

Working together better to build brighter futures in Leeds

Building Brighter Futures in Leeds

Awaiting Final Photograph



The Children and Young People's Plan 2009-2014

Children **Leeds**

Building Brighter Futures In Leeds – Our Shared Plan

Children Leeds

This Children and Young People's Plan has been developed and agreed by all the organisations in the city that work for children, young people and families. We all pledge to work together to build brighter futures for all our children, families and communities. We will bring the commitment, energy and expertise of our organisations together through our shared partnership, Children Leeds.



As part of developing and agreeing this plan, all the organisations that make up Children Leeds have agreed to the following pledges:

- We will work together for *all* the children, families and communities in Leeds
- We will work in put the needs, views and choices of children, parents and families and local partners first
- We will prioritise resources and the energy and creativity of our organisations to deliver our shared plan
- We will work in trust and partnership with all local partners and all organisations that can help the children, parents and families of Leeds

Foreword

Working together to build brighter futures in Leeds

Welcome to the new Children and Young People's Plan for Leeds.

Our first plan, published in 2006, was clear about Leeds' unique response to the 2004 Children Act and our aspirations to improve children's lives.

Yet we could not have anticipated how much we would learn in the three years that followed: about the breadth of the agenda and strength of partnership needed to respond; about the pace of change expected of us and that we have demanded of ourselves; and about the ongoing balance to provide the best universal services every day, to every child and young person, along with the most effective targeted support to meet a multitude of additional needs. Developing our new plan was a chance to take stock, critically assess our progress and set the priorities and direction for what we must achieve next.

We have lots to be proud of. Leeds has delivered real improvement in outcomes against the majority of the priorities we set ourselves in 2006. Our children and young people are making a better start in life through support offered to them and their families in our children's centres; they are achieving their best year-on-year GCSE results; they are participating significantly in activities that help them shape their care and their communities, live healthier lives and tackle issues, like bullying, that they themselves identified as a priority.

The attitude and approach of those working with children in Leeds is making this possible. Partners are coming together city-wide and especially at local level, sharing intelligence and resources so they focus on the best way to meet specific local needs. Our children's trust arrangements are underpinning this, particularly through their emphasis on developing integrated strategic commissioning and stronger locality based leadership.

However, as well as building on this success, we still have significant challenges. The national Every Child Matters agenda developed principally out of concerns about safeguarding children. Five years on and these concerns are still prominent. In Leeds we are concentrating more attention on safeguarding to put it at the heart of all we do. We will ensure colleagues across Children Leeds have the knowledge, confidence and support to make the right choices and help each other to keep children safe.

The Leeds approach reflects the national agenda in other ways too. We recognise that children and young people get the best, personalised support when everyone supporting them works together effectively to put the child and their family at the centre, meet their needs and improve their lives. This is 'integrated working', and our new plan is clear that we will increasingly shape services to work this way. This can only be achieved if staff have the skills and understanding to develop their role within the overall children's services agenda and work across traditional boundaries - a strong focus on workforce reform will help take this forward. Better integration of services should deliver more choice and opportunity for young people and this is reflected in key initiatives, particularly our strategy for 14-19 reform. These themes and others in our plan show how the national Children's Plan and other leading national strategies are being realised through our work here in Leeds.

As well as discussing the above in more detail our new plan has eight main priorities that we will concentrate on to deliver significant improvement in outcomes for all our children and young people. Each is supported with clear actions for delivery and guided by a strong understanding of how we will use resources more intelligently and strategically. They relate to many different groups in Leeds, but are particularly targeted to areas that will help us narrow the gap between young people, creating better opportunities for all and helping them to reach their personal potential.

We want to thank the children, young people, families and wide range of partners who have contributed to this plan. Our shared ownership will be the key to its impact, our shared determination will ensure its success. With collective focus on our priorities and approach we can build on the achievements of our first plan and address our ongoing challenges. Together we will build a brighter future for every child and young person in Leeds.



**Councillor
Stewart Golton,
Executive Lead
Member for
Children's
Services**



**Rosemary
Archer,
Director of
Children's
Services**

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The final designed draft of the plan will include similar pictures along with information on key issues and comments from children, young people and parents.

The Children and Young People's Plan 2009-2014 BUILDING BRIGHTER FUTURES IN LEEDS

This plan sets out how all local services that serve children, young people and families in Leeds will work together better over the next five years. This plan builds on the city's first Children and Young People's Plan, the wider Leeds Strategic Plan, which sets out the priorities for our city, and the new national Children's Plan, 'Building Brighter Futures'.

The Leeds Children and Young People's Plan has been developed and agreed by all local children's services in the public, private and voluntary sectors. It sets out our shared overall strategy for improving outcomes for all children and young people, and how we will narrow the gap for those facing the most barriers to success.

This plan brings together and is linked to other important strategies and plans for Leeds. These include the 14-19 Education Plan, the NHS Leeds Strategy, the Education Leeds Strategy as well as the many plans and work of local schools, children's centres and other organisations.

As the agenda for children is so wide this document cannot include all the detail on every aspect of children's services in Leeds. Instead the plan will focus on the key aspects of our strategy – setting out our most important shared vision, priorities, targets and plans.

The plan is structured as follows:

- *Our Vision:* this section sets out our shared principles and ambitions for Leeds, for children, families and communities and our promise and vision for children's services.
- *Safeguarding:* ensuring that children and young people are safeguarded is the most fundamental and central role of children's services and this part of the plan explains the principles we will work to, and our plans to further strengthen our safeguarding role.
- *Working Together:* this part of the plan describes how we intend to change the way we work together - to identify problems sooner, to work together better to provide quicker and more flexible support, and how we plan to manage this change across our city, areas and neighbourhoods.
- *14-19 Education:* improving the opportunities for learning for young people is a crucial part of the children's agenda in Leeds and across the country. This section sets out our plan for learning in the city for 14-19 year olds.
- *Review:* this part of the plan considers the progress we have made since the first Leeds Children and Young People's Plan in 2006, and examines changes in the wider context both nationally and in Leeds.
- *Our Priorities for 2011:* informed by our review and the targets in the Leeds Strategic Plan, this section sets out our priorities for improving outcomes over the next two years.
- *Our Long Term Programme:* this part of the plan describes our longer-term agenda and the key themes, vision and objectives for our wider work.
- *Delivering our plan:* this last section details key information on how we will deliver our plan. This includes targets, performance management arrangements and our joint plans for commissioning and resource management.
- *Further information:* This last section includes a glossary, web links to relevant documents and additional detail on action plans.



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Our Vision

Our ambition for Leeds

The government aims to make the UK the best place in the world to grow up. We share that ambition. We know that Leeds is already a success – it is the UK's favourite city and has won awards as a place to live for families. Over the next five years we will work to make Leeds the best city in the UK for children and families. Our ambition is not just for some communities or some families but to make sure the success of the city is shared by all. We are committed to making life better for all the many different children, families and communities in our city. **We will work to build a brighter future for every child, family and community in Leeds.** We want children to say 'I was lucky to grow up in Leeds'.

Our ambition for children and young people

We want all the children of Leeds to be **happy, healthy, safe and successful**. We will work to ensure every child and young person has the opportunity to achieve their potential because **every child matters**. We will work to **narrow the gap** so that every child has the chance to succeed regardless of their background and the barriers they face.

Our ambition for parents, families and communities

We know that it is parents, families and communities that bring up children, not services. Therefore we will work with, and be led by, the needs and choices of parents, families and communities to help them help their children and young people in the best way. We will **help parents, families and communities to take a lead role**.

Our promise to children, young people and families

We aim to provide every child, young person and family with the best help and support. To do this we will make clear **our promise to children, young people and families**. We have worked with children and young people to agree with them how we will provide the most important help and support that we will provide them as they grow up. These are:

- The Breeze Youth Promise
- Leeds Learner Entitlement
- Universal Offer

Our vision for our services

To achieve our ambitions we need to transform the way we work together to help children, families and communities. **We will work together better through our partnership**, our children's trust and, most importantly, by working closely together in every school, every street and every neighbourhood of our city. **We will reshape our services around children, families and communities** – where, how and when they are wanted and needed. **We will work locally** – empowering the people in local services that know their families and communities best, and letting them lead the way. **We will build our services around world-class facilities** – 21st century schools, children's centres, GP surgeries and Community Health Centres. We will support this with better infrastructure – new shared systems to enable us to communicate, sharing information and working together better. We will invest in and support our services and people – **we will make Leeds the best place to work in children's services**.



Awaiting final photograph

Enjoy and Achieve

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Safeguarding

Context and Review

The Children Act 2004 introduced the concept of 'safeguarding and promoting the well being' of children and young people, describing the process of protecting them from harm, making sure they are properly cared for and helping them to become successful adults.

All organisations that work with children and young people are required by law to take responsibility for safeguarding and for co-operating together to improve their well being. In order to help organisations work together better Local Safeguarding Children Boards were established in 2006. Leeds Safeguarding Children Board (LSCB) has over 30 member organisations, including Children and Young People's Social Care, Education Leeds, Youth & Early Years Services, Health and West Yorkshire Police. A good start has been made in developing processes and procedures to help co-ordinate services for children and young people and in providing training that allows workers from different organisations learn together about safeguarding issues and how their roles can be best co-ordinated.

When Leeds was inspected by Ofsted in 2007 the overall standard of safeguarding work was judged to be 'adequate'. All organisations working with children and young people in the city are committed to improving the quality and impact of what they do and Leeds Safeguarding Children Board has identified that it needs to do more to monitor the effectiveness of their services.

Children's services evolved from the government's determination to improve the safeguarding of children and young people. Recent events, inspections and policy reviews both nationally and locally have shown that there is still more work needed to ensure children are well safeguarded and all risks are minimised and managed fully.

Vision and Principles

For children and young people to be able to achieve positive outcomes in their lives they need to be safe and secure. Safeguarding is therefore the key foundation in Leeds' approach to the planning and delivery of services across the city.

It is our aim to develop further the framework involving all relevant organisations (statutory, voluntary and private) to ensure that the safeguarding needs of children and young people are identified, assessed accurately and responded to with effective services. Crucial to this is workers in all the relevant organisations being able to spot when a child or young person is becoming vulnerable and knowing how to work with their parents or carers and other organisations to address issues before they develop into serious difficulties. When this 'preventative approach' is unable to improve matters and / or there are concerns that the child or young person may be at risk of, or suffering significant harm, decisive and timely action is taken to ensure their safety and to plan for a more secure future.

All relevant organisations in the city are committed to consolidating and improving safeguarding services for children and young people.

Action Plan

Our action plan for safeguarding has two main elements – firstly, to improve safeguarding citywide by strengthening all local organisations and improving the way they work together and secondly to institute a 'Transformational Programme' of change in Children and Young

People's Social Care. Social Care services take a central and leading role in safeguarding and at present, despite important strengths, there is a need to move further and faster. Therefore we are determined to institute rapid and robust reform to ensure services are strengthened and become amongst the best in the country. This will require both direct interventions in service delivery and a programme of change to ensure the service has a stronger capacity to improve in the future.

To improve safeguarding within local organisations and joint work on safeguarding the following actions will be taken:

- All partner organisations will institute regular reviews of the adequacy of their safeguarding activity. All partners will report their progress to the LSCB, which will provide support and challenge and hold all organisations to account. Overall progress will be published in an Annual Review of safeguarding across the city.
- The LSCB will enhance further its ability to monitor and quality assure the safeguarding performance of organisations delivering services for children and young people.
- The LSCB will continue to improve its processes for improving safeguarding through developing more capacity and more robust processes to learn lessons and implement improvements in response to situations where children and young people suffer harm. This will include faster and more focused processes for managing Serious Case Reviews that consider deaths and life threatening injuries of children and young people where abuse or neglect is known or suspected to have been a factor.
- The LSCB will continue to support the development of the Child Death Overview Panel, which reviews the circumstances of all deaths of Leeds' children and young people. The Panel will identify overall trends and make robust recommendations about changes and improvements to services with a view to reducing preventable deaths.
- The Director of Children's Services Unit (DCSU) will lead work to improve joint working to support children and young people at risk. This will include the completion of work to agree and disseminate the 'Levels of Need' project that will set out how services can better identify differing levels of need and respond in a more consistent and effective way.
- The DCSU will lead on the implementation of the 'Common Assessment Framework' that will ensure a more consistent and co-ordinated approach to assessing the needs of children and young people and better ways of working in response.
- Education Leeds will lead implementation of the ContactPoint system that will help share information on behalf of the Children Leeds Partnership, families and the services that support them.
- The LSCB will complete work being undertaken to promote improved joint working between Adult and Children's Services (e.g. for children and young people who are living in families where there is domestic abuse and / or where parents have substance misuse or mental health problems).
- The LSCB will further strengthen processes for the safe recruitment and selection of staff and will lead the development of improved management oversight of safeguarding issues and the monitoring of complaints and allegations against staff.

- The DCSU and LSCB will jointly develop improved arrangements for commissioning and service planning to ensure that safeguarding is an integral part of the planning, commissioning, procurement, delivery and review of all local services.
- The Leeds Safeguarding Children Board will initiate a communication strategy designed to keep all the citizens of Leeds informed about safeguarding issues and to receive feedback about issues and proposals for new developments.

To transform Children and Young People's Social Care we will:

- Ensure the Fostering Service is good or better by completing our Action Plan: this will include: investing in additional capacity for the team; ensuring all checks are in place for carers and children; further investing in and improving health services and strengthening placement management processes.
- Ensure our support for Private Fostering is good by completing the implementation of the current Action Plan.
- Improve the quality and timeliness of reviews by completing the restructure and investment programme for the Independent Reviewing Officers and Child Protection teams.
- Agree a programme of change for all local services to reduce the need for children to be in care. This will involve better, targeted intensive support for children and families at most risk and also better care management to ensure children do not stay in care unnecessarily. For more details see the action plan in the 'Our Priorities' section.
- Strengthen leadership and management within the service. We will support front line managers through additional training, support and guidance. We will strengthen the central senior leadership through agreeing a new structure and putting in place a new permanent leadership team.
- Strengthen Human Resources management in the service – to include: improving safer recruitment processes to fully meet Bichard and Independent Safeguarding Authority requirements; improving information on staff and services.
- Improve Financial Management within the service, principally focusing on investment in key risk areas; reducing overspend through improved financial management and more delegated responsibility for front line managers; and institute improved commissioning within the services and for three key services – mental health, support for children with disabilities and services for Looked After Children.
- Improve information management within the service to support and inform better services. The main areas of work will be in the further implementation of the Integrated Children's System (ICS) and a review of the current social care database. This will be supported by extensive engagement and training for front line staff.
- Strengthen performance management within the service, supported by the changes set out above. We will ensure front line staff and managers and central senior managers are all given clear roles and responsibilities for performance management and provided with the information on performance, risk, finance and outcomes needed to support this

process.

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Working together better

Introduction – review and context

If we are to achieve the aims of this plan and to improve safeguarding for the children of Leeds we will need to continue to change the way services for children and young people work, help services for children and young people work together better, enabling services for children and young people work better with adult and community services. This is a challenge for Leeds and for the whole country as part of the major, long-term 'Change for Children' programme. At present, despite unprecedented investment in public services, too many children and families continue to have poor outcomes and limited lives. Despite all the improvements made to services, children and families continue to fall between service thresholds and are put at risk. Notwithstanding the progress that has been made at better joint working, services and professionals continue to be limited in the ways they work, share and communicate together, which in turn can cause delay and confusion for children and families. In the worst cases this can pose avoidable risk.

The case for change is clear, and that is why the government and local services are working together to transform the way children's services work with children and families. We have high ambitions for our children, our city and our services. We have made a lot of progress and in many areas are at the leading edge of national change. This next section of the plan sets out how we will build on this, our plans to achieve the changes we need over the next five years, and the principles we will share in our work.

Child-Centred Services

We need to be better at organising our services around the needs and choices of children, and young people rather than historical organisational divides. This means being more ready to listen to children and young people and their parents, and being more prepared to be flexible in the way we work together, to make sure we are working a **'teams around a child'**. Through participation processes and giving children and families **'choice and voice'** in the support they want and need we aim to develop more **child and young person led services**.

'Think Family'

Parents and families bring up children, not services and government. Parents and families are the first and most important people in ensuring children and young people's safety, security and wellbeing. Therefore we will make sure our approach and our services inform, support and work with parents and families to support them in doing what is best for their children. We will make sure that our children's services work with adult + community services to support the whole family.

World Class Universal Services for All

The foundation of our approach to children's services is based on providing the highest quality 'universal services' – i.e. those that all children and young people use – children's centres, schools and GP services. These are the services that work with and for all the children and young people of Leeds, and these are the services that are likely to know them best and be able to support them best through their everyday work. We will make sure that these services are world class – in their facilities, staff, leadership and

management so that they can provide the best day to day and year by year support for all our children.

Prevention

We all know that prevention is the best way to deal with problems – it is easier, cheaper and better for all concerned. We will work to further develop a **shared preventative approach** that helps avoid problems. Our main strategy for developing prevention is to **build resilience** – supporting children, families and communities to have the confidence, knowledge and skills to better manage their lives and to support each other to mitigate the risks they face. This will require better information, advice, guidance and support to children, young people and families and clear entitlements to services so that they can better lead their own lives and access the support they need.

Early Identification

Where prevention is not sufficient we will work to develop better shared systems for identifying problems at an early stage. This aims to avoid problems for children and families escalating and becoming entrenched or chronic. This will rely on better **information sharing** and **closer local working** so that the professionals that know children and families best can share their views and concerns and act together. We will work through the shared '**Levels of Need and Service Response**' to improve understanding of risk and resilience and a better informed and consistent response to need.

Shared Assessment – a CAF - led city

Where problems are identified that need additional support it is important that all the professionals that know the child or family and those that could help all work together on a shared assessment. We will achieve this through ensuring all services use the **Common Assessment Framework (CAF)**. The CAF will become the sole assessment process used by all agencies, which will look at the holistic needs of each child and family. Through the CAF all services will work together on a single assessment that will ensure a single plan is agreed with the child, family and all partners. Alongside this we will ensure that **care pathways** are simplified and regularised to ensure specialist, targeted and universal services work together seamlessly. Over time these changes should drive wider developments in the range, quality and focus of children's services and will help us to become a '**CAF-led city**'.

Shared Response

Assessment, is of only of value if it leads to action and improvement. To ensure that CAFs lead to better, joined up action and shared support we will continue to develop the role of the **Lead Professional**. Lead Professionals will manage the implementation of the shared plan, simplify communication for and to the child and family and will ensure that all partners deliver. Lead professionals will ensure seamless transfer between services to make sure that children and families do not become 'lost' between several professionals or services. The development of Lead Professionals is crucial to our approach to children's services as it gives a proper, clear leadership role to the expert professionals that best know the child, family and community. To further enhance this role we will develop staff

and continue to expand the **Budget Holding Lead Professional** role to allow front line staff and the families they work for more control over the resources they need.

Extended Services

Leeds has been very successful in developing extended services, and we will continue to build on this success. We will continue to develop the range and quality of services based in or around schools, children's centres and other key sites such as GP surgeries. We will continue to promote and enable the joint working and local neighbourhood children's services teams that are needed to support the further development of extended services in Leeds. Key developments will include the '**Seven Day Response**' teams in children's centres and the '**Targeted Youth Support Service**' for young people, based around schools and other sites.

Local Partnerships, Local Leadership

As children's trust arrangements have developed in Leeds it has become increasingly clear that it is the delivery and integration of services locally that has the most direct impact on improving outcomes. The pace of work in this area has increased significantly over the past year with local teams coming together to review the partnerships, priorities and governance arrangements that help them to co-ordinate their work around common goals.

This is helping to bring more consistency in the type of arrangements in place in different parts of the city, particularly through the establishment of local Children Leeds Partnerships, while also allowing the flexibility for different areas to respond to their unique needs and circumstances. In keeping with this approach, more of the work being initiated and commissioned to address priorities aims to target those parts of the city where those priorities are most significant. Getting ownership of this work from local services and representatives is crucial to make this effective

Developing local integrated, extended services will require effective working and direction across the different communities of Leeds. To continue to support this we will continue to **bolster local partnerships** in each 'wedge' and 'cluster' in Leeds. Alongside this we will **empower, develop and support local leaders** in their new roles. Lastly we will ensure that there are strong links between these new leaders and partnerships and their counterparts in other local partnerships as well as the local councillors and democratic structures of the city.

Integrated Commissioning

We will use commissioning as a lever to drive change, improve performance and deliver improved outcomes for children and young people. We will utilise our single commissioning framework to help drive change and better joint working through more joined-up commissioning at all levels – **citywide, local and individual, and** across all partners. This will enable improved value for money and a greater opportunity to develop joint solutions to key priorities. Engagement of front line staff, children, young people and their families will be key to the implementation of successful commissioning.

Workforce Reform

We cannot achieve these ambitions if they are not led by the experts – the staff in our services. In order to provide high quality, joined-up services to children, young people and families in Leeds, we need to empower our staff and build the most highly skilled, professional and representative workforce for our city. For much of the workforce the context in which they are working has changed. Many people are trained in one area of work, but are now increasingly needed to work with other agencies and professionals from other backgrounds. We will need our staff to work flexibly between agencies and to use new tools and new processes to help them work better together for children and families. We need to help staff first understand, then accept, then lead the changes we need in our services and our city. We need to give our staff the confidence, knowledge and skills to grow and develop in their roles as our children's services grow and develop across the city.

Alongside these changes there is a need to further develop the skills and knowledge of our workforce. Better skilled staff lead to better services and better outcomes for children and families. In particular we need to meet the national drive for a graduate-led early years workforce, masters level qualifications for teachers and respond to the development of a youth professional status, all of which will support the raising of skills and competency levels across the workforce.

We will reinforce knowledge and skills around safeguarding through a revision of training and development; ensuring that the safeguarding and welfare of children and young people is everyone's business.

The government has made clear its aims and plans in the National Workforce Reform Strategy. We will publish our own Strategy by October 2009.

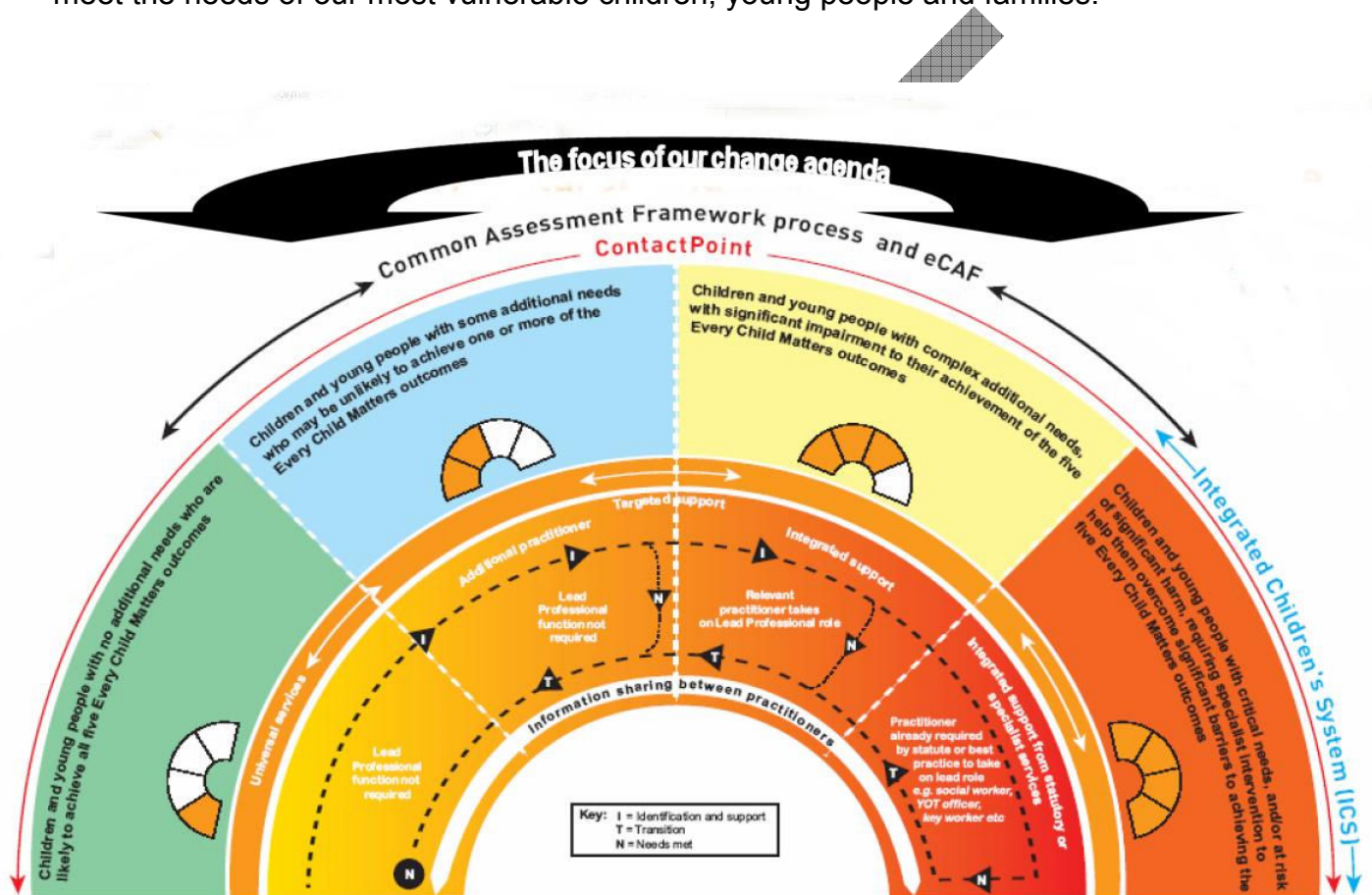
Integrated Processes

New ways of working will need to be supported and informed by new, shared processes. These will be implemented through a range of national and local reforms. The first is **ContactPoint**, which will work to improve communication and joint working between professionals by better sharing information on who is working with each child, young person or family. The **Common Assessment Framework** is explained above, but this will be supported by an improved 'E-CAF' IT system to better manage the process and produce analysis to inform future working. The **Integrated Children's System** is a new system of practice, information management and IT that will better manage information on children in need and those in care. The **Family Hub** will continue to be developed and will provide a full 'service directory' of services for children, young people and families, enabling both them and professionals to access the support and services they need. Finally we will develop more shared and integrated 'signposting' services linked to the Family Hub and our **Contact Leeds** call centre to help talk to and advise children, families and professionals.

Levels of Need and Our Change Agenda

Our approach is informed by the national models that describe 'Levels of Need' and how services and processes can best respond. Our particular concern is for those children and families that are on the margins between 'additional' and 'multiple additional' need – i.e. those that have significant problems that are a major concern but are not sufficient to require specialist intervention. [This is shown in the graphic below]. All research and local experience has shown that this group of children and families is key – that without often

significant support, problems can escalate leading to crisis and poor outcomes. However, at present this group 'fall between' services – as they have too many needs for universal services to manage but have too few to warrant the involvement of hard-pressed specialist services. Our aim is to develop more services, new approaches and better ways to work together to support these children and families. The main ways we will do this include developing agreed and understood processes through integrated processes to enable effective graduated responses to escalating needs that is recorded and the intelligence shared locally with partners and city wide aggregated data informs planning. Our focus on delivering integrated working is founded on agreement of these levels of need as they inform our understanding of service integration and the levels of intervention required to meet the needs of our most vulnerable children, young people and families.



The needs of children and young people change with time and as they develop. Any child or young person at any time may present additional needs. By identifying and meeting needs earlier, we can help every child and young person to achieve the five Every Child Matters outcomes:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a Positive Contribution
- Achieving Economic Well-being

Action Plan

To help services work together better we will:

1. Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together
 - a. During 2010 we will adopt national eCAF, in line with government objectives.
 - b. ContactPoint connectivity will be achieved by June 2009, and embedded by December 2010.
 - c. Our Family Information Service will be interacting with the national Parent Know-How website by December 2009.

2. Implementation of an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working
 - a. We will implement a children's workforce development strategy by October 2009.
 - b. A children's services learning framework will be developed by December 2009 and implemented during 2010.
 - c. Training to support the delivery of ContactPoint, to national specifications, will be provided to practitioners by November 2009.
 - d. Develop a range of leadership programmes to promote and support the new forms of leadership needed to drive this agenda.
3. Embed our approach to commissioning of services through the implementation of a city-wide commissioning framework
4. Nurture the skills of our service commissioners through the delivery of a commissioning development programme, which is supported through the nationally sponsored children's commissioning support programme
5. Commission universal services to engage with the CAF, to enable this to become the assessment process used by all agencies to ensure early holistic assessment which single assessment processes feed into in order to ensure a seamless transition supporting vulnerable children and young people to access targeted and specialist support.
6. Commissioning of targeted support services to focus their interventions at the additional and multiple additional needs segment of the windscreen, based on evidence from intelligence gathered through use of integrated processes.
7. Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services link together and provide a more coherent continuum of intervention and support for children, young people and families in the city.
 - a. Agreement of the levels of need by September 2009.
8. Review governance arrangements in the city which supports the development of locality children's trust arrangements.
 - a. The development of 5 area based partnerships which are focussed on the identification of priorities which help target resources.
 - b. The development of 5 Children Leeds Leadership Teams which brings together officers to manage service integration locally, in response to priorities developed by the local and city-wide partnerships. These arrangements are time limited from April 2009
9. Delivery of £1.3m worth of efficiency savings through more effective integrated working
 - a. Through commissioning and decommissioning against agreed commissioning plans, targeted at improving outcomes
 - b. Rationalisation to reduce duplication of effort...



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Make a Positive Contribution

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14-19 Education

Introduction

14-19 Education is a key part of the national and local agenda for children's services. Leeds has agreed a local '14-19 Education Plan' that sets out how the city – schools, colleges, training providers and local services will work together to improve learning outcomes for all young people and ensure they all have the confidence, knowledge and skills for work and adult life. A summary of the plan is shown below. For more information see the final section of this document.

Vision for 14-19 Education

Our vision is to transform 14-19 education and training in Leeds so that every young person in the city enjoys learning and achieves to their full potential. We want to help young people make positive choices from a dynamic, varied and accessible curriculum. We want them to be engaged by, and committed to a personalised programme of learning that will meet their needs, build their aspirations and lead to a successful and happy future.

Young people will work in active partnership with schools, colleges and employers to deliver this vision and exceed the needs and expectations of everyone. **To achieve this vision** we must build a provision landscape for Leeds that is right for full participation in 2015.

Context and Review

The 14-19 Education Plan reviews the progress and challenges of 14-19 Education in Leeds. These include:

- **Progress:** an increasing number of 16 and 17 year olds staying in education; strong improvements in the proportion achieving Level 2 qualifications; slower but steady improvements in the proportion achieving Level 1 qualifications; and improvements in outcomes for some groups of young people from black and minority ethnic communities and also for those with special educational needs.
- **Challenges:** the high overall rate of 16-18 year olds not in education or work; the proportion of young people gaining Level 3 qualifications; participation by young people with learning difficulties; outcomes for those from deprived communities; and lastly progress with apprenticeships.

Key Themes

- a. Curriculum - the right learning options:** includes Learner entitlement and personalisation; Curriculum mapping; Diplomas Foundation Learning Tier; Young Apprenticeships; Apprenticeship Progression.
- b. Support - the right choices.** Includes: Information, Advice and Guidance; Area-wide prospectus; Common Application Processes; e-ILP; Careers education
- c. Quality - the best in everything:** includes: Post-16 support and challenge priorities for schools 2008/9
- d. Planning & Funding - excellent integrated services:** includes: Partnership and collaboration; Funding and commissioning; Facilities; Transport; Employer engagement.



Awaiting final photograph

Achieve Economic Wellbeing

The final designed draft of the plan will include similar pictures along with information on key issues and comments from children, young people and parents.


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Review I – Progress since 2006

This section summarises the progress we have made over the past three years since we agreed our first Leeds Children and Young People’s Plan in 2006. In 2006 we set out seven priorities as well as wider aims for each Every Child Matters outcome – each is considered below, listing where we have succeeded, where we need to do more, and what we have learned to improve our work in the future.


Priorities

Reducing obesity and raising activity






Successes	We exceeded our target for raising the proportion of pupils taking part in two or more hours of PE and Sport	✓
	Over 50,000 pupils took part in the ‘Be Healthy Challenge’	✓
	Leeds was recognised a Beacon area for its best practice in developing Healthy Schools.	✓
Areas for Development	Increase Weight Management Services and interventions On-going implementation of the Leeds School Meals Strategy Ensure that 95% of schools achieve the National Healthy Schools standard by December 2009 Increased community based obesity prevention interventions	✗
What we have learned	The vital contribution that parenting, emotional well being, physical activity, food, school meals, play, parks, green space and community safety strategies have on the reduction of childhood obesity.	

Reducing bullying



Successes	The national Tellus3 survey of children and young people showed that Leeds has the lowest levels of bullying in the Yorkshire and Humber region. 43% of Leeds children and young people have been bullied at least once in the last year at school or somewhere else, this is below the national level of 48% and the statistical neighbour median of 49%.	✓
	Since the start of the Leeds anti-bullying strategy in November 2007, 114 schools have engaged with training, information days and activities. The anti-bullying alliance have reported to the DCSF that the anti-bullying strategy for Leeds is a model of good practice.	✓
	The Leeds Anti-bullying Ambassador programme currently has 70 Ambassadors from 13 secondary schools. The objective is to meet other Ambassadors from across the city to share good practice. The first group of Ambassadors have been awarded the Diana Anti-bullying Award which is a prestigious national award for outstanding contribution towards tackling bullying. The primary Ambassador programme will be piloted from May 2009.	✓
Areas for Development	We need to improve our understanding of bullying and harassment complimenting a broad promotion of anti-bullying messages with more work targeted at hotspots and addressing	✗

	the underlying causes. A project is underway to improve the recording of bullying and harassment in school, this will provide improved intelligence in schools, localities and across the city.	
What we have learned	There is greater acceptance of the need to reduce bullying and harassment and of the importance of this to children and young people. The Tellus3 survey highlights that 43% of children and young people have been bullied at least once in the last year and 7% equating to over 7,000 children and young people are bullied in schools on most days.	




Strengthening Safeguarding

Successes	We have improved the timeliness of key assessments for children in need. The proportion of Initial and Core assessments completed to timescale were well below the national average and the rate in Leeds continues to improve and are now broadly in line with benchmarks.	
	The quality of residential care has been rapidly improved. Previously some homes were judged to be inadequate and now all are adequate, the majority good and one outstanding.	
	The Local Safeguarding Children Board has made good progress, leading work in key areas such as Safer Recruitment, and managing stronger arrangements for learning and improving safeguarding through Serious Case Reviews.	
Areas for Development	<ul style="list-style-type: none"> Reducing the need for children to be in care. We need to do this to improve outcomes for children and to reduce the pressures on the service to enable it to provide the best care for those who need it. Further improving fostering and private fostering services. These were judged to be weak in 2008. Progress has since been made but further work is needed. We need to improve the timeliness of our child protection initial conferences. We need to ensure that the quality of assessment and reviews is improved. 	
What we have learned	<ul style="list-style-type: none"> The proportion of children from BME communities subject to safeguarding plans has risen steadily over the period of the plan, raising issues about the effectiveness of preventative services for these groups. 	






Improving secondary school achievement

Successes	Leeds has its best ever GCSE results in 2008 with improvements at all levels. Especially pleasing is that the number of young people getting 5 or more good GCSEs exceeded local targets with the performance of Leeds young people now being almost in line with their peers nationally, this is from being significantly below their peers three years ago.	
	There have been strong improvements in Leeds secondary schools with improved Ofsted inspections results, including two schools now rated as outstanding. In addressing national key	


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	<p>stage four floor targets we have a history of strong improvement based on a commitment to partnership working and where necessary the confidence to make the changes needed.</p> <p>We are continuing to transform secondary education through major investment in new and refurbished schools and in the use of information technology. This has been recognised in external awards including Partnership for Schools awards for Innovation in ICT and Best Operational Local Education Partnership for new delivering school buildings.</p>	
Areas for Development	<ul style="list-style-type: none"> • Ongoing improvement is needed in secondary attendance with a particular focus on reducing persistent absence. While we have reduced this by 22% over the past 3 years it remains too high with 9% of secondary pupils persistently absent and Leeds levels remaining above national. • We must continue to focus on ensuring good progress for all pupils throughout their secondary education. While we can evidence solid improvements in pupil progress we are aware that not all young people are making the progress expected compared with national expectations. Progress through at key stage 3 and for young people at risk of limited or no qualifications are a key focus. 	
What we have learned	<ul style="list-style-type: none"> • The benefits of collaborative working especially between schools through our school improvement policy. • The importance of strong and transformational leadership and of the need for leaders at all levels within schools. • The value of differentiated support based on robust information and targeted to need, be it in respect to schools, groups of young people across the city or pupils within schools. 	


Promoting respect and reducing anti-social behaviour

Successes	We have exceeded our targets for reducing the number of children who offend and re-offend.	
	We have developed 'Safer Schools Partnerships', with police working closely within five schools in Leeds.	
	We have exceeded targets for engaging at risk young people in positive activities and have greatly developed the range and quality of worthwhile diversionary activities for the young people and communities that need them most.	
Areas for Development	Reducing the proportion of Looked After Children that enter the Youth Justice System.	
What we have learned	<ul style="list-style-type: none"> • The value of preventative approaches that target young people and communities at risk. • The benefits of a restorative approach to offending that confronts offenders with the damage they have caused and involves them in redressing the problem. 	

Improving outcomes in deprived areas and for children and young people in care

Successes	In 2008 the performance of young people eligible for free school meals pupils improved significantly at GCSE level, narrowing the gap with their peer group. Since 2006 the proportion obtaining no qualifications at this level has halved and the proportion getting 5 or more good GCSEs has increased by 50%.	✓
	Improved the long term stability of placements for looked after children thereby ensuring a more settled environment in which more looked after children can flourish.	✓
	Improved the quality of residential provision – all homes are now adequate, the majority good and one judged as 'outstanding'	✓
Areas for Development	<ul style="list-style-type: none"> • A significantly larger proportion of children still need to be in the care of the local authority in Leeds than in comparable authorities. • Further improving all outcomes for Looked After Children – in particular around being healthy and staying safe. • While there are improvements in educational outcomes for Looked After Children and for children and young people entitled to free school meals results remain substantially below that of their peer group and improvements are not consistent nor rates of improvement consistently better than their peers. 	✗
What we have learned	<ul style="list-style-type: none"> • Educational performance continues to reinforce the connection between low incomes and poor results. However at the same time we are learning more about the complexity behind this, the common factors involved and that there isn't a single answer and we need to target better and personalise more. 	


Transforming services and building the partnership

Successes	We have developed strong and effective citywide children's trust arrangements that in some important ways lead the national agenda. OfSTED praised this approach in the 2007 inspection.	✓
	We have developed strong local leadership and partnerships through the development of 'Extended Services Clusters' and wedge based 'Local Children Leeds Partnerships'. Engagement is strong and improving and all local partnerships have agreed shared plans for the future.	✓
	We have exceeded our targets for developing modernised, integrated extended services in schools and children's centres.	✓
Areas for Development	<ul style="list-style-type: none"> • We will need to respond to the changing national requirements for further strengthening children's trust arrangements. • Further strengthening project and programme management of the complex change agenda. 	✗
What we have learned	<ul style="list-style-type: none"> • We have learned the benefits of improved project and programme management to ensure proper control and direction of a wide change agenda. 	


Improving Outcomes

This last section of the review tries to provide an overall assessment of our progress in improving outcomes over the past three years.

Be Healthy

Successes	Improved breast feeding rates.	✓
	Increased dental capacity for looked after children.	✓
	Improved CAMHS waiting times.	✓
Areas for Development	Reduce infant mortality rates. Increase the number of children immunised against MMR. Reduce the number of teenage conceptions. Improve health outcomes for Looked After Children. Increased respite provision for disabled children and young people. Improved emotional health services.	✗
What we have learned	The benefits and improved outcomes that are delivered from integration of universal and targeted services.	


Stay Safe

Successes	Improved the quality of support for unaccompanied asylum seeing children.	✓
	Improved the quality and timeliness of reviewing of Looked After Children's care plans. In 2006/07 only 34% of Looked After Children received all their care plan reviews within nationally required time scales. For 2008/09 70% of Looked After Children will have received all their views in a timely way. In 2006/07 only 74% of reviews had contributions from the children who were the subjects of the review. In 2008/09 This had been improved to 88%. These two successes will have improved the quality of planning for individual Looked After Children	✓
	There have been significant improvements in the timeliness of core assessments over the period from 57.8% in 2006/07 to 82.8% in 2008/09. A greater proportion of both initial and core assessments are completed within statutory timescales in Leeds than in comparator authorities	✓
Areas for Development	Leeds has a small number of children who are subject to child safeguarding plans and Looked After Children who do not have an allocated qualified social worker	✗
What we have learned	Helping the children and families with the highest risk and need require all services to support the lead role of social care and social workers.	


Enjoy and Achieve

Successes	Attainment and achievement in secondary schools has strongly improved due to the hard work of learners, schools and services. In particular GCSE results have seen sustained and significant	✓
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	improvement, with great improvements seen in schools, groups and communities that have previously had poor outcomes.	
	Leeds has successfully managed an extensive multi-million pound programme of change and investment in its schools, children's centres and infrastructure. The city has won awards for its new buildings, design and IT facilities.	✓
	There has been strong progress on inclusion – local partnership working has seen a sharp reduction in permanent exclusions, improved provision in schools and better partnership working between schools, SILCS and services.	✓
Areas for Development	<ul style="list-style-type: none"> • The city still faces significant challenges in raising attendance, particularly amongst those learners, schools and communities where persistent absence is high • Learning outcomes for vulnerable groups – particularly those learners in care or from deprived communities remain well below the city average • Early learning and primary outcomes have seen slower improvement than in secondary. 	✗
What we have learned	<ul style="list-style-type: none"> • Collaborative working and leadership between and within schools, children's centres and their communities is vital to success. • There is a need to better balance the 'Enjoy' with the 'Achieve' agenda. 	

Make a Positive Contribution

Successes	We have exceeded targets for reducing the number of young people entering the Youth Justice System, and for reducing re-offending.	✓
	We have agreed an enhanced range of activities, support and provision for young people through the Breeze Youth Promise. We have exceeded targets for participation in Breeze and Youth Service activities, and also for targeted activities for young people at risk. We have succeeded in winning funding to further develop this through the multimillion pound MyPlace development	✓
	We have developed strong arrangements for participation, engagement and leadership by children and young people including more and better school councils and our award-winning Youth Scrutiny and Youth on Health Group. Young people have contributed well to citywide priorities e.g. on the 'Power of Me' anti-bullying programme or the work of the Young People's Sexual Health Action Group on sexual health and teenage conception.	✓
Areas for Development	<ul style="list-style-type: none"> • Reducing the proportion of Looked After Young People in the Youth Justice System • Improving the proportion of Looked After Children who contribute to the planning and review of their care 	✗
What we have learned	<ul style="list-style-type: none"> • Our work over the past three years has emphasised the powerful leadership potential of our young people 	

Achieve Economic Well-being

Working together better to build brighter futures in Leeds

Successes	14-19 Education has improved, with marked improvements in the proportion achieving Level 2 qualifications, and slower but steady improvement at Level 1. Some vulnerable groups have narrowed the gap, and some schools have sharply raised outcomes.	✓
	Support for childcare and families has continued to improve, with the continued successful roll-out of children's centres across Leeds, and improved support for families through the new, agreed, Family and Parenting Support Strategy.	✓
	The city has made very good progress in improving housing, employment and economic growth, has invested significantly in regeneration and improved services.	✓
Areas for Development	<ul style="list-style-type: none"> • Raising the proportion of young people aged 16-18 in learning or work • Continuing work to reduce the proportion of children and young people who live in poverty, workless households or poor housing • Sustaining progress on poverty and housing in the current economic climate 	✗
What we have learned	<ul style="list-style-type: none"> • The persistence of multiple barriers to good outcomes for children living in deprivation and how this raises the risk of multiple poor outcomes. 	

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Review II – The Changing Wider Context

The National Children’s Plan – ‘Building Brighter Futures’

The government launched its national Children’s Plan in December 2007. The plan sets out new priorities, plans and targets for children’s services, supported by the subsequent publication of many linked strategies on key areas such as play, child health and safeguarding. Key elements of the Children’s Plan include:

- **Parents:** recognising the central role of parents; improving support and information for them, and increasing their role in schools
- **Play and positive activities:** the plan includes significant investment for play, and for activities for young people such as ‘MyPlace’ youth centres
- **Poverty:** the plan retains a strong focus on reducing child poverty, and its impact on outcomes
- **Central but changing role of schools:** schools and raising standards is a central part of the plan, including changes for governance, extended services and the national challenge
- **Extending learning:** the plan sets out the government’s commitment and plans for raising the age of compulsory learning to 18.
- **Safeguarding:** the plan re-emphasises the government’s commitment to strengthening safeguarding, but also seeks a better balance with the need to manage risk.

The Leeds Strategic Plan

The Leeds Strategic Plan (LSP) describes the key priorities and targets for improving the city over the next two years. The LSP is supported by the Council, PCT and all other major local public and voluntary sector organisations. The LSP includes the Leeds Local Area Agreement, which is a set of local targets and funding agreed by the city and central government to reflect national and local priorities.

The Leeds Strategic Plan includes a wide range of priorities and targets that are both directly and indirectly for children and children’s services. These are set out in Appendix A. Our Children and Young People’s Plan is closely intertwined with the LSP, and the links between these plans are set out in the sections below. Importantly, our priorities are informed by the targets and outcomes in the Leeds Strategic Plan, and are focused on those areas where there is most risk, and where most joint effort is needed.

The NHS Leeds Strategy – Better Health for All

The NHS Leeds Strategy sets out the strategic vision to improve health and well being, reduce health inequalities and transform health services for the people of Leeds, by working with others and being a leading edge organisation. The strategy is written in the context of sustaining and developing strong and innovative partnerships, with 10 strategic objectives, 6 priorities for action and 10 key health outcomes.

The Wider Context

The wider world will have a significant impact on our plans. In particular, the changing economic circumstances will require plans to improve efficiency and reduce costs, while the challenge of climate change will need a focus on sustainability in design and policy.



The final designed draft of the plan will include similar pictures along with information on key issues and comments from children, young people and parents.

Our Priorities

All local partners have worked together with local children, young people and parents to agree our shared priorities for the years ahead.

Whilst this is a five-year plan, we have agreed priorities to focus our shared effort for the next two years, or until 2011. This is because it is important to link our work to wider local and national plans, and because short-term priorities help to focus our collective attention and effort. In developing our priorities, we have considered a wide range of views and information including:

- The views of local children, parents, Councillors and the wider community
- The views of staff and organisations within children's services in Leeds
- The priorities and targets in other local and national plans
- Our reviews of progress since 2006
- Our analyses of need and service performance, including the Leeds Joint Strategic Needs Assessment and the Children Leeds Needs Analysis.
- Feedback from inspectors and the government, for example: the OfSTED Joint Area Review report; the Annual Performance Assessment letter; priorities agreed with the Government Office of Yorkshire and Humber.
- An assessment of the level of risk of not achieving key national and local targets

On the basis of all this work, we have agreed eight priorities. These are set out below, together with a brief rationale for why they have been chosen. These eight do not mean that other areas, such as GCSE results, are unimportant – it is more that these are the areas where we need to change, and to work together better.

Priority	Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
Improving early learning and primary outcomes in deprived areas				✓	✓	✓	✓
Improving attendance and reducing persistent absence from school				✓	✓	✓	✓
Reducing teenage conception				✓	✓	✓	✓
Raising the proportion of young people in education or work				✓	✓	✓	
Reducing the need for children to be in care			✓	✓		✓	✓
Reducing child poverty			✓		✓	✓	✓
Improving outcomes for Looked After Children					✓	✓	✓
Places to go and things to do	✓	✓	✓		✓		

For each of these priorities, we have agreed a shared framework to help us work together better to improve in these areas. These include:

- Shared targets
- Shared action plans
- Shared resource and commissioning plans

These are set out in detail in the closing sections of this plan. Our top ten targets for improvement against these priorities (plus key targets for 14-19 Education) are set out below:

TARGETS ARE AWAITING CONFIRMATION AS PART OF THE REFRESH OF LEEDS STRATEGIC PLAN AND ALSO SERVICE AND BUDGET PLANNING.

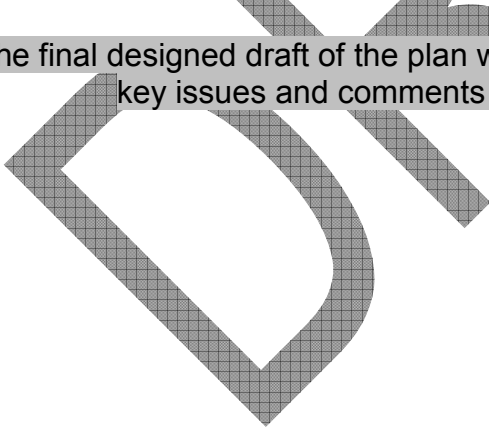
Priority	Target Measure	Leeds Baseline	Similar Areas	National	Target for 2009/10	Target for 2010/11
Improving early learning and primary outcomes in deprived areas	The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers.					
	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at Key Stage 2.					
Reducing Persistent Absence from school	Secondary school 'Persistent Absence' rate (>20% absence).					
Reducing teenage conception	Under 18 conception rate (in the six wards with highest rates).					
Raising the proportion of young people not in education or work	The proportion of young people aged 16-18 not in education, employment or training.					
Reducing the need for children to be in care	No. of Looked After Children per 10,000 population of young people.					
Reducing Child Poverty	Proportion of children in poverty.					
Improving Outcomes for Looked After Children	The proportion of Looked After Children attaining 5+ A*-C including English and Maths at GCSE.					
Places to go and things to do	The proportion of young people participating in positive activities.					
14-19 Education	The proportion of young people achieving a Level 3 qualification by age 19.					



Awaiting final photograph

Stronger Families

The final designed draft of the plan will include similar pictures along with information on key issues and comments from children, young people and parents.



Our Longer Term Programme

The priorities set out above are important but are only one part of the ambitious national and local 'Change for Children' programme. The Priorities section of our plan is focused on our short-term priorities for improving the outcomes where change is needed most, and for those children facing the most significant barriers to success.

This section sets out our longer-term strategies for improving outcomes, describing how we will deliver change over the next five years. This is intended to show how we will continue to manage change to improve outcomes and services for children, and how we plan to work towards the challenging targets for 2020 set out in the national Children's Plan. As such it is less detailed than the previous sections but it provides a summary of our vision, objectives and the key actions we plan to take over the next five years.

The eight themes that we have agreed to provide a framework for our shared future plans are described as aspirational outcomes for all children and young people in Leeds. They are shown below:

All children and young people...

1. Make a Good Start
2. Are Thriving in Learning
3. Make the Right Choices
4. Are supported by stronger families
5. Are supported by safer, stronger communities
6. Enjoy life and have places to go and things to do
7. Are helped to narrow the gap
8. Are supported by excellent, integrated services

The themes and our plans are explained in more detail below:

All Children Make a Good Start

Rationale

The first years of life are crucial for determining future life chances. Maternal physical and mental well-being is key in ensuring a good start for each child. Nurturing and love in early years is vital for a child's developing brain. We need to make sure that parents and children are supported with high quality flexible services throughout this period, from antenatal care to early learning and play. Outcomes need to improve for all children, and faster for those families living in poverty or where often there are multiple factors contributing to disadvantage such as ethnicity and disability. We will address this by making sure that additional help is targeted at those with more need.

Our needs analysis shows that:

- The city has a relatively high rate of infant mortality – in Leeds, around 50-60 babies under one year old die each year - particularly in deprived areas where there are also associated higher rates of smoking in pregnancy and low birth weights. There are three more infant deaths per 1000 babies born in deprived areas in Leeds compared to the national average.

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- Immunisation rates are below targets and the national average. One in five children in Leeds do not receive the MMR vaccination.
- The early years population is changing, with significant growth in the proportion from black and minority ethnic communities. Birth rates in Leeds are increasing above expected rates – the population is expected to grow by nearly 6% by 2030.
- Whilst early learning outcomes have shown some improvement in recent years, the latest data shows Leeds falling behind the national trend and that there is a continued significant gap in outcomes for children from the most deprived neighbourhoods.

Our Vision for 2014

By 2014 we aim to achieve:

- 59 Children's Centres open in Leeds providing a range of family services including early identification and support to children most in need, targeting communities where disadvantage and inequality continue to impact on positive outcomes
- Access to early play and learning for all 2 year olds at risk of poor outcomes
- Settings judged 'good' or 'better' by OfSTED providing high quality early learning for all 3 and 4 year olds
- All children making good progress and at the end of Early Years Foundation Stage aspiring to achieve
- Every Children's Centre and school being a point of access in the community where a joined-up system of health, family support, childcare and educational services can be received by every family
- A reduction of the infant mortality rate to, or below the national benchmark. Infant mortality will be reduced from 8 deaths per 1000 to 7 per 1000. This will mean that 10 fewer children under the age of one will die each year.
- Effective integrated working across all maternity and wider children's services providing improved access, positive health choices, effective identification and support of vulnerable groups.

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Reduce premature mortality in the most deprived areas
- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas
- Reduce the number of children in poverty

National Goals for 2020

- Every child ready for success in school, with at least 90 per cent developing well across all areas of the Early Years Foundation Stage Profile by age 5;

All Children and Young People are Thriving in Learning

Rationale

Learning is vital for the wellbeing and development of children and young people. Being engaged in learning is important not only for success, but for gaining the knowledge, skills and qualifications to compete in a globalised world and also to make sure children and young people are happy, healthy and safe in a supportive environment.

Our needs analysis shows that:

- Outcomes in primary schools are close to the national average, but have improved slowly recently, in line with the national trend. Schools and learners in more deprived areas face particular challenges.
- Outcomes in secondary schools have improved markedly. However, some schools and learners continue to have relatively poor outcomes. Low outcomes are more common in deprived areas, for Looked After Children and some Black and Minority Ethnic (BME) groups.
- A relatively high proportion of young people (10%) in Leeds are not in employment, education or training (NEET) after the age of 16. Those learners with lower achievement in school are more likely to be in this group. Qualification levels at age 19 in Leeds are below the average for similar areas.
- Leeds has relatively low levels of attendance in secondary schools, and nearly 1 in 10 learners are 'persistently absent'.

Our Vision for 2014

By 2014 we aim to achieve:

- All learners will have an Individual Learning Plan that will take into account personal circumstances and be tailored to reflect their needs, including access and additional support needs
- All learners will have a dedicated personal support from a coach or mentor
- All young people will be engaged with and successful in appropriate learning up to the age of 18
- Delivery of every young person's entitlement to learning and development and a greater choice of learning routes and pathways
- A rich variety of different models of 21st century learning environments working in close collaborative partnerships to the benefit of young people
- All children and young people will be active participants in shaping their own learning and that of their peers
- Empower parents, families and carers to support their children's development and learning

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Improve learning outcomes for 16 year olds, with a focus on narrowing the gap
- Improve learning outcomes and skills levels for 19 year olds
- Increase the proportion of vulnerable groups engaged in education, training or employment

National Goals for 2020

- every child ready for secondary school, with at least 90 per cent achieving at or above the expected level in both English and mathematics by age 11;
- every young person with the skills for adult life and further study, with at least 90 per cent achieving the equivalent of five higher level GCSEs by age 19; and at least 70 per cent achieving the equivalent of two A levels by age 19;
- employers satisfied with young people's readiness for work;

All Children and Young People Make the Right Choices

Rationale

All children and young people face challenges as they are growing up and some may need additional help or support at certain times. We need to help children and young people to build resilience and gain the confidence, knowledge and skills to manage their lives as best they can. In order for them to achieve this we need to provide the right support, advice and guidance, if and when they need it. Crucial to this work will be developing self-esteem and the life skills that children and young people will need in a rapidly changing world. Some children and young people are more vulnerable and have more complex needs, particularly those with mental health needs, substance misuse problems or those at risk of offending. They may be growing up in households or living in neighbourhoods that have multiple challenges. These children and young people need effective help earlier, to avoid problems escalating, and more holistic support as their needs evolve.

Our needs analysis shows that:

- Roughly one in four children and young people report feeling stressed 'most' or 'all' of the time. Roughly one in ten young people have mental health problems
- The teenage conception rate in Leeds is relatively high and has not fallen in line with the national trend
- Children and young people say that they would like better information, advice and guidance, about a range of issues including: careers, healthy life styles, sex and relationships
- Offending and re-offending rates have been significantly reduced in Leeds; however there were in excess of 1700 first time entrants to the youth justice system receiving a substantive outcome in 2007-08 and a small number of these young people went on to become highly prolific offenders
- Our young people represented an increased rate of alcohol use with only 23% of those surveyed stating they had 'never had a drink' compared to 38% the year before (Tellus 2 and Tellus 3, Spring 2007 and Spring 2008 respectively).

Our Vision for 2014

By 2014 we aim to achieve:

- All children and young people are able to access the right advice, help and support, in the right place at the right time
- Children and young people will be involved in the design, development and delivery of services to help them make the right choices
- All services take mental health and promoting emotional resilience seriously
- Services for vulnerable people are commissioned and delivered in an integrated way
- Young people have better sexual health and teenage conception rates are reduced.

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Reduce teenage conception and improve sexual health
- Reduce the number of people who smoke
- Reduce the harm caused by substance misuse
- Improve psychological mental health
- Reduce offending by managing offending behaviour better

National Goals for 2020

All Children and Young People are Supported by Stronger Families

Rationale

Services do not bring up children – parents, carers and families do. We accept poverty is at the root of most poor outcomes for families. The role of services is to provide support for parents, carers and the wider family. We also recognise that families' cultures and values have an impact on their needs. This support will have to become more flexible as families' needs change and we will have to work in new ways to give families the chance to choose the help they need. Most families need little help, some are more vulnerable and have complex needs therefore we will need to provide a range of responses in proportion to the level of need. For those at most risk, there need to be the strongest safeguards and where necessary services must intervene. Where children need to be in public care, we need to ensure the provision is of the highest standard and their outcomes match those of their peers.

Our needs analysis shows that:

- Parents and carers say that we need to improve outcomes for looked after children; services need to work together better and structured in such a way that they engage parents and support the whole family.
- Leeds has a relatively high proportion of children in care, roughly 50% higher than similar areas
- Parental substance misuse and mental health problems are a key factor in family breakdown and children's needs. Analysis suggests that this is a growing problem for Leeds.
- Poor and overcrowded housing is a common factor in the lives of most vulnerable families
- 3.8 million children live in poverty in the UK, equating to one in three children. A significant minority of children live in workless households, equating to one in five children
- Families are changing – e.g. lone parents, unmarried parents, same sex parents, young carers or growth in inner city BME, non-English speaking families

Our Vision for 2014

By 2014 we aim to achieve:

- A significant reduction in child poverty in Leeds
- The voice of families is evident in shaping the development and commissioning of service
- World class social care
- An integrated network of high quality information and advice for parents, online and in one-stop centres
- Accessible high quality family and parenting support services to all families with a rapid multi service response for those with additional needs
- Families playing a key role in the shaping, development and commissioning of services
- Create opportunities for families to live independently in quality, affordable housing'.

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Improve assessment and care management for children, families
- Improve safeguarding arrangements ...
- Reduce the number of children in poverty
- Reduce worklessness across the city with a focus on deprived areas
- Increase the number of decent homes
- Increase the number of affordable homes
- Reduction in the number of homeless people
- Reduce the number of people who are not able to adequately heat their home

National Goals for 2020

- Parents satisfied with the information and support they receive;
- child poverty halved by 2010 and eradicated by 2020;

All Children and Young People are Supported by Safer, Stronger Communities

Rationale

Strong, harmonious and safe communities are important for children, young people and their families. Our diverse children and young people deserve to feel safe, trusted and valued in their schools and communities particularly across all generations. We need to foster respect and understanding between different groups of children and young people, and between young people and the wider community. This is particularly important as the city changes and new populations need to be integrated into existing communities. We need to support children and young people, and help them to use their energy and enthusiasm to become active, empowered citizens. We need to support communities themselves to become empowered, and to foster local organisations within communities to take more of a role in supporting their children and young people. We need to encourage everyone, including children and young people, to take responsibility for the safety of themselves and others particularly as road users, whether they be pedestrians, cyclists, drivers/riders or passengers in vehicles.

Our needs analysis shows that:

- Children and young people share many adult concerns about their communities and are worried about crime, drugs, gangs and litter.
- Most children and young people feel safe in Leeds, but a significant minority (roughly one in four) do not feel safe in their local neighbourhood.
- A significant minority of children and young people are victim of discrimination, bullying or crime. For example one in three children and young people report that they have been bullied, and one in twenty report being bullied every day.
- Most children and young people are active in their communities, 59% of children and young people have given their time to help a charity, local voluntary group or a neighbour”.
- In 2007 there were a total of 339 child (0-15yrs) casualties as a result of road traffic collisions in Leeds distributed as follows :- 155 Pedestrians (46%), 111 Car passengers (33%), 42 Pedal cyclists (12%) and 21 Bus passengers (7%).
- In 2007 there were also a total of 355 (16-19yrs) casualties as a result of road traffic collisions in Leeds distributed as follows:- 116 Car passengers (33%), 104 Car drivers (29%), 57 Powered Two Wheeled Vehicle (Motorcycles/scooters) riders/passengers (16%), 52 Pedestrians (15%) and 15 Pedal cyclists (5%).

Our Vision for 2014

By 2014 we aim to achieve:

- Every child and young person has a sense of belonging and takes social responsibility
- Every child and young person feels safe in their community

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Reduced bullying and harassment
- Increase the number of local people engaged in activities that meet community needs and improve quality of life
- Create safer environments by tackling crime
- Increase the sense of belonging and pride in local neighbourhoods that help to build cohesive communities
- Improve road safety for all our users...

National Goals for 2020

All Children and Young People Enjoy Life and Have ‘Places to go and things to do’

Rationale

Children and young people need and deserve to enjoy their childhood. In general young people have greater wealth and more opportunities than in previous generations, but are in other ways under more scrutiny, pressure and constraint than ever before. We need to work together to make Leeds a child-friendly and play-friendly city, where children and young people can enjoy life through play, sports and arts. We need to pay particular attention to those children and young people that face additional barriers to accessing opportunities – whether due to cost, transport, fears of safety

or feeling welcome

Our needs analysis shows that:

- Children and young people tell us that more places to go and things to do is their top priority for improving Leeds. Cheaper, safer transport to get around is also a high priority.
- Parents and the wider community also say they want more, and safer, places and activities for children and young people (need to find out where this has come from?)
- Certain groups of children and young people are less likely to access opportunities, particularly disabled children and those from low-income groups, and those in certain areas of Leeds.
- Some young people need support to develop the skills and confidence to be able to access services
- We need to strive to improve the quality of the existing offer

Our Vision for 2014

By 2014 we aim to achieve:

- Reduced barriers to access including ensuring affordable and accessible transport for every child and young person in Leeds
- A lasting 2012 legacy for the city, with every young person active and regularly engaged in physical activity including sport
- All children and young people able to access a broad cultural offer/programme in, after and beyond school.
- All children able to access local high quality play opportunities
- High quality locally based youth services

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Enable more people to be involved in sport and culture
- Reduce the rate of increase in obesity and raise physical activity for all
- Deliver and facilitate a range of transport proposals ... including cycling and walking

National Goals for 2020

- child health improved, with the proportion of obese and overweight children reduced to 2000 levels;

All Children and Young People are Helped to Narrow the Gap

Rationale

In line with the Vision For Leeds, the first Leeds CYPP made a commitment to narrow the gap for those children and young people who are more likely to have poor outcomes. Our plan highlighted four key groups: Looked After children and young people; disabled children and young people; Black and Minority Ethnic children and young people and

children and young people from deprived families. Whilst we have made some progress, for example in raising school attainment for some groups, the gap in outcomes remains significant and therefore a strong, sustained focus on these children is needed.

Our needs analysis shows that although there are exceptions, statistically:

- Looked After Children in Leeds are more likely to be classed as underachievers in school, more likely to be absent or excluded, more likely to not be in education post-16, more likely to offend and/or exhibit other risk taking behaviour, more likely to have a higher rate of teenage conceptions and an increased likelihood of experiencing mental health difficulties. Rates for the timeliness and completion of care reviews and health and dental checks for Looked After Children are relatively low.
- Disabled children and young people are more likely to live in poverty and are more likely to not realise their full potential compared to other pupils at the same school
- Black and Minority Ethnic children and young people are more likely to experience a range of poor outcomes than the Leeds average, though this varies between communities. In particular young people from Bangladeshi, Pakistani, Black Caribbean, Black African, Gypsy, Roma and Traveller Communities are more at risk of low attainment in school and can also be more likely to suffer from a range of poor health outcomes.
- Children and young people from deprived backgrounds are more likely to experience a range of poor outcomes throughout their lives ranging from a higher risk of infant mortality through to significantly lower attainment at GCSE and more likely to then go on to not being in education, employment or training.
- Socio-economic factors are inter-related, for example some groups are more likely to have lower incomes and live in deprived neighbourhoods. In addition, we are aware through our research into common factors, that the interaction of multiple factors can have a varying and often significant impact on outcomes. These include health, education, aspirations and poverty to name a few.

Our Vision for 2014

By 2014 we aim to achieve:

- We will deliver on a demanding pledge to all our Looked After Children and care leavers
- All services working together to ensure that children and young people only enter care when their safety or wellbeing cannot be maintained within their family
- Reduce the number of children and families living in poverty
- All disabled children and young people to enjoy full access to a range of excellent inclusive services to achieve their full potential alongside their peers
- All children and young people are able to achieve their potential and fulfil their aspirations irrespective of background or early disadvantage
- A better range and quality of short break provision for children and young people with a disability

Our Objectives

Key Actions

Related Leeds Strategic Plan Priorities

- Improve psychological, mental health and learning disability services

- Reduce the number of children in poverty

National Goals for 2020

All Children and Young People are Supported by Excellent, Integrated Services

Rationale

We know that the challenges and needs of children and families are varied and often complex, but are rarely, if ever, neatly divided along the lines that services are organised. As well as this, other considerations include a diversity of backgrounds, abilities and circumstances. As such we need to be led by the choices and views of children and their families in developing new models of joined up, integrated services that provide the right support, in the right way, at the right time. Well-integrated services are greater in impact than the sum of their parts. We need to develop services that are providing a coordinated and rapid response to need that reduces risk, builds on strengths and raises resilience. We want our services to be allocated and driven through a Common Assessment Framework process.

We need to look at this at three levels: Citywide – in strengthening Strategic Commissioning; Local – in implementing Integrated Service Delivery; and Individual – in extending support that is more ‘wrapped around’ the needs of each child and family, recognising different experiences, valuing diversity and recognising different cultures and backgrounds.

To support this, significant changes are required to develop greater capacity in new shared forms of governance, leadership and partnership, and greater support through integrated processes for assessment, intervention and information sharing.

Our needs analysis shows that:

- Leeds has made good progress in key areas of the Change for Children agenda – particularly on extended services, children’s centres and ContactPoint.
- Resource pressures are likely to grow due to changes in national funding and wider economic changes such as higher inflation, lower growth.

Our Vision for 2014

By 2014 we aim to achieve:

- Improved outcomes for all children and young people, and faster improvements for those from vulnerable groups
- All communities engaged in developing strong local partnerships and networks of schools and services
- Significant growth in choice and control for children and families with additional needs
- Excellent services – OfSTED to rate Leeds Children’s Services as ‘Outstanding’ overall
- More effective use of resources and delivering 3% efficiency savings over 5 years
- Leadership, management and governance arrangements to provide an effective framework to support services for children, young people and their families

Our Objectives

Key Actions

10. Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together
 - a. During 2010 we will adopt national eCAF, in line with government objectives.
 - b. ContactPoint connectivity will be achieved by June 2009, and embedded by December 2010.
 - c. Our Family Information Service will be interacting with the national Parent Know-How website by December 2009.

11. Implementation of an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working
 - a. We will implement a children's workforce development strategy by October 2009.
 - b. A children's services learning framework will be developed by December 2009 and implemented during 2010. This will bring together all children's services training and development and look to create one shared learning pathway, which supports integrated working.
 - c. Training to support the delivery of ContactPoint, to national specifications, will be provided to practitioners from November 2009.
 - d. The creation of a shared approach to leadership development will bring clear strategic ownership of leadership development in children's services. A draft model will be available for consultation during 2009.

12. Embed our approach to commissioning of integrated services through the implementation of the city-wide commissioning framework

13. Nurture the skills of our service commissioners through the delivery of a commissioning development programme, which is supported through the nationally sponsored children's commissioning support programme
 - a. **This programme will be available to commissioners in Leeds from June 2009**

14. By April 2010 all services will be commissioned to engage with the CAF, to enable this to become the assessment process used by all agencies to ensure early holistic assessment which single assessment processes feed into in order to ensure a seamless transition supporting vulnerable children and young people to access targeted and specialist support.

15. Commissioning of targeted and specialist support services to focus their interventions at the additional and multiple additional needs segment of the windscreen, based on evidence from intelligence gathered through use of integrated processes.

16. Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services link together and provide a more coherent continuum of intervention and support for children, young people and families in the city.
 - a. Agreement of the levels of need by September 2009.

17. Review governance arrangements in the city which supports the development of locality children's trust arrangements.
 - a. The development of 5 area based partnerships which are focussed on the identification of priorities which help target resources.

- b. The development of 5 Children Leeds Leadership Teams which brings together officers to manage service integration locally, in response to priorities developed by the local and city-wide partnerships. These arrangements are time limited from April 2009

18. **Earlier intervention and prevention?**

19. Delivery of £1.3m worth of efficiency savings through more effective integrated working
 - a. Through commissioning and decommissioning against agreed commissioning plans, targeted at improving outcomes
 - b. Rationalisation to reduce duplication of effort...

Related Leeds Strategic Plan Priorities

- Develop extended services to improve support for children, families and communities.
- Reduce emissions from public sector buildings, operations and service delivery.

National Goals for 2020

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A young boy with short blonde hair and blue eyes stands in a home setting, wearing a white dress shirt, a patterned tie, and khaki trousers. He has his hands on his hips and is looking directly at the camera. The background shows a doorway leading to another room and some household items.

Awaiting final photograph

Managing our Plan

Managing our Plan

Targets

Our top ten targets for improving outcomes for children and families in Leeds were explained above in the 'Our Priorities' section. In addition to these we have a wide range of other important targets for improving outcomes and children's services. These are set out in full detail in Appendix A. {Appendix B to be completed by Performance Leads}

Action Plans

We have agreed focused action plans for our shared priorities. In addition we have agreed plans for safeguarding and working together. For each of these, we have agreed plans, set out our key targets, the ten most important actions for the next two years, and how we will support this through better resource management and integrated commissioning. The action plans are set out in Appendix B. [Appendix B to be completed by CSLT]

Performance Management

To ensure this plan is implemented effectively we have agreed a range of roles, responsibilities and processes for performance managing our plan. These are summarised below.

Roles and responsibilities

- *Lead Member for Children's Services and Director of Children's Services:* the Lead Member has political accountability for the plan, and the Director has lead officer accountability. As such they will review progress regularly, provide reports to political and partnership groups and will agree intervention where necessary.
- *Integrated Strategic Commissioning Board (ISCB):* The ISCB has formal responsibility for the plan under the Leeds children's trust arrangements. The Board will review progress quarterly, with a major review in the autumn in order to inform the next year's budget and commissioning cycle, and also at year end to evaluate progress. The Board will agree remedial actions to address underperformance and will ensure partner agencies implement these actions.
- *Children Leeds Partnership:* the partnership will receive regular updates on progress each quarter. The partnership will provide support, advice and challenge on the annual review of the CYPP.
- *The Council:* under the Council's legal duties and Budget and Policy Framework both the Executive Board and Full Council must approve the Children and Young People's Plan. The Executive Board will receive quarterly reports on progress alongside reporting of the Leeds Strategic Plan. In addition the Board will request further reports regarding any areas of concern and will require remedial action plans to be developed. The Board will also approve the annual review and any revisions to the Plan.
- *Children's Services Scrutiny Board:* the Scrutiny Board will receive quarterly reports on progress alongside reporting on the Leeds Strategic Plan. The Board will require further reports on any areas of concern.
- *Local partnerships, extended services clusters and ward members:* clusters and local partnerships will agree their own plans that will show how they will support the priorities and themes of the CYPP. Each local partnership group will review

progress quarterly, agree remedial actions and report them to Elected Members and Area Committees on a regular basis.

- *Children and young people:* An annual 'report card' of progress will be published for children and young people. This will be shared with the Youth Council, school councils and the 'Reach Out And Reconnect' group.
- *Children's Services Performance Board:* The Children's Services Performance Board will be made up of lead performance management officers. The Board will review progress, identify issues and either commission further work or refer it to another group for resolution.

Resource Management

To achieve the aims of this plan we will need to manage resources effectively. Our two main aims are firstly to *target* our resources and assets better on our shared priorities, and secondly, to continue to *improve value for money* through efficiency savings and withdrawing resources from areas that are no longer a priority.

Targeting Resources Better

[This section will provide a summary of investment plans that support the priorities in the CYPP, and also plans for savings and efficiencies. To be completed once Council, partner and service budgets are finalised]

Children's Plan Priority	Resourcing Plans		
	Who	When	What
e.g. Reducing NEET	e.g. EL	2009/10	£300,000 for targeted curriculum support for young learners at risk of becoming NEET
	e.g. LSC	2009/10	£2 million for investment in targeted PA capacity
	e.g. IYSS	2009/10	£200,000 for mobile provision

Improving Value for Money

Area	Value for Money Plans		
	Who	When	What
Back Office Costs	e.g. EL	2009/10	£100,000 saving on office accommodation costs
	e.g. Council	2009/10	£x,000 saving on car parking costs
	e.g. PCT	2009/10	£x,000 saving on ICT costs

Integrated Commissioning

A final but important element of delivering our plan is to continue to develop more integrated commissioning – i.e. ensuring local organisations work together better to plan and organise local services.

The table below sets out the main points of our commissioning plans that will support our shared priorities and the wider programme described in this plan.

To be completed once Council, partner and service budgets and commissioning plans are finalised]

Children's Plan Priority	Resourcing Plans		
	Who	When	What
e.g. Reducing NEET	JCPC	2009/10	£300,000 of new services in South Leeds
	JCPC	2010/11	£2 million of targeted PA services

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The final designed draft of the plan will include similar pictures along with information on key issues and comments from children, young people and parents.

Further Information

Appendix A – Targets

TARGETS ARE AWAITING CONFIRMATION AS PART OF THE REFRESH OF LEEDS STRATEGIC PLAN AND ALSO SERVICE AND BUDGET PLANNING.

Appendix B = Our Pledges to Children, Young People and Families

[These documents, and hyperlinks to the related webpages, will be added on publication of the plan.]

- Breeze Youth Promise,
- Universal Offer,
- Leeds Learning Entitlement

Related Plans and documents

The action plans in Appendix B only include the most significant actions for the next two years. More information and detail can be found in the following documents:

[These documents, and hyperlinks to the related webpages, will be added on publication of the plan.]

- Leeds Strategic Plan
- PCT Plan
- EL Strategic Plan
- Council Service Plans
- DCSF Children's Plan
- Children Leeds Needs Analysis
- Joint Strategic Needs Assessment
- JAR Report and Action Plan
- APA Report and Action Plan

Glossary

[This will be added once consultation is complete and the final draft is approved and published]

Working together better to build brighter futures in Leeds

Building Brighter Futures in Leeds



APPENDIX A – TARGETS

The targets in this section are not finalised and are subject to change as part of ongoing budget and service planning and the wider refresh of the Leeds Strategic Plan

Top 10 Priority Targets

Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving early learning and primary outcomes in deprived areas	NI 92 - The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers	38%	Awaiting confirmation and publication	Awaiting confirmation and publication	30%	T.B.D.
	[To be decided Key Stage 2 Floor Target or Key Stage 2 FSM target?]		As above			
Improving attendance and reducing Persistent Absence from school	NI 89 - Secondary school 'Persistent Absence' rate (>20% absence)	T.B.D.	Awaiting confirmation and publication	Awaiting confirmation and publication	T.B.D.	T.B.D.
Reducing teenage conception	NI 112 - Under 18 conception rate (in the six wards with highest rates)	50.4	CH to provide data	40.4 CH To confirm data	42.7	T.B.D.
Raising the proportion of young people not in education or work	NI 117 - The proportion of young people aged 16-18 Not in Education, Employment or Training	10%	T.B.D.	T.B.D.	7.8%	6.8%
Reducing the need for children to be in care	LSP-HWb(i) - Number of Looked After Children per 10,000 population of young people	83.8	No data available	No data available	67.5	59.3
Reducing Child Poverty	NI116 - Proportion of children in poverty	T.B.D.	T.B.D.	T.B.D.	T.B.D.	T.B.D.
Improving Outcomes for Looked After Children	NI 101 - The proportion of Looked After Children attaining 5+ A*-C including English and Maths at GCSE	T.B.D.	Awaiting confirmation and publication	Awaiting confirmation and publication	17.0%	T.B.D.
Places to go and things to do	NI 110 - The proportion of young people participating in positive activities	65.9%	T.B.D.	T.B.D.	70% by 2011	70% by 2011
14-19 Education	[To be decided – Proportion achieving Level 2 or Level 3 qualification by 19]	65%	Awaiting confirmation and publication	Awaiting confirmation and publication	71.8%	75.2%

Leeds Strategic Plan Targets

LSP Targets to be included here once refresh is complete

Other key national and local targets

Other National Indicator and service plan targets to be included here once budget and service planning cycle is complete in March

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APPENDIX B – PRIORITY ACTION PLANS

Our Priorities – Action Plans

This section shows how we plan to address our shared priorities – how we will improve outcomes and services. Each action plan lists the key actions for the next two years and also how we will target our resources to support this work.

The targets and resources sections in these plans are not finalised and are subject to change as part of ongoing budget and service planning and the wider refresh of the Leeds Strategic Plan

Priority 1 – Improving early learning and primary outcomes in deprived areas

Introduction

Ref	Introduction
1	<p>Raising the achievement of all children in the Early Years Foundation Stage will give them the best start in their learning. We know that an achievement gap opens before a child is two for children from disadvantaged localities and families living in poverty . Focusing our work to narrow the gap between the highest and lowest achieving young learners will support their later attainment in school and long term economic wellbeing and inclusion.</p> <p>Similarly, primary school is a vital stage of a child’s learning. We know that children who leave primary school without the required skills and knowledge are at much greater risk of discouragement, disengagement, and poor outcomes in secondary school and later life. Whilst primary schools in Leeds are generally good and outcomes in line with the national average, improvement has been limited in recent years so there is a need for renewed focus, particularly for those schools in more deprived areas that face particular challenges.</p>

Targets

Ref	Target
1	The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers
2	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at Key Stage 2
3	The proportion of children eligible for Free School Meals achieving Level 4 in English and maths at Key Stage 2

Actions

Ref	Action	Lead Agency	Milestone
1	Establish an Early Years Outcome Duty Board	Education Leeds	Project Brief and Action Plan in place
2	Recruit five National Strategies Early Years Consultants	Early Years	Consultants in post
3	Develop focused learning programmes in schools in localities of greatest	Education Leeds Early Years Service	Planned programme of interventions offered

	disadvantage or not meeting EYFS targets		
4	Embed robust Foundation Stage moderation and support to schools experiencing difficulties with the assessment of young learners	Education Leeds Early Years Service	Moderation to all schools with no or low numbers of children making good progress
5	Deliver the two year old pilot	Early Years	750 two year olds at risk of social exclusion accessing free early learning
6	Implement a range of BME focused learning programmes	Education Leeds	BME cohorts meet their individual and group targets.
7	Improve the quality of school buildings through the Primary Capital Programme	Education Leeds	All programmes on track.
8	Implement the Primary National Challenge	Education Leeds	Annual National Strategies review meetings show positive progress
9	Implement the Primary Leadership Programme	Education Leeds	All schools inspected by OfSTED show good and improving leadership
10	Improve support for vulnerable pupils and families through extensions to the mentoring and STEPS programmes.	Education Leeds	Targets for mentoring and STEPs programmes met.
11	Improve support for vulnerable schools through the Intensive Support Programme (ISP) and stronger peer partnerships between schools	Education Leeds	ISP schools all meet school level targets. All schools in OfSTED categories making good progress.
12	Improve the quality and range of extended services in and around targeted schools	Education Leeds/ Extended Services Clusters	Good progress on Cluster Plans. Extended Services targets met.

Resources

Ref	Investment	Lead Agency	Timescale
1	Invest £10 million in primary school buildings through the Primary Capital Programme	Education Leeds	2009- 2011
2	£ xxxx to recruit Early years Consultants	Early Years	May 2009
3	£xxx to develop moderation teams	Education Leeds Early Years	
	£x million to support free early education places for two year olds	Early Years	April 2008- April 2011

Priority 2 – Improving attendance and reducing persistent absence

Ref	Introduction
1	Improving attendance is a key priority for the city because attendance in school is vital not just to ensure success in learning but also to reduce risk and ensure children and young people are in a safe, supportive environment. Poor attendance can be a key sign of disengagement and young people that are not in school are more likely to become involved in activities that put themselves or others at risk. For example, we know that a third of persistent absentees will eventually become young offenders. Whilst the city has made some important progress in recent years, and our strategy has been praised, attendance continues to be a significant challenge, particularly for some learners, schools and communities. In particular Leeds has relatively high rates of 'persistent absence' – those learners who miss over 20% of their education. Some learners – e.g. those eligible for Free School Meals or Looked After Children are more likely to become persistent absentees.

Targets

Ref	Target
1	Overall attendance in secondary schools
2	Persistent absence in secondary schools
3	Persistent absence in primary schools

Actions

Ref	Action	Lead Agency	Milestone
1	Provide support and challenge to targeted schools with high rates of persistent absence	Education Leeds	Schools meet their agreed targets.
2	Extend the Attendance Champions programme	Education Leeds	Attendance Champions roll-out targets met
3	Develop more targeted and tailored curricula options for learners at risk of persistent absence	Education Leeds, 14-19 Partnership	TBA
4	Promote engagement and attendance through the extension of the Playing for Success sports programme	Education Leeds	TBA
5	Target additional mentoring programmes towards learners at risk of persistent absence	Education Leeds	TBA
6	Provide targeted support for parents and families of learners with poor attendance	Education Leeds	TBA
7	Strengthen intervention with parents and families that are not providing sufficient support for ensuring the attendance of their children through the use of penalties and court.	Education Leeds	TBA
8	Develop more holistic tailored	IYSS	TBA

	support for young people at risk through poor attendance through the Targeted Youth Service		
9	Trial pilot projects to address key reasons for poor attendance, starting with sickness and bullying.	Education Leeds	Pilot projects completed and evaluated by July 2010
10	Further improve joint working on attendance by: Developing local neighbourhood plans to promote attendance as part of all locality plans Agreeing and implementing a citywide Children's Services Attendance Strategy to promote and ensure the joint working of all local partners	Extended Services Clusters, Wedge Partnerships Education Leeds	a) All local plans include attendance by September 2009 b) Strategy agreed by December 2009

Resources

Ref	Investment	Lead Agency	Timescale
1			
2			
3			

Priority 3 – Improving sexual health and reducing teenage conception

Introduction

Ref	Introduction
1	Evidence clearly shows that having children at a young age can damage young women's health and wellbeing and severely limit their education and career prospects. Long term studies show that children born to teenagers are more likely to experience a range of negative outcomes in later life and are up to three times more likely to become a teenage parent themselves. Priority actions will focus on recognising the interdependencies between teenage pregnancy and improving other outcomes for children and young people; providing young people with the means to avoid early pregnancy; tackling the underlying circumstances that motivate young people to want to, or lead them passively to become pregnant or young parents at a young age; working in effective partnerships to ensure universal provision for all young people with strengthened delivery and services to those most at risk and acknowledging that effective interventions require significant time to deliver sustainable change.

Targets

Ref	Target
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1	Reduction of teenage pregnancy rates (15-17 year olds) by 55% from the 1998 baseline of 50.4/1000, by 2010.
2	Support 60% of teenage parents into education, employment and training.

Actions

Ref	Action	Lead Agency	Milestone
1	Further increase senior local sponsorship and engagement of all key partners	Children's Services	a) Embedding of strategy in service plans October 2009 b) Locality leadership teams in place in priority wards October 2009 c) Joint commissioning plans in place October 2009
2	Improving performance management, specifically data quality, information sharing and performance reporting within each organisation and across the partnership.	Children's Services	a) performance dashboard and monitoring in place October 2009
3	Further implementation of communication and social marketing	Children's Services	a) media campaigns in place March 2010 b) social marketing within priority wards March 2010
4	Increased provision of young people focused contraception and sexual health services	NHS Leeds	a) increased provision in schools and FE's March 2010 b) service map complete June 2009 c) interagency service pathway complete March 2010
5	Ensure strong delivery of sex and relationship education (SRE) and personal, social and health education (PSHE) both in schools and out-of-school settings	Education Leeds	a) increased provision in priority schools March 2010 b) health input embedded into YTS March 2010
6	Targeted work with at risk groups of young people, in particular the six hot spot wards, looked after children and care leavers	Children's Services	a) locality teams and champions in place June 2009 b) local services planned and commissioned March 2010
7	Put in place effective workforce training on sex and relationship issues	Children's Services	a) review of current training and effectiveness March 2009 b) improved training in place June 2010 c) consistent skills in children's workforce October 2010
8	Increase work with parents and	Children's	a) rollout of SpeakEasy

	carers to increase their confidence in talking about sex and relationships	Services	programme in priority areas June 2009 b) incorporated in STEPS programme October 2009
9	Increase support to teenage parents	Children's Services	a) Specialist Learning mentors in Children's Centres by March 2009 b) HV and MW in Children's Centres by June 2009 c) FNP programme operational April 2009 d) care pathways in place October 2009
10	Ensure a well resourced Youth Service, with a clear remit to tackle big issues, such as teenage pregnancy and young people's sexual health	Youth Service	TYS in place October 2009
11			
12			

Resources

Ref	Investment	Lead Agency	Timescale
1	Communication and social marketing	Children's services/PCT Public health	
2	Sexual health services	NHS Leeds	
3	SRE/PHSE	Education Leeds	
4	Locality work	Children's Services	
5	Workforce development	Children's Services	
6	SpeakEasy and STEPS	Children's Services	
7	Supporting teenage parents	Children's Services	
8	Targeted Youth Support	Youth service	
9	Service Commissioning	Children's Services	

Priority 4 – Raising the proportion of young people in education or work

Introduction

Ref	Introduction
1	This priority is critical to the city's performance and to maximising the ability of young people to achieve independent economic well being.

Targets

Ref	Target
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1	6.8% NEET for 16-18 age range by 2010 (LPSA target)
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Actions

Ref	Action	Lead Agency	Milestone
1	To establish a new, top quality, Connexions Centre in the City Centre.	IYSS in partnership with Prospects and NHS	March 2011
2	To extend opening times at the main Connexions Centre to include Saturdays.	IYSS and Prospects	December 2009
3	To review whether the Connexions age range of 13-19 is right.	IYSS and Education Leeds	March 2010
4	To commission additional targeted NEET activity programmes through LSC/ESF funding.	IYSS	December 2009
5	To introduce a wedge based approach to the commissioning of Connexions programmes.	IYSS	March 2010
6	To embed pilot mobile provision into mainstream and long term Connexions service provision.	IYSS	March 2011
7	To establish NEET related work as a core element of the south Leeds state of the art integrated youth centre.	IYSS, NHS, Health for All Leeds, and 4Children	
8	To increase Personal Adviser support available to Young Carers and to children and young people who are looked after.	IYSS	March 2010
9	To ensure that Connexions services are included as an integral element of the development of Confederations.	Education Leeds and IYSS	March 2011
10	To establish a twinning arrangement with a statistical neighbour authority in order to share learning and approaches.	IYSS	December 2009

Resources

Ref	Investment	Lead Agency	Timescale
1	400k for specialist Personal Adviser support.	IYSS	2009/10 and subsequent years
2	Further round of LSC/ESF funding to be negotiated.	IYSS	2009/11

3	Connexions budgets.	IYSS	2009/10 and subsequent years
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Priority 5 – Reducing the need for children to be in care

Introduction

Ref	Introduction
1	High quality universal services with frontline integration of services represents the best preventative strategy. We know that prevention is cost effective and provides the best outcome for children, young people and families. Our priority actions aim to increase the resilience and reduce risks for everyone. Our frontline services will place the child, young person and family at the centre, personalise services and provide rapid and proportional responses to escalating risk.

Actions

Ref	Action	Lead Agency	Milestone
1	Embed the Common Assessment Framework across Children's Services	Children's Services	
2	Design an integrated service continuum across all partners	Children's Services Environments and Neighbourhoods	Service response elements of LNSR completed
3	Increase budget holding to lead professional	Children's Services ISCB	Access to the Early Intervention Fund for all lead professionals
4	Complete the Directory of Family Support Services	Children's Services	A single database provides high quality information for children, young people, families and practitioners
5	Focus work through the MALAP on 100 children on the edge of care using common factors and Nicks current research!	MALAP	
6	Focus universal work through the children's centres on all children aged 0 to 5 on the edge of care	Early Years	Integrated frontline teams in place in children's centres
7	Focus work on young people aged 12 – 16 and their families on the edge of care through Targeted Youth Support	IYSS	TYS teams in place in localities
8	Strengthen and grow the work of the parenting unit to co-ordinate services across the continuum of need	Children's Services	LNSR continuum in place
10			

Resources

Ref	Investment	Lead Agency	Timescale
1	£4.5 million to establish the Intensive Family support teams £ xxx to establish family outreach teams attached to children's centres	Early Years Service	2009/11
2	£245,000 through the access to employment programme on the Tackling Worklessness pilot. This will target workless families in 4 neighbourhoods; Halton Moor, Gipton, Osmondthorpe and New Wortley, providing a very coordinated and personalised approach to getting parents into work.	Environments and Neighbourhoods	2009/10
3	East Leeds Financial Inclusion Pilot	Environments and Neighbourhoods	2009/10
4	STEPS programme £1 million	Education Leeds	2009

Priority 6 – Reducing child poverty

Introduction

Ref	Introduction
1	Reducing the number of children in poverty is a strategic outcome in Leeds Strategic Plan. We know that poverty is the root of most poor outcomes for children and blights the lives of too many children in Leeds. Poverty lies behind the common factors for poor outcomes and must be addressed if we are to narrow the gap between the most and least advantaged children, young people and families.

Targets

Ref	Target
1	Half the number of children living in poverty by 2010
2	Eradicate child poverty by 2020.

Actions

Ref	Action	Lead Agency	Milestone
1	Establish a Child Poverty Strategic Outcome Group and use project management tools to drive an agreed action plan	Environments and Neighbourhoods	Board established Project brief approved
2	design an integrated service continuum across all partners	Children's Services Environments and Neighbourhoods	Service response elements of LNSR completed

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3	Embed the Common Assessment Framework across children's services	Children's Services	
4	Identify a model across all elements of tackling child poverty for case working/ lead professional to personalise service responses	Children's Services Environments and Neighbourhoods	Case working- teams around the child or family- in place across all services
5	Increase budget holding to case workers and lead professional to remove the barriers to economic well- being	Children's Services ISCB	Access to the Early Intervention Fund for all lead professionals and case workers
6	Align the work of outreach workers to ensure that joint training and quality information delivers a seamless service	Early Years	Joint training, integrated working and information sharing is in place in all outreach teams across all wedges.
7	Complete the Directory of Family Support Services	Early Years	A single database provides high quality information for children, young people, families and practitioners
8	Deliver the East Leeds Financial Inclusion pilot	Environments and Neighbourhoods	
9	Deliver the Tackling Worklessness pilot in the four localities identified	Environments and Neighbourhoods	
10	Increase targeted access to STEPS programme for parents	Education Leeds	STEPS available as universal service

Resources

Ref	Investment	Lead Agency	Timescale
1	£4.5 million to establish the Intensive Family support teams £xxx to establish family outreach teams attached to children's centres	Early Years Service	2009/11
2	£245,000 through the access to employment programme on the Tackling Worklessness pilot. This will target workless families in 4 neighbourhoods Halton Moor, Gipton, Osmondthorpe and New Wortley providing a very coordinated and personalised approach to getting parents into work.	Environments and Neighbourhoods	2009/10
3	East Leeds Financial Inclusion Pilot	Environments and Neighbourhoods	2009/10
4	STEPS programme £1 million	Education Leeds	2009

Priority 7 – Improving outcomes for Looked After Children Introduction

Introduction
Looked After Children and Care Leavers (LAC) remain one of the most vulnerable cohorts of children and young people across the country and remain a key priority for action in the Children Leeds CYPP. While there is currently a will across Children Leeds to support LAC and the coordination of individual service effort has improved over the last year issues remain. There has been significant additional investment committed by the PCT and through the Innovations Fund and the secondment of a secondary headteacher has added significant leadership and management capacity to the provision for LAC. Only the PCT funding has been firmly written into budgets going forward into 2009-2010 so there is a risk of a loss of momentum.

Targets

Ref	Target
1	Increase Key Stage 2 to 4 Contextual Value Added scores for looked after children and improve related KPIs to meet or exceed those of statistical neighbours.
2	Maintain high placement stability and reduce outliers; deliver high quality assessment of needs and care & pathway planning; more rigorous care reviews and more consistently completed quality Personal Education Plans; and more successful transition to adulthood.
3	Meet and exceed LAC Health KPIs related to Health Needs Assessment; Dental Checks; Immunisation etc. when compared to statistical neighbours.

Actions

Ref	Action	Lead Agency	Milestone
1.1	Work with individual designated teachers to regularly assess progress of individual LAC against targets and address the key barriers to their further educational improvement.	Extended School for LAC	From September 2009: bi-annual summary of progress against target and annual (Autumn) exam result analysis.
1.2	Provide a personalised intervention programme for LAC which builds on existing successes (e.g. mentoring; AIO and Connexions PA support; accredited holiday learning programmes; 1-to-1 tuition to looked after children; therapeutic support to child and carer using an MTFC model – see below)	Extended School for LAC	April 2009: future of the Extended School, its leadership and management and funding to continue its programme of interventions.
1.3	Build capacity to deliver quality outcomes for LAC through a network of designated teachers with appropriate job descriptions and suitable professional development opportunities.	Extended School for LAC & EL: ISPS	Easter 2009: completed first round of individual needs assessment with designated teachers and planned CPD in partnership with ISPS.
2.1	Review and remodel the social care workforce to create inter-disciplinary teams dedicated to providing the best support for carers; and placement stability, progression to ETE and care leaving services to LAC	CYPSC	2010-2011: remodel the existing social care organisation to create a 'shadow structure' for specialist LAC support.
2.2	Remodel CAMHS support for LAC to provide a range of flexible interventions including the Multi-Treatment Foster Care (MTFC) model of support for children and young people facing the greatest challenges.	CYPSC and PCT	2010-2011: utilise experience gained from the MST pilot to create a 'shadow structure' that includes MTFC teams(s).
2.3	Establish binding links between LILS and shadow structures in 2.1 and 2.2 to bring together the work of BESD and Inclusion specialist with that of the LAC teams.	CYPSC and Education Leeds	2010-2011: phase the implementation of the LAC Service shadow structure with the implementation of

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			LILS strands 2 & 3.
2.4	Carry through the Placement Strategy and invest in specialist and intensively supported foster care placements. Remaining residential placements will be therapeutic and supported by multi-agency teams including educational and health professionals.	CYPSC, Education Leeds & PCT	2010-2011: clear implementation plan for the reduction of residential care placements and 'shadow structure' for the staffing and resourcing of the residential places that will remain
2.5	Remodel the fostering and residential services and link these developments to the broader organisational change within social care so that social worker support for LAC; fostering service support for carers and the work of residential workers is better integrated.	CYPSC	2010-2011: 'shadow structure' for LAC support
2.6	Establish binding links between the expanded LAC Health Team and the LAC Support Teams	CYPSC and PCT	2010-2011: remodel the existing social care organisation to create a 'shadow structure' for specialist LAC support.
3.1	Continue increased investment in LAC Health Team.	CYPSC and PCT	2010-2011: see above
3.2	Share electronic information and data between social care and health professionals to ensure LAC receive the service defined for them and carers are more closely involved in supporting their health and wellbeing needs.	CYPSC and PCT	2010-2011: see above

Resources

Ref	Investment	Lead Agency	Timescale
1	Confirm the function, structure and resourcing of the Leeds Extended School: Maintain current level of staffing found in the Education Protects and Fostering Teams and add approx. £400k/yr from the Care Matters funding stream.	Children Leeds, Education Leeds and CYPSC	2009-2012
2	Confirm the function, structure and resourcing of an inter-disciplinary support network for LAC: £400k/yr from the care matters funding stream.	Children Leeds & CYPSC	2009-2012
3	Confirm the current levels of investment in the LAC Health Team (£325k is already committed for 2009-2010) through 2011-2012.	PCT	2009-2012

Priority 8 – Improving the places to go and things to do for children and young people

Introduction

Introduction
Young people consulted about the CYPP identified this as the number one priority. Delivery is underpinned by Breeze Card and by multi agency commitments. The Breeze Youth Promise is in place for April 2009 as a platform for addressing this priority.

Targets

Ref	Target
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1	116,000 Breeze Card holders by March 2010 and 128,000 by March 2011.
2	least 500,000 positive activities per year in which Breeze Card holders participate.

Actions

Ref	Action	Lead Agency	Milestone
1	To monitor and improve access to positive activities by promoting the delivery of Breeze events to areas with little provision and low Breeze Card take-up.	IYSS	Autumn 2009 and yearly increase
2	To increase access to the arts and culture for all young people	Libraries Arts and Heritage and Education Leeds Art Forms	May 2009
3	To increase the availability and take-up of positive activity opportunities at the weekend across the city.	IYSS	March 2010
4	To develop a bespoke arts space for young people in the centre of Leeds to be available 7 days a week	IYSS in partnership with West Yorkshire Playhouse and the Breeze Arts Foundation	Partially open by November 2009. Fully open November 2011
5	To increase the number of PAYP and PAYP PLUS targeted projects delivering in geographic hot spots to reduce the negative impact of gang culture and improve weapons awareness.	IYSS	April 2010
6	To develop and broaden the information presented on the Breeze Web Site to make it more attractive and engaging to young people.	City Development Breeze Card Team	May 2009
7	To form a Sports Partnership to promote physical activity and offer a city wide delivery of sports based accredited learning.	IYSS in partnership with the Sports Academy; Yorkshire Cricket; Leeds Utd; Study Support Education Leeds and Leeds Rugby Foundation	September 2009
8	To develop 22 play areas across the city	Leeds Strategic Play Partnership;	April 2010 - 11 play areas developed

		Parks & Countryside	April 2011 - a further 11 developed
9	To develop a state of the art Youth Hub Centre in South Leeds and continue to develop the Youth Hub Centre Strategy.	IYSS	South Leeds Centre fully open by Nov 2010 and others by March 2014
10	To increase access and take-up of positive activities in areas with fewer resources by increasing mobile provision.	IYSS	Spring 2009 - 5 new mobile units

Resources

Ref	Investment	Lead Agency	Timescale
1	£2 million - Find Your Talent	City Development and Ed Leeds	2009/11
2	£900k - PAYP	IYSS	2009/10 – annually to 2010/11
3	£1 million - Playbuilder Funding	Strategic Play Partnership	2009/11
4	£5 million – myplace	IYSS	2009/11

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