



Report of the Director of Children's Services

Scrutiny Board (Children's Services)

Date: 11 January 2007

Subject: Implementing the Children Act - update

Electoral Wards Affected:

All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Introduction

- 1.1 During 2005 / 06 the Scrutiny Board (Children and Young People) carried out an inquiry into the implementation of the Children Act 2004. An Action Plan was issued and updated in July and October 2006 and a further update was requested for consideration by the January 2007 Scrutiny Board, together with an up date on recent developments in Children's Services.
- 1.2 This report provides a further update on the Action Plan and developments, together with an assessment of activity to routinely embed the impact of Council activity on children and young people.

2.0 Main issues

- 2.1 A further update to the July 2006 Action Plan is attached at Appendix 1.
- 2.2 Further developments in Children's front-line services are described below, reflecting the progress in service review and development that has been made since the last report to Scrutiny in October 2006.

3.0 Assessment of the impact of Council activity on children and young people

- 3.1 Recommendation 1 of the Scrutiny Board's report of April 2006 was 'That the Director of Children's Services discusses with the Corporate Management Team how to embed the routine assessment of the impact on children and young people within policy development and review activity across the Council, along the lines described in the Child Impact Statement Model'.

- 3.2 Following the appointment of Rosemary Archer as Director of Children's Services, arrangements have been put in place to ensure Leeds City Council fully meets the requirement of the Children Act 2004 and, as described in the following paragraphs, these are now comprehensive and operational.
- 3.3 The small, interim arrangement for the Director of Children's Services Unit has dedicated the majority of its time to this work and, on completion of the recruitment process currently under way (see para 4.2 below), the Unit will be able to address the wider working practices necessary to fully assessing the impact of Council activity on children, young people and families.
- 3.4 The Director is clear about the importance of this assessment, not only in Council-delivered services, but in the provision of public services across the city.
- 3.5 There has been an increased opportunity, through the work on the Local Area Agreement and the development of children's trust arrangements, for the city to establish the interdependence of key policy developments for the city. For example, children and young people have rated access to things to do and transport as priorities for them. The Director of Children's Services has been able to ensure that the voice of children and young people is heard as a matter of policy in the development of leisure and the arts, and in the emerging transport strategy for the city and region.
- 3.6 In ensuring the impact of Council activity on children and young people is assessed when all decisions are taken, care has been taken not to reduce this to a 'box ticking' procedure, but to ensure this is a genuinely rigorous process. This means that at this stage there is no review of boxes on reports to Executive Board. This remains an important matter for the Director of Children's Services, who will take the opportunity to consider this with the Executive Board Member and Corporate management team as soon as the recruitment process is completed and fully resourced.
- 3.7 The Council has moved to appoint two Executive Board Members with portfolios in Children's Services, who are supported by three Lead Members. It is believed that this is more than any other local authority in the UK. This gives children's and families' issues a strong voice at the highest decision-taking level.
- 3.8 As a result of the Corporate Parenting Action Plan approved by Executive Board in July 2006, each department of the Council has appointed a representative at senior management level, whose duty it is to ensure consideration of the impact of all council activity on children and young people, when any operational decision is taken. An example of where this is making a difference in practice is the discussions taking place between the Director of Children's Services and project managers leading the east and south-east Leeds regeneration project EASEL. These discussions will ensure the needs of children and young people are taken into account as plans are developed for major infrastructure improvements that will take place in the regeneration area.
- 3.9 Consultation with children, young people and their parents and carers is a central theme of the Children's Services approach in Leeds. The Children and Young People's Plan, published in July 2006, states 'We will develop stronger relationships with children and young people to ensure they participate and are involved in decisions that affect their lives. This will fundamentally alter the way we design

services, with children and young people actively engaged in commissioning services and service redesign'. It also states 'We will develop stronger arrangements for involving families, parents and carers, learning from their experiences in shaping priorities and service redesign. Children, young people and families will develop and manage their own futures, with children's services providing opportunities and support to make this happen.'

- 3.10 The Children and Young People's Plan will be reviewed during spring of 2007, arguably the most significant opportunity yet for children and families to influence their services through heightened involvement. It is also an opportunity for partners, Area Committees and elected members to have input into service redesign and a full consultation will be put under way, with a view to having the completed second edition of the Plan in place by May.
- 3.11 There is strong representation of children, young people, parents and carers on the Children Leeds Partnership and in particular the Open Forums. In December an Open Forum Participation event, designed and organised by children, young people and parents and carers was held. Participants included senior management from a wide variety of organisations involved in delivering children's services, including health, voluntary sector, education, social services, early years services, youth services, learning and leisure services and others. This event paves the way for the future design of services for children, young people and families to involve service users working with providers more closely and innovatively than ever before.
- 3.12 The Young People's Scrutiny Forum provides children and young people with a further voice and consists of representatives of the Leeds Youth Council and ROAR (Reach Out And Reconnect). For example, the Forum is currently conducting an inquiry into bus services in Leeds, how they impact on the lives of children and young people and how public transport services can be improved. The Young People's Scrutiny Forum is supported by the Children Leeds Partnership.
- 3.13 Blueprint (part of national VOICE) have begun working with Leeds Social Services to improve the participation of children and young people in key areas of their lives. The framework will include work which is currently undertaken by Leeds Children's Rights and the disabled children's participation worker.
- 3.14 The Director of Children's Services and her senior team appreciate the importance of keeping elected members informed of activity and during December visited all Area Committees and held members' seminars during November and December. Further seminars are planned for 2007.

4.0 Children's trust arrangements

- 4.1 The children's trust arrangements have been put in place to bring about improving outcomes for children and young people, and to ensure an impact assessment is made on all council activity to see how the lives of children and young people might be affected by decisions taken.
- 4.2 Director of Children's Services Unit – staffing update
Executive Board approved the Council's children's trust arrangements at its meeting of September 2006, at the same time formally accepting the structure proposed for the Director of Children's Services Unit. In October, Personnel Panel gave approval

to proceed to appoint a number of new posts to take forward the work of the children's trust arrangements. These include leadership posts for Commissioning & Partnerships; Innovation & Change; Strategic Leadership; Partnership & Participation; Performance & Change; and Resources & Assets. There will in addition be five Locality Enablers and project, support and administrative posts. There will be a further senior post jointly funded with the Leeds PCT (see para 8.1 below).

4.3 Following two successful recruiting sessions on 20 November 2006, which resulted in applications from many well-qualified applicants, a selection process is under way and it is expected that all the posts will be filled and post holders in place by the end of March 2007. The first of the new roles to be filled is that of Deputy Director (Commissioning and Partnerships). Keith Burton, formerly Chief Learning Officer, has been able to take up his duties immediately.

4.4 Open Forum

The Open Forum took the form of a series of meetings at six locations across the city during October and November. All were attended by the Lead Executive Member and Director of Children's Services, who both gave presentations, in addition to updates on the Universal Offer, Youth Matters, Children and Young People's Plan and developing the Children's Services workforce. The Open Forums have built on an earlier meeting in March and were complemented by that organised by parents and young people, (see para 3.7)

4.5 Safeguarding Board

The board was established in April and complies with the relevant regulations and guidance which govern these new statutory bodies. The board has established a set of priorities for action which include domestic violence and drug and alcohol misuse among young people. Leeds is well prepared for the multi agency review process which will be required from 2008 following the death of a child. Leeds is also participating in three national research programmes on sexual abuse, child death reviews and the impact of substance misuse and parental mental health problems on their children. The recruitment process for the independent chair is underway, and the Safeguarding Manager has been appointed. A development day with a national expert on safeguarding was well attended, and began to work on shared performance objectives.

4.6 Children Leeds Partnership

The first meeting of the Children Leeds Partnership took place on 3 November and was attended by around 40 partners from organisations as diverse as Leeds Voice, schools and colleges, Youth Offending Service, NHS, Education Leeds, Probation Service, parents and carers, the voluntary sector and Leeds Children's Fund (representing children and young people). The meeting was an enthusiastic exchange of ideas, showing that partners are sincere in their wish to work together in new ways to transform services for children and young people in Leeds. The next meeting is scheduled for 8 January and will focus on developing the partnership further at city and local level.

4.7 Integrated Strategic Commissioning Board

The Integrated Strategic Commissioning Board (ISCB) met in October and December, when the Children Leeds Commissioning Strategy was developed. Under the terms of the Strategy, commissioning activity will support the concept that children and young people can access any needed services through universal

services and that specialist services are nested within universal services to the greatest extent possible.

4.8 The ISCB will approach commissioning in a systematic way, gradually building integrated strategic commissioning plans related to service pathway planning. The ISCB also recognises the need to build up preventive and early intervention services and the role that commissioning activity can play in this overall approach. It recognises the importance of service users being involved in creating commissioning models, in the commissioning process and in reviewing and changing existing services.

4.9 The arrangements need to provide a strong link to more local arrangements developing around clusters of schools, children's centres and post-14 local delivery partnerships. This commissioning strategy sees local commissioning activity as a key component in improving outcomes and integrating services at the front line. The ISCB recognizes the importance of the work of Budget Holding Lead Professionals in that respect.

4.10 The ISCB will use a full range of commissioning strategies including:

- Influencing
- Providing Incentives
- Contracting
- Purchasing
- Integrating
- Commissioning Partnerships

4.11 Hosting arrangements

The Integrated Strategic Commissioning Board recognises that some providers of services for children and young people are also commissioners of services in their own right. Examples of these provider / commissioners include Education Leeds, the Leeds PCT, Leeds Social Services, Youth Services and Early Years. These organisations are 'providers' from the perspective of the ISCB, but due to their scale and organisational processes are seen as 'commissioners' by others involved in meeting the needs of children and young people. They are of a size large enough to 'host' activities required to be brought within 'children's trust arrangements', but which should not be undertaken within the strategic Director of Children's Services Unit.

It is envisaged that this 'hosting' role will form a vital component of delivering the Children and Young People's Plan priorities and a protocol for the conduct of 'hosting' relations is being drawn up.

5.0 Performance management

5.1 Annual Performance Assessment

All councils are assessed each year by inspectors from OfSTED and CSCI (Commission for Social Care Inspectorate). They make judgements against the five national outcomes for children and young people: being healthy, staying safe, enjoying and achieving, making a positive contribution, and achieving economic wellbeing. Judgements are on a scale of 1 to 4, where 1 is 'inadequate' and 4 is 'excellent or outstanding'.

- 5.2 Children's Services in Leeds are assessed as category 3, which is defined as 'good – a service that consistently delivers above minimum requirement for users'.
- 5.3 Joint Area Review
From September 2005, separate inspections of different services for children and young people ceased. These included inspections of local education authorities, local authority social care functions for children and young people, Connexions Service, provision for students aged 14 – 19 and Children's Fund programmes.
- 5.4 These inspections have been replaced by a Joint Area Review (JAR) that will inspect and make judgements about the collective impact of local services for children and young people aged 0 – 19 years. The starting point for all Joint Area Reviews will be performance as set against the five outcomes of the Children Act 2004. It is important to note that services to be reviewed will include council services, health services, police, probation services, Connexions, the Learning and Skills Council and publicly-funded services provided by faith, community and voluntary organisations.
- 5.5 Joint Area Review inspectors will be in Leeds from 3 to 14 December 2007 and it is known that the JAR will focus on vulnerable children and corporate parenting. Good preparations are crucial in achieving a favourable outcome in JAR and these have been under way for some time, with a project plan being drawn up, to be in place by the end of January.
- 5.6 One of the first priorities to be adopted by Leeds in preparing for JAR is to use the inspection as an additional impetus for improving services, with a particular focus on weaknesses that have been highlighted in previous inspections, and on resolving shared issues where obstacles have been encountered.
- 5.7 As part of the JAR preparations, a review of the Children and Young People's Plan will be undertaken, to check on progress against targets and to consider whether the priorities identified in the plan need to be amended or enhanced.
- 5.8 Four main work areas have been identified:
- Inspection management - preparation for the JAR process, site visits etc;
 - Communications – with staff, partners, schools etc, including detailed briefings;
 - Service improvement – individual service improvement activity and integrated partnership improvement activity;
 - Completing the self-assessment and the review of the Children and Young People's Plan.
- 5.9 The JAR preparations will be project managed by the Director of Children's Services Unit, who will provide the overall lead and links to the share programme board for JAR and the overall Council Corporate Performance Assessment (CPA) inspection.
- 5.10 Elected Member input will be an important feature of the inspection, with inspectors likely to request interviews with councillors to measure the level of engagement with children's and young people's issues (probably including Scrutiny Board members). Members' seminars to make sure councillors are fully briefed are planned for 2007.

6 UPDATE ON SERVICE DEVELOPMENT

- 6.1 The following paragraphs are intended to give a flavour of some of the service developments that have taken place since the last report to scrutiny in October 2006. Although they are described under current service headings, many take the form of increasingly integrated services where two or more partners have joined together to bring about service improvement.

7 Developments in children's social care services

7.1 Residential care

As described in the previous report to Scrutiny Board (12 October 2006), a summary of the outcomes and recommendations of the completed Review of Residential Services was reported to – and accepted by – Executive Board in December 2006. This is already having a positive impact as the alterations made to the staffing structure have proved attractive to applicants for posts, and staffing levels are already improving (helped also by measures introduced to reduce levels of sickness absence). The progress toward a well qualified workforce continues through the NVQ programme.

- 7.2 The October 2006 Scrutiny report also described a bid for PFI funding to develop specialist residential facilities for children and young people with autism and challenging behaviour. We have recently learned that the proposal has been approved, so that work can now progress on spending £5 million at the Ridgeside site. When complete, this facility will provide an alternative to the need to use placements outside of Leeds and further reduce our already low dependence on such placements.

7.3 News from individual residential units

Bodmin Road: The two units (at numbers 2 and 4) have been combined into one and are now specialising in care for teenagers, thereby addressing an area of particular challenge for the department. The unit is also being supported by elected members in the development of a five-a-side football area.

- 7.4 *Squirrel Way:* Also on the football theme, Squirrel Way has been arranging matches against youth teams around the city. This has culminated in a special visit to Garforth Town FC.

- 7.5 In contrast to Bodmin Road, *Lutterell Crescent* specialises in the placement of younger children, often those of an age at which residential care is not the preferred option. There has been increasing success in enabling children to return home or move on to foster care.

- 7.6 Children and young people at *Inglewood* have raised a significant amount of money, which will be used to develop a playground.

7.7 The Contact Service

This service facilitates contact between parents and children, especially when the young people are the subjects of care proceedings in court. It is beneficial to have this provided independently of the Social Services Department and the contract recently changed hands, with the new provider being FCA (Foster Care Associates).

7.8 Neglect Conference

Continuing its commitment to research and development, Social Services held a successful and well-received conference on the subject of 'neglect' in December. It was again significantly oversubscribed, showing the high level of interest there is in an issue that is a major feature in many child protection cases. Due to this popular demand, the event will be run again in February 2007.

7.9 Confirmation of appointments

Following restructure, the senior management team for children and families is now complete. Until recently Edwina Harrison (Chief Officer) and Tony Griffin (Head of Service Transformation) were the only substantive members of the team. John Colman, who had been acting into the position of Head of Service Delivery (Fieldwork), has been recently confirmed in post. Liz Shingler will take up the other Head of Service Delivery post on 15 January, joining Leeds from Bury to manage residential care, adoption and fostering. There are plans to integrate the management of resources and fieldwork in respect of services to disabled children, bringing them together under this single leadership.

7.10 The Head of Children's Commissioning is to be Mary Cousins, who will be returning to Leeds after most recently working on the development of the Children's Trust in York. She will join the department on 15 March.

7.11 We have also appointed the Safeguarding Board Manager. Bryan Gocke will be joining Leeds from the NCH where, as Assistant Director, he has been involved in the provision of services under contract to the Council. The most recent example of this has been the Family Support and Assessment service, based at the Broomhill Family Centre.

7.12 The Director of Adult Social Services (DASS)

The appointment of the DASS is in the process of being confirmed. This is mentioned in this report because the new Director will arrive at a time when Social Services continues the separation of focus between Children's and Adults' Services. This will be a challenging process but one which will allow us to make the most of the new arrangements in the city to benefit those children most in need. In doing so it will be important not to lose the important ties we have with adult services. For example, children's welfare is often affected by the social care needs of their parents, and the transition to adulthood must be carefully managed, especially for children with disabilities.

8.0 Developments in Health Services

8.1 Children's and maternity planning and commissioning

The newly formed Leeds PCT has created a Director level post to lead on the planning and commissioning of children's and maternity services. This post is jointly accountable to the PCT and to the Director of Children's Services and signifies a formal NHS contribution to the Leeds children's trust arrangements.

8.2 The aims of the Leeds PCT children's and maternity planning and commissioning unit are:

- To create a high performing team to lead the planning and commissioning agenda for children's and maternity services;
- To maximise the benefits of the joint director post between Leeds PCT and Leeds City Council;

- To ensure that the planning and commissioning of children's and maternity health services is fully integrated within the wider commissioning functions and leadership of the PCT and Leeds children's trust arrangements;
- To ensure excellence and value for money in the provision and commissioning of children's and maternity services; and
- To ensure commissioned services are effective and realise real, measurable health benefits.

8.3 Work is currently under way to identify the scope of the business that will be managed within the children's and maternity planning and commissioning unit, the capacity required to undertake this successfully and the underpinning style and ethos. A programme plan has been drafted, which outlines priority areas for the coming year, taking its strategic focus from the Leeds Children and Young People's Plan and corporate PCT priorities.

8.4 Key priorities for 2007 / 08

8.4.1 *Practice based commissioning* – Work will be taking place, as part of a Department of Health programme, to make effective operational and strategic connections between dual commissioning responsibilities of the children's trust arrangements and commissioning undertaken within practice based commissioning.

8.4.2 *Integrated commissioning within children's trust arrangements* – A key focus will be to ensure that robust governance, accountability and performance management arrangements are in place to support integrated commissioning as part of the PCT's contribution to the children's trust arrangements.

8.4.3 *Performance management* - To develop a performance management framework for children and maternity services, which includes robust outcome measures, in line with corporate processes and objectives. This will be key to demonstrating service improvement and in ensuring success in internal and external assessments, such as Joint Area Review and Standards for Better Health.

8.4.4 *Innovation and transformation programme* – The Leeds PCT will embark on a significant programme of service improvement and transformation in order to improve outcomes for children and families, to provide service excellence and value for money. This will involve service re-design and care pathway development, service reviews and strengthened service user / carer, clinical and professional engagement in service commissioning.

8.4.5 *Public health and health improvement programme* – Improving public health is a key PCT priority. All service development and commissioning activity will need to be underpinned by a robust evidence base, where available, with quantitative and qualitative measurements of impact on health gain and improvement. Consideration will be given to moving resources to make maximum health impact and help address health inequalities.

8.5 Service priorities for 2007 / 08

- Obesity
- Teenage pregnancy
- Dental health
- School nursing
- Health visiting (DfES / DoH pilot)

- Secondary general paediatric outpatients
- Urgent care
- Immunisation
- Maternity services
- Paediatric MSK services
- Services and equipment for disabled children

9.0 Developments in Youth Service

9.1 Youth Matters

Royal Assent was given in November 2006 to the Education and Inspections Act. Clause 6 contains the legislation for implementation of 'Youth Matters'. Statutory guidance is due out shortly and will include duties related to youth work and information, advice and guidance. At the heart of Youth Matters is the preparation, delivery and public communication of a 'Youth Offer'. Scrutiny Board (Children's Services) has conducted a full, self-contained inquiry into this.

9.2 Leeds Youth Council has fully endorsed the further development of Leeds Breeze Card as an integral aspect of implementing 'Youth Matters'. Young people from the Youth Council and from Reach Out And Reconnect (ROAR) have now considered the first applications submitted by young people regarding the Youth Opportunity Fund and the Youth Capital Fund.

9.3 With specific reference to the Youth Service, the following highlights give a flavour of current developments:

- Large numbers of young people have participated in the very successful Corn Exchange Media Project;
- Herd Farm and LAZER Centres continue to provide experiences which are the envy of local authority services outside Leeds;
- Increasing numbers of young people are receiving accreditation as a result of their participation in youth work;
- In those areas of the city where mobile provision has been introduced there is clear evidence of increased contact with young people for whom no previous provision has been on offer;
- Partnership work with Leeds Youth Offending Service with Leeds Careers Guidance is developing well, building on formal partnership agreements and on joint planning sessions held between Service managers;
- The introduction of new pay and condition for youth workers does mean some restructuring of the Service will need to take place; and
- Leeds Youth Work Partnership continues to grow in terms of its remit and membership.

9.4 The next 12 months will see the Youth Service's future considered and shaped within the overall context of Youth Matters.

10.0 Early Years Service

10.1 Children's centres

Leeds has 24 children's centres open and designated across the city. Planning is well under way to develop a further 24 children's centres by April 2008, providing the full core offer of the children's centre programme to all Super Output Areas in the lowest 30%. All children's centres are part of clusters of extended schools. Education and childcare services in the second phase of the programme will be commissioned through the Sure Start Partnership to ensure a mixed economy is promoted.

10.2 The Early Years Service has worked with the new PCT to develop protocols for the phased refocus of Health Visiting and midwifery based around the children's centres.

10.3 A post in Education Leeds Governors' Unit has been funded by the Service to jointly develop some models of governance that will support schools developing children's centres and extended services. Government guidance is expected in the near future. It is hoped this early work will lay a sound foundation for supporting schools in developing the full core offer of the extended schools initiative

10.4 Sure start

The eight Sure Start local programmes in Leeds have agreed to transform their services into 7 Day Response Teams that will provide a menu of services to all children and families within the localities of the first phase of children's centres. Each programme has developed an extensive menu of services, which will be co-ordinated by the Early Years Service but delivered in partnership with the PCT, Barnardo's, Children's Society, South Leeds Health for All and Bramley Sure Start.

10.5 Family assessment

The Early Years Service has worked with the Social Services Department to develop a new joint approach to Family Assessment. The project was launched in November and the first assessments will be undertaken by the children's centres in January. It is hoped this will provide cost effective, efficient and sensitive family assessments in appropriate cases.

10.6 Pathfinder status

The Early Years Service has secured *Pathfinder status for the two-year-old attainment gap*. The service will identify 750 two-year-olds in localities of greatest disadvantage, who are at risk of not reaching their full potential. These children will be entitled to a free 7.5 hour session to promote early learning and development connected to a wider package of support for families. This programme will begin in January 2007.

10.7 The Early Years Service has secured *Pathfinder status for the development of the flexible offer for three- and four-year-old children*. The enhanced offer will provide fifteen hours of early education for children aged three and four which can be taken flexibly over three days. This will support families where parents are seeking to access training, volunteering opportunities or employment. The service has begun working with schools for the voluntary implementation of the scheme from April 2007.

- 10.8 The Director of Children's Services Unit, working with the Early Years Service and a multi agency group, has been successful in securing *Pathfinder status as part of the Budget Holding Lead Professional initiative*.
- 10.9 Each Sure Start local programme has developed a starter menu of opportunities that can be delivered to children and families as part of a rapid response to identified risk. The menu includes health and social care services and a range of frequently requested therapeutic and advice services. These services will form a platform for the Director of Children's Services Unit to seek further service refocus to more rapid, early response to need identified in our everyday contact with children and their families. The generic engagement and outreach teams are receiving training in the Common Assessment Framework (CAF) and solutions focused approaches. The Heads of Children's Centre Services have access to small budgets to support children and families with urgent support.
- 10.11 The project is linked to the roll out of the CAF but not constrained by that programme. The pathfinder is challenging practice and will generate lessons for the future development of preventive services and promote the low centre of gravity the Director of Children's Services Unit is seeking to achieve.

10.12 Family Hub

The Children's Information Service (CIS) is working with the Director of Children's Services Unit and Children's Fund to extend and develop the Family Hub as part of the Parenting Strategy for Leeds. The CIS is working with Learning and Leisure and Education Leeds to develop common approaches to all information for children and parents.

11.0 **Youth Offending Service**

11.1 Parenting Early Intervention Pathfinder: 'All Relative'

This project is designed to reach parents and carers of young people aged 8 – 13 who are at risk of offending. It is funded by DfES, project staff have been recruited and referral pathways established. A significant Webster-Stratton training programme is planned for early 2007 and the 16-week group work programmes for parents will begin in the February half term. The first roll-out will be in the east wedge, in conjunction with the Seacroft Parenting Academy at the East Leeds Family Learning Centre; in the north west in conjunction with the Child and Adolescent Mental Health Service at Little London Children's Centre; and in the west area in conjunction with the Intake High School BEST team and Whitecote Primary School.

12.0 **Education Leeds**

- 12.1 Education Leeds through its strategic plan is supporting schools to become brilliant learning places of the future, integral to the achievement of the five outcomes for children and young people. Central to this is promotion of the universal offer, shaping learning around the individual, creating new learning environments and the expansion of extended and integrated provision. Academic year results for 2005/06 show good overall progress both in general and especially with targeted work. However there are identified areas for development that particularly require partnership working, the dissemination of good practice and the specific direction of resources to the needs of particular individuals, cohorts or institutions.

12.2 Strategy and Priorities

Our strategy aims to support improvement across all of the outcomes of the Children and Young People's Plan. Our strategy goes beyond the traditional attainment targets to consider how learning takes place, and concentrates on the central role schools have for all aspects of children and young people's well being. Our strategy identifies the following priorities

- Building partnerships for transformation
- Personalisation and curriculum innovation
- Transformational leadership
- Revolutionising learning environments
- Championing the needs of those at risk of poor outcomes
- Nurturing learning communities
- Enhancing performance, improving resource management and building capacity

12.3 School Improvement

The implementation of the new School Improvement Policy from April 2006 has built on the progress made with previous policies to provide a framework for dynamic partnerships that respond to the particular needs of schools. Its impact has been evidenced through successful collaborative working between schools and partners and significantly, it has reduced the number of schools being at risk of poor OfSTED outcomes.

12.4 The OfSTED inspection framework that has been in place since September 2005 judges schools to be in one of four overall categories: outstanding, good, satisfactory or inadequate. For schools inspected in the academic year 2005-06 Leeds can be justifiably proud although not complacent of having more primary schools in the good and outstanding category (70%) than nationally (58%). Of the 44 Leeds primary schools inspected in this period only 3 were judged to be inadequate. Since September 2006 a further 24 primary schools have been inspected, with 3 judged to be outstanding, 11 good, 9 satisfactory and 1 inadequate and subject to special measures. The latter inspection is subject of a formal complaint to OfSTED because we believe it to be unjustified.

12.5 Since September 2005, there have been 29 inspections of high schools, PRUs and SILCs in Leeds. Thirteen have been judged as good, 13 as satisfactory and 3 have been given a "notice to improve," although again one of these is subject to an appeal. Nationally it is reported that one in eight schools is unsatisfactory which is slightly above the Leeds rate. It can be difficult to realistically trend inspection results, when the nature and criteria of inspection change.

12.6 2005-06 Key Stage Performance

Performance at Key Stage 2 in terms of level 4+ is constant at levels seen in 2004 and 2005. Statistical neighbour authorities have improved in the same time period, although national performance remains static. Standards at Key Stage 3 have improved notably and are at least equal to the average of statistical neighbours and within 2% of the national average in all core subjects. *This is the first time in nearly fifteen years that Leeds has reached this level.* Standards at Key Stage 4 have

continued to improve at 5A*-C with over half of pupils now reaching this standard. However, standards at 5A*-G and for students at risk of not gaining any qualifications are rising more slowly, this is a priority for improvement.

12.7 The attainment results for Looked After Children (LAC) were inconsistent. After rises in 2005 the performance of Looked After Children fell at Key Stage 2, 23% of pupils achieved level 4 or higher in both English and mathematics against a target of 39%. At key stage 3 the performance of Looked After Children has seen significant improvements in all three subjects, English, maths and science, with almost twice as many LAC achieving level 5 or better since 2004. At key stage 4 performance fell at 1+ A*-G and at 5+ A*-C with the 15% target not being achieved, although entry numbers and the 5+ A*-G figures did improve. Statistics for achievement of LAC are notoriously volatile due to the relatively small numbers in the cohort. One or two individual disappointing results disproportionately affect the percentage. However, the reality is that such results are collections of individuals, and we are working hard to improve the results of all LAC.

12.8 Key achievements

- Improving behaviour and attendance and reducing unauthorised absence continue to be a key focus for Education Leeds. This is reflected in the Local Area Agreement and Local Public Service Agreement (LPSA) 2 targets.
- 2005/06 has been another successful year with permanent exclusions continuing to fall bringing the total reduction over the last two years to 49% equivalent to 81 fewer less exclusions. The close collaboration between schools and Education Leeds through the Area Management Boards (AMBs) has been instrumental in producing this positive outcome.
- There was limited improvement in fixed term exclusions. Future targets are therefore extremely challenging requiring a two-third reduction by 2007/08. This will necessitate building upon the successes achieved with permanent exclusions through targeted intervention and support to schools with high rates of fixed term exclusions.
- 2005/06 saw a decrease in both primary and secondary attendance, this is against a background of national decline in attendance and of local improvement over a number of years. The most significant feature was an increase in the level of authorised absence; in part this is attributable to national changes in the coding and recording of absence. In secondary schools the rates of unauthorised absence reduced in Leeds, greater than the national reduction and in the context of statistical neighbours increase.
- The reduction in unauthorised absence is evidence of the success of targeted programmes of support and intervention. Further evidence can be found in the work of the behaviour improvement programme. Education Leeds will continue to focus additional support on target schools and to help spread good practice to non-targeted schools.
- The Healthy Schools programme's application for Beacon Status has proceeded to the final stage with an assessment visit being made in December leading to an expected decision in March 2007.

- The partnership working between the Healthy Schools programme and the Youth on Health programme was recognized in the Making a Difference in Yorkshire and Humber awards for its work on engaging children and young people in work on the promotion of healthy lifestyles.
- Targets for extended schools are being met. Currently there are 23 clusters involving 113 schools and linked to 19 children's centres. Further guidance is being awaited from the Training and Development agency which will determine elements of the core offer.
- With the Parent Support Advisor Pilot (PSA) project 39 out of 40 advisors have now been recruited. The objectives of the PSA have been agreed with the DfES and the Leeds approach has been recognised as a model of good practice. Monitoring arrangements have been put into place to ensure that the PSAs are having the best possible impact on the outcomes for children and families.
- Education Leeds won the Education category in the nationally renowned Public Sector Power 100 awards for Team Excellence.
- The learning platform was piloted in 50 schools in the autumn term with further rollout planned for the rest of this year. This gives each pupil an electronic learning space accessible from both home and school.
- A strategy is being prepared for the effective use of computers for pupils. Options being considered focus on Looked After Children and other target populations and on community wide solutions supported by wireless technology.
- Terms of reference and governance arrangements are now secure for Area Management Boards to play an increased role in the alignment of locally available resources to targeted areas of need.
- There are now fewer community governor vacancies.
- School governors are now more representative of the Leeds community.
- We have a Children Missing Education policy and procedures in place since September 2006.

12.9 Education Leeds is proud of the achievements and progress made towards implementing the Children Act, and is working to improve areas of underachievement. The value of partnership and collaborative, multi-disciplinary working cannot be over estimated, and this is an area in which Leeds demonstrates excellence.

13.0 INTEGRATION ISSUES

13.1 Many of the above developments are examples of where integration of services is leading to improvement. Listed below are a few of the developments where multi-faceted integration is leading to innovative services that are new to Leeds.

13.2 Common Assessment Framework

13.3 The Common Assessment Framework (CAF) was described in the report to the October 2006 Scrutiny Board, and in a Members' Seminar in November, as one of the key levers in integrating processes of assessment and information sharing across the children's and young people's workforce. Its roll-out was being piloted in

the west area of Leeds and provided a significant catalyst for changing service delivery, and learning where it is being used.

- 13.4 From January 2007, CAF will be rolled out beyond the west area to Super Output Areas in the south and east, to help meet the requirements of the Budget Holding Lead Professional (described in the report to October Scrutiny Board). This further roll-out will enable and support future development.

13.5 West Area Project

This was described in detail in the October report to Scrutiny, but continues to develop multi-agency working and developing local governance within the children's trust arrangements. Specific recent developments include further work to implement the priorities established within the West Implementation Plan, completion of a parent questionnaire, involvement in local service development initiatives to integrate services, contribution to work to develop and agree thresholds, establishing development capacity for Health into the project and undertaking the first set of interviews to evaluate the Project.

13.6 Parenting Strategy

A key priority for Leeds is to develop a coherent parenting strategy. Significant work is under way to improve parenting and family support within service areas, and increasingly, these items are linked to each other. However, we need an explicit strategy for Family Support and Parenting that can ensure we fulfill all our legislative requirements, achieve local priorities and make the most effective use of resources across the city. A process and timetable are now in place for concluding this important piece of work through the partnership in the city.

13.7 Anti-bullying strategy

A key priority within the 'be safe' outcome area is bullying, as this remains a big issue for children and young people. This is another area where substantial progress is being made through a number of initiatives, but one where we need to set out a clearer city-wide strategy within the coming months as a way of informing activity and resource allocation. Education Leeds launched anti-bullying week in November 2006, which also saw the launch of developing a city-wide strategy for this important area.

14.0 **RECOMMENDATIONS**

- 13.1 Members are asked to note progress towards achieving the targets as set out in the action plan for implementing the Children Act.
- 13.2 Members are asked to note the developments in services for children and young people in Leeds.