

# The Leeds Children and Families Improvement Plan 2019-2020



This plan sets out how Leeds City Council Children and Families Services will lead work to meet the aims and priorities of the new Leeds Children and Young People’s Plan, how we will continue to work to make Leeds the Best City for Children and Families in the UK through the Best City Plan, and how we aim to continue to learn, change, grow and innovate over the next year. We remain committed to the ethos and the vision that has seen us improve significantly since 2011 - working *with* children and families, colleagues and partner agencies – rather than doing things to them or for them, and the critical need to ensure that children and young people and their families are supported to have a voice and genuinely influence change. The two priority areas for our improvement plan are:

### Improving Outcomes, improving the lives of children, young people and families

#### What we are going to do

#### How will we know we’ve made a difference

- The Three As – helping every child and young person attend, attain and achieve**
- Improve take up and support for the 800 children not currently engaging in early years learning
  - Work with schools and other partners to develop ‘Breakthrough Projects’ to trial and evaluate approaches to improving the ‘Three As’ for vulnerable groups
  - Develop citywide programmes towards involving and engaging families, staff and partners in: reading, family learning and the Leeds Year of Learning

- Improvements in Child in Need attendance
- Improvements in Early Years outcomes

- Improving the lives of children who need protection**
- Strengthen the structure, role and practice of the Front Door with a particular focus on closer working with health
  - Strengthen arrangements for addressing child exploitation by embedding new Multi-Agency Child Exploitation (MACE) arrangements
  - Develop new approaches to assessment through Leeds Practice Model and focused work to include stronger consideration of child and family culture and identity
  - Develop three new Families First (Early Help) Hubs

- Improved progress in reducing risks for children and young people with complex safeguarding risks
- Weekly referral review shows improved quality and timeliness of decision-making in the Front Door

- Improving the lives of children looked after and care leavers**
- Develop a new model for residential services based on the ‘Hay Review’
  - Develop a refreshed workforce development programme and leadership and management arrangements
  - Improve our approach to care leavers including the trialling of: a ‘One Stop Hub’, improved approaches to pathway planning and a lifelong links support model
  - Implement a new school led approach to improving Personal Education Plans

- Improved inspections judgements for residential homes
- Improved proportion of care leavers in contact; in education or work; and in suitable accommodation
- Improved learning outcomes from foundation stage through to Key Stage 5 and beyond

- Improving the lives of children with special educational needs and disabilities (SEND)**
- Develop an integrated SEND offer through the Families First Hubs
  - Implement a comprehensive workforce development programme across the partnership including a SENCO qualification
  - Improve support for children with Social and Emotional Mental Health (SEMH) needs by creating a Head of Virtual School SEMH and developing improved monitoring reporting systems

- Improved achievements for children with SEND
- Improvements in quality of EHCP
- Reduction in NEET for those young people with SEND

### Creating the conditions for success

#### What we are going to do

#### How will we know we’ve made a difference

**Leading change, building relationships - Leadership, Partnerships, and Workforce**

- Develop and implement a Practice Leadership programme
- Develop and implement a workforce development programme for Early Help
- Work regionally on projects to recruit, retain and develop a more representative workforce
- Develop a curriculum for poverty proofing practice

- Demonstrated sustained low turnover and agency rates
- Number of practitioners achieving Early Help Qualifications
- Improvement in representative workforce

**Further developing relational practice in Leeds**

- Undertake a programme of work to embed and bolster restorative approaches when working with families
- Implement a programme of restorative domestic violence action learning sets
- Further roll out the Leeds Practice Model and trial new ways of working through the Leeds Innovations Programme funded Restorative Early Support Teams, Rethink Formulation and Futures Service

- Reduction of number of children referred to the Front Door due to domestic violence
- External evaluation of the Innovations and Partners in Practice programme

**The Journey to Better Outcomes - performance management and quality assurance**

- Implement a supervision training and improvement programme
- Implement new arrangements for performance management and quality assurance for early help
- Develop and implement various approaches to strengthen quality assurance arrangements, for example, through new commissioned arrangements of Regulation 44 visits to strengthen local oversight of children’s homes

- Positive feedback from managers and workers through staff surveys and focus groups
- Improvement in findings in Regulation 44 reports

**Securing the future - Turning the Curve and ensuring financial sustainability**

- Review approaches to medium term sustainability through medium term financial strategy and increased access to external funding
- Refresh and reinvigorate the Turning the Curve model for safely reducing the need for children to become looked after

- Sustainable and robust budget
- Continue to attract inward investment
- Reduction in rate per ten thousand for children looked after