the entire city and deliver early intervention services to families with children aged 0-19 years (up to 25 years for those with learning or physical disability).

The Local Area Teams will be based in areas identified as having the highest need but will provide a service delivery reach across the whole of York. Local intelligence and data will be used to identify areas and families in need and coordinate the right range of services for families. Local Area Teams will build capacity within the community and voluntary sector to respond to identified needs and to support the universal offer for all local residents.



Our rationale for change is based on our desire to maintain strong and effective early help provision, and improve outcomes for the most vulnerable children in the city, while at the same time managing the effect of reducing public finances.

We know we must adapt, refocus and prioritise. Establishing our new operating model represents a significant undertaking for the council and its partners, but we feel it is both necessary and in the best interests of children and their families. Over the next four years, we will:

- improve how we share data and intelligence to identify families in local areas who need support
- emphasise the importance of whole family working across the YorOK partnership and with others, including adult services
- bring together multi-agency teams from within the council, police and partners to work directly in local area teams in response to identified needs
- embed flexible approaches underpinned by evidence-based local knowledge
- engage a wider range of partners with the agenda of early help, for example local housing estate managers, taxi drivers and refuse collectors

- support our workforce to work in new ways and deliver even stronger and more effective early help.

A Confident and Skilled Workforce

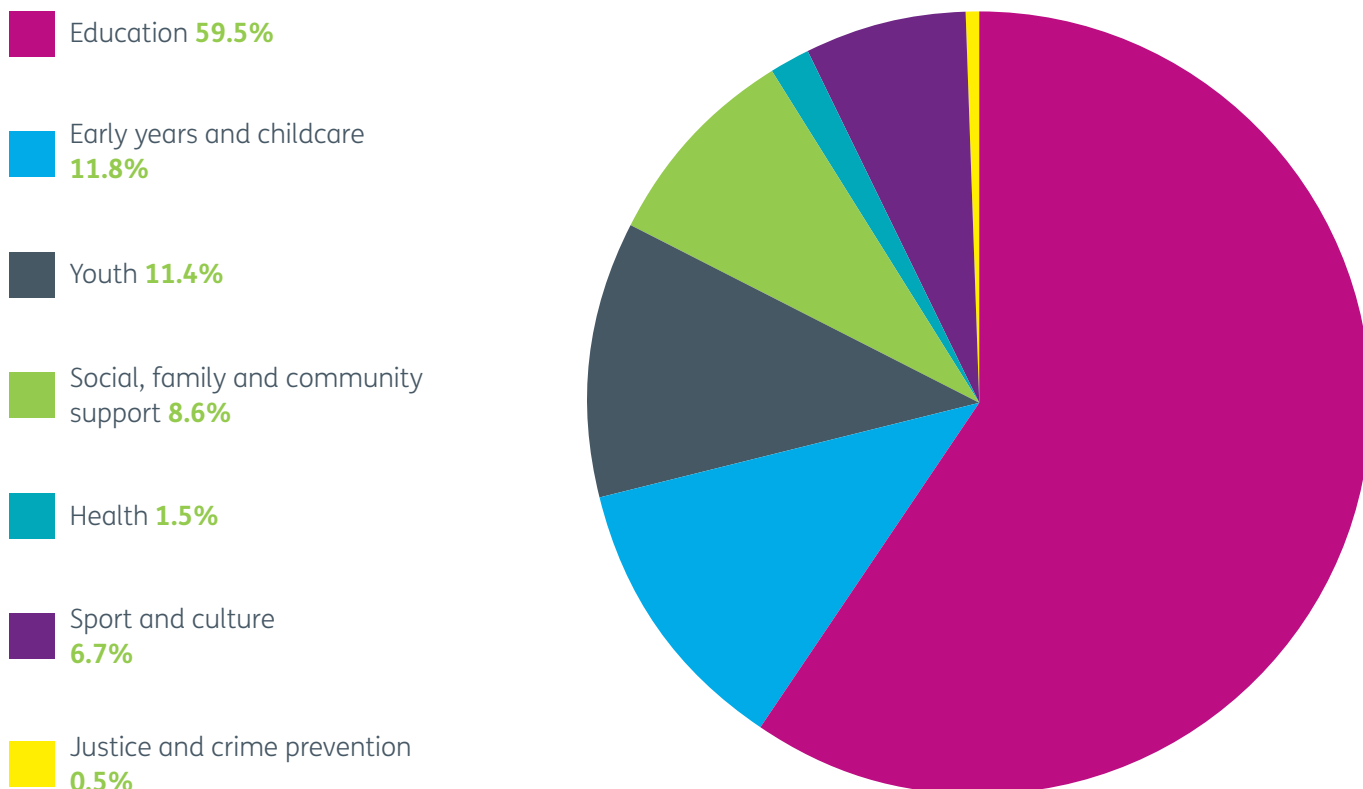
None of this plan can be delivered without the enthusiastic commitment of the YorOK workforce: people who work with and for children, young people, families and communities in different capacities. We gratefully acknowledge their dedication and professionalism across both paid and unpaid sectors.

Since our last plan we have updated our YorOK workforce profile. Given the size and complexity of the workforce it is impossible to be exact; however, the approximate overall number is 16,500.

Its constituent partners remain wholly committed to the principle of working together in the best interests of children and families in York.

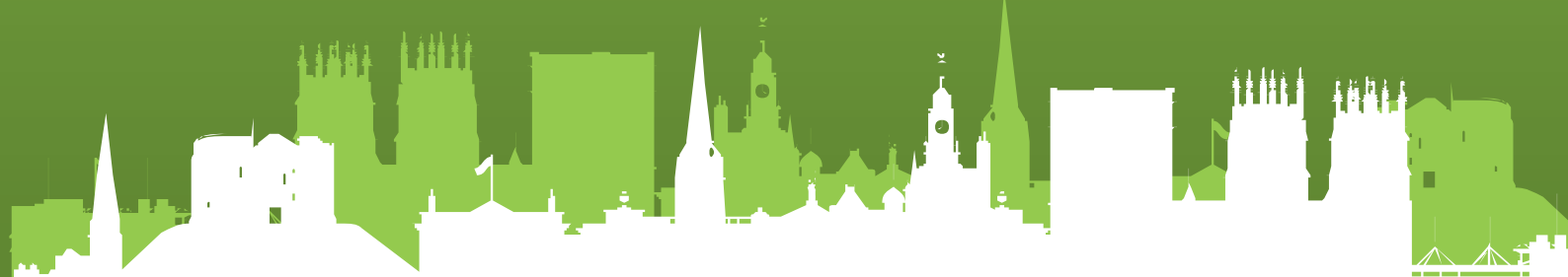


2015 YorOK Workforce



We recognise the importance of developing those who work within the YorOK workforce and remain committed to offering a wide range of learning and training opportunities in support of the priorities outlined in this plan. Over the next four years we will introduce a new YorOK annual workforce survey and will improve our processes to enable us to measure the impact of workforce development on improving outcomes for children, young people and families. Further details will be made available on our website.

CYPP Priority	Early Help	Emotional and Mental Health	Narrowing Gaps in Outcomes	Priority Groups
YorOK Workforce Offer	Commissioning blended learning and training opportunities			
	E-Learning options			
	Integrated working			
	Information and awareness			
	New ways of working			
	Equal opportunities			



Commissioning, Monitoring and Reporting

It goes without saying that commissioning services over the next four years will be exceptionally challenging, given the continued downward pressure on public finances. Nevertheless, the YorOK partners will collectively commit to protecting services for children wherever possible. City of York Council can point to its recent record in so doing.

We will also seek new resources wherever they are available: for example, the funding that has accompanied the national ‘Future in Mind’ initiative.

However, we will also need to look to all partners to be creative in the use of resources, and to ensure that we make best use of all existing assets, including the existing estate of schools and settings, as well as assets located in the community. We will base commissioning decisions on clear evidence about what works, and will strive to ensure we accurately match supply and demand. An example of this will be the need to plan effectively for the provision of more primary school places in the city, recognising that future demand is concentrated in some areas rather than others. Where we can do so, we will expand existing successful schools; if a new school is

needed, we will ensure that it is wholly integrated into the York community from the outset. We will build on our strong track record of delivering new places in ‘good’ or ‘outstanding’ schools.

Where new services are commissioned, or others are re-commissioned, we will undertake to ensure that the priorities outlined in this plan are reflected in all decisions. For example, we will ensure that they are taken into account within the school commissioning cycle, and are endorsed by the Schools Forum.

Delivery of the actions that will flow from this plan will be monitored by the YorOK Board and its sub-groups. The board will not seek to micro-manage the subsidiary strategies and plans: accountability will be delegated to the lowest effective level. A diagram which illustrates how the various bodies relate to one another - our ‘planning bookcase’ - is at Annexe C.

We will also introduce a new, simplified scorecard that contains a selection of key performance indicators and milestones, relating to the four priorities in this plan. This will clearly indicate which organisation is responsible for which target. We will update and publish this information on a regular basis. An illustration of the scorecard on which we are currently working is at Annexe D.



Annexe A. York on a Page

People



200,018	residents
36,623	children aged 0-17 (incl.) of whom 10,629 are aged 0-4
21.7%	of the city's population is aged 0-19
9.8%	Black & Minority Ethnic (BME) population
22,669	full-time students
200	children and young people in care
133	children on child protection plans
7.4	years gap in life expectancy for men and 5.8 years gap for women - between the most and least deprived areas in York
10.6 %	of children live in poverty (compares to 18% nationally; 19.8% regionally)
1946	entitled to free school meals

Households



83,600	households
15,580	households with more than one adult with dependent children (18.65%)
5,376	single parent households with dependent children (6.43%)
6.1%	of children live in workless households
£218,000	average house price

Economy and Skills



106,000	people employed
£11.39ph	median average hourly wage
£447	average weekly wage
250	young people, aged 16-18, not in education, employment or training

Education



51	primary schools (incl. 6 academies)
9	secondary schools (incl. 3 academies)
2	further education colleges
2	universities
422	early years providers
2	special schools
1	pupil referral unit, Danesgate
9	children's centre services across the city

Culture and Leisure



15	libraries
3	leisure centres/swimming pools
100+	children and young people voluntary organisations

Assets

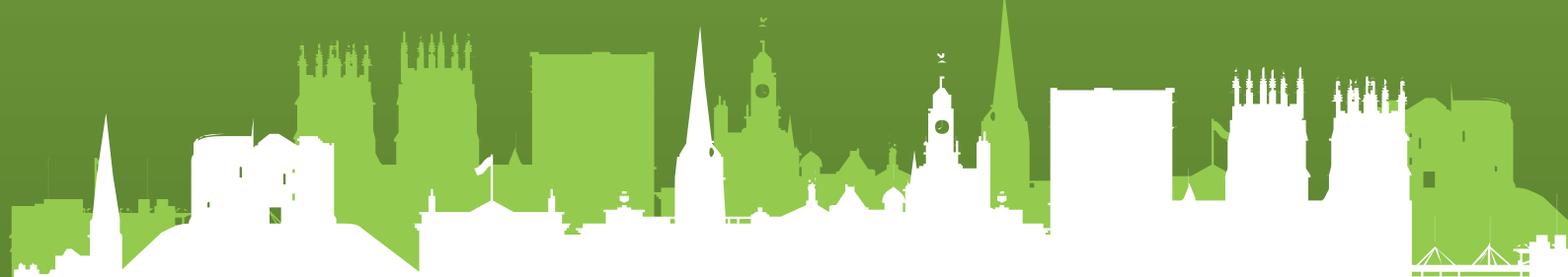


11	hospitals
47	GP surgeries
31	dental practices
64	Police Community Support Officers (PCSOs)
2	children's residential homes
1	residential mental health unit for children

Budgets for Children's Services 2015/2016



£117m	schools' grant funding (inc. academies)
£37.7m	council expenditure on children's services
£14m	children's services' income (including specific grants), plus £0.47m in youth and community services
£2.6m	Public Health
£14.5m	Clinical Commissioning Group (CCG)
£1.3m	CAMHS Transformation Plan (across York & North Yorkshire CCGs)



Annexe B. What the Consultation told us

Listening to children and young people is at the heart of how we deliver the best possible outcomes for families. Their voices and those of families and practitioners have played a pivotal role in this plan's development. This has been achieved by:

- reviewing existing messages from children, young people and families from across the YorOK partnership
- carrying out additional direct consultation online and through community focus groups, a group of young researchers and through our partners.
- many children and young people want their local roads and pavements to be cleaner and in better condition
- reducing congestion and the cost of public transport to get to activities or services was highlighted
- it was felt that York was generally 'pretty good' on tackling homophobia but wider issues of gender and sexuality need to be better understood by children and young people and the wider community.

A detailed report is available that sets out how the consultation was undertaken and the key themes and messages that emerged. For more information go to www.yor-ok.org.uk.

Generally young people, parents and carers feel that York is a safe and a good place to live and grow up. Some examples of more specific feedback include the following:

- a number of young people in focus groups said they felt intimidated by alcohol and substance misuse, including by their parents
- some young people felt more could be done to tackle online bullying

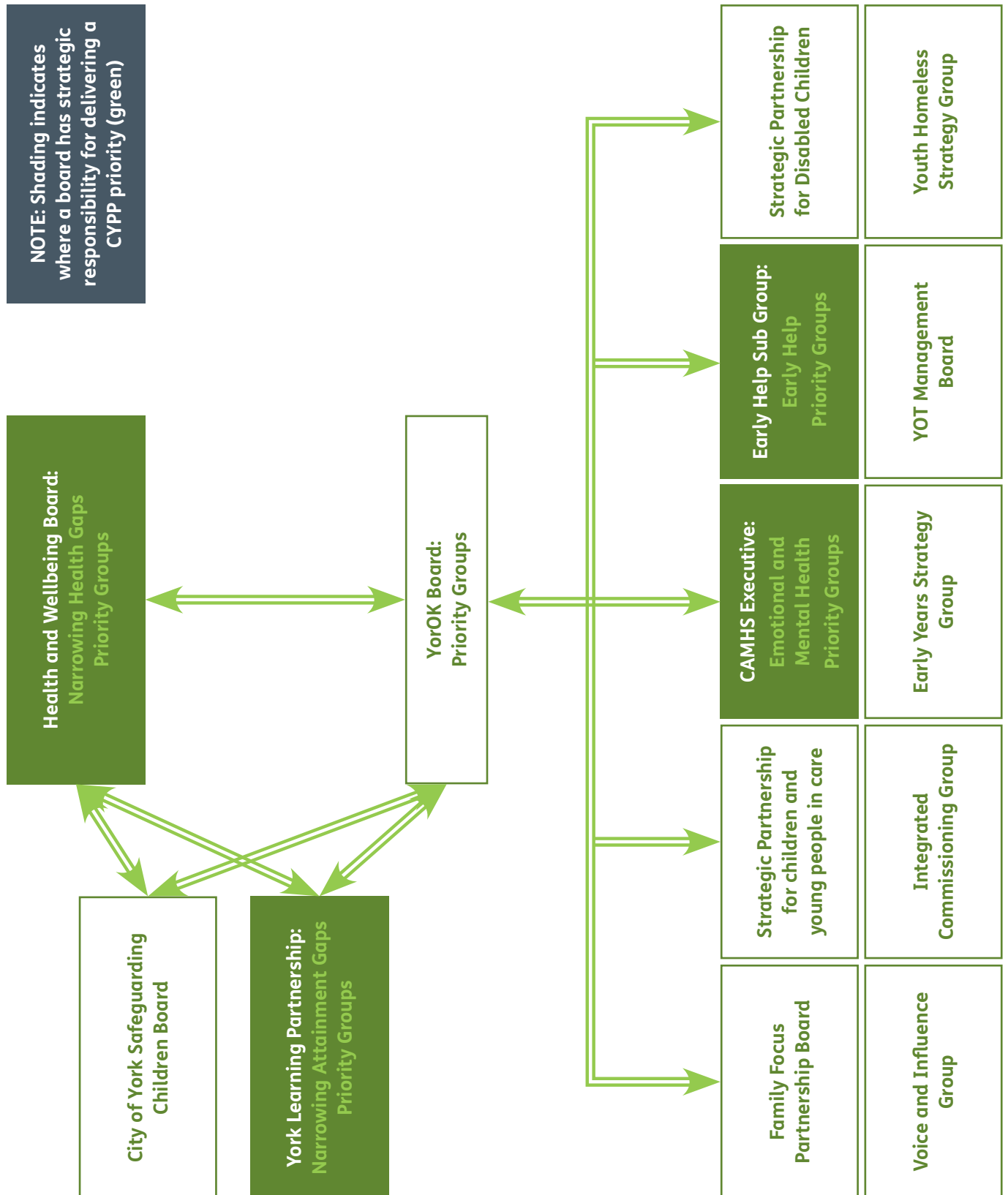
Where messages from children and young people are relevant to the work of other partnerships and agencies, these will be shared as appropriate and addressed through the appropriate channels, for example the Council Plan.

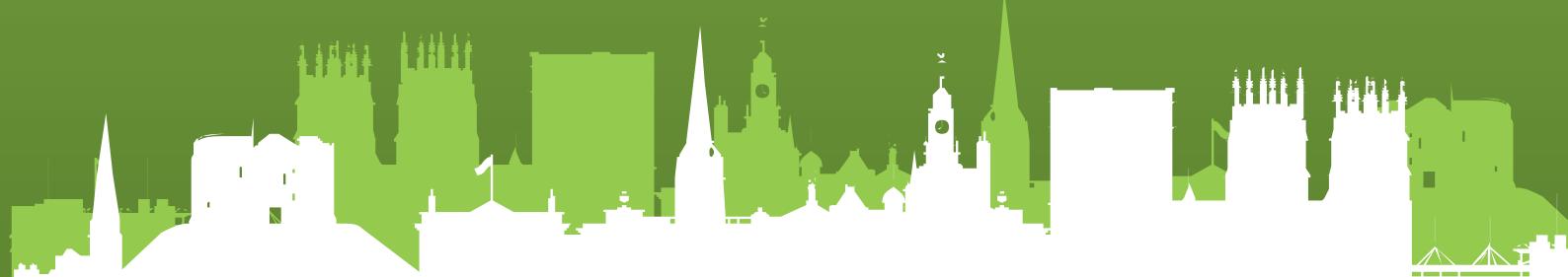
'The young people that we spoke with were fantastic in the sense that they not only identified problems and areas for improvement but they also suggested potential solutions.'

Joy Martin, Student Volunteer,
University of York.



Annexe C. YorOK Planning Bookcase





Annexe D. Children and Young People’s Plan Illustrative Scorecard

This scorecard is designed to illustrate how key performance measures will demonstrate our progress towards the strategic priorities.

Priority	Example performance measure(s)
Early Help	Number of Early Help Assessments started
	Number of young people who get in trouble with the law for the first time
Emotional and Mental Health	Number of children who are admitted to hospital for mental health reasons
	Percentage of children in care who do as well as their peers in school exams
Narrowing the Gaps in Outcomes	Percentage of children in Reception who are obese
	Percentage of children living in poverty
Priority Groups	Percentage reduction of young people who are not in education, employment or training over the life of this plan



If you would like this information in larger print or in an accessible format (for example, in Braille, on CD or by email), please telephone 01904 554212.

This information can be provided in your own language.

Informacje te mogą być przekazywane w języku ojczystym.

Polish

Bu bilgi kendi dilinizde almanız mümkündür.

Turkish

此信息可以在您自己的语言。

Chinese (Simplified)

此資訊可以提供您自己的語言。

Chinese (Traditional)

 01904 551550