

The City of London
Corporation
Children and Young
People's Plan 2015–
2018)

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Close the gap in outcomes for children, young people and families based on their localities

Ensure that children and young people are well prepared to achieve in adulthood through high quality learning and development

Improve physical and emotional health and wellbeing from conception to birth and throughout life

Achieving our vision

Delivering our vision

FOREWORD – DIRECTOR, DEPARTMENT OF COMMUNITY AND CHILDREN’S SERVICES, THE CITY OF LONDON CORPORATION

Welcome to the City of London Corporation’s Children and Young People’s Plan for 2015–18. Over the last three years, we have been working towards achieving the vision in our Children and Young People’s Plan 2013–15 to ensure every child and young person in the City is safe, happy and healthy and able to achieve their full potential.

I am pleased to say we have already accomplished a great deal, through collaborative working with our partners and communities. All our early years provision is either good or outstanding. Our services for looked after children were rated as good in our last Ofsted inspection. Children in our primary school enjoy outstanding provision, with standards for 11 year olds well above the national average. Attainment for children from low income families, ethnic minority backgrounds and those with special educational needs is also well above average and gaps in attainment between others of the same age are very small. Almost all young people resident in the City are in education, employment or training after the age of 16 and almost all achieve a higher level qualification by the age of 19. Through effective

multi-agency working, we have well-established early help provision from birth to adulthood.

Our new Plan builds on our success and brings together what we, our partners, our children and young people have identified as important to realise our vision for our children and young people. We are focusing particularly on the City's most vulnerable children and young people to ensure that, with our support, they are able to realise their aspirations and progress successfully to adulthood.

We want to protect and safeguard all our children and young people and to ensure the City is a safe place in which to live, enjoy, work and learn, with an engaged and integrated community enabling them to achieve their full potential and aspirations in all areas of their lives.

Our priorities are to improve physical and emotional health and wellbeing from conception to birth and throughout life, close the gap in outcomes for children, young people and families in vulnerable groups, close the gap in outcomes for children, young people and families based on their localities, and ensure that young children are well prepared to achieve in adulthood, through high quality learning and development.

To succeed and achieve our ambitions, we must work together and our Plan incorporates our vision to work across all agencies, organisations and our local communities. Our partners have supported us all the way in the development of this Plan and we want to thank everyone for their help.

However, publishing this Plan is not the end result of this conversation, but the start of the next phase – translating our vision into reality, and continuing our work to ensure the City remains one of the very best places in which to grow up and live.

Ade Adetosoye OBE

Director, Department of Community and Children's Services,

The City of London Corporation

OUR VISION

“Our vision is for a safe, engaged and integrated community that enables all City children and young people to achieve their full potential.”

The guiding values that will help us to achieve our vision:

- Enabling equality of opportunity
- Striving for excellence
- Giving every child a voice
- Applying child-centred approaches
- A *“we will”* approach to service delivery
- High aspirations on behalf of all our children, young people and families
- A strong commitment to improve outcomes, particularly for the most vulnerable.

This Plan supports the delivery of the Department of Community and Children’s Services Business Plan (2014–17) and the achievement of the overall vision for the department to ensure:

“A positive impact to the lives of all our services users by working together with each other and our partners to provide outstanding services that meet their needs.”

This Plan also supports the vision of the City of London Corporate Plan:

“To make a positive impact on the lives of all our service users by working together with each other and our partners, to provide outstanding services that meet their needs.”

The Plan supports the vision of the City’s Education Strategy:

“To educate and inspire children and young people to achieve their full potential.”

Our vision and ambitions will be achieved by working with our partners which include the City and Hackney Clinical Commissioning Group, the City of London Police, education and training providers, housing and the voluntary and community sector. In essence, joined-up approaches, sharing information and expertise and engaging with our local communities to understand what is needed are central to helping us achieve our vision.

OUR PRIORITIES

A detailed needs assessment has been completed to help us to clarify our vision and define our priorities. We have looked at our achievements and areas for further development.

The Children and Young People's Plan Project Board consulted widely to help us to identify our focus for the next three years to ensure we achieve our collective vision. We asked children, young people, children in care, parents and carers, and head teachers and young people what they thought were the most important issues that affected them. We also involved people from different organisations.

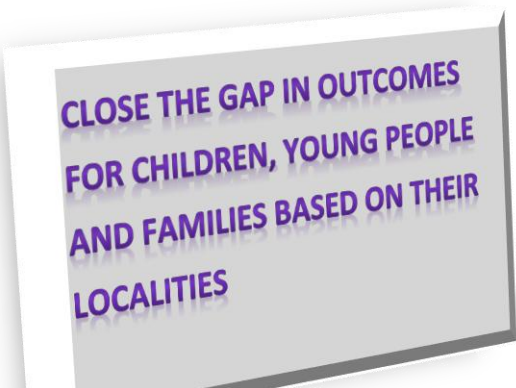
We collectively shaped our vision and identified four key areas for improvement, developed these areas into priorities and clarified what we want to achieve and how and when we will know we have made a positive difference to achieve our vision.



**CLOSE THE GAP FOR
VULNERABLE
GROUPS**



**IMPROVE PHYSICAL AND
EMOTIONAL HEALTH AND
WELLBEING FROM
CONCEPTION TO BIRTH AND
THROUGHOUT LIFE**



**CLOSE THE GAP IN OUTCOMES
FOR CHILDREN, YOUNG PEOPLE
AND FAMILIES BASED ON THEIR
LOCALITIES**



**ENSURE THAT YOUNG CHILDREN ARE
WELL PREPARED TO ACHIEVE IN
ADULTHOOD THROUGH HIGH
QUALITY LEARNING AND
DEVELOPMENT**

SAFEGUARDING AND EARLY HELP

Our vision is that children and young people in the City are seen, heard and helped, they are effectively safeguarded, properly supported and their lives improved by everyone working together.

What are our priorities?

Safeguarding is everyone's business. Our priorities are to aspire to deliver good, effective services to children, young people and families living in the City in order that they receive accessible, co-ordinated help from us and our partners as early as possible to prevent issues from becoming more serious and requiring more costly specialist support services.

Through strong leadership and cohesive approaches we want to ensure that all our children and young people are seen, heard, helped and safeguarded across the whole health and wellbeing spectrum and that as professionals we are alert to their risks and respond effectively before escalation of needs.

Over the next two years we want to continue our programme of service improvement, not only to meet our statutory safeguarding responsibilities, but also to build a culture of challenge, accountability and shared learning with our multi-agency partners across all our services.

We want to continue to provide safeguarding leadership to the Corporation and key multi-agency partners, through raising awareness and understanding.

We want to explore new ways of delivering our services and ensure that we have the capacity and resilience in our systems to implement new legislation and respond to changing demands.

How are we going to make a difference?

We will:

- **Strengthen and widen early help and support** for all our children, young people and their families through wider understanding of our Early Help Offer, Early Help Strategy and Thresholds tools and guidance.
- Ensure that the partnership is excellent at identifying and referring all children who need safeguarding or early help, including those children who may be at risk from professionals or volunteers (Local Authority Designated Officer).
- Implement the actions and strategic priorities within our **Child Sexual Exploitation Strategy**.
- Strengthen the **Think Family approach** for children whose parents have mental health issues, misuse substances or are disabled.
- Inform and educate our children and young people about **radicalisation**.
- Strengthen our strategic response to children and adults who live with or perpetuate **domestic violence** as recommended in our strategic domestic violence review.
- Raise awareness and understanding of **neglect** – particularly the different risks facing children and young people within different socio-economic groups in the City.

- Increase awareness of **private fostering** in the community and partnership.
- Ensure the **voice of the child and young person** informs all that we do.
- Strengthen the leadership, governance and focus of the City Executive Safeguarding Board.

A PROFILE OF THE CITY¹

The City has a residential population estimated to be around 8,000 (including 1,370 people who occupy a second home outside the City); there is an approximately even split between male and female.

The population is predicted to rise to 12,300 by 2020. In 2006 there was the highest number of births for years. This growth will place increasing demands on local service provision.

There are approximately 4,400 households. The average household is small and almost 56% live alone. The residential community has a lower proportion of older and younger people than the England and Wales average – indicative of a largely working population. However, the City has proportionally more people aged between 25 and 69 living in the Square Mile than Greater London. Approximately 1,062 children live in the City.

The City's population is predominantly white, but with a Bangladeshi community accounting for 4% of the total, mainly living in the east of the City. Children and young people from ethnic minority groups account for 43.63% of all children living in the area, compared with 21.47% in the country as a whole.

¹ Percentage references for the City need to be treated with caution due to the small size of the resident population in numbers.

According to the 2010 Indices of Multiple Deprivation Measure (IMD), the City is a relatively affluent district and falls within the 40% least deprived local authorities in England.

Average weekly household income is £970, some £294 higher than the London average and £480 higher than the average across England.

The City performs well in terms of happiness and wellbeing (8.1 for life satisfaction, 8.2 for worthwhileness and 7.4 for happiness (2013)).

However, disparities exist within the City. While Barbican West and East residential areas are among the 20% least deprived lower super output areas in England, Golden Lane and the rest of the City are among the 40% least deprived. Mansell Street and Petticoat Lane (both within the Portsoken ward) are among the 40% most deprived (IMD 2010). Consequently, the challenge is to identify the particular set of problems and comparatively higher levels of need and patterns of service demand in communities in the most deprived areas of the City.

The City has a relatively low rate of unemployment (seeking work, but not in work) according to 2011 Census data. Some 187 or 3% of City residents were unemployed compared with the 5.2% London level.

At the ward level, unemployment rates were above this City average: in Portsoken (6%; 46 residents) and Tower (3.2%; 7 residents). These two wards had the highest proportion of unemployed residents; however, looking at absolute numbers of unemployed, Cripplegate had the highest number of unemployed residents (55); Aldersgate had 34; Farringdon Without had 29; Farringdon Within had 5; and Bishopsgate had 4 unemployed residents.

An underlying issue is to identify the numbers of people in the City employed in minimum wage jobs as research shows that workers who are more likely to have minimum wage jobs include: women; young workers; older workers; disabled people; ethnic minorities; migrant workers and those with no qualifications.

In the Portsoken and Cripplegate wards, a relatively high number of these unemployed residents are long-term unemployed or have never worked (27 residents or 3.5% of Portsoken's population and 32 residents or 2.6% of Cripplegate's population). Additionally, we are aware that residents living in the most deprived areas are not actively seeking work or claiming work-related benefits and do need training and employment support needs.

By contrast, the other wards have a relatively low proportion of long-term unemployed (31 residents across the wards).

1,335 or 21% of the City's population were economically inactive (covering retired, students, carers, long term sick or disabled or other).

Of these economically inactive residents, the majority are retired (580 or 43.3% of all economically inactive residents) or students (363 or 27%). 153, or 11.5% were looking after home or family and 116 or 8.7% were long-term sick or disabled.

At the ward level, Portsoken has the highest proportion of economically inactive long-term sick or disabled, accounting for 6.2% of Portsoken's population or 48 residents, while Cripplegate has the highest number at 47, equivalent to 2% of residents.

In 2013, 5.1% of the City resident population could be categorised as not in work, education or training (NEET) compared to the London average of 3.8%.

4.5% of the City population are benefits claimants, covering Jobseeker's Allowance (JSA), lone parents, carers, incapacity benefits and disability benefit claimants (1.5% compared with 2.6% for London). The proportion is higher for males (2%; 66 men) than females (0.8%; 21 women).

A total of 60 children or 7.9% of the City's child population live in out of work families, down from 10% in 2012, a low proportion (less than 0.2%) of the 338,301 children at the London level.

Almost two thirds (65.3%) of the City's working age population has four or more qualifications. This is the second highest proportion of all London boroughs, after Richmond upon Thames (66.4%).

The City recognises that disparities exist between some communities, and that this may lead to pressures and misunderstandings. Initiatives need to be developed which address the specific circumstances of the City and which strengthen communities and neighbourhoods.

The City understands the impact that education, lifelong learning and skill development can have on the opportunities that are available to people. Whilst over half of the residential population is educated to degree standard, it is important to ensure that educational opportunities are available across the City, and are also taken up by those experiencing higher levels of disadvantage.

The business and residential communities want many of the same things – a safe City, a City that is clean and attractive, and one that has good transport and is accessible to everyone. Whilst the City is a very safe area with low crime rates compared with our neighbours, crime remains a key public concern to some communities – particularly in relation to economic crime, fraud and terrorism for City businesses. This last issue is a particular concern due to the potential heightened risk of City children being susceptible to the influence of radicalisation.

The City is also increasingly a destination for visitors, with over 10,000 visitors on a daily basis. Visitors are drawn to the City's large number of cultural attractions including historic buildings, which all form part of the City's wider cultural offering. This is an increasingly important driver for the local economy.

Continued growth is anticipated of the night time economy in the City – this will bring with it opportunities in terms of entertainment and culture, but the potential for challenges around increased crime rates and disturbance.

The profile of people working in, living in and visiting the City is very different to anywhere else in the country and has a significant impact on prioritisation and planning. Prevention of exclusion and polarisation within and between our communities is important, as is ensuring that the City's communities feel a strong sense of belonging and share goals and aspirations. To build thriving communities, inequalities and disadvantage need to be tackled by enabling the most deprived resident communities to benefit from the wealth of opportunities available in the City. The voluntary and community sectors play an important role in helping to build social capital in the City and providing services to the community.

Successfully addressing these challenges and opportunities requires constant innovation, new ways of cross-working with

partners and a commitment to better and more effective use of existing resources.

Our analysis shows that our key challenges will be to tackle the impact and factors relating to the following.

Economic inequalities

High levels of unemployment, worklessness and deprivation within pockets of the City have the potential to leave families in these communities disempowered and socially excluded. Deprivation also has a negative effect upon the physical environment of some of the City's communities and worklessness, isolation and low income have adverse effects upon health and wellbeing.

Access to ongoing skills development is an important part of enabling lifelong learning for people of all ages. Access to up-skilling opportunities is particularly important to those people, including disabled young people and young people from disadvantaged groups, who want to access City jobs.

More support is needed to help young people and adults to enter and remain in the job market by removing barriers to work, such as lack of transport and childcare, and by promoting the local procurement of goods and services by all our stakeholders.

Health inequalities

Across London increasing numbers of households in work are taking up benefits. Although unemployment in the City of London is well below the UK average a significant number of residents in the Portsoken ward are in receipt of benefits or have low incomes. Pensioner poverty and child poverty in the ward are among the highest in the City. For some of these households fuel poverty may present a growing problem. These problems can affect educational attainment, health and ability to take up employment, and lead to social exclusion.

Child poverty in the City

Child poverty remains an issue in the City, with major differences in deprivation between areas. Portsoken has the highest rates of child poverty.

According to the national figures, 110 City children (14%) were living in poverty in 2011. This figure was calculated using the relative poverty measure (defined as the proportion of children living in families in receipt of out-of-work benefits or tax credits where their reported income is less than 60% of the median income), based upon records of 790 children living in the City. In May 2014, analysis of local data identified a total of 1,062 children living in the City of London,² of whom 21% (218) were in low income households (defined as living in a household with a low income supplemented by benefits), with 11% in workless

² These figures are higher than those provided by the Office for National Statistics.

households. According to the same dataset there are 113 low income and 66 workless families in the City. The national indicator and the local figure have different definitions so they are not directly comparable, but they give an indication of the scale of the problem.

Both national and local trends show increasing pressures on families, which could make it very challenging for the City to reduce child poverty.

The small numbers of families in poverty known to our services face a diverse range of challenges. Of the families already engaging with services, front-line workers already know their profile very well.

The most deprived families are more likely to have been in persistent poverty for generations, resulting in a lack of ambition for the children from poorer families, so aspiration-raising activities for young people may be beneficial.

Families in poverty tend to live in social housing estates (Golden Lane, Middlesex Street and Mansell Street estates). Evidence suggests that the Portsoken area has the greatest need for intervention.

These families are both workless and working. Parental employment is key to lifting families out of poverty. However, there are some key challenges around employment; many families

in poverty are lone parent households or households where one parent is already working. As parents are income-poor and time-poor, affording and scheduling childcare is a challenge. There is also increasing concern for families who are in employment but on a low income supplemented by benefits, with low rates of pay combined with casual, part-time or zero-hour contracts.

The City offers a range of different activities and interventions available for the small number of families who are in need. Overall the City provides quality services for those currently engaged. There are, however unco-ordinated services, which may be confusing for families to navigate.

Reaching out to the most hard to reach

Consultation with the City's communities suggests that people remain unaware of the cultural facilities and opportunities available to them. Cultural activities make a huge contribution to people's mental and physical wellbeing. Culture can also bring communities together and engage people who can feel excluded, especially young people.

Engaging and reaching the diverse ethnic and socially and economically excluded communities in the east of the City will be important.

The City's communities

The City has a unique and diverse range of communities: business, workers, residents, students and visitors, each with different needs. Providing for all these needs in such a small area presents a unique set of challenges for service provision.

WHAT YOU TOLD US

Consultation is a central element of our vision to meet the needs of our children, young people and families and to make the City an excellent place to live, work and enjoy.

Our Plan is a joint partnership approach to achieve our vision. We have consulted with and worked together with our children, young people and families, and partner agencies to identify what is important to them. Workshops and focus groups have helped us to form our vision.

Through analysing the information we have gathered, we have identified a number of priorities important to you. We have built these priorities into this Plan. Your priorities will continue to be important throughout the life of this Plan and inform the delivery framework that will support its implementation.

However, consultation does not end when this strategy is published. We will continuously involve our children, young people, their families, partners and professionals and share feedback openly. We will keep you informed of what we are doing in response to your comments and provide you with clear explanations to support our actions.

Understanding our needs and our population

Our partner agencies and organisations told us that we need to improve our use of data to better understand trends and needs within specific communities and localities, and the City's children, young people and families as a whole.

Health

Our partner agencies said that it was important to reduce health inequalities in the City by focusing on localities and those in groups at risk in terms of their health.

Our children and young people told us they wanted to know more about how to lead healthy lifestyles and make healthy food choices.

Access to services

Young people from specific localities in the City told us that they would value more free services and support as money was a real issue.

Safety in communities

Our partner agencies, children and young people said that it was important to ensure children and young people are safe from radicalisation, child sexual exploitation and bullying (including through misuse of social media).

They also said that we needed to raise understanding and the risks around radicalisation, child sexual exploitation, female genital mutilation, sexual health and risky behaviours (including substance misuse) amongst our children and young people.

We need to deliver information and guidance around these issues

in a way that is accessible and easily understandable for children and young people.

Young people also told us about the need for more lighting, particularly on some of the darker and smaller streets.

Education

Our young people said they wanted high quality information about educational training and employment choices beyond 16 years, and more support to build their skills to help them to widen their employment opportunities and increase their chances of gaining employment.

Young people also told us they needed more out-of-school and accessible support to help with homework.

Skills and workforce

Our partner agencies emphasised the importance of a skilled workforce, with up-to-date, relevant training.

Leisure and recreation

Young people told us that they needed a more child/young people friendly environment and leisure facilities and that they wanted better links and understanding between different generations.

WHAT WE DO WELL

Ofsted say...

All provision for early years and childcare is now good or outstanding and much better than that found elsewhere.

For children under the age of five, provision for early years education remains outstanding.

For looked after children, all providers commissioned by the local authority are good or outstanding.

The local authority's one primary school remains outstanding. Standards for 11-year-olds are well above average. The attainment of children from low-income families, those with special educational needs and those from minority ethnic groups is also well above average and gaps with others of the same age are very small. Provisional data for 2011 show all girls reaching the required level.

The City has well established Early Help arrangements from birth to adulthood.

After the age of 16, almost all young people are in education, employment or training and almost all achieve level 2 and higher level qualifications by the age of 19.

CLOSE THE GAP FOR VULNERABLE GROUPS

Why is this important?

Every child and young person in the City has the right to educational attainment, participation, confidence, health and wellbeing. However, particular risks can cause a child or young person to be particularly vulnerable, and be a barrier to a child or young person reaching their potential. So, we want to target vulnerable groups in the City to intervene early and support them to ensure they have the very best possible opportunity to succeed, regardless of their background.

What are our priorities?

Through needs assessment and consultation we have identified the following vulnerable groups who are our priorities:

Children, young people and families who face barriers in achieving their potential. These include children and young people with special educational needs and disabilities, children and young people with mental health needs and children and young people whose parents or carers have mental health needs, children who speak English with difficulty, and children who are vulnerable due to their home or family environment.

Children and young people with social care needs and children in care.

Children from low income families including children in receipt of the higher level child tax benefits, families in receipt of free

school meals for their children and those in relatively “deprived” areas in the City.

Children and young people with special educational needs, including those with language or learning difficulties and those requiring additional support for their learning and development.

How are we going to make a difference?

We will:

- Improve our use and understanding of data to better assess trends and needs within specific communities.
- Through our understanding of data, develop a case management model to improve outcomes and access to local services and support for those identified as most vulnerable under our child poverty needs assessment.
- Identify and promote our local offer of services for disabled children and young people and those with special educational needs.
- Identify and implement new protections for young people aged 16–25 years in further education with a stronger focus on preparing them for adulthood.
- Develop and implement policies and processes for personal budgets and ensure that all children and young people with a new Education and Health Plan are able to access a personal budget.
- Implement effective joint commissioning arrangements between health, education and social care.

- Strengthen our communication and engagement with children, young people and their families to shape our services, policy and provision.
- Improve outcomes for children and young people who are looked after and/or leaving care by understanding our roles and responsibilities as a Corporate Parent, a commitment to our Pledge to children and young people who are looked after and/or leaving care, and implementing the actions within our Corporate Parenting Strategy.
- Implement our Early Years Strategy to improve our services and ensure they are accessible to vulnerable families and children who have additional disabilities.
- Enable access to affordable childcare for middle and low income families in the City.
- Support parents and carers in the City to improve early education outcomes for their children by widening participation in Sure Start activities for under-fives.
- Review and strengthen our Children's Centre provision to increase and widen participation.

CLOSE THE GAP IN OUTCOMES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES BASED ON THEIR LOCALITIES

Overall, the City is a relatively affluent district and within the 40% least deprived of local authorities in England. In terms of income and employment, the City has the highest ranking in Greater London and the second highest in the country.³

There are, however, large disparities of wealth. There are two highly ranked areas within the 20% least deprived areas in England: these are Barbican East and Barbican West. However, the Mansell Street and Petticoat Lane area is the most deprived in the City and falls in the 40% most deprived areas in England.

We know that children and young people who live in particularly deprived areas also suffer reduced opportunities as a result of their locality. So, to truly address needs we need to understand how different areas and communities within the City are affected by factors such as deprivation, available services, the take-up of services and community cohesion. We recognise, therefore, that initiatives need to be developed that address the City's specific circumstances.

What are our priorities?

We want to **target key localities** in the City identified as comparatively deprived.

We want to **engage families** with the services available in their area, to ensure they benefit from better uptake of services such

³ The City of London Resident Population Deprivation Index, Department of Planning and Transport 2011.

as immunisations and health visiting, work better with schools and are more connected with their community.

We want to **involve and engage our communities** to ensure our services are planned and designed to meet changing needs.

How are we going to make a difference?

We will:

- Make better use of existing data and intelligence to identify needs and develop appropriate targeted approaches.
- Reduce levels of child poverty in the City by researching, developing and implementing a case management model.
- Identify the barriers to access to local services, provision and support for children, young people and their families living in the relatively deprived areas of the City, and apply our learning to implement targeted approaches and solutions to increase take-up.
- Implement our Early Help Strategy to focus on early intervention as prevention, particularly in key localities.
- Review our Sure Start Children's Centre offer to help parents to provide the best start for their children.
- Develop the processes and mechanisms to ensure we work with parents, families, children and young people to shape our provision.

ENSURE THAT CHILDREN AND YOUNG PEOPLE ARE WELL PREPARED TO ACHIEVE IN ADULTHOOD THROUGH HIGH QUALITY LEARNING AND DEVELOPMENT

Why is this important?

Experiences and opportunities during childhood lay the foundations for adult life. Education, training and work all make lasting differences to an individual's life and are central to improving social mobility.

The City has an excellent and solid foundation on which to build the future lives of its children and young people. Early years education and childcare have been rated as good or outstanding, with provision for under-fives rated as excellent. Sir John Cass's Foundation Primary School's most recent Ofsted inspection was in April 2013, when it was deemed to be outstanding in all aspects.

Of course, for most children and young people it will also be their family, friends and wider community that contribute further towards laying the foundations for success in adult life, particularly those who are feeling cared for and happy.

But for those City children and young people who do not have family and community support networks, who are not in education, employment or training or who have special educational needs and disabilities (SEND), being supported towards greater independence and employability can be life transforming.

We want to ensure that *all* our children and young people have the very best education that allows them to fulfil their potential and achieve their ambitions.

We want to support *all* our children and young people to be well prepared for adulthood and the world of work, making a positive contribution as active citizens.

What are our priorities?

We want all children and young people to have access to excellent education and learning to aspire, achieve and reach their potential.

We want all our young people to also benefit from the wider opportunities in the City to enable and encourage them to be connected members of their local community.

We want all our young people to have the opportunity to progress to higher education, where appropriate, and to fully recognise their employment aspirations.

Our analysis has shown 11% of families to be workless households and 21% of our children and young people to be living in low income households;⁴ we want to support these families, children and young people to attain their ambitions by providing access to high quality adult learning courses, traineeships and apprenticeships that will enable them to build their employability skills.

⁴ This figure has been calculated using the relative poverty measure.

We want children and young people with special educational needs to realise their expectations and aspirations and to support them to be prepared for the challenges of adulthood, to be physically and emotionally equipped for adult life, and to be able to manage the change in their lives as they move to adult services.

We want to support young people in their transitions from school or higher education and training to the labour market, leaving home, to social and sexual adulthood, and becoming parents.

How are we going to make a difference?

We will:

- Provide opportunities for children, young people and their families to enjoy, achieve and aspire through sport, leisure and learning and maximising the City's rich cultural offer.
- Encourage young people to utilise opportunities to develop socially and connect with their local communities and across generations through volunteering, time credits and more intergenerational initiatives.
- Implement the Strategic Objectives set out in the City of London Corporation Education Strategy, including to: provide access to excellent education; maximise enriched education and outreach opportunities; and promote an effective transition from education to employment.
- Increase access to learning by adding to our venues for delivering learning.

- Provide training to boost employment opportunities for adults and young people outside of statutory education.
- Expand and diversify our apprenticeship offer.
- Develop a bespoke care leavers employability programme to support City and other care leavers.
- Implement recommendations from our adult learning review.
- Develop and implement a shared vision and plan to improve post-16 options and support for our children and young people who have special educational needs and disabilities, and review the quality of educational support available for this group.
- Implement co-ordinated solutions to child poverty and unemployment through a case management model.
- Reduce the inequality gap between the highest and lowest performing City children by working with schools to identify those primary-aged children resident in the City who are performing below expectations, and work with schools to ensure appropriate improvement measures are in place.

IMPROVE PHYSICAL AND EMOTIONAL HEALTH AND WELLBEING FROM CONCEPTION TO BIRTH AND THROUGHOUT LIFE

Why is this important?

Analysis shows that, whilst the City ranks well on indicators for health and disability (IMD rankings (2010) show no super output areas falling in the most deprived 20% for England as a whole), there are disparities between specific areas, with the Mansell Street and Petticoat Lane areas ranking lowest in the City in terms of health.⁵ Our analysis also highlights that out of almost 1,000 children living in the City, 21% were living in low income households and 11% in workless households.

For children, young people and families living in these areas, evidenced research shows that poverty and social inequalities in childhood have a profound impact on the physical, emotional and psychological health of children. Furthermore, the impact of low income and poverty on health is noticeable during pregnancy and persists throughout the whole life course into adulthood, and is also transmitted across generations.

In essence, therefore, good health for every child is crucial because it enables them to make the best of their opportunities in education and in developing healthy lifestyles. Our approach will consider the physical, emotional and mental health and wellbeing of our children, young people and their families through a whole life course approach.

⁵ 2010 CLG Deprivation Index.

What are our priorities?

Maternal health: The health of the mother has a profound effect on the health of her children. This effect is most noticeable during pregnancy but persists throughout the child's life.

Poverty, birthweight and perinatal health: Evidenced research shows that birthweight decreases steadily with decreasing social status.

Disability and physical health: Children and young people with disabilities face complex barriers that often result in them being excluded from family and community activities. It is not only disabled children's impairments that determine their quality of life, but a disabling environment, for example unequal access to education, healthcare, leisure activities, transport and housing. Research also shows that there are sharp differences in the prevalence of childhood disability according to the socio-economic status of the household.

Mental health of children and young people: Mental health problems in childhood are recognised as the major cause of functional disability. The mental health of children and young people is at further risk in the digital age. Child poverty, having special educational needs, being looked after by a local authority, poor housing, poor parental education or witnessing domestic violence can also increase the risk of young people developing a mental health problem.

Parenting is a common factor by which many child mental health problems are thought to be mediated. **Child abuse and neglect** lie at the extreme end of the effects of parenting failure.

Risk taking is an important way for teenagers to learn about themselves; it is a natural part of growing up and part of the path to becoming a young adult. However, managing risky behaviour is critical to keeping our children and young people healthy and well. Common risk-taking behaviour can include risky sexual behaviour, alcohol use, substance misuse and smoking.

Supporting and protecting children and young people from the psychological, emotional and health impact of neglect, abuse and domestic violence.

Promoting and encouraging healthy lifestyles

How are we going to make a difference?

We will:

- Ensure children and young people and those from particularly vulnerable groups enjoy good physical, emotional and mental health.
- Ensure that, through our jointly commissioned Child and Mental Health Service (CAMHS), our care leavers receive a CAMHS assessment and that our looked after children are supported by an enhanced CAMH service.
- With our jointly commissioned CAMH service, support foster parents and carers through a crisis on a case-by-case basis.

- Ensure the successful transfer of our public health services for 0–5 year olds.
- Implement recommendations from our Child Sexual Exploitation Peer Review.
- Implement recommendations from our review of Children’s Services.
- Develop and implement our local offer of services for children and young people with special educational needs and disabilities.
- Focus on preventing an escalation of risks through implementing our Help Strategy.
- Review and strengthen our Sure Start Children’s Centre offer to support parents, families and children.
- Ensure that there is appropriate understanding of sexual health and the impact of risky behaviours (including, for example, substance misuse) amongst young people through information, advice and support that is provided in a way that is accessible and understandable, and removes associated stigmas and negative attitudes.
- Ensure children and young people are encouraged to access sexual health and substance misuse services, support and advice in confidence and without fear of being stigmatised.
- Raise awareness and understanding of healthy behaviours and lifestyles and ensure parents are equipped with the skills and knowledge to encourage healthy lifestyles in their families.
- Continue to deliver health promotion and universal services (immunisations, vaccinations and screening services).

- Work with partners across the City to provide enhanced opportunities for outdoor play for children of all ages, including those with disabilities.
- Focus on preventing risks, escalating by identifying needs early, preventing problems developing and providing the right services at the right time.
- Develop and implement a local offer of services available for children and young people with special educational needs and disabilities, and ensure this is made available in an accurate, high quality, easy-to-understand format via our Family and Young People's Services information (FYi) directory.
- Via our local offer, ensure support for children transferring to adult services is accessible, transparent and responsive to feedback from young people and their families.
- Implement arrangements to enable all our children and young people with a new Education, Health and Care (EHC) Plan to access a personal budget where this is wanted.
- Ensure our commissioning arrangements are effective and deliver joined-up arrangements encompassing education, health, public health and social care, particularly for children transferring to adult services.
- Ensure our commissioning is informed by hearing the voice of the child/young person or family.

ACHIEVING OUR VISION

We are committed to our vision and the achievement of our priorities. In the next three years, we will ensure front-line services are organised, resourced and supported to do the best they can to achieve our vision by 2018.

The City's Children's Executive Board will ensure that there are appropriate structures in place to maximise joint working and avoid duplication of effort. We will also work closely with our partner agencies to make sure that there is a coherent fit and that we maximise our resources and apply holistic and joint approaches.

We will achieve our vision through the following.

Effective, evidence-based commissioning

Commissioning is the term used to describe how we decide to use resources in the best possible way to meet the needs of our population, so that we can make a positive difference to people's lives.

It involves an analysis of past and current performance, forecast modelling, feedback from different service users, expert advice, research and wider consultation with partners to identify partnership working opportunities. Using this process ensures sustainable, value-for-money services designed around needs.

Partnership working

To achieve our outcomes, public, private and voluntary organisations, children, young people and the adult community need to work together as equals to shape and further improve the City as a space for everyone to work, live, learn and relax in.

A key driver in challenging the work and outcomes in this Plan is the City's Children's Executive Board. This Board has representatives from the health, voluntary and education sectors, and City senior representatives from across City directorates including housing, social care and early years.

The City and Hackney Safeguarding Board will also be a crucial vehicle to ensure safeguarding is truly embedded across the implementation of all strands of this strategy.

Engagement and involvement of the voluntary and community sector will also be fundamental to our success alongside the local community, and children and young people themselves.

Through interconnected joint working and as equal partners we can ensure that we lay the building blocks for a sustainable future for our children and young people that exceeds their aspirations and expectations.

Workforce development

To deliver this vision we need to have a skilled and trained workforce. We will develop an inter-agency workforce strategy that will complement the priorities we have set out and that sets out how we will ensure we have a suitably skilled, competent and trained workforce at all levels.

Measuring our progress and impact

Performance management is a crucial element of the commissioning process. The information it provides helps us to evidence and challenge poor performance and tells us when things are not working well. It shows us when needs are changing so that we can adapt our services or change our plans accordingly. We will develop a performance management framework using data to measure impact and outcomes from our work.

Involvement and reaching the hard to reach

Involving our community is fundamental to making this Plan a success. Listening to concerns, and working with local providers and children and young people and their families will help us to ensure we develop sustainable services which meet needs.

We want to ensure that we identify our most hard-to-reach populations and also involve them in helping to shape and realise our ambitions.

DELIVERING OUR VISION

The delivery of our Plan is not the responsibility of a single agency. It requires a partnership approach, owned by all stakeholders working with children, young people and families. These include health services, the police and probation services, schools and education services, adult services, housing services, and voluntary and community organisations.

Consequently, governance for this strategy will be provided by the Children's Executive Board (CEB). We will ensure that work undertaken to achieve our vision and priorities in this Plan is monitored and challenged through the CEB.

This Board will bring together the local plans, partnerships and initiatives to enable public, private, community and voluntary sectors to work effectively together to deliver on the priorities set out in our Plan.

The CEB will provide the strategic drive, co-ordination and oversight by receiving regular performance and outcome indicator reports on progress against objectives, while partners grouped under thematic priorities will be the delivery vehicle for implementation of the strategy.

The City Executive Safeguarding Board will oversee our safeguarding priorities and ensure that safeguarding is embedded effectively throughout the implementation of this Plan.

Other partnership groups

There are a number of thematic partnership groups reporting to the CEB.

These partnership groups have their own plans and priorities. They will be tasked with co-ordinating delivery of the priorities of this Plan. They will determine the need for, and the work programme of, any delivery groups that report to them, and will actively monitor and manage the work programmes that take place. They will take responsibility for embedding key targets and for pursuing specific pieces of work on behalf of the CEB.

Service user involvement, whilst already in place, will be developed further and be transformed into meaningful service user involvement.

Implementation and performance management

A process map, implementation plan and performance framework will be developed to ensure we measure progress and impact and achieve our objectives through an agreed approach.

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