

Royal Borough of Windsor and Maidenhead

Children and Young People's Plan 2023–2028



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FOREWORD

It is our great pleasure to introduce our first systemic Children and Young People's Plan for the Royal Borough of Windsor and Maidenhead. As system leaders, we are passionate about addressing inequalities and enabling children and young people to reach their full potential. We are determined to work more effectively together and with children, young people and families to improve the services and support we provide to help achieve these ambitions.

Over the years we have all worked hard to improve the life chances of children and young people. Although we know a great deal of what we have achieved has helped many to thrive, not all receive the best start in life or benefit from post-16 opportunities. Children and young people were hit hard by the COVID-19 pandemic. We are still learning to understand and live with its longer-term impact on public health and on the wider determinants of health which fundamentally define and shape our quality of life. The scale of the challenge we now face in the wider context of constrained public finances means it has never been more important for us to work together in order to continue to improve outcomes for children and young people. A more collaborative call to action is required and this will necessitate the pooling of our resources and alignment of our priorities.

Our journey started in July 2022 with a well-attended and inspirational one-day workshop that brought together system partners from the local authority, health, education and the voluntary sector. This workshop helped us to shape a common vision and set of priorities to develop this plan, under the governance of the Children and Young People's Strategic Partnership.

The workshop also allowed us to identify the necessary conditions which need to be created so we can keep children and young people central to what we do. These include enhancing inclusive and anticipatory practice in all settings and, where appropriate, meeting the needs of neurodiverse children and young people without the need for diagnosis. We will also strengthen our partnerships and improve our communications and will always be proactive, rather than reactive, to ensure children and young people have access to support when they need it.

We face significant challenges in recruiting and retaining the workforce we need to deliver on our priorities. We will continue to invest in recruitment and retention, training and education so we can provide sustainable interventions that ensure our collective long-term goals are achieved.

We are confident that, as a system, by 2028 we will have succeeded in delivering significant benefits to the borough's children and young people by achieving the ambitions set out in this plan.



Caroline Farrar

Place Managing Director and
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LETTER FROM THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD YOUTH COUNCIL



Dear members of the RBWM Children and Young People's Board,

Thank you for inviting us to have the opportunity to contribute to the RBWM Children and Young People's Plan.

Being able to contribute to the plan is important to us as we are getting a voice in something that will hopefully help to improve the lives of young people in the borough. This has enabled us to read over drafts and make suggestions about what we think would be best to include. We are glad that we have been brought in right from the beginning of the process and not in the middle, enabling us to have a bigger impact.

We found the opportunity of attending the workshop very useful and felt we made a good contribution to helping create a partnership plan by adding the views of young people in the borough. For example, we mentioned how there is sometimes a lack of communication and understanding between staff and students as well as outside services, and the stigma surrounding teenage mental health, which prevents some young people from getting the support they need. In addition to this, writing down our 'prouds' and 'sorries' as a youth council helped us to identify ways in which we could improve within our own council and how we can help to get even more young voices heard across the borough.

We hope the plan helps to improve services in the borough so they can work at the best they can and provide a thorough education surrounding mental wellbeing, allowing young people to be equipped with skills to help support themselves and their peers. The five strategies set out so far seem very positive to us and, if they are enacted in the borough, will have a very positive effect upon young people's lives. *Be Healthy, Be Safe, Be Skilled, Be Financially Secure and Be Heard* are priorities that are very important to young people everywhere, so we are glad to see the plan embodying this.

We thank you for this opportunity and cannot wait to continue this journey with you.

Kind regards,
The RBWM Youth Council



INTRODUCTION

Produced by the [Royal Borough of Windsor and Maidenhead \(RBWM\)](#) and its partners from across the health and education sectors, this Children and Young People's Plan examines what we know about the health and wellbeing needs of our children and young people. It also sets out how, as a system, we are committed to working together and alongside families to address health inequalities to ensure all children and young people – including the most vulnerable – can enjoy happy, healthy and fulfilling lives.

Any references to “children” or “young people” should be taken to mean any young person aged 0–18 for social care and the majority of children's services and up to age 19 for our youth service. We provide statutory support to care leavers up to the age of 21 and up to the age of 25 for those who want the support to continue. Support for young people who have special educational needs and disabilities is available up to the age of 25.

Progress made against the priority goals described in this plan will be assessed regularly ([see page 61](#)) and the strategy set out here will be reviewed and updated annually.

Our shared vision



INTRODUCTION



Call to action

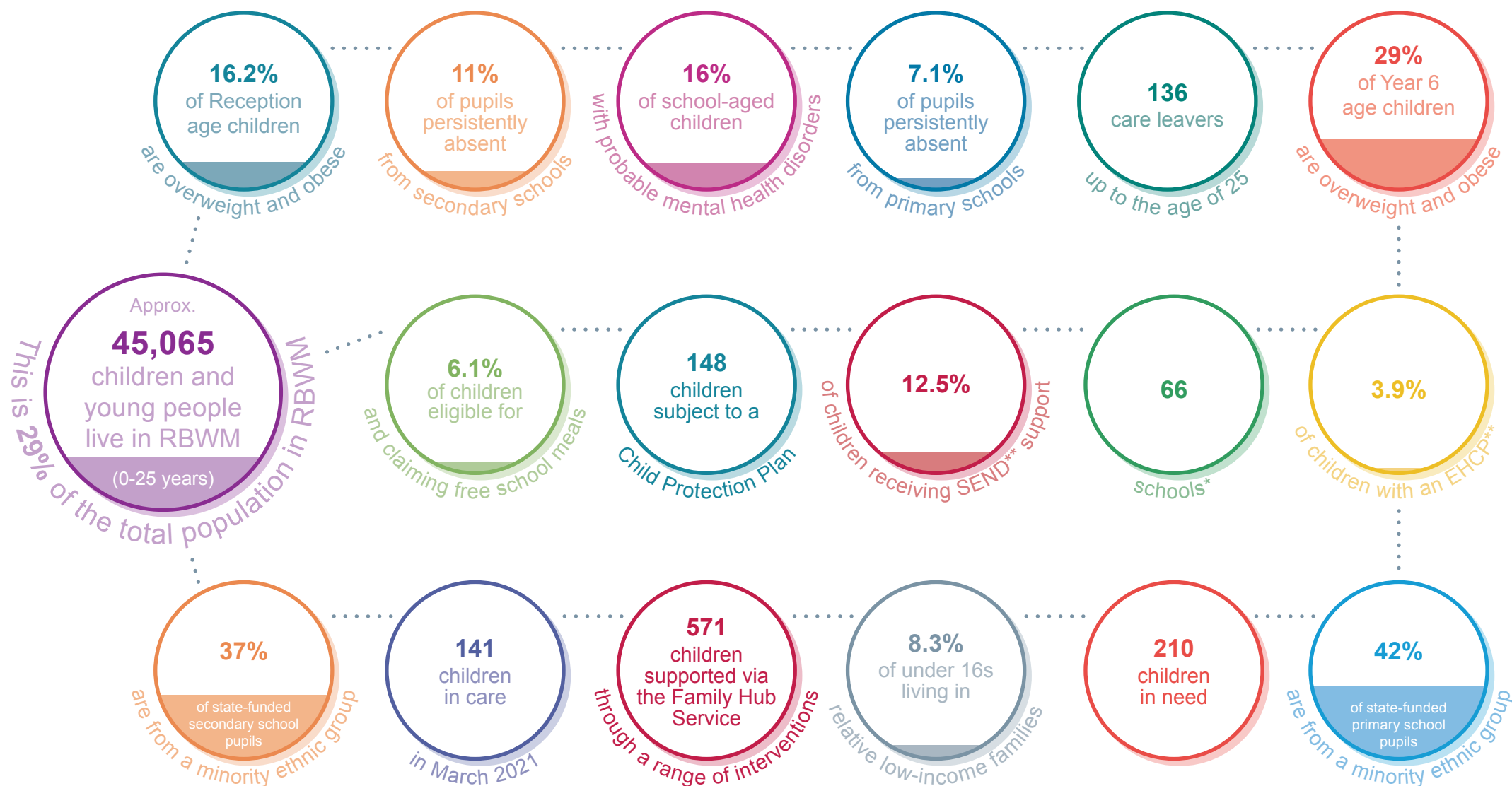
We are lucky in RBWM to have an amazing children and young people's workforce of professionals and volunteers, all of whom are passionate about what they do. It is vital that we now all pull together, along with children and young people and their families, to deliver on the objectives described in this plan. Through collaborative working, clear communication and shared goals, we can continue to transform the services we provide for our children and young people, giving them all the best possible future.



ABOUT OUR CHILDREN AND YOUNG PEOPLE

ABOUT OUR CHILDREN AND YOUNG PEOPLE

At a glance



* of which: 48 primary schools, 4 middle schools, 10 secondary and upper schools, 2 special or alternative schools, and 2 further education settings

** EHCP: Education and Health Care Plan; SEND: Special Educational Needs and Disabilities

ABOUT OUR CHILDREN AND YOUNG PEOPLE

Overcoming inequalities

Many children and young people in RBWM are adversely impacted by health inequalities related to factors such as geography, deprivation, ethnicity, neurodiversity and gender. We are committed to continually working together to better understand and combat these inequalities.

Early years

53% of children eligible for Free School Meals are achieving a good level of development at the end of Reception and are developmentally ready for school, compared with 74.3% of children who are not eligible for Free School Meals (2018/19)

223 per 1,000 population - the rate of emergency admissions for under 5s in the most deprived area, this is higher when compared to the rest of the borough at 174 per 1,000 (2017/18 - 2019/20)

6.7 years - the inequality in healthy life expectancy at birth for males (2009-13)

5.3 years - the inequality in healthy life expectancy at birth for females (2009-13)

School age

35% of disadvantaged children are reaching expected standards in years 3 - 6 compared with 73% of non-disadvantaged children (2019)

59% of boys are reaching expected standards in years 3 - 6 compared with 76% of girls (2019)

63% of children from ethnic minorities are reaching expected standards in years 3-6 compared with 69% of White children (2019)

25.7% of children living in one Lower Super Output Area live in relative poverty compared with 1.2% of children living in relative poverty in another Lower Super Output Area (2019/20). These are experimental statistics so some caution should be exercised but it indicates significant variation across the borough.

39.3% of Year 6 children and young people living in Datchet, Horton and Wraysbury are obese and overweight compared with 18.8% of children in Sunningdale and Cheapside (2017/18 - 2019/20)

Challenges and successes

Over the next five years, we will work hard to address the problems we face and build on our existing strengths to achieve better outcomes for all the children and young people in our borough. Below are some examples of our key challenges and successes. These are based on data from Public Health England (now the Office of Health Improvement and Disparities) and the [Berkshire East HNA](#) (Health Needs Assessment) for children and young people aged 0 to 19 years. The HNA was published in January 2022 by Berkshire Public Health ([see page 25](#)) and, although not a complete dataset, it is recommended as a source of further, more detailed information.

ABOUT OUR CHILDREN AND YOUNG PEOPLE

Our challenges:

In RBWM, **137.5 per 10,000 of under-18 year olds are in need** as a result of family stress or dysfunction or absent parenting. This is **significantly higher than the national average** of 93.8 children per 10,000

The proportion of children who completed the ASQ-3 as part of their 2–2 ½ year development review in 2020/21 is **significantly lower than England** and the rest of Berkshire East at 82%

Out of all the **0–5 years immunisations**, in RBWM uptake of the pre-school boosters ('4 in 1' and MMR) is the **lowest across the Frimley system**. The same trend is observed in other regions and is a national concern

RBWM has a **higher than average number of pupils with special educational needs and disabilities (SEND)** at 15.9% of pupils of school age. This is partly due to the number of children in special schools in the borough, many of whom may live in the surrounding area and not be resident in RBWM

RBWM is the **least affordable area** in the South East for residents to purchase a home. This will particularly affect young people and first-time buyers who may **not be able to afford to live in the area** that they have grown up in

In our **most deprived neighbourhood**, Datchet, Horton & Wraysbury ward, **19% of children** live in income-deprived households

RBWM has the **largest school readiness attainment gap** in Berkshire East between all children and those who are eligible for free school meals

In RBWM 6.3% of young people aged 16 to 17 are **not in employment, education or training (NEET)**. This is significantly worse than the rest of Berkshire East and England

Breastfeeding prevalence data for RBWM has **not been published for the last 5 years**, as the proportion of babies with a breastfeeding status has not met the minimum data quality standard of 95%

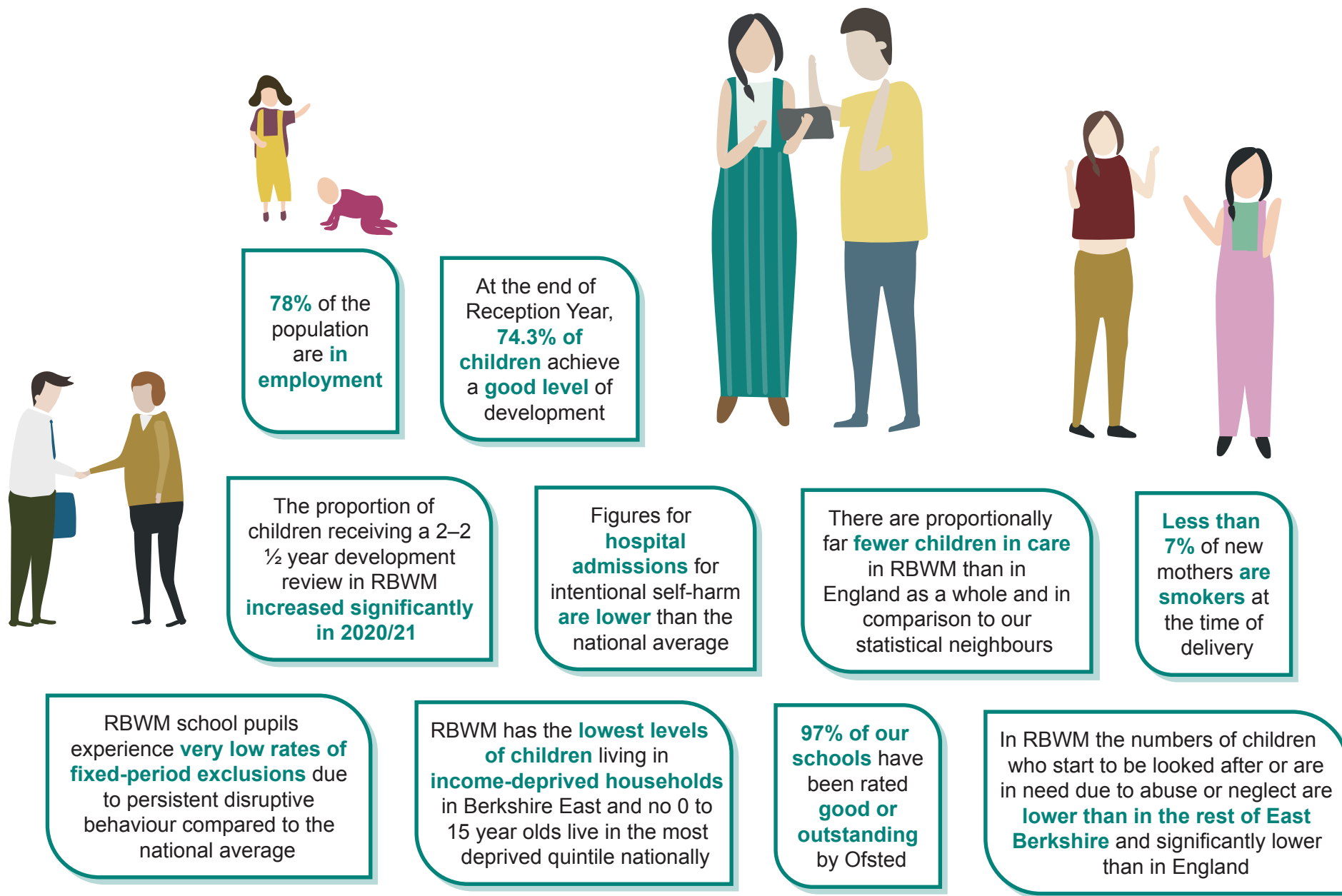
Among RBWM's 15 year olds' rates of self-reported **smoking, drinking alcohol and taking drugs** (other than cannabis) are higher than in the rest of Berkshire East

Reception children from a Black ethnic group have a **higher prevalence of obesity** compared to those from White and Asian groups in RBWM. Reception children and Year 6 children from a White ethnic group have a lower prevalence of obesity, compared to those from Black and Asian groups. **There are also differences in levels of childhood obesity between wards within the borough**



ABOUT OUR CHILDREN AND YOUNG PEOPLE

Our successes:



ABOUT OUR CHILDREN AND YOUNG PEOPLE

Learning from our participation in the 2021 OxWell Student Survey

OxWell

Student Survey

Young People's Health and Wellbeing

The [OxWell Student Survey](#) measures the wellbeing (health and happiness) of children and young people aged 9–18 years old and is a collaboration between young people, schools, the NHS and the OxWell Study Team at the University of Oxford's Department of Psychiatry. The survey addresses a range of issues relevant to wellbeing – participants are asked detailed questions about their lifestyle and school life. Factors assessed in the survey include mental wellbeing, anxiety, indicators of vulnerability, sleep patterns, online safety, protective factors such as exercise and healthy eating, and attitudes to accessing mental health support.

The survey is designed for pupils in years 5–13; there are three versions (one for years 5–7, one for years 8–11 and one for years 12–13/FE). The versions differ slightly and are age appropriate, as approved by the University of Oxford Research Ethics Committee. In 2021, over 30,000 students from 180 schools in four English counties participated in the survey.

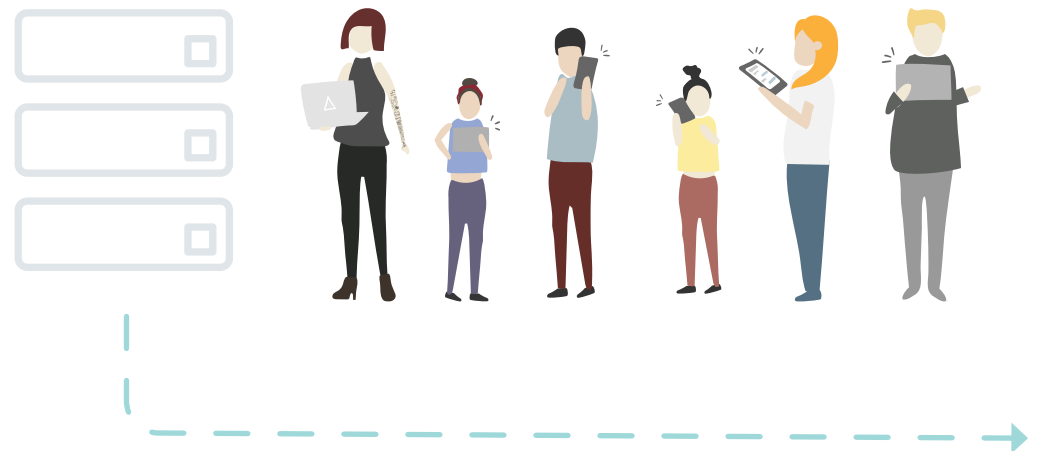
For RBWM, the results of the survey provide valuable localised knowledge about the wellbeing, experiences and needs of a cross-section of our children

and young people. Our participating schools and wider local partners are supported to understand and use the survey data to drive positive change by a part-time assistant psychologist within the OxWell research team whose role is funded by Frimley ICB.

The most recent OxWell survey was held in 2021. A total of ten RBWM education settings took part (representing 15% of the borough's schools/colleges), comprised of six primary schools, one middle school, two secondary schools and one further education (FE) college. Of the 2,259 pupils who participated, 30% were from primary schools (years 5–6), 60% were from secondary schools (years 7–10; year 11 pupils did not participate in RBWM) and 10% were from 6th-form or FE colleges. A similar number of females (47%) and males (48%) took part, with 5% responding 'other/prefer not to answer' when asked about their gender. A total of 11% of participating pupils were not born in the UK and 39% responded that one or both parents were not born in the UK.

See below for a summary of the questions asked in the 2021 survey and the data collected – underneath each graph the total number ('n') of responses received is stated.

The next survey will take place in February to March 2023 with the results made available by the end of May.



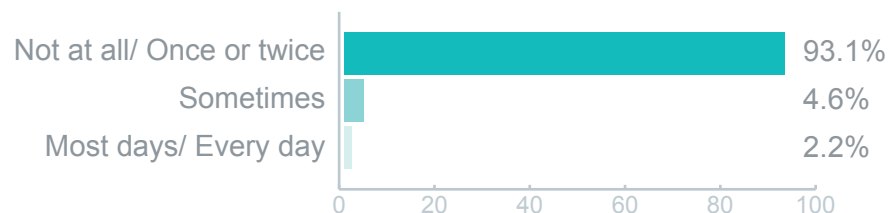
ABOUT OUR CHILDREN AND YOUNG PEOPLE

Primary school and secondary/FE school/college findings

Food poverty

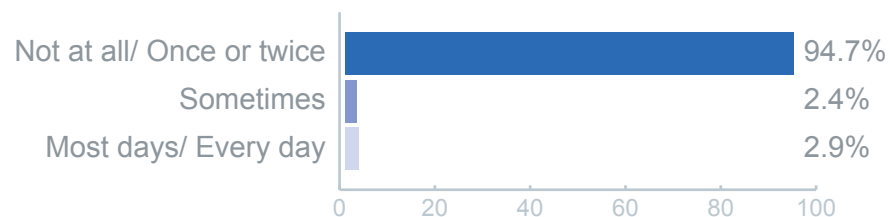
Some young people go to school or to bed hungry because there is not enough food at home. How often does this happen to you?

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:671

Secondary/FE school/college:

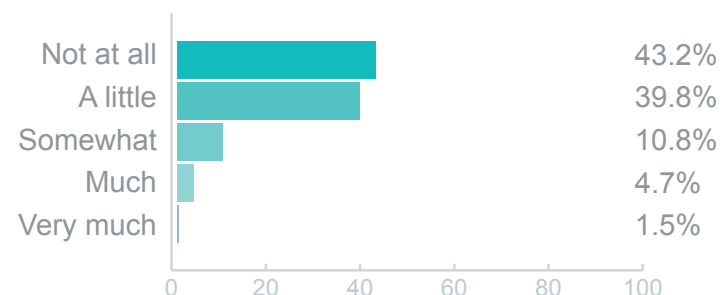


County = Berkshire AND District/Borough = Windsor and Maidenhead n:1562

Sleep

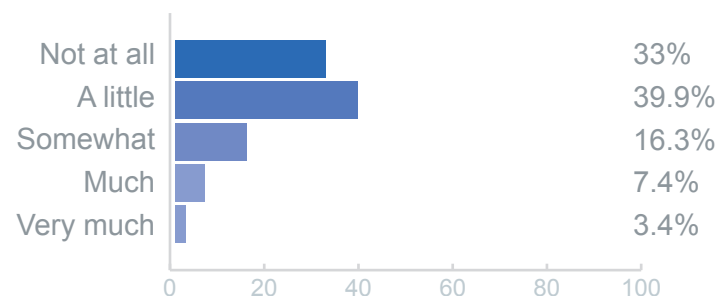
Thinking about the past month, to what extent has poor sleep troubled you in general?

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:664

Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1564

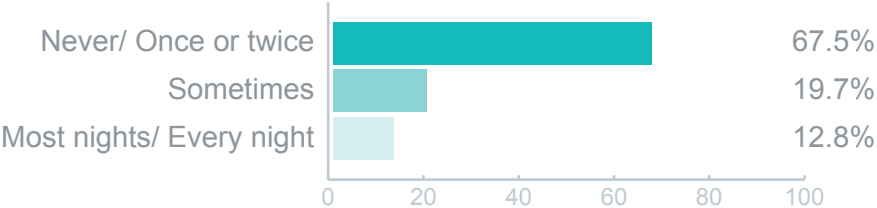


ABOUT OUR CHILDREN AND YOUNG PEOPLE

How often have you been so worried about something you cannot sleep at night?

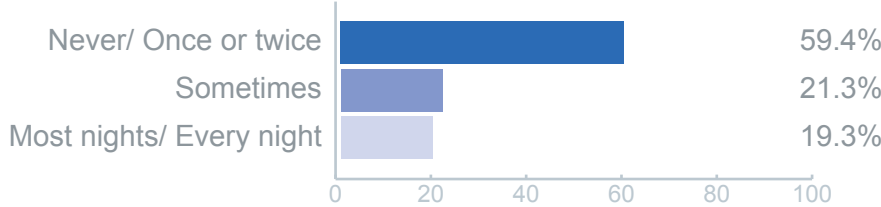


Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:656

Secondary/FE school/college:



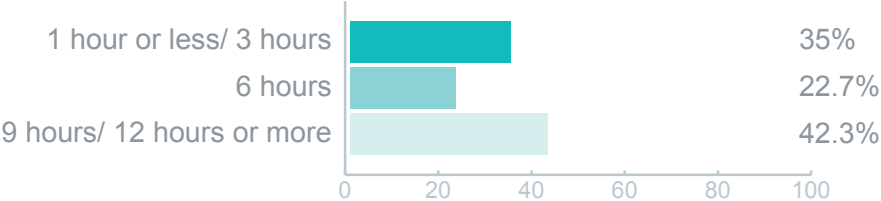
County = Berkshire AND District/Borough = Windsor and Maidenhead n:1504

Exercise

About how many hours physical activity or exercise do you do over a whole week (in and out of school, during termtime)?

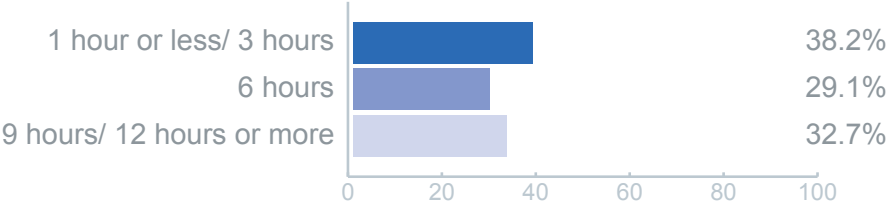


Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:643

Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1470



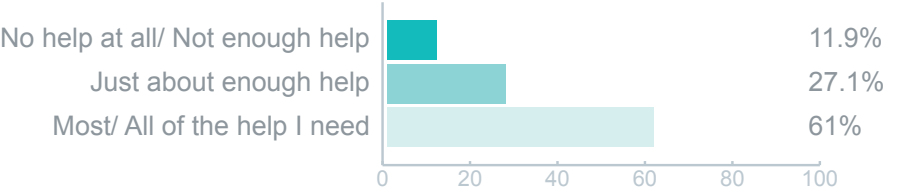
ABOUT OUR CHILDREN AND YOUNG PEOPLE

School experience

How much help and support with learning do you feel that you get at school?

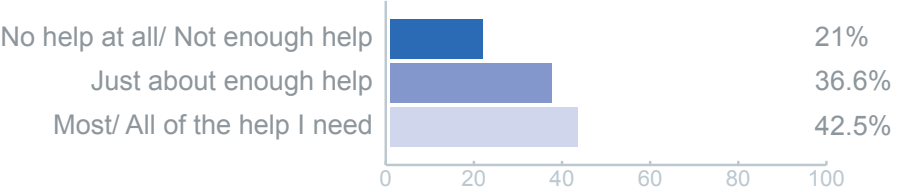
▼

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:605

Secondary/FE school/college:



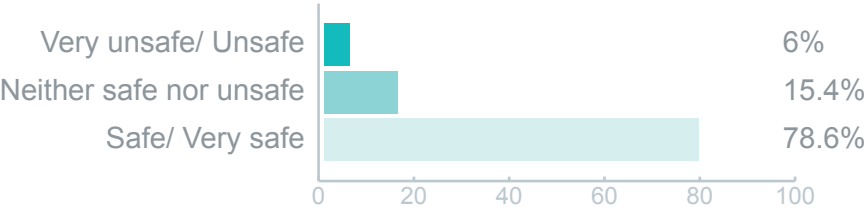
County = Berkshire AND District/Borough = Windsor and Maidenhead n:1217

Safety

When you are at school, how safe do you feel?

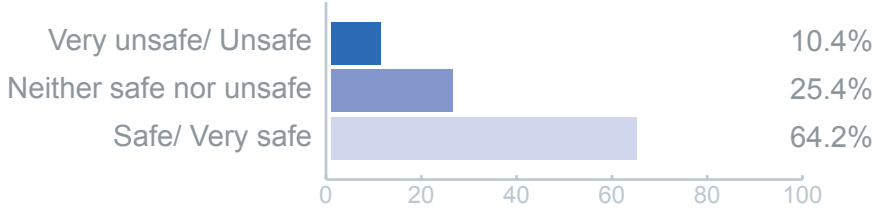
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Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:583

Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1059

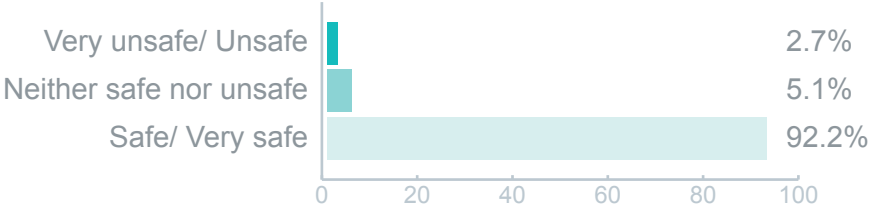


ABOUT OUR CHILDREN AND YOUNG PEOPLE

How safe do you feel at home or the place where you live?

▼

Primary school:

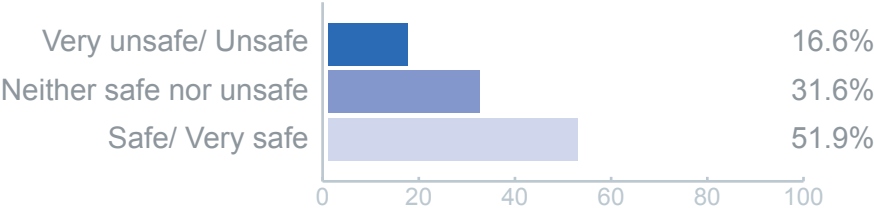


County = Berkshire AND District/Borough = Windsor and Maidenhead n:587

How safe do you feel from crime?

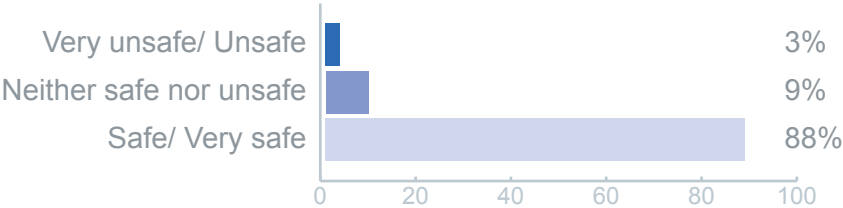
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Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:725

Secondary/FE school/college:



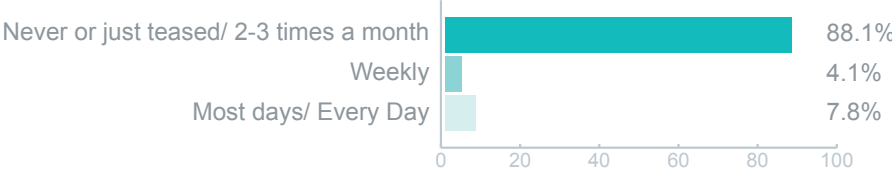
County = Berkshire AND District/Borough = Windsor and Maidenhead n:1070

Bullying

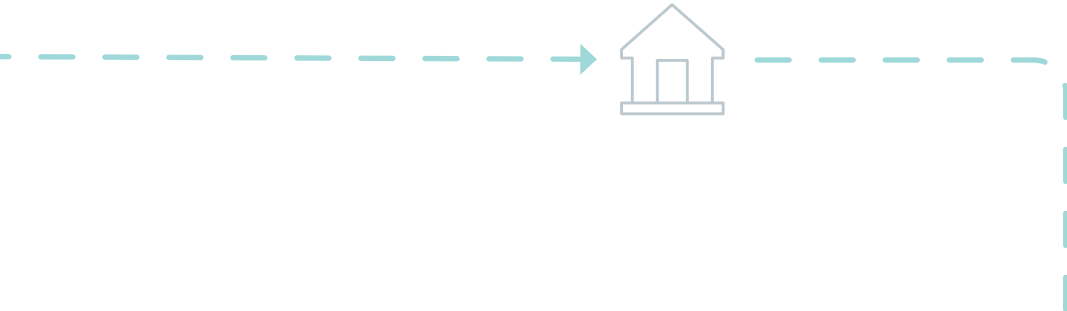
Have you been bullied in the last year (at least 2–3 times a month)?

▼

Primary school:

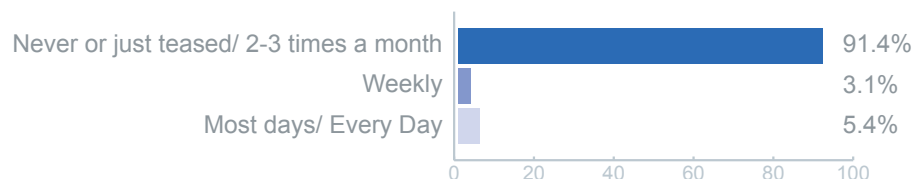


County = Berkshire AND District/Borough = Windsor and Maidenhead n:637



ABOUT OUR CHILDREN AND YOUNG PEOPLE

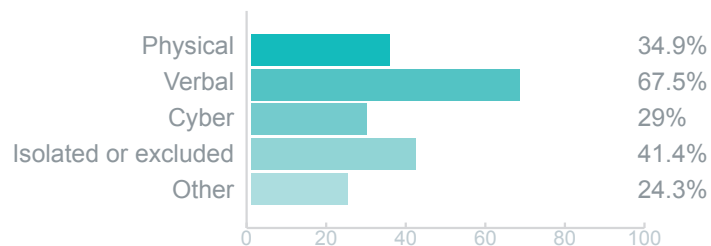
Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1413

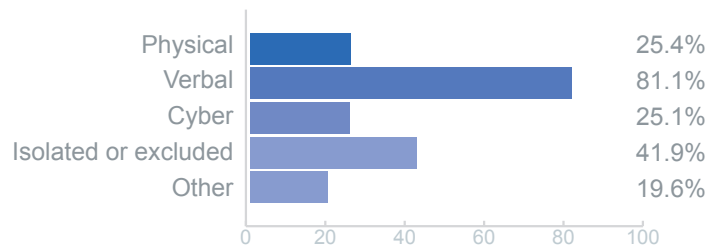
If you have been bullied in the last year,
in what way did it happen?

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:169

Secondary/FE school/college:

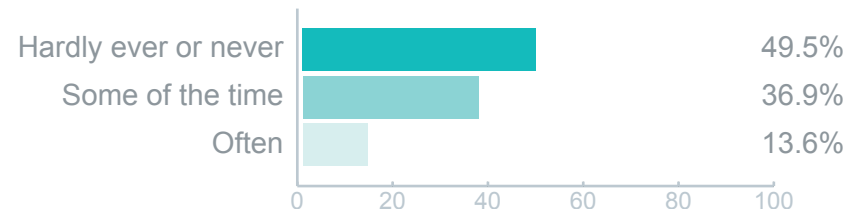


County = Berkshire AND District/Borough = Windsor and Maidenhead n:291

Relationships

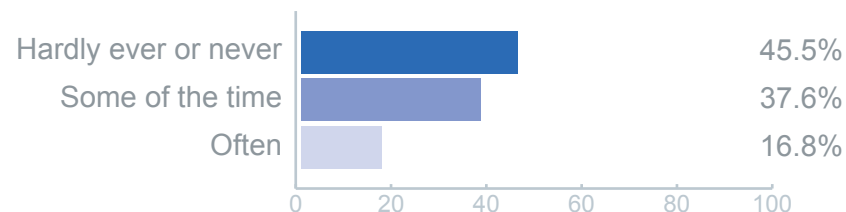
How often do you feel that you have no
one to talk to (in person/online/phone)?

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:626

Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1366



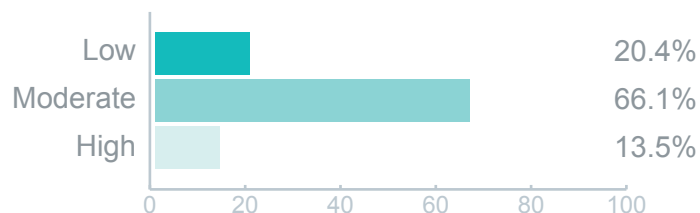
ABOUT OUR CHILDREN AND YOUNG PEOPLE

Mental health and wellbeing

Warwick-Edinburgh Mental Wellbeing Scale

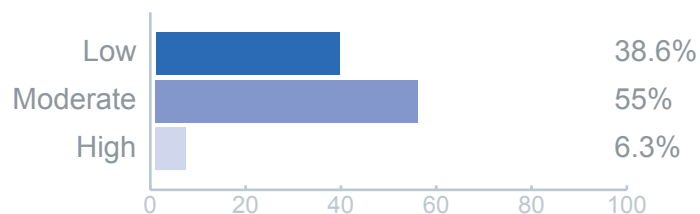
A measure of mental wellbeing, the Warwick-Edinburgh Mental Wellbeing Scale, was completed and assessed each respondent's mental wellbeing as being low, moderate or high.

Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:554

Secondary/FE school/college:

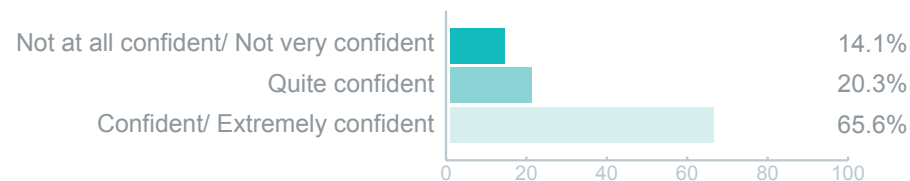


County = Berkshire AND District/Borough = Windsor and Maidenhead n:1214

Overall, how confident about your future do you generally feel?

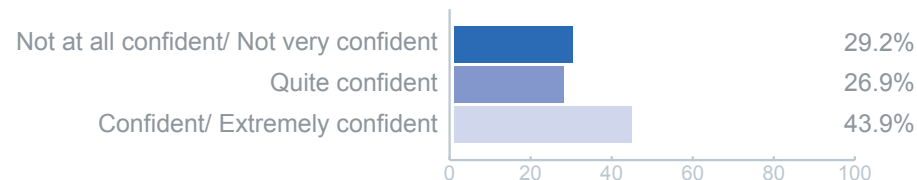


Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:552

Secondary/FE school/college:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:1251

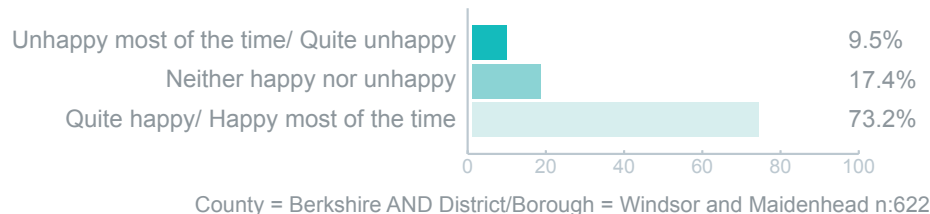


ABOUT OUR CHILDREN AND YOUNG PEOPLE

Thinking about how happy you have felt over the past week, would you say you felt generally:



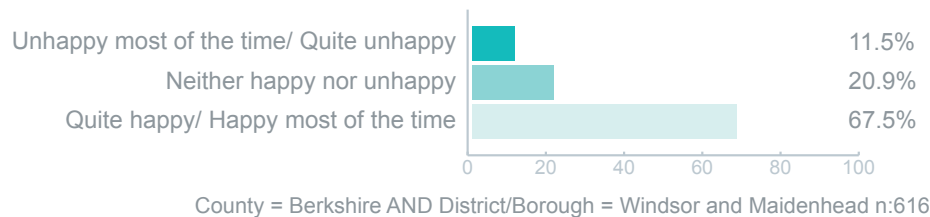
Primary school:



Thinking about how happy you have felt over the past week AT SCHOOL, would you say you felt generally:



Primary school:

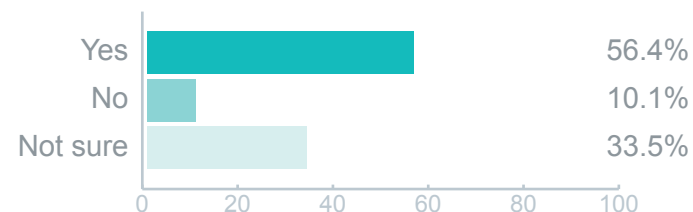


Mental health support

Do you know who helps children in your school when they feel upset and need help (mental health support)?



Primary school:

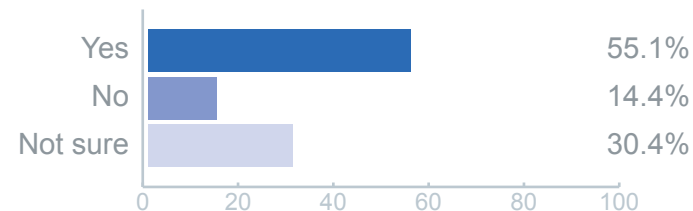


Note: As shown above, just over half of pupils (56%) knew who helped children in their school when they needed mental health support. This figure is notable as being 10% lower than the average number of pupils who knew who to turn to for help at school across all the regions that participated in the survey.

Do you know who provides mental health support in your school (where to go when you are worried and want to talk to an adult)?



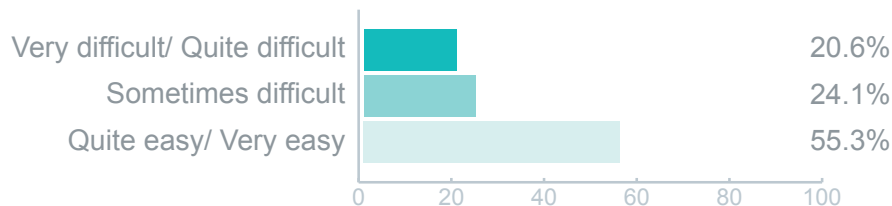
Secondary/FE school/college:



ABOUT OUR CHILDREN AND YOUNG PEOPLE

Is it easy for you to find someone
when you feel upset and need help?

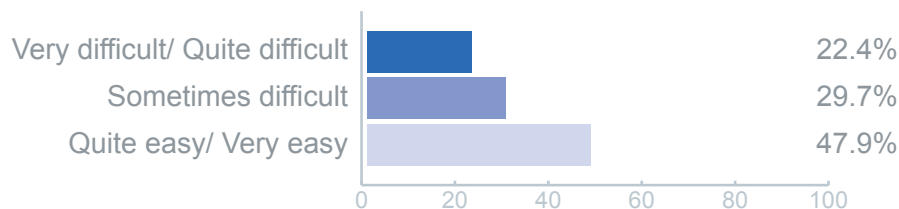
Primary school:



County = Berkshire AND District/Borough = Windsor and Maidenhead n:613

Is it easy to access mental health support at school?

Secondary/FE school/college:



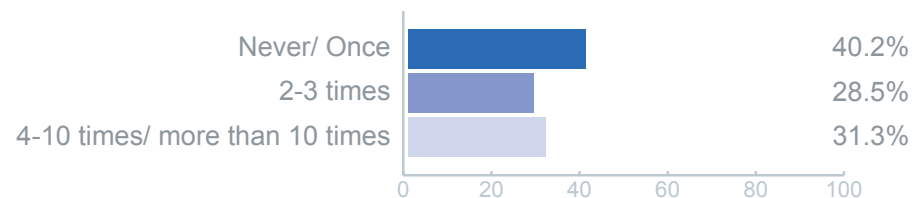
County = Berkshire AND District/Borough = Windsor and Maidenhead n:1280

Secondary/FE school/college findings

The following questions were only asked in Year 8 and above.

Substance use

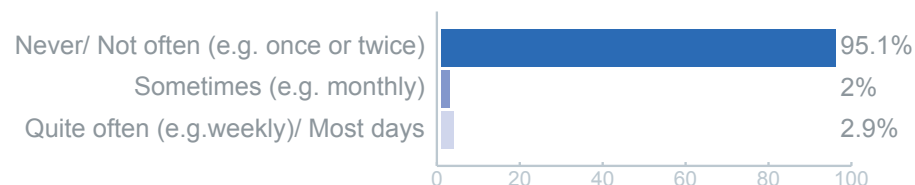
Have you ever been drunk?



County = Berkshire AND District/Borough = Windsor and Maidenhead n:179

(Please note the dataset was reduced in size for the above question due to responses to a previous question about whether participants had ever had an alcoholic drink. Participants included had responded they drank monthly or more.)

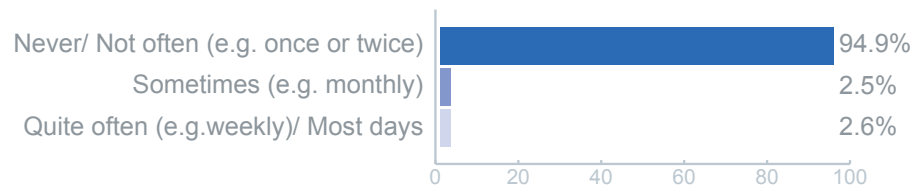
Do you smoke cigarettes (i.e. tobacco, NOT vaping/e-cigarettes)?



County = Berkshire AND District/Borough = Windsor and Maidenhead n:688

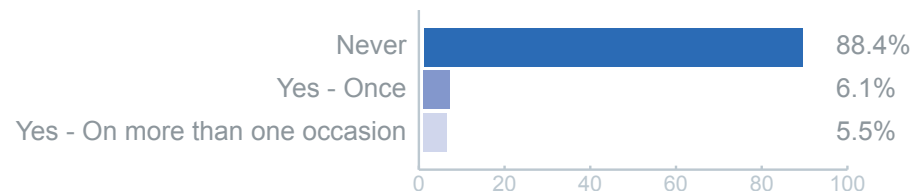
ABOUT OUR CHILDREN AND YOUNG PEOPLE

Do you use e-cigarettes (vaping)?



County = Berkshire AND District/Borough = Windsor and Maidenhead n:685

Have you ever taken something to get high or self-medicated with drugs not prescribed by your doctor (examples are illegal drugs, legal highs and prescription medication)?



County = Berkshire AND District/Borough = Windsor and Maidenhead n:675

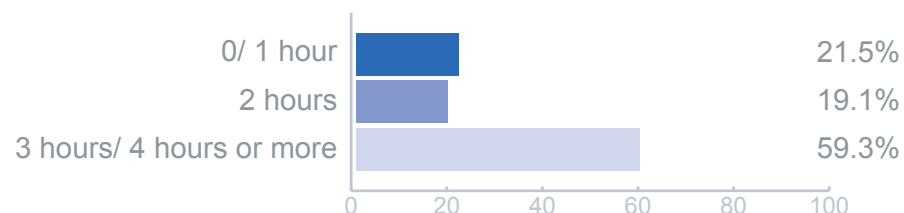
Have you ever been offered something to get you high or drugs not prescribed by your doctor (examples are illegal drugs, legal highs and prescription medication)?



County = Berkshire AND District/Borough = Windsor and Maidenhead n:679

Social media

About how many hours a day do you usually spend on social media?



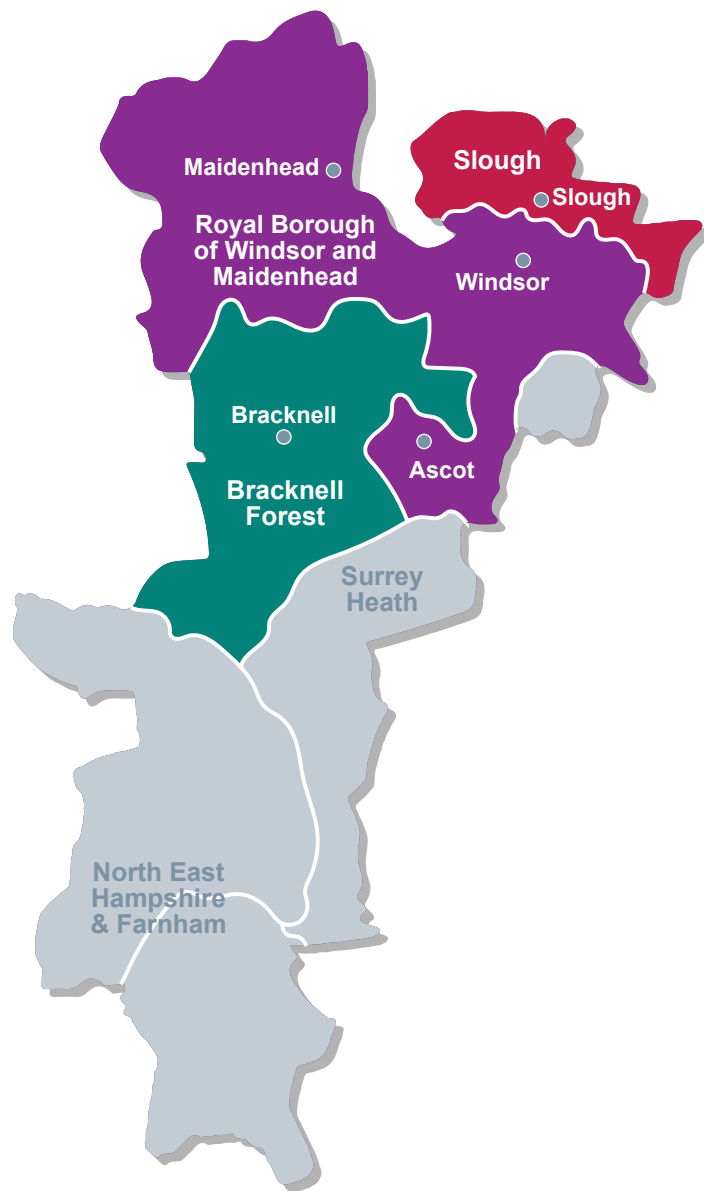
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HOW OUR SERVICES ARE DELIVERED

HOW OUR SERVICES ARE DELIVERED



The Royal Borough of Windsor and Maidenhead (RBWM) is one of the three local authorities (LAs), along with Bracknell Forest and Slough, that make up the East Berkshire area. This area is covered by the [Frimley Health and Care Integrated Care System \(ICS\)](#), which also includes Surrey Heath and North East Hampshire and Farnham.

As one of the three East Berkshire LAs, RBWM is supported by the NHS Frimley Integrated Care Board (ICB), the Berkshire East Public Health Hub and the healthcare provider [Berkshire Healthcare NHS Foundation Trust](#).

In RBWM, Achieving for Children (AfC) are commissioned by the Council to provide children's services, including health visiting and school nursing services and the [Family Hub service](#). A range of voluntary sector organisations also offer support to children, young people and families.

Designing and improving services – listening to children and young people

We believe it is vital to listen to young people themselves whenever possible when we are designing new services for children and young people or working to improve existing ones. While our feedback mechanisms allow individual service users and their families to tell us what they think about our services, we are also able to work directly with several youth voice and coproduction forums in RBWM, which include:

- Girls' Forum
- Kick Back (Children in Care Council)
- Care Leavers Hub
- RBWM Youth Council
- Wellbeing Champions
- Young Ambassadors
- Young Health Champions

In RBWM, the community based Young Health Champions (YHCs) have recently delivered peer messages about public health to more than 3,300 young people through workshops, assemblies and a newsletter in schools and colleges, and via a YouTube video. Three YHCs also worked with the CAMHS Getting Help service to coproduce an animated video giving an overview of the Mental Health Support Teams' work.

In July 2022, three young people from RBWM's Youth Council took part, alongside professionals from a wide range of system partners, in a one-day workshop exploring how we can all collaborate better together to improve services for children and young people ([see page 27](#)). Coproduction with young people will be at the heart of all the work undertaken to realise the action plan agreed at the end of the workshop.



HOW WE DEVELOPED THIS PLAN

HOW WE DEVELOPED THIS PLAN

The creation of this Children and Young People's Plan has been a truly collaborative effort. We have consulted with our many dedicated partners, parents/carers and children and young people to learn as much as possible about the needs of our children and young people, how well our services are currently meeting those needs and what system-wide changes are required to deliver the best possible support.

Recommendations based on the 2022 Health Needs Assessment

In January 2022 the Berkshire East Health Hub, in partnership with the area's three local authorities, published a detailed Health Needs Assessment (HNA) for Children and Young People aged 0 to 19. Based on the data set out in the HNA, key recommendations were made on how each LA could improve its services for children and young people.

The recommendations for RBWM were:

1. To acknowledge and celebrate the areas where we are performing well.
2. To improve the quality of local breast-feeding data to enable us to monitor our rates, compare them with other boroughs and promote further uptake of breast-feeding.
3. To better understand why we are not performing as well as Berkshire and/or England averages for some outcomes; in particular: childhood development (2–2 ½ years); risk-taking behaviours (smoking, alcohol and drugs); 16–17 year olds not in employment, education or training.
4. To better understand why children and young people in some wards/communities in the borough have worse outcomes than others and to work collaboratively to reduce these differences; in particular differences in school readiness (between those who are and aren't eligible for free school meals) and differences between wards in the proportion of children who are overweight/obese.
5. To better understand the health needs of children in care and care leavers in the borough.
6. To explore how we implement the new best practice guidance into the delivery of health visiting and school nursing.

7. To get feedback from a broad range of professionals and families about their views on the health visiting and school nursing services available to local residents.
8. To explore how we can effectively engage with children and young people across the borough to understand their views on their own health and wellbeing and how to improve outcomes.
9. To ensure that any work to better understand the long-term impact of COVID-19 acknowledges children and young people.

Children and Young People's Strategic Partnership

In February 2022 the Children and Young People's Strategic Partnership was created to bring together agencies sharing responsibility for the successful delivery of outcomes and services for children in RBWM. The partnership, which includes a parent representative and representatives of the borough council, NHS and community organisations, police and other partners, enables strategic integrated decision making across the sector. It has supported the development of this Children and Young People's Plan and will oversee its delivery and monitoring ([see also pages 32 and 61](#)) while actively engaging with all user groups/networks, etc. to ensure their voices are heard and inform decision making.

In order to ensure that activities and outcomes are aligned across the borough, the CYP Strategic Partnership also works closely with other partnerships, including the following:

- Adults Strategic Partnership
- Safeguarding Partnership
- Community Safety Partnership
- Housing Strategy Group
- Climate Change Partnership

HOW WE DEVELOPED THIS PLAN

Staff survey – what more can we do for children and young people?

As part of the consultation process, we asked professionals from Achieving for Children, Berkshire Healthcare, NHS Frimley ICS and the third sector to complete a survey entitled 'What more can we do for children and young people together?' We received almost one hundred responses from staff in both frontline and enabling roles. These responses fed into the one-day workshop (see next page) and the development of this plan's five priorities and will continue to inform decision making and service transformation over the next five years.

As well as contributing ideas for improving the support offered to children and young people, many participants' answers emphasised at least one of the following key needs: more funding, more staff and greater communication and collaboration across the system. Here are some examples of responses:

We could deliver even more work for children and young people with more staff and funding.

I think more children and young people should be invited to meetings that are about them and their families. They could attend part of the meeting to help them understand the concerns and the strengths in their families.

Collaborative care plans for children and families across the piste.

Families have reported to me they feel isolated post pandemic and have fewer social networks and opportunities to interact with other families. It would help to have easily accessible groups for families in the community – e.g. stay and play, toddler groups, library groups, sensory groups, play development – with an emphasis on parent-child interaction, play and building connections.

Have a dedicated mental health service for children and young people in care so that referrals for attachment disorders and trauma-based work can be actioned quickly.

A mental health practitioner in social work teams – we need to join up and collaborate much more than we do.

A directory which included clear referral criteria and forms for professionals and clear information about the support provided and current wait times where appropriate would be really helpful.

Greater understanding of partners' processes, procedures and priorities and how they can be aligned with my role.

Reducing wait times for CAMH services.

HOW WE DEVELOPED THIS PLAN

Children and Young People's Workshop – how can we work better together?

The Royal Borough of Windsor and Maidenhead (RBWM) system partners are working hard to improve services. However, to ensure better outcomes, we were clear that we needed multiple organisations to work well together and the new Integrated Care System reinforces this. Whilst more money and staff would help, other things also need to happen. We wanted to explore what those 'other things' are and how we can make them happen.

On 8 July 2022 we held a one-day workshop with system partners from the local authority, health, education, the third sector and young people to develop a way forward for children and young people's services across RBWM. The workshop was attended by 61 participants from 17 organisations and showcased high levels of local passion, expertise and experience.

The artwork on the next page depicts the outcomes of some of the discussions that took place at the workshop, including what matters to us, what we're most proud of, the necessary conditions for us to work together in a way that maximises our impact, and what might get in the way of effective collaboration. For a more detailed summary, please see [here](#).

At the end of the workshop, having identified our joint priorities, we agreed the following action plan to bring about the necessary conditions for more effective collaborative working while avoiding potential obstacles:



Action Plan

- Remove the need for labels to access support
- Expand coproduction
- Develop a fit-for-purpose partnership – collaborating and cooperating, not competing
- Strengthen leadership
- Improve connectivity
- Produce a clear vision and strategy
- Build IT systems that talk to each other
- Be proactive, not reactive

HOW WE DEVELOPED THIS PLAN

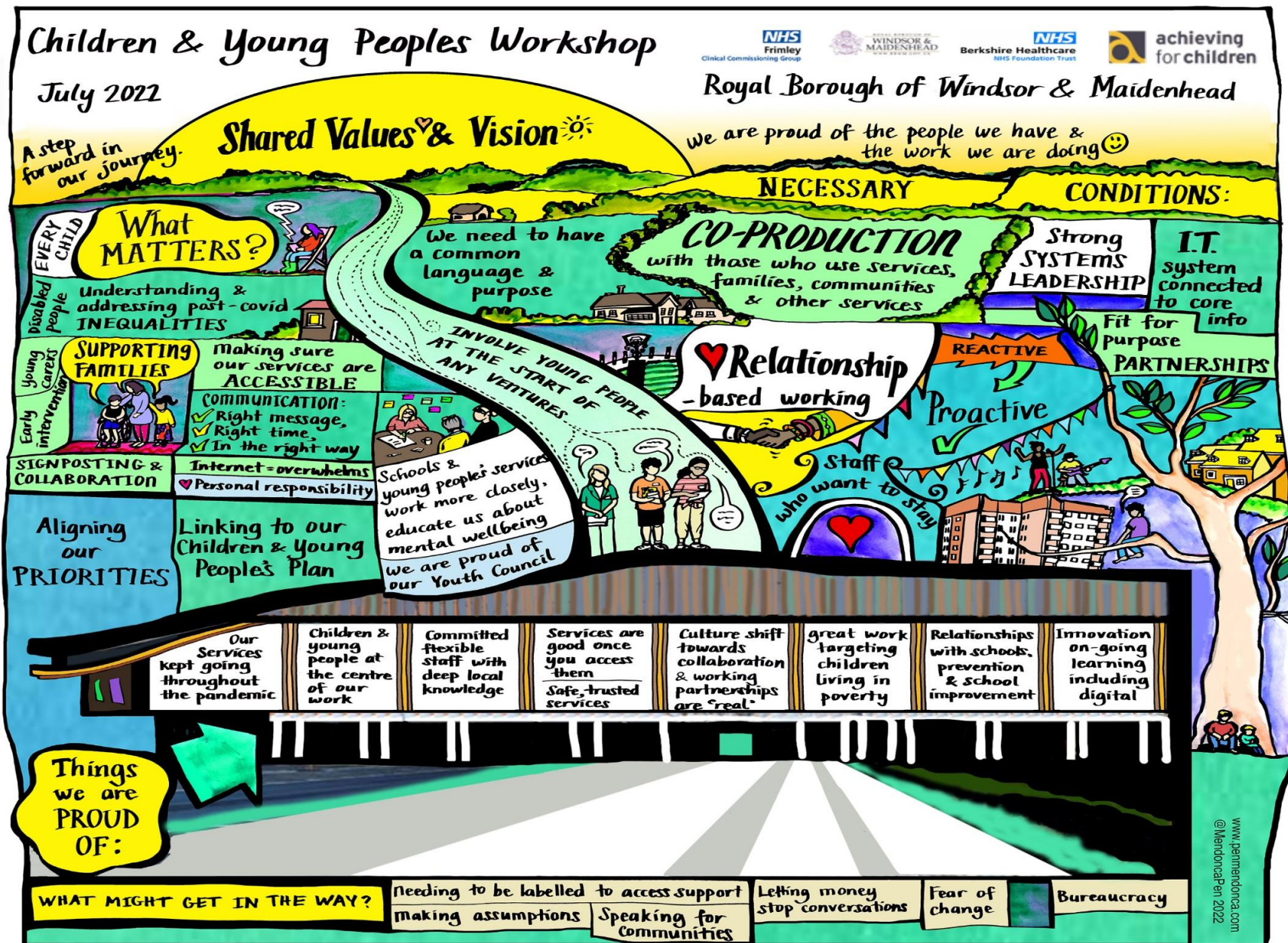


Figure 1: Key findings from the Children and Young People's Workshop, 8 July 2022

HOW WE DEVELOPED THIS PLAN

As system partners, we are committed to working together to implement the action plan. Four Task and Transition groups (see below) have been established to oversee these efforts over a six-month period from September 2022, with coproduction as the common enabler. The goal is to improve collaborative working to ensure that, as a system, we can successfully deliver on our priorities (see pages 30–59).

Four Task and Transition groups

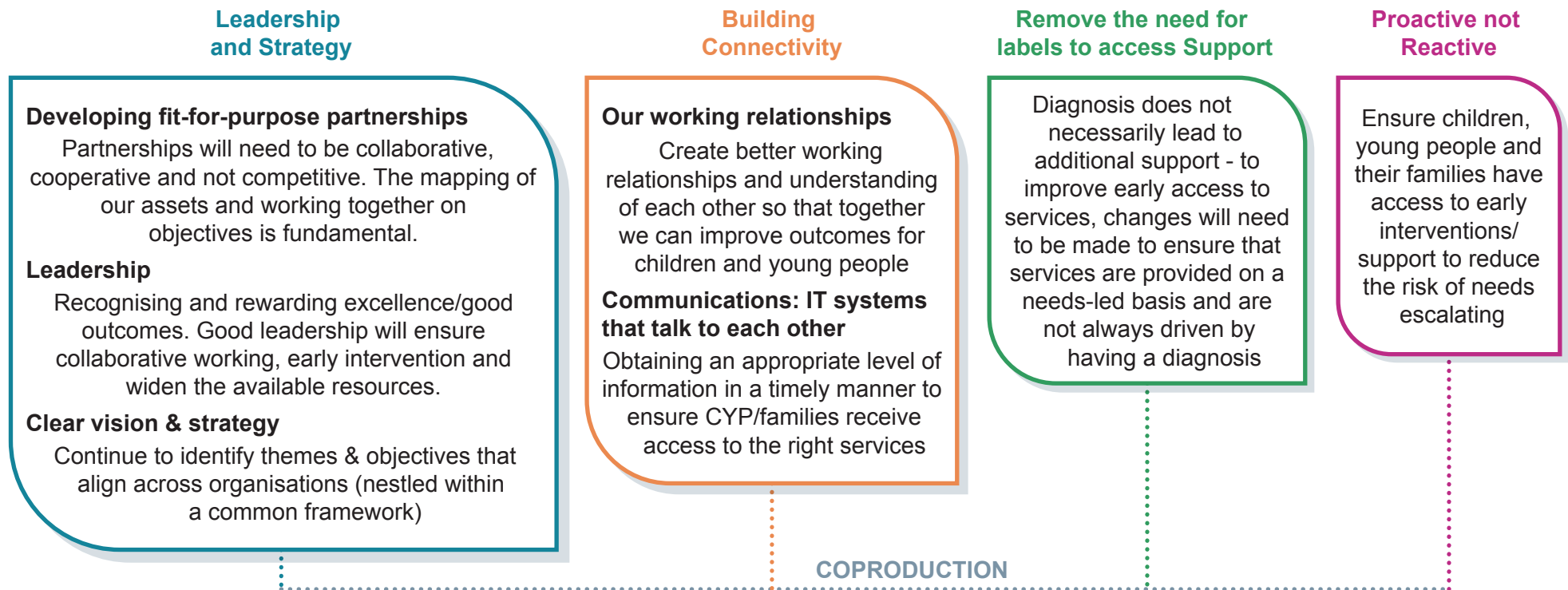


Figure 2: Task and Transition groups to progress the workshop action plan (September 2022 to March 2023)



OUR PRIORITIES AND PRINCIPLES

OUR PRIORITIES AND PRINCIPLES



The infographic above shows the five key priorities and seven overarching principles that will underpin our efforts to support the health and wellbeing of children and young people locally. Our overarching principles, which will be embedded in everything we do, are among those set out in RBWM'S Corporate Plan 2021–2026 and Health and Wellbeing Strategy 2021–2025.

The RBWM Corporate Plan places particular importance on working to overcome the inequalities that negatively impact some children and young people, such as the lower levels of attainment achieved by children who have free school meals, those with special educational needs and disabilities (SEND) and

OUR PRIORITIES AND PRINCIPLES

children in care. Focus is also placed on helping families build their resilience to challenges through the provision of early help, keeping children safe from harm and providing the best possible “corporate parenting” to children in care.

The RBWM Health and Wellbeing Strategy sets out a vision to ensure ‘everyone in the borough lives a healthy, safe and independent life, supported by thriving and connected communities’. The strategy aims to drive change by identifying four key priorities:

- Coordinating integrated services around those residents who need it most
- Championing mental wellbeing and reducing social isolation
- Targeting prevention and early intervention to improve wellbeing
- Investing in the borough as a place to live in order to reduce inequalities

Applying the Health and Wellbeing Strategy to the successful delivery of outcomes and services for the borough’s children and young people through the development and implementation of this plan is the responsibility of the Children and Young People’s Strategic Partnership (see pages 25 and 61).

RBWM’s Health and Wellbeing Strategy has been developed in line with the ambitions set out in the wider Frimley Health and Care Integrated Care System (ICS) Five Year Strategy. These ambitions will also be reflected in our work, as will the ICS’s focus on “working with” communities, rather than “doing to”. For children and young people’s services specifically, system leaders across the whole ICS have agreed that for the period 2022–24, they will jointly focus on delivering five transformation programmes:

- Starting well
- Transforming neurodiversity services
- Transforming CYP mental health services
- Access to physical health services
- Improving SEND

The Children and Young People’s Mental Health and Emotional Wellbeing Local Transformation Plan (LTP) for East Berkshire 2021–2024 is also

aligned with the ICS Five Year Strategy. The LTP sets out in detail how the NHS Frimley Integrated Care Board and its wider system partners – including those who support children and young people in RBWM – are working to develop collaborative and integrated models of high-quality care and services.

Overlapping priorities, principles and strategies





DELIVERING ON OUR PRIORITIES

DELIVERING ON OUR PRIORITIES

As a system in RBWM, it is important that we acknowledge and celebrate the many areas in which we are already performing very well ([see page 11](#)).

However, by 2028 or before we also want to overcome our current challenges ([see page 10](#)) and deliver on our five priorities by improving our services in a range of key areas, including by seeking to better understand:

- why we are not performing as well as Berkshire and/or England averages for some outcomes (in particular: childhood development at 2–2½ years; family stress or dysfunction or absent parenting leading to children being in need; risk-taking behaviours; and 16–17 year olds not in employment, education or training)
- why children and young people in some wards/communities in the borough have worse outcomes than others so we can take action to reduce those differences (in particular, differences in school readiness between those who are and are not eligible for free school meals and differences between wards and ethnic groups in the proportion of children who are overweight/obese)

Our priorities, developed in partnership with colleagues across children and young people's services, are:

1. Be healthy

2. Be safe

3. Be skilled

4. Be financially secure

5. Be heard

If we are to succeed in delivering on these priorities, we will also need to work together more effectively across our complex local system. We will work hard to improve collaboration between partners by implementing the action plan agreed at our Children and Young People's Workshop via our four Task and Transition groups ([see page 29](#)).

Our aim is to create long-term positive impacts for RBWM's children and young people, making them healthier, safer and happier.



1. BE HEALTHY

DELIVERING ON OUR PRIORITIES

1. Be healthy

We want our children and young people to enjoy good physical and mental health and live a healthy lifestyle.

We want to focus on	Improving access to perinatal mental health support
We will achieve this by	<p>We will continue to develop our services to support women experiencing mild to severe mental health problems in pregnancy or after birth.</p> <p>Our new Maternal Mental Health Services will provide specific, evidence-based, short-term therapies for women with moderate, severe or complex mental health difficulties associated with loss and trauma directly arising from, or related to, their maternity experience.</p> <p>In-person treatment will be provided in the most deprived areas of the Frimley ICS.</p>
We will measure success by	<p>Improved access to perinatal mental health support.</p> <p>Improved access towards the national target of 10% of births receiving specialist support from community providers.</p>
Partner/s responsible for delivering on actions	NHS Frimley (Starting Well) and Berkshire Healthcare NHS Foundation Trust

We want to focus on	Increasing the number of babies who benefit from being breastfed
We will achieve this by	<p>We will improve the quality of local breastfeeding data, including data that enables us to interpret how this varies across RBWM and improves our understanding of which areas have the lowest uptake. In addition to allowing us to monitor our breastfeeding rates, improved data will also enable us to compare those rates with other boroughs and promote further uptake of breastfeeding.</p> <p>We will ensure breastfeeding information packs are available for new mothers. We will also raise awareness around our Well Baby Clinics to ensure new mothers have early access to breastfeeding advice and support.</p>
We will measure success by	<p>Improved quality of data available on how many babies' first feed is breastmilk.</p> <p>Improved quality of data available on how many babies are still being breastfed at 6–8 weeks from birth.</p> <p>Improved understanding of areas within the borough where uptake is lowest.</p> <p>Increased rates of breastfeeding at birth and 6–8 weeks with a particular focus on increasing rates in those communities where breastfeeding rates are currently lowest.</p>
Partner/s responsible for delivering on actions	Public Health, Achieving for Children and NHS Frimley

DELIVERING ON OUR PRIORITIES

We want to focus on	Supporting children to achieve and maintain a healthy weight
We will achieve this by	<p>We will seek to better understand differences between different wards and communities in the proportion of children who are overweight/obese. We will then work collaboratively together with wider partners and communities to address these inequalities by focusing resources where obesity rates are highest.</p> <p>Specifically, we will aim to reduce the proportion of Reception (4–5-year-old) and Year 6 (10–11-year-old) children who are overweight/obese.</p>
We will measure success by	<p>The proportion of Reception (4–5-year-old) and Year 6 (10–11-year-old) children who are overweight/obese will have reduced, particularly in those communities where rates of overweight/obesity are currently highest.</p> <p>Actions outlined in the Childhood Healthy Weights Action Plan will have been successfully implemented.</p>
Partner/s responsible for delivering on actions	NHS Frimley, Achieving for Children, Primary Care Networks and GPs

We want to focus on	Improving support for children who have diabetes
We will achieve this by	We will support children with diabetes by adopting a multiagency approach to improving care planning and creating clear pathways.
We will measure success by	<p>In a joint health and education project, a toolkit will be available to help schools provide consistent school-based support for children with long-term conditions, including diabetes.</p> <p>Routine appointments will not be offered during the school day.</p> <p>Reduction in the number of school days lost due to unclear pathways.</p>
Partner/s responsible for delivering on actions	Schools and NHS Frimley

We want to focus on	Improving discharge processes from acute hospital settings
We will achieve this by	We will ensure that equipment and help required to support functioning and improved health in the home environment is available at discharge.
We will measure success by	<p>Increase in the length of time CYP remain at home following discharge.</p> <p>All CYP discharged from hospital will receive the appropriate enablement, which includes equipment, a care package and therapeutic support.</p>
Partner/s responsible for delivering on actions	Berkshire Healthcare NHS Foundation Trust and NHS Frimley

DELIVERING ON OUR PRIORITIES

We want to focus on	Increasing and improving access to mental health services
We will achieve this by	<p>We will ensure that CYP with long-term health conditions are offered early psychological support.</p> <p>We will ensure all children know which adult they can turn to in their school if they feel upset and need mental health support, and that the designated adult knows how to respond appropriately and provide support and/or signpost the child to early help.</p> <p>We will ensure that more families with children experiencing a difficulty with their mental health can access Early Help and fewer families require crisis intervention.</p> <p>We will work to remove the need for labels and diagnosis to access support, especially for neurodiversity/ADHD services.</p> <p>We will work to reduce the waiting times for the Speech and Language Therapy (SLT) service by increasing the capacity of the SLT team. Using a person-centred approach, we will ensure that universal, intermediate and specialist SLT support (including advice and guidance on understanding and supporting speech, language and communication or development needs) will be available to all families and all educational settings.</p>
We will measure success by	<p>Every child or young person who needs it will have access to early psychological support.</p> <p>Each school will communicate clearly to pupils about which adult can offer them mental health support if needed. That adult will know how to respond if asked for help and will know which other support and services are available.</p> <p>All information regarding mental health and wellbeing interventions and where to find them will be included on the Achieving for Children website.</p> <p>More than 90% of Early Help interventions will be closed with a positive outcome by 2026.</p>
Partner/s responsible for delivering on actions	Berkshire Healthcare NHS Foundation Trust, schools and Achieving for Children

We want to focus on	Increasing childhood immunisation rates
We will achieve this by	We will work with GP practices across RBWM with a particular focus on improving uptake of the second MMR vaccine and 4-in-1 preschool booster and the influenza vaccination in 2 year olds. We will also seek to address inequalities by increasing immunisation rates in those communities with a historically poor uptake rate.
We will measure success by	Improved rate of uptake in childhood immunisation for 0–5 year olds to pre-pandemic levels by 2023 with a particular focus on increasing uptake in those communities where take up is currently lowest.
Partner/s responsible for delivering on actions	Primary Care Networks and GP practices

DELIVERING ON OUR PRIORITIES

We want to focus on	Improving the delivery of health visiting and school nursing offer
We will achieve this by	<p>We will explore how we can implement the new best practice guidance into the delivery of health visiting and school nursing.</p> <p>We will collect feedback from a broad range of professionals and families about their views on the health visiting and school nursing services available to local residents. The feedback will be used to improve our offer to families.</p>
We will measure success by	<p>Health visiting and school nursing key performance indicators will have been updated in line with healthy child guidance.</p> <p>A progressive service will have been procured from a high-performing provider to improve outcomes for children under 5 years old.</p>
Partner/s responsible for delivering on actions	Public Health and Achieving for Children

We want to focus on	Ensuring that we are doing everything we can to support the health needs of children in care and care leavers
We will achieve this by	<p>Building on the good collaborative progress already made regarding the timely provision of accurate health passports, we will seek to better understand the health needs of children in care (CIC) and care leavers in our borough. We will work to meet those health needs and use our improved understanding to:</p> <ul style="list-style-type: none"> • achieve greater stability of CIC placements • ensure that the right children are in care • reduce homelessness among care leavers • work closely with the Corporate Parenting Forum to develop an offer for care leavers
We will measure success by	<p>The use of strengths and difficulties questionnaires (SDQs) will continue to be reinforced and inform planning for CIC and care leavers. SDQ use will be widened to include the Virtual School.</p> <p>The CIC Strategic Health Multiagency Group will continue to include care leavers aged 18–25 as an agenda item.</p> <p>There will be a designated health lead for care leavers aged 18+.</p> <p>Individual Health and Mental Health Plans will be in place for care leavers.</p> <p>Data will be collected on the lived experience of care leavers regarding support for their physical and mental health and wellbeing.</p>
Partner/s responsible for delivering on actions	Local Authority, Housing and Achieving for Children

DELIVERING ON OUR PRIORITIES

We want to focus on	Understanding the impact of COVID-19
We will achieve this by	We will ensure that any work to better understand the long-term impact of COVID-19 acknowledges children and young people as well as parental and maternal mental health.
We will measure success by	<p>All schools within RBWM will have access to the ERSA (emotionally related school avoidance) toolkit and all staff will be fully trained on how to use it.</p> <p>The partnership with SENDIAS and a new parent/carer forum will deliver ERSA workshops and provide resources and strategies to support parents/carers.</p> <p>All schools within RBWM will have had consultation/training on the five psychological principles that promote resilience, recovery and transitions (Masten, 2018, Seligman, 2014).</p>
Partner/s responsible for delivering on actions	Schools, Educational Psychology Service and Achieving for Children

We want to focus on	Improving management of respiratory conditions
We will achieve this by	<p>We will encourage schools to engage with the Asthma Friendly Programme to help reduce the number of students who are missing school due to poorly managed respiratory conditions.</p> <p>Frimley Respiratory Team will support the training needs of staff in addition to schools engaging with the Asthma Friendly Programme.</p>
We will measure success by	<p>100% of RBWM schools will be accredited with asthma-friendly status.</p> <p>Improved attendance for pupils with respiratory conditions.</p> <p>Hospital admissions for respiratory conditions will be reduced.</p>
Partner/s responsible for delivering on actions	NHS Frimley and schools



DELIVERING ON OUR PRIORITIES

We want to focus on	Unaccompanied asylum-seeking children (UASC)
We will achieve this by	We will ensure a specialist mental health and wellbeing offer is available for unaccompanied asylum-seeking children and young people over the age of 18, including those who are awaiting a decision from the Home Office or whose case is under appeal.
We will measure success by	Unaccompanied asylum-seeking children and young people will have access to a specialist mental health offer that will take into account their difficult experiences, including the impact of conflict that may be happening in their home country and their concern for their family.
Partner/s responsible for delivering on actions	Local Authority and Achieving for Children

We want to focus on	Providing better community and youth facilities
We will achieve this by	<p>We will work to deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfeld and Windsor, with the aim of connecting neighbourhoods and improving community spirit. We will particularly focus on exploring how we can improve/provide such facilities in RBWM's poorest neighbourhood, Datchet, Horton & Wraysbury ward, where 19% of children live in income-deprived households.</p> <p>We will refresh and reset links and relationships with ethnic minority community leaders to continue to build trust and access feedback on how we can support localised community and cultural projects that support children and young people's mental health and wellbeing.</p>
We will measure success by	<p>New facilities available by 2026.</p> <p>Improved links and signposting across platforms, such as the Healthier Together website (resources for parents/carers relating to childhood illnesses, parenting, etc.) and the Achieving for Children website (information on the local offer and what's on in the community).</p> <p>Increased access for children and young people with SEND to participation in a range of sporting activities.</p> <p>Increased partnership working and consultation/direct involvement in localised community mental health and wellbeing projects and interventions that are quality assured and evidence based.</p>
Partner/s responsible for delivering on actions	Achieving for Children and voluntary sector consortia collective (including WAMSTA, YES and WAM Get Involved)



2. BE SAFE

DELIVERING ON OUR PRIORITIES

2. Be safe

We want our children and young people to be protected from harm and neglect and grow up able to look after themselves. Keeping children safe from harm is described as a top priority in the RBWM Corporate Plan 2021–2026.

We want to focus on	Keeping children and young people safe outside their homes and families
We will achieve this by	<p>We will work to ensure no children and young people are exposed to exploitation and abuse at school, online, when they are with their peers or in their local community. We will strive to make these social and physical environments safer for young people by continuing to use a contextualised safeguarding approach. In addition, we will work with local communities to identify people or areas of concern.</p> <p>We will continue to develop and implement action plans, e.g. the Community Safety Partnership Serious Youth Violence and Exploitation Plan 2022–24, that aim to reduce the harm caused outside the home by dangers such as exploitation, drugs and youth violence.</p> <p>We will educate parents/carers and community figures in youth violence, exploitation, drugs, child-on-child harmful sexual behaviour, etc. to help them support children and young people.</p> <p>We will work with educational settings to embed the child-on-child harmful sexual behaviour toolkit and also review its impact.</p>
We will measure success by	<p>All those who work with CYP over 8 years old across RBWM will use the Berkshire Child Exploitation Simple Screening Tool, which helps identify cases of child exploitation, so appropriate action can then be taken.</p> <p>An indicator and analysis tool will be used to assess risk for children where exploitation has been identified.</p> <p>All relevant children's cases will continue to be reviewed at EMRAC (Exploited and Missing Risk Assessment Conference). When deemed appropriate, multiagency Safety Network Meetings will continue to be convened to address the problem and instigate the appropriate measures to protect the child.</p> <p>Every young person (aged 16 to 25) about whom concerns are identified when they present at a health facility will be signposted to AfC's transition exploitation service/worker.</p> <p>Young people will report feeling safer in the community and police data will demonstrate that criminal activity has reduced.</p> <p>Parents/carers/community leaders will have increased knowledge of the dangers to young people, such as violence, exploitation, drugs, etc.</p>
Partner/s responsible for delivering on actions	Achieving for Children and police

DELIVERING ON OUR PRIORITIES

We want to focus on	Reducing risk-taking behaviour
We will achieve this by	We will seek to better understand why we are not performing as well as Berkshire and/or England averages for rates of some risk-taking behaviours (smoking, alcohol and drugs) and work collaboratively to reduce those rates by supporting young people and families most at risk from substance misuse.
We will measure success by	Reduction in the number of school children using drugs. Support will be available for young people and families most at risk from substance misuse.
Partner/s responsible for delivering on actions	Achieving for Children and police

We want to focus on	Increasing the proportion of girls and young women who feel safe when they are out and about
We will achieve this by	We will make sure that girls and young women can feel safe on our streets, in local areas, on public transport and going to and from school or college. As partners, we will draw up and implement a Violence Against Women and Girls strategy inspired by the approach taken by the Mayor of London.
We will measure success by	Violence Against Women and Girls consultation completed and strategy implemented by 2025.
Partner/s responsible for delivering on actions	Police and Community Safety Partnership

We want to focus on	Keeping children safe at home
We will achieve this by	We will work to lower the percentage of children whose lives are blighted by family stress or dysfunction, absent parenting, domestic violence or parental substance misuse. We will achieve this by: <ul style="list-style-type: none">• extending access to parenting programmes• building IT systems that talk to each other and improving connectivity, thus helping to ensure that children and young people who are at risk don't fall into gaps between services• providing intervention to educate parents/carers, whether they are victims/survivors or perpetrators of domestic abuse• delivering one-on-one support to children to understand their lived experiences and minimise the trauma both currently and for their future relationships• ensuring the cases of all children who are made subject to a Child Protection Plan for a third time are presented to a Legal Planning Meeting

DELIVERING ON OUR PRIORITIES

We will measure success by	<p>We will see reductions in the number of children:</p> <ul style="list-style-type: none">- in need or starting to be looked after due to family stress or dysfunction or absent parenting- known to be living in households where domestic violence has been reported- referred to social care where the presenting need is domestic violence- admitted to hospital because of unintentional or deliberate injuries- who become the subject of a Child Protection Plan, including for a second or subsequent time- who are permanently removed from their parents' care due to parental substance misuse <p>We will see an increase in the number of parents:</p> <ul style="list-style-type: none">- who have had their needs assessed where parental substance misuse is a significant concern- with a tailored service offer to support their substance misuse needs- whose cases are stepped down due to successful engagement and progress in substance misuse support
Partner/s responsible for delivering on actions	Achieving for Children

We want to focus on	Understanding why children go missing and reducing the number of episodes
We will achieve this by	We will continue to ensure all children who have been missing are offered an independent Return Home Interview to explore why they ran away, whether they came to any harm while they were missing and how agencies can prevent it happening again by offering proper protection and support. We will also use these interviews to review all periods of children being missing in order to improve our services.
We will measure success by	The themes revealed by reviewing Return Home Interviews will have been and will continue to be responded to by developing and adapting services and capturing the impact of change.
Partner/s responsible for delivering on actions	Achieving for Children

DELIVERING ON OUR PRIORITIES

We want to focus on	Keeping vulnerable care leavers safe
We will achieve this by	We will work together to ensure young people leaving care and experiencing mental health difficulties experience smooth transitions between CAMHS and community mental health teams. Strong collaboration between AfC and the adult social care provider Optalis before the young person turns 18 will also facilitate smooth transitions.
We will measure success by	A monthly triage panel will be held for care leavers aged 18+ to ensure they are kept safe.
Partner/s responsible for delivering on actions	Optalis, police and Achieving for Children

We want to focus on	Water safety
We will achieve this by	<p>We will work to reduce to zero the number of accidental deaths of children and young people by drowning in our borough. We will support the campaigning work of the Child Death Overview Panel and its partners by raising awareness of water safety (including ice safety, following the deaths of four children in Solihull in December 2022) for all children and young people so they can enjoy swimming and other safe water activities without increasing risks to themselves and others.</p> <p>We will also:</p> <ul style="list-style-type: none">- support the Royal National Lifeboat Institute's 'Float to Live' campaign by promoting it on social media assets from April 2023- implement the Water Safety Partnership to include water safety promotion at secondary school assemblies from April 2023- promote 'What 3 Words' to help emergency services to find the location of a child/young person in danger
We will measure success by	A range of water safety campaigns will have been rolled out, enabling improved awareness of water safety measures.
Partner/s responsible for delivering on actions	Achieving for Children

DELIVERING ON OUR PRIORITIES

We want to focus on	Self-harm
We will achieve this by	We will ensure that the NICE guidelines are followed so self-harm is clearly understood to be the collective responsibility of all agencies. We will do this by identifying whether more can be done preventatively to avoid admissions.
We will measure success by	Improved experience of both staff and patients where admissions are unavoidable. Availability of self-harm toolkits for professionals and parents/carers. All schools will be trained in understanding and providing support for low-level self-harm, have a self-harm policy/pathway in place and understand how and where to signpost as appropriate. Schools/colleges and services will have free access to regular, evidence-based practice training (e.g. PPEPCare).
Partner/s responsible for delivering on actions	Berkshire Healthcare NHS Foundation Trust, Achieving for Children and NHS Frimley

We want to focus on	Safer sleep
We will achieve this by	In addition to the 'Who's in Charge?' safe sleeping campaign, the Health Visiting Principal has designed and rolled out the 'Safe Baby' toolkit, which enables all practitioners to address safe sleeping with parents. The Children's Social Care Team will audit the use of this tool. 'Safe Baby' training will also continue to be extended to children's social care, GPs, Early Help services and voluntary and community services.
We will measure success by	Increased awareness of safe sleep and modifiable risk factors. Increased practitioner confidence in delivering safe sleep messaging across the partnership.
Partner/s responsible for delivering on actions	Public Health, NHS Frimley and Achieving for Children





3. BE SKILLED

DELIVERING ON OUR PRIORITIES

3. Be skilled

We want our children and young people to get the most out of life and develop broad skills for adulthood.

We want to focus on	Improving childhood development at 2–2 ½ years
We will achieve this by	We will seek to better understand why we are not performing as well as Berkshire and/or England averages for childhood development (at 2–2 ½ years) and work collaboratively with Early Years professionals and parents/carers to improve our performance.
We will measure success by	Increase in take up of the 2–2 ½-year review offered by the health visiting team (with increased numbers of children having the review using ASQ-3) with a particular focus on increasing take up in those communities where take up is currently lowest.
Partner/s responsible for delivering on actions	Achieving for Children

We want to focus on	Reducing differences in school readiness
We will achieve this by	<p>We will seek to better understand differences in school readiness between those children who are and are not eligible for free school meals and work collaboratively to improve rates of school readiness in the former cohort.</p> <p>We will continue to use the evidence-based Parents as First Teachers programme to target children most at risk of not being 'school ready' in order to narrow these differences and will ensure that appropriate training for school staff is available.</p> <p>We will seek to address the gap within the Early Years offer by working in partnership with the Early Years School Readiness Hub and Early Years SEND Inclusion Team.</p>
We will measure success by	<p>Continued use of the Parents As First Teachers programme, currently delivered on a one-on-one and group basis through the AfC Family Hub service.</p> <p>Children will be able to return to mainstream placements ready to learn and achieve.</p> <p>There will be a reduction in permanent or fixed exclusions for primary school aged children.</p> <p>Reduction in the number of children requiring an assessment for an EHCP.</p> <p>Staff will feel competent in addressing early signs of emotional dysregulation and social communication in primary school aged children.</p>
Partner/s responsible for delivering on actions	Manor Green School and Maidenhead Federation of Nurseries

DELIVERING ON OUR PRIORITIES

We want to focus on	Providing high-quality education settings
We will achieve this by	We will ensure at least 95% of the borough's education settings continue to be judged to be Good or Outstanding by Ofsted.
We will measure success by	At least 95% of education settings will continue to be Good or Outstanding.
Partner/s responsible for delivering on actions	Schools

We want to focus on	Ensuring earlier identification of CYP with SEND
We will achieve this by	We intend to ensure children and young people with special educational needs and disabilities (SEND) are identified earlier so immediate action can be taken. We will work with our Early Years and education settings to make sure all staff are trained in the identification of SEND and SENCos listen to families and act on their feedback where appropriate.
We will measure success by	RBWM's SEND Strategy 2022–2027 Implementation Plan states that by 2027: <ul style="list-style-type: none">- staff in all Early Years settings will receive training and support on the early identification of SEND- support will be offered to newly created Early Years SENCos
Partner/s responsible for delivering on actions	Achieving for Children and educational settings

We want to focus on	Improving early, targeted multiagency support for CYP with SEND while ensuring the voices of CYP and families are heard and acted upon
We will achieve this by	<p>We will focus on providing targeted, multiagency intervention to offer help and meet the needs of CYP with special educational needs and disabilities (SEND) at the earliest opportunity. Supported by training and signposting, this approach will reduce the demand on high-cost, high-need interventions, as well as ensuring children's SEND needs are not ignored or misunderstood.</p> <p>We will ensure that systems are in place so that the voices of children and young people with SEND and their families are heard and acted upon so they can shape how we work together to get the best results in a fair and transparent way.</p>

DELIVERING ON OUR PRIORITIES

We will measure success by	<p>RBWM's SEND Strategy 2022–2027 Implementation Plan stipulates that by 2027:</p> <ul style="list-style-type: none"> - a new Early Years School Readiness Hub, run by the Maidenhead Federation of Nurseries, will support pupils identified as having SEND by the Early Years inclusion team - the SEND therapy offer will be accessed by all eligible pupils in RBWM - waiting times for accessing therapy services, occupational therapy and speech and language therapy will be reduced, and a range of support will be available for those waiting - a multiagency approach to support will be available and increasingly embedded in everyday practice - representatives from the new Parent and Carer Forum will sit on all SEND committees - parents and carers will be actively involved in key SEND-related commissioning decisions
Partner/s responsible for delivering on actions	Achieving for Children, Berkshire Healthcare NHS Foundation Trust and NHS Frimley

We want to focus on	Providing high-quality, supportive mainstream provision for most children and young people with SEND
We will achieve this by	<p>It is our aim that RBWM's mainstream schools and colleges will be able to meet the needs of the vast majority of children and young people who have special educational needs and disabilities (SEND). We want all mainstream provision to adhere to the SEND Code of Practice and – led by strong SEND leadership within schools – be welcoming, accessible and inclusive.</p> <p>Parents/carers should be able to expect their mainstream local school or setting to make every reasonable adjustment to meet the needs of their child with SEND. As soon as the child's needs are identified the school should take action to support them in an effective way to improve their outcomes and wellbeing.</p>
We will measure success by	<p>RBWM's SEND Strategy 2022–2027 Implementation Plan stipulates that by 2027:</p> <ul style="list-style-type: none"> - all middle and secondary schools will have inclusion ambassadors who will meet regularly with LA staff - all schools will have achieved the Inclusion Mark Award or will be working towards this through the process of a SEND review - place-level training and support will be available to enable schools to develop quality first teaching (QFT), recognising this should be the first response to support SEND pupils
Partner/s responsible for delivering on actions	Schools (to include Virtual Schools) and colleges

DELIVERING ON OUR PRIORITIES

We want to focus on	Increasing the range of specialist education provision
We will achieve this by	We will develop the necessary range of specialist provision within RBWM to support parental choice and ensure that as many children and young people as possible can be educated in a local educational setting. This will include more specialist social, emotional and mental health (SEMH) provision and a five-day week offer for post-16 young people who have special needs.
We will measure success by	RBWM's SEND Strategy 2022–2027 Implementation Plan stipulates that by 2027: <ul style="list-style-type: none"> - a SEMH special school will have opened based in Windsor - a range of new Resource Provision will meet the needs of pupils with SEND who can access mainstream provision for part of their week - a newly created hub will support pupils who are not attending their school provision due to being medically vulnerable
Partner/s responsible for delivering on actions	Achieving for Children and NHS Frimley

We want to focus on	Improving the attainment** of vulnerable groups of children
We will achieve this by	<p>We will work to increase the attainment ranking at all key stages, but particularly in GCSE English and Maths, for children in care (CIC), children with SEND and children eligible for free school meals. We also will work to reduce the number of exclusions for CIC.</p> <p>We will achieve this by implementing the Quality Teach First programme across all schools within RBWM over the next two years. We will also ensure that our initial Teacher Training Programme incorporates the Quality Teach First Programme.</p>
We will measure success by	<p>Increased number of CIC reaching level 4 at KS2 in Maths and English.</p> <p>Increased number of CIC achieving 5 GCSEs with grades 4–9 or equivalent at KS4, including Maths and English.</p> <p>Reduction in the rates of exclusion for CIC.</p> <p>Improvement in attainment for children with SEND at KS2 and KS4.</p> <p>Reduction in the attainment gap between children eligible for free school meals and their peers at each key stage.</p>
Partner/s responsible for delivering on actions	Schools and Achieving for Children

DELIVERING ON OUR PRIORITIES

We want to focus on	Providing better educational support for CYP who are neurodivergent
We will achieve this by	<p>Ensure that we have more appropriate education provision for children and young people who are or may be neurodivergent.</p> <p>We will work better with charities and learn from other organisations who have carried out project work on support/systems and interventions that work to improve access to services that can help parents/carers and children who require additional support.</p>
We will measure success by	<p>Any child or young person who is or may be neurodivergent receives needs-based help that does not rely on referral, assessment and diagnosis.</p> <p>Staff across settings will have been trained to identify and support (using evidence-based interventions) children and young people who do not meet the threshold for specialist services.</p>
Partner/s responsible for delivering on actions	Achieving for Children

** Please note that our goals around improving educational attainment in vulnerable groups are based on attainment gaps evidenced by the borough's education data for the academic year 2017/18. The most recent education data (for 2018/19) is still provisional and was not yet available at the time of publishing.





4. BE FINANCIALLY SECURE

DELIVERING ON OUR PRIORITIES

4. Be financially secure

We want to equip our children and young people to overcome socio-economic disadvantages so they can achieve their full potential in life and enjoy economic wellbeing.

We want to focus on	Improving outcomes for children leaving our care
We will achieve this by	<p>We will increase the proportions of children leaving our care who are supported to live locally and who are in education, training or employment. We will ensure that all care leavers receive high-quality support from a Corporate Parenting service.</p> <p>Representatives from the Corporate Parenting Panel and health and social care (AfC) will work together to deliver the Care Leavers' Covenant.</p>
We will measure success by	<p>By 2026:</p> <ul style="list-style-type: none">- at least 95% of care leavers will be supported to live locally- at least 75% of care leavers will be in education, training or employment- all CIC will have a Health and Wellbeing plan <p>By 2027 all Corporate Parenting services will be judged Good or better by OFSTED.</p>
Partner/s responsible for delivering on actions	Achieving for Children and Optalis

We want to focus on	Improving outcomes for children from socio-economically disadvantaged families
We will achieve this by	<p>We will work to ensure children and young people who are from socio-economically disadvantaged families have access to social and educational activities.</p> <p>We will support families in need of financial aid to access the support available in the local community.</p> <p>Family Hub services throughout the borough will be accessible in local communities and at times that meet families' needs.</p>
We will measure success by	<p>An increase in the number of children accessing FUEL (the free school holiday activity and food programme for children who are eligible for benefits-related free school meals).</p> <p>An increase in the number of families supported by the Family Hubs to access foodbanks/clothing banks, etc.</p>
Partner/s responsible for delivering on actions	Achieving for Children

DELIVERING ON OUR PRIORITIES

We want to focus on	Improving outcomes and the transition to independent living for young people with SEND
We will achieve this by	We will work to ensure young people with SEND are helped to become resilient and confident so they can lead independent and fulfilling lives in their local communities. We need to better support independent living and employment with options clearly signposted. Education, health and social care services will work more closely together with the young person and their family to support this transition.
We will measure success by	RBWM's SEND Strategy 2022–2027 Implementation Plan stipulates that by 2027: <ul style="list-style-type: none">- a Special Welcome award will have been created in collaboration with Maidenhead Chamber of Commerce- a supportive internship offer will be available at Manor Green School- PATH (planning alternative tomorrows and hopes), which is a person-centred planning tool, will have been rolled out to support the voice of young people with SEND, including preparing for adulthood goals at their Year 9+ annual reviews
Partner/s responsible for delivering on actions	Achieving for Children, Optalis and RBWM local authority

We want to focus on	Reducing the number of young people not in employment, education or training
We will achieve this by	We will seek to better understand why we are not performing as well as Berkshire and/or England averages for the number of 16–17 year olds not in employment, education or training (NEET) and work collaboratively to reduce NEET rates.
We will measure success by	NEET rates will be equal to or lower than those of Berkshire and England.
Partner/s responsible for delivering on actions	Achieving for Children and schools/colleges





5. BE HEARD

DELIVERING ON OUR PRIORITIES

5. Be heard

We want our children and young people to feel listened to. We will take their views into account and involve them directly when we are designing and improving services.

We want to focus on	Expanding coproduction
We will achieve this by	We will engage with youth voice groups, such as the Girls' Policy Forum, Youth Council and Young Health Champions, and include them in coproduction so they can help improve services for all their peers. We will produce collaborative care plans with built-in monthly feedback opportunities for all children and their families who attend Child Protection Conferences or CIC reviews.
We will measure success by	Targeted consultation months (which involve seeking the views of CYP across RBWM on issues such as how safe they feel in the borough) will continue to be held. Feedback from CYP will continue to be sought through the advocacy service, monthly audits, CIC reviews and Child Protection Conferences and, for our CIC and care leavers, through our 'gripe corner'.
Partner/s responsible for delivering on actions	Healthwatch

We want to focus on	Listening to children and young people
We will achieve this by	We will explore how we can engage effectively with children and young people across the borough to understand their views on their own health and wellbeing and how to improve outcomes. This includes children and young people who reside outside the borough but are the responsibility of the RBWM local authority. We will also continue to engage with children in care, including through Kickback (the Children in Care Council). We will continue to encourage schools and colleges to participate in the OxWell Student Survey on student wellbeing and happiness and, along with system partners, use the data to drive positive change.
We will measure success by	All feedback from parents/carers and CYP will continue to be collated on a quarterly basis and shared with the AfC Performance Board and in our quarterly quality assurance report. Expanded participation in the OxWell Student Survey, with more schools and partners using the data to effect change and sharing good practice.
Partner/s responsible for delivering on actions	Healthwatch

DELIVERING ON OUR PRIORITIES

We want to focus on	Listening to children and young people with SEND
We will achieve this by	Along with their families, children and young people with SEND are the 'experts' in understanding their own needs. We will ensure that systems are in place to allow the voices of our children and young people with SEND and their families to be heard and acted upon, so they can inform how we work together to achieve the best outcomes in a fair and transparent way.
We will measure success by	RBWM's SEND Strategy 2022–2027 states that by 2027: <ul style="list-style-type: none">- each school will have a pupil inclusion ambassador- the new parent/carers forum will be advertised and promoted through various social networks, including Facebook and WhatsApp- regular reviews and meetings will be held during which parents/carers feel able to express their concerns- an annual inclusion summit will be held- each school will have a SEND parent or carer advocate- parents/carers will know where to look for signposting to counselling and other services- all school Emotional Literacy Support Assistants will be trained in the skills, strategies and techniques of active listening and attuned communication with CYP with SEND and SEMH (social, emotional and mental health) needs
Partner/s responsible for delivering on actions	Achieving for Children





GOVERNANCE

GOVERNANCE

For each action listed in 'Delivering on our priorities', the named lead organisation(s) will be responsible for overseeing delivery. In addition, over the next six months, the four Task and Transition groups set up to progress the Children and Young People's Workshop action plan ([see page 27](#)) will report to the RBWM Children and Young People's Strategic Partnership Board ([see page 25 for details](#)). Each priority area will have a responsible lead who will ensure the reporting to the board of the relevant workstreams, overseen by existing working groups (see figure 3 below). The partnership will oversee the delivery and monitoring of this Children and Young People's Plan and will produce an annual progress report.

At 'place' level (i.e. within the borough), the partnership reports to the Royal Borough of Windsor and Maidenhead's Health and Wellbeing Board on the contribution it is making to the delivery of the overarching RBWM Health and Wellbeing Strategy 2021–2025 ([see page 32](#)).



Figure 3: Governance and assurance arrangements at place level

GOVERNANCE

RBWM is part of NHS Frimley Integrated Care Board (ICB), the statutory NHS organisation responsible for planning and delivering health and care services. At ICB level, governance of the Children and Young People's Portfolio is as shown in figure 4 below.

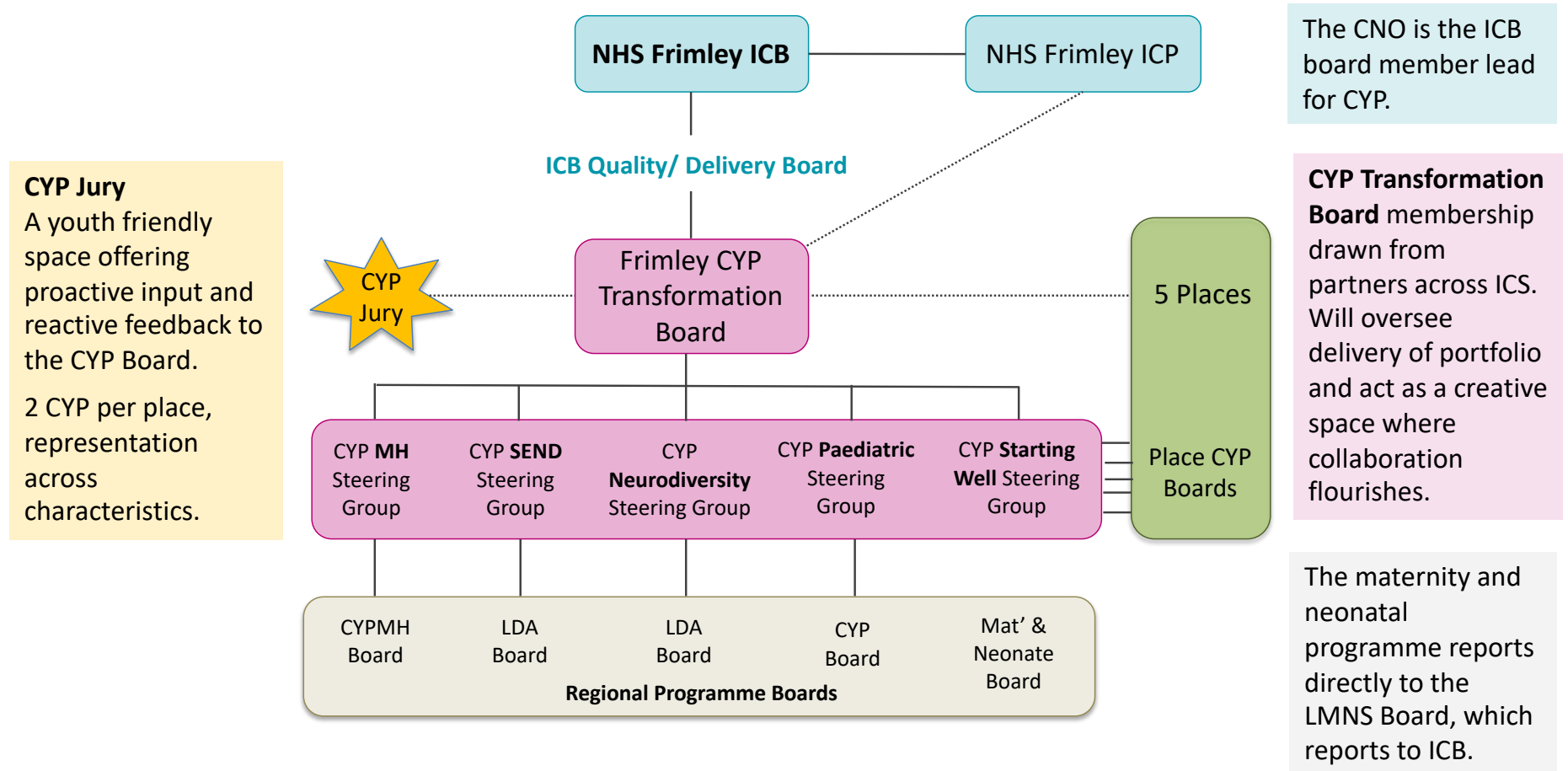


Figure 4: Governance of Frimley ICB's Children and Young People's Portfolio

APPENDICES

APPENDIX 1: Feedback from children and young people

We asked a group of thirteen children and young people in Year 9 (aged 13–14) and Year 11 (aged 15–16) who need additional mental health support to comment on the five priorities set out in this plan and to tell us how they feel about the help currently available to them and the changes they would like to see. Their feedback will inform the implementation and future reviews of the mental health aspects of the plan.

We asked:

Do you agree with these priorities?

Agree with most of it but the resources to help with these priorities are not easily accessible. Even within schools the resources are not easy to access because your problems have to be serious enough.

How can we focus on this [referring to 'Be skilled'] when we are anxious or feeling low? There is not enough support to make this possible.

Would you like anything added?

There should be something to include enjoying life the way we see 'fun', not adults. Too much pressure on educational achievement and not just ways to enjoy the life we have.

Like dominoes – if we can't get step one right [referring to 'Be healthy'] the rest will fall.

Needs to be availability for drop ins.

A support system that cares. Not just limited to appointments – we can't put a time on when we will have a panic attack or a breakdown.

If I can't get the mental health support then the rest can't happen.

Is there anything else that you would like the borough and the NHS to know?

The school staff are not a way for us to talk to people. We need people separate from school within school settings to talk to. A counsellor one day a week is not enough. This should be available to us throughout the school week.

APPENDICES

APPENDIX 2:

Abbreviations

AfC – Achieving for Children

CAMHS – child and adolescent mental health services

CIC – children in care

CNO - Chief Nursing Officer

CYP – children and young people

EHCP – education, health and care plan

EMRAC – exploited and missing risk assessment conference

ERSA – emotionally related school avoidance

FE – further education

ICB – Integrated Care Board

ICP - Integrated Care Partnership

ICS – Integrated Care System

LA – local authorities

LDA - learning disability and autism

LMNS - local maternity and neonatal system

NEET – not in employment, education or training

NHS Frimley - Frimley Health and Care Integrated Care System

RBWM – Royal Borough of Windsor and Maidenhead

SDQ – strengths and difficulties questionnaire

SEMH – social, educational and mental health

SENCo – special educational needs coordinator

SEND – special educational needs and disabilities

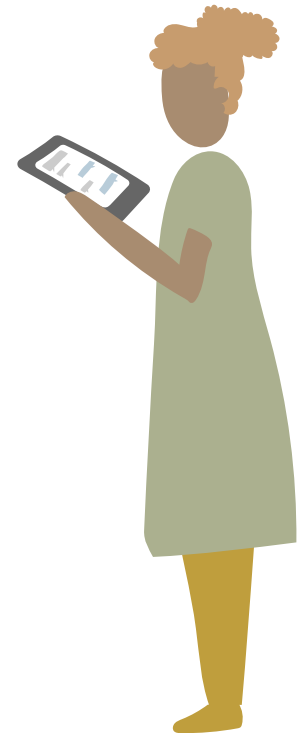
SIDS – sudden infant death syndrome

UASC – unaccompanied asylum-seeking children

Terminology

Place – in the context of RBWM, ‘place’ refers to the borough, or local authority

System – the local ‘system’ encompasses all the groups/ organisations working in partnership to deliver the best possible outcomes for children and young people (including the local authority, health, education, the voluntary sector and parent/ carer or youth voice groups)





Frimley

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Royal Borough
of Windsor &
Maidenhead



**achieving
for children**



Berkshire Healthcare
NHS Foundation Trust