



**Children's Trust Plan**  
**CONSULTATION VERSION (Vs 7)**  
**2020 - 2023**

**Portsmouth's multi-agency strategy for improving  
outcomes for children and families from pre-birth to 25**

## Foreword

Welcome to this, the tenth Children's Trust Plan for Portsmouth, refreshed to cover the 2020-2023 period.

Portsmouth is widely recognised for the excellent partnership working between public bodies and with the community. We have a long history of excellent joint working at strategic and operational levels between the City Council, NHS commissioners and providers, the police, our early year's settings, schools, colleges, adult services and the voluntary and community sector.

This new Children's Trust Plan articulates six clear priorities for improving the lives of children and families in the city and how partner agencies will work together to enable children, young people and families to enjoy their childhood - be happy, healthy, safe and engaged in learning as they grow into young adults. We have made a clear statement in this Plan that we will work together to give children the best possible start in life, all the way from the pre-birth period up to the age of 25.

In this new Plan, we have also identified six key areas of work that will underpin the delivery of good services and support for children and families - known as the Children's Trust Spine. These areas of work help embed our restorative way of working - working with families and across organisations to build strong families, strong organisations, strong practice, a strong, community and shared ways of working to drive improvement across the city. We have included in this list a shared commitment to playing our part in tackling the scourge of racism.

I am really looking forward to the delivery of this Plan over the coming three years and working with families and with all partners to make a tangible difference to the lives of children and families in Portsmouth.



**Cllr Suzy Horton**

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## **A. Introduction**

Portsmouth has had a single strategic 'Children's Plan' since 2003. The most recent Plan came to an end in March 2020.

The 'refresh' process to create the 2020-2023 Plan has been hampered by the Covid-19 pandemic. Moreover, the pandemic and the resulting impact on both child welfare and on service delivery has inevitably changed some of our thinking about what is important right now in terms of service delivery for children and families.

We have therefore sought to articulate here not just a three-year strategic plan but also how we will build resilience for families and services over the next year, taking into the account the new landscape we are in.

In December 2019, we held a consultation and engagement session with over 40 representatives from Children's Trust partners and the findings of that session have been woven into this new plan. This is in addition to feedback from the Parents Board following some consultation with local parents.

One key message from partners was to make the Children's Trust Plan cover the full age range pre-birth to 25 and this is plan seeks to achieve that.

Underpinning the Plan remains the Portsmouth commitment to integrated multi-agency planning and delivery which helps meet the needs of children and families. This Plan includes a number of key areas of work to further expand and deepen the integration of services - building on the strong work over the last decade to develop multi-agency and multi-disciplinary responses such as the MASH, the Youth Offending Team and locality-based Multi-Agency Teams including integrated early help services.

## **B. Our Six Priorities**

The Children's Trust Needs Assessment was updated in late 2019. Analysis of the data, alongside conversations with all partners - has brought us to a consensus across the partnership that we adjust the 2017-20 plan (with its five priorities) as follows:

- Retaining four of the existing priorities
- Adapting the Stronger Futures strategy to create a comprehensive Safeguarding Strategy incorporating early help and youth justice
- Elevating existing work on child mental health into a full Children's Trust priority
- Covering the full pre-birth to 25 age range

This means our Priorities for 2020-2023 are:

1. Improve education outcomes - the Education Strategy
2. Improve early help and safeguarding - the Safeguarding Strategy
3. Improve physical health - the Physical Health Strategy
4. Improve Social, Emotional and Mental Health - the SEMH Strategy

5. Improve outcomes for children in care and care leavers - the Corporate Parenting Strategy
6. Improve outcomes for children with Special Educational Needs and Disabilities - the SEND Strategy

Each of these Priorities has a set of (existing or proposed) Performance Indicators, a multi-agency governing group and a named strategic lead.

In addition, we are outlining in this document the key Strategic Objectives that sit below each Priority. Each of these Strategic Objectives will have a more detailed delivery/action plan below it.

### **C. A Strategic Spine**

Partner agencies have been discussing a set of cross-cutting themes which should be evident in all our service delivery, commissioning and practice. We are seeking to strengthen this by articulating a "strategic spine" that runs through all the 6 priorities.

The "strategic spine" encompasses five areas that all strategies need to reflect and progress:

- a) A 'deal' with parents: a social contract with families and co-production
- b) The Portsmouth Model of Family Practice: restorative and relational Practice which is trauma-informed and whole-family
- c) Strong Organisations: Excellent Workforce: leadership development, restorative organisations and high quality professional development - training and coaching
- d) Performance and Quality Management: using data well and learning from front-line practice
- e) Community capacity building: enabling the community and the voluntary sector to meet need
- f) Tackling racism in services and in the community

## D. Children's Trust Plan on a Page

### Strategic Spine

#### A. A Deal with Parents

- Confident parenting
- "You do, we'll do"
- Co-production

#### B. Portsmouth Model of Family Practice

- Restorative and Relational Practice
- Trauma-Informed Practice and PACE
- Whole-family practice and Lead Professionals

#### C. Strong Organisations: Excellent Workforce

- Leadership development
- Restorative organisations
- High quality professional development - training and coaching

#### D. Performance and Quality Management

- Needs Assessments
- Key Performance Data
- Audits of front-line practice

#### E. Community Capacity Building

- A strong and vibrant voluntary and community sector
- Peer-led support for children and families

#### F. Tackling Racism

- Addressing unconscious bias in services
- Educating children and young people to cherish equality

### 1. Education Strategy

- |                                |                                 |
|--------------------------------|---------------------------------|
| a) Attainment and progress     | f) Covid-secure schools         |
| b) Inclusion                   | g) Safeguarding in schools      |
| c) Digital learning            | h) Emotional health & wellbeing |
| d) Literacy and language       | i) School attendance            |
| e) Recruit and retain teachers | j) Sufficient school places     |

### 2. The Safeguarding Strategy

- |                                    |                                    |
|------------------------------------|------------------------------------|
| a) Universal services & early help | f) Exploitation & missing children |
| b) Integrated Early Help Service   | g) Tackling domestic abuse         |
| c) Effective MASH                  | h) Reducing neglect                |
| d) Family Safeguarding practice    | i) Quality assurance and learning  |
| e) Youth offending and violence    | j) Intelligence-led safeguarding   |

### 3. Physical Health Strategy

- |                                   |  |
|-----------------------------------|--|
| a) Advice and guidance            | f) Promote breastfeeding                     |
| b) Reduce childhood obesity       | g) Reducing health inequalities in pregnancy |
| c) Increase physical activity     | h) Immunisations & vaccinations              |
| d) Effective sexual health advice | i) Long-term conditions                      |
| e) Alcohol and substance misuse   |  |

### 4. Social, Emotional and Mental Health Strategy

- |                                   |  |
|-----------------------------------|--|
| a) Early attachment               | g) LAC and care leavers                |
| b) Advice, guidance and self-help | h) Other vulnerable groups of children |
| c) Strong, confident workforce    | i) CAMHS developments                  |
| d) Early help and digital offer   | j) Suicide prevention                  |
| e) Wellbeing in education         | k) Loss and bereavement                |
| f) Neuro-diversity pathway        |  |

### 5. Corporate Parenting Strategy

- |  |   |
|--|---|
| a) Integrated multi-agency service           | e) Improve placement stability                |
| b) Enabling strong relationships             | f) Improve education, employment and training |
| c) Quality care and pathway plans            | g) Physical and mental health                 |
| d) High quality placements and accommodation | h) Transform care leavers offer               |

### 6. SEND Strategy

- |  |   |
|--|---|
| a) SEND inclusion                        | d) Autism and neurodiversity                |
| b) Inclusion of children with SEMH needs | e) SEND Joint Commissioning                 |
| c) Preparing for adulthood               | f) Co-production with children and families |
|  | g) Workforce and practice                   |

## **E. Overview of Each Strategy**

Each of our Six Priorities has a more detailed strategy articulating what we will be delivering over the next three years to improve outcomes for children and families.

The next few pages provide an overview of each of the Strategies, outlining:

- Governance
- Leadership
- The Vision
- Key Performance Indicators
- Covid-related response and recovery
- Strategic Objectives

In total, the Children's Trust Plan contains

- 58 Key Performance Indicators
- 54 Strategic Objectives

Section G outlines in more detail how we will monitor impact of the six Strategies.

## Priority One - Education



<b>Governance:</b>	Portsmouth Education Partnership Board
<b>Strategic Lead:</b>	Mike Stoneman, Chairs of the Portsmouth Education Partnership
<b>Vision</b>	Children and Young people make strong progress through education which sets high expectations for them, is infused with restorative high support and high challenge and which is supported through leading edge use of digital technology, empowering them to drive their own learning anywhere.
<b>Key Performance Indicators:</b>	<ol style="list-style-type: none"> <li>1. Educational attainment at all key stages including FSP</li> <li>2. Educational progress</li> <li>3. School attendance and exclusions</li> <li>4. Destination data</li> <li>5. Good and outstanding schools</li> <li>6. Teacher vacancies</li> </ol>
<b>Covid19 Response and Recovery</b>  Dedicated and more detailed plans	<ol style="list-style-type: none"> <li>a) To enable schools safely to bring children back into school following lockdown</li> <li>b) A digital learning strategy and action plan which supports strong teaching in schools and empowers children and young people to drive their own learning at the pace and level which is right for them</li> <li>c) ITT recruitment drawing on benefits of contribution to society</li> </ol>



	d) Strong collaboration and mutual support between schools, colleges and early years settings to support their communities to thrive safely and confidently
<b>Strategic Objectives</b>  Dedicated and more detailed plans	<ol style="list-style-type: none"> <li>1. Improve attainment and progress at all key stages</li> <li>2. Improve inclusion of all children and young people including effective provision for all children with SEN and improved outcomes for vulnerable learners including those open to social care and early help and those identified by schools as requiring additional support</li> <li>3. Implement a digital learning strategy for the city that supports learning both at school and at home</li> <li>4. Improve pupil outcomes in literacy (reading, writing and oral) with a focus on early language development</li> <li>5. Recruit, retain and grow the best teachers and leaders under the Teach Portsmouth campaign</li> <li>6. Ensure all schools have access to clear and up to date infection control and health and safety information and are able to respond appropriately to local Covid-19 outbreaks</li> <li>7. To ensure all education settings have robust safeguarding policies, processes and culture in place</li> <li>8. Promote emotional health, wellbeing and resilience in education</li> <li>9. Ensure all pupils regularly attend school supported by the Miss School Miss Out school attendance campaign</li> <li>10. Invest in school buildings to create additional school places, focusing on secondary and SEND / AP places</li> </ol>

## Priority Two - Safeguarding



<b>Governance:</b>	Portsmouth Safeguarding Children Board Executive
<b>Strategic Leads:</b>	Sarah Daly, Darren Rawlings, Sarah Shore
<b>Vision</b>	Children and young people should grow up feeling safe, protected and cared for by their families. Our role as a multi-agency partnership is to work with families to enable them to keep their children safe from harm, including involvement in offending, by providing the right advice, guidance and intervention from the right services at the right time.
<b>Key Performance Indicators:</b>	<ol style="list-style-type: none"> <li>1. Contact, referral and assessment activity and ratios (including re-referral &amp; s47 rates)</li> <li>2. Quality of assessments and plans</li> <li>3. Number of children open to Early Help</li> <li>4. Number of children open to Children Social Care (CIN/CP/LAC)</li> <li>5. Strategy meetings are Working Together compliant</li> <li>6. Reunification of Looked After Children back with families</li> <li>7. First Time Entrants into the Youth Justice System</li> <li>8. Youth reoffending</li> <li>9. Numbers of young people in custody</li> <li>10. Number of children living in high risk domestic abuse situations</li> <li>11. Numbers at high risk of CSE/CE and length of time</li> <li>12. Disruption and prosecution of perpetrators of harm and exploitation</li> </ol>

<p><b>Covid19 Response and Recovery</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>a) Effective safeguarding practice whilst social distancing</li> <li>b) LA Link Co-ordinators and Children's Hub - retaining 'safeguarding eyes' on vulnerable children</li> <li>c) Planning for increase in safeguarding activity</li> </ul>
<p><b>Strategic Objectives</b></p> <p>Dedicated and more detailed plans</p>	<ol style="list-style-type: none"> <li>1. Ensure universal settings provide high quality preventative and early help support including the youth offer</li> <li>2. Deliver an effective integrated prevention and early help service</li> <li>3. Ensure an effective MASH function</li> <li>4. Develop and embed family safeguarding practice</li> <li>5. Reduce the prevalence and impact of offending, serious violence and custody</li> <li>6. Keeping young people safe from exploitation including disruption activity</li> <li>7. Reduce the prevalence of domestic abuse</li> <li>8. Improve the identification and multi-agency response to neglect</li> <li>9. Enable learning, quality assurance and practice development across the system</li> <li>10. Intelligence-led safeguarding - using our data across the system to identify and respond to need.</li> </ol>

## Priority Three - Physical Health

<b>Governance</b>	CYP Physical Health Board (to be established)
<b>Strategic Lead</b>	Helen Atkinson (Portsmouth Director of Public Health)
<b>Vision</b>	To be written
<b>Key Performance Indicators:</b>	<ol style="list-style-type: none"> <li>1. Reduced prevalence of obesity at Year R and Year 6</li> <li>2. Level of physical activity amongst children</li> <li>3. Teenage pregnancy - contraception, conception and termination rates</li> <li>4. Rate of sexually transmitted infections for young people</li> <li>5. Reduced number of young people using alcohol, substances and tobacco</li> <li>6. Breastfeeding initiation and 6-8 week rates</li> <li>7. Reduce instances of smoking and obesity in pregnancy</li> <li>8. Improved mental and physical health in pregnancy</li> <li>9. Increased take up of immunisations and vaccinations</li> </ol>

	10. Reduced hospital admissions relating to asthma and other long-term conditions
<b>Covid-19 Response and Recovery</b>  Dedicated and more detailed plans	a) Advice and guidance to schools on infection prevention b) Winter flu vaccination programme c) NCMP catch up project d) Covid-19 vaccination roll-out to children and families
<b>Strategic Objectives</b>  Dedicated and more detailed plans	SO1. High quality early-help and self-help health advice and guidance for families SO2. Reduce number of children with excess weight at the end of Year R and Year 6 SO3. Increase physical activity within a more protected environment (more cycle paths, school streets, parks) SO4. Ensure effective sexual health & relationships advice, guidance and support for young people SO5. Reduce use of alcohol, substances and tobacco including the impact on medical admissions SO6. Promoting breastfeeding SO7. Improving prevention and reducing health inequalities in pregnancy - smoking, obesity, mental & physical health SO8. Improve take-up of immunisations and vaccinations including Winter Flu

SO9. Effective pathways between acute, community and primary care for children with long-term conditions

## Priority Four - Social, Emotional and Mental Health



<b>Governance:</b>	SEMH Board
<b>Strategic Lead:</b>	Hayden Ginns
<b>Vision</b>	<p>There is a clear-shared intention to adopt a whole system approach to developing and transforming the support for children and young people’s mental health and wellbeing. Fundamental to this approach is the importance of partnership working and that social and emotional mental health becomes 'everyone's business' in the same way as safeguarding has become 'everyone's business' across Portsmouth.</p> <p>We want all children and young people in Portsmouth to enjoy good emotional wellbeing and mental health.</p>
<b>Key Performance Indicators:</b>	<ol style="list-style-type: none"> <li>1. Reduced exclusions from school</li> <li>2. Improved attendance at school</li> <li>3. Reduce the referrals into alternative provision</li> <li>4. Good response times for young people's SEMH support</li> <li>5. Reduce the number of inappropriate referrals to CAMHS</li> <li>6. Reduce the demand to specialist CAMHS</li> <li>7. Reduce self - harm attendances/admissions</li> </ol>

	<ul style="list-style-type: none"> <li>8. Reduce the prevalence of mental ill-health including anxiety, self-harm, low mood and eating disorders</li> <li>9. Skilled and confident workforce able to promote emotional well-being, respond to emotional distress and mental ill-health</li> </ul>
<p><b>Covid19 Recovery</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>a) Surge strategy for increased demand for services post-lockdown</li> <li>b) Ensure schools have the right resources and support for school reopening</li> </ul>
<p><b>Strategic Objectives</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>1. Secure strong early attachment in the first 1001 days of life</li> <li>2. Provide high quality advice, guidance and self-help</li> <li>3. Develop the children and young people's workforce</li> <li>4. Improve early help and develop digital solutions</li> <li>5. Improving wellbeing and resilience in education</li> <li>6. Redesign the neurodevelopmental offer and pathway</li> <li>7. Improve mental health support for LAC and care leavers</li> <li>8. Improve the support for specific groups of vulnerable children and young people</li> <li>9. Develop CAMHS services to meet demand</li> <li>10. Prevent suicide and its impact on children, young people and families</li> <li>11. Provide effective support for loss and bereavement</li> </ul>



## Priority Five - The Corporate Parenting Strategy



<b>Governance:</b>	Corporate Parenting Strategy
<b>Strategic Leads:</b>	Dannii Tully
<b>Vision</b>	<p>Portsmouth has a long-established 'corporate parenting approach' in caring for our children in care and care leavers. Whilst very specific responsibilities are placed upon the City Council, all public services in Portsmouth place high priority on our children in care and care leavers. They are our children.</p> <p>We want all children and young people in care and leaving care to achieve the best possible outcomes and not be disadvantaged by their care experience.</p> <p>As all good parents do, we want our children to be happy, healthy, safe and achieving their goals in life.</p> <p>We will achieve this by having high quality placements, excellent care, strong and meaningful relationships and receiving the right support in the right way at the right time.</p>
<b>Key Performance Indicators:</b>	<ol style="list-style-type: none"> <li>1. High quality of Care Plans and Pathway Plans</li> <li>2. Numbers of children reunified back with birth parents or other family members</li> <li>3. Short-term and long-term care placement stability</li> <li>4. Timeliness and quality of health assessments</li> </ol>

	<ul style="list-style-type: none"> <li>5. Mental and physical health outcomes</li> <li>6. Educational inclusion - attendance and exclusions</li> <li>7. Education progress and attainment</li> <li>8. Employment and training for care leavers</li> <li>9. Suitable accommodation for care leavers</li> <li>10. Reduction in offending rates</li> <li>11. Reduction in high-cost placements and spend</li> <li>12. Self-reported wellbeing and welfare</li> </ul>
<p><b>Covid19 Response and Recovery</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>a) Effective safeguarding practice whilst social distancing</li> <li>b) Support to ensure all looked after children and care leavers are engaged in education or training/employment</li> <li>c) Quality Assurance of children's homes</li> </ul>
<p><b>Strategic Objectives</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>SO1. Develop and deliver an integrated LAC and Care Leaver service</li> <li>SO2. Support and enable children and young people to develop strong relationships</li> <li>SO3. Ensure all children and young people have co-produced high-quality care and pathway plans</li> <li>SO4. Ensure sufficient and high quality placements and housing provision for all children and young people</li> <li>SO5. Improve placement stability</li> <li>SO6. Improve education, employment and training outcomes</li> <li>SO7. Improve physical health and mental health outcomes</li> <li>SO8. Transform the care leaver offer</li> </ul>

## Priority Six - The Special Educational Needs and Disabilities (SEND) Strategy



<b>Governance:</b>	The SEND Board
<b>Strategic Leads:</b>	Julia Katherine
<b>Vision</b>	<p>The aim of the special educational needs and disability (SEND) strategy is to promote inclusion and improve the outcomes for Portsmouth children and young people aged 0-25 years with SEND and their families.</p> <p>In order to improve outcomes, we aim to ensure that there are in place a continuum of high quality support services that contribute to removing the barriers to achievement for all Portsmouth children and young people, in particular those with special educational needs and disabilities. This includes enabling children and young people to lead healthy lives and achieve wellbeing; to benefit from education or training, with support, if necessary, to ensure that they can make progress in their learning; to build and maintain positive social and family relationships; to develop emotional resilience and make successful transitions to employment, higher education and independent living.</p> <p>It is our ambition in Portsmouth that children and young people's special educational needs will be identified early so that a high quality and co-ordinated offer of support can be put in place that meets the child's needs and enables them to achieve positive outcomes as they prepare for adulthood.</p> <p>In order to achieve this, we will work in partnership to jointly commission a comprehensive continuum of support for children and young people across education, health and care. This offer of support will be published as the Portsmouth 'local offer' at <a href="http://www.portsmouthlocaloffer.org/">www.portsmouthlocaloffer.org/</a></p>

	<p>This strategy aims to achieve increased percentages of children and young people with SEND who are able to:</p> <ol style="list-style-type: none"> <li>1. Be included within their local community,</li> <li>2. Lead healthy lives and achieve wellbeing,</li> <li>3. Learn and make progress,</li> <li>4. Make and maintain positive relationships within their family and community</li> <li>5. Participate in education and training post-16 and prepare for employment</li> </ol>
<p><b>Key Performance Indicators:</b></p>	<ol style="list-style-type: none"> <li>1. Increased attendance at school for those with SEND (Including those with EHCPs and on SEN Support)</li> <li>2. Reduced exclusions from school for those with SEND (including those with EHCPs and on SEN Support)</li> <li>3. Increased proportion of SEND children in local mainstream settings</li> <li>4. Sufficient specialist education placements to ensure that all children with an EHCP have a school/college/setting place</li> <li>5. Continued timeliness of EHC needs assessments</li> <li>6. Continued high quality of EHCPs</li> <li>7. Improved educational progress for those with SEND (including those with EHCPs and on SEN Support)</li> <li>8. Reduced number of young people with SEND who are NEET</li> <li>9. Increased, timely access to mental health support for those who need it</li> <li>10. Increased, timely access to therapies for those who need it</li> <li>11. Increased, timely access to neurodevelopmental assessment and support for those who need it</li> <li>12. Improved access to specialist services for those who need it, including specialist health services and specialist education services</li> </ol>

	13. Workforce development - all staff working with children and young people with SEN have accessed on-line SEND training
<p><b>Covid19 Response and Recovery</b></p> <p>Dedicated and more detailed plans</p>	<ul style="list-style-type: none"> <li>a) Risk assessments in place and up to date for all EHCP children</li> <li>b) Sufficient, reshaped short-break offer, including during school holidays</li> <li>c) Increased attendance at school/college/setting for those with an EHCP</li> <li>d) Support available to schools/colleges/settings, including transition support and support to manage behaviour that challenges</li> <li>e) Information and support for home families, including on the local offer website</li> </ul>
<p><b>Strategic Objectives</b></p> <p>Dedicated and more detailed plans</p>	<p>SO1: Inclusion: Enabling Portsmouth to be an even more inclusive city where inclusive schools are recognised and celebrated, attendance is high, exclusions are low and specialist support is available to those that most need it .</p> <p>SO2. Social emotional and mental health (SEMH): Ensuring children with SEMH needs receive a good education, with the right support at the right time to enable them to develop resilience and achieve the best possible outcomes.</p> <p>SO3. Preparing for Adulthood: Ensuring young people with SEND develop independence, achieve good health, make and maintain positive relationships, be included in their local community and receive support, where necessary to successfully prepare for employment.</p> <p>SO4: Autism and Neurodevelopment: Identifying neurodiversity early so that the right support can be put in place to enable them to achieve the best possible outcomes - 'needs-led' rather than diagnosis-led support.</p> <p>These will be achieved through the following:</p>

SO5. SEND 0-25 Joint Commissioning: The Council and Clinical Commissioning Group will work in partnership with families to identify what services and support should be available in the city: our 'local offer', to monitor the effectiveness of services in meeting needs and improving outcomes.

SO6. Co-production and effective communication with families: We will ensure that parent/carers and young people have access to the information, advice and guidance they need to make informed decisions about their support. We will embed coproduction with parents/carers and young people as the way that we work in the city.

SO7. Workforce and Practice: We will ensure that professionals have the knowledge and skills they need to work effectively to meet the needs of children and young people with SEND and their families.

## F. The Strategic Spine - Crosscutting Themes for Each Strategy

In addition to the six strategies outlined above, partners have committed to five cross-cutting themes that form a 'spine' threaded through the Children's Trust Plan.

These areas of work are designed to 'lift all boats' - make a systemic difference to how agencies work together and with families to improve outcomes for children.

Each is outlined below.

### a) A 'deal' with parents: a social contract with families and co-production

Parenting is a huge job and a huge responsibility for which, quite rightly, the ultimate responsibility lays with the parents. But the crucial and significant contribution to parenting that public services make cannot be over-stated. The Portsmouth Parent Board, a partner of the Children's Trust made up of a group of representative parents in the city, held a consultation in 2020 to determine how parents felt about the partnership that exists between parents and services in the city and how it can be strengthened. The outputs of that consultation can be expressed in the following way:

***(Parents are) responsible for the physical and emotional health of their children and their wellbeing and happiness. They felt they had a responsibility for their children's safety, their conduct, their diet and to ensure they were clothed, fed and well cared for. They believed it was paramount for children to feel loved by their parents and they were happy and stimulated.***

***(Public services are) responsible for providing a full range of services and ensuring they are accessible and joined up; the most vulnerable are safeguarded, up to date information about support is available and promoted well.***

In addition to these responsibilities, it is crucial that the right to be consulted on service development and enhancement and the responsibility to engage with those consultations are recognised. What we then actually end up with is a real sense of **co-production** that mirrors beautifully the Portsmouth model of family practice that is steeped in **restorative and relational practice**.

Outcomes for children and families can only be improved if these responsibilities are all met and a solid partnership is established whereby partners are free and comfortable to challenge each other where this is not the case. This type of 'deal' or 'partnership' is an arrangement that all partners are committed to developing and improving throughout the lifetime of this plan and beyond.

## **b) The Portsmouth Model of Family Practice: restorative and relational Practice which is trauma-informed and whole-family**

In 2016, Portsmouth chose restorative practice as 'the way we work with families'. *The city continues to be committed to embedding the language, practice and principles of restorative practice: working with, fair process, high support: high challenge. Restorative practice also reflects and informs the way we work together as professionals within and across agencies.*

Recent work in a number of fora (family safeguarding, social and emotional mental health, domestic abuse, reunification) has helped us articulate more fully our Portsmouth Model of Family Practice. We start from a core principle set out below:

*Human beings are happier, more productive and more likely to make positive changes in their behaviour when those in positions of authority do things **with** them rather than **to** them or **for** them. Ted Watchel*

The key principles and practices of our model are set out below.

### **Family Practice: Key Principles**

1. Working whole family. Strong families are the bedrock of good outcomes for children. Being child-centred means understanding the whole family dynamics, in terms of risk and protective factors. We are there for all members of the family and need to address adult's issues to help them care for children.
2. Restorative: Working with the family - and with each other - to co-produce solutions for that family.
3. Relational: Developing and sustaining strong intra-familial relationships through strong relational practice with families, supporting families to stay together as a bonded unit.
4. Trauma-informed: Understanding the impact of past and current trauma on the capacity of families to make and sustain relationships, make changes and on child and adult behaviours
5. Strengths-based and compassionate: We seek to understanding the need behind the behaviour. *'Flipping the Narrative'* ... parents aren't 'lying' - they may be fearful; parents aren't 'angry', they may be frightened.
6. Holistic: Understanding all aspects of a family lives using the Assessment Framework
7. Hopeful: We expect and enable change to keep children safely living at home wherever possible and remain ever confident of the capacity of the



family to make changes, while continually testing all possible narratives against the evidence to ensure we are sufficiently protecting children.

### **Family Practice: Key Practices**

1. Family Lead Professional. Each family at Tiers 3 and 4 of the Portsmouth Thresholds has a named lead professional.
2. High quality assessment, analysis of risk and protective factors and SMART planning
3. Co-production of family plans
4. Aligned and integrated planning: Some families will be subject to multiple plans from different agencies. The expectation is that the lead professional enables clarity and integration of planning, review and achievable objectives for the family so as not to bombard the family and make unachievable asks.
5. Restorative conversations and circles to build relationships, maintain community and repair harm
6. Developing the capacity to change in families - for example using Motivational Interviewing

### **Implementation**

Each agency in the city will have their own models of practice for direct work with children and families. For example, the City Council's Children and Families Service (social care and early help), has it's 10x10x10 model which is informed by the Portsmouth Model for Family Practice.

All agencies in the city are developing their approach to restorative and relational practice. We are all improving our understanding of restorative practice to inform leadership development work on organisational culture and values (also part of our Children's Trust Spine).

The Principles and Practice for Family Practice outlined here are common to all work with vulnerable children and families because the evidence is there that they are most effective in enabling improvement in child and family outcomes.

Across Children Trust Partners, we will be providing high support and high challenge to effective front-line family practice, including for example, embedding compliance with this model in all quality assurance, audit and learning activity.

**c) Strong Organisations: Excellent Workforce: leadership development, restorative organisations and high quality professional development - training and coaching**

All partners recognise that supporting our workforce at all levels is critical to our success. We are very fortunate in having a dedicated, skilled and imaginative workforce across our agencies, with a strong loyalty and commitment to the city. We continue to develop our collective understanding of what it means to be restorative in all that we do, and in our relationships with each other. Over the period of this plan we plan to check in with each other on a regular basis to test out how well we are doing in our development as restorative organisations. Leadership development is crucial and we will explore how we can expand joint development opportunities for leaders at all levels. We will also explore opportunities to share across the partnership the coaching expertise within individual agencies.

**d) Performance and Quality Management: learning from front-line practice and using data well**

All partners are committed to further extending and strengthening quality assurance arrangements over the period of this plan, including through work under the auspices of our statutory local safeguarding partnership. The Joint Targeted Area Inspection in December 2019 of child protection arrangements with a particular focus on mental health demonstrated the value of multi-agency approaches to assessing the quality of front line practice and the experiences of children and families; we are keen to develop more multi agency approaches, for example in looking at work to support looked after children. Our auditing of the impact of Education, Health and Care Plans on children also needs to involve a broad range of partners.

The Children's Trust Partnership has always used a wide range of data to analyse strengths and weaknesses in the impact of our work together, including benchmarking against performance in other areas of the country and to explore impact for specific groups of children and young people. We are keen to develop our approaches to the wider use of data to anticipate trends, for example through "predictive analytics" which can be used to improve the way we focus our resources in order to be more effective in preventing problems or intervening early to the support families. Over the period of this plan we will strengthen the networking between data analysts across the partnership in order to explore more ways to use our data and increase both curiosity and capacity to bring together data across the workforce.

**e) Community capacity building: enabling the community and the voluntary sector to meet need**

Professional support for children and families via statutory organisations is absolutely crucial when there are medical or legal reasons for this. For many challenges that we face in the community however, the best response might be

**peer support**, support from those that have experienced difficulties in family life and can really stand alongside those experiencing those difficulties now. Often, peer support is delivered by volunteers professionally recruited, trained and supported to fulfil their role. For this type of work, we need to make sure the community has the right skills, capacity and infrastructure to respond and that's why we are committed to working with Portsmouth's Voluntary and Community Sector. There is a huge network of organisations ranging from national registered charities right through to small community groups who are experts in working with the community to respond to need. These organisations are brought together by the Children and Young People's Alliance (CYPA). All partners for all priorities in this plan are committed to considering a community-led solution to challenges wherever possible and using their strong relationship with the CYPA to achieve this.

#### **f) Tackling Racism**

Issues of race and racism have been the focus point of many action plans and strategies within health and care over many years yet, lasting change continues to be elusive and progress to reduce experience of racism by Black, Asian and Minority Ethnic (BAME) people is poor. Furthermore, little is known or collected regarding children and young peoples experience of racism and we are committing as part of this Portsmouth Childrens Trust Plan to change this.

Our vision is to create a city in which all children and young people will describe fair and equitable chances to thrive and achieve their potential; where the colour of a child's skin does not limit opportunities and where children and adults collectively embrace diversity and inclusion and challenge any threat to this. We will begin to capture children and young peoples' experience of racism in Portsmouth and listen to the views of our BAME young people. We will work with health, education, local authority and voluntary sector agencies to create a whole city approach towards improving training and education opportunities for our people to identify and support those who experience racism. Finally we will commit to learning from CYP experiences and make changes (no matter how big or small) to ensure that our vision can be delivered and we can be proud of our city where opportunity is for everyone

## G. Governance and Delivery

**Portsmouth Health and Wellbeing Board**

**Twice Yearly Strategic Children's Trust Stakeholder's Conference**

- Shaping the Children's Plan for Portsmouth
- Driving integration and performance
- Co-production between council, voluntary sector, education providers, Solent NHS, CCG, Police, Parents, Portsmouth Hospitals

**Portsmouth  
Education  
Partnership**

**Improving  
Educational  
Outcomes**

Improving  
education  
outcomes

**Portsmouth  
Safeguarding  
Children  
Partnership**

**Safeguarding  
Strategy**

Keeping children  
safe from harm

**Physical Health  
Strategy Board**

**Physical Health  
Strategy**

Improving the  
physical health of  
children and  
young people

**Social  
Emotional and  
Mental Health  
Strategy Board**

**SEMH Strategy**

System-wide  
response to  
emotional  
wellbeing

**Corporate  
Parenting Board**

**Corporate  
Parenting  
Strategy**

Improving  
outcomes for  
LAC and Care  
Leavers

**SEND Board**

**The SEND  
Strategy**

Improving  
outcomes for  
children with SEN  
and Disabilities

## **H. Monitoring Impact**

Effective monitoring of the Children's Trust Plan is essential in ensuring that the strategies and delivery plans are having an impact on children and families in Portsmouth.

Each Strategy will be monitored as through a Quarterly report to the corresponding (six) governing groups to enable plans to be adjusted in the light of performance and impact. Quarterly monitoring will include summary performance on:

1. Data and performance indicators
2. Progress of the implementation plans
3. What's going well and what needs to improve

There will be an annual progress report to the Health and Wellbeing Board reporting impact across all six strategies.

This will be informed by a six-monthly gathering of key Children's Trust stakeholders to ensure we respond effectively as a system to new and emerging issues.