Recommendations

a) The Board agrees the revised Priorities for 2014 – 2017 (page 3)
b) The Board considers the ‘Draft Key Outcomes’ for each Priority (page 3)
c) The Board considers the ‘cross-cutting themes’ approach and draft suggestions (page 4)
d) The Board agrees the structure for strategies (page 4)
e) The Board agrees the timeline for receiving detailed strategies (page 5)

Background

1. The current Children’s Trust Plan 2011-2014 comes to end in March 2014, and is due to develop a new three year plan covering the 2014-17 period – in line with our ‘sister’ partnerships.

2. Discussion at the Children’s Trust Board, Children’s Strategy and Performance Group and a number of the Partnership Boards has brought us to the view that the current seven priorities remain more or less fit for purpose. It has been noteworthy in the debate that the current seven priorities have;
   - A strong ‘brand’
   - Mature and maturing partnerships leading them
   - A solid foundation on which to build the next strategies
   - A set of ‘knotty’ issues that take more than three years to impact upon

3. There is more work to do on the 2014 Children’s Needs Assessment but so far, nothing emerging from that work invalidates the existing seven priorities.

4. There is therefore no strong view that we need to completely revise the priorities as we did in 2011. ‘Evolution not revolution’ seems to capture the approach.

Proposals

5. As part of this evolution, a few key proposals are made;
a) Children’s workforce development is included within Priority E (Early Help and Safeguarding) – as previously discussed at the Board (Nov 2013).

b) Outcomes and commissioning for care leavers is added to Priority F.

c) A set of cross-cutting themes is clearly articulated in the main body of the Children’s Trust Plan and each of the seven strategies clearly, explicitly and specifically sets out what it will do to progress – see below for a draft list of themes.

d) As discussed elsewhere on today’s agenda, clearer governance of particular areas of work across the partnerships in the city.

e) The challenges offered to the Trust Board by the Portsmouth Safeguarding Children Board are clearly identifiable in the Children’s Trust Plan.

Revised Priorities for 2014 - 2017

6. The table overleaf provides the title and main outcome indicators for the revised priorities for 2014-17.

7. All the strategies are in development and a full overarching document will be produced in the Autumn 2014.
<table>
<thead>
<tr>
<th>Priority</th>
<th>Draft Key Outcomes</th>
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| A Integrated support for children and parents families from pre-birth to age five | • Foundation Stage Profile  
• Breastfeeding  
• Two-year old child development  
• Number of Children in Need age 0 - 5 |
| B Families with Multiple Problems | • Reduce numbers of Looked After Children  
• Reduction in Repeat Child Protection Plans  
• Family level outcomes (DV, worklessness, offending etc) |
| C School age educational attainment | • Key Stage 2 attainment  
• Key Stage 4 attainment  
• Educational progress  
• Pupils in Good and Outstanding Schools  
• School attendance  
• School exclusions |
| D Post-16 progression and Youth participation | • NEET\(^1\)  
• Teenage conceptions  
• First time entrants to young justice system  
• Substance misuse - hospital admissions  
• Reduce child sexual exploitation (with PSCB\(^2\)) |
| E Prevention and Early Help | • Reduction in number of families requiring statutory intervention  
• Number and quality of CAFs  
• Tier 3 children with an up-to-date plan  
• Agency compliance with Portsmouth Safeguarding Compact  
• Quality and development of the workforce |
| F Improving outcomes for looked after children and care leavers | • Placement stability  
• Educational attainment  
• Health outcomes  
• Care-leavers in EET\(^3\)  
• Care leavers in suitable accommodation |
| G Improving outcomes for children with special educational needs and disabilities | • School attendance of children with SEND\(^4\)  
• Attainment  
• Employment and Training  
• Implementation of Education, Health and Care Plans  
• Children placed out of the city  
• SEN Tribunals |

\(^1\) Not in Education, Employment and Training  
\(^2\) Portsmouth Safeguarding Children Board  
\(^3\) Education, Employment and Training  
\(^4\) Special Educational Needs and Disabilities
Cross-Cutting Themes
8. The Children's Trust Board is encouraged to be sceptical that an approach around cross-cutting themes will work. Examples of the successful use of cross-cutting themes in large scale strategies are few and far between. When something is everyone's responsibility – it can become no-one's (or at least someone else's).

9. However, given the maturity of our seven priorities, we have an opportunity to strengthen the binding that holds them together into a coherent strategy - rather than a set of strategies operating in parallel.

10. A agreed themes are;

   a) Confident parenting and family resilience including addressing child neglect
   b) Emotional well-being of children and young people
   c) Tackling poverty and mitigating the impact of welfare reform
   d) Making every contact count
   e) Ensuring services meet the needs of our looked after children and care leavers and children with disabilities (in support of Priorities F and G)

11. As stated above, the proposal is that each of our seven strategies *explicitly and specifically* sets out what it will do to progress each of these.

Strategy Structure and Performance Management
12. There has been no feedback received that the current structure has any issues. To accommodate the new ‘cross-cutting’ theme approach however, it is proposed that the revised structure is as follows.

   1. **Main Indicators**
      - Usually indicators of outcomes for children or families
   
   2. **Secondary Indicators**
      - Outputs
      - Quality measures

   3. **Strategic Approach**
      - Vision and workstreams

   4. **How the x Children's Trust Plan Themes will be addressed**

   5. **Outline Commissioning Timetable**

   6. **Implementation Plan**
      - Year One – Detail by quarters
      - Years Two and Three - Outline

   7. **Budget and Savings Plans**
13. The quarterly performance reports from Julian Wooster to the Board have been well received and no change is proposed.

**Next Steps**

14. The intention is to present the Children’s Trust Board with seven strategies at its meetings between June and November 2014.

15. This provides time for the following processes;

   a) Partnership Boards to discuss the draft key outcomes above
   b) Tailored data reports to be developed through refined versions of the Children’s Needs Assessment
   c) Named strategy leads to develop drafts and discuss with Boards
   d) Implement a process of quality assurance (based on a peer support model) to ensure high quality strategies
   e) Consider drafts of the strategies at the Children’s Strategy and Performance Group
   f) Knowledge gaps to be identified and forwarded to the city’s emerging JSA Knowledge Programme.

16. It should be noted that two of the above strategies will require significant work in the coming months;
   - Priority D - NEET and post-16 progression - which requires considerable work given the new focus since 2011-2014
   - Priority E - Prevention and Early Help - which is beginning to consider significant restructuring of services or children and families provided by a wide range of partners. It will therefore take time to construct and agree as a strategy