

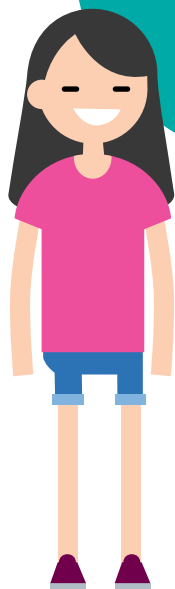
# Children, Young People and Families **Strategy** **2022:2025**



## Youth Board feedback on our 2018-21 strategy

Very informative.

Clear about what it wants to achieve.

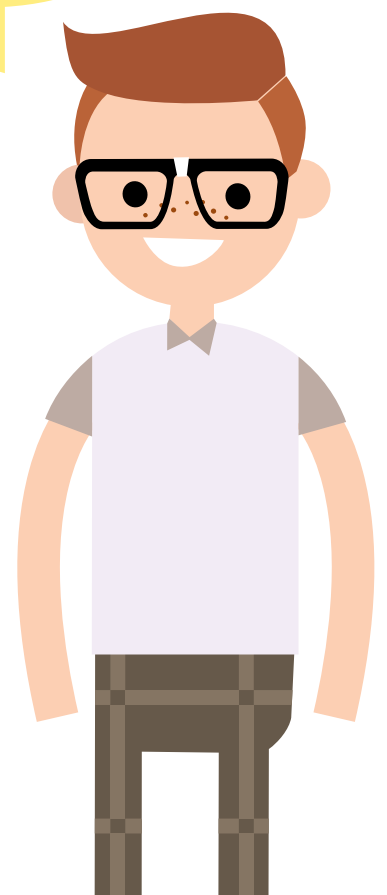


The pathways make sense.

Shows how services work together.

The document isn't too large.

Promotes the work of the trust.



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# Foreword

**There are few things more important for a country than improving the wellbeing and life chances of its children and young people and there has never been a more crucial time in recent history for us to focus on their wellbeing.**

Children and young people represent a third of our country and their health and wellbeing will determine our future. Improving their health and wellbeing is a key priority for NHS England and NHS Improvement.

The refresh of the Leeds Community Healthcare NHS Trust Children’s Strategy determines our commitment to giving all children in Leeds the best possible start in life and for them to grow up being healthy, confident and resilient. Every newborn, child and young person has a right to reach their potential and live a healthy life. We will be resolute and give assurance that the care we provide over a child’s lifetime is safe responsive, effective, compassionate and individual to the child and young person’s needs and considers the needs of the whole family. Leeds Community Healthcare NHS Trust is justifiably proud of its children’s services. We have continued to deliver excellent quality care despite the challenges over the past two years. We continue to work with families, children and young people to

improve our delivery of the services and are grateful for the patience of our children, young people and families during these times.

The ever-changing NHS landscape, especially over the last few years, offers opportunities to continue to develop and build sustainable services that deliver safe, dynamic high-quality care, in the right place, at the right time, by the right practitioner that meets the needs of our children, young people and families in new ways. As a forward-looking organisation, we work across the system and are part of the Children’s Population Board and we are continuously developing and improving our services to respond to the socio-economic changes around us.



Our overall aim is to address local variation and inequalities in health, outcomes and experience across the city.

We will work in an integrated care partnership model across our city, listening to our children, young people, and families that we serve. A key element of the strategy is the 'voice of the child' and to be familiar with the belief that Leeds can be the best city in the UK to grow up in. The transition from children's services to adult care systems can be overwhelming and daunting. We will engage with young people and families, ensuring a purposeful, planned transfer of care of adolescents to the adult-oriented healthcare system.

We not only want to provide the best possible healthcare but to be the best employer in the city, offering career development for our staff and ensuring all staff are cared for. A vital part of **keeping the best people** is looking after people well, creating and sustaining an environment in which they can thrive, and providing support in times where health and wellbeing is at risk or compromised. Our staff are working innovatively, in a compassionate and inclusive culture, ensuring we attract the best professionals and retain our staff to deliver the best possible care.



**Thea Stein**  
Chief Executive





# Our Youth Board



Being children and young people living in Leeds, it is so important to be listened to in what we need from services provided by Leeds Community Healthcare NHS Trust. This strategy sets out how this will be done, how we access services, how these services work together ensuring that

**children, young people, parents and carers are at the heart of all services, and the transition to accessing adult services is smooth as well.**

It is so important for children and young people to be able to access all healthcare services and information around this, and the services provided should be available and written in a way that they can understand. This is also important for our families, knowing that they will get the right level of support and know how to access it.

The strategy shows how Leeds Community Healthcare NHS Trust are working hard to ensure that they get this just right by employing dedicated staff who are passionate about the care of children and young people and that these staff are listened to and involved in developing the objectives within the strategy.

Since joining the Leeds Community Healthcare NHS Trust Youth Board we have been involved in so many projects about how we can make things better and we have loads of examples from giving feedback around new leaflets, our opinions on changes in services, social media development, taking part in photo shoots and videos, the list is endless!

To be part of the Youth Board is amazing and we feel part of Leeds Community Healthcare NHS Trust knowing that we make a difference, we are listened to and included in making things better. We also get the chance

to take part in staff recruitment panels having our own Youth Board panel and this means that we are able to ask our own questions. This gives the candidates the opportunity to engage with us and can be very different to the more formal interview that takes place as well. This is so important as it shows that our views are important to the candidates and highlights that the Trust listens to and involves people in making decisions.



This new strategy builds on the previous one and, as children and young people, it's exciting to see how forward-thinking Leeds Community Healthcare NHS Trust are in how they are exploring app development and technology in developing its

services. So much has happened since the first strategy was developed, we have adapted to new ways of learning having done this virtually at times, school has been very different as have our healthcare appointments as well. Although these have been challenging times we have learnt so much, new ways of doing things and some of these now work really well. We feel as young people we have learnt so much recently and will bring these experiences in helping to develop services provided by Leeds Community Healthcare NHS Trust.

## What does our Youth Board say?

Children and young people will be given information around their appointments prior to attending. Ask their preferred name / pronouns to help them feel more comfortable when they attend appointments.

Information should be accessible and available to children, young people, parents and carers in all of our communities across the Leeds area.

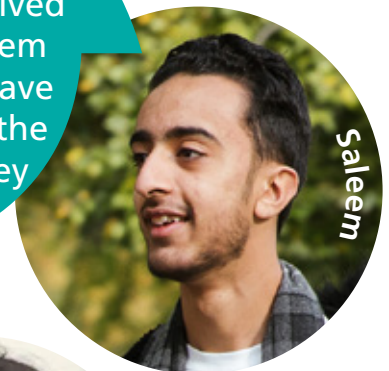
Developing technology, apps and exploring social media platforms to share information, support children, young people, their parents and carers.

Flexibility around appointment times, avoiding school times if needed and how appointments are attended such as virtual and in person.

Children and young people will be involved in decisions around their care.

People accessing our services should be invited to be involved in developing them and be able to leave feedback about the services that they access.

Children and young people will have access to all our healthcare services and know how to access them.





# Introduction

**Leeds Community Healthcare NHS Trust is the main provider of community-based health services across Leeds, offering high quality healthcare in the most appropriate setting for children, young people and adults. We achieve this by working in partnership with children, young people and their families, other organisations including our vibrant voluntary sector, involving and developing our staff, and using our resources wisely to continually improve our services.**

The children and young people we work with become adults. Adults become the parents and carers of the children and young people that this strategy is about. All our services work as much in partnership with parents and carers as they do with the children and young people themselves.

This strategy is designed to improve the health and wellbeing of all children and young people living and growing up in Leeds to enable them to reach their full potential and live happy, productive, ambitious lives in a safe environment. This document does not stand alone and contributes to the [Children and Young People's Plan \(revised 2018-23\)](#). See



**Appendix 1 on page 25.**

In reviewing this strategy we have talked to our key partners, the children, young people and their families, and practitioners working in the organisation. What is clear from the feedback is how proud all the voices are of Leeds Community

Healthcare NHS Trust children's services.

The success over the past three years has given us the confidence to set our sights higher and we will deliver on our revised seven objectives with the future in mind. We will be innovative, flexible and measurable, ensuring we quantify outcomes of the offers we deliver for our children, young people and families, linking to the citywide children's outcome framework.

The revised Strategy 2022-25 continues to have the same clear mission statement and progression plan on how we will achieve our reviewed seven objectives and a new eighth objective. Over the past two years we have recognised the need to support our staff to build their resilience to enable their continued commitment to improving the lives of children and young people. Objective eight describes how we will achieve this.

We will work in partnership with our children, young people and families, hearing the voice of our Youth Board and parent groups collaborating with key partners: Leeds City Council, voluntary sector, schools, children's centres, third sector, primary care and acute trust in the city. Building on the firm foundations of our Strategy 2018-2021, we will also learn from the past two years and the challenges during the Covid 19 pandemic. A key priority and a crucial lesson we have learned is the support needed for our workforce and to continue to ensure they have a voice, feel they are listened to and enjoy working in Leeds Community Healthcare NHS Trust.





The strategy sets out an ambition to drive forward clinical offers for children, young people and families which are fully integrated with all partners across Leeds. This is a significant transformational ambition motivated by a desire to offer an improved experience for children, young people and families, better coordinated care, improved clear access, greater efficiency and ultimately create better outcomes for children and young people in Leeds.

## Our key achievements

Engagement with children, young people and families has been far reaching and includes the following achievements which are linked to our strategic objectives (see Appendix 2 on page 26 for further examples):



# Communication offer: Sally's story

The Communication Offer describes services and resources that support children and young people to develop speech, language, and communication skills. Sally's Story is an example of how a family might access elements of the Communication Offer which is one of the CBU offers.

 **Universal services**
 **Targeted services**
 **Specialist services**



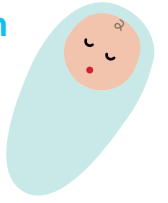
## Pregnancy and birth

During pregnancy, Sally's parents were told about how to be aware of the needs of their unborn baby and ways to support language learning through developing the parent-infant relationship.

After the birth, Sally's mum was given information around caring for and connecting with her baby. This included support from Pregnancy Birth and Beyond group, libraries, Children's Centres, Family Hubs, local voluntary and community sector services, clinics etc.

## Infant mental health

Sally's mum was having worrying and upsetting thoughts about her baby so the 0-19 Specialist Public Health Nurse made a referral to the Infant Mental Health Service. Sally's mum received support to develop ways to strengthen the unique relationship between herself and Sally.



## Progress checks

The 0-19 Specialist Public Health Nurse highlighted the importance of participating in progress checks so that any speech, language or communication needs can be identified early. Sally's mum watched some of the recommended Top Tips for Talking Animations.



## Ages and Stages

At 2½, Sally's parents completed the Ages and Stages Questionnaire (ASQ). Sally was eligible for free education and childcare and started to attend a children's centre.



## Developmental review 12 months

Sally's mum brought her to a children's centre where she talked with the 0-19 practitioners about how Sally is growing and developing.

They shared information about hearing and language development to help identify any problems.

## HENRY Programme

They agreed that Sally's mum would attend HENRY programme 1-1 sessions to learn about how the home can be a great learning environment for speech language and communication.



## Speech and Language Therapy

Sally was referred to the Speech and Language Therapy service following the ASQ as parents reported concerns about her communication and interaction. The 0-19 PHINS practitioner also referred her to a Paediatric Neuro-disability Service for suspected Autism.

## Readiness for school

Sally is due to start school and her mum shared her concerns in the Set for School Questionnaire. The 0-19 Specialist Public Health Service helped **plan for a supportive learning environment in school.**

As part of the Complex Communication and Autism Assessment, the family were supported by a **Specialist Health Visitor, Speech and Language Therapist, Clinical Psychologist and Paediatrician.**

Sally received a diagnosis of autism and was supported with her communication and interaction.

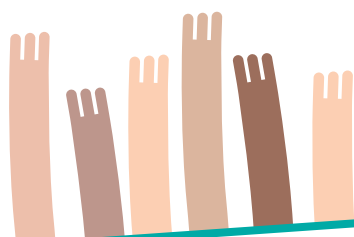
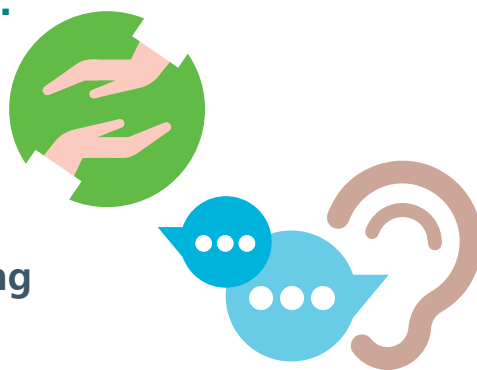
Sally continues to see a **Speech and Language Therapist** who will see her in school once she starts, to support her with her communication needs.



# Our mission statement

We enable children and young people to meet their potential and live healthy lives by:

- Keeping children safe.
- Helping children achieve their goals by listening and responding to their needs.
- Empowering children, young people and their families.
- Helping children to participate.



## Our services: What makes our children's services special

Leeds Community Healthcare NHS Trust provides community-based health and wellbeing services for all children, young people and their families in Leeds aged 0-19 years (up to 25 years for children with special educational needs and/or a disability). See [Appendix 3 on page 32](#) for the full range of services we offer.

Our children and young people services operate across the city and the wider region of Yorkshire. We are in a very privileged position, working with families during pregnancy up to a young person's transition to adult services. Our services are life enhancing, safe, evidence-based, and dynamic with a clear understanding of our population's health needs.

Leeds Community Healthcare NHS Trust currently offers a range of services that are available to children and families at different stages or levels of need and can be classified into different levels of intervention as explained on pages 12 and 13.

# Levels of intervention

All children can access the community and universal levels of support. Targeted and specialist level interventions are brought into the child's overall package of care based on need at a given moment in time.

## Community:

Groups, services and self-help resources for the whole population, which underpin the universal offer, are provided by services other than Leeds Community Healthcare NHS Trust.

## Universal:

These are the services and self-help resources for the whole population which have a focus on health promotion and prevention of poor health. Universal services aim to inform, educate, and train others to know about populations, early identification, and risk factors.

## Universal Plus / Targeted:

Some children and families will require additional support. Children who are at risk of having ongoing needs will require close monitoring of outcomes. Additional support is provided by parents/carers, appropriately trained early years or education practitioners guided by specialists. Goals are agreed, progress is monitored, and clinical effectiveness is measured by clinical outcomes related to each goal.



## Specialist:

Some children have longer term needs which require direct or indirect interventions, provided or supported by a specialist. This level of provision is likely to involve multi-agency support, in collaboration with education practitioners and parents/carers. Interventions focus on developing and maintaining skills or managing the environment to support the condition. Interventions are for children with severe or complex, specific ongoing needs. Goals are agreed, progress is monitored, and clinical effectiveness is measured by clinical outcomes related to each goal.

## Golden threads:

Safeguarding, transition and health equity are the golden threads that underlie all the levels of intervention.

The graphic on page 13 illustrates which services can be accessed at the different levels of intervention described above.



# Services delivering the interventions



# Growing up in Leeds

Leeds is the largest city in the north of England (Leeds Joint Strategic Needs Assessment 2021). Its population is approaching one million and there are over 189,000 children living in the city. Leeds children are at the heart of the city, with a collective ambition across all sectors for Leeds to be the best city to grow up in.

We know that many children growing up in Leeds have challenges to their health and wellbeing. 24% of children live in poverty in the city compared with the national average of 19% (Leeds Joint Strategic Needs Assessment 2021). The pandemic has undoubtedly escalated the health equality outcomes across the city and the health wealth gap has widened. There is a larger number of children under the age of two growing up in the most deprived areas of the city and the pandemic has disproportionately affected the indices of multiple deprivation (IMD) in these areas the most.

The pandemic has also had a significant impact on the mental health of our young people. Self-harm admissions to hospital in Leeds have increased significantly. The birth rate has fallen over the past decade to approximately 8400 (a decrease of 12%), however, children are still the fastest growing cohort of the population with a concentration of secondary school aged pupils.

For the Leeds Community Healthcare NHS Trust Children and Young People’s Strategy 2022-25 to be meaningful, it is important that it articulates how growing up in Leeds is different to growing up

elsewhere and also, what it is like to live and work in Leeds as an adult. The city has an embedded determination to be the best city to grow up in. We want to make a positive difference to the lives of children and young people who live in Leeds, while recognising the need for outcomes to improve faster for children who have the greatest need.

**12%** decrease in the birth rate over the last decade to approx **8400**

**23%** of 4-5 year olds are obese or overweight

Education, Health and Care Plans (EHCP) have **tripled between 2016-21**, from 824 to 3013





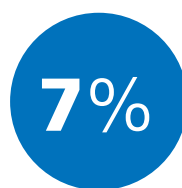
Leeds is in a great position to build on its many achievements. Since 2011, the number of Children Looked After has reduced by 7% compared to a 22% rise over that period across England. The city was rated as outstanding by Ofsted in 2018. This

was achieved as a result of strong partnership working with Leeds Community Healthcare NHS Trust and its practitioners.

The most comprehensive and reliable document to provide this insight and context is the [Leeds Joint Strategic Needs Assessment 2021 \(JSNA\)](#). The JSNA pulls together a detailed analysis of data and information from a range of sources. The latest JSNA highlights several demographic challenges in the city particularly the significant increase in childhood poverty because of the pandemic. It also provides valuable data to support the revised production of a Leeds Community Healthcare strategy that is relevant to children, young people and their families in Leeds.



In summary, there is a significant increase in the number of children and young people who grow up in Leeds that face challenges and trauma. The revised strategy needs to consider the impact of the pandemic and the widening health inequality gap in Leeds. Leeds Community Healthcare NHS Trust has a key role to play in contributing to better outcomes for children and young people in Leeds.



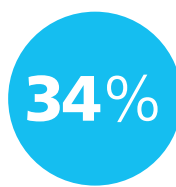
**reduction** in the number of Children Looked After from 1,346 to 1,278 between March 2020-21



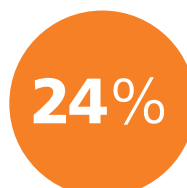
An increasing proportion of people in Leeds live in the most deprived parts of the city.



of people in Leeds live in the 10% most deprived areas nationally



of pupils in primary schools in Leeds live in the 10% most deprived areas nationally



of children in Leeds are living in poverty

# National context for children and young people

There is a plethora of policies from government supporting the delivery of services for children, young people and their families. These include the [Children and Families Act 2014](#), (a [young person's guide to the Children and Families Act 2014](#) is also available), [Best Start in Life and Beyond \(2021\)](#). The [NHS Long Term Plan 2019](#) clearly sets out a framework for children and young people, recognising that delivering care to children and young people is diverse and complex.

The NHS Plan is a radical document that has a roadmap for joined up working across all systems in healthcare, education, and social care. Services need to work holistically across local authority and NHS teams to provide joined up care that is focused on families. The Plan recognised that many children and young people could be supported successfully in their homes by community services and primary care, with improved outcomes for children, young people and their families.

[Appendix 4 on page 33](#) shows a list of policy drivers and influencing documents that supports the revised strategy. Whilst it is not a exhaustive list, the documents helped shape the updated Children, Young People's and Families Strategy 2022-25, and will continue to guide the direction of travel for children and young people's services in Leeds Community Healthcare NHS Trust for the foreseeable future.





# Local context:

## What this means for children, young people and families in Leeds

In Leeds there are several existing programmes of work in the city which link with the Children’s Strategy (Appendix 4 on page 33).

The [Leeds Children and Young People’s Plan 2018-23](#) (See Appendix 1 on page 25).

brings together national and local policies relating to children and young people. Underpinning the Plan is an assumption that all partners are working together towards a shared responsibility to address the question ‘**what is it like to be a child or young person growing up in Leeds, and how do we make it better?**’ Leeds Community Healthcare NHS Trust’s children and young people’s services have a significant role to play in this partnership and also in articulating how its services contribute to improving what children and young people achieve in Leeds. The plan has five outcomes:



The revised strategy is also clearly aligned to the [Healthy Leeds Plan 2021](#). As the main provider of children, young people and family community health services in the city, we have the continued ambition to drive the provider collaboration agenda, working across all systems.

The eight objectives of the Children’s Strategy set out how we are going to be key drivers to work in a system wide approach with a clear focus on population health needs and addressing the social determinants of health. The four key principles in the Healthy Leeds Plan reinforce our mission statement, and by working in the framework, we become an integral partner in the Integrated Care Partnership (ICP) West Yorkshire and Harrogate.

Working together collaboratively across all providers, the strategy describes how we are going to do this through building on our learning and updating our seven objectives. This includes introducing an eighth which focuses on our workforce, the blue print for our offers and delivery of the services pathways.

- 1 All children and young people are safe from harm.
- 2 All children and young people do well at all levels of learning and have the right skills for life.
- 3 All children enjoy healthy lifestyles.
- 4 All children have fun growing up.
- 5 All children and young people are active citizens who feel they have voice and influence.



# Our strategic objectives

Our eight objectives have been reviewed and updated and are still as applicable today as when the first Children’s Strategy was introduced in 2018. Our three year plan is deeply integral to our aspirations for the children, young people and families we serve and is our framework for action (see Appendix 5 on page 34).

The Leeds Community Healthcare NHS Trust Children and Young People’s Strategy is underpinned by a robust business and implementation plan which runs on a three year cycle and is reviewed annually (see Appendix 2 on page 26).

**1** Agree and develop fully integrated offers for children and young people in Leeds



## We will...

- ✓ Implement our agreed offers.
- ✓ Ensure we are leaders in the development of integrated, collaborative care systems for children, young people and families in the community.
- ✓ Ensure all services have a defined but flexible offer with the child and family at the centre.
- ✓ Ensure transition is seamless and as a golden thread, runs through all service pathways and offers, at every stage of a child’s development.
- ✓ Work towards establishing integrated teams to deliver on the offers.

**2** Demonstrate the effectiveness of services through outcomes and sharing best practice



## We will...

- ✓ Use best practice based on current research to ensure best outcomes for children, young people and families.
- ✓ Continue to improve our use of outcome measures and produce quality data to evidence successes.
- ✓ Transform our services to focus on the child’s and families’ journey and outcomes.
- ✓ Work with commissioners to focus on the outcome for the child, young person and family and what has been achieved, rather than how many appointments the child has had.

3

Children, young people and families will have a positive experience of our services



### We will...

- ✓ Always collaborate with the Youth Board on any developments in children's and young people's services.
- ✓ Develop a charter to ensure we hear the voices of children, young people and families, listening to feedback, acting on it and sharing it.
- ✓ Work with the voluntary sector to ensure we are inclusive of all the populations we serve.
- ✓ Develop a forum for parents, families and carers.
- ✓ Through our pathways and offers, ensure children and young people see the right person at the right time.
- ✓ Ensure we use technology and social media platforms to communicate with children, young people and families.
- ✓ Commit to annual consultation activity to inform us on how we are doing.
- ✓ Work with children, young people and families to review and update the next three yearly strategy.
- ✓ Ensure children and young people gain opportunities and experience in working with services.

4

Services will be delivered through a fair days work, within budget, be cost effective, and value for money



### We will...

- ✓ Ensure service offers are value for tax payer's money.
- ✓ Ensure workforce and budget planning are aligned.
- ✓ Work with funders to ensure that our services deliver on what matters most for the health of children and young people across the city.

5

Retain and expand services (where appropriate) by being tender-ready and open to business development opportunities

### We will...



Strive to be the preferred provider of Children's Community Healthcare Services by being productive and cost effective.



Reduce our dependency on estates by working in a hybrid model of sharing spaces in public buildings for optimal occupancy.



Always be ready to work with other organisations to expand our services to benefit children, young people and families.



Employ excellent staff who give a high quality experience and care, whilst also delivering a fair day's work and being cost effective.

6

Services will have a workforce that is skilled and competent to meet the changing health and wellbeing needs of children and young people

### We will...



Offer continuous support and mentorship to enhance colleagues' experience and career progression.



Offer opportunities to work across children and young people's services to gain skills and experiences in differing fields and across traditional service boundaries.



Collaborate with all colleagues in the workforce to offer a wide range of flexible options to enhance work life balance.



Ensure managers and teams have the skills and resources needed to support a productive, innovative workforce.



Develop leaders who can ensure safe, quality care which improves children, young people and families' outcomes.





7

Maximise the potential of technology

### We will...



Build on our digital offer to families with a hybrid model of face to face and virtual/video appointment options ensuring families are not digitally excluded and have improved access to services.



Communicate through YouTube and other social media platforms to support children, young people and families to manage their own care.



Create website pages for our offers.



8

Make children and young people's services a wonderful place to work and first choice appropriate employer by investing in the health and wellbeing of our workforce

### We will...



Ensure we communicate the Leeds Community Healthcare NHS Trust health and wellbeing offer to all colleagues so that they feel sustained and cared for and have access to services when needed.



Enable leaders to be skilled in compassionate conversations through a 'people before process' philosophy.



Offer a wellbeing conversation as part of the appraisal and manager conversations.



Offer an insight to trauma informed practice to all staff.



Develop health and wellbeing champions in every service.



Ensure staff are aware of the flexible employment options available for a positive work-life balance.



# Keys to success: how will we do this?

The success of the Leeds Community Healthcare Children’s Strategy will be dependent upon several underpinning principles and approaches agreed by Leeds Community Healthcare Board and supported by our Youth Board and children’s services practitioners as they drive this strategy forward.

## Co-production and engagement – children, young people and families

Progressing and developing Leeds Community Healthcare NHS Trust children’s services will take into account the views and needs of children, young people and their families through meaningful and continued engagement. We will be held accountable by the Youth Board and parent groups and we will deliver progress reports on all the objectives at a quarterly Youth Board meeting. We will monitor children, young people and family outcomes through data and children, young people and family feedback on services.

## Engagement – our staff and partners in Leeds

We will continue to engage and communicate with our staff through forums to increase visibility of leaders so all have a voice in the implementation of the strategy and the development of the business planning. We will hold key milestone forums to showcase how we are implementing the strategy.

The Children’s Leadership Team commits to meaningful dialogue with our partners about the future direction of Leeds Community Healthcare NHS Trust children’s services including its challenges and opportunities. We welcome ideas and feedback on how we are doing and the practical support needed in getting there.

## Consideration of CQC domains

Leeds Community Healthcare NHS Trust Children and Young People’s Strategy will have the five Care Quality Commission (CQC) domains (safe, caring, responsive, effective, well-led) at the heart of its planning and implementation plan.

## Contributing to the evidence base, research and best practice

Developments and interventions within the children’s services are evidence based. We will continue to contribute to the evidence base by sharing our best practice, being involved in research activities and communicating our outcomes measures. We will share this information with all our staff in children’s services, Trust Boards and commissioners.

## Maximising technology

Children and young people’s services will continue to develop technology and embrace new initiatives. We will drive forward new ways of working, using digital technology, wherever suitable, and endorsing digital inclusion across our communities.

## Governance

Over the first year of this strategy, a detailed business plan will support the delivery of the strategic objectives and there will be a quarterly review of the actions at Children’s Management Team strategy days. The business



plan will be communicated to our services and colleagues and the Youth Board overseeing the implementation of all the actions underpinning the seven objectives. They will expect accountability from the Children's Management Team on delivery of the strategy within the timeframes. An annual report will be produced, supported by services on their achievements, and submitted to the Youth Board and Leeds Community Healthcare governance structure. [See Appendix 6 on page 35 for details of the business plan.](#)

## Using data, information systems and finance intelligently

Strong and sustainable strategic development will be underpinned by robust data and information. This will help the children and young people's services to monitor their own performance and provide performance information and results (internally and externally). These demonstrate that developments and changes within and across services are effective, timely and value for money, making the best use of the Leeds pound for children and families.

## Understanding provider collaboration and Integrated Care System (ICS)

The Children's Management Team has established good relations with its key partners, building on relationships developed in recent years to enable delivery of the strategy and aims to maintain this. Whilst Leeds Community Healthcare NHS Trust Children and Young People's strategy sets out our intentions, short and long term goals supported by our business plan, the strategy will also be mindful of new commissioner arrangements and how to evidence positive outcomes for families and children to enable continued funding for services. We will be a leader in the city, working together with our partner organisations including the third sector, using our skilled knowledge and our understanding of the health and wellbeing needs of the population we serve.

We will ensuring we are seen as a community asset for volunteers and voluntary sector colleagues and a good employer for the future children and young people.

## Students experience

Children and young people's services will continue to support students from all disciplines. We will grow our own workforce by ensuring a varied and comprehensive experience in the offers delivered across services. We will build on our already positive relationships with our partner university.

## Interdependencies

This strategy takes account of and is linked with the following local strategy documents:

### Leeds Community Healthcare NHS Trust strategies:

- Quality Strategy 2021-2024
- Workforce Strategy 2021-2025
- Business Development Strategy
- Administration Review
- Estates Strategy
- Organisational Development Strategy
- Third Sector Strategy 2020-2023
- Quality Framework Strategy
- CAMHS Plan
- Engagement Strategy 2019-2022
- Business Intelligence Strategy

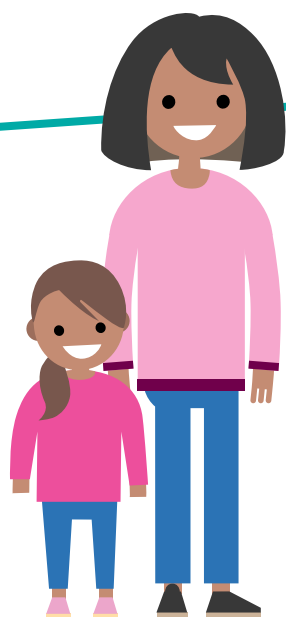
### Local strategies:

- Health and Wellbeing Strategy for Leeds
- Future in Mind
- Best Start Strategy
- Early Help Strategy
- Maternity Strategy
- Attainment Achievement and Attendance Strategy and the Thriving Strategy
- NHS Plan
- Special Educational Needs and Disability (SEND)

# Conclusion

The revised Leeds Community Healthcare NHS Trust Children and Young People's Strategy 2022 builds on the ambitious vision in the Children and Young People's Strategy 2018. The chief principal to have co-produced and fully integrated pathways across the city is very much as valid today as in 2018. The trailblazer Children and Young People's Strategy 2018 provided children services a framework to enable the delivery of measurable milestones to achieve a vision for children, young people and families in Leeds as well as developing our workforce and future proofing service delivery. It is predicted that our eight objectives will underpin every decision that we make.

## What do parents say about the strategy?



For me as a parent I want to know how the strategy helps me to help my child. I need it to be accessible, informative and relevant to us as parents and for our children. For it to mean anything, it needs to be in a voice I can relate to and understand, sometimes we can get lost in 'professional speak' and forget that the day to day reality of supporting a child with complex needs is different for parents, compared to how it is experienced by professionals providing essential care. So for me, this strategy needs to reflect that.

If services work together, employing dedicated staff and listening to people who access these services, the highest level of care can be achieved for our children.

Children and young people's services will rise to this challenge and over the next three years will focus on delivering on all its assurances in the strategy to the families of Leeds.

# References

- Children and Families Act 2014
- Public Health Outcomes Framework 2016 Healthy Lives, healthy people: Improving outcomes and supporting transparency
- 'Future in Mind – promoting, protecting and improving our children and young people's mental health and wellbeing' (2016 updated 2021)
- Leeds Health Plan 2021
- NHS Long Term Plan 2019
- Children and Young People's Plan (revised 2018-23)

# Appendix 1

## Leeds 2018-23 Children and Young People's Plan

Helping deliver the Best Council Plan and our Best City ambition of a strong economy in a compassionate city

### What we'll do

#### One vision

Our vision is for Leeds to be the best city in the UK and the best city for children and young people to grow up in. We want Leeds to be a child friendly city.

Through our vision and obsessions we invest in children and young people to help build an increasingly prosperous and successful city. We aim to improve outcomes for all our children whilst recognising the need for outcomes to improve faster for children and young people from vulnerable and deprived backgrounds.

#### Three obsessions

1. Safely and appropriately reduce the number of children looked after
2. Reduce the number of young people not in education, employment and training
3. Improve achievement, attainment, and attendance at school

#### Five outcomes

Conditions of wellbeing we want for all our children and young people

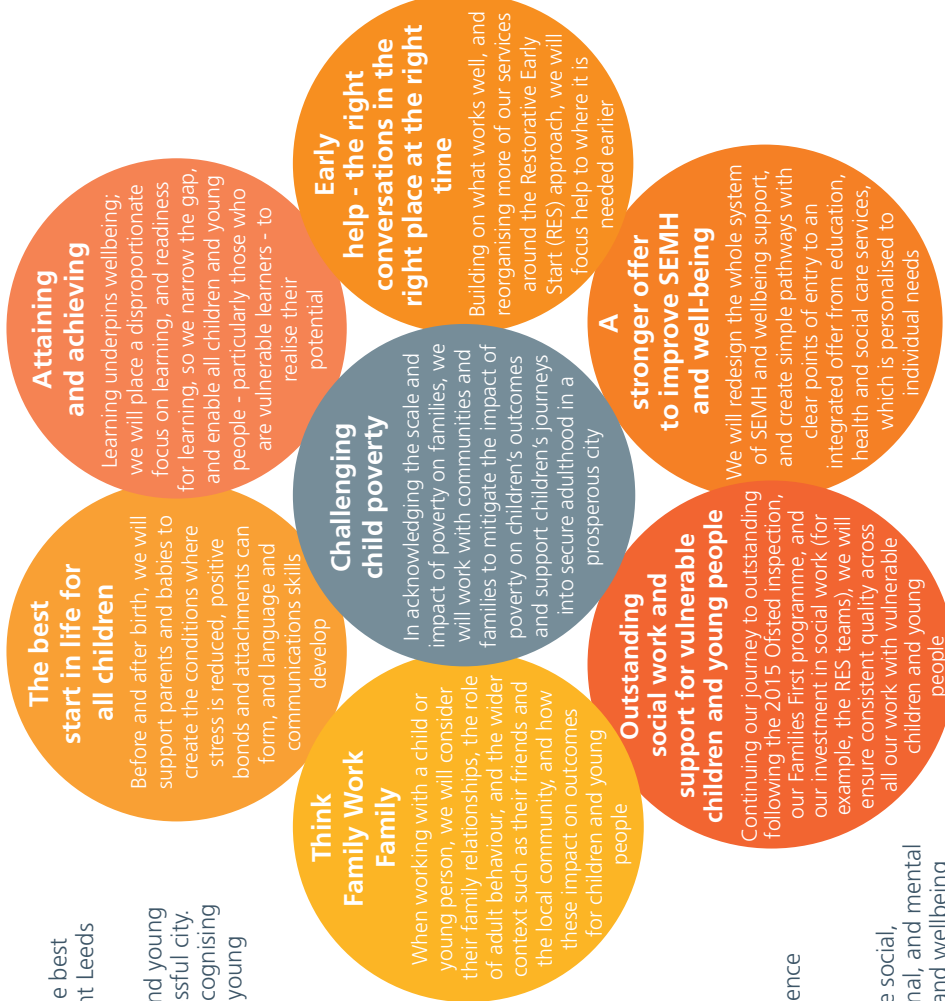
All children and young people:

1. Are safe from harm
2. Do well at all levels of learning and have skills for life
3. Enjoy healthy lifestyles
4. Have fun growing up
5. Are active citizens who feel they have a voice and influence

#### Eleven priorities

1. Help children and parents to live in safe, supportive and loving families
2. Ensure that the most vulnerable are protected
3. Support families to give children the best start in life
4. Increase the number of children and young people participating and engaging in learning
5. Improve achievement and attainment for all
6. Improve at a faster rate educational progress for children and young people vulnerable to poor learning outcomes
7. Improve social, emotional, and mental health and wellbeing
8. Encourage physical activity and healthy eating
9. Support young people to make good choices and minimise risk-taking behaviours
10. Help young people into adulthood, to develop life skills, and be ready for work
11. Improve access to affordable, safe, and reliable connected transport for young people

### How we'll do it



### How we'll know if we've made a difference

1. Number of children looked after
2. Number of children and young people subject to a child protection plan
3. Number of parents who have had more than one child enter care at different times
4. Number of children and young people with a child in need plan
5. Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
6. Infant mortality rates
7. Percentage of new school places in good and outstanding schools
8. Attendance at primary and secondary schools
9. Number of fixed-term exclusions from primary and secondary schools
10. Percentage of pupils reaching the expected standard in reading, writing, and maths at the end of Key Stage 2
11. Progress 8 score for Leeds at the end of Key Stage 4
12. Destinations of young people with special educational needs and/or a disability when they leave school
13. Progress against measures in the Future in Mind dashboard
14. Prevalence of children at age 11 who are a healthy weight
15. Proportion of young offenders who re-offend
16. Under-18 conception rates
17. Admission episodes for alcohol-specific conditions: under-18s
18. Percentage of students achieving a level 3 qualification at age 19
19. Number of young people who are not in employment, education, or training, or whose status is 'not known'
20. Transport for young people indicator to be developed after further discussions with young people

### Behaviours that underpin everything we do

Use Outcome Based Accountability, and ask the question: is anyone better off?

We listen and respond to the voice of the child

Use restorative practice to work and do with people, not for or to them

We support and prioritise children and young people to have fun growing up





# Appendix 2

## Achievements from our 2018-21 Implementation Plan

**Objective 1:** Agree and develop fully integrated offers for children and young people in Leeds











What does this mean?	How will we deliver this?	Progress
1. We need to strategically position ourselves to work with key partners and commissioners in Leeds to promote vertical and horizontal integration of pathways for children and young people across Leeds and lead on pioneer projects promoting new care models.	By sharing our strategic intent with commissioners and partners at appropriate forums such as Health and Wellbeing Board, Complex Needs Partnership Board, GP Federations, commissioners.	
2. Agree and establish key pathways with children and young people that will form the basis of an holistic Leeds Community Healthcare NHS Trust Children's Service which places emphasis on a pathway-defined delivery model rather than a (individual) service-defined delivery model.	Review current and agree additional pathways required to create fully comprehensive Children's Business Unit offer, e.g. continence, communication, sleep, social emotional mental health.	
	Review the progress of the current pathways already in development and map these out and join them up where they overlap/duplicate across services thus improving service user experience and improving efficiency.	





**Objective 2:** Demonstrate the effectiveness of services through outcome and best practice

What does this mean?	How will we deliver this?	Progress
1. Continue research into outcomes to agree relevant outcomes for each service and agree how they should be recorded and reported.	Review the multiple outcome measures used through the business unit and agree outcomes to be used in pathways/services.	
	Ensure S1 architecture supports efficient inputs and reporting of outcomes in a meaningful and timely format.	
	Establish shared terminology across all pathways/services for outcomes and goals and links to EHCs.	
2. Continue to research and share best practice, striving to ensure that we have comprehensive packages of care and that all of this is evidenced across our pathways.	<ul style="list-style-type: none"> <li>• Establish working principles/steering group.</li> <li>• Reviewing our packages of care.</li> <li>• Re-designing if necessary.</li> <li>• Standardising packages of care.</li> <li>• Interlinking packages of care.</li> <li>• Flexibility of delivery.</li> </ul>	
3. Work with commissioners to focus on the outcome for the child/young person and family and what has been achieved, rather than just how time and money have been spent.	Revision of service level agreements.	

## Objective 3: Children and young people will have a positive experience of our services

What does this mean?	How will we deliver this?	Progress
1. Accessible, easy to understand referral routes into pathways with link to SPA.	Use the current engagement forums to understand how a multi-channel forum should operate and co-produce this with children, young people and families.	
2. Establish a children and young people's (including parents and carers) forum to advise us on strategy, service delivery and service developments.		
3. Work with children and young people to understand the type, range and level of information required and co-produce a new-look website.	One website page with our information accessible in a multi channel and branded way. Use a multi-channel approach to providing better information which includes YouTube, podcasts and incorporates robust cleansing and updating of the information we provide.	
4. Provide early intervention self-care which empowers children, young people and their families to look after themselves.	Continue to rollout the use of health coaching in designing goals with children, young people and families.	
5. Create a single front door (SPA) into the service.	Continue the work to co-locate and develop a shared referral point into all of our children's services. Incorporated into children's transformation programme.	
6. Capture and respond to experience of services in a children and young people appropriate way.	Using the Youth forum to guide the development of systems that best capture feedback that is timely and informative to services to promote continuous service improvement.	
7. Support children and young people to transition successfully into adult services.	<ul style="list-style-type: none"> <li>• Transition networking event.</li> <li>• Understand what Leeds Community Healthcare NHS Trust offer is in the children's business unit and adult services.</li> <li>• Preparing children and young people about adult services, systems and access.</li> <li>• Ensure pathways have preparation for adulthood element (+own pathway).</li> </ul>	
8. Consider a key-worker approach to help coordinate a child or young person's experience of several services.	<p>Use our engagement forum to understand what children, young people and families need in order to experience a more joined-up pathway and care experience.</p> <p>Review our pathways and workforce to see how best to deliver a key-worker approach.</p>	

**Objective 4:** Services will be delivered within budget, be cost effective, productive and value for money

What does this mean?	How will we deliver this?	Progress
<p><b>1.</b> Use external intelligence such as benchmarking information and reference costs to compare our provision and outcome against cost and where necessary take appropriate action.</p>	<p>Review appropriate national benchmarking data against our own services and pathways.</p> <p>Develop a narrative for children, young people, families and commissioners which best describes our costs and value-added in terms of outcomes and reference cost, emphasising the benefit and quality of integrated pathway working.</p> <p>Add in electronic patient record (EPR).</p>	
<p><b>2.</b> Review support functions to services and ensure they provide excellent value for money and add to the experience of children and young people.</p>	<p>Complete a business-unit wide admin and estates review including phase two of electronic patient record developments.</p>	
<p><b>3.</b> Work on productivity within each service with clear expectations regarding workload in place.</p>	<p>Establish a programme of work to review, improve and standardise improve productivity across pathways/ services.</p> <p>Work to minimise (clinician) variation and maximise efficiency.</p>	
<p><b>4.</b> Ensure we deliver within budget whilst being mindful of quality and outcomes.</p>	<p>Use existing capacity (clinical and non-clinical) to deliver revised pathways which deliver a measurable outcome and CiP where requested.</p>	

## Objective 5: Retain and expand services (where appropriate) by being tender-ready and open to business development opportunities









What does this mean?	How will we deliver this?	Progress
1. Understand our costs (clinical and operating) relating to our offer.	Define our current offer for each service in readiness for opportunities in the non-NHS arena which particularly suit our experience and skill sets e.g. traded offer to schools, short breaks and personal budgets.	
2. Learn from best practice nationwide to ensure we provide evidence and outcome-based services.	Researching and visiting other children, young people and family services in the country which appear to offer integrated and coordinated care pathways for children, young people and families.	
3. Agree our contribution/overheads.	Understanding our service line reporting.	
4. Retain our CQC <b>good</b> rating overall, ensuring any necessary improvements are made in a timely way and be ambitious in our continuous service improvement and development to be <b>outstanding</b> .	Continue to improve and monitor our waiting times in line (or in excess of) with national and service level agreements.	
5. Understand the market and ensure we form and maintain excellent relationships with the whole range of commissioners.		
6. Work with other providers to ensure pathways are clear, seamless, avoid duplication and provide commissioner re-assurance on quality, patient experience and efficiency.		
7. Understand commissioning intentions for the short and longer term and be in a position with pipeline business cases to respond to new requests for service.	Identify order of services required to be tender ready using national and local intelligence. Ensure priority services are tender-ready (costing, activity, contracts).	
8. Work with local GP groups to understand the opportunities offered through the Five Year Forward View and commit to piloting new ways of working at local practice level to help reduce the workload and release time for more urgent need.	Identify pioneer opportunities with GP federations, school clusters and acute settings using SystemOne data for referrals and activity. Pilot and monitor (using PDSA methodology) new care models.	
9. Explore and exploit our offer to schools.	Map and define our current traded work. Identify potential for growth across existing and new services/pathways. Brand and market traded services.	

**Objective 6:** Services will have a workforce that is skilled and competent to meet the changing health and wellbeing needs of children and young people

What does this mean?	How will we deliver this?	Progress
<p>1. Support the health and wellbeing of our staff.</p>	<p>Ensure sufficient access to OH services, e.g. counselling, mindfulness.</p> <p>Line managers will be skilled in and supported to manage the health and wellbeing needs of their staff.</p> <p>Leaders will promote an ethos of health work-life balance through modelling of behaviours and support of appropriate flexible working.</p> <p>Development of a supportive pastoral and social support network (especially for newly qualified staff).</p>	
<p>2. Create a workforce plan which reflects the current and changing health and wellbeing needs of children and young people that challenges traditional professional boundaries and roles.</p>	<p>Develop and implement Children’s Business Unit-relevant Nursing Strategy.</p> <p>Agree clear retention and career progression opportunities based on pathway development.</p>	
<p>3. Develop roles for non-registered staff and explore further opportunities for skill mix.</p>	<p>Establish clear route for apprenticeship recruitment and development in pathways.</p>	
<p>4. Be explicit about the skills, competencies and behaviours required for every role and ensure the training and development plan equips staff accordingly for existing and new roles.</p>	<p>Review and better define current job descriptions.</p> <p>Agree competencies across different bandings.</p> <p>Promote and provide examples of leadership roles and responsibilities at each AFC (Agenda for Change) banding.</p> <p>Adopt the Leeds Community Healthcare NHS Trust Preceptorship Programme, extending its scope to Allied Health Professionals (AHPs) and mentoring schemes which are profession specific.</p>	
<p>6. Explore opportunities to share roles across partner agencies.</p>	<p>Define horizontal and vertical cross-agency/partner opportunities.</p> <p>Develop rotational posts and/or secondment opportunities.</p>	
<p>7. Embrace new ways of learning and development in order to develop and retain our staff.</p>	<p>Promote coaching and shadowing opportunities</p> <p>Develop a comprehensive in-service Continued Professional Development (CPD) programme for Children’s Business Unit staff which is pathway related).</p>	



## Objective 7: Children and young people’s services will maximise the potential of technology

What does this mean?	How will we deliver this?	Progress
1. Complete our ambition to have the same and shared electronic patient records (EPR) across all services.	Implementation of Phase 2 electronic patient record.	
	All services will be registered with and have access to the Leeds Care Record.	
	CAMHS will move to using SystemOne.	
2. Continue with our app development.	‘Let me show you’	
	‘Step Up’	
3. Work with partners to understand commercial opportunities, e.g. funding for development; promotion of our development to other providers.	Explore further opportunities for implementing further technological tools and resources.	
4. Explore opportunities for Skype consultations, texting and online live chat.	Identify services/pathways suitable as early adopters.	
	Explore how business delivery beyond direct clinical can be achieved through technology, e.g. meetings.	

# Appendix 3

## Leeds Community Healthcare NHS Trust children's services

- ICAN Hubs:
  - Child Development Centre
  - Occupational Therapy
  - Physiotherapy
  - Community Paediatrics
  - Paediatric Neurodisability Clinics
- ICAN Citywide Services:
  - Child Protection Medical Service
  - Growth and Nutrition
  - Adoption and Fostering
  - Springfield
  - Audiology
- CAMHS Services:
  - Crisis Service
  - Community Outreach Service
  - Transitions Service
  - Learning Disability Team
  - Community CAMHS Teams
- Eating Disorders Service
- MindMate SPA
- MindMate Support Team
- Continuing Care and Health Short Breaks
- Inclusion Nursing Service
- Hannah House
- Children's Community Nursing Team
- Children's Speech and Language Therapy
- 0-19 Public Health Integrated Nursing Service
- Infant Mental Health
- Children's Community Eye Service
- School Immunisations Service



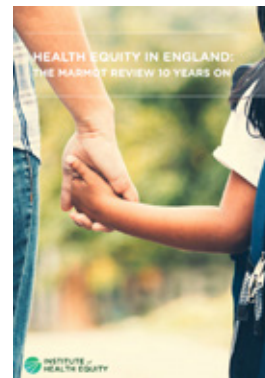
The specialist business unit also provides services to children, young people and families including Dental, Podiatry and Leeds Mental Wellbeing Service.

# Appendix 4: Policy drivers

- [Transforming Children and Young People’s Mental Health Provision: a Green Paper](#)
- [Future in Mind: Leeds \(2021-26\)](#)



- [Health Equity in England: The Marmot Review 10 Years On \(2020\)](#)



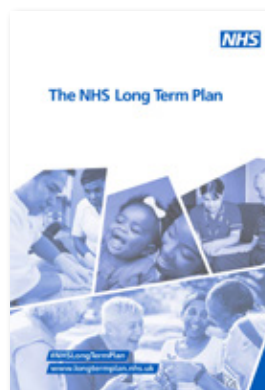
- [Healthy Leeds Plan 2021](#)



- [Best Start in Life and Beyond \(2021\)](#)



- [NHS Long Term Plan \(2019\)](#)



- [Best Start in Speech, Language and Communication](#)



# Appendix 5

## Children's services plan on a page

### Our mission statement

We enable children and young people to meet their potential and live healthy lives by:

- Keeping children safe.
- Helping children achieve their goals by listening and responding to their needs.
- Empowering children and their families.
- Helping children to participate.

### Our behaviours

At LCH, our vision is to provide the best possible care to every community we serve. We will do this by:

- Caring for our patients.
- Making the best decisions.
- Leading by example.
- Caring for one another.
- Adapting to change and delivering improvements.
- Working together.
- Finding solutions.

### How we'll know if we've made a difference

#### Children, young people and families will tell us:

- They've experienced accessible and seamless services.
- They have seen the right person at the right time with the right skills.
- Their outcomes for education, health and wellbeing have improved.
- They are actively involved in their care.
- They feel included in service developments that are tailored to everyone's needs.

### Our eight strategic objectives



**1** Agree and develop fully integrated offers for children and young people in Leeds

**2** Demonstrate the effectiveness of services through outcomes and sharing best practice

**3** Children, young people and families will have a positive experience of our services

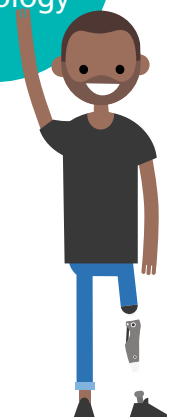
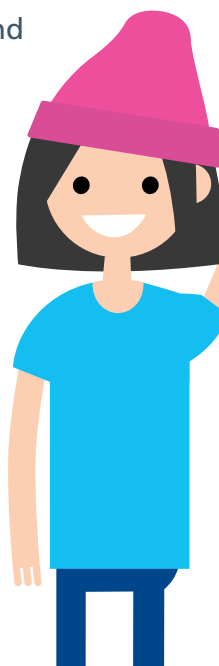
**4** Services will be delivered through a fair days work, within budget, be cost effective, and value for money

**5** Retain and expand services (where appropriate) by being tender-ready and open to business development opportunities

**6** Services will have a workforce that is skilled and competent to meet the changing health and wellbeing needs of children and young people

**7** Maximise the potential of technology

**8** Make CYP services a wonderful place to work and first choice employer by investing in the health and wellbeing of our workforce



# Appendix 6

## 2022-23 Implementation/Business Unit Plan

This is our annual implementation plan that will be renewed yearly in collaboration with our staff and children, young people and families.

1

Agree and develop fully integrated offers for children and young people in Leeds

### Aims

**Delivery of phase 1 offers:** Launch all Phase 1 offers for children, young people and families (communication; behaviour; eating, drinking and nutrition; continence; sleep)

**Building a CYPF front door:** Develop a single point of referral for all children, young people and families physical health services to allow referrers a pain-free route into our services.

**Scoping out options for Tics Pathway:** Develop a blueprint for the offer in-line with website design that allows for an implementation project to be scoped.

**CBU manuals and handbooks:** Each service will have a fully developed handbook that describes its offers and pathways, the services that it offers, key partners and other core information for staff, including links to other core documents. These will sit within an overarching Business Unit Manual that describes all offers, and core processes that should be followed.

**Development of children and family hubs:** Collocate children, young people and families services within shared office and clinical accommodation.

### Aims

**Embedding outcome measures:** Ensure that each team within the Children's Business Unit has embedded the most appropriate outcome measures, using digital solutions where possible, to be routinely reported within performance management processes and to ensure new and existing offers have clear outcome measures.

**Trauma-informed practice:** Ensure that all Children's Business Unit staff can access an initial high-level briefing session on these concepts (trauma-informed practice).

**Research active and evidence-based workforce:** TBC – link into our capabilities for delivering offers.

2

Demonstrate the effectiveness of services through outcomes and best practice



3

Children and young people will have a positive experience of our services

## Aims

**Improving transitions to adult services:** Bring people together across CBU to develop guidelines for our clinicians that can lead towards consistency in practice, starting with children with complex needs and develop a map of the As Is offer across the business unit to be able to feed this into the Children's Pathways Group.

**Average waiting time reporting:** Develop a routine reporting process internally to allow services and administrators to see current waiting times monthly.

**Improve communication with patients on waiting lists:** Further improve our communications for service users receiving care, to clearly let families know how long they might be waiting, what they can do in the meantime, and what to expect when seen (linked into offers), ensuring that communications are accessible to all patients.

**Engagement reporting:** Develop routine reporting mechanisms of patient feedback into key decision making forums.

**Setting up a parent forum:** Set up a Parent Forum and task the group to help inform how we gather feedback from families that can inform service development.

**Further develop our Youth Board:** Ensure that our Youth Board can attract a diverse range of members, and can begin to take on board functionality.

4

Services will be delivered within budget, be cost effective, productive and value for money

## Aims

**Implementing 'A Fair Day's Work':** All services will have clinically appropriate productivity benchmarks for all clinical staff, based on role, experience and caseload size that can be routinely monitored, to allow service managers to predict and plan care activities, and compare productivity against national peers.

**Deliver improvements to SystemOne:** Ensure priority areas for development are co-ordinated with service activities.

**Restarting the 0-19 antenatal offer:** The service would restart the Universal Antenatal offer within PHINS in full, with a redesigned workforce model across the entire contract, that can be successfully recruited to, that has involved all relevant stakeholders.

**Restarting the SLT mainstream offer:** The service would be able to return to a full clinical offer within the mainstream service.

**Centralising training admin support:** To ensure that the administration of external training courses can be organised in consistent and efficient ways, without taking up the time of clinicians who currently run these courses.

5

Services will have a workforce that is skilled and competent to meet the changing health and wellbeing needs of children and young people

### Aims

**Develop a workforce plan:** Develop a plan that ensures all services have the correct capacity and skills to meet the demand required by Offers, which also allows greater career progression for all disciplines, as well as improvements to preceptorship, opportunities to engage in service development and secondments, and ensure that we have a comprehensive apprenticeship offer for new starters, career changers, and those wishing to progress, and including development of leadership.

6

Retain and grow our services

### Aims

**Retain the 0-19 service contract:** Secure an extension of the contract for the next 2 years that remains as close to the original terms and conditions as possible, by contributing effectively and positively to the PHE review process with the support of the organisation.

**Children’s Inclusion Nursing Traded Offer:** To test the market for a potential Inclusion Nursing Traded Service, to ensure settings have access to a dedicated service specifically designed to meet the everyday care needs of children, leading to its successful design, marketing and launch.

**Invest in the health support into the increasing SILC provision across the city:** Investigate if any new SILCs are being built that will require additional nursing needs and develop the most appropriate service models and staffing requirements via business cases.

**Invest in pre-school and school-age autism assessment pathways:** Ensure strong links with the ICS-led review into these services whilst working in partnership with private providers to deliver maximum capacity to the city.

7

Maximise the potential of technology

### Aims

**Digitising our training offer:** Identify which of our external training packages could be delivered via a video rather than face-to-face, and ensure that initial videos are made.

**Improving access to our self-management resources:** As our offers are developed, ensure that As Is Self-Management Resources are available both digitally but also in print via local community services (Libraries, LCPs, Children’s Centres, Schools).

**Develop a CBU-wide social media team and presence:** To develop CBU social media followings allowing us to share health-related content directly with young people in formats they find accessible.

