

Doncaster Children and Young People's Plan 2017-20

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1. Introduction: A Commissionable Children and Young People's Plan

Responsibility for the lives and well-being of children across Doncaster largely rests primarily with their families and carers who are supported by Doncaster Council, Doncaster Schools, Doncaster Children's Trust, St Leger Homes, South Yorkshire Police & the NHS. The efforts of these institutions, together with families and carers, are critical to children staying safe, being healthy and achieving.

Collectively, these institutions spent £364m on children and young people in 2015/16. There are approximately 65,000 children and young people under the age of 18 in Doncaster. This amounts to an average of £5,600 spent per child. Out of this money children are schooled, kept healthy, supported in their early years, kept safe and secure and the most vulnerable children and young people properly cared for.

The Children and Young People's Plan is established to ensure that those institutions with a responsibility for children work and plan together, agree on a collective set of priorities and take collective responsibility for improving children's outcomes. These outcomes are measured and grouped as follows

- Staying Safe
- Being Healthy
- Achieving
- Equality

While measuring children's outcomes in these areas will tell us a lot about children's progress and well-being there has to be a balance with how children and young people experience life and what is important to them, the challenges to families in raising children and how they feel services should work for them.

Also, austerity has seen significant cuts in the money going to public services so there is a need to work differently and achieve better with less.

So, the Children and Young People's Partnership, having reflected on recent progress wants to focus on some key themes to better build the notion of a child friendly Borough. These are:-

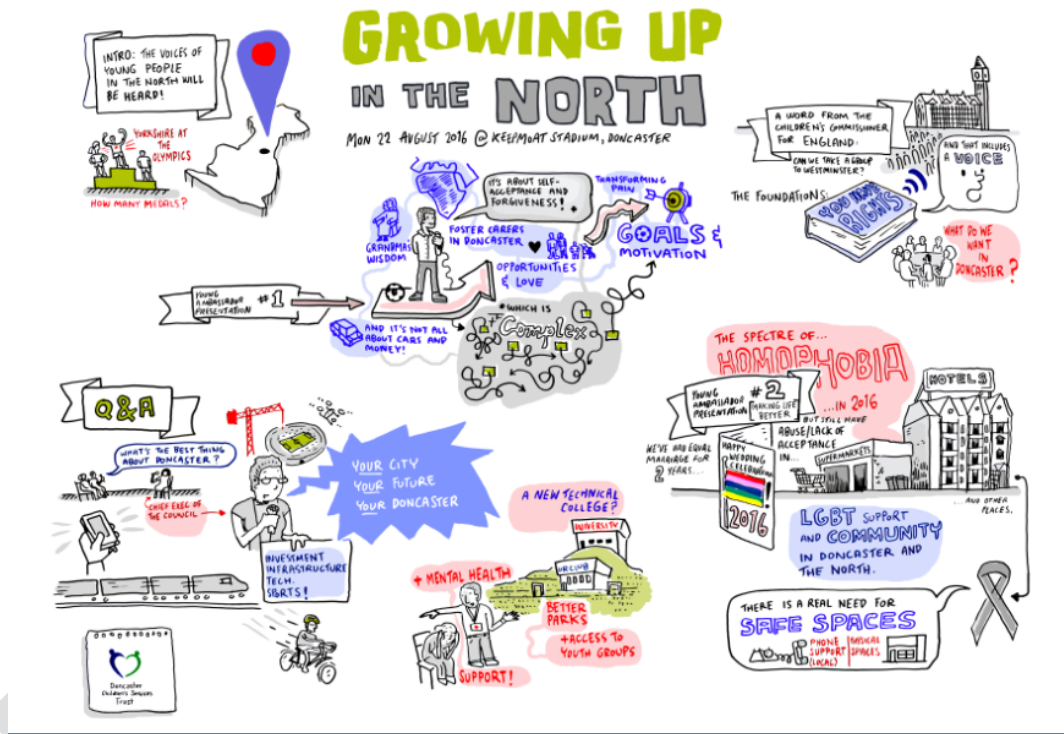
- Listen to what children and young people have told us is important to them and improve outcomes in these areas.
- Adopt new ways of working that builds resilience in young people, their families and their communities.
- Place a renewed focus on social mobility and how services enable young people to achieve and 'get on'

This plan sets out how the overall ambition for children and young people translates into action and how we can assess the impact we are having. It sets out who is doing what and the priorities for the next 3 years and acts as the overarching document that directs strategic commissioning across the partnership.

2. What's the story in Doncaster?

Consistent with the partnership's pledge put the voice of children and young people at the centre, we set out here a summary of what they have had to say and their priorities.

Schools and services for children maintain a day to day conversation with children and young people who are eager to both have their voice heard and also to take decisions. The illustration below is typical and sets out the complex relationship between their lives, families, schools and some services and what would improve their lives.



Here we see the words Children and Young People use most often. In coming years the partnership will work with young to find ways to measure how issues such as communication, trust, empathy, equality and respect have improved. This will be at the heart of efforts to make Doncaster a more Child friendly place.



Children and Young People's Priorities

Engagement with young people across the partnership has resulted in them identifying the following priorities. These are grouped against the 4 themes.

THEMES	CHILDREN & YOUNG PEOPLE'S PRIORITIES			
Safe	Feel safe - knowing that they can safely live and thrive in the borough	Supported by someone they trust	Equipped to handle bullying – more resilient and better able to handle difficult situations	
Healthy	Better knowledge of services – what is available to them in their area	Reduced stigma around mental health – timely support and access to services	School Nurses to be available more around school and offer increased access	
Achievement	Life skills – making sure that they are well prepared for adulthood	Pathways to employment – ensuring that they are moving towards good quality, sustainable work	A broad and balanced curriculum equipping them with the life skills they need to be independent and successful as an adult	
Equality	Treated respectfully – seen as valuable members of society with something unique to bring to discussion	Listened to – make them feel that their opinion is valued. This should happen in a supportive, nurturing capacity or an informative capacity to enable them to explore a variety of career paths	Better incentives – encouraging positive choices and patterns of behaviour	More positive stories – moving from a negative perception of young people to one which focusses on their strengths and achievements

When testing these priorities back with children and young people, they were particularly keen to stress issues around 'mental health support', 'being listened to', 'being supported to stop bullying' and 'having someone to talk to'. In the surveys these were the most important issues for young people in the series of important issues.

In Section 6 we set out how the partnership intends to respond to these priorities.

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3. Progress against the 2014/16 Plan

What has been achieved under the recent plan informs the priorities of this plan, the main outcomes of which are set out below:

Key Performance Areas

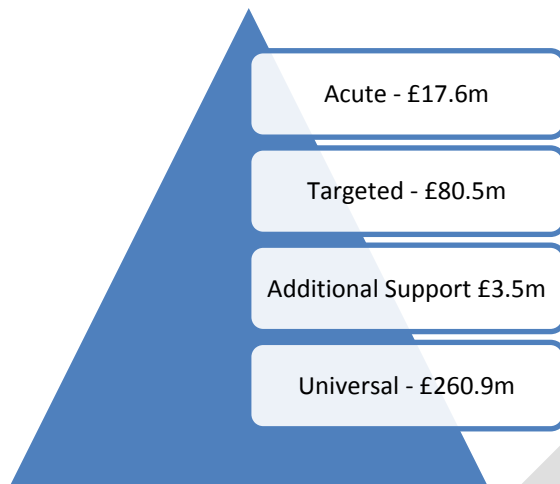
- Improved performance means that levels of school readiness and NEET (not in education, employment or training) young people are comparable with the national average and lower than our regional and statistical neighbours.
- Attainment in Doncaster is improving and the rate of improvement is showing healthy signs. However educational outcomes at both KS2 and KS4 remain below the national average. The number of schools rated 'Good or Better' is still significantly lower than the national average, and in Key Stage 1 and 2, fewer Doncaster pupils achieved the expected standard in reading writing and maths than nationally
- Doncaster has the second highest Children in Care numbers among the statistical neighbours, and the rate of children subject to a Child Protection Plan is higher than statistical neighbours, regional and national averages.
- Particular health concerns are obesity levels in Yr 6 children, hospital admissions among adolescents due to substance misuse and the numbers holding level 2 qualifications by the age of 19. In each of these areas, performance has worsened.
- The Troubled Families Programme appears to be having an impact on young people's school attendance but more broadly persistent school absences at primary school have not improved and sit well above national averages

Actions

- Since October 2014, Doncaster has operated with a Children's Services Trust, and the local authority and other partners have forged a successful working relationship with this new provider, driving an improvement in outcomes for some of the most vulnerable children
- In 2015 Team Doncaster established an independent Commission on Education and Skills. Its 2016 report included a series of recommendations, which highlighted the "existing and developing networks of individuals across the public, private, voluntary and charitable sectors, committed to working together to improve Doncaster's education and skills system."

Our investment in children and young people

The amount of public sector funding that is spent on children and young people in the borough has been subject to consistent pressure since 2010. The four year Spending Review, running from 2011/12, has seen around a quarter of budgets removed from local government, with similar cutbacks in Health, Police, Fire and Rescue and other areas of public spending. Collectively, £364m was spent on children and young people in 2015/16. This represents spending from the local authority, children's trust, health, police and housing. The money can be seen to have been spent across the following four tiers:



Conclusions

While there have been some notable improvements in some areas, the following conclusions can be drawn

- Improvement in children's outcomes across the partnership is inconsistent. Many areas show marginal significant improvement and others demonstrate little real change
- In establishing the Doncaster Children's Trust and the Doncaster Commission on Education and Skills, the partnership is demonstrating it is responding to these challenges
- The scale of reduced resource implies that performance has in some ways been affected so the process of prioritisation is more important than ever
- The approach to strategic commissioning should be reviewed and strengthened

4. The Evidence Base

To complement the voice of children and young people, the partnership collates a wealth of socio economic data to illustrate key local challenges. Key findings are set out here. A more comprehensive analysis can be found in the Joint Strategic Needs Assessment.

Joint Strategic Needs Assessment

A key supporting source of information for understanding the lives of children and young people in the borough is the Joint Strategic Needs Assessment. This allows us to establish trends in data across a wide range of variables and discern where more effort is needed, or a new approach, along with understanding what is already working well.

<i>Theme</i>	<i>Key Areas of Concern</i>
Safe	<ul style="list-style-type: none"> • Increasing referrals to Early Help • Referrals for Statutory Intervention • Children in Need with neglect numbers • Children in Care numbers • Incidents of Domestic Abuse • Children going missing from home • Children at risk of CSE • Youth Justice system entrants
Healthy	<ul style="list-style-type: none"> • Infant mortality rates • Breastfeeding prevalence • Babies living in smoking households • Emergency Admissions to hospital • A&E Attendance by 0-4yr children • Childhood Obesity in reception and Yr 6 • Teenage Pregnancy • STIs in young people • Substance Abuse
Achievement	<ul style="list-style-type: none"> • EYFS good level of development • Increasing eligibility for 2yr old funding • KS1-4 attainment • Looked After Children's outcomes • NEET
Equality	<ul style="list-style-type: none"> • Gap in KS1-4 performance between pupils receiving FSM and those children living in low income/workless households • Children living in income deprived households in 10% most deprived areas • The number of children in poverty continues to increase (currently 30% after housing costs) - the 4th highest rate regionally, behind only Bradford, Hull and North East Lincolnshire • The recent Social Mobility Commission report also highlighted that Doncaster is in the bottom 10% of areas nationally for social mobility. • The national Households Below Average Income statistics also demonstrate that the number of

	children in poverty that live in families with at least one person in work now stands at 66%. This clearly shows that while families are moving into work, they aren't moving out of poverty
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Emerging priorities from the JSNA

The analysis of our performance and progress to date, alongside the emerging trends identified in the JSNA, has led us to identify a number of priorities for action over the course of this Plan.

THEMES		KEY PRIORITIES	
Safe	Children have access to the right services at the earliest opportunity	Domestic abuse practice is transformed across Doncaster	No child suffers significant harm resulting from neglect
	Children and young people are healthy, have a sense of wellbeing and are resilient	Children have the best start in life	Children and young people's development is underpinned through a healthy lifestyle
Achievement	Ensure all children are school ready	All children attend a good or better setting and aspirations are raised to ensure they reach their full potential	Young people are equipped to access education, employment or training in a way that supports future social mobility
	Diminish the difference between disadvantaged and non-disadvantaged children and young people		Fewer children live in poverty
Equality			

We are also aware of initial and anecdotal evidence that young people's housing needs is an issue – it is our intention to do further analysis of this to better understand the problems facing young people as they move into independent living arrangements, and therefore develop plans accordingly.

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5. Priorities Action Plans

Evidence Driven

Priorities	3 Key Actions	Governance & accountability
Children have access to the right services at the earliest opportunity	<ul style="list-style-type: none"> • Develop a comprehensive and robust local offer is to support families • Promote the use of the team around the child approach at a universal and single agency level to prevent the escalation of need • Ensure that early help and prevention services are available for children of all ages through the provision of age appropriate strategies 	Early Help Strategy Group
Ensure no child suffers significant harm resulting from neglect	<ul style="list-style-type: none"> • Develop new practice model for intensive work with families experiencing long term neglect; • Ensure consistent use of the DSCB neglect toolkit across all levels of need and by all professionals across the partnership. • Ensure that there is a clear pathway across the partnership for addressing neglect and support all partners in identifying early signs of neglect in their core roles. • Provide in school resources and learning around domestic abuse (age appropriate) so children know how to recognise the signs and know how to get help 	Tackling Neglect Strategy group
Domestic abuse practice is transformed	<ul style="list-style-type: none"> • Raise awareness, visibility and identification of domestic abuse issues through programmes of engagement and support to children, young people and families • Influence and support the development of policies and procedures in all workplaces to support organisations to act responsibly for the wellbeing of their employees through programmes of direct support • Improve the quality and use of data, research and local intelligence across the partnership to inform commissioning and target resources more effectively and efficiently to address levels of need and risk 	Safer Stronger Partnership
Children and young people are healthy and have a sense of wellbeing	<ul style="list-style-type: none"> • Develop targeted programme for obesity prevention for primary schools • Develop and implement DCSB suicide prevention strategy and revise the 	Emotional health and wellbeing strategy group Healthy Choices Group

	<p>arrangements for children in care to have timely health and wellbeing assessments and effective and timely plans to meet identified needs.</p> <ul style="list-style-type: none"> • Implement the Local Health Transformation Plan. 	
Children have the best start in life	<ul style="list-style-type: none"> • Ensure a coordinated offer focusing from conception through to the first 1001 days, with clearly defined pathways through services based on a family's continuum of need • Intervene at the earliest opportunity with identified families, to ensure they are prepared for parenthood and able to parent effectively ensuring the optimal health and development of their child • Partners work to a common purpose to target vulnerable families and work in a coordinated way to support the whole family, aligning with the early help cohort of the Place Plan. 	Starting Well group
Children and young people's development is underpinned through a healthy lifestyle	<ul style="list-style-type: none"> • Undertake a systematic review of the delivery and provision of physical activity and sport. • Develop a playing pitch strategy is currently being commissioned with financial and technical support from Sport England • Extend NCS programme reach including free access for all children in care and the 'This Girl Can' sports engagement programme for girls and young women who are in care or care leavers. • The early years and dental workforce have access to evidence based oral health training. • A campaign to promote free emergency hormonal contraception through Pharmacies 	Healthy Choices group
Ensure all children are school ready	<ul style="list-style-type: none"> • To provide accessible, flexible and high quality effective early learning and childcare for all children • To narrow the attainment gap especially for children in the most deprived areas • To support early year's organisations and child-minders across the sector to work together to ensure the early year's workforce has the knowledge, skills and support that will enable children to reach their full potential. 	Starting Well Group
All children attend a good or better	<ul style="list-style-type: none"> • Ensure Children in Care and Care leavers are supported in the school 	Corporate Parenting board / Virtual School

setting and aspirations are raised to ensure they reach their full potential	system through better advice and guidance, better tracking , improved advocacy programmes and workforce development	governing body Education and Skills Board
Young people are equipped to access education, employment or training	<ul style="list-style-type: none"> • The roll out of the Education and Skills Commission • The number of care leavers accessing further education, including degree level qualifications increases to be in line with the young people who have not been Looked After (currently 31% as of August 2016) • Create opportunity for young people at all ability levels to access community interest or social enterprise models, which are sustainable and provide a pathway to success 	Education and Skills Board
Diminish the difference between disadvantaged and non-disadvantaged children and young people	<ul style="list-style-type: none"> • Schools have robust strategies to ensure effective use of pupil premium spend • Ensure data analysis underpins a system wide approach to improving outcomes for all children including the most vulnerable. • Work with strategic partners to ensure that StEP visits scrutinise the use of resources to improve outcomes for disadvantaged pupils. 	Education and Skills Board Anti-poverty strategy group
Fewer children live in poverty	<ul style="list-style-type: none"> • Through the Troubled Families programme and Early Help, support parents with a history of worklessness and disadvantage to be economically viable; • Roll out of the Education and Skills Commission • Support the provision of sufficient high quality, affordable and accessible childcare to enable parents to attend work or training. 	Anti-poverty strategy group Education and Skills Board Starting Well group
Keeping teenagers and young people safe	<ul style="list-style-type: none"> • Develop inquisitive approaches to mapping complex safeguarding issues between CSE, Organised Crime, FGM, trafficking, forced marriage and Domestic violence • Develop locality profiles to understand what the current risks to teenagers and young people are in terms of location, activity and people and ensure that teenagers/young people know about healthy relationships and issues relating to consent • Ensure that diversionary activities are targeted where they are needed and 	Tackling Neglect Group Local Safeguarding Children's Board Healthy Choices group SSDP

	safe spaces in the town centre and localities for teenagers and young people	
Young Carers	<ul style="list-style-type: none"> Assess the needs of the adult or child who needs care and support and then see what remaining needs for support a young carer in the family has. Trigger either an assessment or the offer of an assessment to the person needing care using a whole family approach As appropriate offer targeted and time limited support or sign post to universally delivered specific YCs services 	<p>Early Help strategy group</p> <p>(Actions will be delivered through existing young carers arrangements undertaken by DCST)</p>

Children and Young People's Voice Driven

Priority	Key Actions	Lead
Feel safe - knowing that they can safely live and thrive in the borough	<ul style="list-style-type: none"> Children and families receive timely interventions that meet their needs as they arise. The support families receive helps to reduce concerns escalating. 	DCST, DSCB
Supported by someone they trust	<ul style="list-style-type: none"> Children are supported by professionals who listen to them and take action to meet their needs and tackle concerns they raise. Develop a participation strategy which provides all children with the opportunities to engage in the development of services 	DCST
Equipped to handle bullying – more resilient and better able to handle difficult situations	<ul style="list-style-type: none"> Mental Toughness Project 	DMBC
Better knowledge of services – what is available to them in their area.	<ul style="list-style-type: none"> Better Transport Project 	Youth Parliament
Reduced stigma around mental health – timely support and access to services	<ul style="list-style-type: none"> Young People's Better Mental Health Plan Mental Toughness Project 	Youth Parliament DMBC
Life skills – making sure that they are well prepared for adulthood	<ul style="list-style-type: none"> Education and Skills Commission Engagement with Education and Skills Commission Project 	Team Doncaster Youth Parliament
Pathways to employment – ensuring that they are moving towards good quality,	<ul style="list-style-type: none"> Education and Skills Commission Engagement with Education and Skills Commission Project Living Wage Project 	Team Doncaster Youth Parliament

sustainable work		Youth Parliament
A broad and balanced curriculum equipping them with the life skills they need to be independent and successful as an adult	<ul style="list-style-type: none"> • Education and Skills Commission implementation • Engagement with Education and Skills Commission Project • Curriculum for Life Project 	Team Doncaster Youth Parliament Youth Parliament
Treated respectfully – seen as valuable members of society with something unique to bring to discussion	<ul style="list-style-type: none"> • Youth Council • Families moving on together 	DMBC DMBC
Better incentives – encouraging positive choices and patterns of behaviour	<ul style="list-style-type: none"> • Healthy learning, healthy lives • Respect Yourself 	DMBC DMBC
Listened to – make them feel that their opinion is valued. This should happen in a supportive, nurturing capacity or an informative capacity to enable them to explore a variety of different career paths	<ul style="list-style-type: none"> • Education and Skills Commission implementation • Good Childhood Index 	Team Doncaster The Children's Society
More positive stories – moving from a negative perception of young people to one which focusses on their strengths and achievements	<ul style="list-style-type: none"> • Education and Skills Commission implementation 	Team Doncaster

6. The partnership operating environment & national policy context

Accountability and changing roles

Doncaster is largely unique in that all of its secondary schools are Academies or part of Multi Academy trusts. This shift in the locus of control for education has perhaps best been characterised by the introduction of a regional schools commissioner.

Also in 2014 Doncaster established a Children's Services Trust to manage the children's social care system. This is a fairly fundamental shift in a relatively short period of time and changes significantly the role of the local authority.

The Wood Review¹ in May 2016 set out recommendations for making local safeguarding children boards (LSCBs) more effective. This included reducing the

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/526329/Alan_Wood_review.pdf

number of agencies who had to be a part of the board to just the local authority, the police and health.

Changes to LSCBs are incorporated into the Children and Social Work Bill. It is expected that LSCBs will retain current functions until the end of March 2018. Constructive local challenge against a clearly agreed and owned joint endeavour is the means of binding partners together and holding each other to account. In Doncaster, we are already trialling a local 'Performance Accountability Board' which is independently chaired. (The agreed change propositions can be found in Annex 4).

The combination of all these factors means that partnership and collaboration is of the utmost importance in Doncaster and that the Children and Families Partnership Board has a truly vital role in enabling collaboration.

Legislation

At the time of writing 2 key areas of legislation are going through Parliament.

- The Children and Social Work Bill introduces a number of new requirements for local authorities and providers. This legislation sits alongside the new strategy called Keep on Caring². The strategy sets out how the Government will use the Children's Social Care Innovation Programme to rethink transitions to adulthood for young people in the children's social care system.
- The 'Schools that work for everyone' Green paper that proposes the expansion of selective schools

The Partnership will be required to revisit the implications of this legislation on its plans once assent is in place and the Government sets out its plans for implementation.

Social Mobility Opportunity Area

At the time of writing Doncaster had been nominated to receive a share of a DFE announced £72m fund to promote social mobility. Doncaster is one of 12 so called 'opportunity areas' - areas which are ranked as 'cold spots' in the government's social mobility index. As details of this emerge the partnership will need to revise its plans appropriately. The objectives of the social mobility funding closely reflect the ambitions set out in the Doncaster Education and Skills Commission

Sheffield City Region

The Sheffield City Region has been pursuing an ambitious devolution deal to secure a Mayor for the combined authority. This would see the region look to deliver an integrated skills and training system across the local area, 'driven by the needs of the economy and led by the private sector, giving local businesses the skilled labour they need to grow'³. Crucially, there are plans for the SCR to play a central role in enabling businesses, especially SMEs, to take up and invest in apprenticeships. This

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/535899/Care-Leaver-Strategy.pdf

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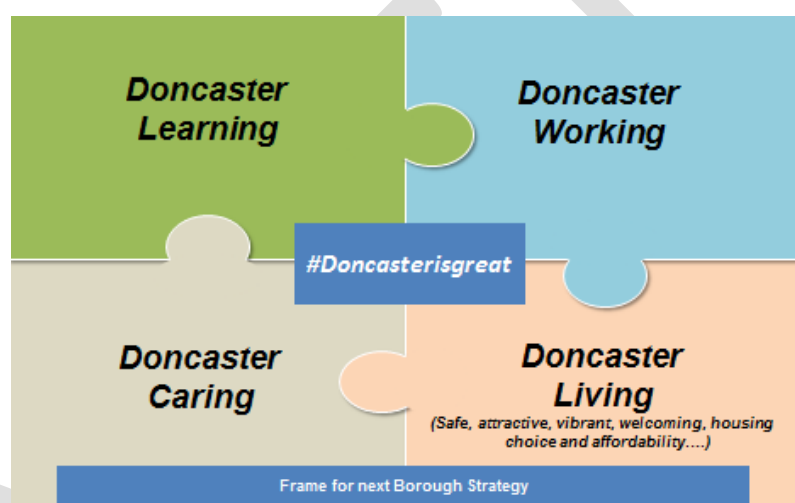
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/403161/FINAL_Sheffield_City_Region_Devolution_Deal.pdf

is a crucial development in terms of the long term employment prospects in the borough.

Doncaster strategies

DN21 – borough strategy

The DN21 (borough strategy) programme sets out the long terms partnership vision for Doncaster. It is based on the knowledge that the next four years represents a series of challenges and opportunities for the business, citizens and local agencies in the borough. The work will focus on four policy priority areas: learning, living, caring and working. There are key links to children and young people in the borough through these areas; for instance, children in care and young carers, two groups of young people identified as priorities in Doncaster, will see their work co-ordinated across Doncaster under the ‘Caring’ priority area.



Doncaster CCG Transformation Plan

The CCG has developed a Local Transformation Plan⁴, which is Team Doncaster’s five year vision to transform the emotional wellbeing and mental health system, in response to the Future in Mind⁵ document. The key focus is on early intervention and prevention and strengthening Children, Young People and their families involvement in all decisions. The key deliverables are:

- Support Universal Services
- Development of Intensive Home Treatment Provision
 - Caring for the Most Vulnerable
 - Implement the Crisis Care Concordat
 - Eating Disorders
- Children, Young People and Families have a Voice

Health and Well-being strategy 2016-21

The Doncaster Health and Wellbeing Strategy has three key aims:

⁴ <http://www.doncasterccg.nhs.uk/wp-content/uploads/2016/11/Doncaster-LTP-2016-20-Finalised-.pdf>

⁵ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

1. This Strategy presents a high level vision for health and wellbeing in Doncaster and describes the locally adopted model for health and wellbeing
2. The Strategy outlines the roles and ways of working for key partners to play in ensuring the effective delivery and implementation of the Health and Social Care Transformation Fund which will focus on developing early interventions and lower level wellbeing support in communities
3. The Strategy has identified 4 key themes for development to improve health and wellbeing outcomes in Doncaster:
 - Wellbeing
 - Health and Social Care Transformation
 - Five Areas of Focus
 - Reducing Health Inequalities

Taken together these three aims form the work plan of the Health and Wellbeing Board, which will continue to be the key partnership for health and wellbeing in Doncaster and is part of the wider Team Doncaster Strategic Partnership. This is also supplemented by the production of the Director of Public Health's Annual report, which demonstrates the state of health within communities.

Doncaster NHS Place Plan

The Place Plan articulates a shared vision across health and social care in Doncaster. There are four key outputs that are associated with this Plan, which connect to the Children and Young People's Plan:

- Facilitation of the development of integrated commissioning and provision.
- Work with system leaders
- Development and delivery of training
- Engagement and communication plan

It is expected that this joint vision will help to drive new ways of working, based on a model that looks to deliver early help and more community based solutions that keep people well rather than treating them only when they become ill. This will see the partnership working in co-terminus localities and taking a neighbourhood and integrated approach across health and social care system. The key deliverables are:

- A multi-disciplinary approach that brings a range of professional skills and expertise to bear through a 'Team Around the Child, Young Person/Family'
- A relationship with a trusted lead professional who can engage with the child / young person and their family, and coordinate the support needed from other agencies.
- Practice that empowers families and helps them to develop the capacity to resolve their own problems.
 - A holistic approach that addresses a child / young person's needs in a wider context
- Simple, streamlined enquiry and assessment process

Doncaster safeguarding children's board (DSCB)

The DSCB has a clear set of agreed priorities and an action plan that seeks to achieve them. This helps to ensure that there are effective arrangements in place to respond to key safeguarding risks, stay aware of emerging issues which have implications across the partnership, and have a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities.

Doncaster Education & Skills Commission

The Independent Commission on Education and Skills in Doncaster in their 'One Doncaster' report identified the need for the education and skills system in the borough to thrive. The Local Authority will work with strategic partners, school leaders and governors, national agencies and other partners and stakeholders to ensure that the system delivers what is expected and required.

There are four key tenets of the reform programme that will tie in to the Children and Young People's Plan:

From plans to action: Shared leadership of reform that delivers for Doncaster's citizens and its economy



The key deliverables are:

- Developing a 'whole person whole life' focus
- Create a local all age Careers and Employment guidance system
- Provide outstanding teacher development opportunities

Doncaster Raising Aspiration and Achievement Strategy

To deliver the improvements that Doncaster needs the local authority will work with strategic partners to ensure that school and college leadership at all levels is of the highest quality and that leaders in turn improve the quality of provision their schools and colleges offer. Children and young people and their families will also receive the additional support they need, both in and out of a school or college setting, to ensure that the young person has every chance to take advantage of the better opportunities they are given.

The Council has clear ambition for the schools and colleges in Doncaster and the children and young people who attend them. It is committed to achieving excellence in education and believes that all children and young people are entitled to be educated in successful local schools. The key deliverables include:

- To reduce by half the number of schools that are categorised as Schools Causing Concern and to improve the LA Ofsted schools' profile
- To improve the behaviour continuum for vulnerable students in Doncaster
- To improve safeguarding in schools so that it is judged as effective

Area Working

During 2017 the Children and Young People's partnership will agree 4 area based implementation plans which will enable it to better shape delivery and respond to need. This will build localised data and insight to enable the partnership to better assess impact.

Doncaster Confident Families Programme

Doncaster Stronger Families programme is central to all Early Help and family support work across the wide range of partners in Doncaster. It focus on families with children that face challenges around crime and anti-social behaviour, school attendance , children who need help , at risk of worklessness and a range of health problems. A whole family assessment and action plan must take into account all issues (both child and adult) and have in place interventions to tackle these.

7. Delivering on our ambition in 2017-20 - How we intend to work together to achieve this

We will be clearly seeking to deliver on our ambition to become the most child friendly borough in the country. Central to this is a fundamental shift in our approach – moving from simply trying to respond to national directives to seeking to shape the narrative and become an example of best practice. In a time of constrained finances, this is absolutely essential, and is a clear indication of determination to see the children and young people of Doncaster consistently achieve their full potential.

Partnership Principles

- Be child focussed – children and young people are our primary concern
- Use evidence-based approaches to ensure effective interventions
- Use relationship-based interventions to maximise families' trust and confidence in our services
- Use resources wisely
- Use an integrated 'right first time' approach to ensure best use of resources
- Deploy high quality performance management and quality assurance arrangements to ensure that we are self-aware and able to react quickly to changing needs.
- Agree strengths informed approaches to ensure maximum engagement and strengthening of families
- Be curious about what we don't yet know – and determined to find out
- Be champions for children and young people in every aspect of our work
- Recognise and act upon our responsibilities as corporate parents for children in care and care leavers
- Be respectful of difference and celebrate diversity
- Respect customers, stakeholders and colleagues, treating them with courtesy, dignity and consideration
- Do what we say we are going to do
- Bring innovation and creativity into our planning and delivery of services
- Work ethically and safely at all times; be fair, honest and transparent
- Deal with information about other people with sensitivity, care and consideration
- Take time to listen: it's a two-way conversation
- Make sure we say sorry when things go wrong
- Respect and encourage the hopes and dreams of the children and young people we work with
- Seek always to raise aspirations for CYP, families and communities
- Be ambassadors for Doncaster
- Challenge poor practice and accept challenge constructively
- Be change agents in people's lives and empower families through our work

Participation, voice and influence – “No decision about me without me”

- Recognise that children, young people, parents and carers are experts by experience
- Making sure that involvement is seen as a continuous process of dialogue-building and not just a series of one-off exercises.
- Children and young people are treated with respect and honesty and their contribution is acknowledged as important.
- Investing resources in developing people with the skills and knowledge to build trusted and imaginative ways of involving children and young people.

- Avoiding duplication across the partnership and therefore avoiding unnecessary cost and ‘consultation fatigue’.
- Working with children and young people to understand “what works for them” in terms of involvement.
- Making sure that involving children and young people in the democratic decision-making process is seen as a valuable end in itself and an important part of our work.
- Accepting that children and young people are not always going to tell us what we want to hear - in the way that we want to hear it.
- Providing a range of opportunities for involvement to meet the needs and preferences of our diverse community.
- Making sure that when we ask children and young people what they think about issues and services that we are committed to respond.
- Using the Youth Parliament, Children in Care Council, Care Leavers’ Council and social media to make sure that children, young people and their advocates can see what has changed as a result of their involvement.

Common Outcomes Framework

The Children and Young People’s Plan follows on from the ambition of partners and their own individual priorities, focusing the borough on the outcomes that really matter for children and young people, and connecting children and young people to the growing number of opportunities that we are seeking to provide over the next few years.

It means that whilst our individual roles and services may deliver on particular issues, overall our models of support for children will add up to a something greater than the sum of our parts. It also means that we will place critical importance on understanding what matters to children and young people, updating our plans and service specifications accordingly – through regular listening and engagement with practitioners, families, and children and young people, supported by rigorous analysis of statistical data, such as the Joint Strategic Needs Assessment, and research.

Working in partnership

Achieving our vision will only be possible through working with partners across organisational and service boundaries. Doncaster has an ever improving platform to work from in this regard, both in terms of new, improved governance arrangements, and integrated strategies to work from. The partnership is collectively working towards four policy priority areas for its work over the next four years: living, caring, working, and learning, and this Plan is cognisant of this, seeking to integrate crucial outcomes specific to children and young people into the broader borough-level ambition.

Work is on-going through the Children and Families Partnership Board to drive improvement in outcomes for children and young people. The Board acts as the overall steering and coordination body, working with partners across Doncaster to focus effort around the priorities and outcomes. It also provides high level oversight of the work of the partners, working to deliver coherency in plans and that actions can contribute effectively to the key outcomes for the borough.

We have also established an interim executive group (IEG) that has taken forward 4 key strategic tasks in the borough: the JSNA, the CYP Plan, the production of an

updated outcomes framework, and a governance review to better align to our new priorities to established, accountable groups. This will help to ensure that all partner organisations are action focussed and deliver against agreed actions seeking to improve the health, wellbeing and attainment of children and young people across the borough. (The proposed new structure is included in Annex 1).

Joint Strategic Commissioning

Joint Commissioning is currently carried out through an Executive Group that includes partners from the local authority, Children's Trust and Health partners. This group will revisit its commissioning priorities as a consequence of this plan and deliver joint commissioning strategies by June 2017

The review will entail:

- Baseline current commissioned activities by all agencies for children aged -25 covering costs
- Analyse the impact of existing activities against JSNA priorities for relevance
- Analyse performance framework against the new outcomes framework
- Identify decommissioning and re-commissioning against existing procurements and contracts
- Establish revised commissioning strategies

Local Office of the Children's Commissioner

The local authority is committed to a new role of the Local Office of The Children's Commissioner. This strategic role will help to drive forward our new approach to engagement, and ensure greater co-ordination of action and intent across Team Doncaster. There are three key principles which will drive the way that we take our work forward over the next four years:

- Be child and young person centred
- Listen to and respond to children and young people
- Focus on strengths and building resilience

By committing to this approach, we are confident that we will deliver on our ambition to make Doncaster the most child friendly borough in the country.

Policy Implementation Gateways

Of central importance to this is the development of an approach based on policy 'gateways'. This rigorous analytical toolkit ensures a consistency in the approach to developing policy and strategy in the long term, and will mean that there is less duplication of effort alongside a clear rationale for implementation of interventions at a practice level. It will also allow for a more robust process of evaluation of the effectiveness of our strategies, allowing us to change course if something is not delivering the outcomes that we want to see. Incorporating best practice tools and techniques, such as horizon scanning, examples of new evidence based practice, and looking for examples of innovation, this will complement the and underpin the work on our DN21 (borough strategy) programmes of work.

New approaches to assessing impact

The combination of better data and better insight is changing policy around children and young people. As such we propose a rejuvenated approach to assessing rounded impact based on the following areas. These approaches are being adopted precisely because they are able to inform our partnership better in respect of our local challenges.

Life Course Thinking

Increasingly, evidence on child and early adolescent development has resulted in a shift towards life course assessment. This in turn challenges Children and Young People's partnerships to think more expansively around the development of children and young people and, while organisations within our partnership will be largely responsible for specific areas of delivery, as a partnership we will shift to a 0-25 life course measure of collective success. This is reflected in our outcomes framework in appendix 5 that brings together responses to particular areas of need and the wider life course approach.

Children & Young People Typologies

The current Schools Green paper centres on the notion of social mobility. It especially focuses on the fortunes of those families 'just managing'. This has emerged on the back of a progressive shift to the use of typologies. In Doncaster we are interested in the development of a method by which we can develop a deeper understanding of the characteristics and motivations of different social groups, develop more tailored interventions and assess how a range of services can act as an escalator to support social mobility.

Social Mobility

The notion of typologies and social mobility go hand in hand. The latest report of the Social Mobility Commission identifies major challenges for Doncaster. Facing up to these challenges has to begin with children and young people and interventions have to respond to this challenge. Consequently this plan will routinely assess shifts in social mobility using the data recommended by the Social Mobility Commission.

Well-being, Happiness and Resilience

Children and Young People's voice is central to this plan and we will supplement this with assessment of their happiness and well-being. The most respected vehicle for this is The Children's Society's 'Good Childhood' Index. This includes a five-item measure of life satisfaction, a single-item measure of happiness with life as a whole, and a series of questions about well-being in 10 key areas of children's lives - family, friends, health, appearance, time use, the future, home, money and possessions, school and amount of choice. Analysis of the 2008 survey yielded the discovery that these ten areas explained over half of the variation in overall well-being.

Mental Toughness

Mental Toughness is a concept most commonly associated with elite sporting performance, but one that has gained traction in education over the past 10 years. It is based on the premise of more resilient young people performing better academically, and has been trialled in locations across the country. Based on the concept of 4 C's – control, commitment, confidence and challenge – a series of

interventions take place over a defined period of time that seek to improve these aspects of personal resilience, with a view to it leading to a more rounded and 'mentally tough' young person. There has been a great deal of research and evaluation of this approach, as evidenced by the publications⁶ where the correlation between increased mental toughness and increased academic performance is assessed. The partnership intends to explore the prospect to using the MTQ48 methodology of testing mental toughness with the support of participating schools.

Social Value and Costs Benefit

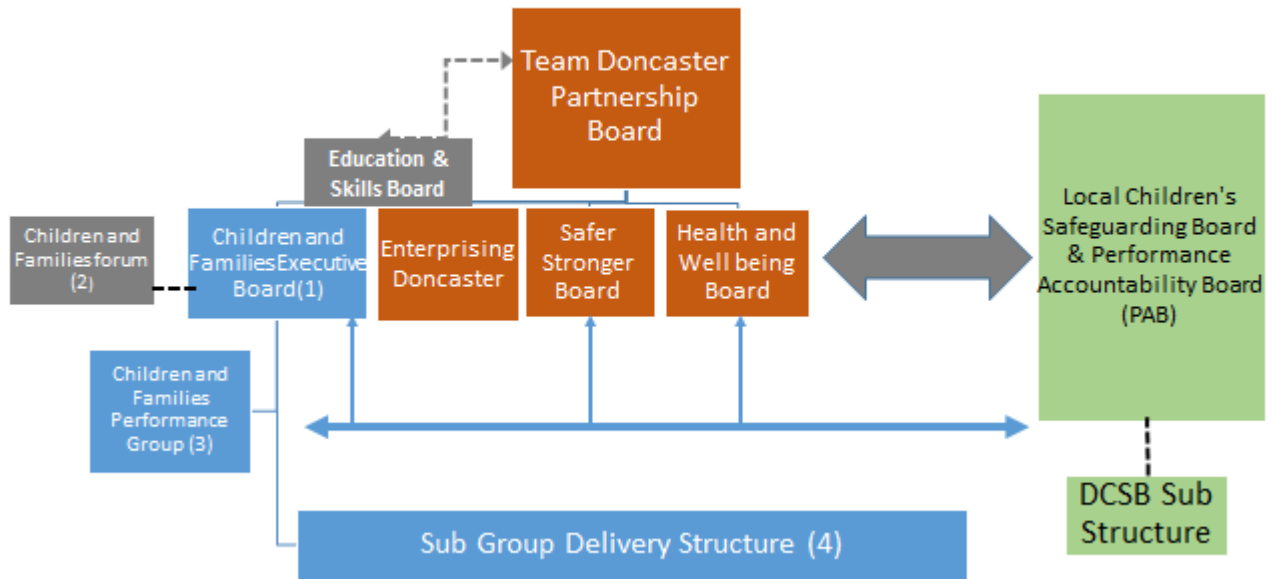
The partnership is interested in pursuing further the notion of social value and social impact brought about through the positive actions of children and young people. While the notion of social value has been more recently aligned to public procurement, we feel there is a strong case for expanding its notion across key areas of public service delivery, and are exploring taking this forward through revised procurement arrangement.

The recent report of the Doncaster Independent Commission for Education and Skills proposes a series of radical notions around the wider accreditation of the talents of children and young people and a guaranteed set of experiences before the ages of 11 and 16. We would wish to explore the impact of these on the children and young people themselves, their families and communities in the context of the social value they create. We would align to this harder cost benefit of cost benefit using the model developed by New Economy of Manchester in partnership with HM Treasury.

⁶ <https://kar.presswarehouse.com/books/BookDetail.aspx?productID=383786>

Appendix 1 – proposed new governance structure

Structure Proposal



Appendix 2 – list of partners engaged

- Doncaster Council
- Doncaster Children's Services Trust
- Doncaster Clinical Commissioning Group
- Partners in Learning
- South Yorkshire Police
- St Leger Homes
- Public Health
- Doncaster Chamber
- Doncaster Wildlife Park
- Robin Hood Airport
- Don Valley
- Rdash
- Doncaster CVS
- South Yorkshire Fire & Rescue
- Strategic Youth Alliance

Appendix 3 – integrated planning



Appendix 4 – key change proposition of wood review

RESPONDING TO WOOD REVIEW: KEY CHANGE PROPOSITIONS

- Retain DSCB as a basis for developing modified multi-agency safeguarding arrangements that represent ‘best fit’ for key partners
- Retain Independent Chair role, with remit to work with key partners to initiate and lead streamlining of multi-agency safeguarding arrangements (in effect, taking forward propositions in Wood Review within a retained DSCB framework to promote continuity and reduce risk).
- Use opportunity of Team Doncaster’s governance review to rationalise ‘partnership clutter’ as part of new arrangements for promotion and coordination of safeguarding
- Strengthen focus of DSCB on local assurance, scrutiny and challenge and using partnership business support more effectively
- Identify opportunities for multi-agency safeguarding functions to be carried out on a joint, sub-regional or regional basis where this would promote greater consistency and efficiency
- Encourage a regional or sub-regional approach to issues such as FGM, Modern Slavery and Prevent.
- Ensure regional dissemination of shared learning from local learning enquiries

Appendix 5

Principles Applied

Outcomes framework should be based on sample of “pulse” measures that will measure impact of activity

The basis of the Framework is the JSNA priority framework against which all measures can be mapped

Indicator owners are identified in order to provide the insight and detail that sits beneath the measure.

The Outcomes Framework will map and link to existing strategies and plans, where the further detail and granularity will lie.

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STAY SAFE

Children have access to the right services at the earliest opportunity

Measure	Source	Frequency	x-ref to other plans	Baseline	Position	Target
Rate of Children receiving a multi-agency Early Help Intervention	DCST	Quarterly	TBC	TBC	TBC	TBC
Time taken from an early help enquiry to a family receiving an early help intervention	DCST	Quarterly	TBC	TBC	TBC	TBC
Rate of Children in Need	DCST	Quarterly	TBC	TBC	TBC	TBC
Rate of Children in Care	DCST	Quarterly	TBC	TBC	TBC	TBC
%Re-Referrals for statutory social care services	DCST	Quarterly	TBC	TBC	TBC	TBC
%Re-referrals for Early Help Services	DMBC	Quarterly	TBC	TBC	TBC	TBC
%of Social Care referrals previously receiving an Early Help service (EHA)	DCST	Quarterly	TBC	TBC	TBC	TBC
Number of families worked with through the Stronger Families programme	DMBC	Quarterly	TBC	TBC	TBC	TBC
Children fatally or seriously injured through Road Traffic Accidents	SYSRP	Annual	TBC	TBC	TBC	TBC
Admissions to A&E for unintended injuries	CCG	Quarterly	TBC	TBC	TBC	TBC
Pupil Lifestyle Survey: Do children feel safe going out in the day?	DMBC	Bi-Annual	TBC	TBC	TBC	TBC

Domestic abuse practice is transformed across Doncaster

% of Statutory Assessments completed where Domestic Abuse is identified as a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
% of re-referrals to social care where DANs have been involved	DCST	Quarterly	TBC	TBC	TBC	TBC
Rate of Children in Need where Domestic Abuse was a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
Rate of Children in Care where Domestic Abuse was a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
Pupil Lifestyle Survey: Experience of violence in the home (Q36b)	DMBC	Bi-Annual	TBC	TBC	TBC	TBC

Ensure no child suffers from neglect

% of referrals where Neglect identified as a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
% of Statutory Assessments completed where Neglect is identified as a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
% of Early Help Cases open with Neglect as a presenting factor	DCST	Quarterly	TBC	TBC	TBC	TBC

Rate of Children in Need where Neglect was a factor	DCST	Quarterly	TBC	TBC	TBC	TBC
Rate of Children in Care where Neglect was a factor	DCST	Quarterly	TBC	TBC	TBC	TBC

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BE HEALTHY

Children and young people are healthy and have a sense of wellbeing

Measure	Source	Frequency	x-ref to other plans	Baseline	Position	Target
Number of young people admitted to an acute mental health bed (tier 4)	CCG/RDaSH	Quarterly	TBC	TBC	TBC	TBC
Hospital Admissions for Self Harm	DCCG	Quarterly	TBC	TBC	TBC	TBC
Referrals into specialist CAMHs	RDaSH	Quarterly	TBC	TBC	TBC	TBC
%Children in care with up to date health assessment, dental check and immunisations	DCST	Quarterly	TBC	TBC	TBC	TBC
Pupil Lifestyle Survey: %Children scoring themselves high on the composite Resilience Score (Q84/85)	PH	Bi-Annual	TBC	TBC	TBC	TBC

Children have the best start in life

%of children born with a low birth weight	CHIMAT	Annual	TBC	TBC	TBC	TBC
Breast Feeding prevalence at 6-8 weeks post delivery	CHIMAT	Annual	TBC	TBC	TBC	TBC
%Children with "Healthy Weight" at 5 years	NCMP	Annual	TBC	TBC	TBC	TBC
Hospital admissions for Dental Caries for under 5 year olds	CHIMAT	Annual	TBC	TBC	TBC	TBC
<18 Conception Rates	CHIMAT	Annual	TBC	TBC	TBC	TBC
%Children with "Healthy Weight" at 11 years	NCMP	Annual	TBC	TBC	TBC	TBC

Children and young people's development is underpinned through a healthy lifestyle

Pupil Lifestyle Survey: Have you been drunk in the last 7 days? (Q53)	DMBC	Bi-Annual	TBC	TBC	TBC	TBC
Pupil Lifestyle Survey: CYP reporting that they smoke regularly (Q59)	DMBC	Bi-Annual	TBC	TBC	TBC	TBC
Pupil Lifestyle Survey: %CYP reporting that they have taken drugs during the last month	DMBC	Bi-Annual	TBC	TBC	TBC	TBC
First Time Entrants to Drug and Alcohol Treatment Services	CCG	Quarterly	TBC	TBC	TBC	TBC

ACHIEVE

Ensure all children are ready for school

Measure	Source	Frequency	x-ref to other plans	Baseline	Position	Target
% of children taking up 2,3 and 4 year old early years entitlement	DMBC	Termly	TBC	TBC	TBC	TBC
% of children achieving a good level of development by the age of 5 (EYFS)	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement gap between lowest achieving 20% of children in EYFS with their peers	DMBC	Annual	TBC	TBC	TBC	TBC

All children attend a good or better setting and aspirations are raised to ensure that they reach their full potential

% of EY settings rated as good or better	DMBC	Quarterly	TBC	TBC	TBC	TBC
% of children attending a school graded as Good or Outstanding	DMBC	Termly	TBC	TBC	TBC	TBC
Rate of fixed term exclusions	DMBC	Termly	TBC	TBC	TBC	TBC
Rate of permanent exclusions	DMBC	Termly	TBC	TBC	TBC	TBC
Primary school persistent absence rate	DMBC	Termly	TBC	TBC	TBC	TBC
Secondary school persistent absence rate	DMBC	Termly	TBC	TBC	TBC	TBC
%children achieving expected standard in RWM at KS2	DMBC	Annual	TBC	TBC	TBC	TBC
%children achieving at a higher standard in RWM at KS2	DMBC	Annual	TBC	3% (2016)	TBC	TBC
Attainment 8 score at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
Progress 8 score at KS4	DMBC	Annual	TBC	TBC	TBC	TBC

Young people are equipped to access education, employment and training

%pupils achieving a grade 5 or better in English and Maths at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
%pupils who stayed in education or went into employment after Y11	DMBC	Annual	TBC	TBC	TBC	TBC
%young people aged 16-18 in EET	DMBC	Quarterly	TBC	TBC	TBC	TBC
Achievement of a Level 2 qualification by the age of 19	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement of a Level 3 qualification by the age of 19	DMBC	Annual	TBC	TBC	TBC	TBC
First Time Entrant rate to the Youth Justice System	YJB	Quarterly	TBC	TBC	TBC	TBC

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ECONOMIC WELLBEING

Diminish the difference between disadvantaged and non-disadvantaged children and young people

Measure	Source	Frequency	x-ref to other plans	Baseline	Position	Target
%Children in care attainment 8 score at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
Progress 8 measure for Children in Care	DMBC	Annual	TBC	TBC	TBC	TBC
% Children in care achieving grade 5 or better in English and Maths at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
%children in care achieving expected standard in RWM at KS2	DMBC	Annual	TBC	TBC	TBC	TBC
%Care Leavers in Employment, Education or Training (EET)	DCST	Quarterly	TBC	TBC	TBC	TBC
%Care Leavers in Suitable Accommodation	DCST	Quarterly	TBC	TBC	TBC	TBC
Achievement gap between disadvantaged pupils and their peers at KS2	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement gap between disadvantaged pupils and their peers at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement gap between pupils receiving SEND support and their peers at KS2	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement gap between pupils receiving SEND support and their peers at KS4	DMBC	Annual	TBC	TBC	TBC	TBC
Achievement of a level 3 qualification by the age of 19 for disadvantaged pupils	DFE	Annual	TBC	TBC	TBC	TBC

Fewer children living in poverty

Children living in workless households	CHIMAT	Annual	TBC	TBC	TBC	TBC
Proportion of children eligible for Free School Meals	DMBC	Termly	TBC	TBC	TBC	TBC
Number of JSA claimants aged 18 to 21	NOMIS	Quarterly	TBC	TBC	TBC	TBC

Intelligence Gaps: indicators that require further development during the life of the Plan

Availability of Apprenticeships within Doncaster, by level and sector						
Apprenticeship enrolment and success for young people						
Skills gaps for employers in the area						
Children from income deprived backgrounds entering Higher Education						

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