

WIRRAL CHILDREN'S TRUST BOARD – 26th MARCH 2013

THE CHILDREN AND YOUNG PEOPLE'S PLAN: REVIEW OF 2012-13 AND DEVELOPMENT OF THE NEW PLAN FOR 2013-2016

1.0 Background

- 1.1 The Children and Young People's Plan (CYPP) is a overarching strategic plan developed by Wirral Children's Trust for all organisations providing services for the children and young people of Wirral. It is developed and reviewed by multi-agency groups ensuring all partner organisations and children and young people are fully involved. The CYPP is reviewed annually.
- 1.2 In April 2012 Wirral published a one year CYPP 2012-2013. The plan covered all the services for children and young people in the Borough and brings together all the strategic and operational plans to improve their lives and enable them to achieve their potential. This plan ends on the 31st March 2013 and a review of the final year of the plan is being finalised and will be circulated to the Board prior to the next meeting.
- 1.3 In September 2012 Wirral Children's Trust Board approved the production of a new three year CYPP for 2013-16. In order to ensure that this plan is fit for purpose particularly in the current environment of austerity and change a rigorous new priority setting approach was developed through the Children's Trust Executive. Proposals from strategic groups were co-ordinated and submitted in a defined template against a set of priority setting criteria. All submissions were then evaluated and challenged at a stakeholder event through a standard process. Alongside this the current structure of the Children's Trust sub-groups was evaluated to ensure the priorities could be delivered.
- 1.4 The proposed new priorities have been collated and are presented to the Board for approval. The new plan will be provided to the Board in May 2013. A children and young people's version of the plan, feedback response to the consultation and an equality impact assessment is also under development.

2.0 Priority Setting for the New Children and Young People's Plan 2013-16

A robust approach to priority setting was agreed by the Children's Trust Executive. Proposals for priorities and activities would be presented through a set of defined criteria and processes. The detail is outlined below.

2.1 Set of Priority Setting Criteria

1. **'Strategic fit'** described the extent to which services contribute to advancing the strategic directions of the organisation and also across the partnership organisations, i.e., "fit" with vision, principles, values, and goals. Consistent with the idea that strategy should be a key driver of operational planning as a counterpoint to planning based on historical or short-term political considerations.
2. **'Alignment with external directives'** identified existing government mandates and legislated obligations as relevant considerations for setting priorities. For example government directives to provide particular services, reductions in budgets. This

criterion recognises explicitly the limited degrees of freedom within which priorities could be set.

3. **'Impact'** ensuring that improved outcomes/ impact were achieved as a direct result of the priority and activities put in place. It is imperative that in tandem with this clarity is provided regarding how the outcomes/ impact can be clearly measured and that any data/information required for measurement is also available and clearly identified or able to be made available.
4. **'Community need'** described the needs of the community including current demand and future demand.
5. **'Partnerships'** ensuring that existing formal agreements and commitments with other organisations in coordinating delivery of services/activities are in place to enhance service quality and to optimise resource utilisation within the area.
6. **'Interdependency'** describes the coordination and collaboration between services across the partnership to enhance service quality or to use resources more efficiently.
7. **'Resource implications'** related to the mobilisation and use of human and fiscal resources. The implications of prioritisation depended in part on the source of funding, the availability of staff and capital resources, the flexibility of contractual agreements and the models of service delivery, which could be more or less efficient in using available resources.

2.3 Priority Setting Processes

In defining submissions and evaluation and challenge by stakeholders a clear process was followed as outlined below.

1. Ensuring that the priorities identified for the CYPP align with and advance the partnerships vision and that there is no conflict with partner organisations individual mission's and strategic goals. This will ensure that the right priorities are set and can be delivered in a holistic partnership approach.
2. The programmatic architecture of the organisations in the partnership should be taken into account in order to ensure that there will be no issues with delivery of identified activities. This is especially relevant in times of austerity when organisational structure is in a state of flux. The CT priorities should be as well defined that their importance transcends such proposed changes.
3. The specific responsibilities of the CTE, Board and senior management in the partnership in relation to the priority setting process. Reference to the memorandum of understanding.
4. Ensuring a multidisciplinary approach and that all partners are represented at the right levels to ensure that activities reflect the reality of delivery.
5. Ensuring that intelligence/data/information is available so that priorities set can be clearly defined and understood by decision-makers and stakeholders.
6. Effective communication to ensure that stakeholders know and understand the scope and necessity of the priorities and the priority setting decision-making. In addition, the rationales for priority setting decisions should be communicated to stakeholders and

should clearly demonstrate how these decisions are defensible in light of the priority setting criteria and available data/information.

2.4 Parameters of Success

A set of parameters to ensure the focus on success of the development process has also been put in place to ensure the partnership can learn from the new approach for future planning and development projects.

Outcome parameters	Process parameters
<p><i>Effect on organisational priorities and budget</i></p> <ul style="list-style-type: none"> • Priorities change; resource shift • Strategic plan supported/enhanced • Conditions for success/growth created/enhanced • Budget balanced 	<p><i>Efficiency of priority setting process</i></p> <ul style="list-style-type: none"> • Increased ease in allocating resources • Improved capacity for making priority setting decisions • Perceived return on time invested
<p><i>Effect on staff</i></p> <ul style="list-style-type: none"> • Staff satisfaction neutral or positive • Staff retention/recruitment neutral or positive • Organisational understanding improved 	<p><i>Fairness</i></p> <ul style="list-style-type: none"> • Stakeholders understand the process • Stakeholders feel engaged • Priorities are justified and seen to be reasonable • Process is perceived to be consistent and fair • Winners/losers issue well-managed
<p><i>Effect on community</i></p> <ul style="list-style-type: none"> • Public media recognition neutral or positive • Public acceptance or community support improved • Public perception of institutional accountability improved • Integration through partnerships increased • Education/research peer recognition enhanced • Emulated by other organisations 	

2.5 The Children's Trust Executive Stakeholder Event

The event was held on the 31st January 2013 involving the Executive and additional representation from partners. Each submission was presented and appropriate discussion, evaluation and challenge was held. The findings from the day were combined and on the 5th of March 2013 the Executive agreed the priorities below for submission to the Board for approval.

Our Proposed New Priorities

We have been forensic in examining all available evidence to ensure this new plan is directly relevant to the addressing the key issues requiring action. We have:

- Evaluated our progress to date through our annual review which clearly outlines the areas where challenges still remain.
- Effectively analysed the available intelligence to ensure we understand the nature and detail of the needs of families in Wirral.
- Consulted with young people and listened to what they have told us directly and through our Health, Education and Lifestyle Profile (HELP) Survey.
- Through our new priority setting approach evaluating a range of factors through partnership challenge we have proactively addressed the key issue of public sector austerity.
- Ensured that the Children's Trust principles underpin all our proposed activity.

All these elements have been combined to develop eleven new priority areas which are described below. For all children and young people we will:

Support you to have the best possible start to life and to develop healthy lifestyle choices.

The gap in life expectancy in Wirral between the most and least affluent is 14.6 years for men and 9.7 years for women. To impact on this we must act to improve the health of future generations through our children and young people. We will ensure that early support is in place to provide children from birth to develop good physical health and emotional wellbeing. Importantly we will provide young people with information to make good choices to impact on their health for the rest of their own and their future families' lives.

Priorities:

- *From conception to age five Wirral Children have the best possible physical, social, emotional and psychological start in life.*
- *From 5 - 19 years, Wirral children and young people's health and well being will continue to develop through healthy lifestyle choices in preparation for adult life.*

We will know we have succeeded when teenage pregnancy, childhood obesity, alcohol consumption and prevalence of sexually transmitted diseases are reduced. When we can evidence a positive impact on young people's emotional wellbeing and mental health. When the gap in health inequalities related to living in different areas of the borough is reduced.

Keep you safe from harm, in a family environment and where necessary support you at the earliest opportunity.

Where it is not safely possible for children to be brought up in their own family environment we will ensure alternative appropriate high quality care arrangements are in place. We will provide good support to our foster families, adoptive parents and extended family members who take on the care of vulnerable children. Through our newly designed preventative services we will improve targeted early support to families experiencing particular difficulties.

Priorities:

- *To improve outcomes for Children in Care and Care Leavers.*
- *To improve outcomes for children and young people in need of protection.*
- *To support those children and young people who require extra help at the earliest opportunity.*

We will know we have succeeded when we have reduced the number of children in care and those on child protection plans and increased the number of children adopted. When reviews are timely and children tell us that their wishes are taken into account in determining their plans. When families demonstrate how preventative services have made a difference to their lives and referrals into children's social care decrease.

Raise your aspirations and achievement, so you are equipped to enter adulthood and working life.

Our young people are the future economic health of Wirral and deserve high quality education and training provision to help them become ready for work. We will ensure that reforms to the education system are seen as opportunities and continue to evolve strong partnerships with all education and business providers.

Priorities:

- *To ensure that there is appropriate support and challenge to educational settings.*
- *To ensure children and young people across Wirral will have improved attainment levels and skills, to enable them to fulfil their aspirations.*

We will know we have succeeded when attainment levels across all stages are high and inequality gaps are narrowed. Through maintaining good external evaluation standards by agencies such as OFSTED. When young people can access the right opportunities and the number not in education, training or employment is reduced.

Support those of you who need extra help to reach your potential and achieve well.

We know there are differences in outcomes for some children who require additional support such as children in care, children with special educational needs, children living in poverty and young carers. For these groups we will work with them to put in place imaginative programmes of support.

Priorities:

- *Improve the educational outcomes for vulnerable children and young people.*
- *Ensure a SEN framework and budget arrangements are delivered in line with new national guidance.*

- *Effectively promote and enable participation and progression for all young people.*

We will know we have succeeded when we have narrowed the gap in outcomes for our vulnerable groups in relation to their peers and when children and young people tell us about their positive experiences accessing services that are right for them.

Listen to your views when making decisions that affect you.

Wirral has a strong track record in involving young people in the development of service delivery. Although structural changes to the provision of youth support are under development we will maintain a participation champion and a range of engagement forums such as the Children in Care Council, the Youth Parliament, Youth Forums, School Councils and the HELP survey. Through these we will ensure we remain responsive to the needs of young people.

Priority:

- *Enhance the involvement of children and young people in the decision making process.*

We will know we have succeeded when young people tell us they feel empowered and fully involved through our engagement forums.

3.0 Recommendations

- 1) That the Board approve the Children and Young People's Plan 2013-16 new priorities developed through the stakeholder priority setting approach.

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