

Children and Young People's Plan 2014 – 2017

Children and Young People's Plan CYPP 2014-2017

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1. Welcome

Welcome to our third Children and Young People's Plan 2014-2017.

This plan, as with previous plans, sets out the vision and priorities that we have for children and young people in Bath and North East Somerset.

We have retained the vision from our previous plan, **“We want all children and young people to enjoy childhood and be well prepared for adult life”** as this statement still underpins our commitment to the Children and Young People of Bath and North East Somerset

Following consultation with partners, children, young people and parents and carers we have agreed 3 key outcomes that we will prioritise between 2014- 2017 they are:

- **Children and Young People are Healthy**
- **Children and Young People are Safe**
- **Children and Young People have Equal Life Chances**

This plan will be delivered in an ever changing environment, reduction in our funding from central government, schools transferring to academy status, SEND (Special Education Needs and Disability) reforms, and the changes to benefits will continue to impact on the way we will be able to deliver the best for our children and young people. The plan is closely aligned with the B&NES Health and Wellbeing Strategy.

We know that there are still children and young people in our communities who for many different reasons are not able to achieve their full potential. Increasingly, therefore our services will have to be targeted at those in greatest need to ensure their life chances are as equal as those of their peers.

Achieving our vision requires all agencies, settings and families to work together to improve the outcomes for our children and young people, we look forward to our continued partnership approach to deliver that aspiration.

Ashley Ayre

Strategic Director, People and Communities Department,
Bath & North East Somerset Council
Chair, Bath and North East Somerset Children Trust Board

Councillor Dine Romero

Cabinet Member for Early Years, Children and Youth

2. Introduction for the CYPP 2014-2017 – draft

The outcomes for Children and Young People are influenced by a range of wider determinants, such as education and housing. Whereas the scope of this plan, as detailed in the Outcomes Framework is on the services that the Local Authority and the Clinical Commissioning Group (CCG) can commission to support better outcomes for children and young people.

Definition

The Children and Young People's Plan (CYPP) 2014/17 is the commissioning and delivery plan to improve the health and wellbeing of children and young people across B&NES. It is based on evidence collected via the Joint Strategic Needs Assessment (JSNA) analyses of the impact of current services to deliver against priorities and agreed outcomes: the annual review of the CYPP 2011-2014 and comprehensive service user engagement.

Vision

The vision for children and young people in Bath and North East Somerset is that ***“All children and young people will enjoy childhood and be well prepared for adult life”***. We have retained the same vision statement as for the CYPP 2011/14 as it clearly captures our vision for our children and young people. It aims to further develop and support increased resilience in our children and young people as they move through adolescence into adulthood.

This plan has been jointly led by the Children Trust Board and the Local Authority with input from the Health and Wellbeing Board and the B&NES Clinical Commissioning Group. It has been closely aligned to the Health & Wellbeing Strategy to ensure coherent focus on children and young people needs.

It has been heavily influenced, as in previous earlier CYPP's by service users, children, young people and parents and carers. There was widespread engagement on the outcomes and a further 1 month consultation on the draft plan across a wide range of stakeholders, which included the voluntary and community sector, schools and academies and children's health providers.

This plan has been developed in an ever changing economic and political environment. Many agencies budgets are under financial pressure; changing legislation e.g. SEND reform, Working Together 2013 and significant welfare reform - it aims to clearly identify how services in B&NES will increasingly be targeted to the most vulnerable and those not achieving their full potential. It highlights further areas to be developed over the period of the plan: to include a clear focus on early help, support for complex families and those in need of increased support and safeguarding. It does not detail all the work that all partners are doing to meet the needs of children and young people locally but rather to capture the key areas that need greater focus above and beyond everyday business as usual.

3. About the plan

The Children and Young People's Plan explains what the organisations represented on Bath and North East Somerset's Children's Trust Board will do to support children, young people and their families, to lead safe, healthy and successful lives. The plan outlines the Children's Trust Board priorities for the period 2014-17. An Outcomes Framework will sit beneath this plan which will highlight how services will be increasingly commissioned to deliver against the three outcomes. The CYPP will be reviewed on an annual basis

The CYPP 2014-2017 is closely aligned to the Joint Health & Well Being Strategy 2013-2018 for Bath and North East Somerset and will sit alongside it. The Health and Wellbeing Strategy is available at: http://www.bathnes.gov.uk/sites/default/files/joint_health_wellbeing_strategy.pdf

The CYPP is structured around three key Outcomes, which were identified following consultation with children , young people, parents and carers.

Those 3 Outcomes are;-

- **Children and Young People are Safe**
- **Children and Young People are Healthy**
- **Children and Young People have Equal Life Chances**

We have worked hard to make sure that this plan truly reflects the complexity and range of work being undertaken to support the needs of children and young people in Bath and North East Somerset, as well as listening to the wishes and needs of families themselves.

4. Our values and how we work in B&NES

Bath and North East Somerset's Children's Trust Board is committed to working in the following ways to achieve the strategic outcomes/goals in this plan:

Safeguarding is everybody's responsibility

We will constantly keep the safeguarding of children first and foremost in our discussions and working practices. We have a duty of care to all our residents, especially the vulnerable, to keep them safe. Following on previous plans, we will be focusing on helping children, young people and families to promote resilience and to identify and safely manage risks.

Involving children and young people in our work

We will actively engage with children, young people and their families in order to develop and implement solutions that best meet their needs. We will ensure that their "voice" is central to service delivery. We will ensure wherever we are making changes to services that service users will be actively involved in the re-commissioning process. We have developed a Framework for Service User Engagement in the Commissioning Process that details how service users will be involved (Appendix 1). We expect that all agencies/providers who deliver services will actively engage with children, young people and their families in monitoring how services will be delivered, or re-commissioned. We expect the same standard to be applied for the de-commissioning of services.

There is also a well established Young People's Equalities Group, which has been allowed to help develop and influence aspects of the work of Children's Services.

Working in Partnership

We will continue to work together with all relevant agencies and service providers, to make sure that resources are joined up, deliver good value for money and clearly target the children and young people who most need them.

The Children & Young Peoples Voluntary & Community Sector Workforce (VCS)

The Children & Young People's Voluntary & Community Sector Workforce (VCS) within B&NES are able to offer innovative and responsive preventative services and work across B&NES with children, young people and their families. Within the statutory services there is great support for the work of the VCs and recognition of the importance of their contribution.

The VCS in B&NES are well placed to provide:

- **Opportunities for early intervention and early recognition of need**
- **Engagement with hard to reach children & young people**
- **Support and intervention within families and communities**
- **Collaboration and Partnerships**
- **Commissioned Services**

The VCS has an important role within the communities of B&NES and has a unique ability to recognise and respond to local priorities and need. During the lifespan of this plan it is hoped we will further build on the value of the VCS within B&NES.

Improving the customer experience

We will take steps to improve the way in which professionals working on behalf of children and young people work together with parents and careers so that they fully understand and engage with all partner agencies across the Children Trust.

Delivering better services, with less money

We will seek to ensure the best value for money, within available resources so that children and young people still receive the level of support they, and their families need.

5. What we know about Children and Young People in Bath and North East Somerset

There are just over 36,000 Children and Young People aged 0-19 in Bath and North East Somerset's making up 23% of the total population of 176,000.* Males account for a slightly higher proportion of the younger population than females.

Some groups of children and young people in Bath and North East Somerset are more vulnerable than others. Recent B&NES School Health Education Unit (SHEU) survey and other schools data indicates that children eligible for free school meals (FSM) are not progressing as well as their peers.

The Department for Education estimates that nationally around 7% of children have a disability as defined by the Equalities Act 2010. In Bath and North East Somerset, we have an estimated 2,228 children 6.2% of the total population children and young people, between the ages of 0 and 19 who are disabled.

(Source: ONE, Care First, Early Years July 2013).

The Local Authority is also responsible for maintaining a list of children in the area who are at risk of continuing significant harm, and for whom there is a child protection plan. At 31 March 2014 there were 123 children subject to a child protection plan in Bath and North East Somerset. This equates to 36.1 children per 10,000 children.

The council maintains a list of pupils who are not currently accessing a full time education place for whatever reason, or who are attending alternative provision.

6. What service users told us was important-consultation on the priorities

An extensive consultation took place between June and September 2013 to find out what was important for service users across Bath and North East Somerset.

What children and young people say?

Over a hundred schools and youth groups (including minority and seldom heard young people) took part in the pupil parliaments which debated themes that young people had told us were of concern.

PRIMARY PARLIAMENT 2013 KEY POINTS

1 st	2 nd	3 rd	4 th
Who do we turn to if we are worried?	How to stay happy and healthy	Safe play	Families who have less money
<p>Children get worried for all sorts of reasons and it is not always possible to tell. Schools should all have Worry-busters – people who care about you, who you trust and can turn to: dinner ladies, buddies, teaching assistants, care-workers, teachers, head-teacher, volunteers.</p>	<p>Ways schools can help children:</p> <p>Mind - offering trained buddies/mentors to support others, introducing schemes that promote tolerance.</p> <p>Body - opportunities to exercise, helping children to maintain a healthy diet.</p> <p>Space- Everyone knowing what is available and where.</p>	<p>Children don't feel safe when they are bullied at playtime, when dinner-ladies don't hear two sides of the story; in parks where there are drunk people and dog poo.</p> <p>They feel safe when there are adults keeping an eye out for them and where there is organised play: brownies, play rangers and safe places to play in the street.</p>	<p>There is more stress in families who have less money. You feel different and left out and it is hard to be happy.</p> <p>More could be done to help families with less money by making services free or less expensive, having free clubs for children, cheaper bus fares, more activities for families that are free, and helping adults to find jobs.</p>

YOUNG PARLIAMENT 2013 KEY POINTS

1 st	2 nd	3 rd	4 th
Staying emotionally and physically well	Public transport in B&NES	Preparation for training and work	Safe places to hang out
<p><u>Healthy relationships:</u> Universal approach across all B&NES schools to promote healthy relationships through PSHE, combatting coercive relationships and peer pressure.</p> <p><u>Exam stress:</u> Growing pressure on young people to do well at exams resulting in stress: Suggestions: Mentors More free study time More understanding from teachers</p>	<p>Public transport is costly, inefficient and leaves some rural areas completely isolated. Ideally young people in full time education should travel free on buses. Failing this, bus companies should provide a youth bus pass at reduced cost.</p>	<p>Young people with disabilities face huge hurdles in trying to get a job from transport to communication issues.</p> <p>What more should we be doing to counter discrimination by raising awareness of disability issues and promoting good practice amongst potential employers?</p>	<p>Suggestions: more information about the good provision that exists – suggested a map with links to Facebook.</p> <p>Central hub with café for young people to hang out, get advice and support.</p> <p>Parks – young people would like to work with the Council to help fund-raise and volunteer to keep parks free from litter and vandalising. One named person from the Council could help to co-ordinate.</p>

The suggestions from the pupil parliaments are being addressed in the following ways:

- Working parties comprising children, young people and key adults to look at barriers to employment for disabled young people, transport and safe play.
- Training for primary and secondary schools in healthy relationships, supervision, and skills in supporting young people

with emotional difficulties.

- All primary schools to receive the 'Little Tin of Big Worries' resource.
- All secondary schools to receive the 'Issues box'.

Parents and Carers

The consultation took place over summer 2013 with 153 parents and carers.

There was a focus on 3 key questions and the following table reflects some of the parent and carer comments.

1 st	2 nd	3 rd
Do you think your local area is a safe place for children and young people to grow up in?	As a parent or carer, are there issues that concern you?	Are you finding the challenges of family life more difficult than you were three years ago?
<p><i>"I worry about the speed of which cars drive at, the litter around the parks. The parks swings being removed. Teenagers hang around as they have nothing to do which can be intimidating and as always concerns with drugs is an issue".</i></p> <p><i>"Yes I feel that my local area is safe for children and younger people to play in and socialize with other people but I also say no because of young people living in the local area are on drugs and alcohol".</i></p> <p><i>"I worry about</i></p>	<p><i>"Prevalence of domestic violence in young people's relationships and disturbing way that boys can view girls ; lack of discussion about sex and relationships in schools; underage drinking".</i></p> <p><i>"They are so advanced on using computers & internet that they can see things they shouldn't if even when searching for something that is safe, often porn adverts come up when they shouldn't"</i></p>	<p><i>"The cost of living is very difficult to manage - We are on a very low income and find it very difficult giving our children the same opportunities as better off families".</i></p> <p><i>"3 children including 1 with Downs. Having to mostly travel out of area to access activities which means the cost goes up."</i></p> <p><i>"budgeting on a low income".</i></p> <p><i>"Cost of living has risen but not the salaries. Very difficult for young families with rent or mortgages to pay".</i></p> <p><i>" I have another child now and have not been earning much money for a few years now. I rely on the services</i></p>

<i>activities within the local area for my son when he grows up. I feel that teenagers are often left without much to do".</i>	<i>"This Children's Centre has really helped me and my children without their support me and my children would not be here today".</i>	<i>offered for support and social interaction".</i> <i>"Money, poverty, cost of living".</i>
<i>"There is not a great deal for older children to do in the village which leads to groups' hanging around".</i>	<i>"Cuts to early child support services will leave us with a generation who don't know how to interact"</i> <i>"I think young people need to be more aware of careers advice where to go and somehow the 'stigma' of having counselling for young people needs to be faded out".</i>	<i>"Finance is always an issue and it seems to get more difficult."</i>

The comments highlight some of the key concerns about the reduction to services, e safety, Child Sexual Exploitation and emotional health and wellbeing of CYP.

These themes, and the actions to address are detailed in the Outcomes Framework of the plan.

The plan also incorporated the feedback from a range of consultations that took place around the re-commission of a number of services in 2014 participation, independent visitor service for children in care: short-breaks for children and young people with disabilities and a position statement from the voluntary sector network commission, which is supported by B&NES Local Authority.

The Children's Society have produced a 'Through Young Eyes' a report, which included consultation with Children and Young people in Bath & North East Somerset on their experience of poverty.

We are using this evidence to inform the delivery of our current services and our future commissioning intentions.

http://www.childrenssociety.org.uk/sites/default/files/tcs/poverty_commission_report_final.pdf

7. Outcomes Framework **(Outcomes Framework - Appendix 2)**

We have sought to explain simply and clearly the key outcomes for children and young people across B&NES, what services we will commission /deliver to address these outcomes and how we will know if they are making a difference.

We have developed the Outcomes Framework to explain this simply: it identified the 3 key outcomes and the services that will deliver against them.

We have also used the “pathway life-stage model” to help explain how services are offered along the pathway/journey that a child and young person goes through akin to the stages of development from pre-birth to transition to adulthood. It specifically focuses on the “early help offer”, the support that children and young people can expect when additional support is required. (The Pathway document is attached as Appendix 3 for review and consideration)

Using the pathway approach, will support commissioners to specify what part of the pathway services will be targeted at/accessible and will also help children, young people and families better understand what /where additional services are available across B&NES.

Children and Young People are Safe

The priorities identified in this section seek to strengthen the commitment to working in partnership with families, and to ensure that agencies can more accurately identify need at an earlier stage. The Children and Young Persons Plan recognizes the importance of early intervention, planning and collaboration between agencies and families.

This section outlines the importance of providing comprehensive training to staff in all agencies so that we have a workforce that has not just a solid grounding in key areas of Safeguarding practice, but is also able to remain updated on key emerging issues. The section also emphasises the importance of intervention at the earliest and most appropriate level so that families can access support in order to prevent/minimise the escalation of concern. The dissemination of the Threshold document is crucial in assisting agencies in negotiating the

most appropriate level of support for each family. Continued workshops to publicise this document, and the ability to link this training into the induction of new staff will be crucial in developing the culture of collaboration across professional organizations.

Finally, the section on Safeguarding also highlights the priority for agencies to address Child Sexual Exploitation and sets out the expectations of how the recently developed multi-agency Risk Management Panel has begun to discuss and plan for situations where risk-taking behaviours have been identified. There is a good level of support for this way of working from partners.

More details on the work of the Local Safeguarding Children Board is available through the LSCB annual report.

[http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Children-and-Young-People/ChildProtection/lscb annual report 2012-13 and work programme 2013-14.pdf](http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Children-and-Young-People/ChildProtection/lscb%20annual%20report%202012-13%20and%20work%20programme%202013-14.pdf)

Children and Young People are Healthy

We want all children and young people to experience good emotional, mental and physical health but we will prioritise reducing health inequalities.

We need to ensure all children have a healthy start to life by promoting positive health choices from conception. We need to ensure that rates of breastfeeding and of immunizations remain above the national average.

We want to ensure that infant mortality rates remain below average.

We must provide children and young people with support and information to enable them to make informed choices about their own lifestyle as they grow up. We must make sure that good habits are encouraged in childhood, that they develop coping strategies to improve resilience.

We want children and young people with chronic or acute health needs to be able to access appropriate, effective and high quality support, treatment and opportunities which will maximize their sense of well-being, long term health outcomes and future self-management of their health care.

Many decisions about children's health and their lifestyles are significantly influenced by their parents and carers and therefore we need to ensure that our approach involves families.

We want to make healthy choices the easiest choice for families and therefore we will support the development of healthy settings and provide appropriate facilities and promote use of open spaces

For further information about the outcomes and local intelligence, please visit the Joint Strategic Needs Assessment at:

www.bathnes.gov.uk/jsna

Children and Young People have Equal Life Chances

Over the life of this plan, there will be some key developments that will help to shape services and develop opportunities for Children and Young People, and in particular those in greatest need.

What we know now from evidence and research is that the earlier in a child's life that we identify and support both them and their families to reach their potential, the better their better life chances and an ability to be socially mobile are. The Early Help Strategy will inform the way that services will be commissioned to best support families who need help but who do not require a social worker. We want to strengthen our approach to early intervention, from birth through the child's lifetime and build on work with partners to further support the use of the CAF/Early Help Offer and embed this across all commissioned early help services. This will allow us to further help to identify and tackle problems earlier and so better meet the needs of children and young people.

We will work with our early years settings to ensure that all eligible 2 year olds (i.e. those eligible for Free School Meals (FSM) disabled children and looked after children) receive a quality pre-school experience to ensure that their needs are met at an early stage.

By working with our schools, we will support use of the Pupil Premium so that, schools will continue to narrow the attainment and outcomes gap between pupils.

Over the course of this plan, we will evaluate and share the learning from the Connecting Families Programme, and commissioned voluntary sector partners to pilot new models and ways of working to support those families who have a range of complex needs.

We will continue to offer support to Young People involved in youth crime or who are at risk of offending

In addition we will continue to build on the range of positive opportunities we have for involving children and young people in

participation and engagement opportunities.

We will continue to promote resilience and support children and young people to access the range of supports available around positive emotional health and wellbeing.

We will monitor children who are not attending full-time education, for whatever reason, and ensure schools and the local authority are working in partnership so that vulnerable children have access to good quality education in an environment that best meets their needs.

8. Workforce Development and Support

Bath & North East Somerset values the people and organisations that will help to deliver improved outcomes for children and young people – the children, young people and adult workforce. The CYPP places a high priority on the leadership, training and support of the workforce that will be critical to delivering against the CYPP objectives and to this end the council and its partners are committed to:

- Providing learning opportunities designed to equip the children's workforce to undertake their roles safely and competently;
- Enabling the development of new skills, knowledge and experiences that ensure a current and future workforce that is fit for purpose; and,
- Developing the skills and confidence of the workforce in the use of tools that promote common values, shared principles and integrated working practices to improve outcomes for children, young people and their families.

To achieve this vision, all commissioned or provider services for children and young people in Bath and North East Somerset, will be required, through a commissioning framework or a service level agreement, to commit to supporting and improving the skills, experience and qualifications of their staff. A Workforce Development Strategy Group comprised of representatives from all sectors will identify and support the key areas of workforce development for 2014-2017 through a Workforce Development Action Plan

The plan will ensure the core training offer is delivered and that provides the children's workforce with a range of learning opportunities to promote:

- The common core of skills and knowledge
- Integrated working and the principles of early help;
- A common understanding of children's and young people's mental and physical health issues; and,
- Effective and timely safeguarding and child protection practice.

Further information on the LSCB training offer is available from the website.

<http://www.bathnes.gov.uk/services/children-young-people-and-families/childrens-workforce-training/child-protection-training>

9. Performance Framework - Management and Governance

Bath and North East Somerset's Children's Trust Board brings together all services working for children and young people in order to focus on improving outcomes for all children and young people.

Key members of the Board are:

- Bath and North East Somerset Council
- Local Safeguarding Children's Board
- Strategic Transitions Board
- Public Health
- Health providers
- Avon and Somerset Police
- Voluntary sector
- Head teacher reps
- Focus Groups of Children and Young people, who give presentations to the board on specific issues.
- Chairs of the Outcome Groups.

Representatives from all these organisations make up the Children's Trust Board which will keep a strategic oversight of the plan. The Children's Trust Board will monitor progress of the plan against a combination of the success measures detailed in the outcomes framework and progress reports submitted to the Board at its quarterly meetings.

The plan will be reviewed annually and wider stakeholders will contribute to this review. The annual reviews will be published on the council website. These reviews will contribute to the B&NES Health and Wellbeing strategy and its review arrangements.

Details on the Governance arrangement for delivery and monitoring of the CYPP is detailed in Appendix 4.

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A FRAMEWORK FOR INVOLVING SERVICE USERS IN COMMISSIONING ARRANGEMENTS

March 2013

In June 2012, the Department of Education produced a paper entitled '**Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being**'. In outlining the responsibilities of local authorities in commissioning services (para 3), the guidance stipulates that 'local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them'. The report goes on to say that arrangements should be made for young people 'to report at least annually on the quality and accessibility of provision.' The proposed framework draws on recommendations from the National Youth Agency (www.nya.org.uk) in commissioning services for young people and advice from other local authorities, in particular, the Buckinghamshire Children and Young People's Trust (www.buckinghamshirepartnership.gov.uk)

Principles of involving young people in commissioning

The key principles for young people's involvement in commissioning are:

- **Understand** – assess need, identify young people's priorities
- **Plan** – Specification drawn up in consultation with young people
- **Secure** – young people involved in procurement
- **Deliver and review** – young people involved in monitoring and evaluation

Why involve young people in commissioning?

Benefits to young people

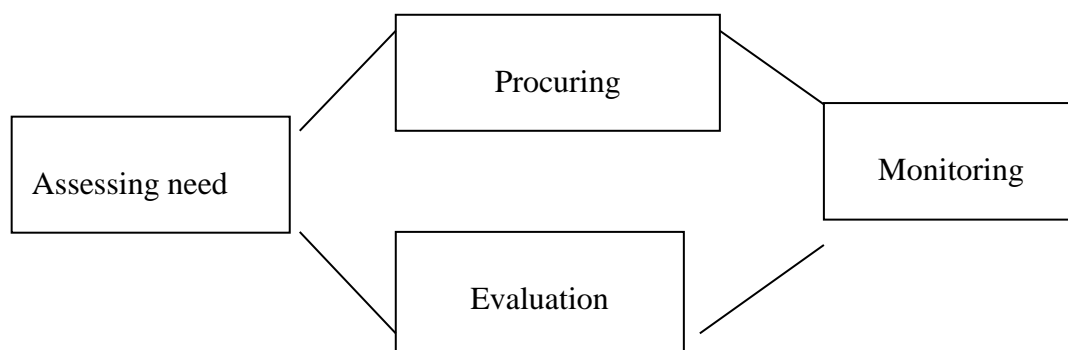
- Young people feel valued for the positive role they have to play in the community
- Enhances young people's personal and social development
- Gives young people a greater sense of ownership
- Enhances employability skills

Organisational benefits

- More likely to commission the right service
- Needs-led, tailored service developed in co-production
- Improved deliver – outcomes are successfully achieved
- Better value for money

Ways of involving young people

Young people should be involved at every stage of commissioning young people's service, from consultation to evaluation:



1. Assessing need – consultation

- i. Meeting with contract managers, deciding on format for consultation, producing a consultation outline, identifying and contacting young people, preparing them, booking a venue, arranging transport, refreshments, resources and materials.
- ii. A focus group comprising young service users (if applicable) and/or others who might access the service. Young people need to consider some of the key issues and whether there is a need for a service.

- iii. The group looks at the principles and key points of the draft spec, concentrating on the 'Description of Service' section, identifies gaps, strengths, weaknesses; how a service could be developed in the future, its key components and preferred priorities.
- iv. Results from the focus group are disseminated to the contract manager and adult Panel so that the specification is informed by the findings from young people.
- v. The panel feedback to the young people explaining whether their recommendations can be incorporated or not.
- vi. A representative from young service users, with support from an appropriate adult, is invited to the provider open consultation event.

2. Procurement

When the specification has been finalised, providers should be advised that the section of the application form relating to 'Description of Service' will be evaluated by young people. Guidance, at the tendering stage, should therefore stipulate that this section should be written in **clear, accessible language** and to ensure impartiality, must be **fully anonymised**.

Evaluating Bids – The Young People's Panel

- i. Liaising with Contract Manager and Commissioning Team, devising a simple scoring system, planning the evaluation session, booking a venue, identifying and engaging with a range of young people, preparation of resources, organising transport and refreshments.
- ii. The young people's panel meets in advance of the professional panel.
- iii. To ensure impartiality, there should be a diverse range of service users and non-service users participating in evaluating bids.
- iv. Young people will assess the 'Description of Service' section only in each of the shortlisted tenders.

- v. Young People's aggregated score amounts to ONE vote overall at the professional panel.
- vi. One non-service user representative from the young people's panel, supported by an appropriate adult, sits on the professional evaluation panel, giving feedback from their own panel meeting
- vii. To feedback through a variety of media the outcome of the adult panel to the young people's panel

3. Monitoring

Service user involvement in the design and delivery of the contract

Consultation with service users in the design and delivery of the contract should form part of the monitoring. If there is no existing facility for young people to be consulted over the design/delivery of the contract, the contract holder should, within the first year of the commission, provide evidence of how young people are involved. This could be linked to a charter mark awarded by B&NES. Service users should contribute to an annual report on quality and accessibility of the provision

Monitoring service quality

Ways of involving young people in the monitoring of the service need to be built into the commissioning contract eg: a section of the monitoring form is completed by young service users; contract holder makes provision for annual feedback from young people to the contract manager. Support and training is provided for contract managers in how to engage cyp in monitoring arrangements.

Evaluation

Providers should include young people in evaluating the service and giving their views about whether it has delivered on outcomes. This can be both quantitative eg responding to an outcome question, from 'strongly agree' to 'strongly disagree' and qualitative eg 'what went well', 'what could have gone better.' It is expected that a record of achievement is kept on young people's involvement in the programme.

Preparation time to include developing an evaluation template, in consultation with young people, documenting the journey travelled and whether they feel their voice is being heard by the adults running the service. The strategic lead to support contract managers to quality assess the involvement of young people.

4. Recognising and Rewarding Young People's Involvement

- The adults should ensure that young people's involvement at focus groups and panel meetings is a positive experience and this includes using language that is clear and jargon free. Wherever possible, meetings should take place out of school hours.
- Where young people are involved in adult meetings, they are adequately supported.
- Food and refreshments are essential.
- Transport should be arranged for young people to attend meetings.
- Young people should receive feedback at each stage from consultation to evaluation and presentation to final outcome.
- Schools/youth groups are notified of young people's involvement.
- Certificates are sent to young people acknowledging their contribution.
- Financial rewards in the shape of a voucher can also be provided.
- Individual records of achievement should be maintained by the provider.

Trial and Consultation

- The proposed model has been piloted with the two cyp commissions (Project 28 and Young Carers). The contract managers and young people involved gave their feedback as follows:

Contract Managers responses:

The involvement of young people really highlighted which organisations actually demonstrated how they would communicate with young people. The young people cut through jargon and management speak to really ask what the service would be. This was critical in considering which organisation should be considered for the contract

The majority of the young people made some very profound observations, most importantly they were able to identify strengths and weaknesses in the bids in relation to how they would respond to young people specifically. It was good to have an existing service user, who has had a very positive experience of the service but was still able to consider the bids objectively.

This is a complex process and for future, it may be worth selecting the young people that are competent and comfortable undertaking such a task.

The adult panel commented that the feedback from the young person representative was very powerful and was a clear reminder that the service was for young people.

It was really valuable and appropriate that young people are involved in the process

Young people responses:

Because we did it in stages, it wasn't so difficult to get hold of what was expected. We had one session when we looked at the service specification and were asked to make comments about it so by the time we did the evaluations, we knew what to do. I was glad there weren't any more than three applications – it was hard to concentrate at times.

It was more difficult doing the evaluations after school. (Young Carers Service) It worked better when we got together at half term (Project 28). You could see straightaway whether the organisation writing the tender could work with young people by the way they wrote. Some of them made no attempt to write in language we could understand and that was surprising because it said quite

clearly on the form that young people would be reading this section.

The bulls-eye scoring worked well and we all agreed on the order and the marks. There wasn't any problem about choosing who was going to adult panel. Most of us are at school so couldn't go anyway. It was good fun really and made us feel that we were part of the real decision making and that what we said mattered. It was good to know afterwards that we voted the same way as the adults. It felt as though we had a real influence.

Recommendations

1. To adopt, as a matter of principle, the involvement of young people in all relevant commissions.*
2. To develop a commissioning schedule which maximises the input of young people. Whereas consultations can be more flexibly timetabled, the evaluation of tenders needs more dedicated time and should take place in the school holiday periods or at weekends. It is not advisable to take young people out of school for a whole day.

NB It is always helpful to have school leavers in the group as they are generally the only ones who can attend the adult panel.

3. To provide some short training to Commissioning Managers in how to involve children and young people in the commissioning process. The Participation Lead could continue to support the involvement of children and young people in commissioning procedures either indirectly or directly as appropriate.
4. Commissioning is only one area of local authority work that could benefit from having a **Participation Kite Mark** to help

embed the principles and practice of participation. A kite mark could be a valuable way of recording the ways in which the various services, both voluntary and statutory recognise the importance of hearing the voice of children and young people.

* Passed by CLT March 2013

Briony Waite
March 2013

Appendix 2) Outcomes Framework

Health and Well Being Strategy 2013 - 2018 - Themes

<http://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/working-partnership/health-and-wellbeing-board>

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Children and Young Peoples Plan CYPP 2014 – 2017 - Outcomes

Joint Health & Wellbeing Strategy 2014 : Theme 1 : Helping people to stay healthy Priorities; <ul style="list-style-type: none">• Helping children to be a healthy weight• Improved support for families with complex needs• Reduced rates of alcohol misuse• Create healthy and sustainable places	CYPP Outcome 1 Children and Young People are Healthy
Joint Health & Wellbeing Strategy 2014 Theme2 : Improving the quality of people's lives Priorities:	CYPP Outcome 2 Children and Young People are Safe

<ul style="list-style-type: none"> • Improved support for people with long term health conditions • Reduced rates of mental ill health 	
<p>Joint Health & Wellbeing Strategy 2014 Theme 3 : Creating Fairer Life Chances</p> <p>Priorities</p> <ul style="list-style-type: none"> • Improve skills, education and employment • Reduce the health consequences of domestic abuse • Improve the resilience of people and communities including action on loneliness 	<p>CYPP Outcome 3</p> <p>Children and Young People have Equal Life Chances</p>

Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES are healthy						
All children and young people maintain a healthy weight	NCMP – Healthy weight in 4-5 yrs. and 10-11 yrs.		Shaping up - Healthy Weight strategy Everybody Active – Physical Activity and Leisure Strategy Director of Public Health (DPH) Award Food Policy (under development)	Parents/carers and young people are able to achieve a healthy weight	Implement Let's get healthy with Henry courses	Numbers of families completing courses
					Implement Food and health service	Numbers of families participating food and health services
					Implement SHINE programme for teenagers	SHINE measures
				CYP will have improved access to healthy diets	Healthy School meals provision – implement school food plan actions	Uptake of school meals
					Implement Health in pregnancy service (weight management)	Numbers of women accessing the service
	Bi-ennial SHEU survey % children			Increase participation in Physical activity and sport	School sports partnership programme	

Appendix 2

	who exercised last week to make you breathe faster and harder				Active Play programme	
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Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
	Utilisation of outdoor space for exercise and health		Green infrastructure Core Strategy	Reduce obesogenic environments	Provision of outdoor leisure facilities and events	Participation in events
	SHEU - Number of children cycling to school		Transport plan http://www.bathnes.gov.uk/services/parking-and-travel/transport-plans-and-policies/joint-local-transport-plan	Increase cycling for transport and leisure	Provision of cycling development in schools (BIKEIT)	Number of children participating cycling development activities
	Mode of travel to school	This indicator needs to be re-instated			School travel plans / transitions support for targeted schools	

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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES are healthy						
All children and young people have good emotional wellbeing and resilience	SHEU survey –% CYP afraid to go to schools sometimes		Emotional Health and Well Being Strategy Director of Public Health (DPH) Award	Improved engagement of schools and early years to develop a culture supporting emotional and mental health well-being	Provision of tier 1 services	Number of schools that include emotional wellbeing in DPH Award action plan
						% of budget schools use to support emotional well-being
						Pupil Parliaments 2014/5 to measure effectiveness of actions.
						No of schools who are attachment aware.
					Support to participating schools to analyse School Health Education Unit	Number of schools who have had support

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				(SHEU) data to develop actions and self-esteem interventions.	
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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
					Provision of supporting resources to schools All primary schools to receive 'a little tin of worries' resource for use across the primary age range All secondary schools to receive the Issues Box	Number of resources distributed
					Provision of Universal services : School nurses GP services Targeted programmes : Young carers Children in Care	
				Improved access to Tier 2 services		
				Improve Knowledge and skills of	Provision of Health Visitor training	Number of health visitors who have

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			childrens workforce in relation to emotional health and wellbeing		completed accelerated learning packages
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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
					Provision Learning to Lead model and emotional coaching training	Number of schools completing the training
					Provision of Training for primary and secondary schools in healthy relationships, supervision, and skills in supporting young people with emotional difficulties	Number of workforce who have attended mental health awareness training
					Provision of Attachment awareness training rolled across all early years settings and schools	Number of early years settings and schools who complete the attachment support in schools
				Improved access to emotional support for young people	Provision of school nursing services	Number of Children and Young People who consult with school nurses regarding emotional and mental health concerns.

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					Provision of Outreach and counselling commissioned services delivered from Sept 2014	
					Pilot MINDFULL programme	
Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES are healthy						
All children and young people are free from misuse of substances	Alcohol admissions under 18s		Alcohol harm reduction strategy	Improved access to treatment and support for parents and carers	Provision of DHI family support	Number of families completing treatment programme
				Children and young people are supported to minimize /stop alcohol /substance misuse	Provision of targeted Tier 2 treatment	Number of children completing treatment programmes

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	SHEU survey – number of children who have had an alcoholic drink in last 7 days			Improve intelligence re CYP alcohol use	Conduct research with CYP	Research findings
	SHEU - Number of children who have been offered drugs			Increase knowledge and skills of children’s workforce / parents and carers to identify , signpost and refer and to talk to young people about drugs and alcohol	Explore opportunities to work with colleges	
					Training for schools to deliver substance misuse education	Number of staff trained in PSHE education
					Provision of training and evaluation of DRINK Think tool	Numbers of staff trained to use Drink –Think

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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
					Provisions of Training/ social marketing for parents and carers	Number attending training sessions
	15 year olds smoking prevalence		Tobacco control strategy	Increase in smoke free environments Reduction in exposure to second hand smoke	Smoke free homes campaign Provision of signed smoke free play areas	Number of smoke free play areas
				Increase in knowledge and awareness in young people Reduction in children and Young People smoking	ASSIST smoking prevention programme	Number of schools completing ASSIST programme each year
					Provision of stop smoking support	Numbers of young people accessing NHS stop smoking services

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES are Safe						
Workforce are skilled to meet the safeguarding needs of children and young people from early help through to statutory social care	That all staff in LSCB Agencies are able to access the relevant training		<p>LSCB Annual Report and Work Programme</p> <p>Early Help Strategy (to be developed by Autumn 2014)</p> <p>Suicide Prevention Strategy</p> <p>Child Sexual Exploitation Strategy (2014)</p> <p>Serious Case Review Reports</p> <p>Serious Case Review Action Plans</p> <p>Workforce Development Action Plan 2014-2017</p>	LSCB has a Learning and Improvement Framework (2015)	Programme of multi-agency safeguarding training in place, available to all staff supplemented by introduction of reflective practice workshops.	Annual Section 11 Audits continue to challenge/measure the take up of interagency training.

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Staff in all agencies working with CYP have increased awareness in how to recognise risk of potential self harm and suicide.	Increase awareness of the range of appropriate interventions and support available.		As above	Building on learning from Serious Case Review Action Plans	As above	Serious Case Review Action Plans are completed
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Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
Increased understanding and awareness of risk and appropriate interventions and support available.	Increased professional awareness of : CSE Substance misuse CYP Sexual Health DVA Mental Health	Improved, more effective engagement with young people- leading to a managed reduction in the level of risk	As above	Greater interagency co operation on risk plans	Multi-agency plans that reduce the risk of CSE, substance misuse, teenage pregnancy and involvement in crime for 14-18 years olds.	% Reduction of CP Plans for 15/18 year olds
Injury Prevention		There appears to be rising trend in under 5s injuries	Avon Safe Strategy (May 2014)	To reverse the trend /reduce the number of admissions for all injuries in 0-5s	Further data analysis is required and will inform the Avon Safe Strategy (due May 2014) and B&NES specific action plan.	.

Appendix 2

Improving 'Early Help' offer to families and signposting to other services	Continue to strengthen Duty Team links with Childrens Centres Schools, Health services and Youth Service.	% of current referrals to Social Care via CAF	As Above Connecting Families Service Plan Early Help Strategy (to be developed by Autumn 2014)	Improved quality number and timeliness of CAF's completed	Staff in all agencies working with CYP increase the use of Early Help and CAF signposting to other services	Less than 8% of CAF's become statutory care referrals
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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children and young People are Safe						
Ensuring children and Young People's life chances are not adversely affected as a result of Domestic Abuse	Improved understanding of which agencies can best provide assistance and support	Current % of families presenting as homeless due to DVA incidents	As above Homelessness Strategy 2014-2018 http://www.bathnes.gov.uk/services/housing/strategy-and-performance/housing-strategies	That all agencies identify and respond appropriately to domestic violence concerns	Development of an action plan responding to DVA (by September 2014) Further develop/standard/kite mark for commissioned services. Review Impact of MARAC	% Reduced numbers of families presenting as Homeless due to DVA incidents (PIE)

Appendix 2

Children with special circumstances are safeguarded Children in care Care leavers Children with disabilities	% Satisfied with current plans	Visits are in accordance with statutory guidance & address issues which have been highlighted in plans for the child or young person	As above SEND http://www.bathnes.gov.uk/services/children-young-people-and-families/send-special-educational-needsdisabilities-0-25	All children & young people in these groups continue to be seen regularly by professionals in accordance with statutory requirements and are supported through transitions	Audits of care recording & regular observations of practice by supervisors/line managers	% Increased satisfaction with more 'unified' plans.
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Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES have Equal Life Chances						
All children and young people in care make the same or better progress in educational attainment as their peers Including children and young people on; Free school meals Child Protection plans Challenging behaviour	No/% of children achieving a good level of development at the end of the EYFS % attaining Level 4 in Reading, Writing and Maths at the end of KS2 % attaining 5 or more A*-C grades including English and Maths at the end of KS4		Virtual School Action Plan Schools Organisational Plan (school places) http://www.bathnes.gov.uk/services/schools-colleges-and-learning/school-strategies-policies-planning	The attainment and progress gap between looked after children and their peers continues to narrow every year Support for children to be ready for learning – with particular emphasis on young boys Improve support where there are additional or health needs. Increase numbers in employment, education and training Improve attendance	Support, challenge and partnership with social care, early years settings schools and carers through: <ul style="list-style-type: none"> • Personal Education Plans. • Training • Meeting Structure Develop a behaviour support strategy/model for B&NES Review role and effectiveness of behaviour and attendance panels Commission pilot for nurture outreach in primary schools Continue to deliver nurture and attachment awareness	<u>NB Revised measures to be implemented from September 2014.</u>

Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
With SEN Young people aged 16-19 are in education, training and employment including young people with EHC plans	% 16-18 year olds in employment, education or training			and behaviour	Development of new Connexions Youth service specification & local offer to NEETS	

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
All Children in B&NES have Equal Life Chances						
Children and young people up to 25 with SEN and disabled young people: Enjoy good health Lead fulfilling independent lives and participate fully in the life of their community	No/% of young people 18+ with SEN living independently No/% with initiated and converted education, health and Social Care (EHC) plan	To be established	Green Paper Support and aspiration 2011 Children & Families Bill 2013 and draft code of practice for SEN 2013 http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted B&NES SEND reform Project Plan and Strategy http://www.bathnes.gov.uk/services/children-young-people-and-families/send-special-educational-needsdisabilities-0-25 New Employment Strategy	Improve the awareness of employers and training-providers of the skills, ability and qualities of disabled young people. A partnership in place including Council and CCG services, education settings, parent carers and young people to oversee future development of services	Implementation of the new legal framework for SEND including – The ‘local offer’ setting out in one place all of the arrangements, education settings and service to support children and young people with SEN and disabled young people to achieve their aspirations Robust arrangements for early identification and SEN support for children and young people with SEND at all levels of need A scheme for offering personal budgets	Measures to be developed. Children identified (where possible) in early years to enable early intervention. Educational progress of CYP with SEND Education, training and employment outcomes Independent & supported living outcomes Health outcomes Community

Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
			Early Help Offer		<p>linked to EHC plans</p> <p>Joint commissioning arrangements between the Council, Clinical Commissioning Group and Schools to ensure delivery of the support required by EHC plans</p> <p>Develop new specification for children educated in hospital.</p>	<p>participation outcomes</p> <p><u>Service performance measures:</u></p> <p>Timescales for EHC planning, number of statements converted to plans, measures of multi-agency ownership of single EHC plans, quality of plans, parent carer and young people feedback</p>

Appendix 2

Outcomes	Indicator	Baseline / trend	Linked strategies/ plans	Objectives	Key actions	Target/Milestone
Children are identified and supported through seamless transition stages, from early years to adolescence and early adulthood	<p>% satisfaction with current integrated plans</p> <p>No/% of young people 16-17 who are statutory homeless and /or in suitable accommodation</p> <p>No/% of young people 18-25 who are statutory homeless and /or in suitable accommodation</p>		<p>As above</p> <p>Homelessness Strategy http://www.bathnes.gov.uk/services/housing/strategy-and-performance/housing-strategies</p>	To ensure that the developing 11-19 service supports CYP who fall below Level 2 thresholds	<p>Develop further protocols between CYP and Adults services to ensure good transition arrangements with particular regard to Safeguarding, LDD, SEND and EET</p> <p>Develop Housing and Children's Action Plan</p>	% of satisfaction with transitions plans

Appendix 2

Children and young people are active citizens who feel they have a voice and influence.	<p>No/% of children and young people who are actively involved in service design and delivery.</p> <p>No/% of children and young people involved in the commissioning/ de-commissioning of services</p>		<p>Children and Young People's Participation Strategy</p> <p>Service user engagement in the commissioning framework</p>	<p>Increase participation, voice and influence</p> <p>Reduce youth crime and anti-social behaviour</p> <p>Commissioned Services to prevent first time offending</p>	<p>Involve children and young people in the redesign of Childrens centre services.</p> <p>Involve children and young people in the commissioning of services through the life of the plan</p>	
Vulnerable children and young people and their families receive timely and effective early intervention	<p>No/% of CAF's initiated</p> <p>No of CAF's converted</p> <p>Number of parents undertaking parenting programmes</p>		<p>Connecting Families service Plan</p> <p>Early Help Strategy (to be developed by Autumn 2014)</p> <p>Commissioned Specialist Family Support</p> <p>Parenting Programmes</p>	<p>Increase of number of children and young people with safe exit pathway from child protection plans and care.</p>	<p>Develop an early intervention strategy with a shared vision and model for preventative working for B&NEs partners</p>	March 2015

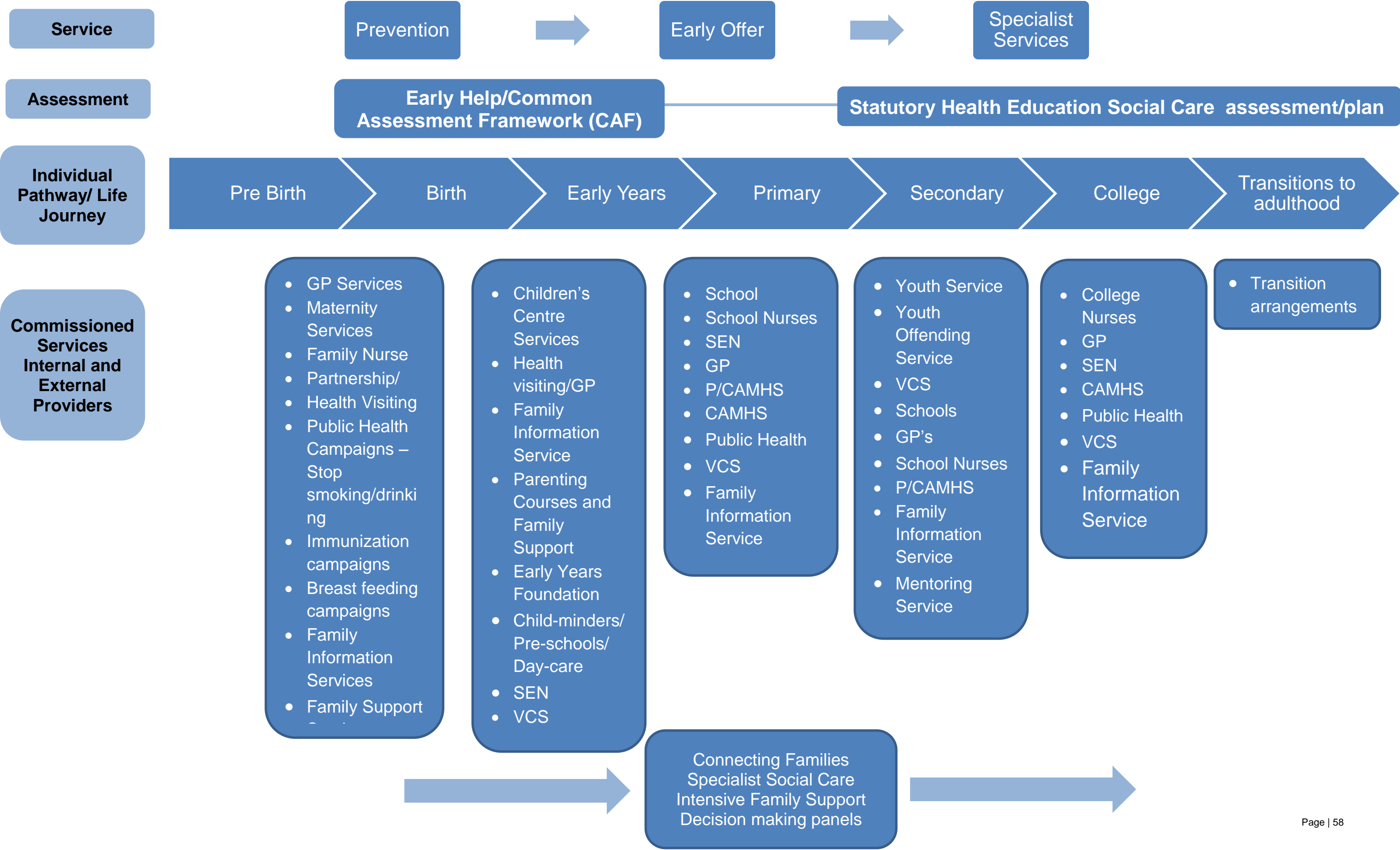
Appendix 2

<p>to ensure:</p> <p>Parents are confident and able to support and meet the needs of their children.</p> <p>Children and young people are resilient and confident and able to make positive choices.</p>	<p>Number of parents receiving targeted support</p>			<p>Increase use of CAFs and improved quality leading to better outcomes for children and young people</p>	<p>Develop measures which evidence the contribution to keeping children and young people safely out of care and Child protection plans</p>	<p>March 2015</p>
	<p>Number of children and young people receiving targeted support</p>			<p>Improved targeting of reducing resources at those children, young people and families most in need.</p>	<p>Map preventative spend and contribution to CYP plan outcomes</p>	<p>March 2015</p>
					<p>Strengthen links between Duty Team and Early Intervention Services</p> <p>Strengthen common assessment</p>	<p>March 2015</p>

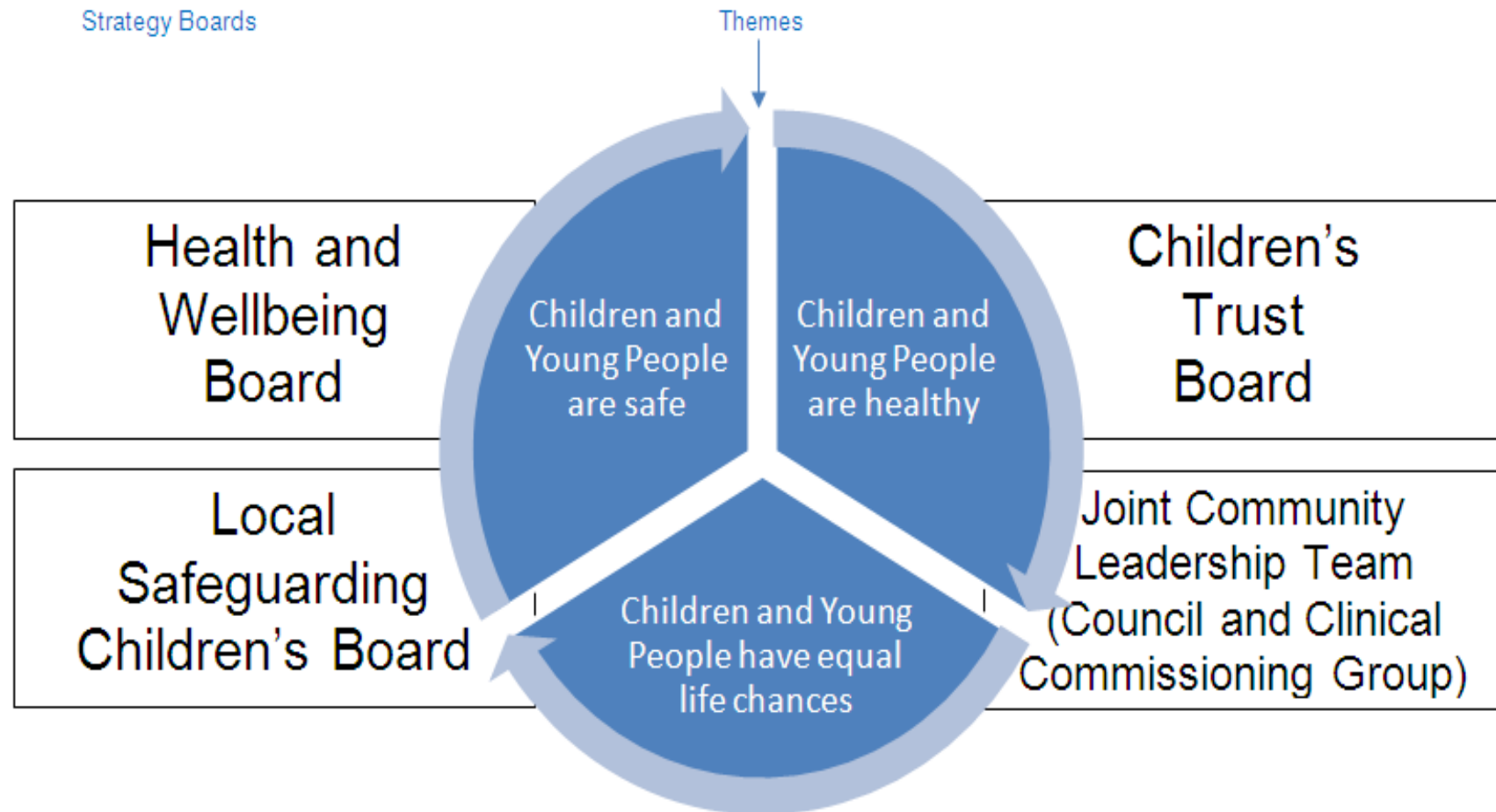
Appendix 2

					<p>process and other integrated processes to support multi-agency team around the child Undertake strategic review of community Play, Specialist family Support and Connecting Families</p> <p>Capture the learning from Connecting Families and the Children’s Society report ‘Through Young Eyes’</p>	
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CYPP 2014 – 2017 Pathway/Life Journey



Appendix 4 Governance arrangements to deliver the CYPP 2014 – 2017



The delivery of the Children and Young People Plan will be the responsibility of the Children's Trust Board, the Local Authority and the Clinical Commissioning Group across Bath and North East Somerset.

A more streamlined, but embedded governance arrangement is proposed for year 1 delivery of the CYPP 2014/2017. This builds on current multi-agency delivery groups and seeks to firmly link all 'strategy' group activity to the delivery of the CYPP priorities.

Delivery Groups

1. Children and Young People are safe

The proposed delivery group for this theme is the Local Safeguarding Children's Board and its related sub-groups. This is a continuation of current practice. Terms of reference and membership for this group are reviewed on an annual basis to support delivery of this priority. The lead for this priority theme is Richard Baldwin (Divisional Director – CYP Targeted and Specialist Services).

2. Children and Young People are healthy

The proposed delivery of this broad priority theme will be spread across a number of strategy groups. These are:

- Tobacco Action Strategy Group
- Healthy Weight Strategy Group
- Alcohol Strategy Group
- Physical Activity Strategy Group
- Healthy Lifestyle Strategy Group
- Food Strategy Group
- Emotional Health and Wellbeing Strategy Group

Each Strategy Group will deliver on the relevant areas of the priority, as outlined in the Outcomes Framework. All of these groups will review their membership and terms of reference, to confirm their lead role/reporting arrangement against the priority.

Appendix 4

The leads for this priority theme are Denice Burton (Assistant Director Health Improvement) and Mary Kearney-Knowles (Senior Commissioning Manager – Specialist Services).

3. Children and Young People have equal life chances

The proposed delivery of this priority theme will be across 4 delivery groups, these are:

- Children's Services Equalities Group
- 0 – 19 Early Help Strategy Group
- Disabled Children Strategy group
- Education Outcomes Group

Each Strategy Group will deliver on the relevant areas of the priority, as outlined in the Outcomes Framework. All of these groups will review their membership and terms of reference, to confirm their lead role/reporting arrangement against the priority.

The leads for this priority theme are Richard Baldwin (Divisional Director – CYP Targeted and Specialist Services), Mike Bowden (Divisional Director-CYP Strategy and Commissioning, Service Development) and Deborah Forward (Senior Commissioning Manager – Preventative Services).

Governance Arrangements

1. Each priority group will be requested to change their terms of reference to confirm they are acting as a sub-group of the Children's Trust and will be required to produce regular reports to the Children's Trust Board, LSCB and Health and Wellbeing Board.
2. Each priority group will produce a collated report on a 6 monthly basis, in line with current reporting arrangements.
3. The Chairs of each priority group will meet mid-year to review overall progress of the CYPP.

Appendix 4

4. Each priority group to exchange learning/shadow other lead groups on an annual basis.
5. Each priority group will complete an annual review of performance, that will directly input into a number of strategy groups/objectives:
 - a. Year 1 review of the CYPP
 - b. Year 1 review of the Health and Wellbeing Strategy
 - c. Year 1 report/input to the Primary and Secondary Parliaments
 - d. The setting of commissioning intentions on an annual basis.
6. The Children's Trust Board will retain an annual stakeholder event; this will be moved to spring as from 2015.
7. Each priority group will report to the attached framework plan (Appendix 5)

Appendix 5 Children's Trust Board Governance Reporting 2014 – 2017

2014

June	September	December
<ul style="list-style-type: none"> Review Year 3 of CYPP 2011 – 2014 	<ul style="list-style-type: none"> 6 monthly performance report – all strategy leads Report to Health and Wellbeing Board 	<ul style="list-style-type: none"> Draft LSCB business plan to CTB LSCB challenges to CTB for sign off

2015

March	June	September	December
<ul style="list-style-type: none"> 6 monthly performance report – all strategy leads Report to Health and Wellbeing Board Report to LSCB LSCB Business Plan to CTB for sign off 	<ul style="list-style-type: none"> Annual review of performance of CYPP 2014/2015 Stakeholders Event (May) Report for annual Children in Care (Health) Annual report from Voluntary Sector Network 	<ul style="list-style-type: none"> 6 monthly performance report – all strategy leads Report to Health and Wellbeing Board Report to LSCB LSCB challenges to CTB 	<ul style="list-style-type: none"> Draft LSCB business plan to CTB LSCB challenges to CTB for sign off Bi – enniel SHEU data

2016

March	June	September	December
<ul style="list-style-type: none"> 6 monthly performance report – all strategy leads Report to Health and 	<ul style="list-style-type: none"> Annual review of performance of CYPP 2014/2015 	<ul style="list-style-type: none"> 6 monthly performance report – all strategy leads Report to Health and 	<ul style="list-style-type: none"> Draft LSCB Business Plan to CTB LSCB challenges to CTB

Appendix 4

Wellbeing Board <ul style="list-style-type: none"> • Report to LSCB • LSCB Business Plan to CTB for sign off 	<ul style="list-style-type: none"> • Stakeholders Event (May) • Report for annual Children in Care (Health) • Annual report from Voluntary Sector Network 	Wellbeing Board <ul style="list-style-type: none"> • Report to LSCB • LSCB challenges to CTB 	for sign off
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2017

March	June	September	December
<ul style="list-style-type: none"> • 6 monthly performance report – all strategy leads • Report to Health and Wellbeing Board • Report to LSCB • LSCB Business Plan to CTB for sign off 	<ul style="list-style-type: none"> • Annual review of performance of CYPP 2014/2015 • Stakeholders Event (May) • Report for Annual Children in Care (Health) • Annual Report from Voluntary Sector Network 	<ul style="list-style-type: none"> • 6 monthly performance report – all strategy leads • Report to Health and Wellbeing Board • Report to LSCB • LSCB challenges to CTB 	<ul style="list-style-type: none"> • Draft LSCB Business Plan to CTB • LSCB challenges to CTB for sign off • Bi – enniel SHEU data