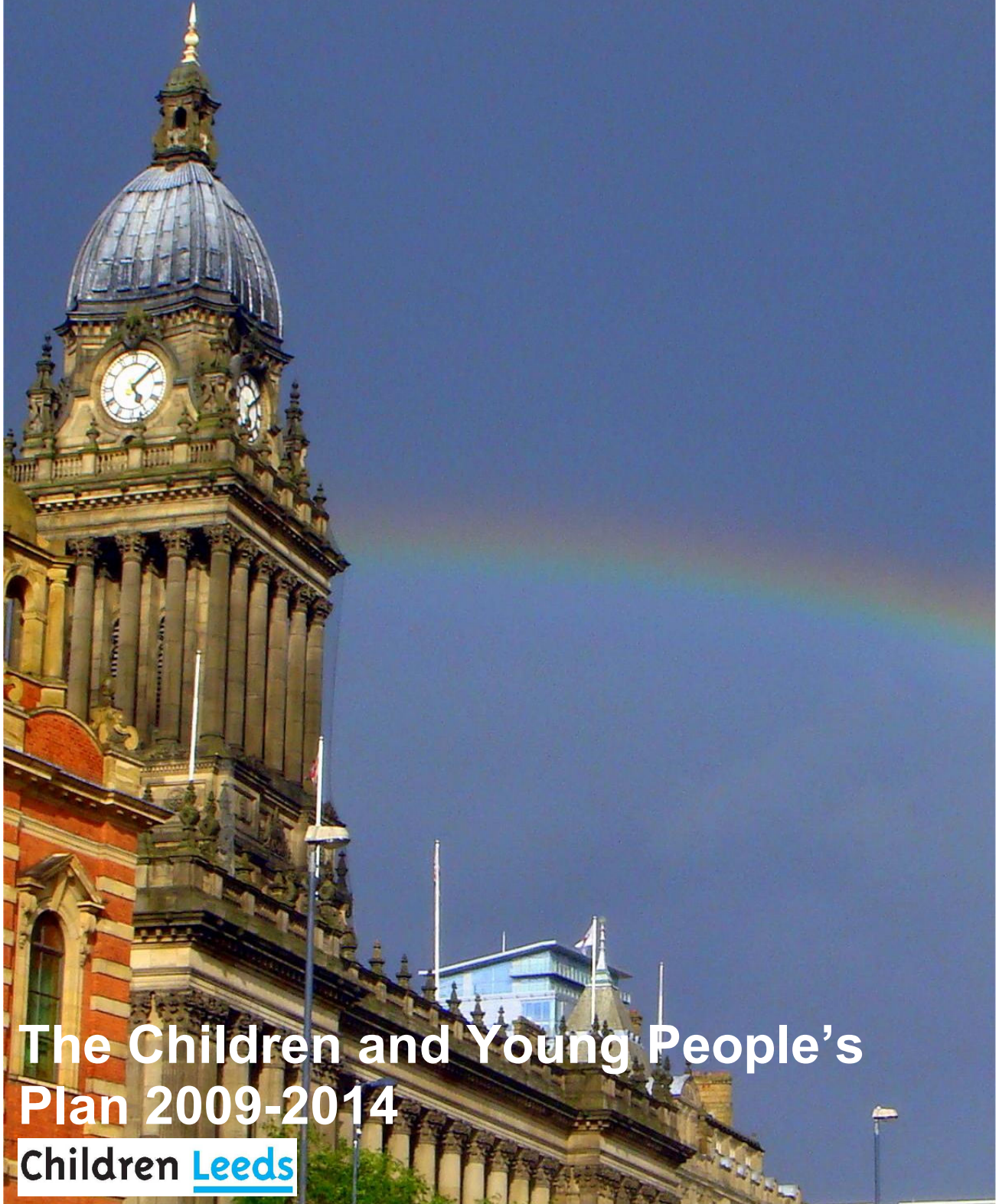


Building Brighter Futures in Leeds



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. This plan builds on the progress we have made since our first plan in 2006. 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.

[All CLP logos to be added]

Our pledge

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 to 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 have learned, such as the breadth of the agenda and strength of partnership needed to respond; 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 and responsive support to meet a multitude of additional needs. Developing our new plan was a chance to take stock, to listen carefully and critically assess our progress and renew our ambition and priorities for what we must achieve next.

We have lots to be proud of. Leeds has delivered real improvement in outcomes against the majority of priorities set 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. Leeds received positive feedback in the external inspections and in our Joint Area Review in 2007. Never the less, our most recent Annual Performance Assessment highlighted that we must increase the pace and level of improvement in some key areas. We fully recognise this and it is reflected in the tone of this new Plan through our focus on vulnerable groups and working together to safeguard children and young people.

Indeed, the national Every Child Matters agenda developed principally out of concerns about safeguarding children. Five years on and these concerns are still prominent nationally. 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 continue to 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, such as our strategy for 14-19 reform. These themes and others in our plan show how the national Children's Plan and other important national strategies are being delivered here in Leeds.

We have drawn a distinction in our priorities between those for immediate action – between now and 2011; and those longer term ambitions that take us to the end of the plan period. There are relevant action plans for both these aspects, with more detail for the shorter term priorities – which are also very focused on 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 delivering the plan 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**

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

Introduction and outline of the plan

This plan sets out how all local services in Leeds will work together better over the next five years. We have used the learning from our first Children and Young People's Plan and talked to children, parents, partners and practitioners to help us develop this plan. The plan links into the wider Leeds Strategic Plan (which sets out the priorities for our city), the national Children's Plan ('Building Brighter Futures'), and the more recent Laming review ('The Protection of Children in England: A Progress Report').

The Leeds Children and Young People's Plan sets out our shared 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, such as the Local Safeguarding Children Board plan, the 14-19 Plan, the NHS Leeds Strategy, the Education Leeds Strategy, service plans for major providers, local cluster plans for schools and children's centres, and plans for many third sector organisations.

As the agenda for children is so far reaching, this document cannot include all the detail on every aspect of children's services in Leeds. Instead the plan focuses on those areas where we can make the most difference by working together, so it sets out our shared vision, priorities, targets and a selection of action plans.

The remainder of the plan is structured as follows:

- **Our Vision:** this section sets out our shared principles and ambitions for Leeds, for children, families and communities; our promise to children and young people; our vision for safeguarding and integrated working; and our work as a children's trust.
- **Review:** this part of the plan considers the progress we have made since the first Leeds Children and Young People's Plan in 2006, in particular our approach to continuity and learning, and also examines changes in the wider context both nationally and in Leeds.
- **Our long term ambitions and our shorter term priorities:** informed by our review, our needs analysis, and the targets in the Leeds Strategic Plan, this section sets out our priorities for improving outcomes over the next two years; it also describes our long-term agenda and the key themes, vision and objectives for our wider work. This section includes our approach to improve safeguarding and integrated working to ensure that we identify problems sooner, to work together better to provide quicker and more flexible support, and how we plan to manage this change.
- **Delivering our plan:** this last section details key information on how we will deliver our plan. This includes targets, performance management arrangements within the children's trust and our joint plans for commissioning, resource management and programme management.
- **Further information:** This last section includes a glossary, web links to relevant documents and additional detail on action plans for the shorter term priorities.

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Our Vision

This section sets out our vision, from a variety of different perspectives. More detail on what this means for our short term and long term priorities – and our shared actions to achieve these - is included in the next section.

Our ambition for children and young people

We want all the children of Leeds to be **happy, healthy, safe, successful and free from the effects of poverty**. 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. We want to ensure that every young person has the highest hopes for their future, and the support to fulfil them.

Our ambition for parents, carers, 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 support them in taking a lead role to help their children and young people in the best way.

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 as they grow up. These are:

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

Our vision for safeguarding

If children and young people are to achieve positive outcomes, they need to be safe and secure. **Safeguarding is the key foundation** in our approach to the planning and delivery of services across Leeds. **Identifying, assessing and responding to the safeguarding needs** of children and young people is our priority. We want practitioners to be able to spot when a child or young person is vulnerable and know how to work with them, 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 or there are concerns that the child or young person may be at risk of, or suffering significant harm, we want to take decisive and timely action their safety and to plan with them for a more secure future.

Our vision for integrated working across our children's trust

Underpinning our approach to safeguarding, is the need to transform the way we work together to help children, families and communities in a more co-ordinated and joined up way in order to achieve our ambitions such as safeguarding. We will reshape our services to be 'child centred' and adopt a 'think family' approach to the way that we work. We will use our partnership and our children's trust arrangements as routes for ensuring we work together better, working locally in places children and families know and with excellent professionals whom they know and trust.

Our approach to working together better is founded on early identification and prevention. We will enable this by developing a shared route to access services based on a common assessment becoming the assessment process used by all agencies for entry into and exit from multi-agency working.

Wherever possible we will work together in places which are local to the children and families who need us most – in our schools, children's centres, health centres and GP surgeries. This approach will be supported by a better infrastructure, with shared systems to enable us to communicate, sharing information, commission and work 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.**

Our ambition for Leeds

The government aims to make the UK the best place in the world to grow up in. We share that ambition. We know that Leeds is already a success – it is one of the UK's favourite cities 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 all our diverse 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.** Ultimately, we want children to say 'I was lucky to grow up in Leeds'.

Our review of progress since 2006

The first part of this section summarises the progress against the outcomes and the learning we have made over the past three years since we agreed our first Leeds Children and Young People's Plan in 2006. The second part of this review takes account of the national and local context for developments. There is more detail about our progress against our priorities in Appendix B.

Continuity and Learning: Building on our first Children and Young People's Plan

The pace and profile of the children's service agenda are such that flexibility and the ability to look ahead are needed to ensure services can respond to the next big challenge. However, at the same time continuity of messages and understanding are also important to ensure those working with children, young people and families every day can understand how their role fits into developments taking place both nationally and locally.

How we deliver children's services in Leeds has been evolving since the publication of our first Children and Young People's Plan in 2006. That Plan was Leeds' initial response to the significant change agenda stemming from the 2004 Children Act and Every Child Matters agenda for change. In that Plan we set out our priority areas for improving outcomes and the principles that teams and individuals would need to adopt to work together to deliver those improvements.

This was captured as the Leeds '4 Ps' – Participation (of children young people and parents in service planning), Partnership (between services and with children and families), Personalisation (tailored support to individual young people) and Prevention (through effective early intervention). This has helped to inform the way that services in Leeds have carried out their work over the past three years: from children and parents helping to develop the criteria and specifications for the future commissioning of services, to the 'Leadership Challenge' Pilot around integrated working; from the impact and learning achieved through the Budget Holding Lead Professional work, to the difference made in schools by getting more young people to speak out and raise awareness of bullying. Emphasising this way of working has given the children's workforce across a range of disciplines, common ground in how they sought to really meet the needs of their children and families and help improve outcomes.

The 4 Ps are not the focus of this Plan in the same way that they were previously. As our understanding of the challenges we face develops, so the focus of this Plan looks more at some of the wider themes that will deliver change in the months and years ahead, for example safeguarding and working together more effectively. Although these are 'big' issues, they, like the 4 Ps have the same fundamental basis – helping individuals within the children's services workforce to be more effective in the way they deliver support and improvement in people's lives. The big themes in this Plan reflect our learning about how we can do this more effectively – they build on what Leeds' has learnt in implementing its 4 Ps approach over the last three years.


Every member of the children's services workforce will therefore be continuing to use participation, partnership, personalisation and prevention as principles in their daily work with one another and most importantly with children, young people and families. This new Plan continues to build on that starting point and provides details of the next steps in those

key areas that will help make this approach more effective and ultimately deliver better outcomes for children and young people in Leeds.

Our stock take against the outcomes


This 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 services 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 reviews 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	<ul style="list-style-type: none"> Further improving residential care, 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	Helping the children and families with the highest risk and need requires 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 significantly improved, 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, Specialist Inclusive Learning Centres (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 • Outcomes in early learning and primary settings 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

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 Support and Parenting 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. We have completed research to identify common risk factors and the characteristics of the most vulnerable children and young people. 	

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 set up new commissioning groups and targeted significant funding on innovation to deliver priorities.	✓
	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.	✓
	We have made good initial progress on key elements of integrating services such as Common Assessment Framework and ContactPoint and have led a range of national pilots such as Intensive Family Support and Budget Holding Lead Professional. Nearly 1,000 CAFs have now been completed in Leeds.	✓
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. 	

Appendix C includes some more detail including a review of how we progressed against each of the priorities in the first CYPP.

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The Changing Context for children's services

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 government's 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. This approach has since been developed through '21st Century Schools'.
- **Extending learning:** the plan sets out the government's commitment and plans for raising the age of compulsory learning to 18, and reform of 14-19 learning.
- **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, Primary Care Trust (NHS Leeds) 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 help support the achievement of 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.

Lord Laming Review into the protection of children in England

Lord Laming's review into child protection in England followed the death of Baby P in the London Borough of Haringey. The review looks back at progress made since Lord Laming's initial recommendations for children's services in England following the Victoria Climbié inquiry in 2003. Lord Laming concluded that whilst progress has been made to implement reforms detailed in the Every Child Matters framework and the 2004 Children Act, there is much more that can and should be done to ensure the protection of vulnerable children and young people.

Conclusions – emerging themes

Our review of progress and the wider context, alongside more detailed consultation and needs analysis (see sections below and Appendix E) has confirmed some key themes that have shaped this new Children and Young People's Plan.

These themes are summarised below:

- *Outcomes in the early years:* national and local research shows that there remains a cluster of multiple poor outcomes for some younger children, for example around breastfeeding, low birth weight, infant mortality and early learning achievement. Furthermore it is clear that a failure to provide additional support means that these children are more likely to struggle and experience poor outcomes throughout their childhood and into adulthood.
- *Outcomes in teenage years:* similarly, there is a cluster of multiple poor outcomes experienced by some young people, for example around attainment, attendance, youth crime and staying on in learning. Leeds faces particularly challenges around some of these key outcomes that are important to success in adulthood.
- *'Common factors' and the impact of poverty:* National research has repeatedly emphasised the often severe negative impact of poverty and deprivation on all outcomes for children young people. Local research has confirmed this and explored in detail through looking at the common risk factors and interdependencies between poor outcomes for young people and how poor outcomes at an early stage can greatly restrict life chances throughout childhood.
- *Narrowing the gap:* whilst acknowledging the important role played by deprivation it is clear that there are multiple barriers faced by particular children and young people and particular groups that need additional support. Both nationally and in Leeds disabled children and young people, disabled children and young people and Looked After children and young people are all key groups where despite some improvements outcomes are in general lower.
- *Safeguarding:* nationally both the Children's Plan and recent events in light of the 'Baby P' case and Laming report have further raised the importance of safeguarding. In Leeds there are particular challenges as local reviews and inspection have raised concerns about some key elements of our local services.

- *Need for stronger emphasis on 'enjoy'*: past national and local plans have been criticised for focusing too much only the latter part of 'Enjoy and Achieve'. Local views and national policy now need to recognise the importance of play and leisure to young people.
- *Central role of parents and family*: both national and local policy now better recognise the central role of parents and families in raising children and young people and the need to adopt a better 'Think Family' approach that seeks to help children by addressing the needs of the whole family.
- *Resilience and aspiration*: there is a need to better build our services around promoting the ability of children, young people and families to manage their own lives and supporting them in developing their skills and raising their aspiration and confidence.
- *Integrated working*: both services and service users emphasised the need to better 'join up' the way different services work with the same children and families to reduce confusion, delay and waste.

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Our immediate priorities and long term ambitions

A framework for our priorities and ambitions

We have worked together across the children's trust, with local children, young people and parents to develop our vision and agree our shared priorities for the years ahead. In Leeds, we have continually tried to balance our efforts between developments for the long term, whilst also ensuring immediate improvements for those growing up in the city today. So, we have agreed:

- a set of **immediate priorities** to deliver by 2011
- a set of **long term ambitions** for the period of this plan

This distinction is important to set out both our urgent, shared focus for improving outcomes and the way we work whilst also helping set out our wider strategy that is part of a national long term programme of change. This dual approach also helps strengthen links and joint work with wider services and the city-wide planning framework. For the period up to 2011, we have the Leeds Strategic Plan (with the Local Area Agreement incorporated), so the immediate priorities reflect relevant issues from that important plan. For the long term, there will be a refresh of the Vision for Leeds, and the long term ambitions from this plan will feed into that development process. Importantly, these longer term ambitions also work towards the 2020 ambitions in the national Children's Plan.

Inevitably, there is some overlap in the expression of these, for example some of the short term priorities are steps towards the long term ambition. This is particularly the case for two of our very important issues – around **safeguarding** and delivering **integrated working**. Selecting this limited set of issues to work on does not mean that other areas, such as GCSE results, are unimportant – it is more that the ambitions and priorities are the areas where we need to change, and to work together better for greater impact. Also, other big agendas may be spread across priority areas rather than listed separately, such as 14-19 reforms which appear in a number of places.

The process and rationale for our ambitions and priorities

In developing our ambitions and 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 analysis 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 for Yorkshire and the Humber.
- An assessment of the level of risk of not achieving key national and local targets

The following two tables show our immediate priorities and our long term ambitions, together with a brief rationale for why they have been chosen.

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Our immediate priorities		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
Improving outcomes								
1	Improving outcomes for Looked After Children			✓		✓	✓	✓
2	Improving attendance and reducing persistent absence from school				✓	✓	✓	✓
3	Improving early learning and primary outcomes in deprived areas		✓		✓	✓	✓	✓
4	Providing places to go and things to do	✓	✓	✓		✓		
5	Raising the proportion of young people in education or work	✓	✓		✓	✓	✓	
6	Reducing child poverty	✓	✓	✓		✓	✓	✓
7	Reducing teenage conception		✓		✓	✓	✓	✓
8	Reducing the need for children to be in care			✓	✓		✓	✓
Working together better								
9	Strengthening safeguarding		✓	✓	✓	✓	✓	✓
10	Enabling integrated working		✓	✓	✓	✓		✓

Our long term ambitions.		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
All Children and Young People:								
1	Are safe and secure	✓	✓	✓	✓	✓	✓	✓
2	Are safe and supported in stronger communities	✓	✓				✓	✓
3	Are helped to narrow the gap			✓			✓	✓
4	Are thriving in learning		✓		✓	✓	✓	✓
5	Are safe and supported in stronger families	✓	✓	✓	✓	✓	✓	✓
6	Enjoy life and have places to go and things to do	✓	✓			✓		✓
7	Make the right choices	✓	✓			✓		✓
8	Make a good start		✓		✓	✓	✓	✓
9	Are supported by excellent, integrated		✓	✓	✓	✓		✓

working.

Delivering our immediate priorities

For each of the **immediate 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; and shared resource and commissioning plans**. The action plans are set out in detail in Appendix B. The table below summarises the targets that relate to our immediate priorities. Further detail on targets is included in Appendix A.

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 ^{1*} (DCSF) - The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers	39.7% (07/08 ac yr)	34% (07/08 ac yr)	35.6% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/10 ac yr)
	NI 76 ² - Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	28 Schools (07/08, ac yr)	Not applicable	Not applicable	11 (08/09 ac yr)	15 (09/10 ac yr)
Improving attendance and reducing persistent absence from school	NI 87 ^{3*} (DCSF) - Secondary school 'Persistent Absence' rate (>20% absence)	7.9% (07/08 ac yr)	5.7% (07/08 ac yr)	5.6% (07/08 ac yr)	7.7% (08/09 ac yr) 125 fewer pupils from baseline	6.3% (09/10 ac yr) 692 fewer pupils from baseline
Reducing teenage conception	NI 112 - Under 18 conception rate (in the six wards with highest rates) (also in basket of poverty indicators)	50.4 (1998) = 641 women 48.1 (2007)	49 (2007)	41.7 (2007)	42.7	TBD
Raising the proportion of young people in education or work	NI 117* (LAA) - The proportion of young people aged 16-18 Not in Education, Employment or Training (also in the basket of poverty indicators)	9.1% approx 2000 young people	**	**	7.8%	6.8%
Reducing the need for children to be in care	LSP-HWb(i)* (PA) - Number of Looked After Children per 10,000 population of young people	83.8	***	***	67.5	59.3
Reducing Child Poverty	NI 116 - Proportion of children in poverty ⁴	See footnote	See footnote	See footnote	See footnote	See footnote
Improving Outcomes for Looked After Children	NI 101* (DCSF) - Looked after children achieving 5 A* - C GCSEs or equivalent) at KS 4 (including maths and English)	4.0% (07/08 ac yr provisional)	**	**	17% (08/09 ac yr) 17 looked after children	23.9% (09/10 ac yr) 22 looked after children
Places to go, things to do	NI 110 ^{5*} (PA) Young people's participation in positive activities	65.9%	67.3%	69.5% (national median) (08/09)	70% by 2011	70% by 2011

¹ PI measures the gap in scores between groups of children, not numbers of children achieving a certain level therefore the percentage result cannot be converted into a number of children.

² This indicator involves a count of schools.

³ Persistent absence is calculated as a percentage of enrolments not pupils – i.e. pupils count more than once in the denominator if they change schools in the same academic year.

⁴ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission. A basket of indicators have been developed at a local level to monitor the numerous different ways in which poverty is being addressed.

Working together better to build brighter futures in Leeds

14-19 Education	N 179* (LAA) -Achievement of a level 2 qualification by the age of 19	65% (06/07 ac yr)	**	**	71.8% (08/09 ac yr) 595 more young people than baseline	75.2% (09/10 ac yr) 1134 more young people than baseline
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Our immediate priorities have been informed by a need to focus the work of all local services and communities on improving the key issues for children and young people in Leeds. These outcomes are those that most urgently need improvement, and these are the targets in the Leeds Strategic Plan that are most at risk without more change and more collective effort.

To drive improvement all local services have agreed Priority Action Plans that set out how services will work together to improve these outcomes. These Action Plans are included in Appendix B. These action plans only set out the key strategic actions, further detail and work is set out in linked strategies, and the plans of individual services and local partnerships.

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⁵ This indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey.

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;

** DCSF have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

***Local indicator, no comparative data available

Delivering our long term ambitions

In addition to our immediate priorities this plan also needs to set out our wider, longer term strategy as the Every Child Matters children's services agenda is a long term national and local change programme.

The section below sets out in some detail our strategies for delivering **our long term ambitions** to improve 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. It provides a summary of our **vision, objectives and the key actions** we plan to take over the next five years against each ambition. As such it is less detailed than the action plans for the immediate priorities that are presented later.

Ambition 1 – All children and young people are safe and secure

Rationale

For children and young people to be able to achieve the best possible outcomes they need to be safe and secure. Safeguarding children and young people is therefore a local as well as national priority and is the key foundation in our approach to the planning and delivery of services across Leeds.

Every year services provided for children in Leeds are assessed by Ofsted and the 2008 Annual Performance Assessment of children's services in Leeds judged the overall standard of safeguarding work to be 'adequate'. This suggests that while there are many things we are doing well there are areas where we can improve to further ensure that all children in Leeds feel safe and secure.

All organisations working with children and young people in the city are committed to improving the quality and impact of what they do to ensure that the safeguarding needs of children and young people are identified, assessed accurately and responded to with effective and appropriate services.

Our needs analysis shows that:

We are making good progress in:

- Agencies understanding the role that they play in contributing to safeguarding and promoting the wellbeing of children and young people.
- Supporting and challenging agencies to evaluate the effectiveness of their safeguarding arrangements as set out in s(11) of the Children Act 2004 (the 'duty to safeguard').
- Developing interagency processes and procedures which help agencies to work together to protect children and young people.

- Tightening recruitment processes and improving our response to allegations made against staff in order to reduce the risk of children and young people of being abused by professionals.
- Putting in place arrangements to investigate and analyse all deaths of children and young people in Leeds which can provide information about how to reduce the number of deaths which are preventable.

We should aim to make more progress in:

- Ensuring all agencies are clear about the contribution they can and must make in working together to keep children and young people safe and secure.
- Informing communities and members of the public about safeguarding issues and how they can help to promote the welfare of our children and young people.
- Listening to what children and young people can tell us about the challenges they experience in keeping safe and in moving toward adulthood.
- Ensuring that the lead safeguarding agency, Children and Young People's Social Care, is able to provide consistently high quality investigation, assessment and intervention services for those children and young people who are suffering, or at risk of suffering, significant harm.
- Helping adult and children's services to work more effectively together where children and young people are living in families where their parents / carers have problems of their own which undermine their ability to parent.
- Increasing the number of staff who access high quality interagency safeguarding training.
- Learning lessons when things go wrong and making changes that improve services for the future.
- Identifying underperformance in safeguarding practice so that improvements can be made for the benefit of children and young people.

Our Vision for 2014

By 2014 we aim to achieve a city where people have confidence that:

- Safeguarding services for families, children and young people are inclusive, comprehensive, effective and efficient.
- Agencies work well together in a framework that engages children and young people when they need extra help and intervenes appropriately if they become vulnerable or at risk of harm.
- Services for children and young people are consistently improved by learning through experience and are modified in response to changing pressures and circumstances.
- The effectiveness of inter agency safeguarding activity is monitored and quality assured by the Leeds Safeguarding Children Board.

Key actions:

- Enhance and embed the Leeds Safeguarding Children Board's ability to hold partner agencies to account for the adequacy of their safeguarding work through

monitoring and quality assuring their services and their contribution to interagency activity.

- Support partner organisations in following up reviews, inspections and evaluations of their services with improvement plans.
- 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.
- Implement and develop the Children and Young People's Social Care Transformation Programme.
- Develop efficient and more focused processes for managing Serious Case Reviews that learn lessons from deaths and life threatening injuries of children and young people where abuse or neglect is known or suspected to have been a factor.
- Use the analysis of children and young people's deaths to make changes in the way services operate in order to reduce the number of deaths which are preventable.
- Embed and broaden the implementation of processes designed to ensure the safe recruitment, selection and management of staff who work with children and young people.
- 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.

Links to national Plans:

- The Protection of Children in England: a Progress Report

Ambition 2 - 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 children and young people deserve to feel safe, trusted and valued in their schools and communities by all generations. We need to foster respect and understanding between different groups of children and young people, and between young people and the wider communities. This is particularly important as the city changes and new populations integrate 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 to be empowered, and to foster local organisations 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 (approximately one in four) do not feel safe in their local neighbourhood.

- Too many children and young people are victims 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 was 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 was 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 responsibility for their role in their community
- Every child and young person feels safe in their local area

Key Actions

- Continue to work to reduce bullying and harassment through the 'Power of Me' Strategy. This includes the work of Anti-Bullying Ambassadors and improved peer support. It also includes improving the monitoring of incidents and community tensions to inform direct action.
- Increase the number of children and young people engaged in activities that give them responsibility, meet community needs and improve their quality of life. This will include: restorative justice and youth inclusion programmes and promoting volunteering among children and young people.
- Improve the range and quality of play, leisure and social activities for children and young people. This also means improving opportunities for all (See 'Places to go' Priority Action Plan in Appendix B)
- Create safer environments by tackling crime through early identification of young people at risk of anti-social behaviour or crime, and through high visibility patrols and awareness raising activities.
- Foster tolerance and reduce community tensions through intergenerational and inter community events and projects, improve the skills of our workforce, improve, support for new arrivals and initiatives to support the Preventing Violent Extremism initiative.
- Improve road safety through improved pedestrian and cycle training and road improvements.
- Improve safety for children and young people in their schools and neighbourhoods through promoting and supporting Safer Schools Partnerships.

Related Leeds Strategic Plan Priorities

- Reduce 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 citizens

Ambition 3 - All children and young people are helped to narrow the gap between them, their peers, their community and in Leeds

Rationale

In line with the Vision For Leeds, the first Leeds Children and Young People's Plan 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.
- 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 promise 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 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 disabilities

Key Actions

- Work with all local services and communities to provide more co-ordinated help for children, young people and families living in poverty and workless households (see Child Poverty Priority Action Plan in Appendix B)
- Implement our Priority Action Plan for Looked After Children and Young People (see Appendix B)
- Target support to improve learning outcomes for children and young people from deprived communities (See NEET and Early Learning Outcomes Action Plans in Appendix B)
- Improve learning for the most vulnerable children and young people through the Leeds Inclusive Learning Strategy and 14-19 Strategy.
- Implement a more integrated approach to assessment and service delivery for the most vulnerable children and families through the use of the Common Assessment Framework, Early Intervention Fund and the wider Family Support Strategy
- Provide extra support for Young Carers through the Leeds Young Carers Strategy
- Implement the Leeds Aiming High for Disabled Children Strategy – see below

Aiming High for Disabled Children

At Children Leeds our vision is for every child and young person in Leeds to be happy, healthy, safe and successful, and free from the effects of poverty. We recognise that disabled children are at the centre of the Every Child Matters agenda and are committed that every disabled child and young person (including children with complex health needs or limiting conditions) should be supported to reach their potential.

Leeds has signed up to the national Every Disabled Child Matters charter and we have developed the Leeds Aiming High for Disabled Children Strategy, which sets out key strategic objectives for 2008 to 2011 and is underpinned by a more detailed work programme. Strategic planning and delivery will be closely aligned with the Leeds Inclusive Learning Strategy and with the Emotional Health Strategy.

This strategy has 14 key strategic objectives that will inform the more detailed work programme. These are:

- *Robust Data*
- *Information for Families*
- *Transport*
- *Child Care*

- | | |
|---|--|
| <ul style="list-style-type: none">▪ <i>Participation</i>▪ <i>Early Support</i>▪ <i>Assessment</i>▪ <i>Play and Leisure</i>▪ <i>Short Breaks</i> | <ul style="list-style-type: none">▪ <i>Transition to Adult Services</i>▪ <i>Self Directed Services</i>▪ <i>Palliative Care</i>▪ <i>Continuing Care</i>▪ <i>Equipment and Housing Adaptations</i> |
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Ambition 4 - 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. It is also important to make sure children and young people are happy, healthy and safe in a supportive learning environment.

Our needs analysis shows that:

- Outcomes in primary schools are close to the national average, and 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, in some schools, such as those identified in the National Challenge, too many 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. 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'.
- The diversity, skills and capacity of our current learning provision does not meet the needs of all children and young people as successfully as we would want.

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
- A greater choice of learning routes and pathways to support every young person's entitlement to learning and development

- A rich variety of different models of 21st century learning environments working in close collaborative partnerships for the benefit of young people
- All children and young people will be active participants in shaping their own learning and that of their peers
- Families, parents and carers are empowered to support their children's development and learning
- Every learner in Leeds will have access to high quality learning environments that promote their health, safety and wellbeing. A learning environment that stimulates and promotes achievement and that enables all learners to achieve their maximum potential.
- Every child and young person will be able to attend their successful local school and be supported by their friends and peers
- Through their school / children centre / college / other learning centre children and young people will be able to access and benefit from additional support when required.
- Children and young people with more complex needs will continue to benefit from specialist services and provision including provision in special schools
- The voice of parents and parental preference will be strengthened
- There will be increased opportunities for the participation of children and young people.

Key Actions

- Improve learning outcomes for the learners in early years and primary schools (see Priority Action Plan in Appendix B)
- Improve the proportion of young people in learning and work (see Priority Action Plan in Appendix B)
- Reduce persistent absence (See Priority Action Plan in Appendix B)
- Implement the 14-19 Strategy to improve curriculum choice, progression and support (**see 14-19 section below**)
- Invest in learning sites through the Building Schools for the Future programme and Primary Capital Programme
- Improve personalised support for learners through the e-Individual Learning Plan and additional mentoring and coaching support
- Engage parents and families in wider family learning and supporting the learning of their child

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 is 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 are satisfied with young people's readiness for work.

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. In Leeds we will build on and expand this approach by ensuring our work on 14-19 learning is closely linked to our wider 14-19 agenda for all young people and work to ensure that they are happy, health, safe and successful.

14-19 Education and wider support for young people

Every Child Matters and our local approach is all about ensuring that services and support consider all the needs of each child, young person and family. Therefore in Leeds our strategy for 14-19 Education is closely linked to building wider, joined-up help for young people. In particular this means building closer links between schools, colleges and other learning and the work of the Integrated Youth Support Service, Targeted Youth Support and more targeted and specialist advice and support services for young people. Our aim is to ensure that joined-up support is available and accessible for all young people to help them with learning, their lives and their progression to adulthood.

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 and Activity Programmes

- 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.

Ambition 5 - All children and young people are supported by stronger families

Rationale

Services do not bring up children – parents, carers and families do. We know that 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 however, are more vulnerable and have complex needs which require us to provide a range of responses in proportion to their level of need. For those at most risk, there needs to be the strongest safeguards to protect vulnerable children and families, 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 be 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 in 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 number of children live in workless households, equating to one in five children
- Families are changing
- There are more lone parents, unmarried parents, same sex parents, young carers and non-English speaking families, with a growth in the number of BME families in inner city areas

Our Vision for 2014

By 2014 we aim to achieve:

- A significant reduction in the number of children living in poverty in Leeds
- The voice of families is evident in shaping the development and commissioning of services
- A world class social care service for our most vulnerable children, young people and families
- An integrated network of high quality information and advice for parents, online, in one-stop centres and in our schools, children's centres and health centres
- Accessible high quality family and parenting support services available to all families, with a rapid multi agency response for those with acute additional needs
- There are opportunities for families to live independently in quality, affordable housing.

Key Actions

- A reduction in the number of children living in poverty (see Child Poverty Priority Action Plan in Appendix B)
- Intensive, targeted support for those families and children most at risk (See Reducing the Need for Care Priority Action Plan in Appendix B)
- Improved information and advice for parents through the Family Information Service which is joined up with the national parents know-how site
- 'Think Family' approach is developed through our Family Support and Parenting Strategy, which joins up services that support both children and adults, for example housing, mental health and substance misuse services.
- Develop more effective identification of need and co-ordination of joined up support through the use of the Common Assessment Framework (CAF) and the Early Intervention Fund.
- Ensure all children's services support the Leeds Domestic Violence Strategy

Related Leeds Strategic Plan Priorities

- Improve assessment and care management for children and families
- Improve our 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
- Reduce in the number of homeless people
- Reduce the number of people who are not able to heat their home adequately

National Goals for 2020

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

Ambition 6 - 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 who face additional barriers to accessing opportunities – whether due to cost, transport, fears of safety or of not feeling welcome. Importantly we need to consider and prioritise children's rights and choices rather than simply consider what adults think best.

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 for our young people
- Parents and the wider community say they want more, and safer, places and activities for children and young people
- 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 some 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 of activities for our children and young people

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 programme of activity in, after and beyond school.
- All children able to access local high quality play opportunities
- High quality, locally based youth services

Key Actions

- Prioritise better opportunities and facilities for young people throughout Leeds (see 'Place to go' Priority Action Plan)
- Promote play through the Leeds Play Strategy and the Playbuilder funding for 22 new play sites and wider projects
- Promote arts and culture through the 'Find Your Talent' programme
- Develop opportunities for children and young people through Extended Services provision in each cluster of schools
- Promote sport and the PE Curriculum through the Leeds PE and School Sport Strategy

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 the year 2000 levels

Ambition 7 - All children and young people make the right choices

Rationale

All children and young people face challenges as they are growing up and at certain times some may need additional help or support. 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. We need to make sure our services are more joined up, more accessible and that children and young people have more of a role in shaping the services that work for them. Crucial to support for young people 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 co-ordinated 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 lifestyles, 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 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.

Key Actions

- Improve support for sexual health and work to reduce teenage conception rates (see Teenage Conception Priority Action Plan in Appendix B)
- Raise the proportion of young people in learning or work and improve information, advice and guidance for young people(see NEET Priority Action Plan in Appendix B)
- Reduce the harm caused by alcohol, smoking and drugs through the Leeds Substance Misuse Strategy through improved workforce skills, early identification and better coordinated treatment and support services
- Improve the emotional wellbeing of young people through improved workforce skills, commissioning new services and more accessible information, advice and guidance
- Promote social enterprise and financial skills through school and wider partnership working including the Local Enterprise Growth Initiative and Education Business Partnership
- Promote healthy eating for learners and their families through the Leeds School Meals Strategy and Childhood Obesity Strategy

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 mental health
- Reduce offending by managing offending behaviour better

Ambition 8 - 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 every 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 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. The rate is higher due to the relatively higher rate in deprived areas where there are also associated higher rates of smoking in pregnancy and low birth weights.
- Immunisation rates are below targets and the national average. One in five children in Leeds still does 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
- 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 early identification of need, and support for vulnerable groups of children and families.

Key Actions

- Improve learning outcomes for the learners in early years and primary school settings (see Priority Action Plan in Appendix B)
- Open 10 more Children's Centres and further develop the quality of services delivered in and around these centres through work on leadership, parental involvement and family learning
- Implement the Infant Mortality Action Plan to engage all services in reducing premature mortality, with targeted work in the most deprived areas of the city
- Provide more support to parents around the birth of their child, offering all the Child Health Promotion Programme and advice on stopping smoking to those parents that need it
- Improve the rates of immunisation to 95% coverage, with additional work on MMR

- Further promote breastfeeding throughout Leeds through work in health services and children's centres

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;

Ambition 9 - All children and young people are supported by excellent, integrated services

Rationale

Children, young people and families need services that are centred around them and focussed on meeting their needs. For some children and families additional support is needed to help them be happy, healthy, safe and successful. 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. It is important that as much of this support as possible is provided in places children and families recognise and by people that they know and trust. We want all our services to consider a Common Assessment Framework first approach as a mechanism for multi-agency working.

. We need to look at this at three levels:-

- Citywide – in strengthening Strategic Commissioning;
- Local – in implementing Integrated Service Delivery;
- 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, ContactPoint and the Common Assessment Framework

- Resource pressures are likely to grow due to changes in national funding and wider economic changes such as higher inflation, lower growth
- Multi-agency working is crucial in responding effectively to a child or family's needs
- Preventing problems is better than dealing with them
- Where prevention is not sufficient, early identification of need is critical to being able to support a child or family

Our Vision for 2014

By 2014 we aim to achieve:

- All communities engaged in developing strong local partnerships and networks of schools and services
- Significant growth in personalisation and direct payments 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 universal children's services i.e. schools, children's centres, colleges, GP surgeries and youth hubs are the 'hub' for targeted services which are focussed at meeting a child or young person's additional needs
- We have a shared pathway for accessing additional and specialist services, which is owned by all agencies and known to all practitioners in Leeds and which reinforces safeguarding procedures
- The Common Assessment Framework is the primary mechanism used by all services which gives an early assessment of a child's additional needs and is part of a system or process which ensures children and families are getting the right service at the right time
- Through earlier support and more timely intervention, more children and families have their needs met earlier, which means that our specialist services see a reduction in the number of referrals made to them
- There is a continuum of intervention and support for children, young people and families in the city, which reinforce robust safeguarding arrangements.

Our Objectives

Key Actions

- Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together.
- Implement an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working.
- Embed our approach to commissioning of integrated services through the implementation of the city-wide commissioning framework.
- All services will be commissioned to engage with the CAF, to enable this to become the assessment process used by all agencies for entry into and exit from multi-agency working to ensure a seamless transition and appropriate support to vulnerable children and young people to access targeted and specialist support.

- Commissioning of targeted and specialist support services to focus their interventions on children and young people with additional and multiple additional needs, based on evidence from intelligence gathered through use of integrated processes.
- Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services to link together and provide a more coherent continuum of intervention and support for children, young people and families in the city.
- Review governance arrangements in the city which support the development of locality children's trust arrangements.
- Develop a partnership approach with staff, unions, services and wider stakeholders to inform and implement our Workforce Reform Strategy
- Support this approach through the development of a programme of change to lead the achievement of integrated working in Leeds.

Supporting our approach to developing excellent, integrated services

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 to 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 do not always share work, information, communicate and plan 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 as **'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 and 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 can 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 more effective 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. We aim 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 - first 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 initial assessment process used by all agencies, which will look at the holistic needs of each child and family. Through the CAF a single multi-agency 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- first city**'.

Shared Response

Assessment is 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 use of the **Early Intervention Fund** and new roles that 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 '**Targeted Youth Support**' for young people.

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 arrangements that help them to co-ordinate their work around common goals.

This is helping to bring more consistency to 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 with 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 as well as service providers will be critical to the implementation of successful commissioning.

Workforce Reform

What do children and young people want from the people who work with them:

- A workforce which is positive, has a young outlook, is relaxed in dealing with them, open minded, unprejudiced, and trustworthy
- Behaviours which are characterised by fairness, a willingness to trust and believe in the child or young person, asking and listening, helpfulness in creating understanding among their peers, not prejudging their needs or characteristics, keeping promises and ease of contact.
- Processes which are transparent, honest, inspected and explained – with visible actions resulting, channels to voice opinions, supported by enough resources/staffing, realistic, and without undue pressure or cause of unnecessary worries.

The people who work with, and in support of, children, young people and their families can make great differences to their lives. Most are passionate about doing so. They should be respected and supported and have the confidence, pride and capacity to make a positive difference for all children especially the most disadvantaged.

To achieve our ambitions for Leeds we support the Government's vision that everyone in for the children and young people's workforce in 2020 will need to be:

- Ambitious for every child and young person
- Excellent in their practice
- Committed to partnership and integrated working
- Respected and valued as professionals

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 December 2009 after a period of extensive consultation. Consultation with staff and unions will be central to this process.

Integrated Processes

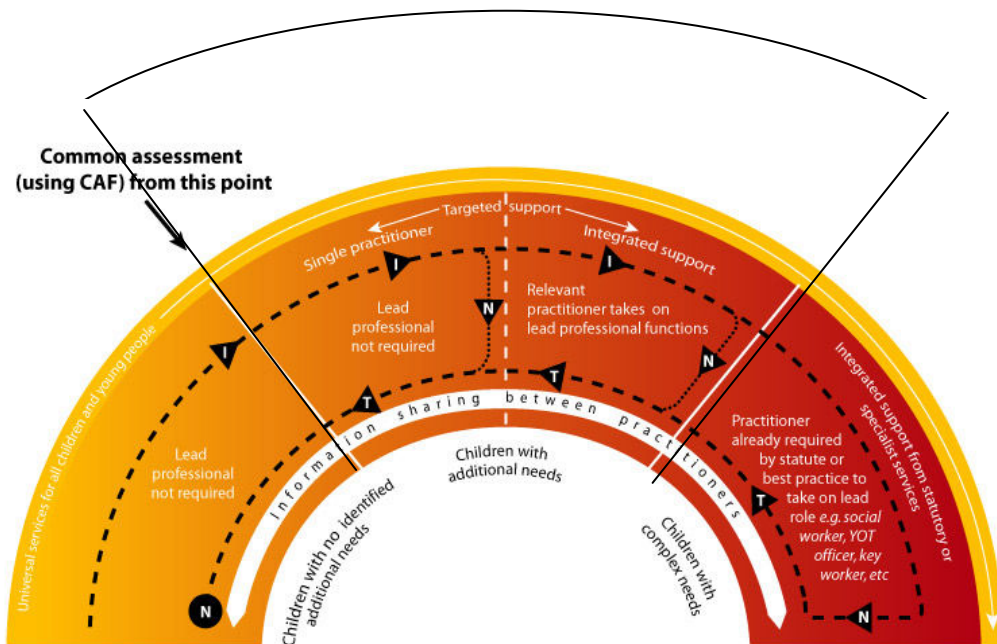
New ways of working will need to be supported and informed by new, shared processes. These will be implemented through a range of national and local reforms. The first is **ContactPoint**, which will work to improve communication and joint working between professionals by better sharing of information 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 to enable effective graduated responses to

need. These responses will form a single plan for the child or family using intelligence shared locally with partners and city wide so that aggregated data informs planning.

The 'windscreen' model



Delivering 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.

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.

Monitoring Performance: Accountability

To ensure Leeds' Plan is implemented effectively a range of roles, responsibilities and processes of performance management will be used. These are summarised as follows:

Reporting to Children and Young People: To make performance information clear and accessible to young people an annual 'report card' of progress will be produced and distributed through the Youth Council, school councils and Reach Out and Reconnect (ROAR).

Children's Trust Arrangements: There are several ways in which the different strands of Leeds' Children's Trust Arrangements will manage performance:

- The Director of Children's Services (DCS) – The Director of Children's Services has overall accountability for ensuring that partners work together to deliver the priorities of the Plan, with support from the DCS Unit, the Director will take an overview of progress, support the trust arrangements to deliver the priorities, provide timely information to political bodies (see below) and help to target strategic and local resources to maximise impact.
- Our Children Leeds Partnership - the large body of partner representatives from across the city that support policy development, information sharing and input from young people, Chaired by the Executive Member for Children's Services. It will continue to focus on engaging partners around different priorities from the Plan at its meetings as well as receiving timely overview reports across all priorities. This will inform support, advice and challenge on the annual review of the Plan.
- Our Integrated Strategic Commissioning Board – the smaller body of key senior representatives from those organisations named under the duty to co-operate or identified as key partners, through detailed performance and resource management and as part of commissioning across the city. It will receive the more detailed performance information relating to priorities and targets in the Plan several times each year, helping to target resources, address underperformance and ensure partners implement designated actions. A major progress review by the Board in the autumn will help to shape the following year's budget and commissioning cycle.
- Our Leeds Safeguarding Children Board – the body of key representatives from the main safeguarding agencies working with children and young people that is independently Chaired and monitors progress on safeguarding initiatives and performance as well as overseeing the completion and implementation of Serious Case Reviews.
- Our locality based partnership arrangements - The local element of our trust arrangements are key to both the delivery of front-line services and providing the intelligence and expertise to help the other aspects of the arrangements make informed and timely responses to need. Local partnerships and clusters will agree their own plans to show how they support the priorities and themes of the city-wide Plan. Regular reviews of progress will inform reporting to local Area Committees (see below).

In addition, lead performance management officers will meet regularly through a children's services performance board to bring together and monitor performance data and refer information to other groups where necessary.

Democratic Involvement: The local authority's locally elected Councillors have a key role to play in scrutinising, monitoring and supporting the delivery of the Children and Young People's Plan.

- The Executive Member for Children's Services has overall political accountability for the Plan's delivery and will receive regular information through both the Director of Children's Services and in the role of Chair of the Children Leeds Partnership.
- The Full Council must approve the Children and Young People's Plan before it is submitted to government.
- The Council's Executive Board, as well as making key decisions that support delivery of the Plan's priorities, will receive timely updates on overall progress and specific details relating to key, new national legislation and the outcomes of performance inspections.
- The Council's Children's Services Scrutiny Board will continue its well-established process of receiving quarterly performance information that includes an update on work across the children's trust arrangements and specific focus on each of the short-term priorities from the Plan in turn. The Board will also continue conducting more detailed reviews that support service improvement.
- The Corporate Governance and Audit Committee will receive details of key inspections and external audits of children's services and help to monitor Action Plans in response to this. It will be kept informed of developments with implications for local governance arrangements.
- Finally, the Council's 10 Area Committees will support deliver of the Plan locally through regular localised performance information focussing on priorities with a particular relevance to the local area. The role of a Children's Member Champion on each Committee will be developed to provide an advocacy role for considering children and young people across various local issues. A 'corporate carer' representative from each Area Committee makes up the city-wide Corporate Carers Group that focuses specifically on outcomes for looked after children.

Taken together, these processes ensure a range of elected member involvement in helping ensure the Plan delivers improved outcomes across the city.

External Inspection: Leeds has learnt significantly from both the Joint Area Review and Annual Performance Assessment inspections carried out in recent years, as well as the more service-specific inspections relating to early years, schools and colleges, social care services and Youth Offending, amongst others. The new Ofsted Inspection Framework as part of the Comprehensive Area Assessment will focus closer scrutiny specifically on safeguarding and looked after children's services. Leeds will develop a framework to learn from, report on and respond to the various external inspections across children's services and use this to inform performance monitoring and future reviews of the Children and Young People's Plan.

Resource Management and Commissioning

Implementing this plan will require the joint effort and resources of all local partners. This will require all local partners to work together to target their resources more effectively on our shared priorities, and to work together to commission services.

Once this plan is confirmed in Spring/Summer 2009, the Integrated Strategic Commissioning Board will lead on a programme to better focus all partners' resourcing and commissioning plans on the priorities and ambitions set out in this plan. This will be

developed through budget and commissioning plans to be confirmed in Autumn/Winter 2009.

Within the context of an extremely tight financial settlement (Comprehensive Spending Review 2007), enabling improved outcomes for Children and Young People depend significantly on the effective management of our resources. Each year we will invest significant resources into services that support Children, Young People and Families and over the length of this plan, our strategy is to clearly align these resources to our agreed priorities and to bring together budgets and other resources in an integrated and transparent way.

Our medium-term financial strategy recognises the need to continue to invest resources into preventative services and targeted early intervention whilst also prioritising investment into safeguarding.

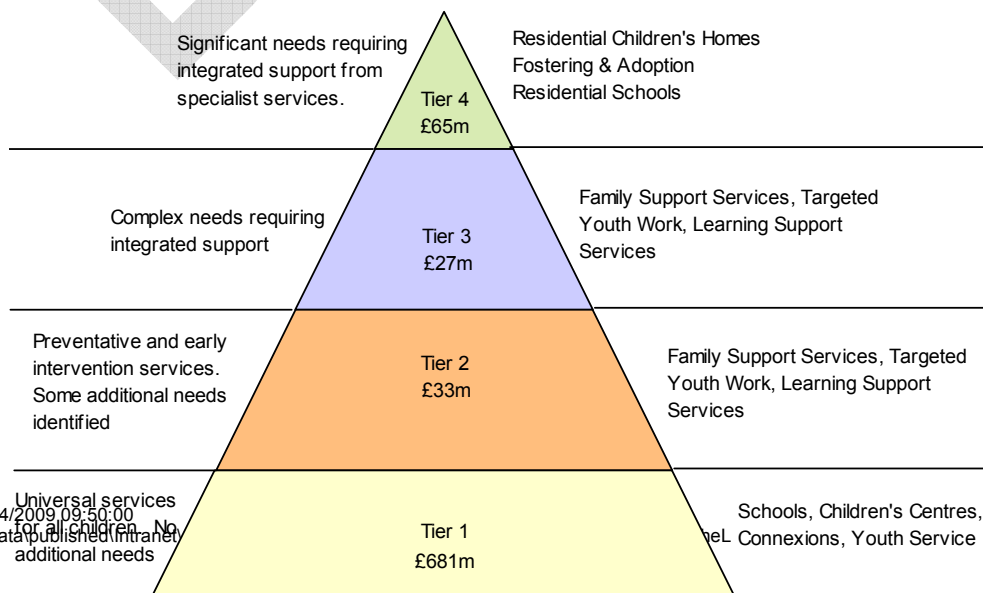
Also, through our devolved budgetary strategy we will further align operational and financial decision-making and accountability at the most practical level. We will empower front-line staff by streamlining bureaucracy and re-aligning resources to the front line.

Our Resources

A total budget of £950m is available in 2009/10 to resource the priorities set out in this plan. The total revenue budget spend (2009/10 budgets) broken down across the five Every Child Matters outcomes is;

Be Healthy	Stay Safe	Enjoy and Achieve	Making a Positive Contribution	Economic Well Being	Total
£184m (19.37%)	£70m (7.32%)	£655m (68.99%)	£23m (2.42%)	£18m (1.90%)	£950m (100%)

The summary analysis below shows how the spending is allocated between universal, targeted specialist services. The aim is to increase the proportion of early intervention and targeted preventative services and decrease the proportion of spend in the integrated specialist services.



How We Manage Our Resources

At present, the budget processes for the Council and partner agencies operate relatively independently with each organisation prioritising and aligning resources to the priorities in this plan. Our intention, through the Integrated Strategic Commissioning Board, is to integrate as far as possible these budget processes and to use statutory powers (e.g. Section 75 of the NHS Act 2006) and other non-statutory flexibilities (aligned budgets) to develop jointly-funded pooled budgets.

Our budget planning and monitoring incorporates comparative information (e.g. Section 52 children's services budget analysis and information from benchmarking clubs) to challenge value for money and to identify areas of relative high/low resourcing. We also use Performance Data, Risk Assessments and Impact Assessments to inform how resources should be prioritised.

The key working hypotheses that underpinned our financial strategy are that;

- Through exploration of the further implementation of integrated, locality based services we can increase value for money and create efficiencies.
- Through close integration and rationalisation of back-office, support functions and management we can reduce cost, improve service quality and redirect resources to front-line service provision.
- By further targeting the resources invested in preventative services and early intervention we can reduce the need for children and young people to become looked after.
- Through implementing the Commissioning Strategy and contracting arrangements we can work with in-house and external providers to create efficiencies whilst improving service provision.

Our Key Resources Priorities for 2009/10

- Develop an integrated financial strategy across relevant partners based on the agreed priorities in this plan.
- Further develop the integration of performance and value for money information into financial reporting and embed our financial benchmarking with other organisations.
- Develop integrated processes to manage external funding and integrate with base budgets.
- Provide financial reports to the Integrated Strategic Commissioning Board monitoring spend against budgets.
- Further align resources and budgets (including external and grant funding).
- Further develop procurement processes and contracting to ensure value for money for bought-in services.

Our Key Resources Priorities for 2009/14

- Develop and implement jointly-funded pooled budgets where appropriate.
- Continue to prioritise resources into prevention and early intervention.
- Align Financial and Budget Management to support the developing Commissioning Strategy.
- Further develop governance and control systems to support our Children's Trust.

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Further Information

Appendix A – Targets

This Appendix provides details of the key targets for improving outcomes for children and young people in Leeds. These include:

- Top 10 targets – based around our priorities
- Leeds Strategic Plan/Local Area Agreement targets
- Other key local targets

Appendix B – Action Plans

This appendix sets out the key actions and targets for the next two years for each of the priorities, plus additional action plans for Safeguarding, Integrated Working and Transforming Social Care

Appendix C – Review of the 2006 CYPP Priorities

Appendix D - Glossary

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

Appendix E - Our promises to Children, Young People and Families

We have made a number of promises to Children, Young People and Families in Leeds details of these can be found through the links in Appendix E.

Appendix F – Linked Documents – Key Strategies and Needs Analysis

Key Strategies

The action plans in Appendix B only include the most significant actions for our ten shared priorities over the next two years. More information and detail on our wider work can be found in Appendix F which provides links to a range of documents which set out the broader agenda and work of children's services in Leeds

Needs Analysis

Extensive work is undertaken by children's services and their partners to analyse need, outcomes and service performance. In addition valuable information is provided through feedback from inspectors and central government. The links which can be found in Appendix F provide more information on the key elements of needs analysis that have underpinned this plan.

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

Priority Measures

Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving Outcomes for Looked After Children	Increase KS2 to 4 Contextual Value Added scores for looked after children (percentage point difference between estimated and actual performance for 5 A* -C)	- 9.1 percentage points (07/08 ac yr)	**	**	- 6.8 percentage points (08/09 ac yr)	- 5.4 percentage points (09/10 ac yr)
	Persistent absence rate for looked after children in secondary schools	16.2% (07/08 ac yr)	**	**	15.8% (08/09 ac yr)	12.9% (09/10 ac yr)
	Reduce fixed term exclusions from school for looked after children	429.1 per 1,000 pupils	**	**	310 per 1,000 pupils	190 per 1,000 pupils
	Reduce permanent exclusions from school for looked after children	1 exclusion	**	**	0 exclusions	0 exclusions
	NI 99* (DCSF) -Looked after children reaching level 4 in English at KS2	44.8% (07/08 ac yr provisional)	**	**	56.0% (08/09 ac yr) 36 looked after children ⁶	44.4% (09/10 ac yr) 20 looked after children
	NI 100* (DCSF)- Looked after children reaching level 4 in maths at KS 2	42.6% (07/08 ac yr provisional)	**	**	56.0% (08/09 ac yr) 36 looked after children	46.7% (09/10 ac yr) 21 looked after children
	NI 101* (DCSF) - Looked after children achieving 5 A* - C GCSEs or equivalent) at KS4 (including maths and English)	4.0% (07/08 ac yr provisional)	**	**	17% (08/09 ac yr) 17 looked after children	23.9% (09/10 ac yr) 22 looked after children
	NI 61- Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	81.4% = 48/59 (07/08)	70% (2007/08)	76% (07/08)	85%	90%
	NI 63* (PA) - Stability of placements of looked after children: length of placement	70.5% = 389/552 (07/08)	65.7% (07/08)	66.5% (07/08)	75%	80%
	NI 66* (PA)- Looked after children cases which were reviewed within required timescale	66.3% = 856/1291 (07/08)	95% (07/08)	90% (07/08)	90%	95%
	Percentage of looked after children who participated in their review	81.1% = 870/1073 (07/08)	94% (07/08)	91% (07/08)	95%	TBD

⁶ This target is lower for 2010 than for 2009 because the number of pupils in the cohort is very small (only 45 children for 2010, so the difference of each child's estimate affects the aggregate target by more than 2 percentage points. The cohort size varies each year; the 2009 target was set on the basis of 64 children in the cohort. Comment also applies to NI 100.

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
	Percentage of looked after children with up to date health needs assessment	83.1% Sept = 884/1063 (2008 ac yr)	90% (07/08)	84% (07/08)	90%	TBD
	Percentage of looked after children with an up to date dental check	79% = 840/1063 (2008 ac yr)	84% (07/08)	86% (07/08)	90%	TBD
Improving attendance and reducing persistent absence from school	NI 87 ^{7*} (DCSF) - Secondary school 'Persistent Absence' rate (>20% absence)	7.9% (07/08 ac yr)	5.7% (07/08 ac yr)	5.6% (07/08 ac yr)	7.7% (08/09 ac yr) 125 fewer pupils than baseline	6.3%.(09/10 ac yr) 692 fewer pupils than baseline
	Overall attendance in secondary schools	91.7% (07/08 ac yr)			92.5% (08/09 ac yr) 50,000 extra school days from baseline, 1.25 per pupil	92.9% to be confirmed (09/10 ac yr) 75,000 extra school days from baseline, 1.25 per pupil
Improving early learning and primary outcomes in deprived areas	NI 92 ^{8*} (DCSF)- The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers (also in the basket of poverty indicators)	39.7% (07/08 ac yr)	34% (07/08 ac yr)	35.6% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/10 ac yr)
	NI 76 ⁹ - Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and maths at KS2	28 Schools (07/08 ac yr)	Not applicable	Not applicable	11 (08/09 ac yr)	15 (09/10 ac yr)
	NI 102a ¹⁰ - The proportion of children eligible for Free School Meals achieving Level 4 in English and maths at KS2 (also in the basket of poverty indicators)	24.6 percentage points KS2 (07/08 ac yr) (provisional)	**	**	24.0 percentage points KS2 (08/09 ac yr)	22.8 percentage points KS2 (09/10 ac yr)
	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at KS2	28 (07/08 ac yr)	**	**	11(08/09 ac yr)	15 (09/10 ac yr)
	Gap between the proportion of children eligible for Free School Meals achieving Level 4 in English and maths at KS2 and their peers	24.6 percentage points (07/08 ac yr)	**	**	24 percentage points (08/09 ac yr)	22.8 percentage points (09/10 ac yr) ¹¹
Providing places to go, things to do	Number of Breezecard holders	104,000	***	***	116,000	128,000
	Number of positive activities in which Breezecard holders participate	69,991	***	***	400,000	500,000

⁷ Persistent absence is calculated as a percentage of enrolments not pupils – i.e. pupils count more than once in the denominator if they change schools in the same academic year.

⁸ PI measures the gap in scores between groups of children, not numbers of children achieving a certain level therefore the percentage result cannot be converted into a number of children.

⁹ This indicator involves a count of schools.

¹⁰ PI measures the gap in scores between groups of children, not numbers on individual children achieving a certain level.

¹¹ Equates to an additional 117 FSM entitled children achieving level 4 from baseline

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
	Number of children and young people involved in positive activities through the Targeted Activity Programme (TAP)	TBD by 1/05/09	***	***	TBD by 1/05/09	TBD by 1/05/09
	NI 110* ¹² (PA) Young people's participation in positive activities	65.9%	67.3% (07/08)	69.5% (national median) (07/08)	70% by 2011	70% by 2011
Raising the proportion of young people in education or work	NI 117*(LAA) - The proportion of young people aged 16-18 Not in Education, Employment or Training (also in the basket of poverty indicators)	9.1% = approx 2000 young people (Nov. Dec and Jan 06/07 sample)	**	**	7.8%	6.8%
	NI 45 - Young offenders' engagement in suitable education, employment or training	68.2% =1,209 young people (07/08)	**	**	TBD ¹³	78.0%
	N 179* (LAA) -Achievement of a level 2 qualification by the age of 19	65% (06/07 ac yr)	**	**	71.8% (08/09 ac yr) 594 more young people than baseline	75.2% (09/10 ac yr) 1134 more young people than baseline
	NI 80* (PA) - Achievement of Level 3 qualifications by the age of 19	41% (06/07 ac yr)	**	**	47% (08/09 ac year) 530 more young people than baseline	49% (09/10 ac yr) 862 more young people than baseline
Reducing Child Poverty	NI 116 - Proportion of children in poverty ¹⁴	See footnote	See footnote	See footnote	See footnote	See footnote
	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	**	**	29.2%	28.4%
	NI 187a - Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	7.90% (07/08) (SAP<35)	**	**	5.85%	4.89%
	NI 187b - Tackling fuel poverty - % of people receiving income based benefits living in homes with high energy efficiency rating	34.59% (07/08) (SAP>=65)	**	**	38.12%	38.85%
	LSP-TP1E- Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6,700 (Jan - Dec 2007)	***	***	3,500	3,000

¹² NI 110, 69, and 57 - this indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey

¹³ The Youth Justice Board required the Youth Offending Service to set a target for 2010/11. An interim target for 09/10 has yet to be agreed.

¹⁴ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission.

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
	NI 102b) ¹⁵ - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	32.7 percentage points KS4 (07/08 ac yr) (provisional)	**	**	28 percentage points (08/09 ac yr)	24 percentage points (09/10 ac yr)
	NI 118 – Take up of formal childcare by low-income working families	19.0% (2005/06)	**	**	TBD once 08/09 data available	TBD once 08/09 data available
	Additional Benefits Uptake	£9.76M additional take up in 07/8	***	***	£10.5M	TBD
	NI 158- Percentage of non decent council homes	22.8%	**	**	10%	5%
Reducing teenage conception	NI 112 - Under 18 conception rate (in the six wards with highest rates) (also in the basket of poverty indicators)	50.4 (1998) = 641 women 48.1 (2007)	49 (2007)	41.7 (2007)	42.7	TBD.
Reducing the need for children to be in care	LSP-HWb(i)* (PA) - Number of Looked After Children per 10,000 population of young people	83.8	***	***	67.5	59.3
Strengthening safeguarding	NI 59 - The proportion of Initial Assessments undertaken with 7 days	76.6% (early data)	**	**	85%	87%
	OfSTED judgement on the quality of Leeds Fostering Service	Inadequate	**	**	Satisfactory	Good
	OfSTED judgement on the quality of Leeds Private Fostering	Inadequate	**	**	Satisfactory	Good
	The proportion of residential homes judged by OfSTED to be good or better	66%	**	**	100%	100%
Enabling Integrated working	NI 88 - Percentage of schools providing access to extended services	65% (Sep 2008)	**	**	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.
 *** Local indicator, no comparative data available

¹⁵NI 102b this PI measures the gap in scores between groups of children, not numbers of children achieving a certain level

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.
 *** Local indicator, no comparative data available

Other Children's Services Indicators in LSP

Link to CYPP	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving Outcomes for Looked After Children	NI 58 (PA) - Emotional and behavioural health of looked after children	New indicator for 08/09	**	**	TBD ¹⁶	TBD
	NI 148 (PA) - Care leavers in education, employment or training	70.8% = 85 /120 (07/08)	67.7% (07/08)	64.9% (07/08)	81.70%	86.80%
Improving early learning and primary outcomes in deprived areas	NI 72 (DCSF) – Early Years EYFS (Early Years Foundation Stage) – to increase achievement for all children age 5	47.2% (07/08 ac yr)	49% (07/08 ac yr)	49% (07/08 ac yr)	53% (08/09 ac yr) 613 more pupils than baseline	56% (09/10 ac yr) 856 more pupils than baseline
	NI 73 (DCSF) - Key stage 2 – to increase the proportion achieving level 4+ in both English and Maths	72% (07.08 ac yr)	**	73% (07/08 ac yr)	77% (08/09 ac yr) 329 more pupils than baseline	77% (09/10 ac yr) 304 more pupils than baseline ¹⁷
	NI 93 (DCSF) -Key stage 1-2 – to improve the proportion progressing 2 national curriculum levels in English	84.4% (07/08 ac yr provisional)	**	**	87% (08/09 ac yr)128 more pupils than baseline	89% (09/10 ac yr) 258 more pupils than baseline
	NI 94 (DCSF) - Key stage 1-2 – to improve the proportion progressing 2 national curriculum levels in Maths	78.2% (07/08 ac yr provisional)	**	**	85% (08/09 ac yr) 465 more pupils than baseline	88% (09/10 ac yr) 674 more pupils than baseline
Places to go, things to do	NI 57* (LAA) – Children and young people's participation in sporting opportunities	74% (07/08 ac yr)	Not known	78% (07/08 ac yr)	Target not applicable in 08/09 ac yr ¹⁸	76% (09/10 ac yr) 2088 more pupils than baseline

¹⁶ Target to be set once baseline results become available.

¹⁷ Smaller cohort than baseline year.

NI 110, 69, and 57 - this indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey

¹⁸ National indicator NI57 has been subject to significant national delays in agreeing a measurable definition. An interim measure was agreed in early 2009 arriving too late to set a target for 2009. There are potential risk associated with the difference between the original intent of the indicator and the more limited focus reflected in how it is now measured.

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families; ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Other	NI 69* (LAA) - Children who have experienced bullying	43.3% (07/08 ac yr)	48.9% (07/08 ac yr)	48.0% (07/08 ac yr)	No survey in 08/09 ac yr	38.7% (09/10 ac yr)
	NI 75 (DCSF - Key stage 4 – to increase proportion achieving 5 A* - C grades at GCSE and equivalent including GCSE English and Maths	46.4% (07/08 ac yr)	47.6% (07/08 ac yr)	47.6% (07/08 ac yr)	52.0% (08/09 ac yr) 392 more pupils than baseline	56.9% (09/10 ac yr) 772 more pupils than baseline
	NI 78 (LAA) - Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths	6 schools (07/08 ac yr)	Not appropriate for comparison	Not appropriate for comparison	2 schools (08/09 ac yr)	1 school (09/10 ac yr)
	NI 88 (PA) - Percentage of schools providing access to extended services	65% (Sep 2008)	**	**	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools
	NI 53a – Prevalence of breastfeeding at 6-8 weeks from birth	41% (08/09)	**	**	45.6%	50.6%
	NI 53b – Coverage of breastfeeding at 6-8 weeks from birth	89% (08/09)	**	**	90.2%	95%

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

APPENDIX B – PRIORITY ACTION PLANS

Improving Outcomes

Priority 1 – Improving outcomes for Looked After Children

Introduction
<p>Improving the outcomes for Looked After Children has been highlighted as a key issue in recent evaluations and through the Joint Area Review. There has been significant additional investment committed by the PCT, via the Children Leeds Innovations Fund, and the secondment of an Education Leeds head teacher to the Leeds virtual school. This has added significant leadership and management capacity and has provided a champion for improvements in care, well-being and educational progress, and facilitated improvements in the rigour of information and data. The virtual school has raised expectations and developed a more strategic approach to improving outcomes. We are prioritising continued improvements in standards, attendance and behaviour. Rates of fixed-term exclusion are much higher for LAC, attendance declines with age from Year 8 until Year 11 when attendance rates fall to less than 82%. Young people are significantly underachieving at foundation stage, at ages 11, 14 and 16. Over 20 % of LAC are unemployed after year 11.</p>

Targets

Ref	Target	Baseline ¹⁹	09/10 ²⁰	10/11
	Education			
1	Increase Key Stage 2 to 4 Contextual Value Added scores for looked after children (% point difference between estimated and actual performance for 5 A*-C)	-9.1 percentage points (07/08 ac yr)	-6.8 percentage points (08/09 ac yr)	-5.4 percentage points (09/10 ac yr)
2	Persistent absence rate for looked after children in secondary schools	16.2% (07/08 ac yr)	15.8% (08/09 ac yr)	12.9% (09/10 ac yr)
3	Reduce exclusions from school for looked after children a) fixed term b) permanent	a) 429.1 per 1,000 pupils (07/08 ac yr) b) 1 exclusion (07/08 ac yr)	a) 310 per 1,000 pupils (08/09 ac yr) b) 0 exclusions (08/09 ac yr)	a) 190 per 1,000 pupils (09/10 ac yr) b) 0 exclusions (09/10 ac yr)
4	NI 99 -Looked after children reaching level 4 in English at Key Stage 2	44.8% (07/08 ac yr provisional)	56.0% (2008/09 ac yr)	44.4% (2009/10 ac yr) ²¹

¹⁹ Based on 2007/08 academic year for OC2 cohort

²⁰ All provisional pending further discussion and agreement

²¹ The figure for this target is lower because comparative cohort sizes are lower

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Ref	Target	Baseline ²²	09/10 ²³	10/11
5	NI100 - Looked after children reaching level 4 in maths at key stage 2	42.6% (07/08 ac yr provisional)	56.0% (2008/09 ac yr)	46.7% (2009/10 ac yr) ²⁴
6	NI101 - Looked after children achieving 5 A* - C GCSEs or equivalent) at key stage 4 (including maths and English)	4.0% (07/08 ac yr provisional)	17% (2008/09 ac r)	23.9% (2009/10 ac yr)
7	NI 148 - Care leavers in education, employment or training	70.8% (07/08)	81.70%	86.80%
Children and Young People's Social Care				
8	NI 63 - Stability of placements of looked after children: length of placement	70.5% (07/08)	75%	80%
9	NI 66 - Looked after children cases which were reviewed within required timescale	66.3% (07/08)	90%	95%
10	NI 61 -Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	81.4% (07/08)	85%	90%
11	Percentage of looked after children who participated in their review	81.1% (07/08)	95%	95%
Health				
12	Percentage of looked after children with up to date health needs assessment	72% Sept 07/08	90%	TBD ²⁵
13	Percentage of looked after children with an up to date dental check	78% Sept 07/08	90%	TBD ²⁶
14	NI 58 - Emotional and behavioural health of looked after children	New indicator for 08/09 ²⁷	TBD	TBD

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Work with individual designated teachers to regularly assess progress of individual Looked After Children against targets and address the key barriers to their further educational improvement.	Head teacher for the Extended School for Looked After Children	Bi-annual summary of progress against target and annual (Autumn) exam result analysis.	From Sept 2009
2	Provide a personalised intervention programme for Looked After Children which	Head teacher for the Extended School for Looked	Personalised intervention programme for Looked After Children in place.	April 2009

²² Based on 2007/08 academic year for OC2 cohort

²³ All provisional pending further discussion and agreement

²⁴ The figure for this target is lower because comparative cohort sizes are lower

²⁵ Targets to be set once 09/10 results available

²⁶ Targets to be set once 09/10 results available

²⁷ New national indicator. A baseline and targets will be set once the 2008/09 result becomes available

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	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)	After Children		
3	Build capacity to deliver quality outcomes for Looked After Children through a network of designated teachers with appropriate job descriptions and suitable professional development opportunities.	Head teacher for the Extended School for Looked After Children	Completed first round of individual needs assessment with designated teachers and planned CPD in partnership with ISPS.	Easter 2009
4	Review and remodel the social care workforce to create interdisciplinary teams dedicated to providing the best support for carers; and placement stability, progression to ETE and care leaving services to Looked After Children.	Chief Officer of CYPSC	Remodel the existing social care organisation to create a 'shadow structure' for specialist Looked After Children support.	2010-2011
6	Remodel CAMHS support for Looked After Children 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.	Head of CAMHS Commissioning	Utilise experience gained from the MST pilot to create a 'shadow structure' that includes MTFC teams(s).	2010-2011
7	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 Looked After Children teams.	Deputy Director of Education Leeds	Phase the implementation of the Looked After Children Service shadow structure with the implementation of LILS strands 2 & 3.	2010-2011
8	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.	Head of Operations for C&YPSC	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	2010-2011
9	Remodel the fostering and residential services and link developments to the broader organisational change within social care so that social worker support for Looked After Children; fostering service support for carers and the work of residential workers is better integrated.	Head of Operations for C&YPSC	'Shadow' structure for Looked After Children support	2010-2011
10	Establish binding links between	Head teacher for	Remodel the existing	2010-2011

	the expanded Looked After Children Health Team and the Looked After Children Support Teams	the Extended School for Looked After Children	social care organisation to create a 'shadow structure' for specialist Looked After Children support.	
11	Continue increased investment in Looked After Children Health Team.	Director of Commissioning and Planning for Children's and Maternity Services	See above	2010-2011
12	Share electronic information and data between social care and health professionals to ensure Looked After Children receive the service defined for them and carers are more closely involved in supporting their health and wellbeing.	CYPSC and PCT	See above	2010-2011

Priority 2 – Improving attendance and reducing persistent absence from school

Ref	Introduction
1	<p>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.</p>

Targets

Ref	Target	Baseline	09/10	10/11
1	Overall attendance in secondary schools	91.7% (2007/08 ac yr)	92.5% (2008/09 ac yr) 50,000 extra schools days from baseline, 1.25 per pupil	92.9% to be confirmed (2009/10 ac yr) 75,000 extra schools days from baseline, 1.25 per pupil
2	NI 87- Persistent absence in secondary schools	7.9% (2007/08 ac yr)	7.7% (2008/09 ac yr) 125 fewer pupils from baseline	6.3% (2009/10 ac yr) 692 fewer pupils from baseline

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Agree and implement a citywide Children's Services Attendance Strategy and related action plans	Director of Integrated Children's Services	a) Plan agreed b) Good progress with implementation	a) September 2009 b) March 2010
2	Secure commitment and engagement of other services in implementation of Children's Services Attendance Strategy	Director of Integrated Children's Services	Partnership engagement secured including identification of attendance champions in each service	December 2009
3	Agree Integrated Youth Support Service's contribution to the Children's Services Attendance Strategy and develop more holistic tailored support for young people at risk in partnership with the Attendance Strategy Team	Director of Integrated Children's Services	Publication of new strategy highlights an integrated approach	September 2009
4	Provide support and challenge to targeted schools with high rates of persistent absence	Director of Integrated Children's Services	Schools meet their agreed targets.	March 2010 (end of academic year 09/10)
5	To build on the success of Attendance Champions Initiatives: <ul style="list-style-type: none"> Re-engage with the Rhino's (secondary) through the SpEEd framework Reach for the Stars (primary focus). 	Director of Integrated Children's Services	a) To secure funding for continuation and extension for successful initiatives. b) Attendance Champions initiatives in place and operating for 2009-10 academic year	a) June 2009 b) September 2009
6	Target support, monitoring, challenge and intervention to groups of vulnerable pupils who are over-represented in the persistent absence cohorts or at risk of becoming Children Missing Education	Director of Integrated Children's Services	a) Evaluate impact of targeted support b) Review CME strategy c) Track number of CME cases resolved.	a) Termly b) March 2010 c) March 2010
7	Improve availability and use of attendance data by partners at both city and local levels	Director of Integrated Children's Services	Establish expectations for 2009-10 academic year	September 2009
8	Produce publicity materials to promote the benefits of	Director of Integrated	Publications Available	October 2009

	good attendance to schools, parents, pupils and other agencies through a variety of media	Children's Services		
9	Develop more targeted and tailored curricula options for learners at risk of persistent absence	Director of Integrated Children's Services	Evaluation of existing projects	September 2009

Priority 3 – Improving early learning and primary outcomes in deprived areas

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	Baseline	09/10	10/11
1	NI 92 -Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.7 % points (2007/08 ac yr)	30 % points (2008/09 ac yr)	31.35 % points (2009/10 ac yr)
2	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at Key Stage 2	28 (2007/08 ac yr)	11 (2008/09 ac yr)	15 (2009/10 ac yr)
3	Gap between the children eligible for Free School Meals achieving Level 4 in English and maths at Key Stage 2 and their peers	24.6%pts (2007/08 ac yr)	24%pts (2008/09 ac yr)	22.8%pts (2009/10 ac yr) Equates to an additional 117 FSM entitled children achieving level 4 from baseline

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Establish an Early Years Outcome Duty Board	Director of School Improvement	Project Brief and Action Plan in place	Established
2	Recruit five Early Years Consultants	Chief Officer for Early Years and IYSS	Consultants in post	June – Sept 2009
3	Develop focused learning programmes in schools in localities of greatest disadvantage or not meeting EYFS targets	Director of School Improvement	Planned programme of interventions offered	Establish October 2009 for delivery over 2009-10 academic year
4	Embed robust Foundation Stage moderation and support to schools experiencing difficulties with the assessment of young learners	Director of School Improvement	Moderation to all schools with no or low numbers of children making good progress	April – May 2009
5	Deliver the two year old pilot	Chief Officer for Early Years and IYSS	750 two year olds at risk of social exclusion accessing free early learning	March 2010
6	Implement a range of BME focused learning programmes	Director of School Improvement	BME cohorts meet their individual and group targets.	Academic year 2009-10
7	Improve the quality of school buildings through the Primary Capital Programme	Director of School Improvement	All programmes on track.	March 2010
8	Implement the Primary Leadership Programme	Director of School Improvement	All primary schools inspected by OfSTED show satisfactory leadership with 70% having good or better good leadership	Academic year 2009-10
9	Improve support for vulnerable pupils and families through the mentoring and STEPS programmes.	Director of School Improvement	Targets for mentoring and STEPs programmes met.	March 2010
10	Improve support for vulnerable schools through the Intensive Support Programme (ISP) and stronger peer partnerships between schools	Director of School Improvement	ISP schools all meet school level targets.	Academic year 2009-10

Priority 4 – Providing places to go and things to do

Introduction				
Young people consulted about the CYPP identified this as the number one priority. Delivery is underpinned by the 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	Baseline	09/10	10/11
1	Number of Breeze Card holders	104,000	116,000	128,000
2	Number of positive activities in which Breeze Card holders participate	69,991	400,000	500,000
3	Number of children and young people involved in positive activities through the Targeted Activity Programme (TAP)	TBD by 1/05/09	TBD by 1/05/09	TBD by 1/05/09
4	NI 110 - Young people's participation in positive activities	65.9%	70% by 2011	70% by 2011
5	NI 57 -Children and young people's participation in sporting opportunities	74% (07/08 ac yr)	Target not applicable in 08/09 ac yr ²⁸	76% (09/10 ac yr)

Actions

Ref	Action	Lead Officer	Milestone	Timescale
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.	Out of School Activities Manager		Autumn 2009 and yearly increase
2	To increase access to the arts and culture for all young people	Chief Officer Libraries Arts and Heritage		May 2009
3	To increase the availability and take-up of positive activity opportunities at the weekend across the city.	Principal Youth Officer	Establishment and operation of the "Friday Night" initiative. Inclusion of Friday night youth work provision within Youth Service programmes	March 2010

²⁸ National indicator NI57 has been set subject to significant national delays in agreeing a measurable definition. An interim measure was agreed in early 2009 arriving too late to set a target for 2009. There are potential risk associated with the difference between the original intent of the indicator and the more limited focus reflected in how it is now measured.

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			Continuation of the Bang Bang Project	
4	To develop a bespoke arts space for young people in the centre of Leeds to be available 7 days a week	Chief Officer Libraries Arts and Heritage – to be confirmed		Partially open by Nov 2009. Fully open Nov 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.	Out of School Activities Manager		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.	Development and Communications Officer, Breeze		May 2009
7	To form a Sports Partnership to promote physical activity and offer a city wide delivery of sports based accredited learning.	Out of School Activities Manager		Sept 2009
8	To develop 22 outdoor play areas across the city	Chief Officer Early Years and IYSS	11 play areas developed A further 11 play areas developed	April 2010 April 2011
9	To develop a state of the art Youth Hub Centre in South Leeds and continue to develop the Youth Hub Centre Strategy.	Head of IYSS	Project management arrangements operating during 2009/10 Proposals for a city centre hub centre in conjunction with other agencies	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.	Principle Youth Officer	Introduction of five new mobile units to add to existing units	Spring 2009

Priority 5 – Raising the proportion of young people in education or work

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

Targets

Ref	Target	Baseline	09/10	10/11
1	NI117 - The proportion of young people aged 16 – 18 not in education, employment or training	9.1%	7.8%	6.8%
2	NI 45 – Young offenders engagement in suitable education, employment or training	68.2% 1,209 young people (07/08 ac yr)	TBD ²⁹	78.0%

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	To establish a new, top quality, Connexions Centre in the City Centre with extended opening hours including Saturdays. Ensure young people are able to access holistic, multi-agency support to remove barriers to engagement in EET.	Head of IYSS	1) Extended hours at current Connexions Centre 2) Partnerships established 3) New premises identified 4) New centre established	July 2009 Sept 2009 Oct 2009 April 2010
2	Work with the FE Colleges to set up flexible start, full-time education provision for young people, based on information from Connexions around the occupational preferences of young people who are NEET.	Operations Manager, Prospects	1) Initial pilots of courses starting March – May 2009 2) Evaluate programmes and identify good practice in getting young people on courses 3) Identify future opportunities for flexible start dates 4) Plan programme for 2009/10	May 2009 June 2009 Oct 2009 Oct 2009
3	To review the Connexions age range of 13-19. Through the	IYSS Manager	1) Include this requirement in new	Jan 2010

²⁹ The Youth Justice Board required the Youth Offending Service to set a target for 2010/11. An interim target for 09/10 has yet to be agreed.

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	Connexions service undertake pilot activity during Key Stage 3 to ensure young people are on the correct pathway age 14-19		contracts for 1/1/10 2) Plan programme of activity on a wedge basis from January 2010 and identify good practice in getting young people on Courses	
4	To commission additional targeted NEET activity programmes through LSC/ESF funding. Ensure programmes have clear progression routes in to mainstream learning opportunities.	Targeted Youth Support Manager	1) Agree priorities for future rounds of commissioning 2) Carry out commissioning process 3) Work being full delivered by providers	May 2009 Aug 2009 Dec 2009
5	To commission targeted Connexions support to the most vulnerable young people on a wedge basis, including Connexions mobile units. Ensuring services are delivered to engage young people in EET and support them to remain in EET.	IYSS Manager	1) Review current provision 2) Multi-agency consultation to inform specifications 3) Provision out to tender 4) New services established	Jan 2010
6	To review the ethnic and geographical make-up of the NEET cohort. Establish if there are geographic areas of the authority or communities where aspiration raising work needs to take place with families and the community.	IYSS Manager	1) Management information produced from CCIS 2) Needs analysis conducted based on data 3) Report produced with recommendations for service delivery	June 2009 Aug 2009 Sept 2009
7	To ensure the national IAG quality standards are met by all IAG providers, including learning providers, across the authority. Ensure all young people receive impartial IAG to help them find appropriate learning opportunities, with enhanced support to the most vulnerable groups of young people.	IYSS Manager	1) Establish IAG Steering Group 2) System for assessment of providers in place 3) Audit of IAG completed 4) Action plans in place to improve IAG	June 2009 Sept 2009 March 2011 March 2011
8	To review holistic Personal Adviser support available to identified groups of young people who are most at risk of becoming NEET. These groups will include: Young Carers; young people who are looked after; young people with LDD; teenage mothers; teenage fathers; young offenders; persistent absentees; young people excluded from school.	IYSS Manager	1) Management information from CCIS 2) Needs analysis conducted based on data 3) Revised programme of support in place 4) PA training delivered 5) Measures in place to assess impact of PA support by determining 'distance travelled'	Jan 2010 Jan 2010 March 2010 April 2010 April 2010
9	To ensure that the 5	Head of 14-19	1) Confederations	Jan 2010

	Confederations established in the authority have targets around reducing the number of young people NEET and clear plans to address issues, in partnership with Connexions providers. Ensure links to IYSS and TYS developments on a wedge basis.	Strategy	established 2) Priorities for confederations identified 3) Action plans in place	
10	To ensure curriculum reform, particularly the development of the Foundation Learning Tier, in Leeds means that all young people are offered an appropriate learning pathway, with progression pathway, age 14-19. Ensuring that provision is influenced by learner voice.	Head of 14-19 Strategy	1) Coherent plan for the phased implementation of new diploma lines/ functional skills/ foundation learning tier produced 2) Successful implementation of five new Diploma lines in September 09 3) Young people's views reflected in 14-19 Plan 4) Young people consulted across all 14-19 projects, initiatives and planning	Sept 2010

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Priority 6 – Reducing child poverty

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	Baseline	09/10	10/11
1	NI 116 - Proportion of children in poverty ³⁰			
2	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	29.2%	28.4%
3	NI 187a - Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	7.90% (2007/08) (SAP<35)	5.85%	4.89%
4	NI 187b - Tackling fuel poverty - % of people receiving income based benefits living in homes with high energy efficiency rating	34.59% (2007/08) (SAP>=65)	38.12%	38.85%
5	LSP-TP1E - Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6,700 (Jan - Dec 2007)	3,500	3,000
6	NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.7% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/ 10 ac yr)
7	NI 102A - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	KS2: 25.6 percentage points	24.0 percentage points (08/09 ac yr)	22.8 percentage points (09/10 ac yr)
8	NI 102B - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	KS4:32.7 percentage points	28.0 percentage points (08/09 ac yr)	24.8 percentage points (09/10 ac yr)
9	NI 112 – Under 18 conception rate (in the six wards with the highest rates)	50.4 (1998) = 641 women 48.1 (2007)	42.7	TBD
10	NI 118 - Take up of formal childcare by low-income working families	19.0% (2005/06)	TBC	TBC
11	Additional Benefits Uptake	£9.76M additional benefit take-up in 2007/8	£10.5M	TBC
12	NI 117 - 16 - 18 year olds who are not in education training or employment (NEET)	9.1% (Average of Nov, Dec, Jan 06/07)	7.8%	6.80%

³⁰ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission.

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		sample)		
13	NI 158 - % non decent council homes	22.8%	10%	5%

Actions

Ref	Action	Lead Officer	Milestones	Timescales
1	Establish a Child Poverty Strategic Outcome Group and use project management tools to drive an agreed action plan	Chief Officer for Early Years and IYSS	Board established Project brief approved	April 2009
2	Design an integrated service continuum across all partners including services to families from all LCC directorates and across levels of need	Chief Officer for Early Years and IYSS	Service response elements of LNSR completed	April 2010
3	Embed the Common Assessment Framework across children's services	Chief Officer for Early Years and IYSS	CAF as first part of assessment	Nov 2009
4	Identify a model across all elements of tackling child poverty for case working/ lead professional to personalise service responses	Chief Officer for Early Years and IYSS	Case working- teams around the child or family- in place across all services	April 2010
5	Increase budget holding to case workers and lead professional to remove the barriers to economic well-being	Chief Officer for Early Years and IYSS	Access to the Early Intervention Fund and other budget holding funds for all lead professionals and case workers	Jan 2010
6	Align the work of outreach workers to ensure that joint training and quality information delivers a seamless service	Chief Officer for Early Years and IYSS	Joint training, integrated working and information sharing is in place in all outreach teams across all wedges.	April 2010
7	Complete the Directory of Family Support Services	Chief Officer for Early Years and IYSS	A single database provides high quality information for children, young people, families and practitioners	Nov 2009
8	Deliver the East Leeds Financial Inclusion pilot	Senior Policy and Information Officer, Economic Policy Team	Financial advice including debt counselling and advocacy available through universal services in areas of significant disadvantage which are delivered in a co-ordinated way.	April 2010
9	Deliver the Tackling Worklessness pilot in the four localities identified	Head of Regeneration Policy and Planning	Appoint project staff and identify participants Construct evaluation	

			framework to identify benefits Monitor and support implementation through EASEL	
10	Increase targeted access to STEPS programme for parents	Head of Extended Services	STEPS available for those families that require it	Sept 09

Priority 7 – Reducing teenage conception

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 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	Baseline	09/10	10/11
1	NI 112 – Under 18 conception rate (in the six wards with the highest rates)	50.4 (1998)	42.7	22.7 ³¹

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Further increase senior local sponsorship and engagement of all key partners	Director of Commissioning & Planning for Children's & Maternity Services	a) Embedding of strategy in service plans b) Locality leadership teams in place in priority wards c) Joint commissioning plans in place	Oct 09 Oct 09 Oct 09
2	Improving performance management, specifically data quality, information sharing and performance	Performance Manager - Children's and Maternity	a) Performance dashboard and monitoring in place	Oct 09

³¹ This is the target given to the Council by Government Office. The most recently available data (based on 2007) shows a rate of 48.1 teenage pregnancies per 1000. Due to the time lag in producing data results for 2010 will not be available until 2012. The 09/10 target appears to be very challenging and is currently being renegotiated with Government Office.

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	reporting within each organisation and across the partnership.	Services		
3	Further implementation of communication and social marketing	Marketing Manager – Education Leeds	a) Media campaigns in place b) Social marketing within priority wards	March 10 March 10
4	Increased provision of young people focused contraception and sexual health services	NHS Leeds	a) Increased provision in schools and FE b) Service map complete c) Interagency service pathway complete	March 10 June 09 March 10
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 b) Health input embedded into YTS	March 10 March 10
6	Targeted work with at risk groups of young people, in particular the six hot spot wards, looked after children and care leavers	Development Worker Sexual Health – Children and Young People’s Social Care Teenage Pregnancy Co-ordinator – Education Leeds	a) Locality teams and champions in place b) Local services planned and commissioned	June 09 March 10
7	Put in place effective workforce training on sex and relationship issues	Education Leeds	a) Review of current training and effectiveness b) Improved training in place c) Consistent skills in children’s workforce	March 09 June 10 Oct 10
8	Increase work with parents and carers to increase their confidence in talking about sex and relationships	Early Years, NHS Leeds, Education Leeds	a) Rollout of SpeakEasy programme in priority areas b) Incorporated in STEPS programme	June 09 Oct 09
9	Increase support to teenage parents	NHS Leeds, LTHT, Education Leeds, Early Years	a) Specialist Learning mentors in Children’s Centres b) HV and MW in Children’s Centres c) FNP programme operational d) Care pathways in place	March 09 June 09 April 09 Oct 09
10	Ensure a well resourced Youth Service, with a clear remit to tackle big issues,	Youth Service	TYS in place	Oct 09

such as teenage pregnancy and young people's sexual health			
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Priority 8 – Reducing the need for children to be in care

Ref	Introduction
1	High quality universal services, integrated at the frontline, represent 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 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 where there is escalating risk.

Targets

Ref	Target	Baseline	09/10	10/11
1	LSP-HWb(i)Number of looked after children per 10,000 population of young people	83.8	67.5	59.3

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Embed the Common Assessment Framework across Children's Services	Chief Officer for Early Years and IYSS	CAF is the first point of assessment for all children with additional issues and needs	Nov 2009
2	Design an integrated service continuum across all partners	Chief Officer for Early Years and IYSS	Service response elements of Levels of Need and Service Response are: 1) agreed and published on the internet 2) in use across services	Nov 2009 April 2010
3	Increase budget holding to lead professional	Chief Officer for Early Years and IYSS	Access to the Early Intervention Fund for all lead professionals	Nov 2009
4	Complete the Directory of Family Support Services	Chief Officer for Early Years and IYSS	A single database provides high quality information for children, young people, families and practitioners	Nov 2009
5	Effectively target vulnerable young people on the edge of care	Head of Operations C&YPSC	Edge of Care and LAC segmentation reports completed Establish an adolescent cases panel to prevent young people on the edge of care becoming	April 2009 May 2009

			looked after.	
5a	Effectively target vulnerable young people on the edge of care continued....	Head of Service Delivery C&YPSC	Reduce by 30% the number of children and young people placed at home with parents on care orders	April 2010
6	Effectively commission services to focus on reducing the need for children to be looked after	Director of Commissioning and Planning for Children's and Maternity Services	C&YPSC Commissioning Framework in place Fully implement Family Group Conferences across the city	Sept 2009 April 2010
7	Learn from pilot intensive support programmes in order to fully implement evidence based best practice	Head of Transformation C&YPSC	Report on pilot evaluation Inform commission of decisions	April 2010 April 2011
6	Effectively target vulnerable children aged 0 – 5 on the edge of care through Children's Centres and Family Resource Centres	Chief Officer for Early Years and IYSS	Integrated frontline teams in place in children's centres Second senior member of staff to target more effective early intervention for younger children	April 09 May 2009
7	Focus work on young people aged 12 – 16 and their families on the edge of care through Targeted Youth Support (TYS) and other local services	Targeted Youth Support Manager	Lead Professional and Team around the child model fully operational	Nov 2009
8	Strengthen and grow the work of the parenting unit to co-ordinate services across the continuum of need	Parenting Commissioner	Robust service model for parents and family support across all levels of need	Jan 2010

Working Together Better

Priority 9 – Strengthening safeguarding

Ref	Introduction
1	Safeguarding children and young people is the first and foremost duty for all local families, communities and services. Much progress has been made over recent years through the Every Child Matters programme but recent developments such as the 'Baby P' case and the Laming Report make clear the continuing challenges for us all. Leeds faces particular challenges as shown by recent local reviews and inspection. These have highlighted some weaknesses in local services and the need to further strengthen the way services work together to help children in need. This has informed our service plan, which is formed from two main parts – firstly the transformation programme for Children and Young People's Social Care and

secondly the Business Plan of the Local Safeguarding Children Board. This is important because social care plays a vital role in safeguarding and we need to improve these services, but it is important that safeguarding is recognised as all services' responsibility and therefore our action plan needs to include work and improvement for all.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 59 - The proportion of Initial Assessments undertaken with 7 days	76.6% (early data)	85%	87%
2	OfSTED judgement on the quality of Leeds Fostering Service	Inadequate	Satisfactory	Good
3	OfSTED judgement on the quality of Leeds Private Fostering	Inadequate	Satisfactory	Good
4	The proportion of residential homes judged by OfSTED to be good or better	66%	100%	100%

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Support CAF first city development	Chief Officer for Early Years and IYSS	CAF recognised by all agencies as part of a multi-agency assessment process	November 09
2	Implement the Fostering Inspection Action Plan	Head of Operations – C&YPSC	Complete all required actions	July 09
3	Implement the Private Fostering Inspection Action Plan	Head of Operations – C&YPSC	Complete all recommendations	July 09
4	Implement existing improvement plans for residential provision	Head of Operations – C&YPSC	1) All homes to be satisfactory or better 2) All homes to be good or better	1. June 09 2. March 10
5	Implement a project to re-engineer referral pathways to social care	Head of Transformation - C&YPSC	New pathway model in place	September 09
6	Improve processes for assessment and care planning	Head of Operations – C&YPSC	New arrangements in place for: 1. S.47 investigations 2. Child Protection Plans 3. Assessments	1. June 09 2. June 09 3. June 09
7	Invest and improve capacity in key support services for	Head of Transformation	1. Additional performance management	1. September 09 2. July 09

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	Social Care	- C&YPSC	capacity in place 2. Review of ESCR completed 3. Initial Commissioning Paper completed	3. October 09
8	Invest in and improve processes for independent quality assurance to better inform the Safeguarding Board, DCS and Lead Member	Safeguarding Board Manager	1. Additional capacity in place. 2. New processes agreed by Board and DCS	1. July 09 2. November 09
9	Further strengthen capacity and processes for managing Serious Case Reviews	Safeguarding Board Manager	1. Additional capacity in place. 2. New processes agreed by Board and DCS	1. July 09 2. November 09
10	Embed and broaden the implementation of processes designed to ensure the safe recruitment, selection and management of staff who work with children and young people.	Safeguarding Board Manager	Audits reveal all key services compliant with national and local guidance	November 09
11	Develop a citywide communications programme to raise awareness and engagement in all communities	Safeguarding Board Manager	Programme in place	November 09
12	Embed safeguarding considerations in the planning, commissioning and delivery of all services for children and young people and for services which come into contact with children and young people	Safeguarding Board Manager	1. s(11) 'duty to safeguard' follow up audit of partner agencies 2. s(11) audit of Third Sector Agencies 3. Inclusion in LCC Procurement processes	1. July 09 2. November 09 3. January 10
13	Identify key themes in the deaths of children and young people judged to be preventable and make recommendations for action to reduce the number in the future.	Safeguarding Board Manager	Annual Report of the Child Death Overview Panel	January 10
14	Ensure we can evidence safe recruitment practice and compliance with regulatory regimes by embedding a recruitment process that meets	Head of Human Resources – Children's Services	1. SAP and FAB will accurately reflect the staffing structure in CYPSC	1. End of June 2009 2. End of June 2009

regulatory requirements and the needs of the service		2. A new process will be in place to control changes required in SAP and FAB following a change in the organisational structure	
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Priority 10 – Enabling integrated working

Ref	Introduction
1	Children, young people and families need services that are centred around them and focussed on meeting their needs. For some children and families additional support is needed to help them be happy, healthy, safe and successful. It is important that as much of this support as possible is provided in places children and families recognise and by people that they know and trust. To enable this to happen we need to integrate our services so they can work together better, ensuring when they need us most, children and families get the right service at the right time.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 88 - Percentage of schools providing access to extended services	65% (Sep 2008)	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Lead the development of a CAF first city	Chief Officer for Early Years and IYSS	CAF recognised by all agencies as part of a multi-agency assessment process	November 2009
2	Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together.			
2a	Adopt national eCAF, in line with government objectives.	Chief Officer for Early Years and IYSS	System in place	Completion by the end of 2010
2b	Achieve ContactPoint connectivity.	Chief Executive Education Leeds	Connectivity to be achieved by June 2009	Contact point to be embedded by December 2010
3	Implementation of an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working.			
3a	Implement a children's workforce development strategy	Locality Enabler	Strategy agreed	October 2009
3b	Provide training to support the delivery of ContactPoint, to national specifications, to	Chief Officer for Early Years and IYSS	Training programme in place and on track	November 2009


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	practitioners.			
3c	The creation of a shared approach to leadership development which will ensure clear strategic ownership of leadership development in children's services.	Locality Enabler	Agreed as part of overall children's workforce strategy	Draft model available for consultation by the end of 2009
4	Deliver a commissioning development programme, which is supported through the nationally sponsored children's commissioning support programme	Director of Commissioning and Planning, NHS Leeds	Programme on track	June 2009
5	Review the existing locality governance arrangements and new fit for purpose framework	Locality Enabler	Review complete	End of 2010
6	Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services in linking together as well as providing a more coherent continuum of intervention and support for children, young people and families in the city.	Chief Officer for Early Years and IYSS	Framework agreed	September 2009
7	Services will be commissioned to engage with the CAF.	Chief Officer for Early Years and IYSS	Compliance with CAF and ContactPoint part of all standard commissioning contracts	April 2010

Appendix C – Summary Review of progress against 2006 Priorities


This section is set to highlight a selection of successes, some ongoing areas for development and a selection of points we've learned during the period.

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 has 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 complementing 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 similar areas. The rates 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 strengthening multi-agency and LSCB arrangements for audit, assurance and commissioning to promote safeguarding 	
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 had 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, from being significantly below their peers three years ago.	
	There have been strong improvements in Leeds secondary schools with improved Ofsted inspection results, including two schools now rated as outstanding. In addressing national key 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.	

	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 delivering new school buildings.	✓
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 throughout key stage 3 and for young people at risk of limited or no qualifications is 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

<p>Successes</p>	<p>In 2008 the performance of young people eligible for free school meals 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%.</p>	
	<p>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.</p>	
	<p>Improved the quality of residential provision – all homes are now adequate, the majority good and one judged as ‘outstanding’</p>	
<p>Areas for Development</p>	<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. 	
<p>What we have learned</p>	<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. 	

Appendix D – Glossary

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

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Appendix E - Our Promises to Children, Young People and Families

We have made a number of promises to Children, Young People and Families in Leeds these are the:

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

[Once the Children and Young People's Plan is published, electronic links will be provided to online versions of these documents]

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Appendix F – Local Strategies and Analysis

Local Strategies

The action plans in Appendix B only include the most significant actions for our eight shared priorities over the next two years. More information and detail on our wider work can be found in the following documents which set out the broader agenda and work of children's services in Leeds:

- Leeds Strategic Plan
- NHS Leeds Child Health Plan
- Education Leeds 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

[Once the Children and Young People's Plan is published, electronic links will be provided to online versions of these documents]

Needs Analysis

Extensive work is undertaken by children's services and their partners to analyse need, outcomes and service performance. In addition valuable information is provided through feedback from inspectors and central government. The following links provide more information on the key elements of needs analysis that have underpinned this plan:

- Children's Services Needs Analysis
- Joint Strategic Needs Assessment
- Education Leeds Standards Report
- Common Factors Research Report
- ECM Survey Report
- Attendance Research Report
- Index of Local Child Wellbeing Report
- 2008 OfSTED Annual Performance Assessment Letter
- 2008 Joint Area Review Report
- 2008 14-19 Progress Check report

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