
Barking & Dagenham
Partnership

Children and Young People's Plan

2011 - 2016

A Call for Change, a Plan for Action

Working together for a better borough

Final Version 1.9

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1. Introduction

A Call for Change, a Plan for Action

1.1 We, the partners of Barking and Dagenham's Children's Trust, are pleased to introduce our Children and Young People's Plan (CYPP) for 2011 to 2016. Our second plan builds on the solid and effective foundations put in place since we published our first CYPP back in 2006. We are proud of the achievements of the Children's Trust over the past five years but recognise there remains a number of key challenges and areas for improvement. We have built a strong and effective partnership and laid down the foundations to secure improvements by working together. We remain committed to improving further the outcomes for children, young people and their families and want to build a better life for all and ensure poor children do not become poor adults in the future.

1.2 The duty to cooperate as set out in the Children Act 2004 led to the establishment of our Trust and, although it is no longer statutory, the Department for Education (DfE) has announced that strong local partnerships are crucial to meeting the needs of all children. Barking and Dagenham's Children's Trust, which is a sub-group of our wider Local Strategic Partnership, share this view and will continue this effective working in partnership. Our Children's Trust believes that the production and publication of a CYPP as our overarching strategic plan will help ensure we provide cost effective services that improve outcomes for children, young people and families living in the borough.

1.3 Our CYPP 2011-2016 is a call to change and a plan for action. The Plan, therefore, concentrates on key areas where we believe working together will make a bigger difference. The Trust has agreed two over-arching strategic objectives and a smaller number of priorities. The Plan will be underpinned by detailed joint commissioning and implementation plans to deliver the agreed outcomes.

1.4 The Children's Trust Board will maintain overall responsibility for monitoring and evaluating the Plan with the production of an annual review of progress, which will be reported to our Local Strategic Partnership. Each year, the top priorities in need of shifting may change direction as a result of further analysis of progress or underperformance and we will evaluate the impact of intervention. This will enable the Trust to focus on areas most in need of improvement rather than multiple priorities as was the case in the first CYPP 2006-2009. It will also help deliver maximum impact for minimum investment.

1.5 The CYPP is intended to support all children and young people in Barking and Dagenham aged 0-19, young people aged 20 and over leaving care and young people up to the age of 25 with learning difficulties/disabilities. We place specific emphasis on inclusive universal provision and effective, targeted support for vulnerable families, carers and individuals and we will work with both adults and children to achieve our objectives.

1.6 The Plan is underpinned by the borough-wide Needs Assessment (Joint Strategic Needs Assessment (JSNA) 2010/11 Refresh; Children's Services Locality Needs Assessments, 2010), performance and inspection outcomes, widespread consultation, previous CYPP annual reviews and an Equality Impact Assessment. Full copies of these reports can be found on line at <http://www.lbbd.gov.uk/ChildrenAndYoungPeople/Pages/cypp.aspx>.

2. Barking and Dagenham Children's Trust

2.1 The Children's Trust is part of Barking and Dagenham's Local Strategic Partnership. The Trust, set up in 2006, brings together all of the key agencies working together to improve the lives and outcomes of children, young people and families in the borough. The Trust has been judged by Ofsted as "operating well and the partnership between local services, including health and youth justice services is well embedded" (2008).

2.2 The Children's Trust is chaired by the Council's Corporate Director of Children's Services; the Vice Chair is Director and Professor of Nursing (NHS Barking and Dagenham) and includes the following organisations:

- NHS Barking and Dagenham
- Schools
- Metropolitan Police
- Barking and Dagenham Council for Voluntary Services
- Job Centre Plus
- North East London Foundation Trust (NELFT)
- Lifeline
- Barking, Havering and Redbridge University Hospital Trust
- Barking and Dagenham Safeguarding Children Board

2.3 Our Vision

2.4 The Children's Trust has set its vision for children and young people living in the borough. We want to create a borough where;

"Every child is valued, supported and challenged so that they develop the ambition, skills and resilience to succeed" and;

"Every child knows that they are a part of, and have a responsibility to contribute to building, a strong, empowered and cohesive community"

2.5 Underpinning our vision are a set of core values agreed by the Trust, which inform how all our partners and commissioned services will work together with children, young people and families in the future.

Our Core Values

- We will be ambitious for our children, young people and their families.
- We will focus on our challenges with the determination to achieve excellence for our children, young people and families.

- We will work as a team sharing responsibility for achieving our priorities set out in this plan.
- We will listen to the voice of EVERY child placing children, young people and families at the heart of what we do.
- We will use resources efficiently and effectively to do even more in addressing our local priorities
- We will build on achievement, community cohesion and empowerment to make a bigger difference for our children, young people and their families.

2.6 The CYPP has been informed by the Community Plan for Barking and Dagenham. Our vision, values and priorities are integral to the borough's Local Strategic Partnership ambition of *working together for a better borough that is safe, clean, fair and respectful, prosperous and healthy and where our young people are inspired and successful*. This ensures that Barking and Dagenham Children's Trust helps drive forward the delivery of the priorities set out by our Local Strategic Partnership.

3. Strategic Objectives

3.1 Barking and Dagenham Children's Trust has agreed two strategic objectives to enact through the CYPP in order to achieve our vision. Attention to these will bring about the change that will further improve outcomes for our children, young people and families. These strategic objectives are:

1. Excellent, high quality and effective universal services

Our objective is to build and support high quality, inclusive, universal core services to prevent problems from developing and meet the needs of every child. We will ensure that universal services at all ages provide outstanding support to improve outcomes and ensure our young people are ready for adult life and able to access employment, offering excellent value for money.

2. Meeting the needs of vulnerable families - putting families at the heart of what we do

Our objective is to strengthen early intervention and prevention services to prevent problems escalating. We will provide efficient and effective high quality targeted and acute provision to our families in need. We will aim to better meet the needs of families in the borough through strengthened multi-agency working and improved assessment of families needs. Our network of children's centres is at the heart of this early intervention work. We will also aim to ensure specialist services for children with complex needs are better coordinated and work effectively, sensitively and ambitiously to improve lives of our most vulnerable children, young people and families. Excellent prevention and early intervention will help reduce the financial burden caused by failing to address problems speedily.

3.2 By focusing our energy and activities on these two strategic objectives, we aim to improve outcomes for all children and young people (universal) and to narrow the gap between different

groups of children in the borough who need more help, support and intervention and between outcomes for our children and those children across London and nationally.

4. Our Priorities

4.1 After reviewing the needs assessment, performance and inspection outcomes, listening and taking into account the views of children, young people and their families, the wider community and professionals across all agencies, we have agreed five top partnership priorities for the Plan.

4.2 The five top partnership priorities for this Plan are:

1. **Ensure children and young people in our borough are safe**
2. **Narrowing the gap - raise attainment and realise aspiration for every child**
3. **Improve health and wellbeing, with a particular focus on tackling obesity and poor sexual health**
4. **Improve support and fully integrate services for vulnerable children, young people and families (particularly children in care and children with disabilities)**
5. **Challenging child poverty - preventing poor children becoming poor adults**

4.3 The key objectives under each priority area are set out in Table.1.

4.4 We believe that taking radical action in these five key areas will have a significant impact on some of our most challenging inequalities. We will continue to monitor outcomes across the Every Child Matters framework, but a smaller number of priorities will help us focus our work for greater impact. Our priorities also fit well with other important issues set out in the Community Plan, the Health and Wellbeing Strategy and the Council's vision of "Building a better life for all".

Table.1 Children and Young People’s Plan priorities and key objectives

1. To build and support excellent, high quality and effective Universal Services

2. Meeting the needs of vulnerable families

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Ensure children and young people in the borough are safe	Narrowing the Gap - raise attainment and realise aspiration for every child	Improve Health and Wellbeing, with a particular focus on tackling obesity and poor sexual health	Improve support and fully integrate services for vulnerable children, young people and families	Challenging Child Poverty - preventing poor children becoming poor adults

Top Objectives	Top Objectives	Top Objectives	Top Objectives	Top Objectives
Strengthen multi-agency practices to protect children	Increase the quality and capacity of early years and school settings to meet local needs	Reduce levels of childhood obesity	Strengthen support to parents and/or carers	Raise household incomes
Improve outcomes of children in care	Increase attainment to national levels at a minimum	Improve sexual health and further reduce the number of teenage conceptions	Build empowerment, independence and self-sufficiency through personalisation, self-directed support and personal budgets	Reduce youth unemployment
Reduce the risk and impact of domestic violence, parental mental health and ensure families are supported	Improve outcomes and choices for all children and young people, including vulnerable groups	Increase the emotional health, wellbeing and resilience of children and young people, with a strong focus on children in care	Improve the experience of transitions at key stages of children's lives	Provide suitable and affordable homes that allow children to thrive
Further reduce the number of first time entrants and reduce the number of victims of youth violence	Empower children and young people to realise their aspiration through positive activities and decision-making in school and the local community	Secure higher levels of attendance at school	Improve outcomes of children with disabilities and SEN across all five outcome areas	“Local jobs for local people” - develop a local workforce to reflect our community

5. Local Policy

5.1 The Children's Trust recognise that the opportunities and outcomes of children, young people and families are affected by a range of services such as housing, regeneration, community safety, play and leisure activities and adult services. The Plan, therefore, has been aligned with other local plans ensuring that the Children's Trust Board continues its coordinated approach to improving the lives of residents of Barking and Dagenham.

5.2 The Barking and Dagenham Partnership's Community Plan launched in 2009 sets out six key aims to develop a Borough that is safe, clean, fair and respectful, prosperous, healthy and where young people are inspired and successful.

5.3 The Council and its Members have also revised its vision for the Borough and are committed to **"Building a better life for all"** through:

- Raising household incomes;
- Improving school and post-16 education; and
- Providing better housing and undertaking estate renewal.

5.4 In February 2010, a three year [Health and Wellbeing Strategy](#) was agreed by the Local Strategic Partnership's Health and Wellbeing Board. This Health and wellbeing strategy addresses health in its broadest sense and is aimed at reducing health inequalities, as well as making good health and positive wellbeing a reality for everyone in the borough.

5.5 The Children and Young People's Plan is aligned to the 10 priorities set out in the Health and Wellbeing strategy with the Trust's continued commitment to improving health and wellbeing, with a particular focus on reducing obesity in childhood and improving sexual health. Under safeguarding, reducing levels and the impact of domestic violence on children, young people and families are also shared priorities. The Children's Trust will monitor outcomes on other key health priorities related to children and young people, such as increasing the uptake of immunisations, improving oral health across all age groups, reducing the levels of smoking and reducing the levels of harmful drinking via the Health and Wellbeing Board.

5.6 There are a range of other cross cutting strategies, which have been consulted on in developing this Plan including the Young People's Sexual Health Strategy, the Emotional wellbeing, psychological wellbeing and resilience strategy (EmPWR) and the NHS BD Domestic Violence and violence against women and children strategy (2010-2013). The BDSCB Annual Report (2010) and Business Plan (2010-2013) have also been drawn upon in deciding our priorities and key actions. A full list of related local strategies is included as Appendix A.

5.7 In 2009, play was formally adopted by the Council's Children's Services in response to UNICEF's report that Britain's children were the unhappiest in the western world. In line with the national Play strategy, the borough adopted a local Play strategy (2009) to improve the health and wellbeing of our local children and young people by increasing access to free, outdoor and natural play.

5.8 We are currently in the process of developing an Integrated Workforce Strategy and Child Poverty Strategy, which will be informed by the strategic objectives and top priority areas set out in the CYPP.

5.9 The Child Poverty Strategy, a statutory requirement laid out in the Child Poverty Act 2010, will be a key driver in achieving our priorities set out in this Plan. We have produced a borough wide child poverty needs assessment, informed by the CYPP needs assessment and JSNA and formed a child poverty strategy group. The local priorities identified for our local Child Poverty strategy dovetail with this Plan and are aimed at raising household incomes by helping more people into work, improving the take-up of benefits and tax credits across the borough, narrowing the gap in attainment and providing suitable and affordable homes that allow children to thrive. We are currently awaiting the outcome of the consultation on the Field Review, which proposes switching the emphasis to consider children's life chances as the primary focus of child poverty reduction and a new national strategy is due in April 2011.

6. National Policy Changes

6.1 This Plan has been developed over the past year in a rapidly changing national and local government framework as the Coalition Government seeks to implement a widespread reform programme and public spending reductions. In developing this plan, a wide range of national policy and guidance has been considered. A full list of related national guidance is included as Appendix B.

7. Building on our first Plan; Achievements and Challenges

7.1 The Children's Trust Board was set up in April 2006 and published its first three year plan at the same time. In 2009, our strategic partnership, in line with national statutory guidance, agreed to publish a transitional delivery plan up 2011 and a full new Plan April 2011. The Trust has produced a substantial review of progress detailing key achievements and areas for development each year. Full copies of CYPP annual reviews can be accessed on line at <http://www.lbbd.gov.uk/CYPP>.

7.2 Barking and Dagenham's Children's Trust is a strong and effective Board with excellent representation and partnership working. The Barking and Dagenham Safeguarding Children Board (BDSCB) is also very well established with an independent chair, with a well defined constitution and clear links to the Children's Trust through shared membership arrangements.

7.3 As guardians of the CYPP, the Trust has led on many achievements and delivered real improvements. Some examples of progress made are listed below.

- 18 effective children's centres;
- Free swimming for children and young people in the borough;
- Significantly improved educational achievements and narrowing the gap across many education measures with strong school support;
- 50 per cent of secondary schools are outstanding including our special school;
- Outstanding or good provision for vulnerable children and young people;
- Significant increase in the usage of the Common Assessment Framework (CAF) across the partnership, which has more than trebled in the last year and is now at 1,386 CAFs initiated;
- We have established Family Intervention Projects (FIP) and Family Nurse Partnerships (FNP) in the borough;

- Supporting early intervention and prevention, multi agency locality teams have been successfully rolled out in each of the six localities across the borough;
- Safeguarding is a top priority and improvements have been made. Our recent annual unannounced inspection of contact referral and assessment was positive and we received no priority area for action. The use of the continuum of needs model and the expansion of CAF was again recognised as a strength and areas for development related to case records and the quality of initial assessments;
- Strong partnership working on Domestic Violence;
- Increased and improved positive activities for children and young people and the adoption and roll out of the local Play strategy through schemes such as ‘Playbuilder’ and ‘Planning for the Future of Play’;
- Our Integrated Youth Support Services (IYSS) judged as good with strong capacity to improve in an Ofsted pilot inspection (2010);
- Year on year reduction in young people not in education, employment or training (NEET);
- Good 14-19 partnerships working together to improve education, employment or training opportunities and increased availability of local apprenticeships; and
- Strong consultation and engagement mechanisms, enabling a large number of children, young people and parents/carers in the borough taking part in our “You Said We Did” campaign. In March 2011, this work was recognised with the local authority Children’s Services department winning the prestigious LGC award for the way it consulted with local children and young people in the past year.

Key Challenges

7.4 We recognise there is lots of work to do and we still have a number of key challenges. These challenges are reflected in our top priorities in the Plan, and are also aligned with the outcome of the Council’s Children’s Services annual assessment in 2010. Full details of this assessment can be found on line at [http://www.ofsted.gov.uk/2010 Assessment](http://www.ofsted.gov.uk/2010%20Assessment).

- Safeguarding is a top priority and we need to ensure our children and young people are safe and protected from harm, abuse and neglect. Through early intervention, we will reduce the number of children coming into care;
- Improving outcomes of children in care across health and wellbeing, placement stability and adoption, attainment and access to education, training and employment post 16 onwards.
- High rates of domestic violence and specialist services for children and young people affected by domestic violence and dating violence.
- In order for children and young people to get the best start in life, we need more universal settings in early years, nursery, primary and secondary schools rated as good or outstanding. This is a top area for improvement;
- Despite improvement, post 16 attainment is far too low resulting in high youth unemployment. To **build a better life for all**, we need to improve outcomes in this area as this will reduce adult unemployment and therefore impact on reducing deprivation and poverty in the borough;

- Childhood obesity remains far too high in the borough, as is adult obesity, impacting on poor health and life expectancy in the borough;
- Despite decline, the number of teenagers getting pregnant is still above national and London rates. Sexual health remains a key issue with higher than average Chlamydia rates; and
- Working with health partners to ensure that arrangements incorporated in the forthcoming Health and Social Care Bill deliver the potential benefits to children, young people and families in the borough.

7.5 Ahead of Munro's recommendation of more peer reviews and deep dive inspections in safeguarding, we commissioned Local Government Improvement and Development to undertake a Safeguarding Peer Review across Children's Services in March 2011. Overall, arrangements for keeping children and young people safe were judged to be largely good. The Peer Review reported effective leadership of the safeguarding agenda and good cross agency working at both operational and strategic level. Areas for consideration for the partnership related to responding to the increasing diversity of the borough's population and ensuring consistency of quality across all safeguarding services.

7.6 We are raising aspirations of Barking and Dagenham's children and young people but we need to accelerate progress in our top priority areas to enable all children and young people to secure a better life, prospects and future for themselves and their family now and in the years to come. We will work closely with Adult services to ensure that vulnerable adults are supported to be effective parents, and family needs, as well as children's needs, are recognised and addressed.

8. Living in Barking and Dagenham

8.1 Barking and Dagenham is at the heart of the Thames Gateway, approximately 11 miles east of central London with a population of just over 179,000. Around 30 percent are children and young people aged under 20 years old. The rise in the numbers of children aged under 5 is particularly high increasing from just over 12,000 in 2001 to the current projected level of just under 17,000, a 42 per cent increase (GLA 2010 Round Demographic Projections).

8.2 The 0-19 population of the borough is one of the fastest growing in the country and the fastest growing in London, placing great pressures on early education, school places and all other services. Alongside population increase, the borough has experienced a significant increase in the diversity of the population. Over 50 per cent of school pupils are from ethnic minority communities and over a third speak English as a second language with over 100 different languages spoken (School Census 2010).

8.3 Barking and Dagenham is an area with high levels of poverty and deprivation. The borough is 22nd out of 354 most deprived local authorities and has the ninth highest level of child poverty in England (Index of Multiple Deprivation (IMD) 2007). 38 per cent of children in the borough are living in households with significantly below average income levels. Children and young people are growing up in deprived areas as 5 of the 17 wards in the borough are within the 10 per cent most deprived wards in England and 14 wards are within the 20 per cent most deprived. Nearly a quarter of pupils in Barking and Dagenham schools are eligible for free school meals in the borough compared to the national average of 15 per cent (School Census 2010).

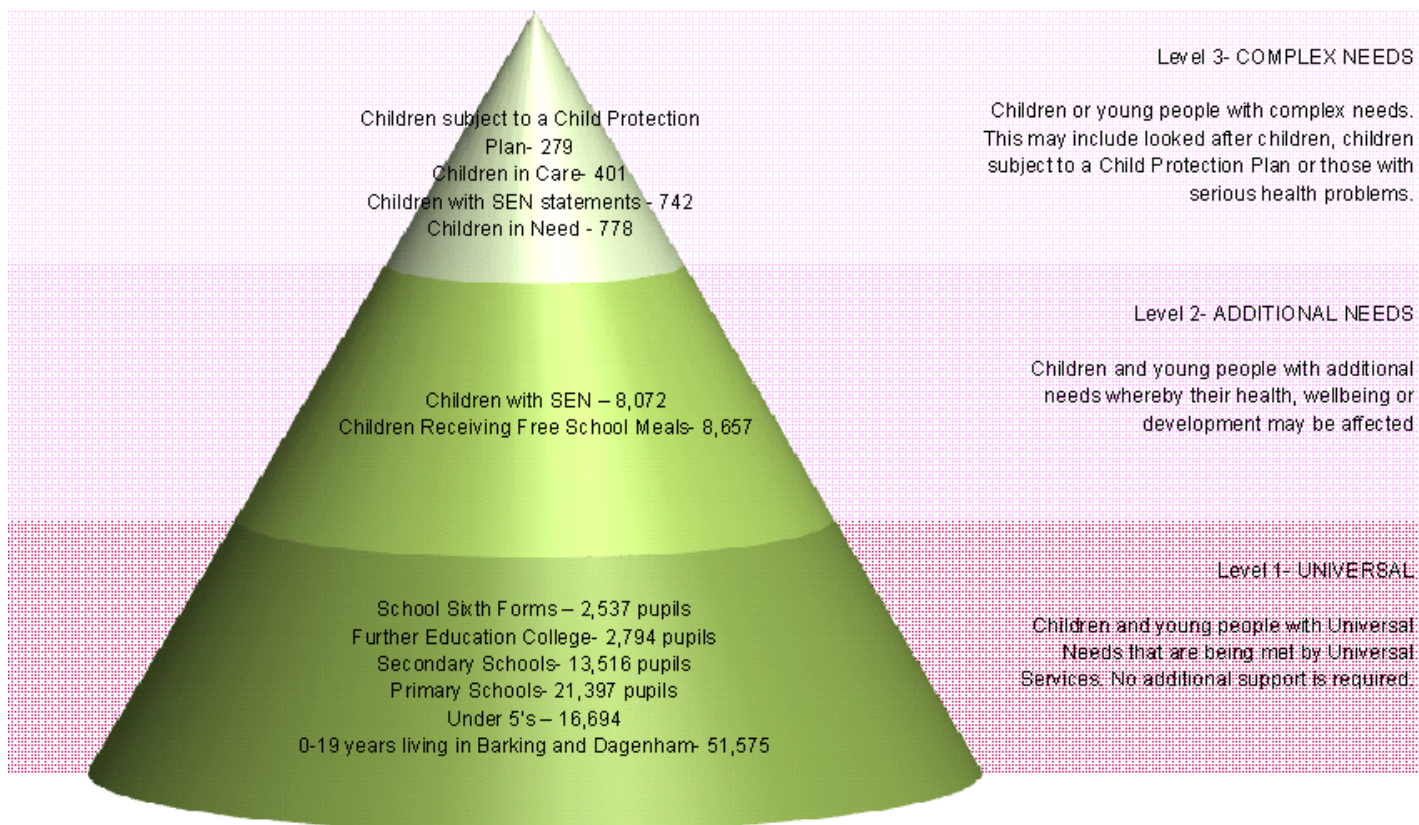
8.4 Barking and Dagenham has the third highest benefit claimant rate in London and those in work earn salaries lower than any other borough in London. Overall, the proportion of residents without any qualifications is high and above London average and the percentage with degree-level

qualifications or equivalent is the lowest in London. Levels of adult basic skills are very low, but are improving. As a result of long-term sustained improvement, primary and secondary pupils achieve test and examination results above or close to the national average on a number of attainment measures (Children’s Services Needs Assessment, 2010/11).

8.5 With regards to vulnerable children and young people, the borough currently has 401 children in care and further 279 children in the borough are subject to child protection plans. Our children in care and child protection rates per 10,000 children are, although below London rates, above those found nationally and rising. 778 are registered as children in need (Swift/ICS, 2011). We have 8,072 (24.2%) children identified as having special educational needs (SEN) and another 742 (2.2%) have statements of SEN. The borough has the highest rate of reported domestic violence in London with 4,506 incidents reported to the police in 2009/10 and there are 1,847 children known to be living in a household where domestic violence has been reported.

8.6 Health inequalities are also greater in Barking and Dagenham than they are nationally. Life expectancy in the borough is around two years lower than the UK average. Barking and Dagenham has higher than national levels of childhood obesity and teenage conceptions, although the emotional health of children and their participation in sport and physical education is improving. Infant mortality rates have increased in recent years and although we remain lower than national rates, infant mortality in the borough remains higher than London rates (Office for National Statistics).

8.7 Diagram 1 outlines the borough’s key demographics mapped against our continuum of needs model adopted by all partners working with children and young people in the borough.



8.8 With regards to universal and specialist provision, the borough currently has:

- 18 children’s centres
- 49 primary schools
- 9 secondary schools
- One Special School
- One Pupil Referral Unit
- One Further Education College
- Six multi agency locality teams across the borough

9. Local Needs Assessment

9.1 The CYPP is underpinned by a comprehensive needs assessment across the partnership. The borough’s Joint Strategic Needs Assessment Refresh (2010/11) provides an assessment of needs across the borough and a comprehensive portrayal of issues and challenges facing children, young people and families. A full summary of the JSNA can be accessed on line at <http://www.lbbd.gov.uk/AboutBarkingandDagenham/PlansandStrategies/Documents/JSNA2010-11.pdf>. Below is a summary of the borough wide needs and challenges.

Theme	Areas of Strength	Areas for Improvement
Health and wellbeing	<p>Low life expectancy levels but improving</p> <p>Take up of school lunches remains high and above national averages</p> <p>Participation in high quality physical education and sport has increased and is above national averages</p> <p>Creation of 20 new natural play areas has increased access to natural, outdoor, risky and free play</p>	<p>High levels of childhood obesity and adult obesity</p> <p>Uptake of childhood immunisation remains too low and oral health needs improvement across all age groups</p> <p>Rates of teenage pregnancy have fallen but remain too high</p> <p>Numbers of young people with Chlamydia are too high (although we have a higher testing rate)</p> <p>Smoking and alcohol intake is high</p> <p>Cancer and Heart Disease rates are significantly higher than national averages</p>
Safeguarding and Safety	<p>Well developed early intervention processes via CAF as noted by Ofsted</p> <p>Significant increase in the use of CAF</p> <p>Reduction in first time entrants to the youth offending service and re-offending</p> <p>Good Multi-agency Public Protection Desk arrangements</p>	<p>High and rising numbers of children in care, children subject to child protection plans and children in need</p> <p>Feeling unsafe locally and fear of crime high amongst children and young people</p> <p>Reducing the number of victims of youth violence</p> <p>High rates of domestic violence</p>
Education	<p>Significant improvement in GCSE attainment levels. 5+ GCSE A*C now higher than national average</p> <p>Improvement in school attendance and</p>	<p>Low foundation stage assessment levels, especially language and communication skills</p> <p>We need to convert good education</p>

<p>Education</p>	<p>persistent absenteeism but needs continued improvement</p> <p>Secondary school exclusions are low</p> <p>High attainment among disadvantaged groups</p> <p>High attainment and attendance levels among ethnic minority pupils</p> <p>Improvement in “A” level results. APS per entry levels are now higher than the national average</p>	<p>standards into standards of excellence. Low numbers at level 5+ at Key Stage 2</p> <p>Relatively low numbers of A grade pupil/students at Key Stage 4 and 5</p> <p>Low numbers succeeding in maths and English</p> <p>Low number of childminder and primary schools rated as good or outstanding</p> <p>Permanent exclusions declining but still too high</p> <p>APS per candidate levels are low</p>
<p>Employment and skills</p>	<p>NEET levels falling</p> <p>L2 and L3 at age 19 improving</p>	<p>Low numbers entering university</p> <p>Low numbers at level 3+ by age 19</p> <p>NEETs declining but still above regional averages</p> <p>High levels of youth and adult unemployment</p> <p>Employability - low levels of communication and basic skills sought by employers</p> <p>ESOL, literacy and numeracy are barriers to accessing work</p>
<p>Engagement and Participation</p>	<p>Good Integrated Youth Support Services (Ofsted 2010)</p> <p>Increased and improved positive activities for children and young people</p> <p>Increased access and use of parks and playing in a natural environment</p> <p>Improved confidence of over 400 children and young people through their involvement in creating local adventurous and playful park areas</p> <p>Launch of Street Base and roll out of the Youth Access Connect Card</p> <p>Excellent range of engagement and consultation groups for children and young people</p> <p>Good CiC groups and Young People’s Safety Group</p>	<p>Continue to engage with children and young people on the issues and challenges that they are facing</p> <p>Further celebrate children and young people’s achievements and successes in the borough</p> <p>Continue to engage with hard to reach groups in the community so that all voices are heard</p>

9.2 The Children's Trust has also commissioned specific need assessments such as Children's Services Locality Profiles to inform Children's Centres and multi-agency locality teams commissioning plans, and the development of this Plan. The locality profiles provide detailed data related to needs across the five Every Child Matters outcomes areas in our local wards. Findings from the comprehensive ward analysis will feed into the detailed implementation plan, informing our commissioning intentions locally and enabling targeted preventive work to be undertaken in local areas with most need. Here are some headlines from the detailed ward analysis.

9.3 The largest population growth has taken place in the Barking area, principally in Thames and Gascoigne wards. The projected 0-19 age population growth is predominantly reflecting the increase in the 0-4 age population across the borough, particularly in the wards of Thames and Gascoigne. The West locality - made up of Abbey and Gascoigne - has experienced widespread demographic change. There are now very high levels of diversity with over 85 per cent of the school pupil population from Black and minority ethnic (BME) groups.

9.4 Unemployment and benefit claimant levels are higher in Gascoigne in the West locality; Heath and Alibon in the East locality; Thames in the South West locality; Goresbrook and Village in the South East locality.

9.5 Poverty and deprivation levels are particularly high in two flatted estates cut off from the rest of Barking and Dagenham by major roads (Marks Gate estate, in the far north of the borough, and Thames View estate in the south). Both areas, along with Gascoigne, report higher levels of crime and anti-social behaviour.

9.6 With regard to safeguarding, the borough has a higher number of children subject to child protection plans and children in need living in the areas of Gascoigne, Thames, River, Village and Marks Gate. Safeguarding needs based on social care data are the lowest in Longbridge, Eastbrook and Whalebone.

9.7 White British pupils living in West are more likely to be persistently absent from school and fail to achieve 5 GCSEs than any other sub group in any locality in the borough although results are improving.

9.8 Less than a third of boys in River achieved 5+ GCSEs at C or above including English and maths in 2010 while there is a particular issue surrounding the aspiration levels of girls in Heath where only a third are successful. Overall school attainment levels are particularly low in East and South East wards and higher than the national average in Longbridge, Eastbrook and Parsloes.

9.9 The number of young people not in education, employment or training in the borough is particularly high in Becontree and Goresbrook. Levels are lowest in River and Chadwell Heath.

9.10 The number of teenage conceptions is the highest in Heath ward with above borough rates also reported in Gascoigne, Alibon, Thames and Goresbrook. The lowest levels of teenage pregnancy are found in Longbridge, Chadwell Heath and Abbey.

9.11 Longbridge has very high levels of owner occupancy and is the least deprived ward in the borough with the highest life expectancy and lowest levels of unemployment. Social care needs are low and attainment levels are high. High levels of owner occupancy and low deprivation levels also occur in Eastbrook, Whalebone and the southern half of Chadwell Heath. School results and attendance in these areas are also high and unemployment levels are low.

10. Views of children, young people and families and professionals

10.1 In developing the Plan, an extensive consultation with children, young people, parents, the wider community and professionals across all agencies has taken place over the past year. We consulted vulnerable children and young people via existing forums, including children and young people with disabilities and children in care. Over a 1,000 local residents were consulted and a full copy of the consultation report is on line at <http://www.lbbd.gov.uk/ChildrenAndYoungPeople/Documents/CYPP-consultation-report.pdf>.

10.2 Key messages from the consultation have been grouped under specific themes and have informed both priorities in the plan and future actions we will undertake to achieve our priorities.

What children, young people and parents told us?

Healthy lifestyles

- They want better school lunches and healthier options to eat in the local area
- There are too many fast food outlets in the area
- They want better relationships with their GPs and better advertisement of sexual health services

Things to do and places to go

- They want good quality out of school activities, more youth clubs and better communication on what positive activities are available in the borough, especially for teenagers.
- Children and young people suggested using our local parks, schools and children's centres to put on more activities.
- Parents said they want to be more involved as community volunteers to run out of school activities.
- More provision for children and young people with learning difficulties and disabilities.

Fear of safety, fear of crime and gangs

- They feel unsafe in the local area and talked about their fear of crime and gangs.
- They want more CCTV cameras, a greater police presence on the streets and graffiti and vandalism to be reduced
- Parents and other residents said local safety, gangs, vandalism and anti social behaviour are key areas of concern.
- They want improved relationships between police and young people.

Better schools and enhancing school life

- They want better schools, better school buildings and better facilities in schools.

- Better quality of teaching
- They want a change of focus in schools from results and grades to nurturing children and young people, making sure poorer performers are not left behind.

Increase education, employment and training opportunities so that less young people are NEET

- They want a greater focus on careers advice and training
- They want more one to one help and support with looking with preparing for employment including completing job applications and CVs.
- They want more varied structured and challenging work experience for longer time periods in order to ensure job readiness in the future.
- They want more job opportunities through apprenticeships and via local industry

Valued, respected and empowered

- They want to be a valued and respected member of the community
- They want more successful role models visiting and talking in schools
- They want boys to respect girls, race relations to improve and for life and cultural experiences to be both shared and widened in the borough.
- The community want intergenerational respect to be a priority

10.3 Many of the key themes raised by children and young people, parents and local residents echoed the views of professionals and partner agencies. In summary, the key themes put forward by professionals and the Children's Trust Board are detailed in Table. 2.

Table.2 Professionals, partner agencies and Trust members have also told us to:

<ul style="list-style-type: none"> • “Treat each child as if they were their own child” • Provide help and support to ensure that children, young people and families are healthy, happy, safe, and able to reach their full potential • Raise aspirations and narrow the gap • Maximise household income to reduce child poverty and wider family deprivation in the borough • Help support more people into work 	<ul style="list-style-type: none"> • Continue the drive and focus on early intervention and prevention in the borough • Integrate and embed Think Family • Safeguard children and young people across the board with a focus on young people at risk of joining intelligent gangs in the borough • Continue support and integrate services for children and young people with LDD and SEN
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11. A Call for Change and Plan for Action

11.1 As we set out in section 3, we have two strategic objectives:

- 1. Building and supporting excellent high quality and effective universal services**
- 2. Meeting the needs of vulnerable families - putting families at the heart of what we do**

11.2 To achieve these objectives, the Children’s Trust has agreed five top priorities. The Trust also recognises the need to change the system and the way we work to achieve our priorities in the next five years.

11.3 This section provides a high level summary on what we will do to change and deliver better outcomes for children, young people and their families. Detailed commissioning plans and an overall implementation plan provides detailed actions, milestones, measurements of success, performance targets, strategic leads and resources.

11.4 Our success in our five key priorities will be measured by our impact on the outcomes over the next five years.

Priorities 2011-2016	To achieve this, we will	This will result in:
Ensure children and young people in our borough are safe	<ul style="list-style-type: none"> • Improve the quality and timeliness of assessment and intervention services • Ensure thresholds are applied appropriately so that families get access to services in a quick and timely manner • Share and embed learning from SCRs, Inspections and Safeguarding Peer Reviews • Actively work with partners across the Outer North East London (ONEL) area to reduce the number of child deaths through the adoption of an ONEL Child Death Overview Panel (CDOP) • Maximise opportunities and recruitment of adoption and local foster cares • Further increase the use of the CAF, lead professionals and team around the family across the borough focusing on priority areas • Enhance early intervention and prevention services such as Family Group Conferencing, Crisis Intervention, Restorative Justice and PITSTOP and evaluate impact in 2011/12 • Fully embed and integrate the 6 Multi Agency Locality teams located in our hotspots areas across the borough • Provide Domestic Violence intervention; maintain MARAC and ensure best practice • Pilot a treatment programme for children who experience domestic violence in partnership with the Community Safety partnership • Commission Refuge to provide an Independent Domestic and Sexual Violence Advocacy service, based in the community and in hospital maternity units • Work with the Mayor of London and our partners in East London to develop and support an East London Rape Crisis Centre • Work with schools, young people, Anti Social Behaviour teams and the police to reduce the fear of crime and the possible impact of local gangs 	<ul style="list-style-type: none"> • Children are safer from the risks of abuse, neglect and harm • 90% of Initial Assessment completed within 10 days • 75% or more Core Assessments completed within 35 days • More children and young people adopted • Improved stability of placements for children in care • Fewer children coming into care; reduce numbers to less than 350 • Fewer children subject to child protection plans; reduce numbers to no more than 200 • Increased number of CAFs initiated across all partner agencies • Reduction in the incidence of Domestic Violence • Increased safety of victims and their children affected by domestic violence and perpetrators of DV who are parents held accountable for their behaviour • More children, young people and families receiving Domestic Violence help and support • More children and young feeling safe in the local area and less fear of crime and gangs • Less anti social behaviour and less offending

Priorities 2011-2016	To achieve this, we will	This will result in:
<p>Narrowing the gap - raise attainment & realise aspiration for every child</p>	<ul style="list-style-type: none"> • Ensure services and resources from early years through to tertiary education provide outstanding support, teaching and learning • Implement plans set out in the borough's Schools Investment Strategy and Education Strategy (2011) • Provide intensive support to targeted schools in need of improvement • Provide a range of universal and targeted support services in our 18 children's centres • Develop a Skills Centre due for completion July 2012 (the learning offer will be fully commissioned by the LA and Barking and Dagenham College) • Expand the borough's apprenticeship Scheme across all our commissioned partners • Provide children and young people with a range of opportunities to engage in positive activities and decision making in the local community 	<ul style="list-style-type: none"> • Improved attainment to national levels at all Key Stages. • Improved attainment and narrowing the gap in outcomes, particularly for vulnerable groups (white girls and boys, Children in Care, SEN and Care Leavers) • Improved post 16 attainment • 65% or above early years, nursery, primary schools and secondary schools judged as good or outstanding • 80% or more judged as good or outstanding standards of behaviour • Further reduction in young people not in education, employment or training to less than 5% • Better school attendance (95% plus) and less school exclusions (less than 0.1% of the school population) • Increased self sufficiency and resilience • More children and young people in volunteering

Priorities 2011-2016	To achieve this, we will	This will result in:
<p>Improve health and wellbeing, with a particular focus on tackling obesity and poor sexual health</p>	<ul style="list-style-type: none"> • Provide early intervention and prevention activity via the Childhood Obesity Service provided by the Community Health Service 	<ul style="list-style-type: none"> • Reduction in obesity at Reception age and at age 11 to match national levels (< 5% by 2016)
	<ul style="list-style-type: none"> • Improve play spaces and make sure children, young people and their families are aware of the sporting and other activities in our Borough 	<ul style="list-style-type: none"> • More children and young people participating in sport, physical and leisure activity (100% take up of 3 hours sport in schools by 2012)
	<ul style="list-style-type: none"> • Ensure provision for sport and leisure is embedded in schools, youth services and all other commissioned activities 	<ul style="list-style-type: none"> • Increased take up of Free School Meals (FSM)
	<ul style="list-style-type: none"> • Ensure all in house and commissioned services offer healthy lunches meeting nutritional standards 	
	<ul style="list-style-type: none"> • Provide a fully accessible new leisure facility at Becontree Heath to open in 2011 	
	<ul style="list-style-type: none"> • Ensure good quality sexual health information and contraception is available in all settings for young people and families 	<ul style="list-style-type: none"> • Reduction in teenage pregnancies to less than 140 per year bringing us in line with national rate of 38 per 1,000
	<ul style="list-style-type: none"> • Refresh and deliver the borough's Young People's Sexual and Reproductive Health Strategy 	<ul style="list-style-type: none"> • Increased access to and uptake of contraceptive services
	<ul style="list-style-type: none"> • Enhance support for teenage parents through the borough's 18 children's centres, the Family Nurse Partnership and Think Family projects 	<ul style="list-style-type: none"> • Increased access to screening and GUM services (35% plus)
	<ul style="list-style-type: none"> • Monitor and evaluate progress of the Family Nurse Partnership 	<ul style="list-style-type: none"> • Increased breast feeding initiation and prevalence (> 5%) by 2016 • Reduced infant mortality through improved ante-natal and post-natal support for first time mothers with identified risk factors. • Increased uptake of immunisation of childhood immunisation up to the age of 5yrs.
	<ul style="list-style-type: none"> • Implement the local EmPWR Strategy 	<ul style="list-style-type: none"> • Improved emotional health and wellbeing
<ul style="list-style-type: none"> • Provide a range of Complementary Therapies for children in care 	<ul style="list-style-type: none"> • Improvement in the emotional wellbeing of children in care as indicated by the Strengths and Difficulties Questionnaire from baseline 	

Priorities 2011-2016	To achieve this, we will	This will result in:
<p>Improve support and fully integrate services for vulnerable children, young people and families</p>	<ul style="list-style-type: none"> • Open a new One Stop Family Centre for families of children with a disability • Deliver a high quality accessible Portage Service providing home-visiting educational service for pre-school children with additional support needs and their families • Provide respite and short break support to families in most need • Build independence and self sufficiency through personalisation, self-directed support and personal budgets • Ensure targeted and specialist services for children with additional and complex needs are strengthened • Improve the experience of transitions at key stages of children's lives - moving from early years to schools and from children's to adult services • Integrate services for children with disabilities and special education needs 	<ul style="list-style-type: none"> • Every Disabled Child Matters Charter completed by December 2011 • Improved outcomes for Children with LDD and SEN across all ECM outcome areas • Increased number of parents with children with a disability or special needs accessing short breaks through personalised budgets (100 plus families) • Children, young people and families more independent and self sufficient leading the life they want
Priorities 2011-2016	To achieve this, we will	This will result in:
<p>Challenging child poverty</p>	<ul style="list-style-type: none"> • Implement and deliver the borough's Child Poverty Strategy • Support cross partnership work on reducing the number of children and young people living in poverty • Secure sufficient, high quality and inclusive childcare which meets the needs of parents who are in education, training or work • Provide and improve access to high quality advice, guidance, support and signposting to help more people in to work • Expand the borough's apprenticeship Scheme across all our commissioned partners • Develop more work clubs and volunteering opportunities to enhance employability • Accelerate work with employers and businesses to create more training and job opportunities for local people 	<ul style="list-style-type: none"> • Reduction and impact of poverty reduced • Raised household incomes • Less youth unemployment • Support the work to reduce adult unemployment • More suitable and affordable homes to allow children to thrive
<p>The Children's Trust Board will achieve this by focusing on building and supporting excellent, high quality and effective universal services and meeting the needs of vulnerable families</p>		

12. How we will deliver change and work toward achieving our priorities?

Children's Trust Governance and Board Structure

12.1 The Children's Trust will remain guardians of the plan responsible for monitoring and evaluating progress against all our outcome measures, but with a particular focus on commissioning to address our top priorities. As part of the plan, the Trust will review its current working arrangements and will revise its sub-board structure.

12.2 The Trust is committed to ensuring the best use of resources. We will, therefore, minimise current board structures and associated meetings and adopt a task led approach to commissioning, monitoring and evaluating outcomes. We will establish three main sub-boards reporting into the Children's Trust Board; the Universal Inclusive Board; Meeting the Needs of Vulnerable Families Board and the Children's Health and Wellbeing Board. Safeguarding and safety will be monitored and evaluated by the BDSCB with quarterly reports direct into the Children's Trust.

Monitoring and evaluating performance and outcomes

12.3 The Children's Trust Board will lead on the development of strategic commissioning plans for each priority area. We will produce an implementation plan setting out detailed actions, performance indicators, targets and outcomes we want to achieve each year up to 2016.

12.4 The Implementation Plan will detail how our practices will change to address our key priorities. This Plan will help us develop our working practices in six key areas. These areas are:

1. **Early Intervention** - ensuring we meet the needs of children young people and families quickly so that they do not escalate;
2. **Integrated Working** - ensuring we work together and recognise all our responsibilities to share information;
3. **Joint Commissioning approaches** - ensuring quality must do standards are addressed and value for money delivered;
4. **Workforce Development** - ensuring that all staff across the partnership has the knowledge, skills and commitment to do the job we ask of them;
5. **Communication** - ensuring that all staff across the partnership listen, share information and work appreciatively and ambitiously with children, young people and families; and
6. **Participation** - ensuring that the voice of EVERY child and the family is listened, included and responded to.

12.5 The Children's Trust will monitor progress against the Plan every three months. This quarterly report will include headline results across performance indicators, targets set out in the implementation plan and milestones - significant actions that we are implementing to improve priority areas. This will enable the Trust to discuss what is working well and what is not working well so that the Board can agree a way forward and decide further action and intervention required to bring about improvement.

12.6 The Children's Trust will also publish a comprehensive annual review, detailing progress, key achievements and areas for development. Key risks will be identified and emerging new priority areas will be incorporated into the implementation plan. The annual review will be informed by an updated needs assessment and will incorporate the views of children, young people and families via existing consultation and engagement activities undertaken throughout the year.

Appendix A

Local Strategies

The Community Plan (2009)

Council Plan (Refreshed 2010)

Health and Wellbeing Strategy (2010-2013)

Community Safety Partnership Plan (2008-2011)

Sexual Health and Reproductive Strategy for Young People (2010)

Obesity Strategy (2007-2010) - currently being refreshed in 2011

B&DSCB Annual Review (2009/10)

B&DSCB Business Plan (2010 - 2013)

Corporate Parenting Strategy (2010/11)

Child Poverty Strategy (in development)

Emotional wellbeing, psychological wellbeing and resilience strategy (EmPWR) (2011-2013)

NHS BD Domestic Violence and violence against women and children strategy and action plan (2010-2013)

14-19 Strategy

Housing Strategy (2007-10)

LBBD Children's Workforce Strategy (2011)

Parks and Green Spaces Strategy 2003

Play Strategy 2009

Joint Strategic Needs Assessment (Refreshed 2010/11)

Appendix B

National Policy and Guidance

The **Academies Bill** received Royal Assent on 27 July 2010. The Bill enables more schools to achieve academy status and gives schools greater freedoms over the curriculum. The Bill gives professionals freedom and flexibilities to drive up standards and improvement; greater freedoms (budget, curriculum, staffing) and support another school to raise attainment.

The **Schools White Paper** “The Importance of Teaching” proposes a fundamental reform of education and schools with the establishment of Academy Schools, Free Schools and the introduction of the pupil premium to raise attainment for the most disadvantaged children. Schools and the local authority are working closely together to consider the best way of managing these changes and to develop an excellent educational system for the future. We will publish an Education Strategy in the autumn 2011 in light of the Education Bill.

The DfE are undertaking a full review of statutory returns and National Indicators related to education to be published later in the year. The outcome of this review and any subsequent changes to performance and inspection will be incorporated into the CYPP implementation plan.

The **Education Bill** was introduced into the House of Commons on the 26th January 2011 and is now in Committee. The Bill is an important step in implementing the Government’s education reform programme, taking forward the legislative proposals in the Schools White Paper, The Importance of Teaching and measures from the Department for Business, Innovation and Skills to improve skills, including two elements of the reforms to higher education funding.

The Public Health White Paper **Healthy Lives, Healthy People**, published in November 2010, sets out radical reforms to make health and wellbeing central to all we do - in health and across government. It builds on the proposals set out in the July 2010 Health White Paper, *Equity and Excellence: Liberating the NHS* and further emphasises more personalised services focused on delivering better outcomes for local people. Proposals in the white paper emphasise prevention and the need to tackle health inequalities through making links with wider social issues such as attainment, employment, housing, leisure and crime. Local government will be put at the heart of improving health and wellbeing, and reducing health inequalities with ring fenced Public Health budgets to support the work.

Health and Social Care Bill: The Public Health system will be reformed with localism as the driving principle. In the Health and Social Care Bill, the Government proposes to create an independent NHS Board, promote patient choice and reduce NHS administration costs. It will also transfer ring-fenced funding to local authorities with Health Improvement functions transferring to the local authority from April 2013. In addition, Primary Care Trusts will no longer exist post March 2013 and GP’s will take on the commissioning responsibilities for their communities.

Barking and Dagenham is responding proactively to these changes through the six weekly meetings of the Health and Wellbeing Board. The Board are currently developing their forward plan and performance management arrangements and responding to the range of consultations being issued by spanning from the Health and Social Care Bill. As the future direction of the Health and Wellbeing Board becomes clearer, the Trust will ensure its work is reflected in the CYPP implementation plan.

Munro Review of Safeguarding: We welcome the Government's commitment on safeguarding children and the commissioned Munro independent review of child protection. The first two stages of the review have been published and set out the obstacles Munro sees in the child protection system and the reforms that would refocus the system on the child's journey. Munro states that removing barriers and bureaucracy from social work practice that prevent face-to-face time with children and families will improve the system. The areas for reform in the interim report include;

- The importance of a management and inspection process that monitors whether children are getting the help they need rather than being a tick-box exercise
- Developing social work expertise by keeping experienced, more senior social workers on the front line so they can develop their skills and better supervise more junior social workers
- Giving other professionals - health, police and family support services - easier access to social work advice when they have concerns about abuse and neglect
- Revising and reducing the statutory guidance, *Working together to safeguard children* - so that core rules are separated from professional advice
- Considering a national system of trained reviewers of serious case reviews (SCRs), who can share findings so that lessons can be learnt nationally.

Safeguarding inspections and performance measures will be subject to change post Munro publication of the full report and will be incorporated into our CYPP action plan accordingly.

Early Intervention

We also welcome the Government's emphasis and continued funding in early years intervention. The Government has commissioned a number of reviews in the area of early intention such as **Frank Field review of poverty** arguing that good parenting and not income determines children's outcomes. Field recommends the development of a set of Life Chances Indicators and a new tripartite education system; the Foundation Years, covering from conception to children aged five.

The Graham Allen Review "Early Intervention: the Next Steps", in essence makes the recommendation for a big shift in spending to early years. The review highlights the importance of early intervention and recommends a new focus on early intervention through the creation of 'Early Intervention Places' and an independent Early Intervention Foundation to promote early intervention and act as a over funding. The GLA have provided evidence of the economic case for early intervention demonstrating that early years programmes can have significant benefits in terms of life-long health, educational attainment, social, emotional and economic wellbeing and reduced involvement in crime that far outweigh their costs. The emphasis on early intervention is echoed in our vision and priorities and will inform the implementation plan of the CYPP as well as the Joint Commissioning Strategy of the Children's Trust.

The **Dame Clare Tickell review on Early Years education** is due to be published later this year and we will consider recommendations and implications for the Plan once published.

The Government's **Green Paper Support and aspiration: A new approach to special educational needs and disability** was published on the 9th March 2011. The green paper sets out wide-ranging proposals, such as:

- a new approach to identifying SEN;

- a single assessment process and Education, Health and Care Plan by 2014;
- a local offer of all services available;
- parents to have the option of a personal budget by 2014;
- giving parents a real choice of school; and
- greater independence to the assessment of children's needs.

A consultation on the proposals put forward in the Green paper will run from the 9th March to 30th June 2011.