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## Report to HEALTH AND WELLBEING BOARD

# Establishment of the Children and Young People's Strategic Partnership

**Portfolio Holder:** Cllr Amanda Chadderton, Cabinet Member for Children's Services

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### **Purpose of the Report**

In Summer 2018, Health and Wellbeing Board agreed that a revised approach was needed to strategic partnership working for children and young people in order to deliver the local ambition that Oldham is 'a place where children and young people thrive'.

The Board approved the formal establishment of a Children and Young People's Strategic Partnership Board which will oversee the development of both a Strategic Framework and a Children and Young People's Strategy. There is an existing high level Best Start in Life Plan (2016 – 19) reflecting previous priorities and partnership structures.

The Board endorsed the suggested approach to securing partner engagement and shared vision via a number of workshops.

This report sets out the proposals regarding the development of Oldham's Children and Young People's Strategic Framework and outlines the role of the proposed partnership board to deliver Oldham's ambition for our children and young people, within the wider GM context.

### **Requirement from the Health and Wellbeing Board:**

The Health and Wellbeing Board is requested to:

- a) Endorse the approach to develop the Children and Young People's Strategic Framework and Children and Young People Strategy via a series of engagement workshops with Oldham Partnership Leaders and wider stakeholders including children and young people.
- b) Note and endorse the approach to establishing the Children and Young People's Strategic Partnership Board.

## Establishment of the Children and Young People's Strategic Partnership

### 1. Background and context

#### 1.1 Current position in Oldham

Oldham has a long history of working in partnership to improve outcomes for children and young people based on our understanding of local needs and priorities and in line with regional and national drivers. Historically Oldham had a Children's Trust Board which evolved into the Best Start in Life Partnership. It was agreed by Health and Wellbeing Board, that it would be beneficial to review and ensure clarity of purpose of Oldham's strategic arrangements around the Children and Young People's agenda. As such it was agreed that the governance arrangements would be refreshed within an agreed strategic framework and a new overarching partnership board arrangement would be established to bring partners together in a formal way to ensure delivery of our ambition of Oldham being 'a place where children and young people thrive'.

#### 1.2 Greater Manchester Children's Plan

The Greater Manchester vision is to 'make Greater Manchester (GM) one of the best places in the world to grow up, get on and grow old.'

A draft Greater Manchester Children's Plan has been developed which outlines the GM context and ambition for outcomes for the children and young people of Greater Manchester and sets out seven key priority areas of focus which reflect the existing priorities of the Greater Manchester Strategy and the GM Children's Health and Wellbeing Framework.

The seven priorities in the GM Children's Plan are:

- **School Readiness** – The best start in life and the right support to be ready to learn are crucial factors for long term successful outcomes for children
- **Quality Education and Outcomes** – Increasing the quality of education and educational achievement, to match skills and academic achievement with the jobs of the future.
- **Special Educational Needs and Disabilities** – All children and young people deserve the right to achieve their potential and a specific focus on those with SEND will help us support them to have the right start in life
- **Looked After Children and Care Leavers** – Fulfilling our individual and combined corporate parenting responsibilities to these children and young people to enable them to have the support and opportunities that should be available to all.
- **Ready for Life** – Equipping young people with the support they need to make the transition to adulthood effectively and seamlessly, becoming the next generation of parents, workers and leaders.
- **Healthy children and young people** – The best health possible adds so much to the quality of life and the ability to live it to the full. We want all children and young people to have the best health they can regardless of where they live or any conditions they were born with.
- **Safe children and young people** – Safety is a complex issue and supporting children and young people to keep themselves safe, plus intervening to support and if necessary protect them when they are less than safe, is a crucial responsibility for us all. Safeguarding is everyone's responsibility and we need to know what our role is if we are to make GM as safe as possible for our children and young people.

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The above priorities are not intended to replace the priorities set in each local authority but should act as a reference point for GM's collective aims and in the development of individual organisational and district level plans.

### **1.3 Local Drivers**

There are a number of key established and emerging local drivers that set the context in which Oldham's approach to improving outcomes for children and young people are rooted

#### **GM Innovation Programme - Oldham Family Connect**

Funding has been made available for innovation work across GM as part of the wider settlement from DfE 'Targeted Innovation and Reform Fund for GM' and as part of this innovation programme, Oldham is working to adopt the Stockport Family Model. 'Oldham Family Connect' will help to support families at the margins of statutory intervention and ultimately reduce the demand and need for statutory intervention. Linked to this will be the implementation of the Strengthening Families approach to social care and partner practice around safeguarding. This approach links to the Thriving Communities and Place Based Working agendas.

#### **A Partnership for Education in Oldham**

The Council and its education partners (schools and settings, academies, Multi Academy Trusts and local dioceses) are driving ahead with embedding a self-improving system led approach in Oldham. The partnership links will be further strengthened to ensure that all support and challenge can be targeted appropriately by further developing the intelligence of schools and academies which will improve outcomes for children and young people and increase the percentage of Oldham schools that are judged as good or better by OFSTED.

Although Opportunity Area and Oldham Education Partnership funding is time limited, a number of transformational initiatives are underway working closely with the Local Authority and all partners, for example, the approach to emotional and mental health in schools which if proven effective will shape future responses and investment decisions.

Work of the Opportunity Area and the Oldham Education Partnership has a central focus on School Improvement including Leadership Development, improving Teaching and Learning through School to School Support, Professional Development and strategic Oldham wide projects around Literacy and mathematics. These areas of work will lead to increased outcomes for Oldham's children and young people.

Ensuring children are school ready has been prioritised for significant investment utilising Opportunity Area support, this includes Improving children's speech, language and communication (SLC) and early literacy skills as a key focus area for Oldham.

#### **Early Years/Right Start**

The primary aim of the Right Start model of integrated delivery is to improve Early Years outcomes and the 'school readiness' of Oldham's children. As we approach the end of year 3 of the model, there will be a review of its success to date and in the light of other local developments a determination of whether substantial changes in approach are required.

Universal child health services are delivered via this model and the challenge of meeting increasing targeted/specialist demand whilst delivering mandated universal services will be addressed in the review.

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## Early Help

The Early Help offer, as directly delivered and commissioned by the Council, is currently subject to review within the wider context of local preventative approaches across all age groups and partner organisations. The outcome of the review will have an impact on current service constructs.

## Statutory Safeguarding Arrangements

In line with legislative changes, the Council, CCG and Police are required to work with wider partners to establish revised local arrangements. The current arrangements under the Local Children's Safeguarding Board will be revised to reflect the shared statutory responsibility across the three agencies.

The above list is not exhaustive but due to the substantial interdependencies demonstrate the need for the Children and Young People Strategic Partnership to 'hold the ring' and ensure join up.

The other key dimension is the place of children and young people's agendas with Oldham Cares. There are current examples of successful partnership working around areas such as SEND and mental health but unlike adult health and social care agendas the Oldham Cares footprint does not stretch across the entirety of the children and young people's agenda.

## 2. Oldham Children and Young People's Strategic Partnership

Improving outcomes for children and young people requires action from across the system, with partners working together to support children, young people and families. A strong children and young people's partnership is needed to coordinate this approach and provide support and challenge to drive progress.

The Children and Young People's Strategic Partnership Board will formally bring partners together to ensure delivery of our ambition of Oldham being 'a place where children and young people thrive'. The Board will oversee the progress made towards achieving our shared objectives and partners will support and challenge each other to ensure that collectively, and as individual organisations, we fulfil our commitment.

The Partnership Board is to be chaired by Cllr Amanda Chadderton, Cabinet Member for Children's Services and will be accountable to the Health and Wellbeing Board. It is anticipated that the Partnership Board will fulfil the system governance arrangements previously held by the Best Start in Life Partnership Board and will hold the oversight and accountability function for the Children's and Young People's agenda in Oldham.

In addition to the establishment of the Partnership Board, Health and Wellbeing Board also approved the outline set of key priority outcomes for all Oldham children and young people. It was agreed that in order to thrive, it is essential that our children and young people:

- Are safe and feel safe
- Are as healthy as they can be, including emotionally and mentally
- Enjoy growing up in Oldham and do well in the early years, school and college
- Have things to do and opportunities to contribute to their communities
- Are supported to make the successful journey into adulthood, work and independence

A key objective for the Partnership Board will be to ensure the child and young person's voice is evidenced in the discharge of its function and that ongoing engagement and co-production become embedded into partnership work.

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The Partnership Board will develop its own set of Key Performance Indicators drawn from existing KPI's across the system. Members of the partnership will play a crucial role in delivering our ambition and will represent statutory and non-statutory partner organisations.

### **3. Strategic Framework for Children and Young People**

In addition to the establishment of the Children and Young People's Strategic Partnership Board, it was also agreed that a Strategic Framework would be developed. The Framework will set out how Oldham's partner agencies intend to deliver the ambition for our children and young people and identifies how by working together our key organisations and most importantly our children, young people and their families can create and sustain a great future where everyone has the chance to thrive wherever they live in the Borough and whatever challenges they might face.

The high level outcomes agreed by Health and Wellbeing Board are included in a draft strategic framework (Appendix 1) that sets out a proposed approach for the Council and its partners to take in achieving the ambition.

It is anticipated that, alongside the high level outcomes, the framework will also set out the key commitments that Oldham partner agencies agree to make to children and young people, such as:

- Every Oldham child will be supported to have the best start in life.
- Every Oldham child will be start school ready to learn.
- Every Oldham child will be prepared for adult life through their school education.
- Every Oldham child will be have the opportunity to study at a school rated good or better.
- Every Oldham child will be supported to achieve their ambitions for post-16 education.
- Every Oldham child will be supported to enjoy good mental wellbeing and experience the best possible health outcomes throughout life
- Every Oldham child will be offered the necessary protection and support if and when they need it.
- Every Oldham child will be supported to make their voice heard to help design and improve children and young people's services.
- Every Oldham child will be supported to enjoy being a part of and make a difference in their local community.

The attached draft Strategic Framework and the suggested key commitments are to be used as a starting point to enable key stakeholders from across the partnership to co-produce the final framework via a series of engagement workshops. The final product will then be jointly owned by all partners and will ensure clarity of purpose and effective governance arrangements for Oldham's key children and young people's agendas and transformation programmes.

The framework will also ensure alignment to the emerging GM landscape including the priorities set out in the Greater Manchester Health and Wellbeing Framework for Children and Young People and the emerging GM Children's Plan.

### **4. Children and Young People Strategy**

Once developed by the Oldham Partnership, the Strategic Framework will then be the basis on which the Children and Young People's Strategic Partnership Board establishes the Oldham's Children and Young People Strategy 2019 – 2022 and associated action plan. The Partnership Board will be responsible for ensuring that the Strategy's action plan is progressed and will provide regular updates to the Health and Wellbeing Board.

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## 5. Joint Strategic Needs Assessment

The Health and Social Care Act 2012 places a joint and equal duty on Councils and CCGs to undertake the Joint Strategic Needs Assessment (JSNA) through the Health and Wellbeing Board.

The JSNA is a process through which local strategic partners examine the current and future health and care needs of the local population to inform decision making and guide the commissioning of health, wellbeing and social care services.

Oldham's Health and Wellbeing Board has established a JSNA sub-group to oversee the JSNA process and agree the JSNA work plan.

The role of the Children's Strategic Partnership in relation to the JSNA is therefore to both inform the JSNA work plan (via the JSNA sub-group) and to ensure that strategies and commissioning related to children and young people reflects the needs identified in the JSNA.

## 6. Proposed Next Steps

### 6.1 Engagement and Co-production

In consultation with the interim Director of Children's Services and the Lead Member it was decided that in order to ensure that children and young people are high up on corporate and partner agendas with a shared vision, a workshop based approach to the co-production of the strategic framework in advance of the first meeting of the new partnership would be beneficial. We have engaged the Staff College to develop a proposal for two workshops each with a different emphasis as detailed below.

#### Programme outline

The aim of the workshops is to:

- develop the vision and ambition for the Council and its partners,
- promote collaborative thinking, collective accountability and the open exchange of ideas through an iterative way of working based on co-production of both planning and delivery.

Based on discussions between The Staff College and the Council the following programme of events and support has been proposed

#### Workshop 1 - ½ day workshop (Thursday 7 February – 9am – 12.30pm)

The initial workshop will involve senior leaders from across the Oldham Partnership who will work together on:

- creating a common moral purpose
- understanding the requirements and context for change in these complex times
- establish a sense of priority for work which responds to the messages from children
- look at their role as leaders in implementing change in Oldham so that children thrive.

#### Workshop 2 - 1 day workshop

This workshop will involve a wider group of systems leaders and will develop and begin to implement some of the themes and outcomes from workshop 1.

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The Staff College are also proposing that an optional extra 4 days are included to use on a draw-down basis when required to support any follow up work arising from the two workshops.

### Evaluation

The Staff College will evaluate the workshop sessions and will feedback to the Council and partners.

There is also an option to have a deeper evaluation of the impact that the College's input has had on a broader scale. This will need further discussion around broader objectives and to set some parameters.

- 6.2** Following the completion of the workshops, the product of which will be a co-produced and jointly owned Strategic Framework, the Children and Young People's Strategic Partnership Board will be formally established with agreed membership and terms of reference.

### **7. Requirement from Health and Wellbeing Board**

- a) Health and Wellbeing Board is asked to approve the approach to establish the Children and Young People's Strategic Framework and Children and Young People Strategy via a series of engagement workshops with Oldham Partnership Leaders and children and young people.
- b) Health and Wellbeing Board is asked to note and endorse the approach to establishing the Children and Young People's Strategic Partnership Board