



Leeds
CITY COUNCIL

Originators: Adam Hewitt/Tony
Griffin/Mary Brittle
/Gary Milner

Tel: 0113 24 76940

Report of the Director of Children's Service

Scrutiny Board (Children's Services)

Date: 17th September 2009

Subject: Children's Services and the Children and Young People's Plan
Update (September 2009)

Electoral Wards Affected:

All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Background

- 1.1 The Children's Services Scrutiny Board has a well-established process of receiving regular update reports several times during its workplan year. These provide an overview of some key children's services developments and a focus on progress against one or more of the priorities from the Children and Young People's Plan.
- 1.2 These reports aim to give members: a feel for the strategic 'direction of travel' across children's services; an insight into key initiatives and developments; and a 'manageable' way of looking across the various priorities within the Children and Young People's (CYP) Plan over the course of the year.
- 1.3 Between 2007 and 2009 this process has enabled the scrutiny board to stay up-to-date on the key themes being considered across Leeds' children's trust arrangements and to consider the main activity around the majority of priorities from Leeds first Children and Young People's Plan (2006 – 2009).
- 1.4 Leeds has now finalised its new Children and Young People's Plan (2009 – 2014), which was approved by Full Council in July 2009. In the context of the new Plan the scrutiny board has requested that future update reports continue providing the brief overview as well as focusing on a specific priority from the

new Plan, but that they should also provide more information about a broader 'strategic development' within children's services.

1.5 For this report, the board has requested a focus on:

- the CYP Plan priority of reducing the number of children and young people not in education, employment or training (NEET)
And:
- the strategic development around the transfer of powers from the Learning and Skills Council to the local authority in relation to the commissioning of all 14 - 19 learning and skills provision, and 14 - 25 provision for learners with learning difficulties and disabilities.

1.6 This report therefore begins by outlining a number of important recent developments both locally and nationally, with a specific focus on work and issues relating to Ofsted's new inspection process for children's services. It then discusses work relating to the priority around reducing NEETs and finally it outlines background and progress so far in relation to the transfer of Learning and Skills Council's current responsibilities.

2.0 Launch of the new Children and Young People's Plan

2.1 As reported on several previous occasions to the Children's services Scrutiny Board, Children Leeds has been working on its new Children and Young People's Plan for 2009-14. This has now been finalised. The Plan contains some very specific priorities for immediate improvement, as well as longer-term ambitions across a range of outcome areas.

2.2 Underpinning the new Plan is a particularly strong focus on improving safeguarding and using better integrated working to deliver more effective services to children and young people. The new Plan will guide how children's services in Leeds develop in the short, medium and longer term, shaping the funding and commissioning of particular areas of work and providing a framework for the type of support to be delivered in response to the particular challenges Leeds must address.

2.3 Work is now underway to increase awareness of key messages in the Plan, including a major 'launch' event at the end of September being organised in partnership with local children and young people.

2.4 Partners across the city who work with children and young people are responsible for supporting the delivery of the Plan. The performance of Leeds' children's trust arrangements should be measured against how effectively they enable the priorities in the Plan to be delivered.

3.0 Introduction of the new CAA Ofsted inspection framework for children's services

3.1 In May 2009 Ofsted introduced a new regime for inspecting children's services across the country. The new approach replaces the previous Joint

Area Review (JAR) and Annual Performance Assessment (APA) methodology, it builds on the recent shift towards Ofsted conducting all inspections of settings and services for children and young people and it feeds into the wider Comprehensive Area Assessment (CAA).

- 3.2 Members of the Children's Services Scrutiny Board have previously been given information about the new inspection regime. In brief summary it includes:
- looking at the judgments for all local children's services and settings that have been inspected by Ofsted (for example, childminders, schools, colleges and residential homes) and using these individual inspections to establish an overall picture of how services in the local area are performing as a whole.
 - Conducting a major announced inspection looking across different services, with a particular emphasis on work relating to safeguarding and support for looked after children and young people, and also an unannounced inspection that focuses specifically on contact, referral and assessment arrangements for vulnerable children.
 - Using quarterly performance data to measure levels of improvement against key indicators.
- 3.3 The particular focus on safeguarding and services for looked after children within the new inspection regime is mirrored in the emphasis on these areas in Leeds new Children and Young People's Plan.
- 3.4 Since this new regime was introduced several key inspections have taken place in Leeds:

Unannounced inspection of contact, referral and assessment arrangements

- 3.5 In July Ofsted carried out its first unannounced inspection under the new inspection regime. Whilst the inspectors found good evidence of hands-on management in offices, found staff to be professional, helpful and welcoming and acknowledged a child-focused approach, they also raised some significant areas for concern in relation to practice. These included:
- responses to child protection referrals sometimes failing to meet statutory guidance.
 - The need for more consistency in quality assuring casework
 - The need for clearer thresholds for access to children's services
 - The need to update key procedures, including those relating to child-protection issues
- From the sample of cases they inspectors reviewed they identified a number where children had been left at potential risk of harm.
- 3.6 An immediate action plan was produced in response to these findings and work to implement this began immediately. This work has included:
- A review of all cases of potential harm or neglect received since April '09 - ensuring any concerns are addressed and identifying learning for future improvement.
 - Additional quality assurance measures put in place on current decisions to improve quality of decision-making and consistency across the city.

- New arrangements in the contact centre to help those taking calls make appropriate referrals.
 - Ensuring key guidance documents are updated and circulated to all appropriate staff.
 - A revised management structure for fieldwork teams to ensure increased capacity and expertise for quality assurance of current decisions.
 - Speeding up key aspects of transformation work in children and young people's social care (discussed in the April 2009 update report to scrutiny).
- 3.7 The new Chief Officer for Children and Young People's Social Care is holding fortnightly briefing and training sessions with staff to support this work and a programme of wider communications are in place to inform and engage the wider children's services workforce in this activity.
- 3.8 Safeguarding is a responsibility of everyone working with children and young people, so in taking forward work to address the issues raised in the unannounced inspection and improve safeguarding across the city a key determinant of effectiveness will be the ability to change aspects of practice across all areas of children's services. Key areas of work identified in the new Children and Young People's Plan to: develop wider understanding of thresholds for intervention; embed the common assessment framework (becoming a 'CAF-First' city); share information more effectively; and improve training and support to staff through workforce reform, will all contribute to this.
- 3.9 Leeds' response to the unannounced inspection should therefore be seen both in terms of the immediate and specific action taking place to address the priority areas for action and the increased effort being focused on the integrated working agenda outlined in the new children and young people's plan.

Inspection of the Fostering Service

- 3.10 Previous reports to the Scrutiny Board highlighted the challenges for the fostering service identified in its last Ofsted inspection. Ofsted re-inspected the service in July 2009 and highlighted the positive progress made. The fostering service received an overall rating of satisfactory and this included being rated as good for the 'be healthy', 'economic well-being', 'make a positive contribution' and 'enjoy and achieve' aspects of the service. An action plan has been developed so that the service continues to build on this progress, strengthen the support provided to foster carers across the city and achieve a 'good' rating overall at a future inspection.

Moving forward

- 3.11 The two inspections detailed above have been particularly important, but inspections of other services and settings are also ongoing (for example, schools and residential homes). Efforts are continuing to raise awareness of the inspection process across the workforce. This includes particular effort to prepare for a future announced inspection. Throughout the work to prepare

for and respond to this new inspection regime, emphasis is continuously being placed on using the process as a tool to identify strengths and areas for improvement, raise standards and ultimately deliver better practice and better outcomes for children, young people and families in Leeds.

4.0 National context: ongoing safeguarding focus

4.1 The inspection related issues discussed above and the safeguarding work stemming from this should be seen in the context of wider work that is ongoing particularly in response to the Laming review published earlier in 2009. A number of actions that have come from that review have important implications for and involvement from Leeds. These include:

- Leeds Involvement in the Plowden review, which was established after Lord Laming raised concerns about the potential impact of the significant increase in fees charged to Local Authorities when they commence care proceedings in court. The review looks to investigate the concern that the increases (implemented in May) would dissuade councils from applying for orders to protect children.
- Working with the Children's Workforce Development Council (CWDC) to address national concerns about the quality of training for and the supply of frontline social workers. Leeds has contributed to the CWDC Social Work Task Forces initial analysis into these issues, which has resulted so far in the "Facing up to the Task" interim report, published in July. The initial findings indicate that nationally social workers are not being sufficiently prepared by their qualification courses, have significant workloads and experience challenges in using ICT and performance management systems to support their work. Initiatives to address these issues in Leeds include partnerships with local universities and piloting a caseload weighting system for social workers to support more balanced distribution of cases.
- Taking the opportunity to fully review the ICT arrangements for recording and managing cases: Lord Laming concluded that performance indicators related to safeguarding place too much emphasis on processes and timescales. Social workers are spending significant amounts of their time updating electronic records. Part of the Government response in the last quarter has been to significantly relax its requirements around an Integrated Children's System and give authorities more freedom to develop suitable ICT arrangements. This is a timely opportunity in Leeds given the work already underway to look at the electronic social care record (ESCR) system as part of the social care transformation programme.

4.2 This is not a comprehensive summary of the various areas of work that have arisen from the Lord Laming review, but it does indicate the variety of influences and initiatives that are currently informing and shaping the safeguarding agenda. Coupled with the response to and preparations for various inspections and the different strands of the transformation programme in children and young people's social care, it shows children's services going through a critical period of development.

5.0 Progress across the children's trust arrangements

5.1 As reported previously to the Scrutiny Board, the government had indicated that during summer 2009 it would publish new statutory guidance on children's trust arrangements to help make partnerships across children's services stronger and enable those partners to take forward safeguarding work more effectively. Publication of this guidance has now been put back until spring 2010. However, Leeds is keen to use this period to start reviewing and taking forward its existing arrangements to make sure they:

- Are responsive to the changing children's services context (discussed above)
- Are able to support the aspirations and approach set out in the new children and young people's plan.
- Maintain a focus on working together to improve outcomes and target support to where it can make the greatest difference.

5.2 Consequently, work is underway to carry out a review of Leeds children's trust. The first stage of this work involves some research into the current arrangements. This will then be shared with partners at Leeds third annual children's services Governance Seminar in late September, which will bring partners together to review the effectiveness of the existing model and identify areas for improvement. The findings from the research and the seminar will be used to help Leeds trust arrangements evolve in the coming months.

5.3 In the meantime the different parts of the trust have continued their work, key aspects of which are summarised very briefly below:

The Children Leeds Partnership (CLP)

5.4 The Children Leeds Partnership held its last meeting (at the time of submitting this report) in June 2009. The Partnership received updates on and discussed a number of key developments including the new Children and Young People's Plan, the new Ofsted Inspection process and progress on integrated working. The Partnership also considered the development of the new Carers Strategy for Leeds and the outcomes of research into free school meal uptake.

5.5 The main item on the agenda was the development of the Leeds updated Housing Strategy 2009 – 2012 with specific relationship to the development of a Young People's Housing Strategy. Young people facilitated table discussions to help partners explore some of the challenges they face in accessing housing services. The outcomes of the discussion are being used to inform the young people's version of the strategy.

The Integrated Strategic Commissioning Board (ISCB)

5.6 The ISCB last met in late June. In line with its regular practice of paying focused attention to a particular priority from the Children and Young People's Plan, it considered work to raise school attendance and identified a number of

ways that partners could support schools on this issue. The Board also considered the Breeze Youth Promise and discussed the progress being made in providing places to go and things to do across the city. The Board are to re-visit the promise in future to identify those aspects of it that are and are not being delivered effectively. The Board continued its focus on developing effective commissioning practice across the city and will maintain this focus over the coming months.

The Leeds Safeguarding Children Board (LSCB)

- 5.7 The Leeds Safeguarding Children Board last met in July. As well as conducting its standard business the Board received a number of updates, including the new children's services inspection process and the Private Fostering Service's Annual Report. The Board also discussed participation work being supported by The Project to explore ways in which young people can participate and contribute to the Safeguarding Board. Young people provided a different perspective on what they see as safeguarding issues, focusing particularly on bullying. They also emphasised the need for work to make the LSCB website young people friendly. The Board will work with the third sector in the future to engage with vulnerable young people and ensure that their voices can also be heard.
- 5.8 The recent unannounced inspection has presented challenges in terms of the role of the LSCB and specifically the question of whether it should play a clearer quality assurance function. A review is being conducted of the Board's current work and capacity with a view to re-focusing its efforts where necessary to increase its impact on improving practice.

Summary

- 5.9 Children's Services is going through an important period of development. Responding to the specific findings of inspections and developing an ongoing state of inspection 'readiness' across all aspects of children's services has become a key feature of how standards are raised and outcomes ultimately improved. As well as very specific actions to achieve this, wider changes, taken forward through the delivery of the new Children and Young People's Plan will build on the strong partnerships Leeds has established to deliver improved ways of working. The work of the different aspects of the children's trust arrangements and the review Leeds is conducting of these arrangements, will support this to ensure that across children's services, work in Leeds maintains a constant focus on shaping services around children and young people to meet their needs.
- 5.10 The report now turns to focusing on a specific priority in the new Children and Young People's Plan and then to a key strategic development as requested by members of the Board. Taken together, the work to reduce the number of young people in Leeds who are NEET and the transfer of powers from the LSC to the local authority will give young people in Leeds more opportunities, choices and better prospects in full time education and beyond.

6.0 Progress against a CYP Plan Priority: Reducing the number of young people not in education, employment or training (NEET)

Why is this a priority for Leeds?

- 6.1 The number of young people who are NEET in Leeds has not reduced significantly over the past 4 years. This means the DCSF target of 6.8% in January 2011 is a significant challenge for the local authority and its partners. The percentage of young people who are NEET is higher than many of Leeds statistical neighbours and higher than all but two other core cities (Manchester and Liverpool). Leeds has also had particular challenges in recent years around the number of young people whose status is 'not known', which in 2008/09 was higher than all statistical neighbours and core cities.
- 6.2 Reducing NEET numbers is crucial not just because of the direct benefits this can have for the young person themselves in terms of self-confidence and achieving greater economic independence, but also because it deters those young people from getting involved in a variety of other areas of potentially negative, or disruptive behaviour. It also benefits the overall economic and social prosperity of the city.
- 6.3 It is a particularly timely point to consider work in this area, partly because of the increased national focus on NEETs in view of the recession (although indications are that the recession specifically has not had a significant negative impact on the number of young people, age 16-18, who are NEET in Leeds) and also because of the recent change in provider of Connexions services, which offers new opportunities and approaches to address the issue.

The work of Prospects in Leeds

- 6.4 In April 2009 Prospects became the main Connexions provider in Leeds. Prospects are working to the specification developed by the local authority for the delivery of the universal Connexions service and for specialist input for young people with learning difficulties and disabilities. Prospects are represented on the Integrated Youth Support Service (IYSS) leadership team, helping to strengthen the partnership approach to reducing NEET numbers.
- 6.5 Since starting their work Prospects has undertaken a full review to identify developments needed in the service. A restructure of the organisation is helping to improve the accountability of managers for their specific service delivery areas, giving them better opportunities to deliver an improved service and associated outcomes. Accountability for reducing the number of young people who are NEET is being incorporated into key job descriptions.
- 6.6 The second phase of Connexions commissioning has now been completed. This is the commissioning of the intensive support services for young people in schools and colleges and young people who are NEET. There will, in consequence, be changes to some suppliers and delivery from January 2010. This will improve the local ownership and leadership around reducing the

number of young people who are NEET, with better co-ordination of Connexions service delivery.

Current Activity:

Specific focus on reducing the 'not known' numbers

- 6.7 In view of the particular issues in Leeds around the high numbers of young people whose destination is 'not known', focused work is being undertaken to reduce this figure. Prospects are using an agency for some immediate intense work to phone young people and clarify their activity. New tracking guidelines have been produced for all Connexions providers to ensure they are tracking young people appropriately.

Improved Data Inputting

- 6.8 Since April 2009 all Connexions providers have been inputting on the same database, Insight. Previously two databases had been used to record Connexions activity. This means that the IYSS is now able to use this single database to produce data that will inform the planning of service delivery. Reports are being written to analyse the cohort of young people who are NEET, looking at the common factors in the cohort and the geographical spread of these young people. This will allow for the targeting of services and will also be compared with other data on risk factors for NEET to identify where services are successful in reducing the number of young people NEET.

Delivering the September Guarantee

- 6.9 The September Guarantee is the guarantee of an offer of a place in learning for young people. Last year the guarantee applied to all Year 11 leavers and distinct groups of 17 year olds. This year the guarantee is for all Year 11 leavers and 17 year olds. This means the Connexions service is better able to identify gaps in the learning provision that young people want to access. This information is being used to work with the Learning and Skills Council to influence the provision available. The process has also enhanced information sharing between the schools and colleges around the offers of course places made to young people. Some concerns were expressed by the DCSF over the number of young people whose status against the guarantee was not recorded in July. This was due to changes in the database that took place in April, causing delays in the recording of information. Measures have been put in place to remedy that situation and the number of young people whose status is not recorded has fallen significantly during August.
- 6.10 Work is also being undertaken with Further Education colleges to ensure courses with start dates other than September are available to young people. This will reduce the number of young people having to wait for college courses to be available in September. A small pilot took place over the past year where Colleges offered a limited number of courses, the vocational areas in which courses were offered were chosen based on information from Connexions on young people's occupational preferences.

- 6.11 A review of the programmes offered, and the systems to get young people on to appropriate courses, is taking place to identify improvements that can be made. This review is indicating a need to look at the range of personal development opportunities and flexible courses on offer to young people, not just from the colleges, in order to ensure a more co-ordinated approach to the delivery of programmes to young people and to ensure an holistic offer is in place for young people.

Information, Advice and Guidance

- 6.12 Work is being undertaken to ensure that the National IAG (Information, Advice and Guidance) standards, published in autumn 2007, are being met locally. Prospects have appointed an IAG Co-ordinator to lead the quality assurance of careers education and IAG delivery across all learning providers. The Co-ordinator will work through IAG networks that are being established at a wedge level. This will ensure that all young people are able to receive impartial IAG to assist them in making decisions about the appropriate route for them to take. The local networks will also enable partners to identified young people who require intensive and targeted support and ensure that support is delivered.

Leeds Pathways

- 6.13 Leeds Pathways, the area prospectus for Leeds, enables young people and workers to access information about the learning opportunities available to young people in one place. An online common application process allows young people to apply easily to the range of school and college provision. Connexions PAs have a full view of young people's applications and can target support to young people who haven't made applications or whose applications are unsuccessful or inappropriate. The common application process has been used by 23 high schools, in 2009/10 it will be used by all the high schools in Leeds. Further development of Leeds Pathways is being undertaken so that it will capture the range of specialist provision, such as personal development opportunities and flexible start courses, available to young people who are NEET.

Looking ahead

- 6.14 Throughout the past 5 years the number of young people who progress in to learning after completing Year 11 has risen every year. However, this is not translating in to a reduction in the number of young people NEET. This means there is a significant issue around the number of young people age 17 and 18 who are retained in learning. Understanding the reasons behind this and taking appropriate actions will be a priority for Leeds over the next year.
- 6.15 There is a need to develop local ownership of the issue of young people NEET at a wedge level, with appropriate structures to plan and review progress. There is also a need to build IAG communication, planning and accountability structures within the Children Leeds locality partnerships,

building on existing good practice and developing forward planning structures which include all local stakeholders including head teachers, connexions providers, VCSF, and Social Care, ensuring a consistency in the quality of service across the city through the implementation of quality processes.

- 6.16 Work is also needed to develop a coordinated 13–19 (25) learning and support plan and associated governance arrangements which will bring together the current IYSS planning processes with the 14-19 planning processes to ensure holistic delivery to young people.
- 6.17 The local authority taking responsibility for 16-19 funding from the LSC, from April 2010 (discussed below) will bring the opportunity to review post 16 commissioning in order to ensure sufficient and appropriate provision.

7.0 Transfer of powers from the LSC to the local authority

- 7.1 From April 2010 when the Learning and Skills Council (LSC) is dissolved Local Authorities will be responsible for the strategic commissioning of all 14 - 19 learning and skills provision, and 14 - 25 provision for learners with learning difficulties and disabilities via local Children's Trusts. This transfer of responsibilities from the LSC is accompanied by a transfer of staff.
- 7.2 Local authorities have to work collaboratively with one another both sub-regionally and regionally. Proposals outlining how we and our partner local authorities in the West Yorkshire sub-region intend to work together have been submitted to Government Office. Work is currently underway on the development of the Memorandum of Understanding and detailed policies, procedures and governance arrangements that will underpin sub-regional working.
- 7.3 There are also three new national agencies associated with this work. The Skills Funding Agency (SFA) responsible for funding adult learners and Apprenticeships; the Young People's Learning Agency (YPLA) through which 16-19 funding will be channeled; and responsibility for Apprenticeship funding, which will lie with a National Apprenticeship Service that is part of the SFA.
- 7.4 The Leeds 14-19 Plan will be at the heart of the commissioning process in future, to help ensure more learners achieve better outcomes and the more efficient and effective use of available resources.
- 7.5 No single institution can deliver all of the 14-19 learning pathways. We are seeking to develop a more responsive, locally based collaborative approach to the planning and delivery of learning provision and services in Leeds. This new way of working was reflected in the confederation level approach we took this year to the planning and funding discussions with schools. It is envisaged that through this approach we can start to see further collaborative working between schools, colleges, and other providers that will lead to improved quality of provision and ensure the long-term viability and sustainability of provision.

- 7.6 A number of reports have been submitted to Executive Board over the past year associated with the transfer of responsibilities from the LSC.

Sub regional/regional collaborations

- 7.7 Leeds is part of the West Yorkshire sub-region with Bradford, Calderdale, Kirklees and Wakefield. This is based on the 16-18 travel to learn patterns across these Local Authorities. Due to the high volume of learner movement across the Leeds border a close working relationship with the other three sub-regions in Yorkshire and Humber will also be essential.
- 7.8 Work around the transfer of responsibilities is being led by a West Yorkshire sub-regional group that includes the Directors of Children's Services and the lead 14-19 officers from the local authorities and meetings with LSC and Government Office representatives. The work is coordinated through a detailed action plan and supported by a series of task and finish groups involving a wide range of specialist staff from across the five LAs.
- 7.9 The key objective, shared by all Authorities in the sub-region, is to enable the formal commissioning cycle of work to be discharged efficiently through undertaking the strategic commissioning work well at Local Authority level, so that there is little 'unfinished business' which requires sub-regional resolution.
- 7.10 It is also recognised that there will need to be linkage to other regional structures – notably the City Region developments. There will be a Regional Planning Group in the new arrangements. Its role will be to advise on the final alignment of resources to support commissioning plans and any measures needed to align available resources and the level of commitments requested in Plans. It will also assess alignment with regional skills and economic needs. The YPLA will support the Regional Planning Group (RPG).

The local planning and funding of provision

- 7.11 Through the 14-19 (25) Plan and Local Area Statement of Need; schools, FE colleges and other providers will be supplied with the agreed commissioning priorities and strategic analysis of provision in Leeds including detailed data relating to enrolments, success rates and progression for all programmes delivered in Leeds.
- 7.12 Schools, FE Colleges and other providers will come together with the local authority at a confederation level to share their delivery plans as part of an open and transparent process. There will be the opportunity for providers to engage in a constructive and supportive dialogue with each other to explore opportunities for collaboration and assess the robustness of proposals.
- 7.13 Draft delivery plans developed through this process will be brought together to form a draft Commissioning Plan for the city. These plans will then be subject to further scrutiny by the Leeds 14-19 Strategy Group and ISCB, and the Sub-regional Group. Commissioning Plans will then go to the Regional Planning

Group for endorsement before finally going to the Young People's Learning Agency for approval of the funding to support the Plans.

- 7.14 The allocation of post 16 funding is to a large extent the local implementation of a national system. Funding rates for each programme are set nationally. Due to the limitations that will continue to exist around the quantum of funding available nationally to support the delivery of post 16 provision, it is highly unlikely that sufficient funding will be available to fully support any in-year growth in enrolments.
- 7.15 The 2008-9 business cycle for post-16 funding has been led by the LSC, working closely with key officers from authorities. However, for the 2009-10 business cycle local authorities will lead the process, with the LSC acting in a supporting role. The commissioning cycle is summarised in appendix 1.

The Transfer of Staff from the LSC

- 7.16 To help support the new work to be undertaken by the local authority, the DCSF have proposed that 12 staff will transfer from the LSC to Leeds. The allocation of staff to Leeds is significantly more than other local authorities in the sub-region/region in recognition of the size and complexity of post 16 delivery in Leeds. Ten of the 12 staff have been confirmed and work is currently underway to recruit the remaining two staff.
- 7.17 The staff will not officially transfer to the local authority until April 2010, however shadowing arrangements are due to commence from September 2009. This will involve many of the staff spending an increasing part of their working week in Leeds between now and April 2010. The staff covering operational work aligned with the 14-19 work already undertaken by the authority via the contact with Education Leeds will work alongside the Education Leeds 14-19 team. Staff engaged in key strategic commissioning work will be based within the Director of Children's Services Unit.

Local Management of the Process

- 7.18 A key group of Education Leeds and local authority staff are meeting on a regular basis to ensure the efficient and effective transfer of responsibilities and staff to Leeds.

8.0 Conclusion

- 8.1 In responding to the new CAA Ofsted inspection framework and particularly the outcomes from the recent unannounced inspection, this is an important period of rapid development across children's services. The launch of the new Children and Young People's Plan provides a framework to deliver the change needed, supported by the children's trust arrangements. In focusing on the issue of young people who are NEET in Leeds and the transfer of powers from the LSC, this report has also highlighted the breadth of the children's services agenda and the importance of simultaneously taking forward change and improvement across a number of key outcome areas so

as to make a positive impact on the many challenges facing children and young people in Leeds.

9.0 Background Papers

- *The Leeds Children and Young People's Plan 2009-14*
- *Children's Services and the Children and Young people's Plan Priorities Update (April 2009) – report to the 1st April 2009 Children's Services Scrutiny Board*
- *Machinery of Government Changes and 14-19 Commissioning Arrangements: Leeds/Sub-Regional Proposals – report to the 17th June 2009 Executive Board*
- *A Partnership Approach to the Planning, Funding and Delivery of 14-19 (25) Provision in Leeds – report to 22nd July 2009 Executive Board*

**Appendix 1
Leeds/West Yorkshire 16/19 (25) Commissioning**

