

Dream Again

York's Strategic Plan for Children, Young People and their Families 2013-2016

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Foreword by Ella Boorman, Member of the Youth Parliament for York

Welcome to “Dream Again”, the new Children and Young People’s Plan for York.

When the last Plan was written in 2009, York wasn’t involved in the UK Youth Parliament, and it didn’t have a Youth Council. Now we are very much part of the scene. Young people, such as myself, meet regularly with the City’s politicians and decision makers. The issues we raise, and the campaigns we run, have had a real influence. We have had a great deal of input into this Plan. I hope this level of involvement will continue and grow.

I am glad this Plan is called “Dream Again”, rather than something more boring. At my age we do a lot of dreaming! Sometimes it’s easier to dream than to plan ahead, because the world seems a rather uncertain place. Three years is a long time for a teenager, and at the moment I’ve no real idea what I will be doing in 2016.

But I do know I will always be grateful for the support I’ve had from my parents, my teachers, and all those who work with us. The most important thing I would like you to remember, if you work with children and young people, is that everybody needs a bit of help at some stage. But please never underestimate how strongly we feel about giving extra help to those who need it most, which is why some of our own campaigns have focussed on the cost of school uniforms, support for young carers, and young people with mental health issues. I am pleased that these are seen as key priorities in this Plan.

It’s been a privilege to serve as one of York’s first MYPs and I hope my successors enjoy it as much as I have.

Ella Boorman

Student & Chair of the Youth Parliament for York

Foreword by Pete Dwyer, Director of Adults, Children and Education

We like “dreams” in York. It’s a resonant word. It implies limitless possibilities. That is how we have always approached our work with children, young people and their families in York. No boundaries, no limits, no walls.

The title of this, our fourth such Plan, is a deliberate echo of the words we used in our previous Plan, about helping children to live their dreams. There is continuity between the new Plan and the old, because much of what we have been doing has clearly been on the right track.

At the same time, though, we need to “dream again”. These are the last two words of Caliban’s famous speech in *The Tempest* that were used to such stunning effect in the inspirational opening ceremony for the 2012 Olympic Games. In the context of this Plan, they are meant to encourage us to renew energies and refresh our ideas. However successful we may be in our work – and the evidence, outlined in chapter 3, suggests we were often outstandingly so during the last Plan period – we must never rest on our laurels.

So there is much that is new about this Plan. We have refreshed our vision, our principles, and our ways of working. And we have tried more clearly to delineate those things that we will do in order to nurture and support *all* of York’s children and young people, from those additional steps we need to take to help the most vulnerable. We hope practitioners will find this a helpful distinction – it gives us a much smaller number of “priorities” than previous Plans.

The challenge, then, is to divide our energies, and our increasingly limited resources, between our universal work and our more targeted activities. Dreaming will only take us so far – we need to continue at some point to turn dreams into hard-headed, cost-effective actions. That is exactly the sort of challenge we relish in York.

With the support of our passionate workforce, and in partnership with children, young people and their families, that is what we must now do.

Pete Dwyer

Director of Adults, Children and Education

Foreword by Councillor Janet Looker, Cabinet Member for Education, Children and Young People's Services, and Chair of the YorOK¹ Board

Ella and Pete have left me very little to say. Ella has alluded to the changing times – and since the last Plan was written, there has been political change at both national and local level. But in York, the interests of children and young people have always transcended party politics.

It goes without saying that the contents of this Plan have the unqualified support of the Cabinet. Equally importantly, though, they have been endorsed by the YorOK Board, a vibrant partnership that it is my privilege to chair. As recognised by Ofsted, partnership working in York is not just a phrase – it is fundamental to everything we do. As YorOK, we can be very much more than the sum of our constituent parts.

As Chair of YorOK, I undertake to maintain energy and focus on the priorities set out in this Plan. I am glad, though, that they include dreams and laughter, because these are just as important as the more technical aspects. Working with children, young people and their families can be challenging at times – but it is also a great joy. I hope our collective enthusiasm for the jobs we do shines through the pages of this Plan.

Cllr Janet Looker

*Cabinet Member for Education, Children and Young People's Services,
and Chair of the YorOK Board*

¹ “YorOK” is the branding for York’s Children’s Trust.

“Dream Again” – The Plan in a Page

Vision

York is a city making history and its children are our future. Every child and young person in York deserves to live their dreams. We will stretch, support, nurture and release them to do so. Working with them and their families, we will make York the best place in Britain in which to grow up.

Eight ways in which we will work to help all children, young people and their families to live their dreams:

- Striving for the highest standards
- Creating truly equal opportunities
- Ensuring children and young people always feel safe
- Intervening early and effectively
- Working together creatively
- Working in genuine collaboration with children and families: mutual respect and celebration
- Connecting with communities, within which our children live, and to the rich culture of our great city
- Remembering that laughter and happiness are also important

There are five specific priorities, based on evidence about where extra help is needed:

- Helping all York children enjoy a happy family life
- Supporting those who need extra help at the earliest opportunity
- Promoting good mental health
- Reaching further: links to a strong economy
- Planning well in a changing world

Chapter 3: A review of the last Plan period

*3.1 The purpose of this chapter and the accompanying **Annex A** is to give an overview of the period covered by the previous Plan period, and an account of the extent to which we² achieved what we set out to do. It is not intended to be exhaustive, but rather to enable us to reflect on what went well, and what still needs to be done. It includes references to recent external inspections of children's services in York.*

3.2 The last Plan was structured around the five "Every Child Matters" outcomes, plus a sixth section on "Managing our Services". This chapter follows the same format. Although the priorities in the new Plan are not set out the same way (not least because they are fewer in number than in the last Plan), we believe that the five outcomes helped to transform approaches to children's services, and they still underpin everything we do.

*3.3 For the purpose of this Plan, our **definition** of 'children' includes all children aged 0-18 years who live in York, care leavers up to the age of 25 who are entitled to support with their education and training, and a small number of young people aged 0-25 who have particularly complex health, education and care needs that will be met through a "Single Plan" as is proposed in the Children and Families Bill due in the Autumn of 2012.*

Overview

3.4 During the three years 2009-12 covered by our previous Plan, children's services have seen significant changes at both national and local levels. The coalition government has focussed on new policies and priorities; the public sector has faced up to significant financial challenges; and there have been changes in organisational structures and in service delivery across the children's services partnership. More changes are on the horizon and these will be picked up in later sections of this Plan.

² In this Plan, "we" is a reference to the YorOK Partnership. This is explained in more detail in Chapter 7.

3.5 Even so, in York we have made strong and sustained progress throughout this period. We are proud of the difference we are making to the lives of children and young people in the city. In broad terms, our performance monitoring has shown that over the past three years, out of the 33 performance indicators set at the outset of the last Plan, we have made good progress against 76% of these. This is particularly impressive given we challenged ourselves to improve on the most difficult issues. However, we are not complacent and we know where further action is required and where we must focus our collective efforts over the next three years.

3.6 This chapter sets out the headlines from the last period. All of the charts and references to performance data relate to the past three years covered by our previous Plan, unless otherwise stated. A full retrospective 2009-12 performance scorecard is provided at **Annex A**.

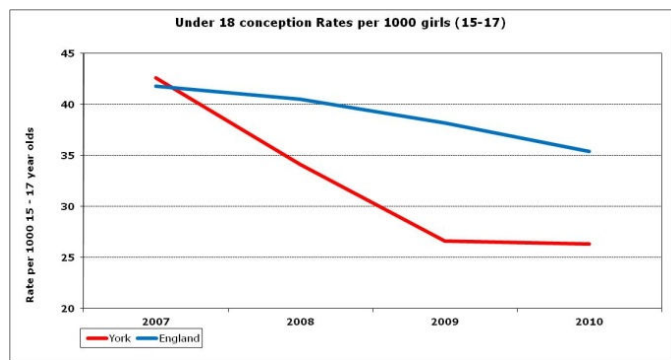
Being Healthy

3.7 There have been many changes in this area over the past three years. Funding changes have meant that some health-related initiatives have ended or are being delivered and targeted in new ways. New legislation has abolished Primary Care Trusts and has set up groups of GPs who will become responsible for commissioning many areas of child health provision. Health and Wellbeing Boards have been established, along with a requirement for all areas to have a Health and Wellbeing Strategy covering the whole population. Local Authorities are taking over responsibility for public health. Many new opportunities come with these changes but there are risks of transitional distraction.

3.8 Throughout the period, however, health involvement in the YorOK partnership has remained strong, and focussed on achieving the best possible outcomes for children and young people. Over this period we have:

- launched a new local offer of support and services for disabled children and young people and their families;
- published a new strategy for Child and Adolescent Mental Health which seeks to ensure that mental health is everyone's responsibility;

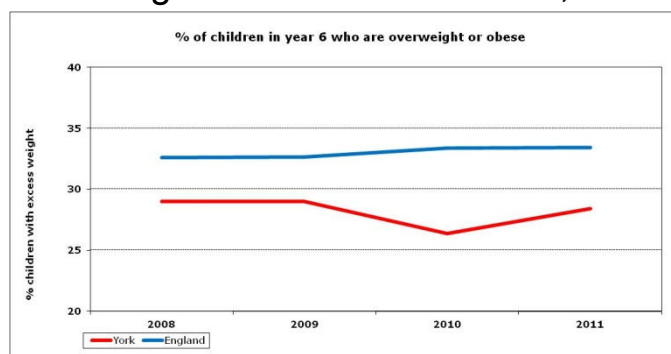
- jointly commissioned the new Family Intervention Rapid Support Team (FIRST) Service for children and young people with learning disabilities and difficulties who are at risk of becoming looked after;
- trained 92 Emotional Literacy Support Assistants who are now working across 39 schools and settings;
- reduced our rate of teenage pregnancies to the lowest level since 1998;



- provided more targeted opportunities for children and young people to take part in sports, including 'pop-up' activities for disabled and looked after children, despite funding pressures;
- produced a new Disability and Inclusive Sport and Physical Activity directory.

3.9 Looking ahead, in the period covered by this Plan we will focus more closely on the following areas:

- equipping more practitioners to know how to identify and respond to the mental health needs of children;
- continuing our joint work to tackle childhood obesity. Whilst our child obesity rates remain strong in comparison with other areas, they are still higher than we would wish;

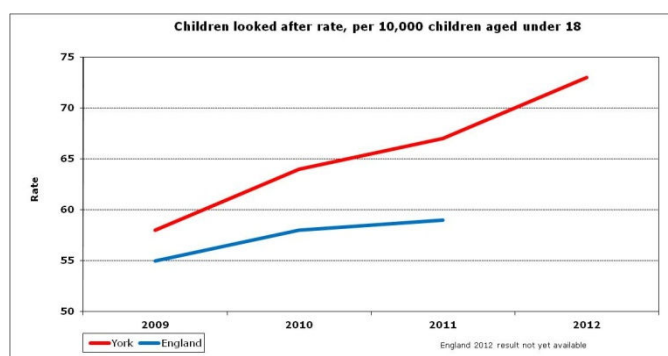


- encouraging higher take-up of school lunches. Take-up in York is low in both primary and secondary schools when compared regionally and nationally;
- providing timely health assessments for Looked After Children³ and young people who live in external placements or whose placement address is outside of the city boundary.

Staying Safe

3.10 Our safeguarding procedures and our services for Looked After Children have been externally scrutinised on several occasions and continue to be highly rated⁴ with outstanding prospects for further improvement. We have focussed particularly on improvements to practice, systems and service quality, reviewing many areas of service in line with our priorities and aspirations. We are in the process of further strengthening individual case planning, safeguarding scrutiny arrangements and the collection of data.

3.11 In line with other areas of the country, the number of children who are looked after or subject to child protection plans in York has increased significantly over the past three years. The number of looked after children has risen from 223 to 261 (increase of 17%) and the number of children subject to child protection plans has increased significantly from 78 to 176 (increase of 126%).



³ When the term “Looked After Children” is used in this Plan it refers to children and young people who are under the care of the Local Authority, as well as Care Leavers.

⁴ (Safeguarding Peer Review 2011; Ofsted Review: High expectations, high support and high challenge; Protecting children more effectively through better support for front-line social work practice (2011); Ofsted Safeguarding and Looked After Children Inspection 2012)

3.12 These trends are at least in part caused by a welcome increase in people's awareness of safeguarding matters, and of the risks facing some children and young people. Nevertheless, we start from the principle that children are best brought up within their own families, and that unnecessary statutory interventions should be avoided. We aim to reduce the numbers who are looked after or subject to a protection plan, and this is one of our strategic priorities for the period of this Plan.

3.13 We have already started to address these issues through the launch last year of our Advice and Assessment Service (also known colloquially as the "Front Door"). This new integrated service provides a single point of contact to respond to the full range of enquiries and concerns about individual children. Our approach will be further strengthened by our newly integrated family service, which will incorporate our response to the Government's "Troubled Families" initiative. Our children's centres and integrated youth support service are also now focussed on providing targeted assistance to help deliver our strategic objectives in this area.

3.14 In addition, over the last Plan period we have:

- improved how we respond to potential cases of child sexual exploitation;
- improved our partnership approach to cases of neglect and sexual exploitation through the leadership of the Safeguarding Children Board;
- ensured we undertake pre-birth assessments in relevant cases;
- learnt lessons and improved how we respond to allegations made against staff;
- listened to what young people are telling us about bullying and acted accordingly. The recent 'Stand up For Us' survey showed that pupils feel safer in school and that levels of bullying are reducing;
- reduced the number of "out of city" and independent sector placements to their lowest ever levels;
- increased the number of approved fostering households to the highest level ever;
- published our Looked After Children Strategy;
- encouraged two Looked After Children forums to develop a widely-publicised "pledge" for Looked After Children;

- hosted events to celebrate the achievements of Looked After Children and Young People and foster carers.

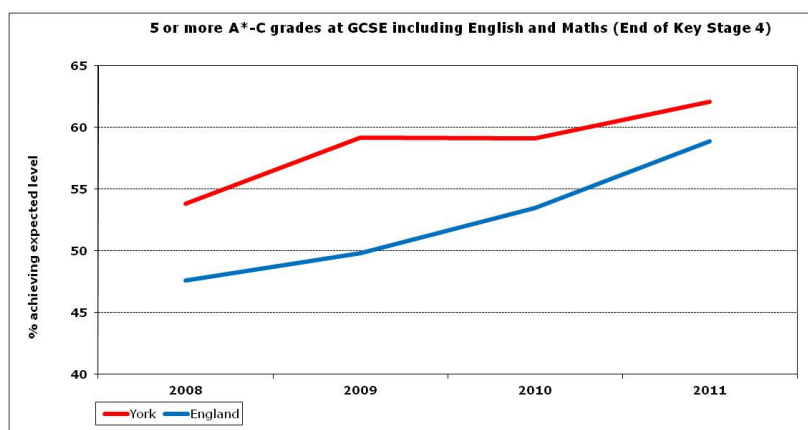
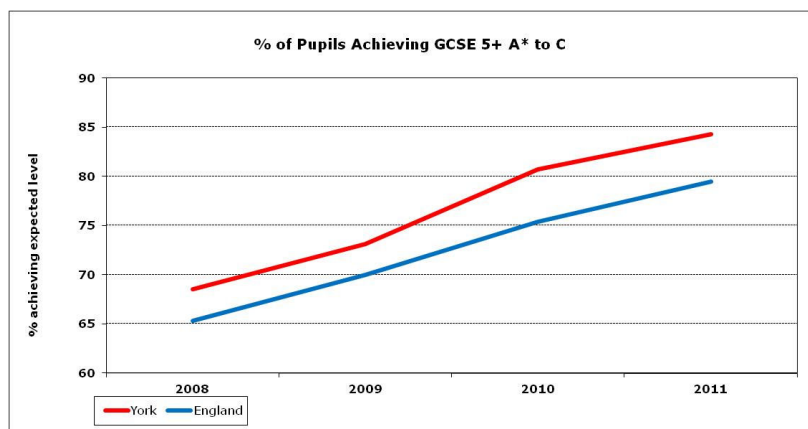
3.15 Looking ahead, in the period covered by this Plan we will focus even more closely on the following areas:

- preventing the need for children to become looked after or to require specialist child protection interventions;
- improving the stability of foster placements;
- dealing with the risks and challenges faced by young runaways;
- strengthening our 'corporate parenting' arrangements (the council acting as a parent to a child in care).

Enjoying and Achieving

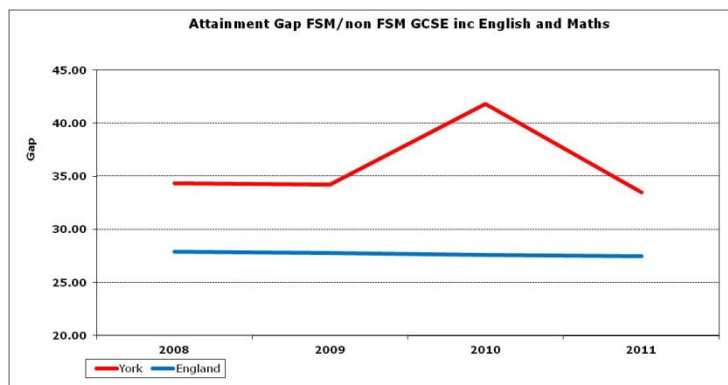
3.16 Significant changes have also been taking place over the past three years in relation to schools and learning. We have seen the introduction of new types of schools, schools becoming responsible for commissioning services, and responsibility for school improvement being increasingly shared between the local authority and schools themselves. The York Education Partnership has been set up to enable all local maintained schools and academies to continue to work in partnership with each other and with the local authority in this new and changing context.

3.17 Over the past three years, our schools have continued to deliver an exceptional quality of service to our community. York continues to be one of the best performing cities in the UK for primary and secondary education, with 83% of all secondary school pupils attaining five A*-C grades at GCSE and 62% attaining five A*-C grades at GCSE including English and mathematics. Communities, families and cultural and enrichment opportunities also play key roles in enabling children and young people learn, achieve and thrive.



3.18 In addition, over the last Plan period we have:

- strengthened our “virtual school” arrangements for Looked After Children through the appointment of a senior leadership team, and by improving the way we track the progress of individual pupils;
- reduced the number of children needing to pursue their learning outside York from 35 to 26 through rigorous “joint panel” arrangements;
- ensured that none of our schools have remained in an Ofsted ‘category’, this being a testament to the quality of leadership and support across the whole school community;
- prepared for the raising of the participation age in 2015 in partnership with local colleges and schools. This has included piloting a new range of apprenticeship, pre-apprenticeship and combined learning and employment provision;
- made some progress in “narrowing the gap” in educational outcomes for children who receive free school meals, compared with their peers, as the chart shows;



- reviewed our Early Years service so as to focus more sharply on standards and service quality;
- ensured that all births are now registered with our children’s centres, enabling us to improve our reach across local communities and improve our ability to offer additional help to vulnerable families;
- increased the number of free child care places for vulnerable two-year olds from 50 to 350;
- transformed our libraries which are now attracting more families. The impact of Family Learning provision on children’s attainment is beginning to show positive results.

3.19 Looking ahead, in the period covered by this Plan we will to focus more closely on the following areas:

- improving the educational attainment and outcomes for Looked After Children, and in particular the education of children placed outside of York;
- further “narrowing the gap” in educational outcomes for other vulnerable pupils in the City, including those who have special educational needs, those who are in receipt of free school meals and traveller pupils;
- keeping a sharper focus on the education and attainment of the 0-5s, children who are at risk of being excluded from school and pupils in mainstream schools who need specialist support;
- developing school-to-school support and improving arrangements to support leadership across the school community;
- introducing a 0-11 literacy policy to help drive up standards, outcomes and consistency through all early years settings;
- identifying, and further responding to the needs of, Young Carers.

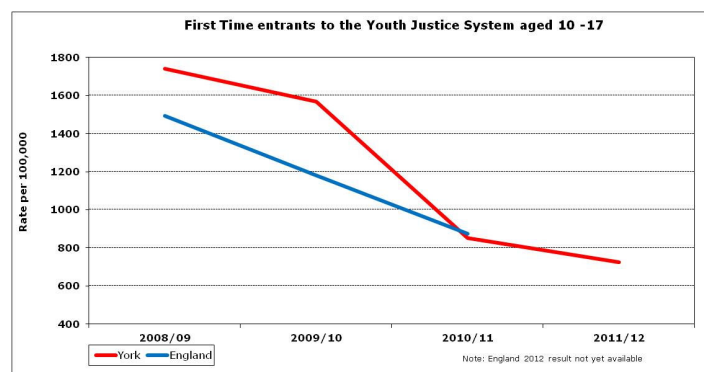
Making a Positive Contribution

3.20 We have continued to make progress in strengthening the voice and influence of children and young people within the City. Planned changes to our YorOK Board will further strengthen the reach and impact of children and young people in relation to strategy, commissioning and service provision, and involvement forums are reaching a wider audience and becoming increasingly effective.

3.21 Children and young people have told us that there are plenty of things to do and places to go in York, although they would like more opportunities in the city centre. Our cultural offer has focussed on ensuring high quality provision, nurturing interest and talent, whilst developing specific and inclusive offers for vulnerable and harder to reach groups of children and young people.

3.22 In addition, over the last Plan period we have:

- significantly improved York's youth offending figures, including a reduction of nearly 50% in the numbers of first time entrants to the Youth Justice System;



- established an Integrated Youth Support Service, combining the Youth Offending Team, Careers Service and Youth Service, enabling us to deliver a more coordinated response to intervening early to meet the needs of vulnerable young people;
- established an increasingly influential Youth Council. Together with other initiatives such as Young Researchers and Young Inspectors, young people have led on several successful campaigns about child

poverty, travel, support for Young Carers, access to health care and changes to the PSHCE curriculum;

- continued to run specific forums to enable us to hear the views of looked after and disabled children;
- maintained a forum for young people who are lesbian, gay, bisexual, transgender or “questioning” throughout difficult budget rounds, following representations from young people themselves;
- provided a rich cultural offer that has included two Youth Festivals, celebrating the talents of young people in the City, arts workshops in partnership with Relate Teen, and production of a film that was nominated for Best Animation category in the National Shorts Awards 2011;
- increased take-up of the story time programme;
- opened the Rowntree Park Reading Cafe;
- improved further our ‘Shine’ publication for children aged 5 - 18, Looked After Children and disabled children, so that it now gives details of activities beyond the school holiday period;
- offered a range of new volunteering opportunities for young people through the York Youth Community Action Programme (during which 3508 14-16 year olds (ie 74%) completed 26,252 hours of new community action and volunteering activity) and a range of programmes facilitated by York Cares and other voluntary groups.

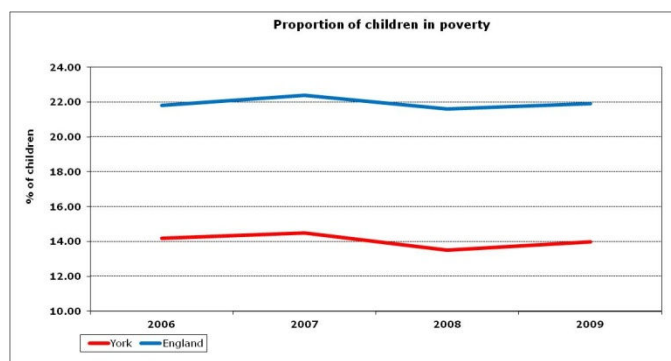
3.23 Looking ahead, in the period covered by this Plan we will focus more closely on the following areas:

- tackling further youth crime and antisocial behaviour through close partnership working across all of our early intervention and prevention services;
- placing children and young people at the heart of our neighbourhood planning and community development plans;
- further improving our use of green spaces, including school grounds;
- fulfilling our long-held aspiration to provide youth cafe facilities in the city centre, through the independent York Youth Trust which the council has helped to establish.

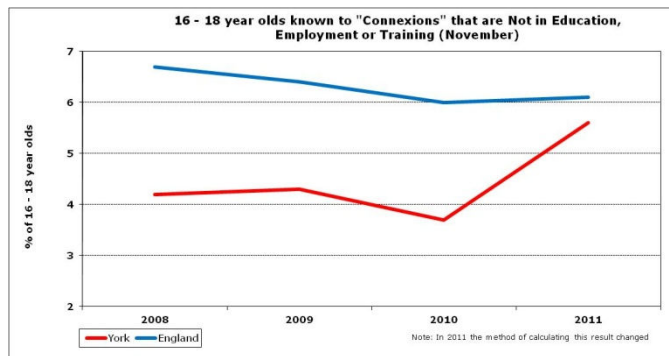
Economic Wellbeing

3.24 York continues to be a prosperous City. However the effects of the current challenging economic climate have been felt by young people, families and those that provide services to them. In particular, the impact of the ending of the Education Maintenance Allowance for many pupils is beginning to show, with some students struggling to meet transport costs to college, or needing free food to help them maintain energy and concentration levels whilst studying.

3.25 An estimated 4705 children were living in poverty in York during 2009. The proportion of children living in poverty in York (13.3%) was substantially lower than that at regional (21.9%) or national (21.3%) levels; however the numbers are predicted to rise. Whilst York has the second lowest proportion of workless households in the region and compares very well nationally, the number of workless households with children in York has increased by 50% from 2,000 in 2008 to 3,000 in 2009.



3.26 Following a change in 2011/12 to the methodology for measuring the rate of young people not in education, employment or training (“NEET”), our rates rose from the previous year. However, despite this and the current difficult financial climate, local rates continue to compare well: York’s rate is the 2nd lowest in the region, and 64th nationally.



3.27 In addition, over the last Plan period we have:

- developed specialist careers advice to help guide young people with complex needs through the options and processes available;
- introduced strong and effective post-maintained education panel arrangements, involving health and social care, to support the transition between children's and adults' services of young people with learning difficulties;
- promoted our York Independent Living and Travel Skills Service which helps young people to develop the skills and confidence to travel independently around the City. In 2010 this service won a national Guardian Public Service Award;
- successfully developed flexible provision for pupils aged 14-19 whose attainment is low, including new entry level courses, the York College Flexible Start Programme, a programme for homeless young people, and increasing take up of apprenticeships;
- introduced new facilities across the city in areas such as construction, and a new learning centre for young learners with learning disabilities at Askham Bryan College.

3.28 Looking ahead, in the period covered by this Plan we will focus more closely on the following areas:

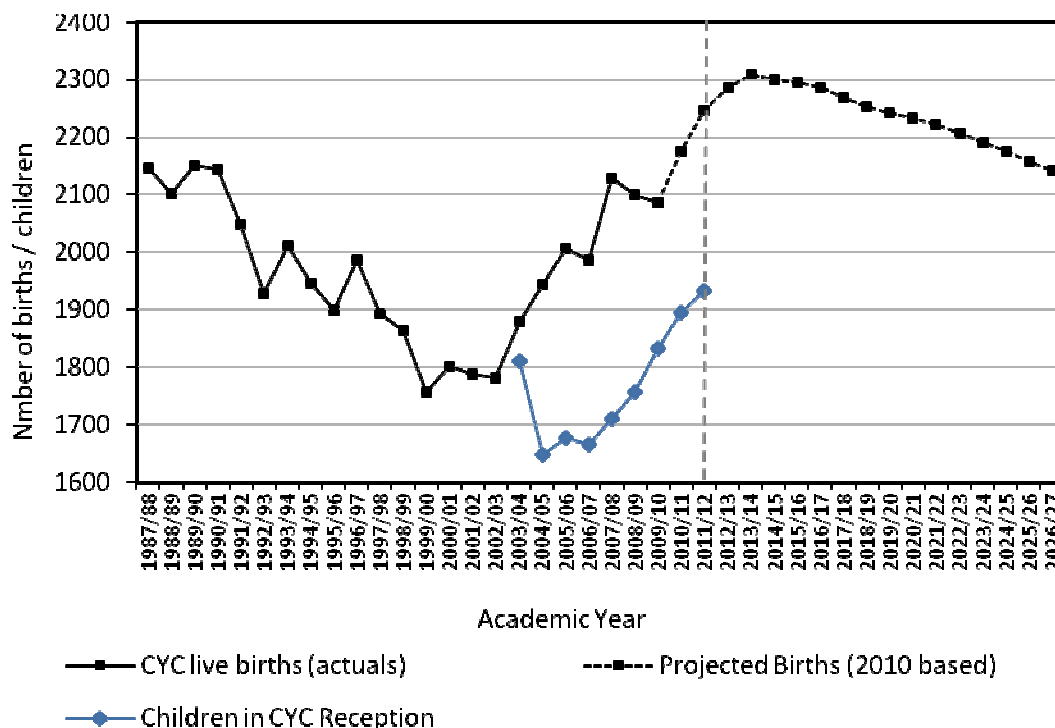
- within a council wide economic inclusion strategy, improving employment opportunities for young people with learning disabilities, and securing more employment opportunities for all young people aged 18-25;
- strengthening arrangements that support the transition of young people who have mental health needs from children's to adults' services;

- helping young children with complex needs and learning disabilities make the transition to and from primary school;
- working with schools, other partners and employers to meet current and future workforce needs and promote entrepreneurship;
- recognising that childcare provision will enable young parents and adult learners to take advantage of the training and development opportunities available.

Managing our Services

3.29 This section is about how we have managed our services and resources to achieve the objectives we set at the start of our last Plan. The promotion of equality is regarded by the YorOK board as everyone's responsibility and through our strategies, priorities and actions we have always striven to ensure equality of opportunity for all children and young people. This involves the provision of high quality universal services, as well as enhanced opportunities for the most vulnerable and marginalised groups.

3.30 We have carefully monitored demographic data and expect that the projected increase in the population of younger children over the next ten years will place significant pressure on primary school places and other services used by families with young children. Using the School Place Planning Framework, the York Education Partnership is coordinating school place planning and establishing how to manage localised pressures.



Source: Office for National Statistics 2010 and 2008 based sub national population projections; ONS live birth rates actuals.

3.31 In addition, over the last Plan period we have:

- improved our workforce development offer by introducing a YorOK induction package, commissioning more training that is available to more people;
- completed a profile of the children and young people's workforce and developed tools and materials to help people work in a more integrated way;
- in partnership with York St John University, introduced an accredited certificate for foster carers, opened up council and other training to foster carers and reviewed how we pay fees and allowances in accordance with skills acquired;
- retained all nine of our Children's Centres, reaching across the whole of the City;
- improved the condition of York's playgrounds;
- opened the Rawcliffe Country Park Bike Track;
- established an integrated commissioning framework. Our most recent Ofsted inspection particularly praised our approach to commissioning.

3.32 Looking ahead, in the period covered by this Plan we will focus more closely on the following areas:

- redoubling our efforts to enable young people to have more of a say about our strategic and commissioning plans;
- planning to provide sufficient primary school places for York pupils;
- improving data collection and how we share information across the YorOK partnership.

Chapter 4: Where we are now

4.1 This section of our Plan provides a high level “snapshot” of children, young people and families in York in 2012, and especially those aspects of their lives that relate to their health and wellbeing. We are very aware that whilst most people in York experience good standards of health and wellbeing, there are nonetheless some areas of the city and some groups of children and young people for whom outcomes are comparatively poor. Tackling such inequalities is a high priority for us.

4.2 This chapter also presents a stocktake of many local plans and strategies that have a bearing on this one.

About children, young people and families

4.3 Our recent Joint Strategic Needs Assessment⁵ has provided us with a broad profile of our population, including groups of children and young people. In 2011, the total population of York was 198,000, having increased by 9.3% since 2001. Most people (70%) live in owner occupied properties, with 15% living in private rented homes and 15% in social rented housing. The number of households with one or two dependent children is set to increase by 26% by 2033.

4.4 The number of children aged 0-19 years is nearly 44,000 with a roughly equal split in the numbers of girls and boys. During the past ten years we have seen the following increases in child population groups: + 14% 0-4 years; + 18% 15-19 years; + 39% 20-24 years. Population forecasts anticipate over the next ten years an increase of 22.7% in the 0-4 age group, 10.5% in the 5-9 age group, -1% reduction in the 10-14 age group, and increases of 5.3% and 43% for those aged 15-19 years and 20-24 years respectively.

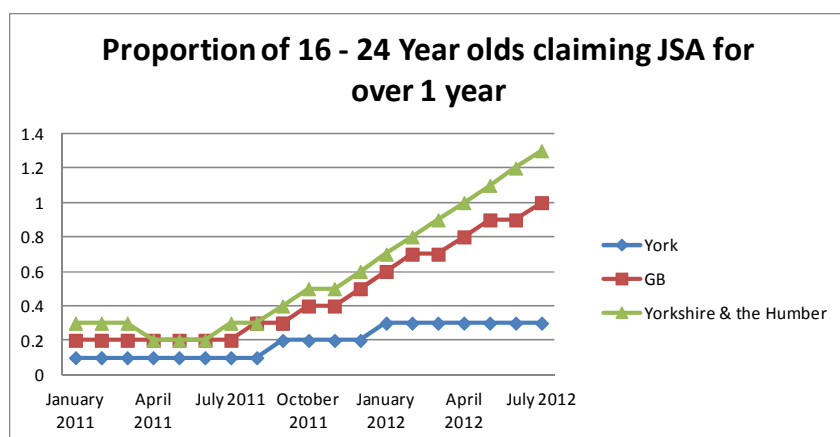
⁵ All Councils must prepare a local “Joint Strategic Needs Assessment” in conjunction with health colleagues. York’s latest such assessment can be found at www.york.gov.uk/health/yorknhs/healthandwellbeing

4.5 It is sometimes easier to think about children and young people in terms of smaller numbers. As in previous Plans we have set this out as “1 in 100”, ie if York had just 100 children then:

- 49 would be girls, 51 would be boys;
- 89 would be White British and 11 would be from ethnic minorities (an increase of 4 since the last Plan), most probably White European, Asian or mixed heritage. 5 would speak a language other than English;
- most would grow up in stable, loving households; however, 4 would have been allocated a social worker, out of which 1 would be in care or have a child protection plan;
- a significant number would live in families of modest or affluent means; however, 14 would be living in poverty;
- 16 would have a special education need, 2 of whom would have a formal “statement”, most probably for behavioural, emotional or social difficulties;
- most would be happy at school, but 3 would be bullied at least once a week (down 2 since the last Plan) and 3 pupils would be bullied most days. The most common type of bullying experience would be verbal bullying in the playground or classrooms;
- the majority would have good emotional wellbeing but 10 children would have a mental health problem (something we are trying to measure for the first time);
- most would be healthier than their parents but 11 would be classified as obese;
- most young people would make a positive contribution to their community. Only 1 would get into trouble to be dealt with by the Youth Offending Team;
- 99 would leave school at 16 achieving at least 1 qualification and 62 would leave school with 5 or more A*-Cs including English and mathematics GCSE. 86 would go on to further education but 5 would not be in any form of education, employment or training at 16.

About living and working in York

4.6 York has a strongly performing economy, supporting more than 80,000 jobs and attracting around 7 million visitors each year. Currently the average earnings for a York resident are £25,524 compared with the national average of £26,357. Overall unemployment has increased since 2005 but is lower than the national rate. Whilst the number of workless households with children in York has increased by 50% from 2,000 in 2008 to 3,000 in 2009, York has the second lowest proportion of workless households in the region and compares well nationally. The 2011 increase in long term youth unemployment (16-24 year-olds) has now levelled off locally and remained stable for the last seven months at 0.3% – a level well below the national and regional figures, both of which are still currently displaying an upward trend, as illustrated in the chart below relating to Job Seeker’s Allowance (JSA):



4.7 Surveys have confirmed a strong sense of civic pride in York, and the *Cities Outlook 2011* report ranked York in the top 10 cities in the UK, with the lowest level of inequality between residents. The same surveys also noted that community cohesion is relatively lower in those parts of the city that are the most deprived. But overall, the picture is of a relatively cohesive city. There are currently 22 international, 108 national and 627 local charities based in York, and the York Council for Voluntary Service reports comparatively high levels of volunteering.

Health and well-being profile – children and young people

4.8 Our Joint Strategic Needs Assessment confirmed that for most children, young people and their families, York is a great place in which to live and grow up, and that most experience good health and wellbeing. Average life expectancy continues to rise and is higher than the England averages. The infant mortality rate and percentage of low-weight babies are low and comparable with national levels. We are one of the highest performing cities in the country for primary and secondary education with low levels of pupil absenteeism and exclusion, and the vast majority of pupils feel safe in school. More than 20,000 students attend our two colleges and two universities. Levels of crime are falling, a trend that is predicted to continue, and we have seen a significant reduction in the numbers entering the youth justice system.

4.9 Some areas of the City, however, are in the 20% most deprived parts of the country and people living in these areas experience higher levels of inequality in health, wellbeing and opportunity. This observation was confirmed by The York Fairness Commission in their independent report *A Fairer York, a Better York*. An estimated 4705 (13.3%) children were living in poverty in York during 2009, the proportion however being substantially lower than the regional and national levels. Child poverty is prevalent in all wards but is most heavily concentrated in those wards with the highest levels of deprivation.

4.10 Some specific local examples of how deprivation is linked to health and wellbeing outcomes are given below:

- there are higher rates of under-18 conception rates in deprived wards. Teenage mothers have three times the rate of post-natal depression of older mothers and the infant mortality rate for babies born to teenage mothers is 60% higher than for babies born to older mothers;
- younger women from more deprived areas are more likely to smoke during pregnancy than women from less deprived areas. Smoking is associated with delivering a low birth-weight baby and can increase the risk of infant mortality by 40%;

- our young offenders are more likely to live in deprived areas and are nearly three times as likely to have special educational needs when compared to all York school children;
- young refugees in the city tell us they are experiencing poverty and social exclusion, and that they feel isolated from peers;
- we have observed a strong correlation between children who have special educational needs and those who receive free school meals;
- there are more young people who are not in education, employment or training living in wards associated with poverty;
- overall, 32% of local young people who are not in education, employment or training are disabled, compared to 22% nationally;
- a report from the Young Carers Service noted a high percentage of families where the child or young person had caring responsibilities were in receipt of benefits;
- the highest levels of reported domestic abuse were in areas of high deprivation. It is estimated that between 50% and 60% of female mental health service users have experienced domestic abuse. Domestic abuse can have a profound and long-lasting impact on any children who may witness it;
- the prevalence of child obesity is higher amongst the most deprived 20% of the population compared to the remaining 80% (most markedly for 11 year olds);
- male children who grow up and live in York's most deprived areas can expect to live 9.9 years less than their male counterparts in the most affluent areas of the City. For females the difference is 3.6 years. These statistics are shocking in a small city such as York, and have helped to direct the strategic priorities of both this Plan and the emerging Health and Wellbeing Strategy (see below).

4.11 The authors of the Joint Strategic Needs Assessment made several recommendations about children and young people. These included:

- establishing a better picture of mental health needs and the prevalence of mental illness;
- increasing employment opportunities for all young people and in particular those with physical and learning disabilities and mental health problems;
- considering the housing needs of families and young people;

- reducing smoking;
- developing a more enhanced understanding of the local picture of child obesity;

Health and Wellbeing Board and Strategy

4.12 In common with other areas, York has established a new Health and Wellbeing Board in preparation for the health reforms that come into effect in 2013. This Board, and its relationship to the YorOK Board, is explained in more detail in Chapter 7.

4.13 The Health and Wellbeing Board's first task was to commission the Joint Strategic Needs Assessment which has already been mentioned several times in this Chapter. Its next task is to commission York's first Health and Wellbeing Strategy. At the time of compiling this Plan, the Health and Wellbeing Strategy is still in the course of preparation; however, it is very likely that it will focus on the following five priority areas:

- enabling all children and young people to have the best start in life;
- improving mental health and intervening early;
- addressing health inequality;
- making York a great place for older people to live;
- developing a financially sustainable local health and wellbeing system.

These emerging priorities (other than the fourth one) have informed the priorities outlined in this Plan, as will be obvious from comparing them with our own five priorities in Chapter 6.

Other Local Policy Drivers

4.14 Although the emerging Health and Wellbeing Strategy is the most important of the local policy drivers that have influenced the formation of this Plan, there are a range of others that have also had an impact. These include:

- The York Fairness Commission: *A Fairer, York, a Better York 2011*, which has already been referenced, has highlighted the relationship

between deprivation and inequality, and stressed the importance of wellbeing in reducing health inequalities;

- The City of York Council's *Council Plan* contains five priorities as follows:
 - create jobs and grow the economy
 - Get York moving
 - Build strong communities
 - Protect vulnerable people
 - Protect the environment

All of these are relevant to this Plan, especially the third and fourth. Within the Council Plan there are more detailed pledges, including the creation of communities where young people can flourish, and extra help to support families who may be struggling;

- local core strategies have been produced that seek to tackle particular aspects of health and inequality, including the *Child Poverty Strategy 2011- 2020*, the *Risk and Resilience Strategy*, *Looked after Children Strategy 2011– 2014* and the *CAMHS Strategy, 2011*;
- our programme for helping families with multiple problems will play a critical role in raising aspirations, addressing worklessness and antisocial behaviour, and limiting the need for statutory interventions;
- a range of City-wide strategies aim to enhance growth and opportunity for all, including *Reaching Further: the Economic Strategy 2011-15* and York's *Skills Strategy* aim to enhance growth and opportunity for all.

National Policy Drivers

4.15 At the same time, York has had to take account of a range of national policy initiatives and legislative changes, some of which have been alluded to in Chapter 3. It is worth restating that the YorOK Board continues to believe that the principles of the "Every Child Matters" report, despite being eight years old (at the time of writing) continue to represent the best holistic framework for addressing all the interests and needs of all children and young people.

4.16 Space does not permit us to list all of the other national policy drivers. Some of the more significant ones in drawing up this Plan have included:

- coalition policies to reduce the national financial deficit and the costs of the public sector;
- the Welfare Reform Act 2012 : the impact on families and young people has yet to be felt in the light of changes to tax credits, child benefit and housing benefit;
- changes to education policy including the creation of Free Schools and Academies. At the time of writing, York has two secondary Academies and no Free Schools;
- changes to the health system including the abolition of Primary Care Trusts, the creation of consortia of GPs to undertake commissioning, and the transfer of public health responsibilities to local authorities;
- the Children and Families Bill which proposes the reform of Special Educational Needs statements and Learning Disability Assessments with a single Education, Health & Care Plan from 2014. A local pilot is under way to explore how families and children can participate fully in drawing up such Plans. This Bill also proposes quicker timescales for adoption and care proceedings;
- continuing work to reform child protection following the Munro Review of Child Protection 2010. This report emphasised the importance of early intervention and effective joint working, systems and processes. The review also highlighted the need to reduce bureaucracy and for a more child-centred child protection system. New Working Together Guidance is anticipated along with revisions to the assessment framework. We are already implementing a number of local changes in anticipation of this;
- recommendations from the Marmot Review, *Fair Society, Healthy Lives (2010)* which has in turn influenced the work of York's own Fairness Commission;
- the public health White Paper *Healthy Lives, Healthy People* gives equal weight to both mental and physical health and has helped to shape our Child and Adolescent Mental Health Strategy and its focus on workforce development, de-stigmatisation and access to provision;
- the Government's Sexual Health Policy (due later this year) will focus on improving the health and wellbeing of all and reducing health inequality. Preventing teenage pregnancy will be a key issue.

Concerted partnership work in York has brought the local rate from above national and regional averages to well below it over the last five years, but we will always need to monitor this area closely;

- raising the “Participation Age”, ie the age to which all young people in England will continue in education or training, requiring them to continue until their 18th birthday from 2015. Young people can choose from options including full-time education, such as school, college or home education, an apprenticeship, part-time education or training if they are employed, self-employed or volunteering full-time. Much local work has already been put in place to prepare for this change;
- *Positive for Youth 2011* brings together the Government’s policies for young people aged 13 to 19, covering a wide range of issues including education, youth services, health, crime and housing. The aim is that all parts of society can work together in partnership to support families and improve the lives of young people, particularly those who are most disadvantaged or vulnerable;
- Youth Innovation Zones – York has attracted funding under this initiative, which involves adopting innovative partnership approaches to improving outcomes for young people;
- *Narrowing the Gap: Providing for All Children 2007* – a key Department for Education publication that recognised that every child is born with great potential and deserves to be given every chance to fulfil it; however, children living in poverty and disadvantage are still less likely to do well at school and beyond;
- more free early education places for two-year olds who are looked after or who are entitled to receive free school meals;
- the Schools White Paper, *The Importance of Teaching 2010* sets out a reform programme for the schools system, with schools freed from the constraints of central Government direction and teachers placed at the heart of school improvement;
- other core policy initiatives including Ofsted for schools, Learning and Skills, Early Years; Schools Causing Concern Guidance from DfE; Early Years Statutory Framework; and Sure Start Children’s Centre Core Purpose.

Chapter 5: What consultation has told us

5.1 This chapter outlines some of the consultation that has taken place in developing this Plan, and how it has influenced our thinking. The emphasis is on consultation with children and young people themselves, although the views of their families, and of the professionals who work with them, are also important.

Background

5.2 York has always taken consultation very seriously. It is a regular and influential part of the work we do. We use multiple techniques and methods to ensure we are reaching out to children, young people and their families, as well as to professionals and other “stakeholders”. We make extra efforts to ensure that we listen to the views of those who might otherwise be overwhelmed by their peers, including disabled children, those in receipt of free school meals, and those from minority ethnic communities. Our involvement work is overseen by a dedicated YorOK sub-group.

5.3 During the period of the last Plan, we set up a Youth Council in York which has now become firmly established and is increasingly influential. This Council gives us a new way to consult with older young people (11+), but it is of course not the only way we do so.

5.3 In preparing this Plan, we held two well-attended “stakeholder” events for practitioners across the YorOK partnership. The discussions at those events were highly influential in our choice of the eight principles and five priorities in the following chapter.

5.4 We also employed a variety of methods to ensure that we were listening to young people. The overall approach was discussed with York Youth Council. The aim was to develop an online consultation that could be used via primary and secondary schools to gather the views of a large number of children and young people. This approach mirrored that used for the successful Anti-Bullying Survey and the Big York Survey. A question set was developed in partnership with the Young Inspectors to ensure that the questions were correctly worded and that the consultation would work. A full account can be found on the YorOK website alongside the online

version of this Plan. Nearly 500 children responded through this route.

5.5 To complement information gathered through the online consultation two additional elements were used:

- face to face consultation through secondary schools using the “Opinion finder” approach;
- a toolkit was produced which included four “killer questions” and contained suggestions over a range of involvement methods to capture the views of children and young people. This toolkit was distributed to different groups working with children and young people to use as part of their regular work.

5.6 The groups that took part in this additional consultation included:

- Show Me That I matter and Show Me That I matter Too
- CANDI (Children and Inclusion)
- Refugee Action Group
- Inspired Youth
- Young Career Revolution
- York Young Carers, York Carers Centre
- Secondary School Council Conference Workshops
- All Saints’ RC Secondary School
- Archbishop Holgate’s CE Secondary School
- Fulford Secondary School

Approximately a further 200 children and young people took part in the consultation via this route.

5.7 Finally, a “Young Researchers” group ran in parallel to these consultation exercises. Their full report can be downloaded from www.yor-ok.org.uk/cypp.

Messages from Children and Young People

5.8 The online report contains a comprehensive analysis of the results of this consultation, with many useful charts and diagrams. This is a short summary of the findings, using the same headings as the online consultation exercise:

Local Area

- from the online consultation 74% of children and young people are happy with their local area and 6% say they are unhappy with their local area;
- transport was highlighted as a key issue and in particular the cost of transport.
 - the Young Researchers recommended that the YoZone card should be extended to 18 year olds;
- York Youth Council is campaigning to secure a 'ride around for a pound' deal on bus transport for all young people (18 and under) in York;
- children and young people rate very positively that York is doing well on making places to play;
- children and young people are not as positive about how well York is doing on making York a good place to cycle and reducing the amount of rubbish and litter people produce.

Activities

- it is clear from the consultations that children and young people are engaged with a large range of different activities. The most commonly used ones include making use of parks and open spaces followed by sports and organised groups. From the online consultation 61% are happy with activities in their area and 10% are unhappy;
- the key things stopping children and young people from accessing activities are:
 - activities not being available in their area and not being able to afford to travel to where they are;
 - the cost of activities;
 - parents and other adults;
- the Young Researchers recommended the creation of a website specifically for young people linked with Facebook that promotes activities, services and events with a mobile app linked to the website;
- the Young Researchers also recommended more outdoor facilities for older teenagers and improved access to out of school activities

at primary school through improved links with community sports clubs.

Health

- through the face to face consultation work many children and young people highlighted they would like gyms, or gym sessions specifically for them at an affordable price;
- most children and young people were happy with their school dinners but made more general comments about the need to more generally encourage healthier eating and more exercise;
- York Youth Council is campaigning for York schools to sign up to the School Uniform and Free School meals Charter;
- The Young Researchers recommended:
 - ensure that the approach to healthy eating is tackled early and that healthy eating is a core part of the primary curriculum from a very early age;
 - involve parents in the school curriculum around healthy eating;
 - encourage more children to walk and cycle to school;
 - wider range of choice within PE lessons;
- At our Children & Young People's Mental Health Matters Conference in February, young people told us they want more information, more access and less stigma.

Safety

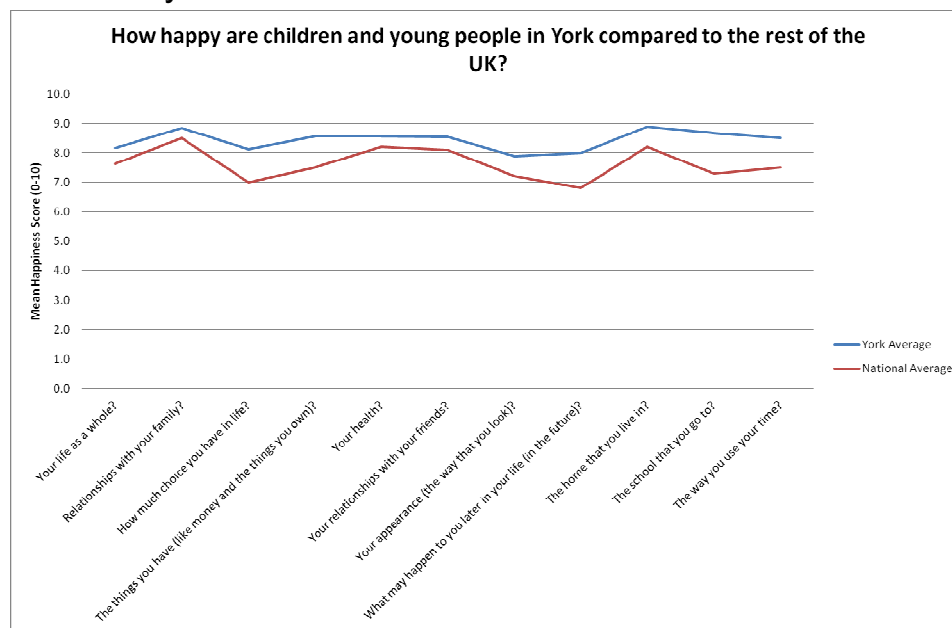
- from the online consultation 10% of children and young people felt unsafe from being hurt by other people;
- what is causing children and young people to feel unsafe seems to come from a range of different sources. When asked the question "Looking at the following issues, do any need tackling in your local area?" the main issues in descending order of importance were:
 - rubbish or litter lying around;
 - people getting bullied;
 - people being drunk or rowdy in public places;
 - noisy neighbours or loud parties;
 - vandalism, graffiti and other deliberate damage to property or vehicles;

- people using or dealing drugs;
- other;
- abandoned or burnt out cars;
- the Young Researchers recommended an increase in support for those who experience bullying, including peer support schemes.

The Future

- the biggest factor in preparing for the future given by children and young people was a good quality education. As well as education there were a number of other common areas highlighted by children and young people:
 - broader learning opportunities;
 - jobs being available;
 - information and Advice;
 - affordable education;
 - work experience;
 - affordable housing;
- from the online consultation the most common way for children and young people to give their views about their local area was through their school council;
- the Young Researchers recommended:
 - ensure that careers inspiration starts early and that there is age appropriate information and advice;
 - make changes to work experience to improve the offer;
 - increase links between businesses and education;
- York Youth Council carried out a survey of secondary school students asking them which topics they are taught in the PSHE/Citizenship lessons and also what they would like to be covered. Based on their research York Youth Council has made a number of detailed recommendations that have been passed onto

secondary schools.



Impact on this Plan

5.9 All of these messages have contributed to this Plan, to the accompanying Action Plan, and to a range of more detailed service and project plans. Those that relate particularly to schools, such as the content of PSHE lessons, have been drawn particularly to the attention of Headteachers in York.

5.10 The YorOK Partnership values these important messages from children and young people. We want York to be the best place in England in which to grow up, and the evidence suggests we are already some way towards this goal.

5.11 What is also very striking is the concern felt by all young people – not just those immediately affected – for those of their peers who may face stigma or disadvantage, particularly those on free school meals or suffering from mental health problems. We have reflected this in our new priorities in the following chapter.

5.12 One issue that is regularly raised by young people, where it has not been possible to make as much progress, is improvements to the transport system and to the coverage of the “Yozone” card. These matters lie beyond the brief, and the resources, of the YorOK Partnership. Nevertheless we recognise that young people feel strongly

Chapter 6: Our new principles and priorities in more detail

6.1 Previous Chapters have reviewed our progress since the last Children and Young People's Plan in 2009, provided a snapshot of where things stand today, indicated the key national and local policy drivers, and set out the results of the consultation exercises that have preceded this Plan. All of these elements have been blended together in drawing up our new principles and priorities for the period 2013-2016.

6.2 A key issue for us has been how to ensure that this Plan is relevant to all children, young people and their families in York, while at the same time focussing on a small number of key priorities for particular targeted groups. We have approached this as follows: first of all by setting out eight principles that underpin all of our work, with all children, young people and their families, all of the time. And second, by expressing five more specific and targeted priorities for particular groups that the evidence suggests need extra attention.

6.3 Both the principles and priorities are accompanied by some explanatory notes. As Chapter 7 explains, a separate Action Plan will be published alongside this Plan, outlining the immediate steps we will be taking to make progress under all of the headings below.

Eight ways in which we will work to help all children, young people and their families to live their dreams:

- Striving for the highest standards

York already enjoys some of the highest educational and health outcomes of anywhere in the UK. But we are not complacent, and will continually strive for more. There should be no limits on the dreams and aspirations of any young person in York. This can only come about through positive partnerships with children, young people and their families, together with a skilled, confident and committed workforce.

- Creating truly equal opportunities

We will work relentlessly to ensure that no child, young person or community is at a relative disadvantage, removing all traces of discrimination from our systems and our interactions – with a particular focus on disabled children, the rising numbers of children from a black or minority ethnic background, and on those who are lesbian or gay or questioning their sexuality. This principle is as much about celebrating the positive as it is about eliminating the negative.

- Ensuring children and young people always feel safe

Safeguarding lies at the heart of all our work, as does ensuring that there are “arenas of safety” at home, at school and in the community. We will continue to make our procedures for raising, and responding to, concerns about a child as straightforward and as effective as possible. We will be sensitive to the possibilities of exploitation or extremism, and will continue to adopt a “zero tolerance” policy for bullying in any form.

- Intervening early and effectively

We firmly believe in the principle of investing in early help to prevent costly and more intrusive, later interventions. This includes developing responsive mechanisms for supporting vulnerable children, young people and families. It is also about programmes of public health to promote breastfeeding, exercise, healthy eating and good sexual health, whilst also preventing unwanted conceptions, and problems with drugs and alcohol.

- Working together creatively

We will work within and also beyond the YorOK partnership to ensure that organisational demarcation never gets in the way of the best interests of children and young people in York. We will share information, and pool budgets, to develop better services. We will make best use of the changing organisational landscape in both education and health to promote the interests of young people.

- Treating children and their families as our partners: mutual respect and celebration

York has always prided itself on its capacity to involve young people. We need to ensure that all services continue to be fully responsive, and that young people's views are built into the design and delivery of services from the outset. We will seek every opportunity to celebrate their achievements. This principle is founded on respect for children's rights as enshrined in the United Nations Convention and recognition that with these rights also come responsibilities. We will continue to work closely with the Youth Council and with School Councils in this area.

- Connecting with communities and to the rich culture of our great city

We need to see children as people who live within their communities and as responsible citizens. York has such a rich heritage, and varied cultural life, and we need to ensure children and young people have multiple opportunities to connect with it. We also need to be sensitive to the fact that different communities have very different needs and aspirations, and that for some people their "community" may be their local area, whereas for others, it may have more to do with cultural identity.

- Remembering that laughter and happiness are also important!

This principle needs no elaboration!

There are five specific priorities for the period 2013-2016, based on evidence about where extra help is needed:

- Helping all York children enjoy a happy family life

We have always recognised that children are best brought up in their own family. Where this is not safely possible, we will always seek to ensure alternative high quality care arrangements. For most, and when appropriate, this will be in local family placements. So we need to ensure we give extra help to any family experiencing particular difficulties and those parents who may be vulnerable. We will continue to support our foster families, adoptive parents and extended family members who take on the care of vulnerable children.

We will know we have succeeded when we have reduced the number of children who are looked after in York and the number of children who are subject to protection plans.

- Supporting those who need extra help at the earliest opportunity

We already have evidence of differences in educational and health outcomes for looked after children compared with their peers and – despite some progress – in the attainment of pupils eligible for free school meals or the pupil premium. We also have concerns about the outcomes for young people from the Traveller community and for young carers. Finally, we need to do more to help young people with a learning difficulty or disability to find employment after school or university. For all these groups, we need imaginative programmes of support and challenge.

We will know we have succeeded when we have “narrowed the gap” in outcomes, through the statistics we collect, and by asking the young people to tell us honestly about their experiences.

- Promoting good mental health

Whilst we have a good range of services to support children and young people’s emotional health and wellbeing, we need a more complete picture of local need across all the possible dimensions of young people’s mental health.

We will know we have succeeded when we have better information about what services are needed, have been able to successfully deliver them and know that they are making a difference. We also need to continue to pay particular attention to what young people are telling us in this area.

- Reaching further: links to a strong economy

There are two particular areas where the needs of young people interact with the economic health of the city: child poverty, and young people not in education, training or employment (NEET). We need to

expand our multi-agency, multi-faceted programme to tackle child poverty and to increase the number of apprenticeships across the city. The raising of the “participation age” during the lifetime of the Plan will appear to have removed the problem of “NEET” young people under 18, but as a partnership, YorOK is just as concerned about young adults aged 18-25 who are without work or purposeful activity. We need to help all young people to be “work ready” and to actively encourage and support young entrepreneurs.

We will know we have succeeded when we have reduced child poverty as defined and measured by the accepted national measures. We need to enhance further our understanding of the reasons for youth unemployment and work with partners to address it. We will ask employers about the work readiness of new starters, and would like to see more young people starting up their own businesses and receiving appropriate support.

- Planning well in a changing world

This priority recognises some particular uncertainties that we know we are going to have to face in the next Plan period, for which we need to plan effectively. These include falling demand for secondary school places and, conversely, rising demand at primary level. We also face unprecedented pressures on our budgets, putting an added premium on ensuring that we spend every penny wisely, and that we work together imaginatively to prioritise effectively and to ensure that the total impact of our combined budgets is greater than the sum of the parts. But there are also positives – the health reforms, and the changes to the education system, represent opportunities we should seize.

We will know we have succeeded when we have matched supply and demand, and continued to deliver outstanding services within reduced means.

Chapter 7: How we will take the Plan forward

7.1 This Chapter explains how the YorOK partnership actually works, and how it relates to the other partnerships and organisations within York. It explains how services are funded and commissioned, and how we will set targets and monitor progress against the principles and priorities set out in the preceding chapter.

The “Planning Bookcase”

7.2 York has had a Children’s Trust – YorOK – since 2003. It has been a statutory requirement to have such a Trust, representing all of the key partners who work with children, young people and their families, since 2004. There is some suggestion that this statutory requirement may be repealed by the Coalition Government; however the YorOK Board has already decided that the Trust arrangements in York have more than proved their worth and are here to stay. The strength of our partnership working has particularly noted by Ofsted in successive recent inspections.

7.3 The YorOK umbrella embraces every single organisation, in the public, private and voluntary sectors, working with children, young people and families in York. It is steered by a Strategic Board: a list of the current members of that Board is at **Annex E**. The Board meets approximately every two months and papers and agendas are published in advance on the YorOK website www.yor-ok.org.uk

7.4 The YorOK Board works within the City’s broader strategic partnership arrangements. Overarching all of these is the Local Strategic Partnership which in York is known as Without Walls. You can find out more about this at www.yorkwow.org.uk.

7.5 Sitting underneath the Local Strategic Partnership are a number of high level strategic boards responsible for issues such as the economy and the environment. The newest of these is the Health and Wellbeing Board which has been established as part of the new health arrangements. The Health and Wellbeing Board brings together the Council, the Vale of York Clinical Commissioning Group (the new body responsible for commissioning a range of NHS services in the area) and

a number of other health and social care providers. This Board will be fully functional from April 2013, but is already operational in “shadow” form at the time of preparing this Plan. You can find out more about the Health and Wellbeing Board at www.york.gov.uk/health/yorknhs/healthandwellbeingboard and about the Vale of York Clinical Commissioning Group at www.valeofyorkccg.nhs.uk/ValeOfYork/index.htm

7.6 It has been agreed that the YorOK Board will in future be regarded as a key sub-group of the Health and Wellbeing Board. There will be four sub-groups in total, all of them responsible for a key strategic area. The other three are: Older People and Long Term Conditions; Mental Health and Learning Disabilities; and Deprivation and Health Inequalities. It is likely that the latter two Boards will from time to time consider issues that are relevant to children, young people and their families; however this will remain the main responsibility of the YorOK Board. The Chair of YorOK is also a member of the Health and Wellbeing Board, as is the Director of Adults, Children and Education: this will ensure that strategic decisions are kept in alignment. In addition, the YorOK Board will produce an annual report for the Health and Wellbeing Board.

7.7 As has been noted earlier, York has also established the York Education Partnership in response to the national education changes. This Partnership is independently chaired, and brings together all of the maintained schools, Academies and Colleges in York. It has overall responsibility for planning and resourcing schools in the City. Broadly speaking, the York Education Partnership covers what goes on inside the school gates. The YorOK Partnership has a broader remit including some of what goes on in a school, and some of what goes on in other settings and in the wider community. Both partnerships recognise that all of these issues are intimately connected. There is significant cross-membership of the two Boards to ensure strategic coordination.

7.8 These new lines of accountability are shown diagrammatically in what we have always called the “Planning bookcase” at **Annex B**.

7.9 YorOK in turn has established a number of sub-groups to support and enable the delivery of our strategic objectives. These sub-groups,

which may change in accordance with priorities, are formally accountable to the YorOK Board and will report at least annually to it. The Board expects that the views and involvement of children, young people and families will influence the work of all YorOK forums and will itself ensure it allows interactive dialogue with children and young people at least twice a year.

Commissioning and Finances

7.10 An illustration of the total finances available to the YorOK partnership is at **Annex C**. During the last Plan period we took steps to strengthen the way in which we plan and buy services – or “commission” them, to use the technical word. The YorOK Board established an Integrated Commissioning Group to ensure that resources were effectively targeted and that the joint ambitions of our strategic Plan were supported by resources. A wider commissioning network was also established to benefit from the national Commissioning Support Programme. The effectiveness of these arrangements was confirmed during our recent Ofsted Safeguarding Inspection.

7.11 During the period covered by this new Plan, we will strengthen further the commissioning culture across the YorOK partnership, ensuring that it includes support where necessary and challenge where appropriate. The YorOK Board itself will assume oversight of all the commissioning arrangements for children, young people and their families, and its constitution has been amended accordingly.

Setting targets and monitoring progress

7.12 A specific responsibility of the YorOK Board is to oversee the production, delivery and review of this Children and Young People’s Plan. In discharging this responsibility the Board will formally monitor performance and progress on a quarterly basis, and review annually the extent to which partners have acted in accordance with the Plan. A full retrospective CYPP 2009-12 performance scorecard is provided at **Annex A** and a proposed scorecard for the new Plan is provided at **Annex D**. These scorecards can be amended in light of changing national reporting requirements and local priorities.

7.13 In addition to this strategic monitoring, YorOK will oversee production of a more immediate Action Plan which will be reviewed and refreshed as necessary over the next three years. This recognises that many of the aims and objectives in this document are relatively long-term in nature, but that shorter-term steps will also need to be taken. The first such Action Plan, covering the period until March 2014, will be published alongside this Plan. It will contain complementary targets and milestones, and will be monitored on the same cycle as that described above.

7.14 YorOK sub-groups will also be required to monitor in more detail the performance and progress of particular work streams for which they are responsible. Where concerns exist or arise in relation to performance or progress, the YorOK Board will adopt a 'challenge and support' approach to help understand the reasons behind this and establish on a partnership basis how improvement and progress can be achieved.

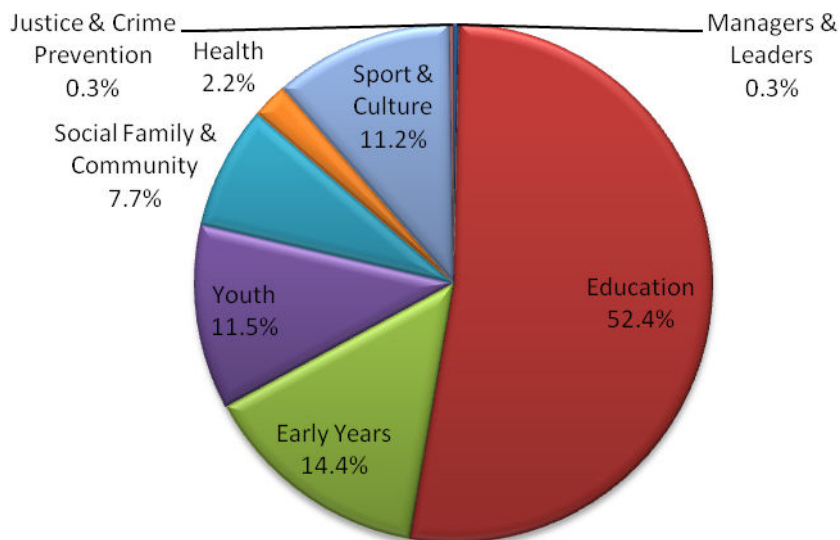
Chapter 8: A confident and skilled workforce

8.1 Our success as a partnership relies very heavily upon our YorOK workforce: those people who work with and for children, young people and families in whatever capacity. We recognise and celebrate their dedication and professionalism across the paid and unpaid sectors. As a partnership we remain committed to supporting them at all points – to enable them, in turn, to help every child and young person in York to live their dreams.

8.2 During the period covered by the last Plan, we produced a separate workforce development strategy. It makes sense this time to produce a single document. This Chapter therefore represents the workforce development strategy that complements all of the previous Chapters within this Plan.

Who is in the YorOK Workforce?

8.3 We have always known that the YorOK workforce is large and complex. In 2010/11, in conjunction with York St John University, we commissioned our first YorOK workforce profile. We wanted to know about the numbers of people who worked with children, young people and families, across the different workforce sectors, and covering people working on a paid and unpaid basis. We established that there were approximately 17,150 people working exclusively with children and young people in York. The pie chart below shows the percentage breakdown of this profile:



What have we achieved?

8.4 During the three years of the last Plan, we have made significant progress in raising the profile of workforce development, promoting early intervention and supporting more people to work in new and increasingly integrated ways. Our achievements have included:

- developing the practitioner ‘Workforce Zone’ on the YorOK website, www.yor-ok.org/workforce;
- launching the bi-monthly YorOK Newsletter;
- more people trained in integrated working and early intervention resulting in increasing numbers of calls to our “Front Door” service, more lead practitioners and more Common Assessments completed;
- launching the ‘YorOK Induction’, an online resource for everyone with information about being part of the YorOK Children’s Trust and Workforce;
- making available more multi-agency integrated working learning packages;
- we have offered more training and development opportunities to more people, including foster carers for whom an accredited Foundation Certificate has been developed;
- running a multi-agency peer supervision task group to establish and develop best practice and to develop and extend this across the workforce.

Looking ahead

8.5 During the period covered by this Plan, we will continue to promote the YorOK workforce agenda on a partnership basis and explore creative approaches to using the skill and asset base that exists across the YorOK partnership and beyond. *In support of the eight principles* in this Plan, we will also:

- respond to the workforce implications of the equality duty;
- help people to learn more about the roles of others;
- improve how we identify and analyse YorOK workforce development needs, working increasingly alongside regional colleagues to provide quality, cost effective training packages;
- refresh and re-launch our YorOK induction standards and seek to embed these in the induction programmes of partner organisations;
- work with partners to improve our knowledge of the ethnic profile of our workforce;
- continue to explore ways of measuring the impact of workforce development on improved outcomes for children and young people.

8.6 *In support of the five more specific priorities* within this Plan, we will, in relation to the workforce, also:

Helping all York children enjoy a wonderful family life

- actively promote the ‘Think Family’ approach when commissioning training and through our work with adults’ services.

Supporting those who need extra help at the earliest opportunity

- continue to provide training and other opportunities that will strengthen our approach to early intervention and help to reduce the need for children and young people to become looked after and subject to child protection plans;

- continue to deliver learning and development programmes through the Safeguarding Board, meeting local needs and national requirements;
- support the delivery of the Child Poverty Strategy by creating workforce development opportunities, e-learning packages and awareness sessions.

Promoting good mental health

- support the delivery of our Child and Adolescent Mental Health strategy by helping to equip the workforce to better recognise and respond to issues of emotional and mental ill-health;
- promote the importance of early identification and tackle the stigma associated with mental ill-health.

Reaching further: links to a strong economy

- work with partners to increase in York the provision of development and career progression opportunities for young people in the 18 to 25 age range. This will involve supporting apprenticeship programmes;
- support the work of partners in progressing the City Skills Strategy, the aims of which include helping to meet the needs of employers, promoting lifelong learning opportunities and improving our approach to commissioning learning and development opportunities.

Planning well in a changing world

- maintain strong links with partners, national lead organisations and regional networks to ensure that local workforce and professional development activities are informed by emerging policy and strategy and best practice and offer value for money.

How we will take these actions forward

8.7 The YorOK Workforce Strategy Forum will continue to develop and deliver core elements of our YorOK workforce strategy and delivery Plan. This multi agency forum is formally accountable to the YorOK

Board and progress is monitored by the Board, by the forum itself and by other relevant strategic partnerships such as the CAMHS Executive.

Where to find out more

8.8 The YorOK Website hosts information about the YorOK Workforce Strategy, the work of the Workforce Strategy forum and training and development opportunities: www.yor-ok.org/workforce.