



**SOUTH RIBBLE, CHORLEY & WEST LANCASHIRE
CHILDREN'S PARTNERSHIP BOARD**



Thursday, 22nd September 2016, 10.00 am at Committee Room 2, Town Hall, Market Street, Chorley, PR7 1DP

A G E N D A

Agenda Item	Item for	Intended Outcome	Lead	Time/papers
1 Welcome and Introduction/Apologies	Information	The Chair to welcome members to the meeting and note any apologies	Chair	
2 Minutes of last meeting and matters arising	Action	The Board to note the minutes of the meeting 9 th June 2016 and agree any further action on matters arising	Chair	(Pages 3 - 8)
3 Safeguarding		The following items to be discussed		
a Children's Social Care CSE provision	Discuss	The Board to receive an update on the developments in provision for CSE.	Amanda Davis, Senior Manager Children's Social Care	(Pages 9 - 12)
b Children's Services Improvement Board	Discuss	The Board to receive an update on the Ofsted report	Karl Turner, LCC	
4 Troubled Families	Discuss	The Board to receive a verbal update on the Troubled Families Programme following recent meetings	Chair	
5 Wellbeing, Prevention and Early Help Service	Discuss	The Board to receive an update on the WPEH Service, in particular the implementation of the new service offer and an overview of the property strategy	WPEH Service	

			consultation.		
6	Young People Participation	Discuss	The chair to present a paper on options around young people participation	Chair	(Pages 13 - 16)
7	Take over month	Discuss	The Board to consider opportunities for CYP participation during Takeover Month	Chair	(Pages 17 - 18)
8	Action Plan and County Trust Priorities	Discuss and approve	The Board to agree the action plan for 2016-17 taking the County Trust Priorities into consideration	Chair	(Pages 19 - 26)
9	Any other business				
10	Future CPB meeting dates		<p>Wednesday 14th December – 10.30am, South Ribble Council, Wheel Room, Civic Centre, Leyland, PR25 1DH</p> <p>Thursday 16th March – 2.00pm, West Lancs – Venue to be confirmed</p> <p>Thursday 15th June – 10.00am, Committee Room 2, Town Hall, Chorley, PR7 1DP</p>		



**CHORLEY, SOUTH RIBBLE & WEST LANCASHIRE CHILDREN'S PARTNERSHIP BOARD
 NOTES OF MEETING HELD ON THURSDAY, 9 JUNE 2016 AT TAN HOUSE COMMUNITY
 ENTERPRISE, ENNERDALE, TANHOUSE, SKELMERSDALE, WN8 6AN**

Present:

Sarah Ashcroft	Co-ordinator	Chorley Council
Stephanie Critchley	Locality Manager	Lancashire County Council
Mark Gaffney	Head of Neighbourhood Services	South Ribble Borough Council
Victoria Gibson	Business Manager	LSAB & LSCB
Fiona Grieveson	Head teacher	Kingsbury Primary School
Rebecca Huddleston(Chair)	Head of Customer Transformation	Chorley Council
Cllr Mark Jarnell	Young People's Champion	Chorley Council
Tony Morrissey	Deputy Director Children's Services	Lancashire County Council
Nicola Murphy	Senior Manager	Lancashire County Council
John Nelson	Deputy Director Leisure & Wellbeing	West Lancs Borough Council
Stephen Sinnott	Family Support Team Leader	POPs
Karl Turner	Development Officer	Lancashire County Council

Apologies:

John Ainscough	CIP Early Action	Lancashire Constabulary
Louise Burton	Designated Lead Nurse Safeguarding Children	CCG
Donna Crank	Assistant Head teacher	Penwortham Priory Academy
Cllr Yvonne Gagen	Councillor	West Lancs Borough Council
Cllr Cliff Hughes	Councillor	South Ribble Borough Council
Donna Hussain	Development Officer	Chorley VCFS Network
Jackie Livesey	Named Nurse for Safeguarding Children	LCFT
Cllr Mark Perks	County Councillor	Lancashire County Council
Debra Wilson	Clinical Lead Universal Services	LCFT

ACTION BY

1 WELCOME AND INTRODUCTION/APOLOGIES

The Chair welcomed everyone to the meeting and invited attendees to introduce themselves, apologies were noted as above.

2 MINUTES OF LAST MEETING AND MATTERS ARISING

At item 6 there was an error, the new Prevention and Early Help Co-ordinator is Laura Davidson and not Richardson as noted in the previous minutes.

The Board agreed the minutes of the meeting held on 10 March 2016 as a correct record.

As Debra Wilson was unable to attend, the Chair advised that the update of the Children's Service Scrutiny Committee would be deferred to the next meeting. SA

Karl Turner to chase up the data from the pupil attitude survey. KT



The Chair advised that she will bring the paper around Young People Participation to the next meeting. Chair/SA

The Chair advised that a meeting with the Youth Parliament had taken place to engage them in our Action Plan.

3 ISSUES CHILDREN OF PRISONERS OFTEN FACE

Stephen Sinnott, from Providing Support to Families of Offenders attended the meeting and gave a presentation.

Stephen gave an overview of the service and support that POPs provides to families and partners. Often families don't know what support is available. Stephen explained that information and training can be found on the I-Hop website.

Stephen explained the importance of raising the importance amongst partners to ensure families and children receive support.

If anyone would like any further information Stephen advised to contact Head Office.

If we have more than one partner interested in attending some additional training it was agreed that we could look to set up a joint training session. Please contact Sarah who will coordinate this.

ALL

4 WELLBEING, PREVENTION AND EARLY HELP SERVICE

Nicola Murphy, Senior Manager, Wellbeing, Prevention and Early Help Service was in attendance for this item. Nicola explained that the WPEH service is on track to be implemented from 1st April 2017. Following the consultation a report is due to be pulled together and published at the end of June, this will show changes being made as a result of the consultation process.

The second stage of the consultation will be staffing, structures, roles etc. This is on track to be complete late February for implementation 1st April 2017.

Nicola asked if people haven't seen the property consultation to look on the website as views are welcome.

Nicola advised that the outcome of the property consultation will show what will remain and what services will be delivered. Nicola confirmed that some offers will be split. For now it is business as usual, they are continuing to maintain services, staff are working hard and are committed.

Nicola advised that they are well into the work of the Troubled Families Unit/Programme. The criteria is broader and there is greater focus on specific criteria. **Numbers for Chorley, South Ribble and West Lancs to be distributed.**

NM/SA

Nicola recognised that there is going to be a culture of change for



staff in the Young People's Service and Children's Services. It is how we align those services for the continuing need.

Nicola explained that they are learning from Phase 1 and need to look at how we engage and monitor agencies and what resources come with it.

John mentioned that he thought the Working together with Families was better than the term Troubled Families. This was noted.

Mark asked if the consultation closes at the end of July. Nicola confirmed this and advised that it would go to Cabinet in September.

5 PREVENTION AND EARLY HELP CORE OFFER

Stephanie Critchley, Locality Manager, Lancashire County Council presented this item. Stephanie advised that Laura Davidson is the Prevention and Early Help Co-ordinator for Chorley, South Ribble and West Lancs. Stephanie handed rounds some information showing the numbers for request of support. The most popular reason for support was Emotional Health and Wellbeing followed by family support. Stephanie ran through the requests and numbers per district. Up to the end of March 2016, 3-4 referrals are being received each month, the co-ordinators are keeping an eye on it to see if the capacity is being used.

Stephanie explained that in the future there will be less capacity and less staff, updates and refreshers will be needed for staff.

A discussion was had around using commissions across districts, Nicola confirmed that this is being discussed with Procurement.

Allan asked if they received referrals from YOT, Stephanie confirmed no they don't. Nicola explained that is common and happens in other areas.



6

SAFEGUARDING

a Post-Ofsted Children's Services Remodelling

Tony Morrissey, Deputy Director of Children's Services, LCC presented this item.

Tony explained what changes would be necessary in remodelling Children's Services.

Tony advised that there was a recruitment drive to fill posts, they have already recruited additional capacity in all areas but there are still gaps to be filled.

Tony explained how the new Hubs will run with regards to the reshaping of the service.

Tony advised that a letter will be sent to all Councils in the following week to set out the changes.

Stephanie Critchley advised that she is leaving her role, a new representative will be identified for attendance at the Children's Partnership Board. If this is not in place by the next meeting Nicola Murphy will attend. The Chair thanked Stephanie for all her hard work and involvement on behalf of the Children's Partnership Board.

b Children's Service Scrutiny Committee

This item will be deferred to the next meeting in September.

SA

c Lancashire Safeguarding Children's Board

Victoria Gibson, LSCB was in attendance for this item.

Victoria explained that she has been in post since January, since joining the unit it is now a joint business unit for children and adults were previously it was just for children.

Victoria explained that they are going through a period of significant change with a massive agenda which continues to grow.

Victoria advised that a new virtual audit team has been commissioned.

Victoria advised that there have been an unprecedented number of serious case reviews, normally they would expect to see between 2 or 3 per year but this year 8 have been commissioned already. With 7 open serious case reviews at the moment. The LSCB have now adopted the new model for Serious Case Reviews which should be more timely, robust, impact focussed. They will continue to look at actions and learning.

The refresh of the continuum of need has gone through it was felt



that this was rushed but was also a good piece of work. There are sessions planned for 11, 12, 13 July and twilight sessions for schools. The feedback has been good as the language has been simplified and therefore easier to understand.

Karl asked if there will be regular attendance from the LSCB to the CPB, Victoria confirmed that yes there would and that would either be herself or one of the business co-ordinators.

A discussion was had around CSE. Victoria to contact Karl to look at this as part of the CPB action plan.

VG/KT

John asked if Prevent was still being led by the Police, Victoria confirmed this. A short discussion was had around aligning policies and processes. Victoria explained that this is being looked into at the moment.

Rebecca thanked Victoria for the update and welcomed attendance of the LSCB to future meetings.

7 CHILD SEXUAL EXPLOITATION

Karl explained that he has been in contact with Alison Hatton regarding arranging a future meeting but as yet nothing has been set up. Karl advised that they are receiving reports from the Police of a confidential nature in relation to CSE and he is looking for guidance as to how best to use this information.

Karl will continue to look at setting up a future meeting.

KT

8 DRAFT ACTION PLAN

The Chair advised that it may be best to agree the action plan virtually as there were quite a number of people not present at this meeting.

At the Trust Board meeting a list of potential priorities for 2016/17 were discussed which may need feeding into our action plan. The action plan also needs amending following the meeting with members of Youth Parliament.

Chair/SA

9 ANY OTHER BUSINESS

10 FUTURE CPB MEETING DATES

Thursday 22nd September – 10.00am
Committee Room 1, Chorley Town Hall

Thursday 15th December – 2.00pm
Wheel Room, Civic Centre, South Ribble

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LOCAL AUTHORITY REVIEW OF CHILD SEXUAL EXPLOITATION (CSE)

Background

There are three specialist CSE teams that currently serve Lancashire – Engage Partnership in the East; Operation Deter in Central; and Awaken in the North. Lancashire Children's Social Care's staffing contribution to these teams is four social workers (one in Central, one in North, and two in the East), and more recently a Practice Manager covering the County. In addition, four Community Support Workers have caseloads heavily weighted towards CSE work to support the specialist and dedicated social workers. Each of these multi agency teams, whilst operating under the agreed Standard Operating Procedures, function very differently and are at different stages in terms of their development.

Children's Social Care has undertaken a review of its CSE provision and discussed with Police and Health the current challenges and how we can manage risk more effectively.

Findings

Current pathways, processes and work

The roles adopted by the social workers in post have huge disparities across County, and agreed pathways are not been adhered to. The CSE provision provided by CSE social workers is dependent upon the CSE team they are attached to, although primarily the focus is on purely undertaking risk assessments as opposed to providing any CSE service/intervention. Referral pathways are intercepted by CSE police and social workers due to a lack of faith in the CART system.

There has been some criticism from partner agencies about the poor initial response provided to some CSE referrals at the point of entry into Children's Social Care. Delays in CART are often cited and the request and availability for strategy discussions is reported by police to be lacking by Children's Social Care in some areas. Whilst the terminology used by the police does not mirror that of Working Together, and relates more to "professional discussions", it has to be acknowledged that current management arrangements in CSC do not promote effective information sharing for high risk CSE victims.

For those individuals where CSE has been identified as a significant risk, the referral will be processed through CART and into the district teams and will bypass our specialist teams. Here we have many Social Workers assessing young people with no specialist knowledge of CSE (both assessment and intervention). For those less risky young people, referrals are made direct to the specialist CSE Social Workers who will undertake a CSE risk assessment but do not have the capacity to undertake intervention work.

There is also a need to develop our information systems and processes to ensure that we are sharing our data in way to understand the needs of young people and practice.

Interface with Early Help

CSE interventions with young people are currently delivered by CSC community support workers, who have caseloads heavily weighted towards CSE, although sit in substantive CSC posts and undertake tasks commensurate with this post also. This intervention work sits across all levels of the CoN as opposed to targeted work at a statutory level. There is further work to be undertaken with Early Help to agree criteria for referral into the service, and collaboration between CSC and Early Help to upskill the workforce and manage CSE risk.

Information sharing

The quality of information sharing between agencies differs dramatically on an individual case-by-case and worker basis as well as by locality. The interface between Children's Social Care and the CSE team is also variable and can cause duplication of work and a disjointed approach to supporting children at times. The information sharing governance has been interpreted differently in each area.

Key Principles

Based on the findings from significant research undertaken and attendance at a Getting to Good seminar, we know that central to effectively understanding and addressing CSE, and informing practice:

- Young people must be at the centre
- CSE is complex; therefore the response cannot be linear
- No agency can address CSE in isolation; collaboration is essential
- Knowledge is crucial
- Communities and families are valuable assets, and may also need support
- Effective services require resilient practitioners

To remodel Lancashire Children's Social Care's response to CSE, based on these key principles, a set of objectives need to be set against these key principles.

How "good" can be achieved

It is clear that to achieve "good" and be able to demonstrate and evidence this, we need to consider substantial changes to current referral pathways; the way in which we work with partners on establishing clear remits of the social work role; and implement systems that allow us to collect meaningful accurate data. Additional resources have also be agreed to support this change. The multi-agency strategic sub-group of the LSCB will be crucial to lead on implementation of any agreed remodel, and demonstrate high level buy in and commitment to tackling CSE within Lancashire. .

The future model will:

- undertake basic screening of all referrals received via CART and MASH (where CSE is a feature) and appropriately signpost – providing a Single Point Of Contract for all agencies
- establish and promote consistency of threshold and decision making
- develop stronger links with Well Being Prevention and Early Help services to provide interventions and support co-ordinated by a CAF from initial referral deemed to fall below level 4 of the Continuum of Need
- track all CSE referrals linking these with children missing and providing an audit and review function of return home interviews
- undertake strategy discussions on new referrals with police, health and education, linking in the locality CSE teams
- act as a central collation point and develop set of standards around missing from home return interviews
- allow CSE interventions to be delivered by specialist workers
- support CSC social workers to undertake CSE risk assessments within the locality as a referral vehicle to specialist CSE intervention
- provide specialist support and mentoring for CSC social care staff working with children at risk of CSE

- develop a CSE offer for children at risk of CSE falling within level 4 of the CoN
- Promote the standardisation of information sharing governance
- Source and commission specialist CSE training to skill up the CSE workforce
- Support County CSE manager to develop and implement appropriate case management recording systems to enable accurate recording of CSE work

Next steps

In order to implement the changes required, Lancashire County Council has invested further into its CSE provision. This is through the recruitment of an additional 19 posts, including: Managements posts, Social Workers, Support Workers, Performance Officer and Business Support staff.

An action plan will be presented to the LSCB subgroup and monitored via the LSCB and a Task and Finish Group establish to progress the plan. The implementation will require multi agency involvement to develop and embed an enhanced model in order to address the concerns outlined in this report.

Stasia Osiowy / Amanda Davis

CSC North

11th August 2016

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CYP participation: proposals for CPB to consider

Aim

To provide an update on the progress made in the last year to engage CYP and to propose some further actions and seek commitment from partners to support them and get involved.

Brief Background

Engaging Children and Young People in the Chorley, South Ribble and West Lancashire Children's partnership board is a priority within our current 2016/17 action plan.

The aim of the partnership is to ensure that all partners are working together in Chorley, South Ribble and West Lancashire to improve outcomes for children, young people and families, and participation with CYP is key to getting first-hand information from CYP about what really matters to them.

High level proposals for CYP participation were discussed at the partnership board meeting last September. They included:

- Promotion and involvement in Takeover Month
- Provide a district based event for children and young people
- Involve young people in developing action plan priorities
- Supporting youth councils and pupil parliament

It was proposed that we could hold an event which could look at our priorities with the focus on one priority: a suggestion was 'feel safe'. This would involve inviting CYP to a face to face event with a range of partners to understand more about CYP's feelings of safety in their local area. Such an event would ideally need to be based in one of the district areas, inviting CYP from that local area. There would also need to be commitment from partners to help organise and participate in the event, as well as finding a suitable location for the event.

A face to face event was positively received and it was suggested that we could link up with an existing event, activities, groups or services such as the Young Peoples Service, school parliaments, or job fairs and also that we take turns to hold participation events in each of the three districts over a period of time.

Members of the board were then asked to feedback with any other opportunities they were aware of that we may be able to link into, to enable draft proposals for CYP to be developed.



Progress update

Meeting with the MYP's

On the 12th May 2016 members of the Chorley, South Ribble and West Lancashire CPB met with two Members of the Lancashire Youth Parliament, Chris and Ellie.

The meeting was to:

- understand more about MYPs and meet Chorley and South Ribble's newly elective representatives;
- discuss the board's draft action plan and to get their feedback on it;
- To talk to the MYPs about the CPBs and explain what the board's role is; and
- to develop relationships between the MYPs and the board so that we can engage with them more regularly.

The meeting was very positive and Chris and Ellie had lots of questions and suggestions. They outlined the priorities for their area as:

Current priorities in South Ribble

- Transport – bus service, day rider ticket, contacted Stagecoach to help with advertising/promoting
- CSE – Internet safety, raising awareness
- Curriculum for life skills – producing lesson plans around things outside of education curriculum, e.g. finance skills, cultural awareness, etc.

Current priorities in Chorley

- Mental Health
- E-safety
- Racism and prejudice

They also made some suggestions for additional actions which they thought we should include in our action plan including:

- Understanding of mental health issues affecting young people
- Ensure that participation events are held in all district areas
- Promote the Don't Hate, Educate! campaign
- Encourage schools, colleges and youth groups to get involved in the Make Your Mark campaign

Pupil Voice

The pupil attitude survey results 2014/15, for each of the district areas have been circulated to CPB members.



Further actions

Chorley local democracy event – 30th November 2016

Around 80 pupils from local primary schools will be attending a half day event at Chorley town hall to promote local democracy and public services. The pupils are split into groups, and then take part in various activities lasting 20 minutes each. Plans are still being developed but it is expected that there will be between six and eight groups.

It is proposed the partnerships take over one of the activity tables and focus on a priority area such as 'feel safe' as suggested last September. An alternative which was suggested last year was to discuss holiday activity programmes.

Volunteers are required to help to plan and organise the activities and then three to five people attend and run the sessions.

Promote Takeover Month (November)

Takeover is a fun, hugely successful and exciting engagement project which sees organisations across England opening their doors to children and young people to take over adult roles.

It puts children and young people in decision-making positions and encourages organisations and businesses to hear their views. Children gain an insight into the adult world and organisations benefit from a fresh perspective about their work.

This year young people in Lancashire have expressed particular interest in the following sectors/roles:

- Schools and colleges
- Health (e.g. hospitals and clinics)
- Sports and leisure (e.g. district council provisions, sports and football clubs)
- Shadowing middle managers
- Private sector businesses

Further details can be found here:

<https://www.childrenscommissioner.gov.uk/learn-more/takeover-challenge>



The CPB members are asked to:

- Note the progress made so far in engaging CYP
- Discuss and agree a topic for the local democracy event
- Put forward volunteers to help organise and run the sessions
- Agree to holding future events in South Ribble and West Lancashire and to suggest some timescales and/or existing events to link in with
- Arrange regular meetings with the MYPs every six to nine months
- Consider any further ways to engage with CYP such as via an online survey
- Contact Hanne Peake (LCC strategy lead for CYP participation) if your organisation is able to get involved in takeover month.

Authors: Rebecca Huddleston (Chair)

Date: 15 September 2016

Takeover Month

Hannah Peake (LCC's strategy lead for CYP participation) has advised that young people have expressed particular interest in Takeover Month opportunities in the following sectors/roles:

- Schools and colleges
- Health (eg hospitals and clinics)
- Sports and leisure (eg district council provisions, sports and football clubs)
- Shadowing middle managers
- Private sector businesses

Hannah has suggested the following link be shared with the CPBs (this might go out on an eBulletin):

<https://www.childrenscommissioner.gov.uk/learn-more/takeover-challenge>

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Chorley, South Ribble and West Lancashire Children's Partnership Board 2016 - 2017 ACTION PLAN



The purpose of the CPB is "To drive and deliver effective multi agency working that safeguards and promotes the wellbeing of children and young people and improves outcomes for families"

Priority	Actions	Lead	Timescale	Outcomes
To be listened to	Consult children and young people, through existing groups and events, focusing on "To feel safe" (including eSafeguarding); review and develop CPB action plan.	CPB Coordinator	Review September 2016	Children and young people are engaged with the CPB and influence priorities and service delivery.
	CPB to contribute to the Local Democracy Event being held in Chorley.	Chair	November 2016	
	To work with MYP's to encourage schools, colleges and youth groups to get involved in the make your mark campaign	CPB Members	October 2016	
	CPB to link with youth councils and pupil parliaments to provide opportunities for children and young people to attend and contribute to relevant CPB meetings and T&F group meetings.	CPB Coordinator	Ongoing	
To feel safe	Receive regular updates from LSCB to identify what support the CPB can provide, including implementation of learning from serious case reviews, inspections, audits and child death overview panel reports.	LSCB	Quarterly	Effective collaborative practice to ensure the safeguarding of children and young people; action plan updated as required.
	Receive updates on the Children's Services Improvement Plan following Ofsted Inspection 2015	LCC	Quarterly	Respond to updates as required.
	From Recommendation 10: Raise awareness of the updated Threshold Document (due June 2016), particularly with regard to issues such as forced	Chair	September 2016	All agencies understand and comply with complex safeguarding issues in the Threshold Document, referring children and young people to children's

Priority	Actions	Lead	Timescale	Outcomes
	marriage, honour-based violence and FGM; all agencies to consider children and young people to be victims when the threshold is met.			social care when required.
	Engage with the CSE steering group (Chorley, Preston, South Ribble, West Lancashire), share information with the CPB.	CPB Coordinator	Ongoing	Improved integrated working on CSE.
	Maintain awareness of guidance on CSE (including eSafeguarding).	LSCB	Ongoing	CPB partners know how to respond to CSE incidents and workforce are aware of signs of CSE.
	Promote awareness of Prevent Duty.	CPB members	Ongoing	Agencies working with children and young people know how to identify and respond to incidents.
To be happy and healthy	To support our MYP's to promote the 'Don't Hate, Educate!' campaign in our local area	CPB Members	March 2017	To raise awareness of the national youth parliament campaign which aims to combat racism and religious discrimination
	Promote awareness of children with a parent in prison.	CPB members	Review December 2016	Increased awareness within agencies working with children and young people; provide appropriate support.
	Develop effective links with the local Health and Wellbeing partnerships.	CPB Chair and health reps	Ongoing	Shared understanding of issues common to CPB and H&W boards.
	Receive reports on wider health issues (including emotional health and wellbeing). Receive annual report (March) on NEET figures. Receive quarterly reports on Prevention and Early Help Core Offer.	WPEH Locality Manager	Quarterly Annually As required	Challenge and influence the delivery of services for children and young people in the locality. Identify any gaps in service and ensure effective multi-agency working.

Priority	Actions	Lead	Timescale	Outcomes
To do well	Receive updates on Troubled Families Programme.	WPEH Locality Manager	Quarterly	CPB is aware of progress and responds to information, as required.
	Receive annual update from Young Enterprise on work taking place with schools.	CPB Coordinator	Annual report	Aspirations of children and young people are promoted in the locality.
	Coordinate and promote activities / things to do / places to go for children and young people, share good practice across the CPB.	CPB Coordinator, District Council leads	Ongoing	Families can readily access activities in each district.

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Lancashire
Children and Young People's
Trust

Lancashire Children and Young People's Trust

Priorities for 2016-17

June 2016



To feel safe

Children's Services Improvement Plan – support the work of the Improvement Board, identifying and acting upon opportunities to progress Improvement Plan recommendations.

Child Sexual Exploitation – continue to develop local responses to complement the work of the county wide CSE Strategy Group to support children and young people at risk of, or victims of, child sexual exploitation (including eSafeguarding).

Prevent and Radicalisation – develop the role of the Children's Partnership Boards in promoting awareness and implementing and sharing effective local practice.

To do well

Troubled Families Programme – provide effective governance that continues to embed the Troubled Families approach and better coordinates support for some of our most vulnerable families.

Align Early Action and Early Help – ensure the Early Action programme and the Prevention and Early Help strategy are aligned to coordinate activity, addressing gaps in provision and avoiding duplication.

Schools engagement – improve the way we engage schools, at County and local levels, in strategic multi-agency working to enhance the way services work together around the needs of a family.

To be happy

Emotional health and wellbeing – raise awareness of children and young people's emotional health and wellbeing and ensure that families can access timely and effective support at the earliest opportunity.

Summer holiday activities – maximise and target existing resources to improve the participation of vulnerable children and young people in activities over the summer holidays.

Children and Young people with parents in prison – increase agencies' awareness of service users who have a parent in prison, develop understanding of their needs and provide appropriate support.

To be healthy

Links to Health and Wellbeing structures – develop an improved dialogue and commitment for shared priorities and resources that support a determined focus on better outcomes for children and young people.

Infant mortality – more children will live, by building an understanding of the issue of infant mortality and prioritising activity to address key hot spots across the County.

Health Visiting and School Nursing Services – recognise and realise key opportunities to join up service delivery, improving effectiveness and access.

To be listened to

Participation and voice – children and young people will be effectively involved in planning and decision making that affects them.

Participation Quality Assurance Mark – to further embed this accreditation process to enable services and organisations to demonstrate and improve their commitment to, and the quality of, how they engage with children and young people.

Takeover Month – young people and professionals will work together in Takeover Month as part of the Children's Commissioner's initiative and this will be used as a catalyst for further collaboration and understanding.

It is important that priorities for children, young people and families that have been highlighted here, and the outcomes we expect from these are discussed, planned and delivered within the context the principles that were agreed by the Trust in 2011:

Shared Locations – we will encourage and provide opportunities for professionals to work together in multi-agency hubs.

Shared Information – we will develop the process, systems, understanding and confidence so that we share information about families; safely, appropriately and effectively.

Shared Ownership – we will maintain a shared and sustained responsibility for ensuring that the outcomes families have agreed; are achieved.

Shared Engagement – we will join up assessment processes and ensure that we minimise the number of staff involved with a family and where appropriate we will co-ordinate these through a lead professional.

Shared Delivery – we will bring together information, resources and capacity so that we deliver and commission services that are efficient and effective.

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