

Report of the Director of Children's Services

Executive Board

11th September 2007

Children's Services and children's trust arrangements update report

<p>Electoral Wards Affected:</p> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block; margin-right: 10px;"></div> Ward Members consulted (referred to in report)

Eligible for Call In

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

1. This is the third in a series of Executive Board reports that provide an overview about the development, implementation and impact of new children's trust arrangements for Leeds. We introduced these arrangements to provide a renewed focus on improving outcomes for children and young people; a framework to strengthen partnership working and young people's participation; and to realise the vision that children and young people are happy, healthy, safe, successful and free from the effects of poverty and felt lucky to have grown up in Leeds.
2. The first overview report, approved by Executive Board in September 2006, set out proposals for children's trust arrangements in Leeds, how these would be introduced and supported, and the ambitions behind them. The second overview report in February 2007 focused on progress and set the context in terms of the (then) forthcoming Children and Young People's Plan Review. This report focuses on the changes that have taken place recently and their impact. We have also had the important first annual review of the Children and Young People's Plan (CYPP Review), reported to Executive Board in June 2007.
3. The report covers four broad themes:

Outcomes – because improving outcomes for children and young people in Leeds is the motivation behind all our work. This section gives a flavour of some of the work being done both city-wide and locally and the benefits of an increasingly joined-up approach.

Partnership – discussing the extent to which, in the light of the Children Act 2004 requirements, our arrangements are helping all those broad range of partners involved in contributing to improved outcomes for children and young people.

Best and Innovative Practice – highlighting some of the innovative new work that captures the essence of how the new arrangements are impacting on the lives of children, young people and families.

Current Challenges and Opportunities - looking at the national, regional and local context and the changes and developments in each. Also considering the preparation underway for the forthcoming Joint Area Review Inspection of Leeds which has an on-site visit planned for 3-14 December 2007.

RECOMMENDATIONS

Members are recommended to:

- Note the progress made in the implementation and impact of the children's trust arrangements in Leeds since the September 2006 and February 2007 reports and the CYPP Review in June 2007.
- Note the forthcoming challenges and opportunities in progressing these arrangements, particularly in relation to preparations for the forthcoming Joint Area Review in Leeds.
- Consider those areas of work where further, more detailed information may be valuable for Executive Board over the coming months.

1.0 PURPOSE OF THIS REPORT

1.1 This report focuses on:

- Recent changes in children's services and the impact these are starting to have.
- Providing details of some of the positive outcomes that the new arrangements are supporting.
- Providing an update on the progress of the various elements of the children's trust arrangements and work to further their development.
- Issues of engagement with children and young people and elected members.
- Innovative practice that characterises the new approach being taken.
- Drawing attention to some of the main challenges and opportunities affecting children's services in Leeds, be they national, regional or local.
- The forthcoming Joint Area Review inspection in Leeds, seeking Members' support in preparing for this.

2.0 BACKGROUND INFORMATION

2.1 In September 2006 and February 2007, Executive Board considered overview reports on the development, implementation and impact of new children's trust arrangements for Leeds.

2.2 Additionally in June 2007, we reported the CYPP Review to Executive Board – the first annual review of the CYPP and also our self-assessment in preparation for the JAR inspection.

2.3 The range of consultation that took place as part of the CYPP review helped to build a broad picture of what has been achieved so far and what the priorities should be for both the short and long-term future. This exercise is good performance management practice and sits within the wider context of encouraging continuous self-review and improvement across the spectrum of services that contribute to outcomes for children and young people. The reviewed plan is available on www.childrenleeds.org.uk.

2.4 The various aspects of the children's trust arrangements are becoming more effectively embedded. The Children Leeds Partnership (CLP), Integrated Strategic Commissioning Board (ISCB) and Local Safeguarding Children Board (LSCB) have met on a number of occasions, as well as holding a key event to evaluate their progress, more details on their work are discussed below. Two significant pieces of Open Forum work have also taken place, a conference held in March and a number of local 'marketplace' events held around the city in June. In addition, locality arrangements continue to develop to support integrated services. Again, more details are below.

2.5 Appointments to the Director of Children's Services Unit (DCSU) were completed in May 2007. As such the Unit continues to develop its key role in providing:

- the strategic lead on integrating work effectively across children's services;
- organising and supporting initiatives that bring children's services partners together, particularly the various strands of the children's trust arrangements; and
- developing and strengthening the crucial link between citywide and local service delivery and stakeholders.

2.6 In view of the new arrangements around concurrent delegation for decisions in children's services that came into effect on 1st April, a variety of work has been done

to support the transition process this involves, including the wider issue of bringing those services previously in social services and learning and leisure more distinctively under the children's services 'umbrella'.

- 2.7 Since February, children's services work has also benefited from the completion and recommendations of a number of important Scrutiny Board reports, particularly significantly (given that the report was written by Youth Council and ROAR members) bus travel for young people. The board's new work programme for 2007/08 provides some valuable opportunities for further engagement with elected members over the coming months. The Board has chosen to look at a selection of services for those aged 8-13 for its first detailed review in 2007/08 and will be looking at priorities from the CYPP Review at each of its meetings.
- 2.8 JAR preparations are now a major focus of the coming months and a range of work is underway to engage with, inform and support all those involved. More details of this work are discussed in the 'Challenges and Opportunities' section below.

3.0 MAIN ISSUES

Improving Outcomes:

- 3.1 Fundamental to the changes in children's services is the ambition to improve outcomes for all children and young people. In June 2007 we published a review of the Children and Young People's Plan that re-affirmed this ambition and how it would be achieved in terms of the approach to be taken and the priorities that would help guide children's services work. The approach is based on:
- *Personalisation* of services to each individual child and young persons needs.
 - *Participation* of parents, carers and young people themselves in developing and supporting services.
 - *Partnership* working across all those involved with children and young people so that we realise our aims together.
 - *Prevention* of problems for children and young people at the earliest possible opportunity by building resilience, safeguarding and through effective early intervention and support.
- 3.2 The priorities of the Plan are set out in the table attached at appendix A. Under the arrangements to commission services to help achieve the priorities, members of the Children's Services Leadership Team are 'hosting' particular priorities with a view to taking a strategic lead and overview to ensure work on them is effectively co-ordinated, resourced and understood. This provides a clear line of ownership that links senior management to the practical work being done to address these issues, but also ensures those at the front line get a clear leadership message encouraging them to work flexibly, imaginatively and in partnership with others.
- 3.3 The children's trust arrangements and the wider children's services approach are important not only for the way they support the specific priorities of the Children and Young People's Plan, but also crucially for the cultural change that they are underpinning. They both facilitate and encourage a coordinated approach across services, helping to meet the specific challenges Leeds faces and respond more effectively to the increasingly wide range of government initiatives related to children and young people. In particular, this approach is important because it enables the Director of Children's Services to influence across a broader range of services than a traditional model. Some noteworthy examples of this approach in practice are:

- 3.31 The recent partnership with Leeds University to develop a new BA Honours degree programme in Childhood Studies: In response to the national 2006 Children's Workforce Strategy, which proposed reform of the early years and childcare workforce by instigating graduate qualified leadership within it, Leeds Early Years Service took an immediate proactive approach to instigating this reform in the local workforce by approaching a local higher education provider, the University of Leeds and proposing development of an innovative 2 year, part time degree programme for senior staff within the sector. Partnership working between the two organisations led to the development of a programme specifically tailored to support the needs of this workforce, many of whom had not studied at higher level before, or for some time. The programme was also tailored to particularly encourage participation of individuals from the private, voluntary and independent sectors, as well as Leeds City Council staff. This has fostered sharing of good practice and a positive attitude to integrated working practice generally across the sector. This year, 25 students from various sectors have passed the first year of the course, and over 40 have been recruited for next year. This partnership will continue to develop, indeed efforts are now underway to develop a Graduate Trainee Scheme to ensure recruitment and retention of graduates in the local workforce.
- 3.32 Partnership to support some of Leeds most vulnerable children and young people: Recognition for the specific needs of young people with disabilities and special educational needs is reflected in the Children and Young People's Plan and mirrored in practice through the recent appointment of Programme Manager for Integrating Services for children with disabilities, jointly funded by partners in Children's Social Care, Health and Education Leeds. This role will help strengthen the existing good work around support to parents of disabled children by focusing on parent participation, improving information (such as a newsletter for parents of disabled children) providing early support and helping the effected young people and their families through key transition stages.
- 3.33 Initiatives within schools: For example, Education Leeds was recently awarded £1.8m over 2 years by the Government Standards Fund Grant to provide pupils attending secondary schools, Pupil Referral Units (PRUs) and Specialist Inclusive Learning Centres (SILCs) with computers and internet connection. These computers are targeted at those young people in the most deprived areas of the city and include children in care aged between 10 and 16.
- 3.34 We have also appointed Alan Rees as the head teacher of our 'virtual school' for looked after children. This development draws on best practice used by some other Local Authorities ensuring a level of co-ordination, management and accountability for our looked after children, consistent with that operated by a Head Teacher and Governing Body of a school.
- 3.35 Schools are showing a strong commitment to partnership working within the children's services context. A recent partnership with the Youth Service involved a secondary school introducing the '10 boys programme'; designed to support the 10 Year 10 boys identified as most likely to be excluded from school. A curriculum tailored for their needs was developed, much of it delivered 'off site' at a youth work centre and drawing in a number of other partners and funding streams. This curriculum included not only the foundation subjects, but also motor mechanics and skills for building trades. The 21 GCSEs gained by those boys has contributed both to the targets of the school *and* of the youth service.
- 3.4 The examples above provide a snapshot of the type of work that is increasingly being developed and delivered to improve outcomes – looking to take opportunities

to share knowledge, capacity and skills to target individual needs as well as those of different groups of children.

Effective Local Working:

- 3.5 Being more responsive to specific local needs was one of the key ambitions behind the children's services developments. As such, significant emphasis is being placed on building capacity and collaboration within local areas, which is resulting in a strong local sense of shared purpose around improving outcomes.
- 3.51 Recently, this approach has helped to support the creation of clear cluster arrangements incorporating schools and children's centres. It has helped to facilitate more joint bids for funding. It has seen improvements in the level and range of membership on local partnerships and it has supported the extension of the work of the city-wide Safeguarding Board through local safeguarding groups. There are many specific examples of positive local partnership work taking place in different parts of the city, these include:
- In East Leeds the Children Leeds East Partnership and Schools Area Management Board are addressing exclusion through improved partnership across schools and more coherent multi-agency support. The Partnership has also played an important role in supporting the development of a section of the successful Big Lottery Fund Play bid, which is now being implemented through a sub-group of the partnership.
 - In South Leeds they are putting a lot of emphasis on implementing the "core offer" of extended schools and children's centres. They have also identified local priorities to improve support to parents and families and to develop play and leisure, which they are tackling through improved interagency co-operation.
 - West Leeds have decided, amongst many other things, to look particularly at what leads to inappropriate referrals to social care. The aim is to ensure a swifter and more preventative response to better help families and is leading to all services looking at gaps in their provision and the routes to referrals.
 - The North East area is building its capacity to deliver changes. The new North East Children's Partnership has worked with Education Leeds' Organisation Challenge Team to challenge all local parties to improve how they work together so that objectives in the local Children and Young People's Plan will be effectively delivered.
 - North West is also building its capacity to deliver on the local plan by improving the working relationship between the interagency North West Children's Partnership and the Schools Area Management Board. It has taken a particular interest in potential inequalities in accessing the core offer of extended services and has asked Professor Nick Frost from Leeds Metropolitan University to lead some research into this area.
- 3.52 A report summarising some of the key activities and aspects of work involving our Local Area Children Leeds Partnerships is to be submitted to the main Children Leeds Partnership in September. Building on previous locality working events, this will provide a further opportunity to share and learn from local issues and successes at a city-wide forum, to ensure that best-practice developed in each locality is rolled

out to all other areas. The progress made provides a platform from which local partners are increasingly working towards developing local children and young people plans, which draw on the priorities of the main Plan, but address more specifically particular local variations and trends. In developing this work, partners will be able to benefit from the experience of the West Project and the approach to shared planning and prioritisation that it has developed. More details of this project are below.

Partnerships:

Developing the children's trust arrangements

3.6 Improving capacity, understanding and operational effectiveness in our partnership working continues to be a central element of how children's services are striving to develop. As such, recent work has brought partners together to review what we are doing well and areas for improvement. We had a 'Governance Seminar' in July 2007, which brought together the members of the Children Leeds Partnership (CLP), Integrated Strategic Commissioning Board (ISCB) and Local Safeguarding Children Board (LSCB) to evaluate the progress of each group so far, the similarities and differences in their role and identify opportunities to improve their effectiveness. The event was organised in liaison with the Government Office for Yorkshire and the Humber and the Audit Commission. An Audit Commission representative presented at the event on 'effective partnership'. There were a number of key messages from delegates at this event, including:

- Members of the different elements of the partnership have a good understanding of what their role is and how the body they sit on is distinctive from the other elements of the trust arrangements.
- More work needs to be done on areas where the different elements overlap to clarify the role each body plays, for example on performance monitoring.
- Partners can strengthen understanding of each others work through better communication, for example by spending more time in each others organisations.
- Partners can more widely share with colleagues messages that come out of trust arrangement meetings and how the trust arrangements input on important safeguarding work.
- Development is still needed around the style and nature of the various meetings that take place within the trust arrangements, particularly to achieve a balanced work programme across the elements.
- Crucially, the importance of using the trust arrangements to engage more effectively with children, young people and families was a recurring theme.

3.61 These outcomes are currently being considered by each of three groups involved in the event and clear plans are being drawn up for how they will develop their work, particularly to engage with children and young people more effectively (especially in the case of the CLP). We are also considering how we continue this process of self-evaluation and learning with other similar events in the future.

3.62 In addition to this event, the regular work of the trust arrangements has continued to progress:

- The **Local Safeguarding Children Board** has appointed its independent Chair, Judith Dodd and a Safeguarding Manager, Bryan Gocke. The Board is leading

on a range of work to raise the profile of safeguarding work. This has included staff training and a stall at the recent Open Forum marketplace event.

- The **Children Leeds Partnership** (CLP) continues to be well attended by partners and is providing a valuable forum for an open discussion of ideas and information sharing around key strategic and service developments, which can then inform wider partnership working. Its work has included focusing on CYPP priorities, JAR preparations, and looking in detail at a range of emerging key strategies for children and young people, including the Family Support and Parenting Strategy, the Youth Crime Prevention Strategy, the Workforce Reform Strategy and the Anti-Bullying Strategy. At its September meeting it will focus on the work being done to develop effective locality working and hear the health perspective from the Director of Planning and Commissioning for Children and Maternity Services.
- The **Integrated Strategic Commissioning Board** (ISCB) is establishing a clear structure within its meetings to ensure it balances performance management, information on key service areas and commissioning work. It has considered issues that include monitoring and performance management looking at the early Youth Crime Prevention Strategy (led by Safer Leeds) and considering its commissioning implications. It has also looked at the development of the workforce strategy and agreed that all partners will provide a link officer to work toward developing the strategy. The Integrated Strategic Commissioning Board has also recently established a 'joint preventative commissioning partnership' enabling partners to route between £30 and £50 million worth of expenditure through a single common system of commissioning against the delivery of a 0-19 universal offer for Leeds children and young people. Effectively, partners will channel funding that they may previously have spent on a series of separate commissioning activities to look at joint shared priorities (feeding down from the Children and Young People's Plan) and how they can be targetted more effectively.

3.63 In June, the latest round of **Open Forum** events were held in each of the five wedges of the city (as well as an additional evening event in the city centre) for anyone to attend to learn more about services in their local area. Using a 'marketplace' format, services were invited to attend and set up stalls that promote and inform about the work they do. Attendees included a wide range of council services, colleagues from health, the police, education, the voluntary and community sector and business partners and also elected members and the public, including young people themselves. As well as being an excellent networking opportunity, these events helped to build knowledge within local areas of what work is going on and how this links to wider strategic developments (several citywide services have had stalls at every event).

Continuous Self-review and Learning

3.7 The importance of monitoring the progress of all aspects of the trust arrangements and progress on outcomes is fully appreciated. Particularly in view of the new ways of working (especially around joint commissioning) that they support. Commitment to this type of review work is demonstrated through the recent Governance Seminar discussed above, the way in which the Open Forums have developed on the basis of feedback and the consultation conducted during the Children and Young People's Plan review. The forthcoming Joint Area Review will provide an important measure of where we are and we will use it to identify next steps to effectively develop all

aspects of our trust arrangements so that they are best placed to support efforts to improve outcomes.

Engagement of Children and Young People

3.8 Previous reports have outlined the importance of these arrangements and their impact being accountable to children and young people. Therefore, key to assessing how well our trust arrangements are working is our ability to meet the challenge of engaging more effectively with children and young people themselves to help us shape services to their needs. There is a great deal of work underway in Leeds that involves children and young people: school councils, the youth council, volunteering schemes, the Children's Fund projects, Breeze, ROAR (Reach Out And Reconnect), Investors in Pupils and much more. However, we want to move towards a more systematic approach that will ensure that children and young people are active partners in making decisions, checking out what is working and shaping things for the future. Recent developments towards this goal include:

- A Children and Young People's Involvement Advocate in each of the five wedges - this role has been taken on by officers in addition to their usual range of responsibilities and looks to work across agencies with the wedge partnership to advocate for and support children and young people's involvement and participation. Wedge partnerships are beginning to establish participation subgroups to ensure that their work is informed by the views of children and young people.
- The Children Leeds Strategic Partnership Group - this is a multi-agency group, chaired by the Strategic Leader for Partnerships and Participation brought together to provide the direction for children and young people's participation across the partnership. The group is working on producing a Children and Young People's Participation Strategy for Leeds. This will include the Participation Evaluation Tool (PET) and charter that are already in place, as well as the national Hear by Right standards. Leeds has been chosen to form part of the National Youth Agency's pilot programme to support and establish the standards within children's trust arrangements.
- The 'Talking Leeds' DVD - A DVD of young people talking about growing up in Leeds is produced each year as part of Breeze on Tour. Young people from ROAR are conducting the interviews. This year the major focus is on being safe, but it will also help us to think about what sense of place and identity exists in our city.
- The 5.2.13 Crew - to ensure that the younger age range's views are represented and that they can also get involved. Children aged 5 to 13 are recruited through Breeze on Tour to become part of the Crew. They receive the 5.2.13 magazine, which is written and designed by children, and get invited to join in a wide range of activities such as reviewing different leisure activities from a child's perspective.

3.81 The examples above demonstrate the ongoing effort and commitment of partners across our trust arrangements in recognising both the importance and challenge of engaging with young people more effectively.

Engaging with Elected Members:

3.9 Another strong feature of the trust arrangement's ambitions is to develop more engagement with and involvement of local elected members across children's services work. There are already many good examples of this, one being how Locality Enablers have started to build stronger links locally with councillors and with their Area Committees in recent months. However, we are keen to develop such relationships further, particularly where there are more opportunities to facilitate dialogue between children and young people and their local councillor. Recent and forthcoming work to engage with members includes:

- A number of seminars around key themes in the Education and Inspections Act
- A consultation seminar to enable members to comment on the draft Family Support and Parenting Strategy
- Local marketplace Open Forums
- An event planned for the autumn to demonstrate the work that children's services can do to support members in dealing with their casework
- Events to raise Members' understanding of the forthcoming Joint Area Review

Across children's services we welcome opportunities and suggestions to help us develop our engagement work with elected Members.

Innovative Practice:

4 In addition to the examples provided above, we have a number of initiatives at the forefront of innovative practice in terms of shared working and joint commissioning arrangements.

West Project

4.1 Elements of children's services in the west of the city have been used to pilot/lead on the type of integrated working that the new children's trust arrangements are encouraging. We formed a multi-agency 'virtual team' to develop a project plan which then led to the establishment of a *local* children and young people's plan. This was drawn from data analysis and workshops with partners to determine priorities for change so as to improve outcomes for children and families in the area. Based on this, task-groups to drive improvements were then developed which involved multi agency partners. Their priorities for improvement were overseen by the overall wedge partnership. The common assessment of children and families needs (see below) was first implemented in west Leeds, which then shaped the model for overall implementation and roll out across the city, leading to an integrated and multi agency training strategy to improve the knowledge, skills and experience of the workforce. Research into national and local best practice in relation to integrated front line delivery of services led to the 'team around the child' model being agreed. This model is beginning to integrate frontline delivery of services at a very local cluster level.

4.11 The project has made a significant impact on improving partnership knowledge, understanding and ways of working differently to improve service delivery to children and families. Partnership working has become more focused on improving outcomes and delivery partly by ensuring that all groups have a specific and targeted purpose. A clear focus on needs led, not service led support is being implemented. This is impacting on how agencies work together and challenging

cultures to ensure a more personalised service is available to children and families in Leeds. The project is being formally evaluated by Leeds Metropolitan University.

Common Assessment Framework:

- 4.2 The Common Assessment Framework (CAF), originally piloted in the west, is now being rolled out across the city. It is starting to provide a single approach to assessment and identify common thresholds (or triggers) for different levels of need amongst children and young people so that there is a shared understanding across services working with those growing up in Leeds around the appropriate level of intervention required. These thresholds (or triggers) have been drawn up through detailed consultation and will be shared with staff through a significant training programme.

Budget Holding Lead Professional:

- 4.3 The Budget Holding Lead Professional initiative is based on delivering a seven day response to needs identified by parents and children or young people at risk of social exclusion and not reaching their full potential. The needs will be those communicated to family outreach workers, learning mentors, personal advisors or other universal service workers who are specifically trained to engage with children, young people and their families, and who have received CAF, Lead Professional and Budget Holding Lead Professional training. This locality based group of lead professionals will have access to a devolved budget of up to £1000 for each child, young person or family to:
- Ensure children and families access services when they need them, improving outcomes
 - Improve multi-agency working
 - Reduce the likelihood of overlaps and duplication of work among practitioners, reducing the cost of interventions
 - Identify gaps in service provision to inform commissioning
- 4.31 This is being coordinated on a locality basis by the Head of Children's Centre Services based in the designated area hub children's centre supported by their Management Board and accountable body. This radical approach to ensuring that we identify and respond to need, with a proportionate and timely response, is at the heart of how the service transformation will continue.

The Family Hub

- 4.4 The implementation of the '**Family Hub**' website is a significant step towards the development of more integrated information, advice and guidance for children, young people and their families. It allows users to find a wide variety of services in their area and links to the young people's 'Breeze' website. It is an important step in work towards the requirements of the Youth Offer. The website can be found at www.thefamilyhubleeds.org.

The Joint Commissioning of Speech and Language Therapy Services

- 4.5 The ISCB took a decision in Autumn 2006 to jointly commission this service for 2007-08 and beyond. For many years one provider had been separately commissioned (or purchased) by three different agencies, i.e. the NHS, LA Early Years Services and Education Leeds. Joint commissioning required all commissioners to meet for several meetings with the provider and all become familiar with the Speech and Language Therapy (S<) best practice standards and professional policy and guidance. An overview was established of how S< is provided to cover different childrens' and families' needs for community-based services (in clinics), nursery-based and school based services. The joint commissioning process also ensured that all agencies, key professionals and front-line workers would receive appropriate consultation, liaison and training from S< specialists. The joint process resulted in saving the S< services management time usually spent doing this work three separate times. It also meant that commissioners jointly identified risk areas and could commission to minimise those risks. Monitoring arrangements, activity levels, finances, quality standards and complaints procedures are agreed across the three commissioners
- 4.51 Several key priorities for service developments were identified, including one service need for vulnerable young people with high-end emotional and behavioural issues who are at high risk of school exclusion and incarceration. A service proposal was then developed and agreed, which also includes the Youth Offending Service. Funding has now been identified from three sources, including a national source, to pilot this service and have it externally evaluated.
- 4.52 These examples all highlight the different ways that within the new framework services are developing in a way that breaks down traditional silos and takes a much broader, shared approach to making services more responsive and ultimately increase the effectiveness of our arrangements.

Challenges and Opportunities

The wider context

- 4.6 The work and developments detailed above sit within the context of some significant developments around children's services:

National Developments:

- 4.61 A number of important developments nationally will have an impact on the ongoing progress of children's services locally. In particular the new national government departmental arrangements, which sees the Department for Education and Skills replaced by the Department for Children's, Schools and Families (DCSF) and separately the Department for Innovation, Universities and Skills. This change has positive implications for the development of a coordinated children's services agenda, reflecting the important link between education and wider social policy. One important feature of the new Department is the notion of 'Dual Key' policy development – i.e. that on key shared issues, such as childhood obesity and youth sport, policies and budgets will only be approved once all the Departments involved have signed up. This is similar to the development of cross-governmental Public Service Agreements and strategies that are emerging from the ongoing Comprehensive Spending Review. This approach nationally will help reinforce local efforts to ensure all services fully consider implications for children and young people right across their work.

- 4.62 There appears to be a number of shifts in emphasis in the development of the new DCSF. For example, a specific focus on targeting *poverty* as an underlying cause of many of the problems that children and young people face and a focus on the central role that families play (and as such the support they need) in determining outcomes for them. It is encouraging therefore, that a number of the priorities identified in our Children and Young People's Plan reflect these issues. A table attached at appendix B considers the implications of the new department's focus in more detail by mapping the early indications of where the Secretary of State is concentrating attention against the work we are doing Leeds in these areas.
- 4.63 Another key national development is the publication of the White Paper Care Matters: Time for Change, in June 2007. This paper addresses a number of key issues around the support of children in care not covered in detail by Every Child Matters. This renewed focus by central government and the calls the report makes for the greater involvement of business will strengthen the work already being done in Leeds and reinforce the high priority being given to supporting some of our most vulnerable young people. The process of taking the Care Matters White Paper through parliament will begin in the autumn of 2007, around which time consultation on the practical implementation of the developments it outlines will also take place. More details on this (in the form of an implementation plan) are expected shortly. The Director of Children's services and Chief Officer for Children's Social Care are keen to raise Members' awareness of the implications of the White Paper and would welcome the chance to provide a specific report and/or event to achieve this.
- 4.64 The Government published its ten year youth strategy on 26th July 2007. This is called "Aiming high for young people: a ten year strategy for positive activities". It builds on the previous Youth Matters initiative and on Clause 6 of the 2006 Education and Inspections Act. The strategy focuses on empowerment, access and quality and includes a strong leadership role for local authorities and the third sector. The stated intention of the Government is to underpin the youth strategy by announcing, in the next Comprehensive Spending Review later this year, extra funding for youth services for the period 2008-11. A report summarising the contents and implications of this new strategy will be presented to a future Executive Board meeting.

Regional Developments:

- 4.7 As new arrangements around children's services become increasingly embedded there are more moves towards sharing expertise, experience and intelligence to support this work. At a regional level for example, following a review, the DCSF, has recently published a protocol entitled 'Field Forces' that details how regionally based civil servants (for example at the Government Office for Yorkshire and the Humber) and other partners will coordinate activities with local authorities (and partners) more effectively to improve outcomes for children and young people, particularly by increasingly targeting improvement resources to 'hot spot' areas and those identified through risk assessments. During the first half of 2007 the Government Office for Yorkshire and the Humber held a series of events to support local authorities and partners in considering the development of their children's services arrangements. GOYH has also recently advertised for a temporary Service Development Manager post to provide specific support to Children's Services Executive Members. This will involve identifying and presenting national and regional best practice and finding innovative approaches to share and embed this knowledge within individual authorities.

- 4.71 Such moves towards sharing *ideas* and *intelligence* at a regional level sit alongside efforts to move more of the *delivery* of services to individual local authorities. This is somewhat reflected in the recently announced proposed changes to the funding of post-16 education away from the Learning and Skills Council (LSC) and into more local authority delegation. Indications so far are that 2010/11 would be the estimated year of transition for these arrangements. It will be important to be proactive in considering the implication of these changes particularly in coordinating our work around the 14-19 agenda.
- 4.72 Local delivery will also become more prominent through the ongoing work to transfer the Connexions Services from a regional base to individual local authorities, helping to create an integrated youth support service in Leeds. This work incorporates the development of the Youth Offer, which will be published in November. More details specifically on these developments will be brought to Members at an appropriate point.

Other key areas of our work:

- 4.8 In addition to the wider developments discussed above that we must respond to, there are also a number of specific challenges that we are particularly aware of at present.

Raising the profile of our safeguarding work

- 4.81 Our reviewed Children and Young People's Plan identified safeguarding as being at the cornerstone of everything we do and a responsibility for staff right across children's services. In recognising this our Safeguarding Board has a key role to play to improve understanding of safeguarding across our work *and* the work of those who may not lead of children's services work, but whose activities have an important impact on this (such as housing). The Board has made positive progress across a number of areas. It has helped to develop and provide protocols and procedures to guide interagency safeguarding work. It has facilitated and delivered a comprehensive multi-agency training programme to promote and support safeguarding work. A wide range of partners have engaged in this programme, both as trainees and trainers. It has undertaken serious case reviews where required and identified areas for improvement in ways of working. By April 2008 the Board will also be responsible for reviewing all child deaths in Leeds. Although partner agencies cannot be directed by the Board to undertake particular actions, the Board can make recommendations to improve safeguarding. As such it is essential that partners are fully engaged in and signed up to the importance of safeguarding work.

New Children's services Arrangements: Supporting a Smooth Transition

- 4.82 A Children and Young People's Social Care Improvement Board has been established to oversee the key change management and improvement work to be conducted in the 2007-08 financial year relating to Children & Young People's Social Care Services. This Board is overseeing the transition from a single Social Services Department to a Director of Adult Social Services and separate Children's Social Care Services provider commissioner, so that it delivers a stable future platform for delivering Children & Young People's Social Care Services – including the necessary support service structures. The Board monitors progress on implementing the Children and Young Peoples Social Care transition and improvement plans that underpin efforts to ensure work in this key area progresses effectively. The Board's work will be reviewed in September 2007. Also, arrangements within the DCSU have been put in place to support the post of Acting

Chief Officer for Early Years and Youth Services, as these services have moved out of the former Learning and Leisure Department.

Joint Area Review Preparations:

- 4.83 Preparations for the Joint Area Review are now underway with a number of key preparation groups having been established and more detailed plans made for communicating and co-ordinating work relating to this. Meetings with elected members will form an important part of the inspection process. It is intended that a variety of briefings/seminars will be held as part of the preparations and other suggestions for Member engagement would be welcomed. A timetable of key JAR dates is attached at appendix C.

5.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

- 5.1 There are no specific implications for Council Policy and Governance.

6.0 LEGAL AND RESOURCE IMPLICATIONS

- 6.1 There are no specific legal and resource implications.

7.0 CONCLUSIONS

- 7.1 This report continues the ongoing dialogue with the Executive Board on the development of a child-centred city. Since the February report to Executive Board, considerable progress has been made in implementing the new arrangements, although there is still a great deal to be done if we are to realise our ambitions.

- 7.2 The developments in children's services have a direct link with the wider Council Change Programme and should be seen in this broad context.

- 7.3 The recent review of the Children and Young People's Plan provides a platform from which the new arrangements that are now in place can help to deliver real, outcome focused change for children and young people in the city. Through supporting the ongoing transition to these new arrangements and developing the way that the various stands of the children's trust arrangements work together we can ensure that we take this opportunity to achieve this.

- 7.4 Further update reports on this work will continue to be provided to Executive Board.

8.0 RECOMMENDATIONS

- 8.1 Members are recommended to:

- Note the progress made in the implementation and impact of the children's trust arrangements in Leeds since the February 2007 report.
- Note the forthcoming challenges and opportunities in progressing these arrangements, particularly in relation to preparations for the forthcoming Joint Area Review in Leeds.
- Consider those areas of work where further, more detailed information may be valuable over the coming months.

Appendix A

LEEDS CYP PLAN PRIORITIES

Our review has highlighted the need to be clearer about priorities to ensure there is better collective understanding, ownership and action on the issues that count. The revised list of priorities refreshes and clarifies that set out in the full Children & Young People's Plan last year and is intended to form a relatively stable set of priorities. It describes a number of longer term very broad priorities and feeding into each of these a more targeted shorter term priority. It also specifically addresses the cross-cutting 'narrowing the gap' theme. This long term/short term approach is important because it shows how we can have an immediate impact on outcomes and at the same time invest in developments for the longer term.

The list is set out below, grouped into two sections: the first for improving outcomes and the second for improving services.

Every Child Matters Outcome	Priority	Long term priority	Short term priority
Stay safe	Safeguarding	Embedding a safeguarding culture	Improving the assessment and care of children in need
	Safe communities	Strengthening community safety and cohesion	Reducing bullying
Be healthy	Emotional wellbeing	Promoting emotional wellbeing for all	Improving services for children, young people and families with additional mental health needs
	Activity and obesity	Reducing obesity	Raising activity
	Sexual health	Improving sexual health for all	Reducing teenage conception
Enjoy and achieve	Secondary progress	Improving educational outcomes for 11-16 year olds	Targeting underachievement
	Early learning	Improving readiness to learn	Enabling the engagement of parents and young learners in early years and primary schools
Make a positive contribution	Positive opportunities	Enhancing positive opportunities in and out of school	Reducing antisocial behaviour and offending
Achieve economic wellbeing	Qualifications and skills at 19	Raising qualifications and skills levels for 19 year olds	Reducing the proportion of vulnerable groups not in education, training or employment
ALL	Narrowing the gap in outcomes for the most vulnerable children and young people		

Priorities for Improving Services

Every Child Matters Outcome	Long term priority	Short term priority
Service management	Extended services for every neighbourhood	Roll out of extended services in schools and children's centres
Service management	Parenting support for all	Proactive, tailored support for families facing the most severe challenges
Service management	Personalised, joined up support for all	Moving towards integration through the roll out of the Common Assessment Framework, Budget Holding Lead Professional and Individual learning plans

Appendix B

The Secretary of State has signaled the following issues in progressing his aim of providing excellent services for all children and families and more support for those who need it most:-

DCSF Early Signals	Leeds Alignment check
<p>Being able to identify potential problems early before things go wrong</p> <p>Being able to do something quickly to help children and their families get back on track when children are at risk</p> <p>Integrating services for children and young people at the local level</p>	<p>Well served by Leeds' involvement in the Budget Holding Lead Professional Pilot. Leeds was unique in using the pilot to promise a seven day local response and this has generated a good degree of interest from the government.</p>
<p>Joining health services with other services for children and young people</p>	<p>The creation of a Director from the new PCT as a joint post between PCT and DCSU is a good indicator of focus on this area. Also, early cooperation on hosting arrangements with the PCT</p>
<p>Improving the skills and emotional well being of parents</p> <p>Improving relationships between families and professionals</p>	<p>Leeds is at the forefront of this work due to its early introduction of Children's Centres and the growing numbers in place. We've received national recognition for a number of our parenting programmes which focus on support in a non-stigmatised way for the families in the most challenging circumstances and for using parents within community as our outreach contacts for harder to reach groups.</p>
<p>Personalisation – how services can tailor their support so that all children can reach their potential</p>	<p>This has been a core feature of education development in Leeds and has featured strongly in the Children and Young People's Plan and its latest refresh.</p>
<p>Outcomes gaps strongly correlated with poverty</p> <p>Families – the need to consider the role families play in each phase and how we can support them.</p> <p>Improving relationships between professionals and professionals - 'Every Child Matters cannot work if some parts of children's services work on principles of early intervention and others are in crisis management mode'</p>	<p>Probably require us to take a closer look at our future planned intention to check the appropriate action and emphasis across these areas. In particular, the poverty in families angle suggests we need a more obvious emphasis on the regeneration links to improving outcomes for children. And the quote regarding school staff's ability to engage with other children's professionals does reflect feedback from recent school surveys and early findings of locality enablers. We probably need a specific initiative in this regard. Perhaps the new virtual Headteacher role is a way in with particular regard to teachers and social care professionals. On the health profession side the announcement of a small amount of government money to allow schools to make better links with health professionals could be a way forward. There are also potential developments around trust schools and their ability to engage with a wider set of professional partners.</p>

Appendix C

Leeds Joint Area Review indicative timetable

14 June 07	Submission of our CYPP review, which also acts as our self assessment for the JAR
30 Aug 07	Briefing packs sent <i>This pack includes information on who our inspection team will be, plus a pack of forms and requirements for tasks within the inspection process, such as case tracking.</i>
20 Sept 07	<i>We submit the names of 100 potential cases for case tracking. These have to include the following</i> <ul style="list-style-type: none">• 35 Looked after children and young people• 30 Children/young people on the child protection register• 35 children or young people with learning difficulties and/or disabilities
Date TBC between 03 Oct & 12 Oct	Set up meeting <i>This is a meeting involving the lead inspectors for the JAR and the Corporate assessment with key officers (and members if wished). There is usually a short joint meeting and then two separate meetings which will look in detail at how the inspection arrangements will be put in place. In the JAR set up meeting, the inspectors will outline to us the ten areas of work for particular focus during the inspection. This will always include elements of safeguarding and attainment, plus eight areas from across the other outcome areas. The inspectors will advise us at this meeting the final ten cases they have chosen for case tracking, from our original list of 100.</i>
18-Oct-07	Self assessment return date <i>This is the Corporate Assessment self assessment. This will, however give us another opportunity to feed in some updated information about children and young people's services.</i>
W/b 12-Nov-07	Analysis week <i>All of the JAR inspectors will be on site during this week, but will confine their work to desktop analysis of data and information submitted, plus analysis of the ten cases identified for case tracking. At the end of the week they will meet with us to share their emerging hypotheses. These will form the basis of the inspection activity during the fieldwork.</i>
W/b 03-Dec-07	Fieldwork; <i>During week 1 the inspection activity tends to focus on operational work. Inspectors will visit projects, teams and settings. They will undertake detailed examination of social care referral and assessment arrangements, visit hospital A&E facilities, and a very broad range of other delivery of service. They may visit individual schools. They will interview service users at each visit, plus undertake detailed interviews with staff and service users in the case tracking process. Daily verbal feedback will be given.</i>
W/b 10-Dec-07	Fieldwork; <i>Week 2 activity tends to focus on strategic issues, plus any remaining operational issues which arise from week 1. The inspectors will interview senior staff from partner agencies, plus the Chairs of major partnership groups such as the Local safeguarding Children Board. The Leader of the Council will</i>

be interviewed, as will the Executive Lead Member for Children's Services. It is very likely that a selection of scrutiny members may be interviewed, and a group of members to discuss corporate parenting responsibilities. Formal verbal feedback will be given at the end of week 2 on the morning of Friday December 14th.

- 30-Jan-08 Draft report to council.
We have ten working days to respond to the draft, highlighting any factual errors or areas of challenge. We are not allowed at this stage to submit any additional evidence.
- Feb/March 08 Negotiations around final draft of the report, and final scores.
- Early April 08 Formal feedback by inspectors to elected members, chief officers and partners on the outcome of the inspection and the content of the report.
- 22 April Report published.
The report is published via the Ofsted website. It will be published in a batch alongside the other authorities which have been inspected within the same timeframe as Leeds. From this date, we are required, within 7 weeks to publish an action plan in respect of any recommendations arising from the report. These actions will be monitored through Government Office, and progress against them will feed into the 2008 Annual Performance Assessment.