

Leeds Children and Young People's Plan (CYPP) 2011-15

(Version 1 approved at the Children's Trust Board on April 18th 2011)

What is in the Children and Young People's Plan (CYPP)

The Children and Young People's Plan is where the Leeds Children's Trust Board (CTB) describes what it is like for children and young people growing up in Leeds, and describes the outcomes, priorities and actions designed to improve on the current position. The plan shows how we will assess the progress we make by identifying key indicators for each of our priorities. It describes how we will use an approach called "Outcomes based accountability" to drive improvement and change.

The plan is one of five city priority plans for Leeds and the CTB is one of five boards operating as part of the Leeds Initiative. The other four boards are Safer and Stronger Communities, Sustainable Economy and Culture, Regeneration, and Health and Well Being.

Our plan is set out using the following headings:

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Who are Children Leeds and the Leeds Safeguarding Children Board?

Children Leeds is responsible for improving outcomes for children and young people. The business of Children Leeds is managed by the Children's Trust Board. (CTB) The Board is led by Judith Blake, the senior Councillor responsible for Children's services, and Nigel Richardson, the Director of Children's services.

The Board brings together NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector, and Leeds City Council services such as children and young people's social care, housing, early years, and education and learning. The partners share a commitment to the CYPP and working together to deliver the priorities for improvement.

The Leeds Safeguarding Children Board (LSCB) is responsible for holding those agencies responsible for promoting children's welfare, and protecting them from abuse and neglect to account for how well they keep children and young people safe. The LSCB is represented on the CTB. The two Boards work together closely and their responsibilities are complementary.

The LSCB is responsible for coordinating the work underway in Leeds to safeguard and promote the welfare of children and for ensuring the work is effective. It develops policies and procedures, contributes to service planning, takes a leadership role in sharing learning and understanding practice, and providing workforce development and training, and monitors and performance manages safeguarding practice.

Welcome

To be added following discussion and agreement by Judith Blake & Nigel Richardson

Judith Blake- Executive member for children's services, Chair of CTB
Nigel Richardson- Director of Children's services

**Vision... By 2030 Leeds is the best city in Britain
Leeds is a child friendly city
Minimise the effects of poverty on children and families**

The key to delivering the vision for Leeds to be a “child friendly City” are the 5 outcomes, 11 priorities and 15 key indicators shown on the next page. Leeds is a child friendly city is the underpinning vision which in turn is part of the city wide vision for Leeds to be the best city in Britain.

Child poverty is at the root of most, if not all, poor outcomes for children and young people (CYP) and their families. Minimising the effects of child poverty is a cross cutting theme that informs work in all our priority areas.

Each of the five city wide priority plans contribute to the child poverty strategy and the plans also make a contribution to the overarching vision for a child friendly city. The other four plans are Safer and stronger communities, Sustainable economy and culture, Regeneration, and Health and well being. The Leeds Initiative Board takes an overview of progress against the five city priority plans, particularly the contribution each plan makes to the issues highlighted in the other plans.

Child friendly city (CFC) as well as being an overarching vision is also a specific programme of work. CFC is a United Nations initiative based on the belief that every child has the right to the best possible start in life; to have the highest standards of health and education; and, to be heard and influence the quality of their lives and their environments. Initial work in Leeds includes engaging partners and local organisations and businesses in the CFC movement and gaining their commitment to a specific pledge to help.

Other key overarching strategies to deliver our shared vision are outcomes based accountability (OBA) and restorative practice. OBA focuses attention on key performance trends and asks partners to develop simple, clear action plans to improve baseline performance. The fundamental premise of restorative practice is that people are happier, more cooperative and productive, and more likely to make positive changes when agencies and service deliverers do things *with* them, rather than *to* them or *for* them.

These strategies are part of a complex change programme for Children’s services. Key to this is improving integrated, multi agency, locality working. The programme seeks to provide an effective response to complex legislative changes in health, education and social care services, and increased demand for social care and health services.

Above all else working at locality level is the strategy to help services to work with communities to drive sustainable improvement. ***The 15 key indicators with our 3 obsessions will measure improvement. They have been chosen because they are powerful “can openers” that provide a way to tackle the complex issues affecting the most vulnerable. Rapid progress on these indicators will have a “knock on” effect in other areas.***

5 outcomes	11 priorities (3 starting points highlighted in italics)	15 Key indicators & baselines (3 "obsessions" highlighted in italics)
CYP Are safe from harm	<i>1. Help children to live in safe and supportive families</i> 2. Ensure that the most vulnerable are protected	<i>1. Number of looked after children-</i> 1,434 January 2011 2. Number of children and young people with child protection plans- 778 at January 2011
CYP Do well in learning and have the skills for life	<i>3. Improve behaviour, attendance and achievement)</i> <i>4. Increase numbers in employment, education or training</i> 5. Support children to be ready for learning 6. Improve support where there are additional health needs	<i>3. School attendance</i> <i>Primary 94.4% (half terms 1-5, 09/10 academic year) Secondary 91.6% (half terms 1-5, 09/10 academic year)</i> <i>4 16-18 NEET is 8.3% (1,816) (average monthly figure for November-January 2010/11)</i> 5. Foundation stage threshold- 53% (4,415) in 09/10 academic year 6. KS2 L4+ E&M- 74% (3,309) in 09/10 academic year 7. 5+ A*-C GCSE inc E&M- 50.6% (4,067) in 09/10 academic year 8. Level 3 qualifications at 19. 46.7% (4,392) in 09/10 academic year 9. The number of CYP 16-18 who start an apprenticeship, (1,306 in 09/10) 10. The number of children & families accessing short breaks & levels of satisfaction- baselines to be identified
CYP Choose healthy lifestyles	7. Encourage activity and healthy eating 8. Promote sexual health	11. Obesity levels at year 6 (age 11) 21%, 09/10 (sample size 5,260) 12. Teenage pregnancy- 47.4 per 1,000 (618) 15-17 year olds, June 2009
CYP Have fun growing up	9. Provide play, leisure, culture and sporting opportunities	13. Number of CYP engaged in high quality school PE & Sport- 81%, 09/10 academic year. (based on limited survey samples) Work on wider indicators for this priority is ongoing.
CYP Are active citizens who feel they have voice & influence	10. Reduce crime and anti-social behaviour 11. Increase participation, voice and influence	14. Proportion of 10-17 year olds offending- 2023 young people with 1 or more offence in 09/10 which is 2.7% 15. C&YP influence in a) school b) the community - 70% and 56% reporting at least a fair amount of influence. (based on limited survey samples) Work on additional measures of engagement is ongoing.

Delivering the vision

All our work is underpinned by a set of agreed approaches to working together to deliver improved outcomes for children and young people-

- the child is the client
- talking a common language
- using outcomes based accountability to improve outcomes in localities
- helping children and families with issues through restorative practice- doing things *with* them rather than to or for them
- doing the simple things better- never doing nothing
- supporting strong schools, settings, families and communities
- involving everyone who has a part to play – a whole city approach
- improving assessment and intervention
- targeting resources to make the biggest impact on priorities

Turning the curve in Leeds

Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. OBA takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach takes partners through the following stages:

- What progress are we making against agreed outcomes and indicators, what are the baselines, are those OK, where do we want to be?
- What is the story behind the baseline, the causes of the trends and the issues lying behind them?
- What is the curve we want to turn?
- What are the information requirements, the gaps in our knowledge?
- Who are the key partners and what is their contribution to our shared indicators and outcomes?
- What works, what is the practical strategy and action plan?

Regular OBA report cards provide partners with timely, up dates on progress, highlighting the extent to which curves are turning, the effectiveness of actions, and key accomplishments. They also describe any new actions or stories behind the latest trends.

An important OBA principle is that the most powerful indicators are those that draw out a number of linked indicators and issues. Work in one area inevitably leads to a range of inter-related issues. ***The 15 key indicators with our 3 obsessions have been chosen because they are powerful “can openers” that provide a way to tackle the complex issues affecting the most vulnerable. Rapid progress on these indicators will have a “knock on” effect in other areas.***

Examples of these links for the 3 obsession indicators are shown in the table below.

Linkages between indicators and issues

Indicator	Examples of linked indicators and issues
Looked after children	LAC status is often linked to other issues that have a significant impact on outcomes for children and their families, eg. substance misuse, mental health, access to health services, domestic violence, poor school attendance and attainment, worklessness, NEET, youth offending, poverty, teenage parenthood. Demand for social care and health services such as such as mental health, health visiting, school nursing and emotional health and well being services is concentrated in particular areas of the city.
Young people not in employment, education or training	Some young people are more likely to be NEET, eg. some BME groups, those with learning difficulties and disabilities, care leavers, young offenders, poor school attenders, young parents, young carers, pregnant young women, homeless YP and those living away from their family. NEET rates vary significantly in different areas of the city. Young people who are NEET report feeling bored and isolated. They have more chance of long-term unemployment, ill health and criminality than their peers. When they do get work, they are more likely to be in low-paid jobs.
School attendance	There is a strong correlation between attendance and attainment and between poor attendance, NEET and youth offending. Pupil groups with lower attendance and higher persistent absence are: those living in deprived areas, looked after children, pupils eligible for free school meals, pupils with special education needs. Overall pupils of black and minority ethnic heritage have levels of attendance above the Leeds average, however, pupils of bangladeshi, mixed Black Caribbean and white, eastern european and traveller heritage have significantly lower levels of attendance.

OBA workshops focusing on turning 3 curves- reducing the number of looked after children, increasing school attendance and reducing the number of young people not in employment, education or training have been held. Further workshops will roll out the approach in localities across the city and the OBA programme will be progressively rolled out across the partnership, and then across the other partnership boards in the Leeds Initiative.

Initial action plans arising from existing work and the OBA workshops are on page 16 onwards. Regular quarterly reporting on progress against the CYPP will reflect our relentless focus on the starting points- our 3 obsessions- but will also cover progress against all the other indicators and priorities, and the impact work in these other areas has on the 3 obsessions.

Our first ambition is to turn the curve and then significantly improve performance for our obsession indicators. In addition we expect progress against all the indicators and priorities. Progress contributes to the overarching vision for a child friendly city and minimising the affects of poverty but

these two areas also have their own dedicated work programmes. There are a range of other important work programmes that support our priorities and indicators including the LSCB action plan, the Infant Mortality Action Plan and action planning around mental health and emotional health and well being. A review of supporting plans and the links between plans will be included in the work programme for the regular cycle of quarterly monitoring and evaluation of the CYPP.

Performance management and governance

The initial action plans in the CYPP are the headline partnership plan for our 3 obsessions, highlighting mission critical activity that will make the biggest difference. Service, cluster and team plans across the partnership give more detail on all the CYPP priority areas, and action plans will be refined and updated through a regular cycle of reporting to the CTB. Each priority has a CTB sponsor (s) and a lead officer from the LCC Children services leadership team who together develop work to progress the priority, see page 15 for list as at April 2011. Governance arrangements will be established through a regular cycle of meetings between leads, sponsors, and through groups such as the 11-19 (25) Learning and support partnership and the Performance and planning sub group of the CTB. The role of the CTB sponsor is as follows:

Work with the CSLT lead for the priority to

- maximise the resources available to tackle the priority
- secure the commitment of partners to progressing the priority
- ensure that partnership activity takes account of the priority
- promote the importance of the priority
- identify and tackle barriers to progress
- contribute to rapid progress on the 3 obsessions
- review, scrutinise and challenges progress
- support evaluation and the celebration of achievements

The CSLT lead for the priority would have lead responsibility for this activity and would also work with the performance management leads to:

- lead cross service and agency action planning and evaluation of progress
- regular report cards detailing progress
- make sure that work on the priorities is reflected in the relevant service and team plans
- make sure that OBA is embedded as a means to driving improvement in the priority area

(NB. The CTB and LSCB share responsibility for priority 1. As well as the CYPP action plan for this priority there is also a detailed LSCB action plan. The governance arrangements for this are through the LSCB and its three sub groups, especially the LSCB Performance Management Sub Group.)

What is it like growing up in Leeds?

There are approaching 180,000 children and young people (CYP) in Leeds. Recent rises in the birth rate have increased the number of 0-14 years olds by 13%. For the majority growing up in Leeds is mostly a good and positive experience, and recent inspections of children's services in Leeds are positive about levels of performance and our capacity to improve. Below is a headline summary of our needs analysis:

Children and young people are safe from harm

- The majority of CYP report feeling safe but children and young people are present at 43% of the 8,000+ cases of domestic violence that happen each year in Leeds.
- There are nearly 1,500 looked after children, 80+% because of abuse or neglect, social care workloads are increasing- up 44% over the last year. Over 750 children and young people have child protection plans. This has a significant impact on health services such as mental health, health visiting, school nursing and emotional health and well being services.
- Leeds is less deprived than other large cities and average income is above regional averages but 23% of CYP- over 33,000- live in poverty.
- The majority feel safe but some concerns about safety at night & on public transport.

Children and young people do well in learning and have the skills for life

- There have been significant reductions in the number of young people not in education, employment or training in recent years, but the figure remains too high.
- The number of CYP getting 5 good GCSEs is increasing and is currently over 50% but some groups do much less well.
- Only 53% achieve a good level of development in the early years phase leading up to primary school and 1 in 4 do not do as well as expected in maths and english by the end of primary school.
- Despite recent improvements over 3000 secondary pupils and 1000 primary are classed as persistently absent from school.

Children and young people choose healthy lifestyles

- Levels of healthy eating and physical activity are improving but 10% of 5 year olds and 20% of 11 year olds are obese
- 10-20% report involvement in substance abuse.
- Poor health outcomes and poor access to health services tend to be concentrated in particular, deprived areas of the city and some groups of CYP are much more likely to experience a range of poor health outcomes

Children and young people have fun growing up

- 80% of CYP report that they enjoy life but CYP would like more places to go and things to do

- Minority (17%) involved in bullying others and graffiti (22%)

Children and young people are active citizens who feel they have voice & influence

- 70% of CYP say they have at least a fair amount of influence in school and 56% that they have a fair amount of influence in the community
- 2023 or 2.7% of 10-17 year olds commit one or more offence

We also know that some groups of children and young people are more likely to experience difficulties as they grow up, and that they often experience multiple difficulties. These groups typically have significantly worse outcomes than the average outcome for Leeds. Some poor outcomes are concentrated in particular areas of the city.

Concentrations of poor outcomes in particular areas

- Relatively high rates of teenage pregnancy- as high as 1 in 10 in some deprived areas
- Rising demand for social care and health services is concentrated in a small number of areas of the city
- In some wards the NEET rate is as low as 3% in others it is close to 15%
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those from deprived backgrounds
- There have been improvements in infant mortality & low birth weight but they remain 50% higher in deprived areas

Outcomes for particular groups of children and young people

- Some BME groups, those living away from their family and those with learning difficulties and disabilities are more likely to be NEET,
- Care leavers, young parents/carers, those pregnant or homeless or from deprived backgrounds are also more likely to be NEET
- Looked after children, those with learning difficulties and disabilities and those from some BME groups are much more likely to be excluded from school
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those with learning difficulties or disabilities
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for some BME groups
- Those who are NEET were often poor attenders & low achievers at school and are involved in youth offending- a third of persistent absentees are also young offenders
- Those with poor educational and health outcomes at an early age are likely to have poor outcomes throughout their learning and beyond

Transforming children's services in Leeds: Change programmes, Progress & Challenges

The OBA change programme provides a common language to tackle challenges and accelerate progress so that Leeds can move further along the journey to excellent outcomes for children and young people.

A parallel development is the change programme arising from the commitment to improving outcomes through enhanced integrated, multi agency, locality working across the partnership. The programme is also a response to complex legislative changes, increased demand for social care and health services, recent inspections and performance trends. Key features of the transformation programme are:

- Good and improving schools and children's centres working with partners through a network of local extended service clusters.
- Strong clusters providing locally led and managed universal plus provision, targeted services and child protection teams with a clear relationship with specialist services operating at an area or city level. *('Universal plus' is shorthand phrase to describe the expectation that universal services have increasing responsibility for building the capacity to deliver preventative and extended services to meet additional need)*
- Delivering the Healthy Child Programme (HCP) as the core early intervention and prevention public health programme. HCP offers every family a programme of screening tests, immunisations, developmental reviews, and information and guidance to support parenting and healthy choices.
- Local targeted services will cut across service, professional discipline and partner boundaries ensuring that a lead professional can be appropriately allocated (and supported) to meet needs.
- Three area based services focusing on improving outcomes for looked after children and three area based services focusing on improving outcomes for children and young people with complex needs.
- Schools and local collaborations of schools will continue to develop provision for children with behavioural difficulties with the Council as a provider of last resort.
- A revised city wide integrated directorate providing leadership and management and the range of business support and commissioning functions.

Progress

- The 2010 Ofsted annual assessment confirmed that many services are performing good or better.
- Good or better outcomes in inspections of Fostering, Adoption, Youth Offending and the unannounced inspection of social care contact, referral and assessment processes.
- GCSE results in 2009/10 best ever for the city with some improvements for most under achieving groups.

- Improvements also delivered in other key indicators – such as the number of young people not in education, employment or training
- Strong governance in place through a revision of the arrangements for the Children's Trust Board and Leeds Safeguarding Children Board.

Challenges

- Delivering significant improvements in the key performance indicators in the CYPP 2010-15, particularly “narrowing the gap” for those who do less well than the average for the city.
- Responding to increased demand for services arising from increases in the birth rate across the city and in particular localities.
- Maintaining and accelerating performance against the background of significant increases in social care and health services workload.
- Narrowing persistent health inequalities against a background of complex changes to health services and reduced budgets for key intervention programmes.
- Supporting strong clusters of schools in the context of new relationship with schools, following the Coalition Government's changes to the way local authorities support schools.

Budget issues & the development of more integrated, local services

The CTB is developing a joint financial and investment plan to enable the delivery of the Children and Young People's Plan with an initial focus on the priority of 'helping children to live in safe and supportive families'. This means that partners will align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency.

An important element of the Children's services budget is LCC's decision to protect the services that support the most vulnerable children by recognising demand pressures such as the number of referrals to social care, increasing numbers of children with a child protection plan and the increasing numbers looked after in the care system. The budget 2011/12 budget provides additional funding of £11.2m to meet demand pressures.

The integration of services change programme across the Children Leeds partnership with revised arrangements for commissioning services will provide opportunities to deliver services in new ways, bringing together the best of voluntary, private and other statutory sector partners in localities and shaping more health and social care services around our schools and children's centres. Children Leeds teams will draw on a range of skills sets to deliver intensive support services to those who need them most.

Minimising the effects of child poverty on children and families

Child poverty is at the root of many, if not most, poor outcomes for children. Tackling the effects of child poverty and the impact it has upon life chances and choices has always been a policy driver in children's services. It has been an important part of each CYPP that has been developed in Leeds and is a key cross cutting theme of the new CYPP. The scale and complexity of the causes of child poverty mean that concerted effort to tackle the issue must be everybody's business and involve work across services well beyond the domain of services to adults or children.

The Child Poverty Act 2010 placed a statutory responsibility on the local authority to undertake a review of all current needs assessment to identify key child poverty priorities. The Child Poverty Strategic Outcome Group, including all key partners, have constructed the needs analysis and developed the emerging priorities. Delivery of these priorities will be driven through all 5 city priority plans. The strategy proposed will not be a separate document but a simple working plan of key priorities, objectives and success measures that will be incorporated into the five plans.

The needs assessment undertaken for the new CYPP was central to the child poverty needs assessment. There is a clear synergy in the priorities of the CYPP and emerging priorities for the child poverty strategy. There is an emphasis on family support services that include wider issues of financial support to families, support to combat worklessness and therapeutic and intensive family support services. These family support issues are currently strong priorities for commissioning of health services and significant in the work of other council directorates.

The CYPP 2011-15 will be updated to include the action plans arising from city wide approach to child poverty issues as soon as the details of the governance and management of cross plan links have been finalised.

The development of Leeds as a Child Friendly City

In a similar way the emerging programme of work around the development of a Child friendly city will be included in the ongoing amendments to the CYPP and reported back through the report card process. Initial work over and above work on the 14 indicators is focusing on the following areas:

- a) Consult with children and young people to identify a small number of areas that they think are priorities to work on and establish baselines.
- b) Develop a toolkit to be used to engage partners and local organisations and businesses in the Child Friendly City movement and gain their commitment to a specific pledge to help.
- c) Identify Child Friendly City ambassadors Leeds whose role will be to meet with partners, organisations and businesses to explore what they can do to further a Child friendly Leeds.

CYYP: CTB sponsors and LCC children's services delivery leads- April 2011				
Ambition: Child Friendly City			CTB Sponsor: Cllr Blake, CTB Chair	LCC Lead: Nigel Richardson
Outcomes	Priorities	Obsessions	CTB sponsors:	LCC Children's Services Leads:
Safe from harm	help children to live in safe and supportive families	LAC	Jane Held, Bridget Emery	Jackie Wilson
	ensure the most vulnerable are protected		Chris Radelaar	
Do well in learning/ skills for life	supporting children to be ready for learning		Ann Pemberton	Simon Flowers
	improving behaviour attendance and achievement	School attendance	Simon Whitehead, Tony Adlard	
	young people in employment, education, or training	NEET	Martin Fleetwood Diana Towler	
	improve support where there are additional health needs		Diane Reynard	
Choose healthy life styles	encourage activity and healthy eating		Hilary Devitt	Sarah Sinclair
	promote sexual health		Ian Cameron	
Have fun growing up	provide play, leisure, culture and sporting opportunities		Alan Bolton	Sally Threlfall
Active citizens	reduce youth crime and anti-social behaviour		Sam Prince	Mariana Pexton
	increase participation, voice and influence		Neil Moloney	
Cross – cutting theme : minimise the effects of poverty			Cllr Blake, CTB Chair	Sally Threlfall

Initial action plans for the 3 obsessions- Looked after children

Strategic Outcome- All children and young people are safe from harm	Accountable Director – Nigel Richardson Delivery Lead- Jackie Wilson CTB Sponsors- Jane Held & Bridget Emery
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Priorities for this outcome are 1) help children to live in safe and supportive families. 2) Ensure that the most vulnerable are protected.

Key indicator and initial focus for work on this priority

The number of looked after children - baseline at January 2011- 1,434

- The high costs of placements and requirement to target consequent budget pressure (£13.7M)
- Numbers of LAC admissions to care and their duration
- Appropriateness of all placements to meet priority outcomes through care planning & exit from care

Priority partnership action plan 2011/12

Action	Targeting	Action Owner	Contributing Officers/Teams	Milestone or Target
Information Management				
1. Improve information sharing practice and governance across all partners in the interests of the child.	City wide to inform top 100 methodology working and reduce risk to children	John Kearsley	All service performance and IKM managers ICT	Safe information sharing practice and protocols in place and understood by workforce Safe e-mail, data sharing, scanning and printing facilities available at locality levels
2. Develop improved management information, ICT systems and	City wide	Saleem Tariq	Steve Hayes Richard Storrie	Support needs analysis & segmentation analysis Information to allow targeted

performance management capability				activities against priority areas/cohorts. Replacement core ICT systems specification which supports managing LAC
3. Workload analysis to provide evidence based approach to all referral and subsequent activities, including quality assurance of referrals	Region, city, area and cluster; All referral agents.	Saleem Tariq	Performance management IKM team	Improved appropriateness of referrals; better quality information on receipt; best practice applied uniformly across service, e.g. use of CAF, thresholds applied etc.
Early Intervention and Edge of Care				
4. Co-ordinate and re – commission all family intervention projects and intensive family support.	In-house provision External Provision	Sarah Sinclair	Jody Sheppard Rob Kenyon Child & family targeted support	Inventory of providers and assurance assessment. Tight intensive family support specification focused on vulnerable families and those on the edge of care Re commissioned services in place
Audit effectiveness/ evidence for all Edge of Care services	All intensive support services to children and families	Sue May	Tom Bowerman Marie Jackson Richard Chillery Munaf Patel Maggie Smith Contracting team for commissioned services	All develop measures which evidence their contribution to keeping children out of care/ returning children from in-care placements
5. Refocus targeted Youth	City Wide	Jean Davey	Sally Coe	Increase in participation in positive

Work support to provide priority access for vulnerable groups			Sue May Maggie Smith	activities for LAC and other vulnerable groups
6. Develop assertive outreach and core support packages	City Wide	Saleem Tariq	Sue May Jean Davey Multi Agency	Portfolio of packages available and commissioning governance framework in place. Restructure 'School Away' Alternatives to admissions available through development of resource packages, short term support etc.
7. Develop Intensive Prevention Team to work with children 10+ who are on edge of care	Children 10+ on edge of care	Saleem Tariq	Sue May Jean Davey Multi Agency	Reduction in 10+ children admitted to care
8. Increase priority access to quality early years services for parents and young children	Top 100 methodology in localities 0 to 5 review Target service where known high risk attributes identified e.g. <ul style="list-style-type: none"> • Domestic violence • Substance abuse • Mental health • Offending • Teenage parents/carers 	Sally Threlfall	Andrea Richardson Jane Mischenko Rob Kenyon Helen Rowlands Sal Tariq Sue May	Clear service entitlement across health, early education and family support for families at risk Reduction in the numbers of LAC who are under 5

9. Engage Children's Centres and Family Resource Centres to work intensively with identified families/children at edge of care/high risk and those who could potentially escalate to edge of care/high risk	Top 100 methodology Think Family- family CAF Identified priority localities/families/children	Sally Threlfall	Andrea Richardson	Reduction in the numbers of LAC who are under 5
10. Develop capacity for targeted services in clusters to provide focused support for children on the edge of care and their families	Top 100 methodology in clusters – capacity to support multi agency teams and planning MST FGC 0_16 CAMHS Youth Offending Service Signpost Intensive family support FNP 2 year old pilot	Jim Hopkinson	Andrea Richardson Sue May Saleem Tariq Ken Morton	All clusters using top 100 methodology Reduction in the number of children who are looked after
11. Audit effectiveness/ evidence for all Edge of Care services	All intensive support services to children and families	Sue May	Tom Bowerman Marie Jackson Richard Chillery Munaf Patel Maggie Smith Contracting team for commissioned services	All develop measures which evidence their contribution to keeping children out of care/ returning children from in-care placements

<p>12. Develop a 60 day plan for all children on cusp of entering care or who have just entered care to establish whether an intensive family support plan can remove risk or bring the child quickly out of care</p> <p>Develop assertive outreach and core support packages</p>	City wide in clusters	Saleem Tariq/ Sue May	Andrea Richardson Jim Hopkinson Ken Morton Cluster leaders	Reduction in the number of children in care Increased numbers of children with safe exit pathway from care
		Saleem Tariq	Sue May Jean Davey Multi Agency	Portfolio of packages available and commissioning governance framework in place. Restructure 'School Away' Alternatives to admissions available through development of resource packages, short term support etc.
13. Strengthen common assessment processes and other integrated processes to support multi agency teams around children at risk	City wide	Sally Threlfall	Mary Armitage Rob Kenyon Chris Lingard Andrea Robinson	Business case to inform case record keeping system for families/ children with escalating risk
Capacity development , commissioning, funding and governance arrangements				
14. Initiate foster carer recruitment campaign to increase in-house capacity and choice.	City wide and regional	Sue May	Placement Service Communications Team(s)	Net increase of 20 in-house carers per annum (recruit 40).

15. Design and implement in-house foster carer competency, terms and conditions review.	In-House foster carers, Special Guardians, Adopters	Sue May	CYPSC HoS Communications Team Commissioning Finance	Revised 4 levels of foster carers introduced. New payment regime designed and transitioned to. Reduced 'unit' costs for in-house foster carers achieved. Agreed financial strategy for SGOs and Adopters.
16. Review adoption service recruitment and placement process.	Adoption Services	Sue May	Asst. HoS LAC Placements Service	Revised strategy reflecting new guidelines, e.g. ethnicity Increased numbers of children placed for adoption Increased numbers of adopters recruited and approved. Reduced time-scale to recruit and place children once approved
17. Revise strategy for residential provision and refocus based on needs assessment	All residential provision.	Sue May	Residential Service Children's Rights Ofsted Commissioning.	OBA event for strategy development Immediate change in provision at Squirrel Way. Develop need based provision plans: i.e. emergency provision; special placements (e.g. for pregnant LAC) Develop commissioning plans

18. Improve funding, commissioning & operational management and governance of placements	All placement providers. Admissions to care and major changes to care provision.	Jackie Wilson/ Sarah Sinclair	Sue May JDAR, MALAP, Educ & Soc.Care joint body. HoSDaR. Placements Service Partner Agencies	Block purchase contracts available. Improved MI on placements, carers and external provision available. Number of jointly funded placements. Ensure fair and equitable funding from all partner agencies
Care planning				
19. Redesign of Social Care LAC/Child Protection service provision	City Wide	Jackie Wilson	All integrated service providers	Approval and funding by May 2011 CYPSC staff into new structure by Sept. 2011. develop integrated teams by March 2012
20. Creation of the Integrated Safeguarding Unit	City Wide (3 area teams + corporate)	Jackie Wilson	LSCB HoS ISU Education	Phase 1 (CYPSC and Education) in post by Sept. 2011 (providing capacity to improve conferences & care planning/reviews.

21. Explore options for quicker and more efficient exits from care.	All LAC reviewing permanency planning, court discharge processes, prioritising return to home, looking at barriers to exit and return to home	Jackie Wilson	All HoS Legal Partner agencies Schools	Targeted review schedule for all LAC by June 2011 to give prioritised cohort(s) for exit strategies. Increased Sect20 children returning home.
22. Review of Pathway Planning service delivery	All LAC and care leavers	Sue May	Adult Social Care Health & all Partner Agencies	Robust planning achieved. Reviews Cost/risk assessments Check against National PIs
23. Early intervention where placement is at risk of breakdown to provide targeted support to child/carer/family	Refocus of Therapeutic social worker's priorities and include 1.8FTE clinical psychologists (Health funded)	Sue May	CAMHS Schools	Completed carers assessments (Strengths and Difficulties Questionnaires)

NB. In addition to the milestones for individual actions shown above there are also a number of generic milestones for all actions, eg.

Reduction in LAC admissions
Reduction in number of referrals
Number of families and children worked with.
Number of children kept out of the care system.
Reduction in days children spend in short term admissions/respite.
Reduction in the numbers of placement moves per child

Initial action plans for the 3 obsessions- Attendance

Strategic Outcome- All children and young people do well in learning and have the skills for life		Accountable Director – Nigel Richardson Delivery Lead- Simon Flowers CTB Sponsors- Simon Whitehead & Tony Adlard		
Priorities for this outcome are 1) improve behaviour, attendance and attainment. 2) Increase numbers in employment, education or training.				
Key indicator and initial focus for work on this priority (see separate action plan for numbers in employment, education or training)				
The level of attendance at primary school- 94.3% as at end of half term 4 2009/10 The level of attendance at secondary school- 91.6% as at end of half term 4 2009/10				
Priority partnership action plan 2011/12				
Action	Targeting	Action Owner	Contributing Officers or agencies	Milestone or Target
1. Target children with a 60-70% absence rate, carrying out OBA exercises at cluster level to establish the local reasons for low attendance and agree local solutions and interventions.	Priority clusters determined by need and leadership capacity	Jancis Andrew & Ken Morton through Multi agency implementation group	Area inclusion partnerships Cluster chairs and managers Integrated service Leaders OBA facilitators Head teachers Children Leeds area partnerships	Project Brief March 2011 Delivery Summer term 2011

2. Evaluate and test the local & city wide service redesign implications of the 60-70% absence rate project for locality based children's services.	City wide	Multi agency implementation group	As above plus Children Leeds Performance & information teams	Evaluation data end of summer term Project Brief August 2011 Commence delivery September 2011
3. Engage with the parents and families of children with low attendance in year 1 of Primary school.	Target Early Years settings & Children's Centres where low attendance is an issue	Jancis Andrew & Andrea Richardson	Early Years Surestart Area inclusion partnerships Children Leeds area partnerships Cluster chairs and managers	As per 60-70% project
4. Engage with Police Community Safety Officers and Safer Schools officers to establish cluster level intelligence about attendance patterns. Use this for targeted truancy interventions at cluster & school level.	Target clusters with worst levels of attendance	Jancis Andrew, Bob Bowman & Wendy Winterburn	Police Cluster chairs and managers	Intervention model developed by September 2011 By December 2011 implemented in 1 cluster with evaluation
5. Produce and promote across the city a common script, describing the importance of attendance and the impact of low attendance.	City wide	Jancis Andrew	Communications teams Elected members Cluster chairs and managers	Dissemination in September 2011

6. Develop an “attendance pledge” for individuals, agencies and schools across the city to sign up to, including high profile publication of the pledge. The pledge will publicly register actions to be taken by the person/institution signing the pledge to improve attendance. Possible part of wider Child friendly city pledge.	City wide	To be developed as part of Child Friendly City Programme	Communications teams Elected members Cluster chairs and managers	Dissemination in September 2011 linked to ledge, see below
7. Incentivise good attendance through city wide promotion of scheme to engage local agencies and service providers from all sectors in provision of rewards for good attendance.	Children and young people, parents, carers and families where attendance is low	Jancis Andrew	Council Leisure services Local Businesses Communication teams	Initial launch September 2011 Evaluation end of December 2011

Initial action plans for the 3 obsessions- NEET

Strategic Outcome- All children and young people do well in learning and have the skills for life	Accountable Director – Nigel Richardson Delivery Lead- Sally Threlfall CTB Sponsors- Martin Fleetwood & Diana Towler
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Priorities for this outcome are 1) improve behaviour, attendance and achievement. 2) Increase numbers in employment, education or training. 3) Support children to be ready for learning. 4) Improve support where there are additional health needs.

Key indicator and initial focus for work on this priority

The percentage of young people aged 16-18 who are not in education, employment or training- baseline- 8.3% (average monthly figure for November-January 2010/11)

Priority partnership action plan 2011/12

Action	Targeting	Action Owner	Contributing Officers	Milestone or Target
1. Use of Identified Progression Pathways and Support (IPPS) process in all schools to identify a learning pathway and progression route for every young person.	Process includes identifying young people who are at risk of becoming NEET, and provision of targeted support.	Richard Amos	Multi agency NEET action plan group Schools & colleges- federations Off site learning providers Post 16 learning providers	All secondary schools carry out needs analysis of Year 8 by XXX (XXX= dates to be agreed with schools) Identify needs of young people are least likely to remain in learning after Year 11 by XXX Plan learning programmes and support packages to meet needs of identified young people by XXX
2. Analysis of young	Young people who are	Mary Brittle	Connexions providers	Identify occupational preferences

people NEET and their needs. Improve the recruitment of young people to available programmes. By sharing information with potential learning providers on young people NEET by occupational preference and qualification level.	currently NEET. (NB. Need to obtain their permission to share their contact details with learning providers		Learning providers Schools & colleges College Principals Confederations, Clusters	and qualifications of current cohort by June 2011 System to match young people against current offer by June 2011
3. Development of personal tutoring model All children and young people have a school based personal tutor, additional mentoring support available where appropriate.		to be agreed	Schools, Children's services Mentoring teams	Roll out of personal tutoring model to all schools by XXX Additional mentoring support from Children Leeds by XXX
4. Development of models for parental engagement to improve the progression information and advice available to parents through schools.	All High schools, parents / carers	Andrea Cowans	Schools, Clusters, Confederations	Identification of successful models for parental engagement by December 2011 Dissemination of model to all high schools by April 2012

5. Development of resources and training for primary schools on career learning, including activities to support the primary secondary transition.	All Leeds primary and secondary schools	Terry Walsh	Primary and secondary schools, Confederations, Clusters, Children Leeds 14 to 19 staff	Workshops delivered to primary school staff by December 2011 Resource pack made available to all Leeds primary schools by December 2011
6. Developments of briefing for all staff working with children, young people and families to understand the value and importance of learning, aspirations, attendance and requirements of RPA.	All Children Leeds staff and relevant staff in other directorates	Mary Brittle	Children Leeds education and learning teams	Developed and distributed by April 2011
7. OBA workshops at cluster level to identify specific actions around reducing NEET to be carried out at a local level.	Priority clusters determined by need and leadership capacity	Ken Morton	Multi agency NEET action plan group	OBA cluster roll out plan to Cluster managers March 2011. Project Brief August 2011. Commence delivery September 2011

8. Raise awareness with secondary schools, SILCs and PRUs around their new duties for careers guidance from April 2012	All secondary schools SILCs and PRUs	Andrea Cowans	11-19 (25) IAG and progression group Connexions Schools Further education colleges, virtual college	<p>Briefings delivered to schools staff by Oct 2011.</p> <p>Development of models to ensure that all young people receive appropriate information, advice and guidance to plan for learning up to 18 by Jan 2012.</p> <p>Models in all schools by April 2012 Resources available for schools on Leeds Pathways by Sept 2011</p>
9. Awareness raising for young people in KS4 and parents / carers of financial support available to young people and families for young people to continue in learning post 16 and to higher education	Children, young people and their families in KS4	Terry Walsh	Children's services 14 to 19 staff Connexions	<p>Information on financial support available from September 2011 on Leeds Pathways website by April 2011.</p> <p>Connexions PAs undertake awareness raising in schools by May 2011.</p>

10. Development of online resources to support learner progression into all post 16 full time learning pathways and apprenticeships, including careers and labour market information, information on employability, skills and enterprise, and an interactive online advice and guidance service for young people and families	All High schools, parents / carers	11-19(25) IAG and Progression group Connexions	secondary schools Children's services 14 to 19 staff	Online resources developed and piloted by Sept 2011 Leeds Pathways developments implemented by April 2012
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