



West Sussex Partnership Families Strategic Plan 2020



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Foreword

(From West Sussex County Council, Lead Cabinet Member and chairs of West Sussex Safeguarding Children's Board, Health and Wellbeing Board, Community Safety Board and Education and Skills Partnership Forum, Youth Cabinet Chair)

Welcome to the West Sussex Partnership Families Strategic Plan 2020 (Families Plan). This Plan is our statement of shared ambitions for how we believe we can make a positive and significant difference to the life chances and experiences of children, young people and families in West Sussex.

We want to make sure every child growing up in West Sussex has the best possible start in life. We know how important a child's experiences of growing up are. We believe that by supporting families to support their children and young people in these valuable years we can promote positive, long-term impacts on their future health, wellbeing and achievements and encourage them to thrive and prosper in adulthood

We strongly believe that everyone in West Sussex has a part to play, which is why the aspiration that **all children, young people and families will thrive and prosper** is at the heart of our Plan. If we all do what we can to ensure our children and young people are heard, involved and respected at home, at school, in their communities it sends the right message about how important their welfare is and how important they are to our future.

We want to be very clear about what outcomes we're aiming to achieve, the priorities we must address to do so, how we will work together and how we'll measure our success. This Plan will help all of us to do that.

In developing the Families Plan we started with a simple question: What is good about being a child, or young person growing up in West Sussex? From there we thought about the things we can do to make the biggest positive difference to those who need our help the most and sustain wellbeing for those who are doing well.

The Families Plan has been developed in partnership with a wide cross section of West Sussex. Between June 2015 and November 2015 we were able to consult with 1900 residents and members the children's workforce, schools, district and borough councils, health services, the voluntary sector, and all services delivering to families. We call this collection of people and organisations 'The Partnership'.

We also considered existing strategies and policies that have already been consulted on. We have drawn together all the key recommendations into one set of outcomes, one set of priorities and one set of performance measures to assess progress against. This Families Plan, therefore, acts as a bridge across all the work that the Partnership has developed with services users and are planning to deliver by 2020.

Going forward We want this Partnership to continue and to grow.

The additional value of the Families Plan is that it supports the Partnership to work differently, to work together with communities to ensure that the provision meets local needs, addresses local priorities and makes sense for children, young people and families. Public value is at the heart of this Plan. From January 2016 we will establish a number of local working groups to design and develop this local offer. We will also focus on developing the skills of the children's workforce and volunteers so that they have the tools to provide high quality services. We will make sure that this information is published on our web sites and made available through local newsletters.

We are facing some difficult times ahead in how we resource our ambitions. In order to ensure that the Families Plan provides value for money we are committed to identifying how resources are used. We will not duplicate activity.

In line with our shared values we will be ambitious, bold, courageous and innovative in our thinking. We will value the diversity that the Partnership brings and trust each other. We will empower and enable the Partnership, including our communities, to make the difficult decisions with us. The challenges and solutions will be met as a Partnership and will support our families to make positive changes themselves that will ultimately make them stronger and more resilient.

So, our challenge to everyone reading this plan is to look at the four outcomes, 10 priorities¹, our wicked issues and look at how we propose to make further improvement and think about **your contribution** to making it happen. How will you play your part in changing a child or young person's life for the better and shaping the future of our county?

¹ The priorities have arisen from our wicked issues and the areas identified in sector leaders summit held on 25th June 2015, the pre-consultation phase and Healthy Lifestyles survey and strategic needs analysis.

Our vision is that all children, young people and families in West Sussex will thrive and prosper

Introduction

We want to make sure every child growing up in West Sussex has the best possible start in life. We know how important a child's experience of growing up are, and how the home environment and the family support he or she receives, has a huge influence on their outcomes in later life. We believe that by supporting children and their families in these valuable years we can promote positive, long-term impacts on their future health, wellbeing and achievements and encourage them to thrive and prosper in adulthood.

We know that in order to improve outcomes for children, young people and their families we will need to change the way we work with them, each other and our communities. No single organisation can achieve this alone and that is why we will need to work together, as a partnership to make this vision a reality. There are 185,100 children and young people under the age of 20 years making up 22.5% of the population of West Sussex². This Partnership includes the seven district and borough councils in West Sussex, the three Clinical Commissioning Groups, 371 schools, the Sussex Police, Fire and Rescue, third sector; private and independent sector providers, the business community and importantly our residents.

The accountability for this Plan sits with the Start of Life Partnership Board, with reporting lines into the West Sussex Safeguarding Children Board, Education and Skills Partnership Forum, Community Safety Board, Youth Cabinet and the Health and Wellbeing Board and into partner agency governance boards.

As a Partnership we focus on preventing situations in families reaching crisis point by intervening at the earliest opportunity. We also support families to help themselves, so that they are empowered to solve their own problems and have the strength to address the challenges they face. As one parent stated during our pre- consultation³:

“Parents 4 Parents – people like us supporting people like us”

And another parent

“I set up a support group. It has over 160 members I run coffee mornings, nights out, play sessions and encourage organisations to come to the town to run training”

² For more detailed information about West Sussex see West Sussex Life. This is a report published every year, with the aim of providing a range of statistics and information about West Sussex <https://www.westsussex.gov.uk/about-the-council/information-and-data/reports/west-sussex-life/>

³ 1900 parents, young people and professionals were engaged in the pre-consultation and consultation for the West Sussex Partnership Families Plan between June 2015 and November 2015 . Engagement was primarily via an on line survey, face to face with families accessing Children and Family Centres, young people's focus groups, professionals focus groups and network meetings..

We need to further develop our role as facilitators, so that more of what we do enables families to make positive changes themselves that will ultimately make them stronger and more resilient.

Our **shared values** and behaviours will be embedded in all our services.

- **Ambitious, bold and courageous**
We are demanding of each other and ourselves, set high goals and are committed to thinking and behaving differently and innovatively to improve the quality of everything we do for children, young people and families in West Sussex.
- **Honesty**
We are honest, clear and straightforward in everything that we do.
- **Valuing and trusting each other**
We value difference and treat everyone with a fair and consistent approach.
- **Enabling and empowering**
We work alongside each other and our children, young people and families to build a thriving and prosperous West Sussex, where people feel they are supported to help themselves.

The Families Plan builds on and integrates the strands of work that have been established within the Partnership to support children, young people and families to thrive and prosper. It therefore creates a strategic bridge that aligns activities and resources under one set of outcomes, one performance framework and one governance structure.

This plan builds on⁴:

- The Future West Sussex Plan
- The Early Help Action Plan 2014-2017
- Health and Wellbeing Strategy (2015-18)
- Public Health in Schools Report (2015)
- Children looked after and care leavers strategy 2014-2017
- Health Inequalities Strategy 2012-2017
- A Policy Agreement for Education in West Sussex 2015
- West Sussex Community Safety Agreement 2015-16

Outcomes

The partnership has identified four outcomes that we believe will enable our children, young people and families to thrive and prosper. These are:

1. Children and young people get the best start in life, they are physically and emotionally healthy
2. Children and young people are safe and secure
3. Families are resilient and able to access support when they need it
4. Children, young people and families succeed in learning, work and life

⁴ See Annex 1 for details

Our Focus

Most children, young people and families in West Sussex are thriving and succeeding, however, a number are not.

We are committed to focusing our energies and resources where we have not seen significant improvement in outcomes for the most vulnerable or marginalised children, young people, families and communities, or where a significant emergent issue has arisen. We call these our wicked issues. Our wicked issues are:

- 1132 (5.1%) young people aged 16-18 are not engaged in education employment or training (NEET) and 4,054 (15.4 %) have a destination listed as unknown (April 2015).
- 45% of Care Leavers are NEET & 13% destination unknown (April 2015).
- 57.6% of young people achieved 5 A*-C GCSEs (October 2014).
- 14% of Children looked after achieved 5 A*-C GCSEs (Oct 2014)
- 59% of children aged 4-5 achieved a good level of development and are ready for school (Oct 2014).
- 70% of 2 year olds eligible to access free childcare are registered with nurseries and children's centres (Oct 2014).
- An increase of hospital admissions as a result of self-harm for 10-25 year olds from 167 in 2013 to 616 in 2014.
- 648 are children in care with 419 (65%) aged 11-18 years old.
- We are working with 54 young people identified as being at medium or high risk of CSE in April 2015, but we believe this to be as much as ten-fold across the county, in line with other local authorities.

Why are these indicators important?

We know that if our children and young people are to thrive and prosper, how well they do during their early years is critical. 41% of our children were not ready for school and as a consequence they are likely to experience greater challenges.

"There needs to be more help and opportunities for young families especially teenage mums and dads"⁵

We know that our most vulnerable young people do not successfully move into and stay in post 16 education or training and as a consequence they are less likely to be in work when they are an adult. With 42% of our children not achieving 5 A*-C GCSE's, their future prosperity is likely to be more limited. A less skilled workforce will also have an impact on the future economic growth of our county.

During the pre- consultation for the development of this Plan the over-riding concern for the 975 parents engaged through the Children and Family Centres was access to a range of employment opportunities (24%) with 40% of parents accessing the Findon Centre in Worthing registering this as their main concern.

⁵ Quotes are taken from the pre-consultation survey

“I feel more should be done to create to increase tourism and visitors to the area this would in turn increase job opportunities and local revenue”

In our online survey 60% of respondents felt that our education provision was good and 41% of childcare and nursery provision being good, whereas this fell to 11% (Education) and 12% (childcare and nursery provision) of responses from Children and Family Centres.

Through the online survey 28.9% of respondents said they felt they could get involved in their community, whereas only 6% identified this as part of the Children and Family centres consultation.

“We need community projects where everyone works together”

Our ambition is to ensure that there are good learning outcomes for all.

“A community-wide focus on improving learning and skills development”

Another ambition is to build a thriving and prosperous Young West Sussex enabling our young people to be successful and fully active members of our communities.

The teenage years are a time of great change. Inevitably this has an impact on the emotional health and wellbeing of young people. Whilst there is a shortage of good, up-to-date national data on young people’s emotional and mental health, we do know that half of all lifelong psychiatric disorders start by the age of 14 and three-quarters by the age of 24. What is also known is that children’s mental health and wellbeing is an influencing factor in their cognitive development and in the longer term will impact on their ability to thrive in adulthood. A survey undertaken in West Sussex in 2014 identified that out of 3,500⁶ young people aged 14-15 years old surveyed, 28% reported they were regularly stressed and had low self -esteem. 72% percent of respondents would not seek advice or support from a member of staff at school if they were regularly depressed. 85% reported that bullying takes place at school, although only 39% of those being bullied reported it to someone at school. Only 15% of those being bullied said that reporting it to someone at school stopped it.

Attendance in school is good and improving in West Sussex, however, in the Healthy Lifestyles Survey one in five respondents admitted to truancy during the past year. Truancy was shown to be connected to a range of factors, including the respect they felt they received from teachers, emotional wellbeing, bullying, family structure and experience with substance misuse. Three times as many respondents who had been bullied reported being regularly depressed than those who had not been bullied; twice as many were regularly stressed; nearly twice as many were regularly lonely and three times as many had low self-esteem. 43% percent of young people said that they did not think other people their age were kind and helpful. 72% felt as that teachers at school treated them with respect.

⁶ See West Sussex Healthy Lifestyles Survey 2014 West Sussex County Council Public Health. 3500 young people were engaged from 19 secondary schools across West Sussex.

From the Healthy Lifestyles survey two in three girls and four in five boys did feel they could talk to their parents. Additionally, four in five respondents did feel they spent enough time with their parents. Relationships with parents were found to be closely linked to emotional wellbeing, with those not feeling they could talk to or spend enough time with their parents reporting lower wellbeing than others.

In our pre-consultation focus groups with young people we asked, "What would you like to see more of to improve wellbeing of young people?" Our young people answered:

- 1 : 1 support or counseling or support groups in schools
- Listening spaces
- Schools to be more understanding of young people's personal circumstances
- Student support, this is for all young people in school not just for those with behavioural needs or additional needs.

"Access to mental health services for young people without having to jump through hoops"

Our ambition is to ensure that our children, young people and families are thriving physically and emotionally.

We know that children and young people do most well when they live within families and communities. In the Healthy Lifestyles survey young people who lived with their birth parents were the least likely to have truanted in the past year (15%). Meanwhile, those living in 'other arrangements' (namely foster care, adoption, with other relatives or in any other arrangement) were nearly three times as likely to have truanted (43%). From the pre-consultation on line survey only 14% of respondents identified that it easy to access support when you needed it and 18% identified West Sussex as a safe place to be.

Our ambition is to provide holistic support at the earliest opportunity to prevent issues escalating.

"Young people need to know where to go for support and have someone they can speak to who they can trust and is reliable and will have time to listen to them"

"co-ordinated services, which are well advertised to all members of the community and accessible for all"

Our ambitions is also to safeguard our children and young people from harm.

"I love living in Littlehampton I feel that this area is a safe place to be for children with lots to do and that is always improving".

After good job opportunities the second primary concern raised through our pre-consultation was "more affordable housing". Only 3% of all respondents from the Children and Family Centres engaged in the pre-consultation survey and 14.2% from our online survey identified housing as reflecting what was 'good' about being a family in West Sussex. A key priority for the Partnership is supporting improved stability in housing with the ambition of reducing intentional homelessness, community resilience and placement stability,

especially within families and kinship networks for our vulnerable children and young people

The priority areas arising out of the pre- consultation with sector leaders⁷, residents and young people mirror the common themes emerging across the key strategic plans for West Sussex. These are:

- Early Help
- Health and wellbeing
- Ready for school, ready for work
- Housing (quality and supply)
- Safeguarding

We want to be bold in how we realise our shared outcomes and fundamentally address our wicked issues.

By mobilising the Partnership to deliver against one set of priority actions we will ensure that there is a holistic, integrated seamless offer to our children, young people and families. We believe this offer will be enhanced through the delivery of three campaigns:

- a) Creating West Sussex as a Think Family county. As the place to access good housing, good employment, good learning provision for all the family. A place where families thrive and prosper and where parents and extended families are supported to support their children to thrive and prosper
- b) A resilient young people campaign where we explore different techniques including social marketing to build essential skills for developing positive relationships, character and managing relationships with their peers, parents and other residents and community members; managing their transition into strong responsible adults and parents. We recognise the particular place that social media can have on creating poor outcomes, in particular child sexual exploitation, bullying and providing access to damaging websites including self-image and radicalisation. We will focus on developing the skills of our young people so that they can use social media in a productive and positive way and manage any negative experience they have or manage their way out of any situation they become engaged in
- c) An aspirations campaign to address the low expectations that some of our children have of their future, and some parents or schools have too. Critical to this campaign will be the role of learning providers and business.

This offer will be developed and delivered with communities, families, children and young people to improve outcomes and turn the curve enabling our children, young people and families to thrive and prosper, especially our most vulnerable children and young people. As corporate parents we will work across the partnership to ensure our children and young people in care and leaving care thrive and prosper, as every good parent would do. By March 2016 we will have translated our list of priority actions into a county and district based commissioning intentions, delivery and resourcing plan for 2016/17. These plans will be developed annually.

⁷ Sector Leaders Summit held on June 25th 2015.

Outcome 1: Children and young people get the best start in life; they are physically and emotionally healthy:

Priority 1. Conception to age two: improving the health and wellbeing of children and parents.

Developing a local offer for expecting parents, new parents, babies and infants

- a) We will hold consultation meetings during 2016 with Children and Family Centres, nurseries, voluntary services, GP's and health services and local parents to identify what services can be delivered, where they are best delivered, how we can deliver the services and who can deliver services. We will explore how we can provide better access to services in rural, urban and coastal areas.
- b) Services will include health visiting, parenting and wellbeing programmes.
- c) We will encourage parents to lead and deliver programmes with us, and look at how we use our buildings and workforce more effectively.

How will we know if we have made an impact?

We will measure our success by identifying how well children are developing at age 2 and the number of our children as being ready for school at 4-5 years old.

Priority 2. Emotional wellbeing and mental health services

a) We will develop a local offer that meets the needs of local children, young people ensuring services can be accessed easily.

So we will look at what services are needed and where they can be delivered – this might be, for example, in schools or GP surgeries.

b) We will develop a new approach to ensure that our most vulnerable children, young people and parents receive specialist support quickly.

Including support to:

- New mothers, including our teenage parents.
- Young people at risk of child sexual exploitation, radicalisation, female genital mutilation
- Children and young people who are bullied, self-harm, have eating disorders or are experiencing a mental health crisis
- Children and young people who are subject to neglect and abuse

But we also will be looking at how we build resilience to prevent issues arising and enable young people to build their emotional wellbeing.

We will pilot activity in different parts of the county to see what works. More details about the pilots will be published in local centres. These activities will underpin the Resilient Young People campaign in Outcome 4.

How will we know we have made a difference?

We will know we have made a difference if we see a reduction in the numbers of parents, children and young people requiring support from mental health services. We will also see a reduction in self-harm, alcohol and drug use, obesity and sexual exploitation

Priority 3. Integrating health pathways for children and young people

We will make sure that our health care pathways make sense to our children, young people and families as well as health and care professionals, this includes when our children move into adult services. We will look outside the health care pathway and explore how the other services, parents and members of the community can support families where children and young people are in poor health. During 2016 we will work with children, young people and families as well as professionals to map out the pathways and local support offer

How will we know we have made a difference?

We will know we have made a differencebecause you will tell us through our service user evaluations

There will be more children and young people attending their appointments

Outcome 2: Children and young people are safe and secure;

Priority 1. Everyone who works with children and young people has a responsibility for keeping them safe – whether they are teachers, GPs, nurses, midwives, health visitors, early years professionals, youth workers, police, Accident and Emergency staff, paediatricians, voluntary and community workers and social workers. As members of communities we all should be aware of how we can keep children, young people and family members safe. To achieve this we will:

- a) Have one single front door called a Multi - Agency Safeguarding Hub (MASH) to access social care services. Details of how to access the MASH will be publicised in schools, health services, libraries, police stations, children and family centres, community centres and on line
- b) Establish a county and partnership wide workforce strategy, so that our children’s workforce and volunteers have the skills and tools to offer high quality support
- c) Ensure that if you need social care support services we will treat you as individuals with unique needs, and we will work to ensure that family stability is our main priority
- d) Ensure a coherent approach to addressing negative impact of social media in child sexual exploitation, radicalisation and bullying

Priority 2. For those children and young people who will benefit from coming into care we have a collective responsibility to ensure that they have an enjoyable childhood, belong to their communities, be healthy, be successful in school and be prepared for adulthood, especially when they are leaving care- just as we do with our own children. This is corporate parenting.

We will drive forward a new approach that focuses on improving the experience of children and young people who come into our care. This includes improving educational achievement, emotional resilience and more of our care leavers going onto the good apprenticeships or into university. All our children will experience stable loving homes and be supported to stay put with their foster families or be successfully reunified with families and kin. We will look to extend the opportunities for communities to be more engaged in supporting our children in care and care leaves, especially the business community.

How will we know that we are making a difference?

- Through our targeted and specialist interventions will see more of our families functioning well and staying together
- Where children and families require social care support they will have timely assessments, receive the right and appropriate multiagency support
- Through better and earlier access to local services fewer children will need specialist services
- No 16 or 17 year olds presenting as homeless will be in bed and breakfast accommodation
- Fewer families will be made intentionally homeless
- Fewer children and young people will be missing from home, missing education or will be at risk of sexual exploitation
- Our children who are in care or are preparing to leave care are succeeding in learning work and life and are enjoying their childhood or teenage years
- Our foster carers, parents, children and young people who we work alongside tell us they have benefited from the support they received

Outcome 3: Families are resilient and able to access support when they feel they need it

Priority 1. We will work with children, young people and families and professionals to design a local early help offer so that families can access support at the earliest opportunity. We will work within each district, with local services and community members to design what this local offer might look like, who will deliver it and how it will be delivered. This might mean that what we commissioning in one district is very different to another. We will review what our local resources are and make sure that the partnership uses resources effectively, reflecting the needs of our communities.

- Multiagency services based in one- stop shops. In some large rural areas this might be virtual networks
- Supporting community members to support each other to resolve challenges earlier and without the need to access targeted or specialist support. With more older residents as well as young residents to become volunteers, ambassadors or navigators
- Signposting to local support services in neighbourhood shops, libraries, schools and GP's.
- A local early help offer that includes
 - Workshops to enable parents to support their children, keeping them safe, improving behaviour, restoring good relationships in the community
 - Support to prevent families and young people becoming homeless

Priority 2. We will design and develop with the community a range of community led projects where the community is working together to improve their life experience and chances. This may include, for example, supporting parents and families to support each other, community food projects, improving play spaces or what the community believes will help them to address their local needs. We will support the communities to find and access resources to make these activities a reality.

Priority 3. We will make West Sussex a Think Family County as we believe it is through families that we thrive and prosper. Our campaign will focus on two areas:

- a) Access support at the earliest opportunity before you get into crisis
- b) West Sussex is a place where families thrive and prosper

How will we know that we have made a difference?

- Our families will tell us they have been able to access support when they feel they need it.
- Fewer children will be excluded from school
- There will be fewer incidents of antisocial behaviour
- There will be fewer families not in work
- Our rates of domestic abuse incidents will decrease
- There will be fewer families evicted from their homes or families making themselves intentionally homeless
- We will have fewer families unable to manage their debt, or be in fuel or food poverty

Outcome 4: Children, young people and families succeed in learning, work and life

Priority 1: Good learning outcomes for all children and young people

We need to improve our achievement levels across the county if we are going to continue to be a thriving and prosperous county. Our children do not achieve as well as we would want them to. Therefore we are focusing our resources and energies into the following activities:

- a) We will ensure that support services, health, schools and parents are working together to ensure that our children can learn and be successful. We will achieve this by establishing a clear local early help offer – see Outcome 3
- b) We will review and remodel how we support our children in care and care leavers to succeed in education
- c) For children with a special educational need and/or disability the Partnership (schools, parents, health and specialist services) will work together to ensure that our children access an appropriate educational offer in West Sussex.
- d) We will establish local improvement boards to ensure our children are ready for school and that they achieve in primary, secondary and post 16 education and learning. Our school and college leaders will inspire success across all age phases. We will pilot a new model in Crawley during the 2015/16 academic year with a view to developing local improvement boards across West Sussex in time for September 2016. Parents, school councils and governors will be key partners in the improvement board.
- e) Our young people who are educated in Pupil Referral Units or alternative provision do not achieve good results. During the 2015/16 academic year we will pilot a new initiative with schools, local early help providers, specialist services and communities to ensure that if a young person is excluded from school or needs to attend an alternative to school for a period of time:
 - They are able to access a curriculum that fosters ambition
 - There is outstanding leadership, teaching and learning that means they are able to fulfill their ambitions
 - There is a clear pathway plan that takes them into a post 16 education or training programme or employment with training
 - School based health and early help services are easily accessible to children, young people and families in primary and secondary

How will we know if we have made an impact?

- Our achievement rates will improve at early years, key stage 1, key stage 2, key stage 4, Key stage 5
- More of our young people will be participating in post 16 education, employment and training
- More of our young people will be attending university or be taking an advanced or higher level apprenticeship
- More of our young people will be in mainstream school and not in alternative provision
- More of our young people who have a special educational need will be educated in West Sussex and in mainstream schools
- We will sustain high attendance rates in schools.

Priority 2: An ambitious Young West Sussex

The teenage years are a time of great change, therefore we are paying particular attention to supporting our young people in West Sussex. Our ambition is to build a thriving and prosperous Young West Sussex enabling our young people to be successful and fully active members of our communities.

a) We will support young people to make a positive contribution to West Sussex by providing opportunities to volunteer; to get involved in decision making at a local and county level; to deliver services to other young people or to other members of the community as volunteers or as part of their study programmes.

We will undertake an assessment of activities and support and explore with young people and other community members what needs to be in place locally and how it can be delivered. By February 2016 we will publish the current offer and then begin to build a new offer where young people and communities are more engaged in delivering activities.

b) Having resilient young people means that our young people will be able to make better decision and take healthy risks. We know that this will reduce the incidents of self-harm, drug or alcohol use, smoking and young people being a victim of bullying.

In 2016 we will map the journey of our young people to ensure that they can access services when they need them.

We will work with schools, families and young people to develop and launch a campaign to build resilient young people by, for example, creating a West Sussex curriculum for life, providing mentors and peer mentors in and out of school, by establishing listening zones with trained listeners, by exploring how we use social media as a positive tool, by developing the communication skills of our young people, by supporting families to talk and work as a team.

c) In 2016 we will launch a raising participation and aspirations campaign with local business, schools and colleges. This will focus on careers guidance, job opportunities, work experience, enterprise. Our business community and economic growth plans will be central making a difference as will be entrepreneurs or business leaders that live locally but maybe work elsewhere.

We will pull these strands together in one Young People's strategy by March 2016. It will be written with young people, parents, residents and professionals will be critical to ensuring we have not missed anything or anyone. Listening to our young people from diverse communities and community groups including our young carers, our gay, lesbian, bisexual and transgender young people, our young people from faith communities, our young people in care or about to leave care, our young people from black and minority ethnic communities and our young people with special educational needs will be a focus of our work in 2016 and beyond

How will we know we have made a difference?

- Our young people will tell us
- More young people will be volunteering, engaged in after school or holiday activities
- We will see less bullying, less offending or antisocial behaviour
- We will see fewer young people unemployed or not participating in education or training at 16, 17, 18 or beyond.
- We will see fewer teenage parents
- We will see fewer young people self harming

Ambitious West Sussex Partnership

To ensure that the ambitions within this Plan are achieved by 2020 senior leaders from the local authority and partner agencies will oversee the implementation of the priority actions. Our intention is to continually learn and grow our partnership and as such this Plan will continually evolve.

Leading outcome 1: Joint Commissioning Manager for West Sussex County Council and The Clinical Commissioning Groups

Leading outcome 2: The Director for Family Operations

Leading outcome 3: The Strategic Commissioning Manager for Early Help

Leading outcome 4 ambition 1: The Director Education

Leading outcome 4 ambition 2: Principal Officer for Young People's Services

A Partnership executive group has been established to ensure that we develop a county and district by district commissioning and resource plan to meet these ambitions. The executive group will oversee performance and report to the Start of Life Partnership Board.

We have established a number of working groups that will foster innovation and explore best practice. Each working group will bring together young people and parents and representatives from across the Partnership. We will also establish a professional and residents reference group to advise the executive group and ensure that we consider our diverse communities and community groups in West Sussex when developing our plans.

We have also identified four cross cutting themes that we believe underpins the successful improvement in outcomes. These cross cutting themes are:

- **Establishing whole place collaborative commissioning model:**

Working together we will need to consider how our resources align to support a single approach to identifying and delivering high quality services against one set of commissioning priorities. Our focus will be on achieving outcomes based budgeting and resourcing on a place based and thematic basis.

- **Creating a Learning County with a comprehensive skilled children's workforce strategy.**

Direct work with children, young people and families will be of the highest quality and measurably improve outcomes. Effective and continuous learning will improve practice and service delivery. We will achieve this by ensuring our workforce is accountable for delivering against outcomes. We will continuously learn from the conversations with our communities, families and services, lessons from serious incidents and national and international research. This will inform our children and families workforce strategy, professional challenge and leadership ambition and inspire high quality work with families.

- **Implementing a knowledge, intelligence and data hub,** supporting the partnership to deliver against one set of outcomes, performance and reporting framework.
- **Building community resilience.** Celebrating our diversity and helping people to help themselves through community empowerment and co-production strategy.

We believe our vision can only be met with high performing universal services and an engaged community. We will work together to build resilient communities and effective children and family centres, education settings and a vibrant third sector. The views and experiences of children, young people and their families will be at the heart of service design and influence development and strategic thinking.

Investing in our children, young people and families

Central to our ambitions will be achieving public value and value for money. As the pressures on the public purse becomes greater our pledge within this Families Plan is to support our children, young people and families to thrive and prosper, but we will do this differently.

This means that we will begin the process of ensuring that what we deliver is linked to improving outcomes. We will deliver services in integrated multiagency teams within shared resources including the resource held within our communities. Our approach to resource use not just looks at workforce and physical assets. Our approach also includes the efficient use of financial resources. Working with our communities we will explore how resources should be used. Working across the partnership we will look at how we pool or align budgets to meet commissioning priorities. As a Partnership we will explore how we generate investment in West Sussex children, young people and families.

To begin this process each working group will identify:

- a) The combined funding/spend required against each outcome improvement plan - outcomes budgeting - and recommendations for moving towards joint commissioning
- b) The current resource allocation, and projected resource allocation up to 2020 – and subsequent gap analysis
- c) Consideration for how services can be delivered more efficiently and differently within the financial envelope available
- d) Opportunities for investment

Each working group will involve community members to help shape this approach. As we role through the delivery of the priorities in the Plan each district will explore how best the resources can be allocated against needs. We will publish this information by March 2016 so that our communities see where spend is allocated.

In line with our shared values we need to be ambitious, bold and courageous. We need to be innovative in our thinking. We will value the diversity that the

partnership brings and trust each other. We need to empower and enable the partnership including our communities to make the difficult decisions with us.

The challenges and solutions will be met as a Partnership.

How will we know that we've been successful?

In order to understand how far we have travelled and where we need to go, we need to know where we have come from.

The West Sussex Partnership Families Strategic Plan establishes a shared narrative that includes;

- a) Recent and relevant needs assessments and consultation analysis to explain the story so far and critical issues
- b) Feedback analysis from the consultation of the Families Plan and development of the delivery plan to identify where we want to go to and success measures
- c) Analysis of current or most recent performance against national indicators to understand how well we are doing.

Going forward we know that enabling the Partnership to successfully report against performance will be essential to demonstrate public value and a return on the investment of public services. Currently not every service or organisation ensures that performance is reported into one data intelligence hub. We also know that not all organisations or services use the national key performance indicators as their top -level indicator set. We also know that we do not have one common approach to measuring qualitative feedback on how well we are performing.

As we move to one common set of outcomes and performance we know that we will not have all the data in place or the systems and processes to enable this to happen. It is our intention to work towards this ambitious objective.

To make this ambition a reality we will:

- a) Bring together performance managers across the partnership to discuss how we can align methods and bring together intelligence. An intelligence-working group will be established to develop and then oversee the necessary processes and procedures of an intelligence hub.
- b) Establish a key performance indicator dashboard that all partners can report into. Each outcome will be measured against national key performance indicators that to evidence performance against the priority actions.
- c) Implement a single wellbeing measure that will be used across all services and can capture as much detail on the wellbeing of our children, young people and families
- d) Ensure that we capture the views of our service users on how effective services are.

Reporting

We will make sure that our communities and our governing bodies are aware of progress against outcomes.

This will be achieved by:

- a) Providing reports on a quarterly basis. These reports will provide both county and district level data. Reports will be published.
- b) Each outcome lead will report progress to the Start of Life Partnership Board on a quarterly basis.
- c) Publishing an annual report in plain English to our communities demonstrating the progress and challenges to improving outcomes.

Governance

The Start of Life Partnership Board will provide professional challenge and leadership to inspire high-quality work with children, young people, families and communities, particularly those who are vulnerable.

The Board will oversee performance and monitoring ensuring rigorous and timely action in response to service deficiencies or new demands.

As outcomes improve the needs of local communities should change and as a consequence our commissioning strategy will need to change. The executive group will be responsible for leading the annual refresh where new commissioning priorities and proposed resource allocation can be identified and presented for consideration and agreement at the Start of Life Partnership Board.

Annex 1

Policy Strands

Key Policy Themes:

The following key themes emerge from across the relevant strategy/policy documents...

- **Early Help**
- **Health and wellbeing**
- **Ready for school, ready for work**
- **Housing (quality and supply)**
- **Safeguarding**
- **Financial independence**
- **Education/training opportunities**
- **Strengthen partnership working**

Future West Sussex Plan 2015-19

Giving children the best start in life - Priorities

1. Improved physical and emotional wellbeing

Summary of priorities:

- **Smoking cessation** for pregnant women
- **Weight management** and physical activity services for children and parents. Early years workforce to be trained to identify weight management difficulties and refer appropriately.
- Services to help **children in emotional distress** with a focus on early intervention, prevention and recovery. Services will be co-designed with young people. Commitment to support within four weeks of referral.
- Bring **health visiting services** into remit of council in October 2015. Focus on delivering high quality support to new parents and families.
- Increase funding of **Child Disability Services** to meet additional demand for the service.
- Examine opportunities and challenges to improving the quality, supply and access to **housing**.

2. Families receive the support they need early

Summary of priorities:

- Develop further the **Local Offer** for families with SEND.
- **Family support points and family support networks** in each district and borough.
- Second phase of **Think Family** programme.
- Continue to commission **Family Nurse Partnership** services.

3. Children are safe and secure

Summary of priorities

- Maximise the use of **in-house foster places** and reduce the amount of time children spend in foster placements awaiting adoption.
- Continue to implement the **Signs of Safety** approach.

- Commission specialist services for children and young people at risk of experiencing **child sexual exploitation**.
- Deliver training to childcare professionals to support them in working with young people at risk of **self-harm** and provide mental health support to young people who attend hospital as a result of self-harming.

4. Young people are ready for school and ready for work

Summary of priorities:

- Increase take-up of **free nursery entitlement** by eligible two year olds and eligible three and four year olds.
- **School improvement** – work with schools to set targets for improvement in order to raise pupil achievement with a focus on Pupil Premium.
- Ensure good quality **transitions** between educational phases.
- **Good or outstanding schools**.
- Work with schools to help them **share best practice** and support each other.
- Continue to work to **improve young people's confidence and health and wellbeing** i.e. through Firebreak, DofE etc.

[The Early Help Action Plan 2014-17](#)

Priorities for action:

1. Smarter

- **Effective governance and accountability**
 - Develop Think Family structure and accountabilities of WSLSCB so there is strong guidance, direction and scrutiny of Action Plan.
 - Governance structure to include local geographically based delivery groups.
- **Co-ordinated and integrated approach to commissioning services**
 - Agencies across West Sussex to co-ordinate the commissioning of Early Help Services by; agreeing shared commissioning standards, embedding early help outcomes in relevant service specifications, putting the voice of families, children and young people at heart of commissioning approach.
 - Maximise the opportunity to save money by forging new alliances with commissioners and service providers from all sectors.
- **Value partnership working**
 - Work to align and design services that offer effective and 'visible' Early Help services and support across relevant organisations.
- **Workforce – Early Help skills development**
 - Deliver programme of skills development and training across early help workforce in relation to early intervention practice.

2. Sooner

- **Evidence and needs**
 - Improve knowledge and understanding of the data and information.
- **Early Help culture**

- Develop a culture of taking responsibility for helping early where we can.

3. Safer

- **Attachment**

- Strengthening the role of parents through development of strategic approach to parenting support across county.

- **Safeguarding**

- Build a 'safe culture' which means resilient agencies and professionals who are aware of their safeguarding and child protection responsibilities.

4. Stronger

- Agree a clear set of indicators with partners. Indicators will include system wide, organisational and local measures and will broadly fall into one of four categories – better start in life, ready for school, ready for work, keeping families together.

Children Looked After and Care Leavers Strategy 2014-17

Strategic Aims

1. To provide **early help** and intervention to help families stay together
2. To enable children and young people to **participate fully in decision making** and service design
3. To ensure **permanency** is at the heart of all care plans with a clearly planned journey through care
4. To have a wide range of **high quality placements** available that are flexible and affordable.
5. Improve the **health and wellbeing** of Children Looked After
6. Ensure all Children Looked After have a good **education**
7. Ensure all children Looked After and Care Leavers have **access to cultural and leisure opportunities**

Health Inequalities Strategy 2012-2017

Areas for Action:

- a) Partnerships and tracking outcomes
- b) Reducing the gradient
- c) Local neighbourhood improvement areas
- d) Rural deprivation and isolation
- e) Vulnerable groups
- f) Policy and service design – analysis on the effects of equality

Tackling Child Poverty in West Sussex 2011-14 (West Sussex Annual Public Health Report 2011)

The strategy's 'commissioning challenges' are based on the 'building blocks' set out in the 2011 Coalition strategy 'A new approach to child poverty; tackling the causes of disadvantage and transforming families' lives'.

Commissioning Challenges:

- **A framework for action** – to ensure co-ordinated action across organisations to tackle the complex and inter-related problems associated with child poverty.

- **Improving family support and children's life chances** – review current services in a systematic way, identifying gaps and developing holistic local services within a shared framework. The focus needs to be on maternal health, early years especially 0-2 year olds, readiness for school, parenting support, mentoring and peer support.
- **Supporting families to achieve financial independence** – focus on improving educational achievement, individual employability, and an economy that offers a wide range of employment to meet the needs of the diverse community in West Sussex.
- **Improving neighbourhoods to transform lives** – focus on community cohesion, improving housing and the built environment, use of green spaces and other community assets, and reducing fear of crime.

Health and Wellbeing Strategy 2015-18

1. Early Years (0-2 year olds)

Outcome: to optimise life opportunities for 0-2 year olds by supporting families

The evidence shows that the first 2 years of life are critical for health and wellbeing throughout life. The Health and Wellbeing Board wanted to ensure a focus on supporting families to prevent problems in future.

2. Wellbeing and Resilience

Outcome: a comprehensive system to support wellbeing and resilience for the whole of the West Sussex population, that is locally based and better integrated with treatment services.

There are already many organisations in West Sussex providing excellent services that promote and maintain wellbeing and resilience. However they are currently fragmented and the Health and Wellbeing Board wanted to develop a more systematic approach so that services can integrate more easily with treatment, and to reduce gaps and duplication.

3. Workforce

Outcome: a vibrant and motivated workforce with the right training and the right values to support a high quality health and care system

Sufficient well trained and motivated workers will be critical to the sustainability of high quality services in future and will also make an important contribution to the economic prosperity of the county. Some excellent initiatives are being taken forward to develop staff in different sectors but this will not be enough without the infrastructure (e.g. affordable housing) to attract people of working age to the county. This is a key issue for the public, voluntary and business sectors and many organisations have a stake in developing solutions.

Annex 2 Glossary

Outcomes:

An outcome is a result or goal.

The activities that are identified in a plan are those that we believe will support children, young people and families to achieve the result or goal.

Performance indicators measure how well we are doing to meet these goals.

Commissioning:

At its simplest, commissioning is the process of finding out and assessing:

- A) Why some people achieve good outcomes and others do not, or some have good experiences and life chances and others do not;
- B) Understanding what factors support the achievement of outcomes and what are the symptoms of poor outcomes;
- C) Identifying what financial resources can be used to improve outcomes;
- D) Designing services that address those needs, and developing a commissioning intentions plan (what we intend to provide and buy)
- E) Procuring – or buying – the services
- F) Continuously monitoring quality and impact of those services to improve outcomes.

In finding out what the root causes of poor outcomes are commissioners should work with service users and the wider community to review performance and understand the story behind the poor experiences and outcomes. We should then design the services together, delivery the services together and evaluate the services together.

The lessons we learn from what makes a difference should be shared with communities, service users and service providers so that we can gain a better understanding and change our future experiences.

Whole place collaborative commissioning:

If we take a local area, which could be a district or a council ward, we can use the information gained from outcome performance data to indicate what is working well and not so well. We can also identify how much financial investment is going into an area by which public service organisation. By combining the two sets of information we can see if the investment is making a difference.

The local needs identified and the local offer to support an improvement in outcomes for children, young people and families must make sense to the local community and be commissioned with them.

Whole place commissioning is where we bring those services together, put resources together into one funding pot and agree one commissioning intentions plan that is jointly funded by the public services and commissioned with local communities.

Local service offer:

This refers to the services that have been commissioned to support children, young people and families to improve their outcomes. Usually the local offer is linked to a specific goal or outcome for example the local health service offer or learning offer. However it can also mean an offer for a local community.

Local services should be identified, designed and delivered with local communities, community groups and services. As this is a local offer services should be accessible.