



Leeds
CITY COUNCIL

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Report of the Director of Children's Services

Children's Services Scrutiny Board

19th May 2011

Children and Young People's Plan Update Report

Electoral Wards Affected:

All wards

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Background

- 1.1 The Children's Services Scrutiny Board during consideration of the Draft Children and Young People's Plan 2011-15 asked to see the final version of plan as approved by the Children's Trust Board.
- 1.2 The final version of the CYPP 2011-15 is attached at appendix one. This includes a commitment to making rapid progress against the 3 "obsession indicators": reducing the number of looked after children; reducing the number of young people not in education, employment or training; and, improving school attendance.
- 1.3 The three obsession indicators are the main focus of the city wide priority plan for children and young people which is one of five city priority plans. The five plans are owned by the respective partnership boards.
 - Children's Trust Board (CTB)
 - Safer and Stronger Communities Board
 - Sustainable Economy and Culture Board
 - Regeneration Board
 - Health and Well Being Board

- 1.4 The wider Children and young people's plan is based around 5 outcomes, 11 priorities and 15 key indicators, including the 3 obsession indicators, see page 6 of the CYPP 2011-15. This framework in the context of the vision to have a child friendly city and minimise the effects of poverty on children and families is the CTB's agreed, shared response to improving outcomes for children and young people. It also represents the CTB contribution to the wider city vision- "*By 2030 Leeds is the best city in Britain.*"
- 1.5 The CYPP includes initial action plans for the 3 obsessions. These highlight a small number of key partnership actions designed to maximise impact. Regular report cards will describe progress against all 11 priorities and 15 indicators, and there will also be regular reports on the overall vision for a child friendly city and the cross cutting theme of minimising the effects of child poverty. Ensuring that the links between the five plans are fully articulated and equality issues addressed where appropriate will be incorporated into action plan updates and detailed service plans as soon as the full detail of all the city wide priority plans is available.
- 1.6 Outcomes based accountability (OBA) applied at cluster level will be used as the main method of driving the delivery of CYPP priorities. A roll out plan for delivering OBA workshops on the 3 obsession indicators in localities across the city has been agreed. A team of 36 people has received further, intensive OBA training and will drive the implementation of the programme across the city.
- 1.7 Leeds City Council leads and CTB sponsors have been agreed to take forward work on the CYPP priorities. Governance arrangements will be established through a regular cycle of meetings between leads and sponsors and through groups such as the 11-19 (25) Learning and support partnership, the Leeds Safeguarding Children Board, the CTB sub group for Performance management and planning, and the Council's Children's services scrutiny committee.
- 1.8 An Equality, Diversity, Cohesion and Integration Screening form (using the LCC paperwork) is attached at appendix 2. This suggests that the CYPP framework of outcomes, priorities and indicators addresses equality, diversity and integration issues but that further periodic audits will be required to ensure that service and team plans underpinning the CYPP adequately reflect equality, diversity and integration issues. The LCC equalities team has agreed to carry out a composite assessment looking across the five city wide priority plans.

2.0 Main Issues

- 2.1 The CTB will receive detailed reports on each obsession in turn at their next three meetings.
- reducing the number of looked after children- June CTB
 - reducing the number of young people not in education, employment or training- July CTB
 - improving school attendance- September CTB

- 2.2 At the September meeting the CTB will also receive report cards against each of the 15 key indicators. These will be updated as part of the regular cycle of monitoring and evaluation. The Child friendly city programme and child poverty strategy will also be the subject of regular scrutiny by the CTB. It is proposed that the CFC programme is the subject of a further report at the June CTB and the child poverty strategy at the July CTB.
- 2.3 The role of Children's services leadership team (CSLT) leads and sponsors was agreed at the last meeting of the CTB. The role of the CTB sponsor is to work with the CSLT lead to
- celebrate achievements
 - maximise the resources available to tackle the priority
 - secure the commitment of partners to progressing the priority
 - ensure that partnership activity takes account of the priority
 - promote the importance of the priority
 - identify and tackle barriers to progress
 - contribute to rapid progress on the 3 obsessions
 - review, scrutinise and challenge progress
- 2.4 The CSLT lead for the priority would have lead responsibility for the activity summarised in 2.3 and would also work with the performance management leads to develop:
- cross service and agency action planning and evaluation of progress
 - regular report cards detailing progress
 - make sure that work on the priorities is reflected in the relevant service and team plans
 - make sure that OBA is embedded as a means to driving improvement in the priority area
- 2.5 The final round of consultation raised a number of issues which have been reflected in the final version of the CYPP. The major areas are summarised below:
- Include number of apprenticeships as a key indicator to provide a measure of non vocational achievement and facilitate the engagement of the business and post 16 learning communities.
 - Cross refer to other important plans that support the 5 outcomes, 11 priorities and 15 key indicators, eg. Infant Mortality action plan, actions plans for mental health and emotional health and well being, the Leeds Safeguarding Children Board action plan. (NB. As the various city priority plans are at different stages of development, the current version of the CYPP does not fully reflect links across plans. An audit of supporting plans and plan links will be carried out as soon as practical)
 - Reflect impact of increased demand for social care services on a range of health services such as school nursing, health visiting, mental health, emotional health and well being. Enhance reference to poor health outcomes in the what is it like growing up in Leeds section.

- The what is it like growing up in Leeds section is a summary of the needs analysis of therefore focuses on need and vulnerability but it should recognise some positives where possible.
- Numbers and percentages to be included in key indicator baselines where appropriate and possible.

- 2.6 The CYPP has been developed following consultation with children and young people, parents and carers, and CTB workshops. Officers from across the partnership have been involved in the consultation.
- 2.7 Outcomes based accountability (OBA) is being used as a means to drive forward the delivery of CYPP priorities across the partnership. Initial workshops were held in January and a further intensive 2 day course was delivered on March 22 and 23. The 36 people trained will form a multi agency action learning group who will facilitate OBA sessions, train others and take collective responsibility for driving the programme forward.
- 2.8 OBA is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. The method takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach and reporting based on OBA principles takes partners through the following stages:
- What progress are we making against the agreed partnership outcomes and indicators?
 - What is the baseline position against the key indicators, is this OK, where do we want to be, what is the performance curve we want to turn?
 - What are the causes of the trends and the issues lying behind them?
 - What are the information requirements?
 - Who are the key partners, and how can we work together to produce a practical action plan that will improve outcomes for children and young people?

3.0 Implications for Council Policy and Governance

- 3.1 The CYPP provides the essential framework for the management and delivery of children’s services across the city. The city wide planning framework integrates service and resource planning, and provides appropriate governance through the key Council and partner officer and member groups.
- 3.2 The CTB is responsible for developing and monitoring the delivery of the CYPP which is one of the five City priority plans. Consideration is being given to the management of cross cutting priorities and the relationships between the five plans. Arrangements for doing this are included in the city wide timeline for producing and agreeing the 5 city priority plans. The initial CYPP action plans included in the CYPP document will require amendments depending on the outcomes of discussions on the links between plans.

- 3.3 An Equality, Diversity, Cohesion and Integration Screening form is attached at appendix 2. This suggests that the CYPP framework of outcomes, priorities and indicators addresses equality, diversity and integration issues but that further periodic audits will be required to ensure that service and team plans underpinning the CYPP adequately reflect these issues. The LCC equalities team will carry out a composite assessment looking across the 5 city priority plans.

4.0 Legal and Resource Implications

- 4.1 The CTB is developing a joint financial and investment plan to enable the delivery of the Children and Young People's Plan with an initial focus on the priority of 'helping children to live in safe and supportive families'. This means that partners will align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency.
- 4.2 An important element of the Children's services budget is LCC's decision to protect the services that support the most vulnerable children by recognising demand pressures such as the number of referrals to social care, increasing numbers of children with a child protection plan and the increasing numbers looked after in the care system. The budget 2011/12 budget provides additional funding of £11.2m to meet demand pressures.

5.0 Conclusions

- 5.1 The framework of outcomes, priorities and indicators at the core of the CYPP 2011-15 have wide support across the Children Leeds partnership. There is a real commitment to working together to make progress against the shared priorities, particularly to improving outcomes for some of our most vulnerable children and young people, and making rapid progress against the obsession indicators.
- 5.2 Scrutiny Board are asked to contribute to the delivery of the CYPP and the effective evaluation of progress by receiving and debating regular update reports; by using the framework of CYPP outcomes, priorities and indicators to commission work on children's services in Leeds; and, by using contribution to delivering the CYPP 2011-15 as a key criterion in their scrutiny of all issues relating to children and young people in Leeds.

Background Documents

- Appendix 1: Children and young people's plan 2011-15
Appendix 2: Equality, Diversity Cohesion & Integration Screening