

Children and Young People's Plan 2011-15

Refresh April 2012

Approved at Children's Trust Board 27 April
2012

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OUR VISION, OBSESSIONS, OUTCOMES, PRIORITIES & INDICATORS

Our vision is for Leeds to be a child friendly city. As part of this vision we will minimise the effects of child poverty and work to transform achievement across the city through the Leeds Education Challenge.

Our vision contributes to the wider vision for Leeds- By 2030 Leeds will be locally and nationally recognised as the best city in the UK.

We will drive change by using restorative practice, Outcomes Based Accountability, locality working and by extending the voice and influence of children and young people .

5 outcomes	11 priorities (3 starting points highlighted in italics)	16 Key indicators (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>
		2. Number of children and young people with child protection plans
CYP Do well at all levels of 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 Primary; Secondary</i>
		<i>4 % of Young people NEET</i>
		5. % with good level of development in Early Years
		6. % with good achievement at the end of primary school
		7. % gaining 5 good GCSEs including English and maths
		8. Level 3 qualifications at 19.
		9. The number of CYP 16-18 who start an apprenticeship
CYP Choose healthy lifestyles	7. Encourage activity and healthy eating 8. Promote sexual health	10. The number of disabled children accessing short breaks & levels of satisfaction
		11. Obesity levels at age 11
		12. Teenage pregnancy
CYP Have fun growing up	9. Provide play, leisure, culture and sporting opportunities	13. Free school meal uptake- primary; secondary
		14. % of CYP who agree with the statement "I enjoy my life"
CYP Are active citizens who feel they have voice & influence	10. Reduce crime and anti-social behaviour 11. Increase participation, voice and influence	15. Proportion of 10-17 year olds offending
		16. C&YP who report influence in a) school b) the community

Introduction

The CYPP 2011-15 was agreed by the Children's Trust Board (CTB) in April 2011. The framework of outcomes, priorities, obsessions and indicators outlined above is now widely understood across the city. CTB have discussed progress through a programme of regular reports. Dashboards showing the latest performance against key indicators in localities across the city are available at every meeting. Detailed reports on our 3 obsessions look at the context behind the figures. City wide impact is summarised in two page report cards. CTB have also considered various strategic and policy developments that impact on CYPP delivery. For example,

- transforming educational achievement via the Leeds Education Challenge
- the impact of the reorganisation of health and well being services
- reviews of early intervention and prevention work, eg referrals & the common assessment framework
- developing the Child Friendly City (CFC) and Child poverty agendas
- youth custody policy and the decreasing demand for youth custody
- action planning for substance misuse & school meals uptake
- progressing key strategies, eg. joint financial planning and commissioning; Outcomes based accountability, Restorative practice (RP) & Integrated locality working in clusters
- Leeds safeguarding children board annual report & business and action plans
- Childrens services improvement plan updates

Progress at the end of the first year of the plan is mixed. There is evidence of improvement against some key indicators, but even where there is improvement, it is often the case that gaps between average outcomes and those for the lowest achieving groups remain stubbornly significant. As do gaps between our performance and that of other authorities.

Our work on strategies like early intervention and locality working has built form foundations, but requires consolidation and the city wide roll out of best practice. The key to our improvement strategy for the next year is to drive change at locality level. Our vision and our framework of obsessions, outcomes and indicators remains as set out on page 2. The only amendment being the development of the Leeds Education Challenge which is central to the vision for a child friendly city. Our overall strategy remains to use Outcomes Based Accountability and Restorative Practice to build services and responses around local needs. Mixed progress alongside signs of improvement is very much in line with our expectations for this point in time.

We have the highest aspirations and are confident we can make a real difference for children and young people (CYP) in Leeds, especially the most vulnerable. We will do this through a relentless focus on practical action in localities across the city. Our emphasis on the 3 obsessions remains. This has helped focus attention and resources on CYP and families with the greatest needs and multiple poor outcomes. Work on the obsessions impacts on the full range of outcomes and indicators. Our starting point must always be identifying those most at risk of poor outcomes in each of the 27 clusters across the city, and building responses and services around their needs.

Sound progress mixed with challenges is also reflected in the Government's decision to lift the Improvement Notice for Leeds Children's Services. Ministers found significant progress; ambitious, well owned plans for key challenges; and, clear capacity to drive further improvement. We will develop new external support and challenge arrangements to help us with our ongoing improvement work.

This document combines a CYYP review and refresh. It briefly summarises progress, the changing context and future direction, and sets out our approach to consolidating and accelerating progress. Details of the end of year review of the CYYP and the final review of the Improvement Plan agreed as part of the Improvement notice can be found on page 14 onwards.

Analysis of the Improvement notice Improvement Plan indicates either that actions have been completed and issues addressed or that they have been carried forward to other service and strategic plans.

Our new improvement plan has a number of dimensions and each of these will be reviewed internally and subject to the external support and challenge arrangements.

- The actions to accelerate progress on our 3 obsessions and 5 supporting strategies set out pages 11-14 of this document
- The actions for accelerating progress set out in the report cards for our 16 key indicators.
- The Leeds Education Challenge action plans
- The Child Friendly city action plans
- The child poverty action plans
- The emerging Joint Health and Well Being strategy

In evaluating progress we will focus relentlessly on the 3 questions suggested by the OBA methodology:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Where we have been- overview of progress Is anyone better off?

Evidence of improvement

We know that for many of our key indicators outcomes, particularly for the most vulnerable, are not as good as they should be, and that performance is not always as good as other authorities. However, there is clear **evidence of improvement**. Headlines are listed below, please see the supporting information for a detailed report card for each of our key indicators and a more detailed picture of progress. **Report cards** also give the wider context for performance and set out our key actions to accelerate progress.

- Improvements in safeguarding practice mean that following a sustained increase the number of children subject to a child protection plan is now declining, currently 1011 from an August peak of 1,171. Though nationally our performance is still in the lowest quartile.
- 2011 Foundation Stage results show a 5 percentage point improvement in the proportion of children achieving a good level of development; a faster rate of improvement than seen nationally or for statistical neighbours, Leeds is now within 1%pt of national. Though the gap between Leeds average and those with the poorest outcomes remains significant.
- Between August 2010 and July 2011 2,037 16-18 year olds in Leeds started an apprenticeship. This equates to 56% more than in the same period for 2009/10. The number of new apprenticeship starts among Leeds 16-18 year olds is being sustained with 1254 starting between August 2011 to January 2012 a 7.9% improvement on the same period in the previous year.
- Recently published DFE absence data for 2010/11 confirms Leeds primary attendance at 94.8% narrowing the gap to national at 95%. Secondary schools attendance improved to 92.4 %, the highest levels recorded in Leeds. However while secondary authorised absence is now inline with national unauthorised absence is 1.1%points above.
- The number of young offenders is continues to fall; over the last five years it has fallen from 2,484 offenders in 2007-08 to 1,093^{*forecast} offenders in 2011-12. The percentage who have offended one or more times in 2011-12 is now 1.6%. This represents a fall of 1.1 percentage points from the 2009-10 baseline figure of 2.7%

Voice and Influence

The first year of the CYPP also saw a lot of work to develop the voice and influence of children and young people (CYP), particularly through the engagement of CYP in developing Leeds as a Child Friendly City (CFC). Work here includes:

- recruiting 60 CYP to be CFC advisers & CYP helping with action plans
- engaging CYP in the recruitment of Children's services leaders
- electing CYP to represent Leeds in the National Youth Parliament & the election of the first Leeds Children's Mayor
- mystery shopping and inspections of youth services carried out by CYP

- the Specialist Inclusive Learning Centre in the North West becoming the first setting to receive the UNICEF award for being a “Rights Respecting School.”

Cluster Working

A focus on delivery at **cluster** level across the city where work to improve attendance, reduce NEET and reduce the need for children to be in care is being implemented through the use of key strategies like Outcomes based accountability and Restorative practice. **Service redesign** has strengthened capacity and improvement at locality and cluster level. **Early start teams** bringing together services for those aged 0-5 are established in some clusters and will shortly be in place across the city. They work together with the new area based social care teams and Targeted Services Leaders to focus our resources on helping the most vulnerable, including specifically targeting those most likely to become looked after children. All clusters will also have multi agency groups to ensure that children and families receive the services they need to enable children to remain safely within their family and community.

Work to support front line services and service redesign includes information sharing, joint financial planning across the partnership, workforce development and rolling out the OBA and RP programmes.

Increased investment

The City Council’s budget strategy for 2012/13 includes additional provision of £10.9m to cover increased demand for additional external placements and increases in the cost of external placements, and further funding for Early intervention and prevention work.

Inspection evidence

The 2011 re-inspection of safeguarding services for children and young people in Leeds highlights various improvements made since the last inspection in December 2009. Overall, five of the nine categories that Ofsted assess have been rated as ‘good’ and four are ‘adequate’ – there are no longer any categories rated as ‘inadequate’. On the key judgements of ‘overall effectiveness’ Leeds has been rated as ‘adequate’ and Leeds ‘capacity to improve’ is now rated as ‘good’.

Other published inspections in 2011 have highlighted a number of key strengths, including;

- effective work to help bring about improvement in schools Ofsted categories of concern.
- the majority of special schools are considered good or better.
- arrangements to ensure children are safeguarded are considered secure.
- the majority of early years and childcare provision is rated good or better.
- the local fostering and adoption agencies are good.
- the majority of the provision that Leeds commissions in children’s homes outside its own settings is good or better.

Areas that require continued focus

Key challenges include further work in the following areas:

- “turning the curve” for our 3 obsession indicators and other key indicators, ensuring that effort and input translates into improved outcomes
- narrowing the gap for those who continue to experience worse outcomes than the average or best outcomes in the city
- narrowing persistent health inequalities against the background of complex changes to the organisation and funding of health services
- developing strong clusters of multi agency services across the city that effectively target and direct resources to those most in need

Where are we going- summary of our direction and strategy

Leeds Education Challenge

The Leeds Education Challenge (LEC) was in its infancy when the CYPP 2011-15 was drafted. It sets out a **vision for every child to be in learning, every school to be a great school and every young person to be succeeding**. It outlines measurable priorities and indicators for achieving these ambitions and is supported by detailed action plans. The LEC programme will help us tackle our obsessions through work with those mostly likely to be disengaged from education and learning, and more generally will help us drive improvement as measured by all of our key indicators, but especially those that focus on educational attainment and achievement.

Specific priorities for improving schools are to

- reduce the number of schools below national floor targets and in Ofsted categories of notice to improve or in special measures
- increase leadership capacity
- reduce in-school variation in teaching and learning and subject expertise
- further develop school improvement at cluster level

The plan sets out specific targets for 5 ambitions and five strands

Ambitions

- every child and young person of school age will be in school or in learning
- every school will have an achievable plan to being recognised as a great school
- we will improve achievement for every young person year on year
- every school will benefit from a fully qualified, skilled, committed and well led staff team
- every child will move confidently through their education

Strands

- leadership, management and governance
- teaching and learning

- focus on supporting schools to develop sustainable standards to stay above national floor standards
- closing the gap for vulnerable learners
- family and community engagement “beyond the school gate”

The entire community- political, business, learning, third sector and public sector- is committed to helping Leeds with its Education Challenge. The city is investing disproportionately in children and young people, recognising their role in the city’s future. The goals of the LEC are challenging but with the support of the entire city, we believe that our school leaders, teachers, parents, and children and young people will be successful.

The LEC is being developed with the help of a range of national and international experts who will provide external support and challenge.

The **impact of deprivation** on learning outcomes remains fundamental. Overall results have improved at the foundation stage against the national gap measure. However, the Leeds gap between the bottom 20% and the average of 34.9% remains above the national figure of 31.3%. At this point the challenge is to ensure that all children are ready for learning. This then translates to closing the performance gap in later phases of education. At the end of primary school the percentage achieving level 4 or above is 24 %pts lower for Free school meal pupils for the combined English and maths indicator. This continues at ages 16 and 19 evidenced by the fact that in Leeds there has been little real impact on the gap in attainment between young people who are eligible for free school meals and those who are not. Combinations of social disadvantage have a powerful effect on attainment levels. Two strands of the LEC are particularly relevant to these areas: closing the gap for vulnerable learners and ensuring family and community engagement “beyond the school gate.”

Post 16 learning provision remains an area of substantial national and local change with performance pressures around both ensuring all young people are in learning and increasing the proportions reaching Level 3 qualifications and equipped for higher education and the Leeds workforce. In response to this a number of areas of work are underway. A ‘Leeds Guarantee’ is currently in development, which will be a commitment as a city to young people aged 16-19 (25) in Leeds to ensure that they all have a place in employment or further learning. As part of the Leeds Education Challenge a post-16 project is being undertaken to review the current 16-19 provision in Leeds. This has been commissioned to provide an independent and impartial assessment of how best to ensure viable and sustainable learning provision with the widest possible range of choices for young people.

Health Reforms

Proposals for reforms to the NHS and public health systems have also emerged during the first year of the CYPP. Leeds is involved in a project to consider how these reforms can best support action to improve children and young people’s health outcomes and reduce health inequality. The project will also inform ongoing system

design and development so that children and young people's needs are designed in from the outset. It will

- identify key health outcomes
- consider how well these are supported by the NHS and public health outcomes frameworks
- look at how different parts of the health system can work together and with other partners to improve outcomes.

The future shape of health provision is still under development. Our future strategy here is to engage with the change programme through the project summarised above, and through the emerging proposals for a Joint Health and Well Being Board across children's and adult services. At the same time the outcome for CYP to choose healthy lifestyles remains central to our day to day work.

Early Intervention

Initiatives to strengthen early intervention and preventative work will continue to be progressed, and remain a fundamental strategy. The number of **Common Assessment Frameworks** (CAF) initiated in 2011/12 is lower than 2010/11. For the 11 months up to the end of February only 4 clusters had levels of CAF initiation above 2010/11 full year levels and consequently all but 5 cluster areas recorded higher levels of requests for service to social care. The reduction in the number of Common Assessments completed reflects some local uncertainty about the future of the Common Assessment Framework following the decision nationally not to proceed with the e CAF. In response the Children's Trust Board supported a major review of the Common Assessment in Leeds and Mark Peel from Leicester University was commissioned to support this work. The Common Assessment record used in Leeds has been considerably simplified in response to feedback and the processes have been revised. The Common Assessment will be relaunched in Leeds in the Summer of 2012 and part of the specification of the new social care recording system has been the ability to be integrated with the Common Assessment. This will ensure the future use and development of the Common Assessment in Leeds.

Professor David Thorpe was commissioned by the LSCB to review referrals to the Children's Social Work Service. His report has been presented to the LSCB and work is underway to implement Professor Thorpe's recommendations. A dedicated multi-agency Duty and Advice Team within the Contact Centre, which will include a police officer and health visitor as well as social workers will be in place from May 2012. The team will be able to provide advice and consultation as well as responding to referrals.

We are working with the Family Rights Group to significantly increase the use of **Family Group Conferencing** to support families to develop their own safe solutions to the challenges they are facing and to enable children to safely remain within their families wherever possible. Our work in local clusters of services across the city has brought the full range of services and partners together to help us understand our challenges in particular localities, and develop plans for improvement and effective early intervention. Identifying **coordinated support packages** for the most vulnerable CYP and families in all clusters will build on best practice and existing

multi agency work. The LSCB is identifying training for effective family support. Clear and determined action is ongoing around early intervention work, family support, the social care referral process and the placement of Looked After Children. The challenge remains to move from stabilising to turning the curve.

Role of Local Government and the Children's Trust Board partners

Four underpinning principles for work with children and families have been developed for Children's Services as part of Leeds City Council's work on the future of local government. These have been discussed and agreed by the Children's Trust Board.

1 The default behaviour of Children's Trust and Local Government partners in all their dealings with local citizens/partners/organisations should be a restorative one - high support with high challenge. (A restorative approach is built on the basic premise that *"people are happier, more cooperative and productive, and more likely to make positive changes when those in positions of authority do things with them rather than to them or for them"*)

2 Children's Trust and Local Government partners should ensure that families, whose children might otherwise be removed from their homes are supported to meet and develop a safe alternative plan before such action is taken.

3 For all other families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children the family should be supported to help decide what needs to happen. Children's Trust and Local Government partners must create the conditions where families can be helped to help themselves - this would represent a fundamental renegotiation of the relationship between Local Government and local citizens - from doing things *to* and *for* families to doing things *with* them.

4 Children's Trust and Local government partners must see all local schools as community assets and have a clear role in holding those institutions - no matter what the governance arrangements - to account for the contribution they make to the well being of the local population.

How we will work to accelerate progress

Specific actions to improve outcomes against each of our priorities are included in the latest report cards. These are updated throughout the year. In addition major work programmes such as Child Poverty, Child Friendly City and the Leeds Education Challenge have their own detailed actions plans supported by the service plans of partner organisations across the city. Our key actions are summarised on pages 11-14. Some actions to deliver improvement are contained within specific service plans, these will be referenced in the Improvement Plan.

Making an impact at cluster level

These specific actions need to be seen in the context of our overall strategy. In every cluster across the city regular **care and support meetings** have been initiated to bring together multi-disciplinary groups of local managers and staff. Practitioners are able to use these meetings to request support, advice and guidance for cases where they have encountered difficulties in working with families, or where sufficient progress is not being made. These arrangements will be securely established in all clusters.

Targeted Services Leaders (TSLs) and **Local Authority Partners (LAPs)** who will lead and challenge work cluster work are being put in place across city. They will ensure that the “top 100 methodology” is applied consistently across the city. This method identifies the children and young people and families with the greatest need, and targets resources and support accordingly. This includes a coordinated support package and the identification of an appropriate lead agency.

Central to this work will be further progress on **information sharing and case management**. This is designed to ensure the effective and appropriate sharing of information, and is central to both the identification **of the top 100 families**, and subsequent targeting and direction of resources.

Early start teams bringing together services for those aged 0-5 will be established in each cluster, including specific targeting of those most likely to become looked after children. All clusters will also have multi agency groups focusing on identifying the best response for all those requiring additional support, and appropriate decisions about which cases require specialist social work interventions.

Expertise in **Outcomes Based Accountability and Restorative Practice** is available to support cluster work.

Expertise in these and other areas such as child protection and safeguarding will be further developed through the **workforce development programme**. Work is underway to develop a workforce development policy for adoption by all agencies working with children and families. This will cover the attitudes, values and behaviours which workers need to adopt in order to ensure child centred practice in Leeds.

CHILDREN & YOUNG PEOPLE'S PLAN 2011-15- Refresh April 2012

OUR KEY ACTIONS- WHAT WE WILL DO TO ACCELERATE PROGRESS ON DELIVERING OUR OBSESSIONS

CHILD FRIENDLY CITY- CHILD POVERTY-LEEDS EDUCATION CHALLENGE- "TOP 100" METHODOLOGY

LOOKED AFTER CHILDREN	NEET	ATTENDANCE
<p>1 Revised CAF process to be implemented across CS with support of Professor Harriet Ward and Mark Peel University of Leicester 2012</p> <p>2 New arrangements to manage contacts and referrals to Children's Social Work will be in place June 2012 based on research of Professor David Thorpe, commissioned by the LSCB</p> <p>3 Support to vulnerable children will be increased through the roll out of Early Start Teams (April 2012-Sep 2012);</p> <p>4 We will work with the Family Rights Group to increase the roll out of Family Group Conferences to double the number of conferences whilst retaining quality;</p> <p>5 We will strengthen cluster working by rolling out Targeted Service Leaders across the city by March 2013 (?);</p>	<p>1 A Leeds guarantee for young people developed across the city</p> <p>2 Support schools to deliver impartial information, advice and guidance (IAG).</p> <p>3 Relaunch the Leeds Retail Academy & develop plans for the skills academy to ensure that the city's learning offer better meets the skills needs of employers in this important sector in the local economy.</p> <p>4 Develop city deal projects to support 16 and 17 year olds into education, work, apprenticeships or training.</p> <p>5 Undertake a full review of post 16 provision and a review of the Youth Offer to ensure delivery of the Leeds Guarantee</p> <p>6 Enable advisers to spend more time with NEET young people by reducing Jobcentre Plus caseload sizes</p>	<p>1 Developing media communications for parents and carers</p> <p>2 Continue with recruitment and deployment of targeted services leaders</p> <p>3 Ensure that the plan for Raising the Participation Age (RPA) incorporates cluster-led work on improving attendance. From 2013 local authorities become legally responsible for identifying young people who are not participating, and schools and colleges become legally responsible for promoting good attendance for 16 and 17 year olds.</p> <p>4 Support partnerships of schools to participate as pathfinders in the DfE's National Exclusions Trial.</p> <p>5. Implement the top 100 methodology for the 3 obsessions</p>

<p>6 Ensure that our systems and processes are directed to providing the child and family with the right support in the right way at the right time;</p> <p>7 We will significantly increase the number of mainstream foster carers through improved recruitment and retention arrangements which will be implemented in June 2012;</p> <p>8 We will strengthen and improve the quality of care planning to reduce drift;</p> <p>9 We will reduce the number of children placed in residential care outside of Leeds by implementing the recommendations of the residential review, increasing MST and providing packages of support tailored to the needs of individual children</p>	<p>7 Implement the top 100 methodology for the 3 obsessions</p> <p>8 Implement the Troubled Families Programme</p>	<p>6. Implement the Troubled Families Programme</p>
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CHILDREN & YOUNG PEOPLE'S PLAN 2011-15- Refresh April 2012

OUR KEY STRATEGIES- HOW WE WILL DELIVER PROGRESS TOWARDS OUR AGREED OUTCOMES

INTEGRATED LOCALITY WORKING	RESTORATIVE PRACTICE	OUTCOMES BASED ACCOUNTABILITY	VOICE & INFLUENCE	FINANCIAL PLANNING
<p>1 Complete deployment of Targeted services leaders and Local Authority Partners across all clusters</p> <p>2 Deliver workforce development programme to support cluster working, top 100 methodology, & OBA and RP</p> <p>3 Implement the top 100 methodology for the 3 obsessions</p> <p>4 Early start teams in place in all clusters</p> <p>5 Simplified CAF in place</p>	<p>1 Develop options and plans for a Leeds Centre</p> <p>2 Review phase 1 RP, to inform phase 2. Develop delivery plan for implementing phase 2 , matching demand for training to supply</p> <p>4 Increase training capacity by train the trainer events</p> <p>5 Ensure quality and sharing of good practice by practitioner events and support</p> <p>6 Consider options and implications of Leeds being a restorative city</p> <p>7 FGC training and implementation plan with</p>	<p>1 Deliver OBA workshops on LAC in each cluster</p> <p>2 Offer turning the curve exercises to all services and partners</p> <p>3 Develop OBA programme to support LEC</p> <p>4 OBA refresh for senior leaders</p> <p>6 Develop joint programmes with Shadow Health & Well Being Board & Area Leaders</p> <p>7 Embed OBA in day to day team practice</p>	<p>1 Working in partnership to support the aims and objectives of Leeds becoming a Child Friendly City</p> <p>2 Voice and Influence team to lead on a strategic, co-ordinated approach to participation across the city Child Friendly City programme</p> <p>3 All partners will involve children and young people when making key decisions that impact on their lives</p> <p>4 Increase the use of restorative practice models to support voice & influence for target groups in localities</p>	<p>1 Develop the joint investment strategy for early intervention and prevention</p> <p>2 Progress with other local authorities work on the procurement of residential and fostering placements from independent providers</p> <p>3 Develop the Joint Investment strategy in the light of changes to the organisation of public health services</p> <p>4 Develop the joint investment strategy for emotional health and well being services</p>

5 New approach to social care referrals in place	agreed processes for allocating cases and quality assurance		5 Develop a young advisory group for the LSCB	
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26th January 2012 version - Extract from the Health and Wellbeing City Priority Plan 2011 to 2015

Strategic Priority: 4				H&W Board Sponsor – Ian Cameron
Make sure that people who are the poorest improve their health the fastest.				Delivery Lead: Brenda Fullard
Performance Indicators				
Reduce the differences in life expectancy (and healthy life expectancy subject to ONS and Local Authority citizen panel survey) between communities				
Priority Actions				
Priority Action 4a – Minimise the impact of poverty on health of under 5s				
Action Plan 2011/12:				
Action	Targeting	Action Owner	Contributing Officers	Milestone or Target
Continue the development and implementation of the Infant Mortality Action Plan, including the Reducing Infant Mortality demonstration sites, and roll out best	10% most deprived communities and priority populations	Sharon Yellin (NHS)	Commissioners (NHS ABL), LCC Children’s Services, Leeds Teaching Hospitals NHS Trust (LTHT), Leeds Community Healthcare NHS Trust (LCHT)	Low birth weight rate in deprived Leeds vs Leeds as a whole <ul style="list-style-type: none"> • Breastfeeding maintenance at 6 - 8 weeks • Maternity Access - full booking assessment by 12 weeks

practice to areas of greatest need across Leeds				<ul style="list-style-type: none"> Smoking in pregnancy. Target 95% of smoking status known at booking in and delivery. Target 1% reduction in the prevalence of smoking during pregnancy
Establish Leeds Early Start Service bringing together health visiting and children centre practitioners into fully integrated teams with increased capacity in deprived areas to deliver the new early start service model .	Babies born to families living in deprived areas of Leeds	Jane Mischenko (NHS)	Sarah Sinclair: LCC Andrea Richardson: LCC Sam Prince:LCHT Janice Burberry: NHS ABL Commissioners (NHS ABL) LCC Children's Services	Achieve full integration by 2013; including increasing capacity in deprived Leeds to deliver the new early start service model.
Increase priority access to quality early years services for parents and young children	Top 100 methodology in localities 0 to 5 review Target services where known risk attributes identified e.g. Domestic violence Substance misuse Mental health offending Teenage parents/carers	Andrea Richardson (LCC)	Jane Mischenko:NHS Sam Prince:LCHT Sal Tariq :LCC Sue May:LCC NHS Commissioners LCC Children's Services Leeds Community Healthcare NHS Trust	Clear service entitlement across health ,early education and family support for families at risk Reduction in the number of LAC who are under 5

<p>Secure and double the capacity of the family nurse partnerships</p>	<p>Families with children under 5 years living in deprived areas of Leeds</p>	<p>Jane Mischenko (NHS)</p>	<p>Sam Prince LCHT Sarah Sinclair :LCC Janice Burberry :NHS NHS Commissioners LCC Children's Services Leeds Community Healthcare NHS Trust</p>	<p>Family Nurse Partnership programme in place with the capacity to engage 200 young mums</p>
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Extract from the Safer Leeds Partnership Plan 2011-2015

II Strategic Outcome C&D3 – Improving Safeguarding and Reducing Vulnerability					
Performance Indicators				Targets	
				2011/12	2012/13
§ TBA				baseline year	TBC
Action Plan 2011/12					
Priority Action – C				Delivery Lead: Chief Officer – Community Safety	
Action	Targeting	Action Owner	Contributing Officers	Milestone or Target	
Improve the city wide responses to domestic violence – ensuring the most vulnerable are protected.	Key providers and service users including high risk, vulnerable victims and their families	Head of Localities and Safeguarding, Leeds Domestic Violence Strategy Group	Leeds Domestic Violence Strategy Group and key partners	§ Deliver the Leeds Ending Violence Against Women and Children Action Plan 2011-2012 (attached at appendix).	

III Cross Cutting Themes – Contributions to Other Partnership Plans

Public agencies have a duty to improve public safety by working with known offenders. Managing or modifying the behaviours of offenders who create most harm in our communities will reduce the risk of re-offending and in turn reduce crime.

Action Plan 2011/12

Priority Action - Leeds will be a healthy and caring city for all ages

Partnership Plan: Health and Wellbeing

Action	Targeting	Action Owner	Contributing Officers	Contributions
People will live safe and fulfilling lives in their own homes	City	Head of Safety and Safeguarding, Head of ASB service	Domestic Violence Strategy Group, Safeguarding board, LASBT, DCSP, NPT, Fire, ALMO	<ul style="list-style-type: none"> § Improve city wide approach to Violence against Women and Children. § Implement Community Safeguarding for response to Hate Crime and community tensions. § Deliver tailored multi agency problem solving responses to ASB and disorder issues.