

Redbridge People Directorate Strategy

2024 - 2029



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Foreword

We are pleased to introduce Redbridge People Directorate Strategy which outlines our vision and strategic priorities over the next five years. This Strategy sets out what we will be doing, and how we will direct our resources, to achieve our ambitions to work towards reducing inequality, ensuring our vulnerable residents are safe and well, and improving the lives of all our residents.

However, in the last few years we have faced significant challenges ranging from the covid pandemic, the cost-of-living crisis, the rising cost of fuel and a reduction in central government funding. At the same time Redbridge has seen demographic pressures, such as an increase in the number of looked after children, an ageing population and an increase of people living with long term conditions and complex needs. These have placed enormous pressure on the Council but have also created the opportunity in the People Directorate to think about how we do things differently within our financial budget to achieve positive outcomes for all our residents.

We want Redbridge residents to be resilient, and we will support them to take ownership of the issues that is important to them. We recognise that the best way to do this is by combining knowledge, experience and resources of the Council, our partnerships, the Redbridge voluntary and community sector, and our residents. This means we will foster relationships with our residents and communities to engage, listen, understand needs and demands and to deliver the best solutions possible. This may be through enabling individuals and communities, commissioning external service providers and voluntary and community organisations or by the Council delivering services itself.

Despite the challenges we face, we will continue to be committed to delivering high quality person-centred services, at the right time. We will achieve this through our Council's values of honesty, excellence, fairness, and collaboration and by embracing innovation to come up with creative solutions to the challenges we face to make.



Councillor Mark Santos

Chair of the Health & Wellbeing
Board

Cabinet Member for Adult Social
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Cabinet Member for Children, Young
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The People Directorate consists of Children’s Social Care, Education and Inclusion, Community Health and Adults Social Services, Public Health, and Commissioning. The aim of the Directorate is to support people of all ages, especially the most vulnerable and disadvantaged by enabling them to access every opportunity and to enjoy, achieve and live safely, healthily, and independently.



The vision and priorities in this strategy is driven by the key ambitions in The Redbridge Plan to address the impacts of poverty and improving wellbeing so that Redbridge is a great place for everybody and, it’s four priorities: Safe and Healthy, Jobs and Skills, Homes, and Neighbourhoods and Clean and Green.



The People Directorate Strategy is built upon engagement and feedback from stakeholders including internal council departments, partner agencies, the voluntary and community sector, service users, their families, and carers as well as national drivers and local data to identify our strategic priorities over the coming years.



This strategy highlights the important role all our stakeholders play to enable us to achieve our vision. It outlines our commitment to commission and deliver services that are person-centred and how we will work within the principle of meaningful and sustained engagement which will be embedded into service development and commissioning activity.



Improve outcomes for all residents

‘We will put people of all ages at the heart of everything we do so that everyone in Redbridge can lead happy, healthy, and safe lives. We aim to achieve this by ensuring that our social care, health and wellbeing and lifelong learning services support the most vulnerable residents, and focus on prevention, early intervention, and partnership work to reduce inequalities and improve outcomes for all residents.’



Population and Ethnicity

The 2021 Census data showed that Redbridge has become increasingly diverse over the last decade and the population has grown significantly from 279,000 to 310,300, an increase of 11.2% since 2011.

It also highlighted that Redbridge is one of the most diverse boroughs in London and the Asian ethnic group is the largest in Redbridge with 47.3% of the population. The White ethnic group is the second largest at 35% of the population and the Black ethnic group was the third largest at 8% of the population.

Household Composition

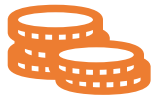
Most households in Redbridge are family groups with those married or in civil partnerships being the majority. In 2021 amongst those married or in civil partnerships there were twenty-four thousand households with dependent children and nine thousand with non-dependent children and seven thousand without children. Between 2011 and 2021 there was an increase of four thousand households married or in civil partnerships with dependent children. For those with no children there was a decrease of two thousand households.

In Redbridge, there are twenty-four thousand, one person households of which ten thousand are aged 66 and over. In 2011 there was a slight decrease in the number of single person households at 66+.

Deprivation in Redbridge

The Index of Multiple Deprivation (IMD) is a measure of relative deprivation for small areas known as Lower Super Output Areas (LSOAs). In Redbridge, there were no LSOAs with a rank of one which is the most deprived. There were five with a rank of two and these were concentrated in the south of the borough and both the Tiptree and Orchards estates. Ilford Northwest, Loxford Park and Ilford Central and East are among the three highest deprived neighbourhoods.

In contrast, Monkams ward was one of the least deprived in London, ranked 622 out of 633 wards. Compared with 2015 Redbridge had seen a positive change with almost every LSOA seeing a reduction in deprivation rank especially in Clementswood and Seven Kings.



Economic Activity

- 12.1% of the population was income-deprived in 2019
- 58.5% % of working age adults were in employment in 2021
- 4.5% of working age adults were unemployed compared to 6.1% in London and 5.2% nationally



Life Expectancy

- Female Life Expectancy 83.3 years
- Males Life Expectancy 78.7 years
- Infant mortality 2.8 (CR/1000)



Health and Wellbeing

- Less than half (46.4%) of people in Redbridge are in very good health
- 61% of Redbridge residents were classified as overweight or obese in 2011/20 compared to 56% in other London boroughs, but below the national (63%) average
- 11.72% of the Redbridge population are smokers



Education and Inclusion

- 17.3% have no qualifications in comparison to 18.1% nationally
- 42.4% have a level 4 qualification or above in comparison to nationally which is 33.9%
- Disadvantaged groups perform better in Redbridge than they do nationally



Children's Social Care

- 11,554 children living in low incomes, lower than the proportion for London at 23.9% and in line with regional trends
- 311 children looked after (CLA)
- 37.6% of CLA who have a Section 20 (V2) Legal Status
- 19.9% of CLA are unaccompanied asylum seekers



SEND

- 1 in 10 children with Special Education Needs and Disability (SEND)
- 2.6% of pupils in Redbridge schools had a statement or Educational Health and Care Plan
- 9% of pupils in Redbridge received Special Educational Needs support
- About 1 in 10 CYP have a common mental health disorder
- 1.9% of children with social, emotional and mental health



Adults with disabilities

- An estimated 1367 people aged 18 and over have moderate or severe learning disabilities
- 288 of those have severe learning disabilities
- Approx. 5479 people 18+ residents with learning difficulties is projected to increase by 21% by 2035.
- Of those 5479, 1080 have moderate or severe learning disabilities and is predicted rise by 22% by 2035, in comparison to a 15 per cent increase in London and 5 per cent increase nationally



Mental Health

- An estimated 35,748 adults aged 18-64 in Redbridge have a common mental health disorder such as depression and anxiety
- 12,352 people in Redbridge over the age of 18 years as having a mental health disorder compared to 2734 individuals in 2017



Older People

- No. of people aged 65+ living alone in the borough expected to increase from 12,682 to 20,831 by 2035
- No. of people aged 85 and above living in Redbridge predicted to increase by 29% from 5,800 in 2020 to 7,500 by 2030
- Over 85 age group are most likely to require social care support

Strategic Priority 1: Be Happy, Safe and Well

Everyone has the right to be safe and protected from harm, so they can live safe and happy lives and be in good health for as long as possible. We will work with our partners to:

- Aim to ensure that every child has the best start in life.
- Identify and support children, young people and vulnerable adults to keep them safe from harm and abuse
- Promote a whole school approach to mental health and wellbeing across all education settings
- Help residents to be physically and mentally well for as long as possible and manage their conditions
- Make sure unpaid carers get support for their own mental health, wellbeing, and needs
- Provide support to people to prevent, reduce or delay the need for ongoing support and maximise their independence
- Promote keeping fit and well to reduce the demand for health and social care services
- Ensure information and advice is easily available and enables people to make informed choices about their care and support
- Explore opportunities for people to connect and build relationships to reduce social isolation
- Reduce health inequalities

Strategic Priority 2:

Achieve Your Full Potential

We will strive to ensure that residents of all ages have equal access to opportunities, education, and support to develop their personal outcomes and aspirations to achieve their full potential. To achieve this, we will:

- Aim to give children and young people the support they need to achieve success
- Recognise and develop support received by children looked after so they can achieve their full potential
- Improve the outcomes for care leavers by implementing the Care Leavers Covenant
- Improve educational attainment by closing the achievement gap for children and young people from all backgrounds, support families to give children the best start in life and create a Child Friendly Borough
- Explore opportunities to work with education providers, businesses, and voluntary and community sector to support care leavers to gain work experience and employment
- Help young people have the qualifications, skills, confidence, self-esteem and opportunities to contribute to society when entering adulthood
- Increase education and skill levels for disabled residents

Strategic Priority 3:

Everyone Treated Equally and Fairly

Redbridge is a diverse Borough which we are proud of, and we believe that everyone should have equal access to services and achieve positive outcomes. However, we know that some groups of children, young people and adults are under or overrepresented when it comes to achieving positive social, educational, health and wellbeing outcomes. Therefore, we will work with partners to tap into and understand their needs and putting strategies and work practices in place to meet their individual needs. We will:

- Identify those that are over and underrepresented in services.
- Determine some of the factors that form the lived experiences of those that are disproportionately under/overrepresented to understand how diversity, social inequality and poverty impact the lived experiences of children, young people, and vulnerable adult to achieve positive benefits
- Make better use of management information and data to inform discussions and action planning as to how barriers to accessing services can be removed
- Discover the reasons why some groups are over-represented within services we provide and, what actions are needed to support communities disadvantaged through poorer outcomes
- Develop targeted interventions to establish effective practices to engage with under or overrepresented groups
- Work with partners to understand the experiences, causes and how to reduce disproportionality amongst black and dual heritage boys in the youth justice service
- Work with schools to explore reasons for over representation of Black pupils and pupils with SEND in exclusions and to explore how they can be addressed
- Co-design and co-create services with underrepresented groups to empower them to achieve their best lives and achieve their full potential

Strategic Priority 4:

Develop the Workforce

We are committed to having a long-term strategic approach to addressing staff shortages, attract talent, retain, and develop staff. Having staff who are highly skilled and qualified will ensure that staff have the right knowledge and skills to provide high quality services for our residents. To achieve this, we will:

- Improve recruitment and retention of staff through the implementation of the People Directorate Recruitment and Retention Strategy
- Maintain our commitment to the London Pledge and continue to drive for permanency in our staffing arrangements
- Implement the findings from the Independent Children's Social Care Review
- Embed the training and learning around Trauma Informed Practice
- Support providers of social care services to develop and support their staff through a wellbeing offer and development opportunities
- Work collaboratively with local providers and partners to explore solutions to care staff shortages locally particularly by influencing social work teaching/training across local universities
- Promote working in the social care sector to attract, retain and develop care workers in Redbridge
- Ensure the workforce is engaged, supported, well-trained and works together through innovation and creativity to help the people they support
- Develop a more structured development offer, linked to career progression and professional development
- Ensure the principles of equality, diversity and inclusion apply within the workforce
- Looking at our systems, processes, and delivery with an anti-racist approach

Strategic Priority 5:

Build Relationships and Work in Partnership

Relationships and working collaboratively is at the forefront of our approach to improving services, including work to improve practice, systems, and commissioning by emphasising the importance of relational practice in all what we do. Building relationships with our residents and our partners is key to ensuring that people are at the heart of everything we do, and we deliver person-centred services. To achieve this, we will:

- Listen to the voice of users of our services to ensure that they have a say in shaping services that they use
- Where possible, empower users of services, their family, and carers to get involved in designing and commissioning person-centred services
- Deliver a more joined up services to maximise efficiency and achieve improved outcome
- Create collaborative and innovative approaches to local challenges with our partners
- Work more effectively with partners to reduce the complexity for residents
- Aim to ensure residents get the right help and support, at the right time, from the right services through the one front door project and integrated technology
- Put relationships at the forefront of our approach to improving services, including work to improve practice, systems, and commissioning

Cross Cutting Themes

Unpaid Carers

The care given by unpaid carers is exceptional and essential in supporting the health and social care system. However, being a carer can provoke a complex mix of emotions. It can be both rewarding and frustrating, and it can also be costly in terms of life chances, financial security and health and mental well-being.

Each carer's experience is unique to their circumstances, and the care and support they provide can vary. Nevertheless, carers share many similar experiences and challenges that impact the different aspects of their lives. Supporting our young carers' needs is also included as a key priority, as we acknowledge that there are also some differences in how we identify young carers and the types of support they require. Therefore, a specific priority for young carers has been included to focus on the outcomes that we want to achieve for young carers.

The carers within our community need to be recognised for the difficulties they experience, respected for all they are doing, and provided with information, advice, and support to continue providing good quality care whilst maintaining their own health and wellbeing. Therefore, over the last year, we have engaged with unpaid carers through workshops, surveys and speaking to the services that work directly with unpaid carers to shape Redbridge unpaid carers strategy.

In November 2023, the Carers Charter and Action Plan was launched. It was developed in co-production with unpaid carers and our partners including the voluntary and community sector. The Charter outlines our commitment to support unpaid carers in their caring role and contains a series of 'I Statements' outlined below that carers told us is important to them:

- Enabling personalised care
- Raising the profile of carers
- Supporting young carers
- A life alongside caring
- Information and advice

We are committed to ensuring that the vision in the Carers Strategy and Charter and the activities in the accompanying action plan are met. To deliver the commitments and to keep track of progress, the actions will be reviewed by a working group including providers of services for unpaid carers, and most importantly unpaid carers who will meet quarterly to monitor its delivery.

Transitions

A transition is when a young person moves from using Children Social Care for long-term health conditions to getting support from Adult Social Care. Between the ages of 16 and 18, the child will start a "transition" from Children Social Care to Adult Social Care. It is

important that young people are supported in planning their future, as they approach adulthood and this involves working closely with the young person, their parent/s or carer/s, Children Social Care, Community Health and Adult Social Care and Education and Inclusion.

To ensure a smooth transition we will:

- Develop arrangements and opportunities for co-production with children and young people and their families in a range of areas
- Work together across Children Social Care, Community Health and Adult Social Care, Education, Health including CAMHS to support young people with disabilities to prepare for a safe and happy adulthood including employment, independent living, community inclusion and social life, and health
- Improve continuity of care for young people, who transition from children to adult social care
- Strengthening the transition safeguarding panel process
- Include parents/carers in decisions about the young person's future

Commissioning, Co-Production and Engagement

Integrated commissioning for better outcomes states that “we ‘commission’ in order to achieve outcomes for our citizens, communities and society as a whole; based on knowing their needs, wants, aspirations and experience.”

In Redbridge we commission and deliver a range of services across the People Directorate and we want to ensure that we put people at the heart of everything we do as they are best placed to tell us what they need. Therefore, we are committed to improving our approach to engagement and co-designing services where appropriate with internal and external stakeholders especially users of services, their families, and carers.

The principles that underpin commissioning activity include:

- Evidenced-based
- Legislation and policy
- Focusing on outcomes and wellbeing
- Person-centered
- Ensuring choice
- Co-production
- Promoting quality services,
- Social value
- Supporting sustainability

Providing and delivering services in the current climate is challenging and we know that we cannot design services in isolation. To maximise the opportunities for achieving the best outcomes we need to work with and engage those same people in design and development of services. With an increasing population and growing demand for services, it is essential that service providers and stakeholders work together.

The People Directorate are adopting and embedding our engagement approach. Through our team plan we have a key objective to support this:

- Ensuring effective engagement with operational services to build buy-in for the collective design and ownership of commissioning activities for effective pathway design and options for person centred, outcome-based delivery.'

Along with a number of key principles:

- Enabling, facilitating, and ensuring planning through to delivery
- Embedding an overarching inclusive engagement, co-designed approach
- Using partnerships working to support strategic development, improve quality and outcomes

We will:

- Ensure all people have an equal opportunity to have their voices heard by increasing the accessibility of consultation and engagement activity
- Measure impact of consultation on service development, commissioning and provision to ensure that has a genuine influence
- Ensure that good quality, timely feedback is provided to consultees so that they know how their views have made a difference
- Improve communication between and increase collaboration.
- Increase community engagement skills among Adult and Children's Social Care, Health, and Wellbeing workforce to improve the quality of consultation and engagement activity

Insight gathered through engagement is invaluable to both commissioners and providers. Only by listening and understanding the experiences and views of a diverse range of stakeholders can partners work together effectively to develop customer-focused, needs based, cost effective services.

We will:

- Develop arrangements and opportunities for co-production with children and young people and their families in a range of areas

Partnership working

Partnership working is central to the way we work and plays an increasing role in shaping and delivering public services. The Council is involved in a wide range of partnerships – either in response to requirements imposed by central government or as a local response to challenging issues such as health inequalities or crime and disorder. As such we will:

- Work collaboratively with education providers and the Education Team to improve education opportunities and outcomes for children in the youth justice system.
- Develop partnership activities for children and young people who at risk of contextual safeguarding between youth service and children social care.
- Build on links between early years and prevention and children's social care
- Strengthen the use of EHCPs across the partnership
- Strengthen our relationship with both Redbridge CVS and Citizens Advice Redbridge to develop our ability to make safe and appropriate referrals, drawing on

the expertise and capacity that exists across the large number of CVS organisations in Redbridge.

- Work with Redbridge Care Support Service to provide support for unpaid carers of all ages and build on working relationships.
- Strengthen the safeguarding service including developing stronger links with the Reach Out Domestic Abuse Service
- Work with service users to gain feedback and implement changes
- Embed effective engagement with service users into working practice across the directorate
- Work in partnership with other agencies to address adult mental health and wellbeing
- Work collaboratively NELFT, CAMHS and 0-19 services

Develop the Workforce

We recognise that the workforce is our most valuable asset, uniquely placed to help transform the lives of our residents. In order to create the conditions for keeping children, young people and adults safe, promoting their welfare and enabling them to fulfil their potential we need a highly skilled, experienced and stable workforce, committed to making a difference. Redbridge's vision is to recruit and retain a highly skilled, responsive, and confident across the People Directorate and our commissioned services. We will work in partnership with care providers, health colleagues and partners to create a workforce that is pivotal to achieving our vision. We will:

- Review recruitment and retention within the People Directorate
- Endeavour to have a permanent, sustainable and well-trained workforce
- Have a transparent and innovative career development offer
- Work across the Council to develop a plan to attract, retain and increase early years' health, care and education professionals to Redbridge

Disability Charter

The Redbridge Disability Charter is a set of principles that inform commissioning processes across the Council and Integrated Care System to improve the quality of life for residents with a disability or mental ill-health. The charter will ensure that our services are person centred, designed with people who use them and promote independence, choice and control.

Good Practice Charter Principles

This sets out key principles and values in developing and delivering our Commissioning functions. This charter informs and underpins any commissioning activities undertaken within People services – adults, children, young people, and families. Our charter is intended to demonstrate and support both internal and external partners, and stakeholders of our commitment to ensure that our commissioning and procurement activity is strategically led; evidence based, co-produced and outcome focused and our processes are fair; have clear governance, accountability, transparency and follow the good practice principles.

Assistive Technology

Technology has the potential to enable people to live independent lives by supporting them in managing their own care needs more effectively. Therefore, we will explore the use of assistive technology for all our commissioning activities to enhance the quality of life for people with care and support needs.

Links to Other Strategies

This plan should be read in conjunction with:

- The Redbridge Plan 2022 - 2026
- Health and Wellbeing Strategy 2023 – 2027
- Children Looked After Sufficiency Strategy
- Market Position Statement 2023
- Early Years Strategy 2023 – 2028
- Substance Misuse Strategy 2023 – 2028
- Suicide Prevention Strategy 2023 – 2028
- Tobacco Control Strategy 2023 – 2028
- Carers Charter and Action Plan 2024 - 2027

Children's Social Care

Our children's social care teams work with families who need support. This ranges from the point of a referral being made, through to a single assessment and, where necessary, into longer term working relationships for ongoing advice, support, guidance, and interventions to keep children and young people safe.

We believe that children and young people should live with their own families and family networks whenever it is safe for them to do so. Our practice is underpinned by the value we place on working collaboratively with families with a systemic, holistic whole-family approach to support them in finding their own solutions and building on their strengths.

We want Redbridge children and young people to be able to look back on their childhoods with positive and happy memories which will equip them to stride forward confidently, grasp opportunities, experiences and have successful adult lives.

Children and young people in care deserve special attention in achieving this ambition. As corporate parents we will ensure that they are supported to overcome the difficulties they experienced before becoming looked after by the Local Authority, as well as getting the best from their experience of living away from home. As corporate parents we have high aspirations for the children and young people in our care; wanting the best for them, supporting them to achieve in all areas of their lives and ensuring a smooth transition to a successful adulthood. To support this endeavour, we are committed to listening carefully to those children and young people and involving them in decision making and service development.

Current Context

Demand for services has increased and the cost-of-living pressures on families continue to grow resulting in increasing contacts and referrals. The increase in demand has been seen in all aspects of the service. The number of children looked after has grown as more families have struggled and hidden and escalating needs have been identified. Children Services has introduced new services and arrangements to better respond to need. Arrangements for responding to domestic abuse, exploitation, support for unaccompanied asylum seekers and for care leavers have all undergone significant development. There is an increase in complexity of need and contextual safeguarding remains a priority in the effort to keep children, young people, safe from harm and abuse.



Challenges

- Demand continues to be greater than capacity within some services and the rise in the complexity can lead to more practitioner time
- There is a risk that, because of the cost-of-living crisis, the volume and complexity of domestic abuse cases will increase; it may also result in heightened instances of economic abuse, with survivors being exploited or restricted financially
- The development of a digital solution to ensure that access to services is achieved at the most optimal point.
- Poor access to preventative and early intervention – particularly for under-served and underrepresented communities
- Diverse population with multiple social challenges which influence need and access
- Intersectionality - some communities/residents have multiple vulnerabilities which increase their risk

Key Activities

- Develop and implement a new multi-agency Prevention and Early Help Strategy
- Continue to implement and update the Children Looked After (CLA) strategy and Care Leavers Covenant, including the local offer
- Embedding our links and operational delivery with the Reach Out Service
- Review and launch new strategic and operational contextual safeguarding arrangements
- Continue to work with our Children in Care Council to understand the experience of children/ young people in care
- Embed Trauma-Informed Practice for managers and the social care workforce, including the early help service.
- Improving our response to modern day slavery

Education and Inclusion – Early Years

Every baby and child living and growing up in Redbridge deserves the best possible start in life and the best support that allows them to fulfil their potential. Children develop quickly in their early years and a child's experiences between birth and age five has a major impact on their future life chances. We want all our children in Redbridge to be happy, healthy and grow into confident, capable, and resilient young adults.

We want to empower families and their wider communities to keep them and their children safe and well cared for; having the personal resources to cope in difficult situations; knowing where to go for help; and finding help from services that understand and respond to differences in personal circumstances.

Current Context

There are over 25,000 children aged 0-5 years in Redbridge (8% of population). Over half of these children are from Asian, Pakistani, Bangladeshi, or Indian heritage. Of the remainder a quarter are White, 1 in 10 are of Mixed and 7% are Black heritage. 1 in 10 have special educational needs (SEN). This number is increasing, and their needs are becoming more complex.

The impact of the cost-of-living crisis and the pandemic has resulted in the number of children who live in low-income households increasing to over 2,000. It has also affected many more families whose income is just above the threshold for benefits.

The pandemic has had a huge impact on:

- Child development as babies were born into the world when adults were wearing masks
- Babies and young children had limited access to socialisation, services and to early years provision
- Domestic abuse increased
- Inequalities widened in early years

The key focus for our service over the next five years will be on early relationships, child and parental mental health and developing an Early Years Strategy aimed at producing a multi-agency approach to achieving positive outcomes for 0-5 year olds.



Challenges

- The uptake of services by families at children's centres
- Public understanding of the impact of child social and emotional development on life outcomes.
- Staff recruitment and retention
- Sustainable funding for Children's Centres and Early Years settings
- Funding for resources
- Families affected by poverty.
- Cost of living impact
- Long-term impact of Covid-19 on children and their families

Key Activities

Implement the Early Years Strategy 2023-2028 focusing on 6 key areas:

- Universal access and inclusion – improving our current offer to ensure inclusion and access for all; developing integrated family centres to widen the offer for early years and support integrated ways of working across health, social care and early years provision
- Parent and Family Engagement – continue to develop our Parent Champions network and building relationships with other key parent and carer representatives; explore ways of facilitating parent networks to create peer support for parents/carers
- Improving health and well-being of parents and children – provide training, guidance resources and support for parents/carers across a range of relevant topics, building on our current offer; specific focus on mental health – perinatal, children and young people and parents/carers
- Sustainable funding and provision – lobbying for increased sector funding; supporting families with cost-of-living challenges
- Improve data and information sharing – overcome barriers to sharing data and information between health, care and education services

Education and Inclusion – SEND

The number of children with SEND is on the increase, with their needs becoming more complex. We want all young people with SEND to be able to prepare for adulthood, with co-ordinated services and plans that work together to enable positive meaningful adult outcomes, which will result in paid employment, further education, and independent living.

Current Context

There has been significant work undertaken across SEND governance to establish a Dynamic Support Register (DSR) for children and young people with Autism/ Learning Disabilities. This multi-agency approach allows the local area to identify children and young people with complex needs who may be at risk of needing a high level of intervention such as Tier 4 services. Care, Education and Treatment Reviews (CETRs) have been established which are health-led and engage all partners involved with the child to plan the provision of support and services to meet needs and prevent escalation.



Challenges

- More children with undiagnosed need and complex need as they did not or could not access services due to lockdowns.
- Children transition from early years to school without the required support as they are not known to SEND or health services
- Staff retention and recruitment in education.
- Increase in the number of EHCP assessment requests.
- Limited availability of special school places for all ages in borough and out of borough.
- Funding for schools, particularly for special schools.

Key Activities

- Develop SEND Strategy
- Increase capacity in SEND schools
- Increase capacity in speech and language therapy, and educational psychologist provision
- Increase capacity for Alternative Resource Provision in mainstream schools
- Delivering Project Search is a one-year supported internship programme for young people (post-16) with learning disabilities and/or autism
- Working with young children and families so we can provide better experiences and outcomes for all our children and young people with SEND and those that attend alternative provision

The Youth Service at Redbridge works to provide all young people aged between 13 to 19 years (up to 25 if the young person has a disability), with a range of enjoyable opportunities, challenging experiences and effective support that will enhance their personal, social, and educational development during the transition to adulthood. Activities and services on offer include careers, education support and advice (Connexions), Redbridge Youth Council, social events, sports and exercise opportunities as well as health and well-being services. The Redbridge Youth Hub is a digital service which young people can use as a directory to access these services and activities.

The Redbridge Youth Offending and Targeted Prevention Service (YOTPS) works with children and young people who have offended or are at risk of offending, to help stop them from getting into further trouble. The service also works with parents, carers, victims and the community to help young people stay away from crime. The team includes social workers, Youth Offending Team workers, police, probation officers and health and education workers.

Current Context

Since 2011, the Youth Service age group population has increased; the 10-14 age group by 15.3% and the 15-19 age group by 7.7%. In addition, there is an increased number of refugee and asylum seekers residing in the borough, resulting in increased demand for education places, post 16 provision and leisure time activities. The number of children entering the youth justice system for the first time has also increased over the past 3 years, and disproportionality can be seen in those with SEND, mental health well-being, in certain ethnic groups and those with poorer educational experience/outcomes.



Challenges

- There is a shortage of workers with relevant experience and skills in the field
- Vulnerable children and young people with unmet needs, often achieve less in education
- Patchy universal opportunities exist for young people to develop life skills outside the classroom and to build resilience on their journey to adulthood.
- Upward trajectory of children entering the youth justice system
- Increased demand in statutory education and post 16 provision which will impact on the level of NEET (not in education, employment or training) and those not known in the borough
- Disproportionate number of black and dual heritage children in the youth justice cohort

Key Activities

- Increase Connexions Team staffing capacity to provide Careers, Education, Information, Advice & Guidance (CEIAG) to Year 9 and Year 10 students with SEND
- Connexions Team to continue to provide effective advice to young people with SEND on the education element of Educational Health Care Plans, supporting young people to secure suitable provisions for education, employment, or training.
- Refresh the Disproportionality Policy and carryout analysis to identify effective interventions to support children and young people
- Consolidate universal youth service provision at Hainault and Loxford Youth Centres for young people to access leisure-time activities
- Increase capacity for the Youth Service Mentoring Team to provide effective interventions and support to children, contributing to the reduction of children entering the youth justice system

Redbridge’s Community Health and Adult Social Service support older people, people with a disability or long-term illness, adults with mental health needs and carers. We do this by working with the person to identify their strengths, the support they have available from their personal networks or the wider community and by considering what support we as a Local Authority can provide. We also safeguard adults whose circumstances make them vulnerable, to protect them from avoidable harm.

The last few years has put enormous strain on our health and social care system. Despite this, frontline colleagues and the social care workforce have shown an unwavering commitment to supporting the people of Redbridge. Individuals, companies, local business, and the voluntary sector have worked together innovating and creating new ways of doing things that allow people to live independent lives, at home in their own community regardless of their challenges. We need a way of working together in community health and adult social care that shows that we understand these challenges, building on the lessons we have learned and the relationships that have grown over the last few years. One that supports people to stay active and independent regardless of their age, disability, or condition.

Current Context

In Redbridge, we use the People Matter assessment model which encourages co-production and places people at the heart of assessment, promoting independence and wellbeing. The First Contact Team serves as the ‘front door’ for Adult Social Care, with four locality teams across the borough supporting those clients in their geographical area through an integrated health and social care model.

We know that Redbridge’s population is diverse, and we are aware disproportionality exists when it comes to the take up of our services and access to support, with the Asian population being underrepresented. It is important to us that we work with our partner agencies and our voluntary and community sector to identify underrepresented groups and find solutions to ensure that they can access much needed service.

We also recognise that families and close support networks, including family and friend (unpaid) carers, are the bedrock of social care. However, unpaid carers experience stress and struggle to manage their own physical and mental wellbeing alongside their caring role. As such we have developed a Carers Strategy and Carers Charter to make sure that unpaid carers get the support they need to maintain their own health and wellbeing as well as continue their caring duties.



Challenges

- Workforce/staff turnover
- Waiting lists for reviews and assessments (impacted by current safeguarding arrangements)
- Unpaid carers are a cohort we need to recognise and support more
- Detecting unidentified groups in the community who have poor care

Key Activities

- Reduce waiting times for assessments, reviews and services
- Identify and support unpaid carers in the borough
- Deployment of eight Community Engagement Officers to help identify the reasons for disproportionality in those accessing our services and promote early intervention/prevention
- Implementation of a Quality Assurance Audit Framework for case audits to promote best practice and improve learning outcomes for staff
- Implement lessons learned from safeguarding with Community Health and Adult Social Services staff and external providers
- Research and implement assistive technology solutions to prevent crisis and promote independence
- Enhance our “offline” information about accessing services, rights and entitlements
- Develop a Prevention Strategy
- Increase access to mental health provision for children and adults
- Work with Children’s Services to support vulnerable adults who are pregnant to ensure the safety and wellbeing of the adult and unborn child
- Develop and expand ‘Extra Care’ and ‘Shared Lives’ across Redbridge
- Implement a framework contract to deliver supported living arrangements for residents

Good health and wellbeing give us opportunities, freedom, and independence. It is fundamental for individuals and communities to be happy and healthy, providing the foundations to prosperous societies. The World Health Organisation defines health as ‘a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity’. The unexpected arrival of the coronavirus pandemic reminded us of this and how much we all value being healthy as individuals and as a community. It has exacerbated the inequalities across our communities and has also highlighted the devastating impact of poor health on people, their families and friends, our public services and the economy.

Current Context

Redbridge is a culturally and ethnically diverse borough and has a younger population compared to the England average, with higher rates of Black, Asians and Minority Ethnic in the younger population. In contrast, Redbridge has a lower proportion of adults 65+ compared to England but, this will change over the next 10-15 years. The number of older people living longer in Redbridge is set to increase and as they age, they likely develop multiple long-term conditions requiring health and social care support.

Redbridge has areas of deprivation with more than 1 in 10 residents classed as income deprived. This will make it more likely that people living in these areas and communities will experience poor health outcome. Further challenges are now being faced by local people, with the rising cost of living having an impact on residents, many of whom will be experiencing hardship for the first time in their lives. This will present further challenges to improving the health of the population.



Challenges

- Access to preventative and early intervention, particularly for under-served and under-represented communities
- Diverse population with multiple social challenges which influence need and access
- Intersectionality, as some communities/residents have multiple vulnerabilities which increase their risk
- Limited public health grant and capacity to deliver services of increasing need and complexity (plus inflationary costs)

Key Activities

- CYP health promotion to target childhood obesity, oral health and access to 0-5 mandated universal developmental reviews
- Improve information sharing and support for schools via a public health pastoral leads network
- Increase smoking quit rates and address underage vaping (plus wider tobacco control)
- Cardiovascular disease (CVD) and diabetes prevention and reducing inequalities in outcomes - improve coverage and outcomes for NHS Health Checks, and address risk factors e.g., healthy diet, physical activity, smoking cessation
- Increase uptake rates for sexual health testing, particularly in key risk groups
- Build on licensing work for alcohol to include other public health priorities e.g., healthy eating
- Implement actions from the Substance Misuse Strategy
- Develop and deliver a local mental health stigma work programme

Conclusion

Our strategy follows on from The Redbridge Plan, our high-level strategic starting point but we need to work collaboratively with colleagues in the council, our health and social care partners, the voluntary and community, sector, local businesses and most importantly our residents to ensure its successful delivery. It is a long-term vision, and we know how quickly situations change and priorities shift. We will make sure our residents can be more involved in helping set these plans and priorities through our engagement and consultation process.

This strategy will be accompanied by strategies that will sit under this one and annual delivery plans that set out the detail and how success will be measured and monitored through our governance process, existing and developing strategies and action plans and strategy reviews. Therefore, our delivery plans will need to be mindful of this shifting landscape.

Using data and insight we will provide ourselves with the best possible tools to continue to improve year-on-year, and to help us focus on the areas that need it most and achieve our vision of putting people at the heart of everything we do in Redbridge so that they can lead happy, healthy, and safe lives.

