

Children and Young People's Plan 2006 - 2009

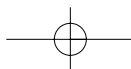
Reviewed 2008



City of Bradford Metropolitan District Council ● Education Bradford ● Community and Voluntary Sector
Bradford and Airedale Teaching Primary Care Trust and Bradford Hospital Trusts
Learning and Skills Council ● Youth Offending Team ● Careers Bradford



Education Bradford



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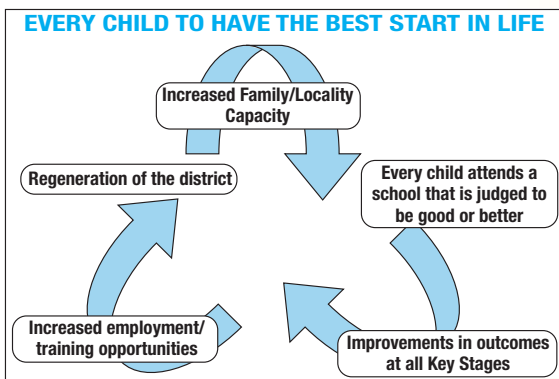
Foreword

Welcome to the second review of the District's Children and Young People's Plan 2006-2009 which describes how children and young people's services work on behalf of the growing young population of the District. The plan complements the high level principles and objectives set out in the Department for Children Schools and Families (DCSF) National Children's Plan which places schools at the heart of communities.

As a Children's Trust we are committed to our vision for children's services in the District by which every child and young person is supported to have the best start in life and is given active help and encouragement towards achieving the five outcomes identified in the Every Child Matters (ECM) Agenda:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The cycle below describes the key steps in the journey towards achieving this vision.



This continuous cycle of improvement aims to provide clear support for parents and carers and helps ensure that children grow up happy, active and safe, and fulfil their potential in preparation for a creative and engaged adulthood, contributing to the well-being of communities. This comes full circle to allow parents and local communities to be increasingly engaged in decision-making and able to ensure that the range of services offered to their children represents genuine choice and is amongst the best in the country. We remain dedicated to our aspiration for our schools to be in the top 20 per cent nationally over the next ten years and this year has seen progress towards achieving that aim. We believe the passport to economic and social success in adulthood, which we are supporting through a strong focus on educational achievement, is vital to the future well-being of our children. We are

supporting the development of a high quality education system as one where schools and colleges work together with partners to address all of a child's needs by integrating key aspects of the wider services to children and young people.

We strongly support the DCSF's strengthened regulations "Children's Trust – statutory guidance on inter-agency cooperation to improve the well-being of children, young people and their families" published in 2008. The requirement to have schools fully involved in Children's Trust arrangements is already established in the District. As a Children's Trust we are taking collective ownership for challenging and supporting schools that are underperforming.

The Big Idea which all partners are committed to remains: "local joined up services focussed on prevention". The Council and its partners work together to improve the life chances for all children. Some children sometimes need more attention. We have continued to direct support to children when they are vulnerable and provide this support at the earliest opportunity and at the earliest age. We have a preventative framework to enable services to intervene early at the point where things first start to go wrong. We can then identify and respond to risk factors, build in protective measures and support children and young people to develop resilience.

The 2008 Joint Area Review (JAR) inspection of services to children and young people judged our ambitions for children and young people as good. It acknowledged that our plan correctly focussed on raising educational attainment and delivering local, joined-up preventative services. It judged many of our services to be good with some excellent. This plan outlines the step changes we will make to further improve outcomes for children and young people.

Young people are our future and the District's growing young population is one of our greatest assets. We aim to help all children and young people to achieve their potential, enjoy their lives and at the same time make the best of this great asset for the benefit of the whole community.

We look forward to working with you all on this.



Colin Gill
Cllr Colin Gill,
Portfolio Holder for
Children's Services



Kath Tunstall
Kath Tunstall,
Strategic Director of Services
for Children and Young People

Section 1

Executive Summary

How This Plan Was Produced

Following extensive consultation, the District's first Children and Young People's Plan (CYPP) covering 2006-2009 was produced in April 2006 addressing the views of a wide range of individuals and organisations in both the statutory, voluntary and independent sectors. Any action taken in response to the views of children and young people is reported back regularly to them.

The Local Authority is expected to involve and consult with all key partners, especially children and young people, in the development and review of the Plan.

A range of groups contributed to the review of the Plan via structured meetings and an on-line questionnaire. We are now planning a significant consultation programme to produce our next Children and Young People's Plan which will be in place from April 2009.

Children and Young People's Plan

The Children Act 2004 requires that each local authority has a Children and Young People's Plan as a single overarching plan for the Council and its partners to work together on improving outcomes for children and young people.

The Plan is reviewed each year, in order to determine how well we are doing to deliver the priorities of the Plan and if necessary make changes. This year's review takes into account new developments that have impacted on outcomes for children and young people.

The Plan replaced a number of statutory and non-statutory plans, although agencies retain key elements of these as operational business plans. The Children and Young People's Plan and the plans of partner agencies such as schools, Health and Police must be consistent with each other. The Plan must set out the Children's Trust arrangements of the Council and its partners; a vision for children and young people; planned improvements based on an ongoing comprehensive needs analysis; deployment of resources; a workforce strategy; and performance management arrangements.

The Plan describes the agreed vision of the Council and its partners and how they work together through Children's Trust arrangements. A further analysis of needs in the District has helped reshape the priorities which this Plan will address and describes how the Council and its strategic partners will work together to implement the Big Idea of Local joined up services focused on prevention.

The Children Act 2004 and Every Child Matters

The Children Act 2004 and the Every Child Matters strategy aim to strengthen and improve services and improve outcomes for all children and young people but particularly the most disadvantaged. Emphasis must be given on early intervention and prevention, recognising and tackling needs or difficulties at an early stage before they become bigger.

The National Service Framework for Children, Young People and Maternity Services sets out priorities for health, social care and other partners, which are consistent with Every Child Matters and demonstrate a broad consensus on the way forward.

National Children's Plan Objectives

The national DCSF Children's Plan (2008) sets out a number of high level principles and objectives which consolidates the ECM agenda and provides the impetus for joint action on delivery. The DCSF published its Children's Plan in early 2008 and has the following key objectives:

- To secure the health and well-being of children and young people
- To safeguard the young and vulnerable
- To achieve world-class standards
- To close the gap in educational achievement for children from disadvantaged backgrounds
- To ensure young people are participating and achieving their potential to 18 and beyond
- To keep children and young people on the path to success.

This Plan is the Partnership's response to these objectives. The Plan also aims to support the health priorities of the National Service Framework. Both of these are explained more fully in Sections 3 and 4.

Duty to cooperate

The Children Act 2004 imposes "a duty to cooperate" on all agencies delivering children's services. The Children's Trust arrangements are the means whereby the Council and its strategic partners work jointly to improve the well-being of children and young people. These revised arrangements are described in Section 5.

Local Safeguarding Children Board

Every Child Matters emphasises safeguarding and promoting the welfare of all children and young people. Local authorities must establish a Local Safeguarding Children Board (LSCB) to build on the work of the previous Area Child Protection Committees, with enhanced responsibilities to monitor and evaluate safeguarding and promote child welfare across all agencies. The Bradford LSCB was set up in April 2006.

Vision

The Children and Young People's Strategic Partnership's Vision for children and young people is that:

- Every child and young person will enjoy living in the District and will achieve as much as they can as they grow up and develop

and

- We will work together to make the District a place where children and young people from all communities and backgrounds have opportunities to improve and enjoy their lives

Within this is the five year vision of the Council's Directorate of Services for Children and Young People: for every one of our children to have the best possible start in life. The Partnership's vision is expressed more fully in Section 2.

The Big Idea

The Partnership is fully committed to the Big Idea of Local joined up services focused on prevention. Children's services in the District are provided locally wherever possible and organised around the needs of the child or young person rather than professional or existing agency boundaries. This requires practitioners to use common approaches and processes and share information. These arrangements are described in Sections 9 and 10.

Children's Trust Arrangements

Bradford's Children's Trust arrangements, the Children and Young People's Strategic Partnership, is led by the Champions for Children Board, which sets the strategic direction for children's services in the District. The Board is chaired by the Portfolio Holder for Children's Services, and includes other elected members, non-executive directors of the agencies under the "duty to cooperate", young people, governors and parents.

The Board has a Children and Young People's Partnership Group (CYPPG), comprised of senior officers from across agencies, chaired by the Strategic Director of Services for Children and Young People. Members work together to deliver the strategy and the priorities of the Children and Young People's Plan. A Joint Commissioning Framework enables joint planning, performance management and aligning of budgets around priorities. These arrangements are described in Section 5.

Priorities

The Children and Young People's Plan priorities are consistent with and complement the 3 key overarching transformational priorities set out in the new Sustainable Community Strategy – The Big Plan (2008 – 2011) and the Local Area Agreement that runs alongside it, they are:

- Improving educational outcomes to prepare people for an active and prosperous life.
- Improving skills at all levels to meet the needs of business and to build a knowledge economy.
- Regenerating the city and our major towns to create the opportunities and impetus for sustained economic growth.

A comprehensive analysis of needs across the District informed and established the priorities for the Children and Young People's Plan, which are contained within the Sustainable Community Strategy. These were agreed on the basis of where the greatest impact can clearly be made by all agencies working collaboratively. The priorities are set out below:

Be Healthy: Help every child be happy and resilient, feel good about themselves and have someone to talk to they can trust

Stay Safe: All children and young people feel safe at home and in their community

Enjoy and Achieve: Improve education outcomes: every learner can enjoy school life to the full and achieve their full potential

Make a Positive Contribution: The contribution of children and young people is recognised and appreciated by everyone

Achieve Economic Well-being: Create a highly motivated and well educated young workforce to support successful regeneration

The Vision Statement and new priorities are reflected in the plans and strategies of all the agencies which make up the Children and Young People's Strategic Partnership and in those of all other partners who contribute to delivery of the Children and Young People's Plan.

Section 2

Vision for Services to children and young people in the Bradford District

The Children and Young People's Strategic Partnership, after consulting widely on a vision for services for children and young people, agreed the following pledge:

- Every child and young person will enjoy living in the District and will achieve as much as they can as they grow up and develop.
- We will work together to make the District a place where children and young people from all communities and backgrounds feel safe and have opportunities to improve and enjoy their lives.

We will do this by:

- Ensuring that the services all children and young people use - schools, healthcare and leisure, are the best possible we can provide
- Providing fun, play and leisure activities to enrich the experience of children and young people based on what they tell us they enjoy
- Working more closely together, so that children and young people can quickly get support, tailored to their needs and close to their home or school
- Ensuring that everyone who works with children and young people understands how to keep them safe and when to share information if they have concerns
- Focusing our efforts on acting early to prevent small difficulties becoming much bigger
- Listening to children, young people and their families and using their views to improve the services we provide for them
- Striving to make all services provided in the Bradford District excellent.

Shared Principles

Children's Trust arrangements bring together different agencies each with a distinctive culture and ethos. The partners must agree to deliver services in accordance with commonly agreed principles, based on equity and putting children and young people first.

The Children and Young People's Strategic Partnership agreed the following principles in order to achieve their stated vision:

Our services for children and young people will:

- Be centred on the needs of children and young people
- Listen and respond to children, young people and their families
- Empower children and young people to contribute to shaping services
- Focus on priorities
- Focus on prevention
- Be equitable, inclusive and non discriminatory
- Work together in an integrated way
- Listen to staff and front line managers
- Provide clear leadership and direction
- Share and learn from good practice and lessons learnt



Section 3

The national and local context

National Context

The Children Act 2004, the Every Child Matters Strategy and the National Service Framework (NSF) for children's health and maternity services all provide building blocks for strengthening services for children, young people and their families.

The national DCSF Children's Plan produced in early 2008 has 6 objectives based on the Government's plans to drive forward the Every Child Matters agenda both within Government itself and within Children's Trusts.

Every Child Matters is about improving services for all children and young people but has particular regard for the most vulnerable and disadvantaged and in closing the gap between such children and young people and their peers. Two examples of this emphasis are the duties on the Council to promote the educational attainment of Looked after children and to make arrangements to safeguard and promote the welfare of children.

The National Service Framework for Children, Young People and Maternity Services (NSF) is a key delivery tool to support implementation of the Every Child Matters agenda. At the heart of the NSF is a fundamental change in thinking about health and social care services which will result in services that are designed around the needs of the children and families using services.

Maternity Matters: choice, access and continuity of care in a safe place is the foundation of Every Child Matters. It recognises the importance of maternity care as an early intervention service, getting it right for babies and parents is an important part of supporting families.

Children's Services Authorities bring together the Council's Children's Social Services and Education functions, with a Director of Children's Services and a Portfolio Holder for Children's Services. The Children's Services Authority has a statutory duty to make arrangements to promote co-operation within its authority and with relevant partners: Police; Probation; Youth Offending Team; Primary Care Trusts; Strategic Health Authority; the Learning and Skills Council and other relevant bodies. The overriding focus is "with a view to improving the well-being of children in the authority's area".

The Education and Inspection Act 2006 reinforced this responsibility to ensure schools have regard for the Children and Young People's Plan when undertaking duties to promote well-being, community cohesion and high standards of educational achievement. Schools play a key role in improving outcomes for children and young people,

primarily in educational achievement but also in prevention and protection and supporting children and young people to make healthy life style choices. The Government has issued statutory guidance on Children's Trust arrangements to local authorities and agencies with a duty to cooperate to improve outcomes for children and young people which puts schools and improvements to educational attainment at the heart of Children's Trusts activity.

Common processes support children and their families to gain early access to the right services through the development of a **Common Assessment Framework (CAF)**. The CAF is fundamental to getting a complete picture of a child's additional needs at an early stage. It is used by all agencies to coordinate support to children, young people and families where more than one agency is involved. Services will be delivered as close to home as possible, including through a network of extended schools and Children's Centres.

Local Safeguarding Children Boards (LSCB) lead on policy, procedures and practice for safeguarding by promoting the welfare of children and young people. LSCBs have responsibilities to set up child death review teams and to monitor and evaluate the work of partners.

The Childcare Act 2006 requires local authorities, health agencies, job services and other partners to work together to tackle childhood poverty and reduce inequalities between young children aged 0-5. Local authorities are required to take the lead in ensuring sufficiency of childcare and must be proactive in ensuring information on all early childhood services reaches all parents, especially those who may find it difficult to access.

National reform of **14-19 year olds Education** provision sets out proposals to address the balance between academic and vocational qualifications. It sets out a programme to transform secondary and post school education so that all young people achieve and continue in learning until at least the age of 18. The aim is to increase participation in learning, stretch all young people and particularly to re engage the disaffected. Greater choice will be achieved through the introduction of new specialised diplomas, offered alongside improved traditional GCSEs and A Levels and combining academic study with practical learning.

The Education and Inspections Act 2006 states the CYPP should set out how local authorities will support and challenge schools to deliver ECM outcomes, raise standards, and that schools take account of the Plan when undertaking these duties. The Act includes new measures to ensure that fewer

schools become a cause for concern and where they do they are supported to recover more quickly.

The first principle of a successful **Building Schools for the Future (BSF)** strategy is the need for local authorities (LAs) to develop a vision for education in their area that offers real innovation and enables teaching and learning to be transformed. BSF is supported by a new approach to capital investment. It brings together significant investment in buildings and in ICT (Information and Communications Technology) over the coming years to support the Government's educational reform agenda. Investment will be rolled out to every part of England over 15 waves, subject to future public spending decisions. Through this investment, BSF aims to drive reform such as Academies, new options at 14-19, provision for special needs and extended schools. Innovation in delivery, through the creation of national delivery partners for schools and Local Authorities, is expected to be ambitious and farsighted. The Department for Children Schools and Families expects each Local Authority to develop an Education vision through a Strategy for Change (SfC) via consultation with schools and all relevant stakeholders to assess educational need, now and in the future.

The Local Government White Paper Implementation Plan, **Strong and Prosperous Communities**, aims to achieve more effective local government. The strategy includes streamlined performance monitoring arrangements and new Local Area Agreements, which form the agreement between central government and local authorities on improving performance against national and local priorities.

Care Matters: Time to deliver for children in care is a national plan which acts as a guide to the Partnership to help promote delivery of that agenda at a local level. The implementation plan describes how to deliver better outcomes for children in care, and helps local partners achieve the ambitious goal of ensuring every child in care grows up safe, happy, secure and loved.

The Aiming High for Disabled Children (AHDC), a cross Government strategy nationally launched in May 2007, is the transformation programme for disabled children's services. The AHDC programme aims to deliver: access and empowerment for disabled children and families; responsive services and timely support and improved service quality and capacity. AHDC priorities include: short breaks; childcare; transition support; palliative care and a core offer.

Better Care: Better Lives is closely linked to Aiming High for Disabled Children as it sets out the direction for the future of palliative care services for children and young people. The document sets out eight strategic development goals to be achieved by partners across the statutory and voluntary sector to ensure children's palliative care services are given sufficient priority, are planned effectively and are fit for purpose.

Youth Matters provides a framework for a more responsive service for teenagers and their parents. This includes a single body in each area responsible for: youth policy and outcomes; planning and commissioning; an integrated youth service involving a range of providers, including the voluntary and community sector; and performance management. Connexions services will be integrated with services locally whilst still retaining the Connexions brand. Aiming High for Young People sets out the Government's plans to help all young people, particularly those from disadvantaged backgrounds, to take part in enjoyable and purposeful activities in their free time. This strategy will ensure that young people are empowered to have a say in the creation of services and in local funding decisions.

Workforce Reform is vital in ensuring a children's workforce is skilled, well-led and supported by effective, shared systems and processes. The workforce needs to work well together across institutional and professional boundaries, focused on the needs of the child and young person. Such integrated working will take a variety of forms depending on these needs locally, from virtual teams focused on the needs of particular children, through to fully co-located multi-agency teams made up of professionals from different disciplines and organisations.

Local Context

To support the review of this plan the 2007 Needs Analysis has been updated to ensure that we have a current picture of needs in the District. The Needs Analysis is a significant step towards developing a comprehensive knowledge of the needs of children and young people across Bradford District. This section contains a summary of information about Bradford District from that analysis, it seeks to bring together the information and intelligence of individual agencies to enable the Children and Young People's Partnership to target resources more effectively.

Population Overview

- The population is ageing – by 2025, it is predicted that the District will have an increase of about a third in those aged 65 and over
- Currently Bradford has a proportionally younger population than nationally
- The District has a lower proportion of economically active residents and a high proportion of residents with no educational qualifications
- Wages are generally lower in the District than nationally
- There is a wide diversity of cultures and ethnic groups in the District.
- There is a higher level of deprivation, with the District which is ranked 32nd out of 354 local authorities
- 29.7% of households comprised of families with dependent children, approximating the average for England and Wales
- As of 31st March 2008 there were 256 children subject to child protection plans and 840 Looked after children and young people
- The percentages of children receiving free school meals in the Bradford District are 23.3% (primary) and 24.3% (secondary) a slight increase on the previous year's figures and indicate the disproportionately high number of low income families within Bradford's schools

Population Analysis

- There will be a significant growth in the number of 0-19 years old by 2030
- There will be a larger proportion of children within the overall population
- The proportion of BME groups will rise.
- The predicted increase in population will be highest in the existing deprived areas.
- Bradford is in the top 10% of the most deprived authorities nationally
- 50% of the District is in the 30% most deprived nationally and a number of local areas within the District are amongst the most deprived (highest 3%) in the country.
- Deprivation underpins many of the most significant inequalities across the District. The Needs Analysis highlights that those communities where children most under-achieve, where their health is poorest and their outcomes at 19 are lowest, are those communities where levels of deprivation are highest.

Being Healthy:

Key issues for the District are:

- Teenage conception, infant mortality and childhood obesity rates (particularly at Year 6) are significantly higher than the national averages.
- Breast feeding rates are lower than the national average

The greatest inequalities within the District are:

- Teenage conception rates are highest in known hot spots

More information and analysis is required to understand:

- Prevalence and key issues around disabilities and complex health needs.
- Prevalence of mental health and substance misuse and sexual health issues.

Staying Safe:

Key issues for the District are:

- Higher rates of admissions to hospital for non-accidental injuries and for serious injuries than the national average.

The greatest inequalities within the District are:

- Higher rates of children having a Child Protection Plan among white communities.
- Higher rates of children becoming looked after among white communities.

More information and analysis is required to understand:

- Numbers and reasons for children becoming missing or runaways
- Analysis of childhood injury and accidents by locality / ethnicity.

Enjoy and Achieve:

Key issues for the District are:

- Educational attainment is behind the national average at all stages.
- Key Stage 1 rates have fallen over the last three years.

The greatest inequalities within the District are:

- Lower Attainment rates amongst white and Bangladeshi ethnic groups at Key Stage 1.
- Boys' educational attainment is generally lower than girls' at all Key Stages.
- Looked after children are achieving lower than the District average at all Key Stages.
- Lower school attendance rates of Looked after children

More information and analysis is required to understand:

- What children and young people enjoy doing

Positive Contribution:

Key issues for the District are:

- None identified to date

The greatest inequalities within the District are:

- Over representation of white and black African/ Caribbean young people in the youth justice system/ population

More information and analysis is required to understand:

- What young people want to do with their leisure time

Economic well-being:

The key issues for the District are:

- Significantly lower rate of young people achieve full level 2 and 3 qualifications at aged 19 than nationally.
- High rate of young people who are NEET (not in Education Employment and Training) than the national position.

The greatest inequalities within the District are:

- Highest rates of NEET are amongst Dual Heritage and White young people
- NEET rates are higher for several vulnerable groups; those with disrupted education, care leavers, white-free-school-meal boys, those with LDD, those YOT supervised, and pregnant girls/teenage mothers

More information and analysis is required to understand:

- The full impact of deprivation, poverty and poor housing on children's outcomes across the District.



Section 4

Ensuring clear accountability through integrated governance

Governance and Infrastructure

The Council leads, with local partner agencies that have a duty to cooperate, the redesign of services for children so that outcomes improve. Accountability for that joint working is described as governance.

Robust inter-agency governance arrangements drive the change processes required to create the framework for a new way of working. The key elements of inter-agency governance arrangements are:

- effective leadership by the local authority
- engagement of all partners, including the private, voluntary and independent sectors
- clear accountability
- relationships built on trust
- a shared vision and determination to improve outcomes for children

Effective partnership working needs supporting structures and processes. These are described as infrastructure. Following consultation, the Council and its partners agreed governance and infrastructure arrangements for a Children's

Trust – the Children and Young People's Strategic Partnership. The arrangements meet the requirements of the national guidance.

Champions for Children Board

Membership

Membership of the Board is intended to reflect the diverse population of the District and consideration is given as to how this can be ensured. The current membership of the Board comprises elected members of Council and non-executive directors or equivalent of agencies legally under a duty to cooperate, including the Bradford and Airedale Teaching Primary Care Trust, and Police bodies. It also includes young people, nominated by Bradford and Keighley Youth Parliament, parents, school governors and representatives of the voluntary and community sector.

The Board is chaired by the Portfolio Holder for Children's Services. The Strategic Director of Services for Children and Young People is a non-voting member who also sits on the Local Strategic Partnership Board.

Role

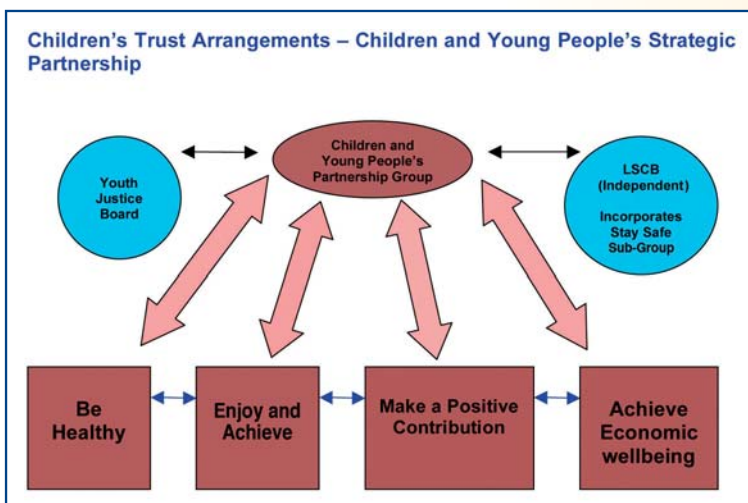
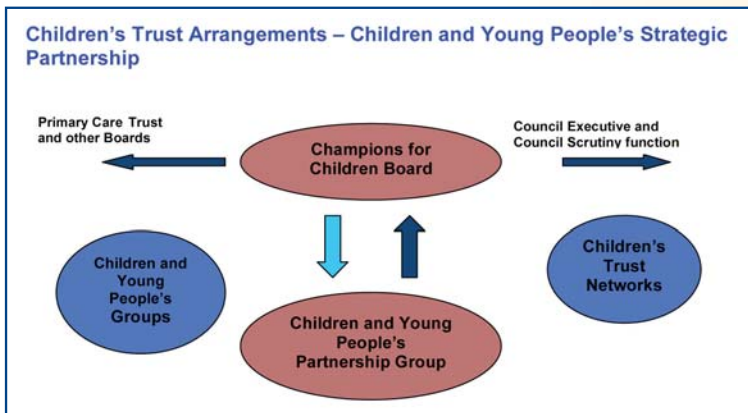
The Board is the forum where agencies make decisions jointly, based on decisions made by the governance structures of their individual agencies. The Board provides the strategic direction for joint working, through the Children and Young People's Plan, including:

- setting broad funding levels and objectives for partnership working
- making representations at a strategic level for funding coming into the District
- agreeing project plans
- monitoring overall performance
- overseeing the operation of the partnership arrangements for which it is accountable

Children and Young People's Partnership Group (CYPPG)

Membership

The CYPPG is an officer group, chaired by the Strategic Director of Services for Children and Young People. It comprises senior officers of all the public and statutory bodies including schools, involved in the delivery of services for children and young people and representatives from the voluntary and community sector.



Role

The CYPPG is a forum for creative debate and innovation which advises the decision making that takes place in its sub groups, the Every Child Matters Outcome Groups. Its strategic direction is set by the Champions for Children Board. Members are responsible for representing the positions of their own organisations in the debate.

CYPPG Sub Groups (ECM Outcome Groups)

Membership

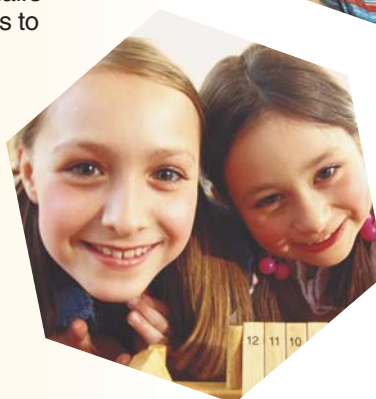
There are four key Sub Groups of the CYPPG, each taking responsibility for one of the Every Child Matters Outcome areas: Be Healthy; Enjoy and Achieve; Make a Positive Contribution; and Achieve Economic Well-Being. The Stay Safe Outcome is within the remit of the Local Safeguarding Children Board.

There are three additional Sub Groups which focus on specific groups of vulnerable children: the Looked after children Steering Group; the Disabled Children and Young People's Strategy Group, which addresses the needs of children and young people with disabilities and complex health needs; and the Local Youth Justice Board (statutory body). The Chairs of these Sub Groups are also members of ECM Chairs.

Role

The Groups operate as Sub Groups of the CYPPG, and are responsible for decision making in their outcome areas, following the guidance from the Partnership. They are multi-agency performance management groups which implement, monitor and evaluate Action Plans for the Priorities set by the Partnership. They also evaluate progress on the priorities of the Local Area Agreement.

Each ECM Outcome Group is chaired by a member of the CYPPG and may have more than one CYPPG member. In addition other officers and staff are invited to join, to provide knowledge, skills or expertise in the areas under discussion. The Chairs of the Sub Groups meet monthly as ECM Chairs to ensure effective coordination.



Section 5 Consistency of the Children and Young People's Plan with the strategic plans of partners

The District's 2020 Vision and Sustainable Community Strategy

The Children and Young People's Plan contributes to Bradford's 2020 Vision which is the long term plan for the social, economic and environmental regeneration of the District. The 2020 vision sets out ambitions for the Bradford District to be:

A vibrant, prosperous, creative, peaceful, diverse, inclusive place where people are proud of their shared values and identity, and work together to secure this vision for future generations

Whilst much has been achieved towards the 2020 Vision – rising educational achievement, investment levels up, unemployment falling, reductions in the levels of crime and improved community relations, the challenge remains to secure long term prosperity which is shared across communities.

The 2020 Vision is delivered through the new **Sustainable Community Strategy – The Big Plan for Bradford (2008 to 2011)**, by the five Strategic Delivery Partnerships which form part of the newly created Bradford District Partnership. In recognition of the challenges above the Big Plan has identified three key transformational priorities which are fundamental to transforming the District. These are:

- Improving educational outcomes to prepare people for an active and prosperous life
- Improving skills at all levels to meet the needs of business and build a knowledge economy
- Regenerating the city and our major towns to create the opportunities and impetus for sustained economic growth

Inherent within the Big Plan, and complementing the challenges and transformational priorities, are the shared principles of; cohesion, inclusion and sustainability.

The priorities for the Children and Young People's Plan reflect these challenges.

The Local Area Agreement (LAA) is a three-year agreement between a local area and central government. The LAA describes how local priorities will be met by delivering local solutions through joint planning and delivery and the aligning and pooling of budgets. The high level priorities of the Children and Young People element of the new LAA, mirror the goals of Children and Young People's Plan

As part of the original pilot LAA the Council and its partners agreed with central government a number of Local Public Service Agreement "stretch" targets to accelerate progress on priorities including some relevant to the well-being of children and young people.

Plans of Partner Agencies

The Council's Corporate Plan 2007-2010

"**Citizens First**" was approved in June 2007 and is reviewed annually. The Corporate Plan sets the direction and key priorities of the Council and specifically informs the Medium Term Financial Strategy and priority-led budget setting process for departmental and service plans.

The Council's Asset Management Plan (AMP)

aims to ensure suitability and sufficiency of buildings required to deliver services. Capital investment planning is in line with Corporate Plan priorities and the Big Plan. A key consideration is to align investment with capital investment projects in schools (New Opportunities Fund, Building Schools for the Future) to achieve extended schools with enhanced facilities for the school and the local community to share.

The NHS Lift, (Local Improvement Finance Trust), Building Schools for the Future and Private Finance Initiative (PFI) schemes

demonstrate that partners are collaborating to maximise opportunities for capital funding streams to be aligned, to bring together a range of services for children and young people under one roof, in schools, Children's Centres and other local access points. Building Schools for the Future will rebuild or substantially refurbish the District's secondary schools and replace current special school provision with 6 new schools co-located on mainstream school sites, improving educational opportunities, access and inclusion for all pupils.



To support significant changes to be delivered through Building Schools for the Future, the Council and its partners will implement the **Strategy for Change** to ensure achievement of our goals to improve on all educational outcomes across all Key Stages – aiming high for children and young people. The change strategy will drive the District forward in phase three of BSF.

Excellence in Bradford sets out Bradford's School Improvement Strategy. Its central themes of: Partnership Working; Being Inclusive; Promoting Excellence; and Celebrating Achievement, encompass the priorities of Every Child Matters expressed through Children and Young People's Plan priorities.

Education Bradford's Inclusion Strategy has the key to promote the presence, participation and achievement of all children and young people with an emphasis on those learners who may be vulnerable and in need. It focuses on six priorities:

- Personalising the learning of all children and young people
- Supporting educational settings in developing effective inclusion
- Developing a continuum of provision for children and young people with additional and exceptional needs
- Supporting schools and other centres of learning to achieve high standards of behaviour
- Achieving effective partnerships with key stakeholders, including children, young people and their families
- Developing an inclusive culture with education settings

A national **Self Evaluation Framework** supports all schools to evaluate their performance against the Every Child Matters outcomes and is the basis for School Improvement Plans.

The Strategic Plans of each of the District's 3 Colleges commit the Colleges to continue to increase access, progression and success rates post 16. Partnership working to create richer opportunities for 14-19 year olds is a shared key priority. **Promoting Bradford Futures**, the updated 14-19 strategy which established the Confederation model for the District after the 2002 Ofsted Area Inspection, is actively supported by the 3 Colleges.

Confederations of schools, colleges, and work based learning providers are working to implement the 14-19 student entitlement that is incorporated within the Promoting Bradford Futures document, focused on improving attainment, promoting inclusion, narrowing the gap for under achieving

groups, reducing young people not in education, employment or training, (NEET) and increasing participation in learning. Confederations are well placed to deliver the new diplomas for 14- 19 year olds which will offer young people more choice of learning routes at every stage of their learning.

Health agencies are required to plan their service developments in line with The Operating Framework for the NHS in England 2008/09 and the associated National Planning Guidance and "vital signs". Bradford and Airedale tPCT have produced their **Commissioning for Health Strategy 2008 – 2010** which sets out the key commissioning priorities for this three year period and the four key areas for change are:

- Health improvement, prevention and addressing health inequalities
- Commissioning primary care to improve quality, access and environment
- Transforming urgent care
- Transforming Learning Disability and Mental Health services

The Bradford District Infant Mortality Commission (IMC) produced ten recommendations to reduce infant mortality in the District. A multi agency group '**Every Baby Matters Steering Group**' led by Bradford and Airedale tPCT is taking forward the ten recommendations of the Commission's report. Key priorities of the Every Baby Matters group include early access to antenatal and infant healthcare, improved nutrition (including improving breast feeding rates for mothers and their infants), reducing smoking in pregnancy alongside promoting smoke-free homes, and increasing knowledge and understanding of genetic inheritance issues in 'at risk' communities. The commencement of the Immunisation and Vaccination lead manager has enabled a proactive approach to reviewing existing patterns and trends to address priorities through local action plans.

Support for under and over nutrition are included as one of six priorities in the health and well-being section of the District's Sustainable Communities Strategy and within the Commissioning for Health strategy for the tPCT. **The Oral Health Strategy** is in place to promote action to improve diet and reduce sugar intake, optimise exposure to fluorides, improving oral hygiene and provide professional training and support to those involved in the care of young children. **A Maternity Workstream** is in place as part of the Bradford and Airedale Managed Clinical Network for Children, Young People and Maternity Services with clinical and commissioning input strengthened.

The Healthy Minds Strategy sets out how services work together to improve the mental health and well-being of children and young people. **The Healthy Schools Programme Plan** aims to support children and young people to develop healthy behaviours and lifestyles. **The Substance Misuse Strategy – Drugs: Protecting Families and Communities** aims to reduce the harm that drugs cause to communities, individuals and their families. A key purpose is to prevent young people from becoming tomorrow's drug users.

The Teenage Pregnancy Board ensures the delivery of **The Young People's Sexual Health Strategy** and their key target is to reduce the under-18 conception rate in the District. This is done through preventative work, ensuring that relevant information and support is provided to children, young people and families. The strategy supports pregnant and teenage parents to access education, employment and training opportunities and to ensure better life outcomes for themselves and their children.

The responsibility for **Connexions** services and in particular for Information, Advice and Guidance (IAG) provision is now the responsibility of the Council. The Economic Well-being Outcome Group has responsibility for the NEET action plans to address the needs of young people not in education, employment or training (NEET), and coordinates provision with partner agencies.

The priorities of the **Learning and Skills Council (LSC) West Yorkshire** are: Creating Demand for Skills, Transforming FE, Better Skills, Better Jobs, Better Lives and Connecting a diverse community with a changing job market all of which ensure the provision of high quality learning opportunities that meet the needs of both individuals and employers.

The Looked after children (LAC) Strategy is a nationally acclaimed, multi-agency strategy that monitors performance, identifies gaps in service and ensures the needs of LAC are responded to in a holistic way.

The Disabled Children and Young People's Strategy Group has secured resources to deliver Aiming High for Disabled Children and sets out service developments and standards across the partnership for children with disabilities. The District has been successful in its bid to become a Pathfinder Authority for short break services.

The priority areas of the **Police Three Year Strategy** and the District's Community Safety Plan are to: deter young people from involvement in crime, substance misuse and anti-social behaviour; promote good citizenship; provide diversionary activities; to work with the Youth Offending Team to

identify and target persistent offenders; and to reduce opportunities of becoming a victim or potential victim of crime.

Objectives of the **Youth Justice Plan** include: improving the literacy and numeracy skills of young offenders; reducing re-offending and first time entrants to the youth justice system; tackling prolific and persistent offenders; and tackling Anti-Social Behaviour.

West Yorkshire Probation's Area Business Plan for Bradford includes strategies to support offenders to achieve basic skills and to enter employment.

The Domestic Violence Strategy provides coordinated services for families and children who experience domestic violence. Services encourage self determination, and provide advocacy for children and young people in violent homes.

The Replacement Unitary Development Plan (rUDP) sets a planning framework for the District for housing, regeneration, recreation and green space, which supports the priorities of the Council's Corporate Plan and the Children and Young People's Plan.

A wide range of other plans contribute towards improving outcomes for children and young people, including Only Connect – Cultural Strategy and Fire and Rescue Services. Consistency between the priorities of these plans and the Children and Young People's Plan has been achieved through discussion with other Strategic Delivery Partnerships where the services and agencies responsible are represented.

Bradford's voluntary and community sector (VCS) plays a strong and purposeful role in supporting improved outcomes for children and young people. The Voluntary and Community Sector Forum was set up in 2006 and ensures communication, consultation and participation at appropriate levels; and makes recommendations on behalf of the sector in relation to local and national policies. The VCS has representation at the LSP, the Champions for Children Board, the CYPPG and the Safeguarding Board. The Forum has developed a protocol modelled on national guidance for engaging the sector in the work of the Children's Trust, to ensure the organisations involved are fit for purpose, with accountable and transparent processes and capacity to engage in the change agenda.

Section 6 Findings from the 2008 Joint Area Review (JAR), Enhanced Youth Inspection (EYI) 2008 and Youth Offending Team (YOT) Inspection 2007

The Joint Area Review (JAR) 2008 of services to children and young people recognised that children and young people across the District receive good quality service from Bradford Council and its partner agencies. A summary of the findings from the inspection are listed below.

Work being done in four areas - safeguarding children, Looked after children, service management and the impact of partners' strategy in raising attainment at foundation level and in primary schools – have all been ranked as good. Work to improve outcomes for children with learning difficulties and/or disabilities as well as the impact of the strategy to improve sexual and reproductive services were both found to be adequate. The capacity to improve and the management of services together have both been judged as good.

● **Outcomes for children and young people who need Safeguarding were judged as good**

The District's arrangements showed excellent support for work with children at risk of sexual exploitation with strong links to arrangements for missing children. There is strong involvement of all agencies in the Local Safeguarding Children Board. There is a good range of family support that includes a rapidly expanding number of Children's Centres. Most children and young people feel safe in school and their local community. Good work by the Youth Offending Team and the Youth Service together has established an anti-bullying project which offers a first line of contact telephone link.

● **Outcomes for Looked after children and young people were judged as good**

Looked after children receive effective support from the wide partnership of services available to them. Nurses who work with Looked after children and the leaving care service are good. Outcomes for care leavers in education, training or post-16 are good. The proportion of young people leaving care aged 16 or over achieving five or more GCSE grades A* - C is increasing and in 2006/07 was above the national average for this group.

● **Outcomes for Children and young people with learning difficulties and/or disabilities were judged as good**

Children and young people with Learning Difficulties and/or Disabilities receive effective support from the social care Complex Health Needs and Disabilities Service. There is a good focus on early intervention and preventative work in early years' settings for children with learning difficulties and/or disabilities. Good quality initiatives have positive outcomes for children and young people with learning difficulties and/or disabilities.

● **The management of services for children and young people is good and the capacity to improve further is good**

This is highlighted through improved educational attainment for many pupils at Key Stages Two and Four and by a large reduction in the number of young people not in education, employment or training.

Other findings:

- There is a good track record in improving attainment at Key Stage Two
- The number of primary schools meeting attainment targets in English, Mathematics and Science has increased
- Targeted support for Pakistani and Bangladeshi pupils and white boys, has resulted in improved attainment by these groups at Key Stage Two
- Effective targeting of support to schools has resulted in a greater level of improvement than other primary schools
- The rate of reduction in teenage pregnancies is greater than that found in similar areas and nationally
- There is effective support for young children and their parents in early years settings

Recommendations are:

For immediate action the local partnership should:

- ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area
- ensure there is sufficient focus on improving attainment at Key Stage 1.

For action over the next six months the local partnership should:

- ensure easy access for children and young people with learning difficulties and/or disabilities to the therapeutic services they require
- improve the attendance at school of Looked after children
- ensure serious case reviews comply fully with current national guidance
- ensure all partners understand and carry out their responsibilities for improving sexual health.

For action in the longer term the local partnership should:

- provide sufficient residential and day-care options for young people with complex needs aged 19+.

The Enhanced Youth Inspection (EYI) of the Council's Youth Service was published on June 3 2008 and its judgements were as follows:

- **Good** for Standards of Young People's Achievement
- **Good** for Quality of Youth Work Practice
- **Excellent** for Quality of Curriculum and Resources
- **Good** for Leadership and Management

The main EYI findings were:

- The standard of young people's achievements and the quality of youth work practice are good and at times outstanding.
- The service provides a very good range of activities, services and well targeted work that meets the needs of young people.
- Participation by young people is good and their involvement in planning, development and quality assurance of youth work is very strong.
- The excellent curriculum provides a coherent rationale for planning youth work.
- The service makes a good contribution to the five 'Every Child Matters' outcomes and promotes community cohesion very well.
- Strategic and operational planning is good.
- The youth service is well positioned to contribute to integrated youth support services in the five localities.

The Youth Offending Team Inspection formed part of the wider JAR Children's Services Inspection and was published in May 2008. The judgements reached about the YOT were as follows:

- **Good** for Work in the courts
- **Good** for Work with children and young people in the community
- **Good** for Work with children and young people at risk of offending
- **Good** for Work with children and young people who have offended
- **Good** for Work with parents and carers
- **Excellent** for Outcomes of work with children and young people in the community
- **Adequate** for Work with children and young people subject to custodial sentences
- **Good** for work with victims and restorative justice
- **Excellent** for Management and leadership

A brief summary of the main findings were:

● **Work in the courts**

Safeguarding issues were well attended to and addressed by the specialist court staff.

● **Work with children and young people in the community**

Interventions were appropriately focused on reducing the likelihood of offending or antisocial behaviour and community reintegration.

● **Work with children and young people subject to custodial sentences**

In three-quarters of the relevant cases there was evidence of contact between the YOT worker and parents/carers to encourage their involvement and attendance at planning meetings. This included practical support such as the offering of lifts to facilitate travel.

● **Victims and restorative justice**

Some of the reparation work undertaken consisted of significantly large projects in which children and young people needed to invest their time and effort, but to which they could subsequently return as members of the community.

● **Management and leadership**

Partnership arrangements with and around the YOT were impressive and it was very clear that the YOT manager had been a lead figure in developing and more importantly maintaining these. This resulted in there being a wide range of provision available for the children and young people and much of it would be accessible for them after their time under formal supervision.



Section 7

Next Steps - Priorities 2008-2009

The development of the Sustainable Community Strategy – The Big Plan – for the District has led to the identification of 5 key priorities for the Children and Young People's Strategic Partnership. The Partnership recognised that the JAR report indicated that this focus on five priorities needed to lead to a reduction in the priorities outlined in the review of the CYPP in 2007.

"The partners' ambitions for children and young people are good. The new Sustainable Community Strategy makes educational attainment one of three priorities that are designed to transform the future of Bradford District. This is reflected in the Corporate Plan and the CYPP:"

A summary of the comprehensive 2008 Needs Analysis is contained in Section 3 of this review. It brings together the information and intelligence of the individual agencies encompassed by the partnership to enable local commissioners to target resources and resolve local issues.

The following panels highlight where the Partnership will focus its energies in 2008-2009. It demonstrates the links between the Every Child Matters outcomes and the Priorities for the Children and Young People's Partnership in The Big Plan. The intelligence gathering from the 2008 needs analysis and the 2008 Annual Performance Assessment self evaluation, required by Ofsted, have played a critical role in reaching agreement on which outcomes to improve for children and young people.



Priority for Children & Young People:

Help every child be happy and resilient, feel good about themselves and have someone to talk to they can trust

How we will achieve this:

- Implement the Parenting Strategy to provide social and emotional support to parents
- Promote access to services that respond to the emotional needs of all children
- Promote healthy lifestyle choices (participation in sport and physical activity; choosing not to take drugs, alcohol and tobacco; and to be sexually healthy).
- Support improvements to tackle a range of health inequalities for children, young people and their families (including infant mortality, oral health, nutrition and obesity, and teenage pregnancy)

How we will know:

- The emotional health of children will have improved
- More participation in high-quality PE, sport, and cultural activities, e.g. children and young people will have access to five hours of sport per week
- A narrowing of the gap in health inequalities for children, young people and their families

Priority for Children & Young People:

All children and young people feel safe at home and in their community

How we will achieve this:

- Minimise abuse and neglect and help create a safe environment. We will focus on protecting Looked after children and children and young people with learning difficulties or disabilities from abuse and exploitation
- Reduce bullying
- Reduce the number of children going missing
- Improve the safety of our roads

How we will know:

- More Looked after children in stable placements
- Perception and fear of bullying will reduce
- Fewer children killed or seriously injured on our roads

Priority for Children & Young People:

Improve education outcomes: every learner can enjoy school life to the full and achieve their full potential.

How we will achieve this:

- Support and challenge schools to continue to accelerate their improvement rates
- Support parents and carers to help their children and young people, including vulnerable groups, understand and value education
- Promote good behaviour and attendance, particularly for pupils who are difficult to manage, and increase provision for those who do not attend school
- Increase Early Years provision so that it promotes children's development and well-being and helps them meet early learning goals
- Implement the Play Strategy so that every child has access to stimulating, fun and challenging play opportunities
- Expand the Creative Partnerships programme

How we will know:

- A narrower gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4
- A narrower gap between pupils with SEN and those without at Key Stage 2 English and Maths
- Higher achievement rates at all Key Stages

Priority for Children & Young People:

The contribution of children and young people is recognised and appreciated by everyone

How we will achieve this:

- Promote the image and celebrate the achievement of young people through a planned approach shared by partners
- Involve children and young people in decision making and in shaping services
- Encourage children and young people to get involved in community life across the District, by partners working together and promoting activities which bring different generations together

How we will know:

- Increasing numbers will vote in the youth parliament
- Continue our annual Bradford Young Citizen Awards
- More children and young people will be involved in community festivals and events

Priority for Children & Young People:

Create a highly motivated and well educated young workforce to support successful regeneration

How we will achieve this:

- Coordinate the development of a strategy to reduce poverty for children and young people and to support families to maximise their economic well-being
- Take action to make sure that 14-19 education and training is planned and delivered in a coordinated way and that education and training is of a good quality
- Ensure that young people are helped to prepare for working life, and that we take specific actions to help those young people, including vulnerable groups, who are not in education, employment or training, are implemented

How we will know:

- More 16-18 years olds in education, training or employment
- More 19 year olds will have a full level 2 qualification

Section 8

Progress over the last year - Priorities

This section provides an update against the Partnership Focus Areas, District Priorities and cross cutting themes set down in the 2007 review of the CYPP.

Partnership Focus Areas (PFA) and District Priorities

The Children and Young People's Strategic Partnership identified from the 2006 Needs Analysis priorities which would be addressed collaboratively. These were described as Partnership Focus Areas and selected on the basis of where the greatest positive impact on outcomes for children and young people can be made as a result of inter-agency collaboration. The District Priorities were drawn from the 2006 and 2007 Needs Analysis and can be achieved through the delivery plans of discrete agencies or organisations working either collaboratively or independently.

Be Healthy

Partnership Focus Area - Improve emotional well-being of all children and young people including ensuring that every child and young person has someone to talk to they can trust

The District has met the requirements for the delivery of a comprehensive Child and Adolescent Mental Health Service in terms of; provision for children and young people with mental health problems and those with Learning Difficulties and Disabilities; access to appropriate services for 16 and 17 year olds; access to 24 hour cover for those with urgent mental health needs and joint working for those with complex and severe behavioural and mental health needs. A comprehensive review of the Healthy Minds Strategy has been undertaken. The Youth Offending Team continues to meet and improve upon its targets for meeting the mental health needs of young offenders. There has been increased access to mental health services for Looked after children. Training to over 2000 staff working with children and young people has raised their awareness of mental health issues. Evaluation from a pilot project to support the mental health needs of children and young people with learning difficulties or disabilities in secondary schools has been successful in improving access to services.

Partnership Focus Area - Promote healthy lifestyle choices: participation in sport and physical activity; choosing not to take drugs, alcohol and tobacco; and choosing to be sexually healthy

Regionally the District is making the fastest progress with the National Healthy Schools Programme (NHSP) with 97% of schools participating and 66% achieving NHSP status. Over the past year new

presentations to specialist treatment have increased by 36%. The total number of young people in specialist treatment over the year has increased by 31%. There has been a 50% increase in the number of young people who are in treatment within a young person's specialist services and there has been a 196% increase in the number of planned discharges. More young people are now in treatment particularly within a young person's specialist service and more young people are leaving treatment in an agreed and planned way. In line with national trends for under 18s, presentations for Heroin, Amphetamine, Cocaine, Solvents and Poly Drug have reduced and presentations for Ecstasy, Cannabis, and Alcohol have increased

More young people are taking part in at least 2 hours of exercise per day, an increase of 21% in the last two years. Three of the 5 school sport partnerships significantly exceeded the national 2 hour target. 44,368 under-16 year olds were involved in and completed an activity at Council sports centres and swimming pools in 2007/08.

There has been a reduction of young people testing positive for Chlamydia in the last year. The most recent Teenage Pregnancy figures have shown a decline in numbers leading to 22% reduction over the last ten years. A planned, safe and effective vaccination to combat aspects of cervical cancer high risk types is available to schools. Currently four TIC TAC information and advice centres on health issues are available for young people and a further three are planned, all in 'hot spot' wards where teenage pregnancy rates are higher.

Annual obesity measurements on children in reception and year 6 achieved their 85% target. A Tobacco Strategy in place and a Stop Smoking Specialist (Young People) has been appointed. A protocol for the use of Nicotine Replacement Therapy (NRT) in 12-17 year olds is in place for GPs, stop smoking advisors and specialist advisors.

District Priority - Reduce infant mortality

The three year average rolling Infant Mortality rate has reduced to 7.2 per 1000 births in 2004-6 from 7.6 per 1000 births in 2003-5. A website is in development to ensure open access to information on the progress of the Every Baby Matters Group with a DVD produced summarising the group's recommendations and translated into Urdu, Sylheti and Polish to support dissemination of the recommendations within Bradford's communities. Every Baby Matters secured a recurring 60 second slot on Baby-TV in both Airedale and BRI maternity units to promote key messages on Vitamin D supplements, breast-feeding and smoking cessation.

Three consultation events have been held in the Gillington locality to stimulate coordinated community-based action between all the agencies working with communities and with residents. New guidelines on maternal, infant and young children's nutritional needs are being developed for dissemination and training across the District. Volunteers working with families in need have been trained on the 'Family Links Nurturing Programme' to help new mothers with parenting skills. Working with the University of Bradford, tools to train health professionals on how to communicate on genetic inheritance are being developed and will be used within a staff development programme. A new programme will be rolled out within all communities to support people's understanding of the genetic inheritance of congenital anomalies.

District Priority - Improve child nutrition

A high media profile in the District on Breastfeeding supported the achievement of the 4th highest breastfeeding initiation rates in the Yorkshire and Humber region. Initiation rates for 2007/8 are 62.3% higher than the LAA target. Breastfeeding initiation rates in the District increased from 60.5% (05/6) to 64.4% (06/7). A focussed emphasis on breastfeeding prevalence at 6-8 weeks showed breastfeeding in the District at 48.8% in 2007-08. A Breastfeeding Implementation report was published in March 2008 and a website developed. 6 Baby Cafes have been established to support Breastfeeding. A survey of mothers (2007) showed that 4 out of 5 mothers thought the quality of the information they received was good or better. The Bradford District Breastfeeding Welcome Here Scheme is in place in commercial and retail sites.

Partnership training between community dietetic services and Early Years settings supported the roll out of an Early Years menu planning tool. An Obesity champion is in place. Health Needs Assessments have been undertaken with all children in reception, year 7 and year 10. Community Walking Childhood Obesity Coaches are in place. Advice and consultancy work is ongoing to improve school meals and their uptake. Free Fruit in Schools scheme in place for all Key Stage 1 children. A cross partnership Physical Activity and Sports Strategy and a Food Strategy are in place, supporting a wide range of community-based initiatives which have been developed to support the public to eat well and exercise. A training programme is in place to develop skills in managing groups for obese individuals delivered by voluntary and community sector groups. The tPCT provides an exercise on referral service in conjunction with general practices, Bradford Encouraging Exercising People, to improve the range and quality of physical activity available to the public.

First steps to healthy teeth, an award scheme that supports childcare settings to promote good oral health as part of general health. Work in nurseries or schools with 25% or more Free School Meal pupils achieved over its target. The LAA Target to deliver oral health education programmes to staff working in Foundation Key Stage 1 and 2 was exceeded

District Priority - Reduce teenage pregnancy

The teenage conception rate in the District shows a 22.8% reduction in conception rates since the 1998 baseline compared with a national decline of 11.4%. This has been supported by very strong services in terms of Sex and Relationship Education (SRE) such as A-PAUSE and Speakeasy. National evaluation of these programmes shows that young people are changing their behaviour patterns. Services have been developed in hotspot areas of the District enhanced by the wide delivery of support to young people on sexual health and self esteem issues. A range of new services have been put in place this year including: a young fathers drop in; support to access childcare for teenage parents to return to education, employment or training; and coordinated support to teenage parents groups. 4 TIC TAC Centres offering advice services are now in place.

Stay Safe

Partnership Focus Area - Reduce accidents and road traffic collisions

We have been on track to meet government targets for reducing road deaths / serious injuries. There has been an increase in the number of programmes such as pedestrian skills training, speed management, use of roadside speed indicators, and increased policing means we are still on track to meet our long term target for this key area.

Partnership Focus Area - Reduce incidents of bullying

Bradford Safeguarding Children Board (BSCB) appointed an anti-bullying coordinator in September 2007. BSCB leads on the strategy and have an anti-bullying sub group. Bullying has been identified as a priority for young people in an annual survey. The Partnership has put in place a text Anti-Bullying Signposting Service, managed by the Youth Service and the Youth Offending Team. Young people who are victims of racist incidents are supported by the Ethnic Minority Attainment team. All Bradford schools have an anti-bullying policy in place and those in most secondary schools are judged by Ofsted as satisfactory or better.

District Priority - Reduce number of Looked after children

The number of Looked after children has been stabilised over a three year period up to 2007 reflecting the investment in family support and effective management of admissions to care. This performance around stability shows good progress. The rates of Looked after children were above the national average but comparable to similar authorities. The JAR commented that there was good balance on spend between prevention and intervention

District Priority - Improve outcomes for Looked after children

The main findings from the Joint Area Review in 2008 judged the effective and coordinated support that is in place to support Looked after children as good. Care planning and management is supporting a high proportion of stable placements. The Leaving Care Service and the work of Looked after children's nurses were also judged to be good. There has been an increase in the proportion of young people leaving care who have achieved 5 or more A* - C GCSE grades. The outcomes for care leavers in education, training or employment post 16 were also judged to be good.

District Priority - Minimise incidence of abuse and neglect

Good preventative services are in place resulting in a good multi-agency approach to Safeguarding. The positive impact of extended services results in fewer children being referred to Social Care. There are well organised and well resourced duty arrangements in Social Care. A strong inter-agency commitment to supporting families is reflected in lower numbers on the CP Register than in similar Councils. Referral, assessment and planning have good performance management arrangements. There is a greater consistency and impact upon thresholds for social care intervention through an agreed matrix of need, lessons from CAF pilots and case file audit arrangements. Performance is good in the completion of initial and core assessments. Re-referral rates are at a target level of 22%. New procedures for safe recruitment and allegations management have been commended by the DCSF. There are good arrangements in place for children's complaints and an advocacy service provides support.

District Priority - Reduce incidence of children going missing

There are excellent arrangements for tracking children missing from care that include excellent links to children at risk of sexual exploitation. 2007-2008 has seen revised protocols produced with return

interviews being provided by independent advocates. The development of BACS (Behaviour and Attendance Collaboratives) in secondary schools has led to a significant reduction in exclusion. The Young Carers service (Barnardos) is developing its work into Localities to address transition support.

Enjoy and Achieve

Partnership Focus Area - Support parents and carers in helping their children to enjoy and achieve

The Partnership has met its target for designation of 33 Children's Centres, with delivery of the full core offer, across the District's most disadvantaged areas. A Parenting Commissioner is in place and ensured the "for parents" Parenting Strategy was published in November 2007 as planned. Parental engagement and parenting support is a core offer of Children's Centres and extended services and is well established in many other agencies and schools. 48% of schools are delivering the Extended Schools core offer. Children's Centres and other settings have participated in a Two-Years- Old Pilot, offering free places to two and three year-olds. An Early Years and Childcare Service Pilot has increased take up of childcare for black and minority ethnic communities.

Partnership Focus Area - Promote good behaviour and attendance, particularly for pupils who are difficult to manage

An innovative approach to improving behavioural support and reducing persistent absence is accelerating the development of effective learning environments in schools. Attendance in primary school has risen to 94.2% in 2006/07. Secondary school attendance has improved to 91.2% in 2006/07. Bradford has closed the gap for both primary and secondary attendance in relation to statistical neighbour authorities and the national average. Improving Looked after children's attendance has been a particular focus resulting in the establishment of a multi-agency monitoring and action group.

District Priority - Promote a range of recreational activities, including play and voluntary learning provision for children and young people

Bradford Play Partnership has secured more than £1.4 million of the Big Lottery Children's Play Programme. All Play Strategy (2004 - 07) recommendations have been implemented with respect to safe, supervised outdoor adventure play. The Play Agenda is firmly embedded in the Sustainable Community Strategy and re-affirms Bradford's commitment to the UN Convention for a Child's Right to Play. The Play Strategy from 2008 - 2011 has been agreed and will be published in July

2008. A new Play Champion has been chosen by school pupils in an election.

Leisure Services in partnership with Early Years and Childcare Services and Bradford Sports & Recreation for People with Disabilities operate 'inclusive Sportability days' at sports centres across the Bradford District. Leisure Services in partnership with the Youth Offending Team (YOT) provides an alternative programme of sport and physical activities to young people persistently offending and long term offenders who have frequently been involved in substance misuse. A wide range of leisure and recreation services are available to LAC and Care Leavers to support their health including access to sport facilities via a passport to leisure.

District Priority - Support vulnerable groups of children and young people (including Looked after children, children and young people with learning difficulties and/or disabilities and specific black and ethnic minority groups) to enjoy and achieve

At Foundation Stage the overall performance of Pakistani pupils improved in 2007. At Key Stage 1 Bangladeshi pupils attain lower standards than Pakistani, black pupils and white boys in all subjects at all levels. Although Pakistani pupils attain results which are similar to other groups at L2+ and L2B+, their performance is much weaker at the higher level of L3+ in all subjects. White boys do better than the Bradford average for all pupils at all levels in mathematics.

At Key Stage 2 Bangladeshi, Pakistani and Black pupils attained below the Bradford average in all subjects at L4+. The performance of Bangladeshi pupils between Foundation Stage and Key Stage 1 improved by the end of Key Stage 2. The performance of Pakistani pupils improved in all subjects compared with 2006. White boys improved in all areas apart from writing and their performance was above the Bradford average in reading, mathematics and science.

At Key Stage 1 for Reading, Writing and Mathematics the gap between the educational performance of children in care and their peers has continued to narrow. At Key Stage 2 there has been a consistent narrowing of the gap between children in care and their peers in English, Science and Mathematics. At Key Stage 3 over the 7 year period from 2001 to 2007 the gap between the performance of children in care and their peers has also narrowed.

The majority of children and young people with learning difficulties or disabilities have their needs met in mainstream schools. Only 0.99% (836) pupils are educated in special schools and only 0.05% (44) are placed out of District.

District Priority - Increase attainment, particularly at Key Stages 2 and 4

Standards improved in all areas at Key Stage 2 in 2007, and the District is now the fourth most improved authority nationally. The gap between Bradford and national standards is now at its lowest for three years in all subjects. The gender gap in Bradford is in line with national averages at L4+ in English, mathematics and science. The proportion of students achieving 5 or more GCSEs at grades A* to C rose by 1.8 percentage points in 2007 to 52.5%. This performance is in line with that of statistical neighbours and the national average. The proportion of students achieving 5+ A*-C grades at GCSE including GCSEs in mathematics and English at 36.6% in 2007 represents an improvement of 2.2 percentage points against a national increase of 1.8 percentage points.

District Priority - Increase achievement of Early Years children

Scores in most strands of the Foundation Stage Profile in 2007 were similar to those achieved in 2006. Overall scores fell slightly in PSE, but remained the same in Communication, Language and Literacy (CLL) and mathematical development. Girls continued to achieve higher scores in all areas. Although the gap in performance between boys and girls narrowed slightly in PSE and in CLL, boys' performance was markedly weaker in all strands of CLL.

District Priority - Increase attendance for those children and young people at school and increase provision for those who do not attend school

The establishment of the Behaviour and Attendance Collaboratives (BACS) has supported some significant improvements in this area. The number of days lost to fixed term exclusions was reduced by 47% at primary and 57% at secondary between Spring term 2007 and 2008. Secondary permanent exclusions reduced by 52% between Spring terms 2007 and 2008 and primary permanent exclusions reduced from 5 to 1 over the same period. Only 9.8% children placed with foster carers missed 25 days or more of education

Make a Positive Contribution

Partnership Focus Area - Promote the image and celebrate the achievement of young people through a planned and shared approach across the partners

A second highly successful District Annual Children and Young People's Achievement Award Ceremony was held in March 2008. There were 168 nominations with young people fully involved in short listing, event planning and delivery. Over 1000 were registered on the My Space Website to promote the event. The

Bradford YOT, Careers Bradford, Connexions West Yorkshire and Education Bradford held six award ceremonies for 500 young people to celebrate and acknowledge their achievements. More young people are helping as formal volunteers and there has been an increase in the number completing the Duke of Edinburgh Award scheme

Partnership Focus Area - Engage children and young people in decision making and in shaping services

There are Participation Champions in all children's and young people's services. A platform for communication through Youth BUZZ website has been established. Bradford and Keighley Youth Parliament successfully engages Children and Young People and presents their concerns and recommendations to decision makers and influencers through a variety of formal channels. Ofsted judged it to be a well managed project that demonstrates value for money. Young people contributed to the setting up of the Anti-Bullying strategy and I-text service. Voluntary activity by young people has seen increased achievement in Duke of Edinburgh Award Scheme, increased opportunities through V Involved, and mentoring schemes. LGBTQ young people (those who are lesbian, gay, bisexual, transgender or questioning their sexual orientation) have secured external funding to support a consultation exercise with representative groups. Young People contributed significantly to the successful District wide award ceremony. A range of individual agencies have increased accreditation for and hold events celebrating young people's achievement. Young people are routinely involved with staff recruitment. The design and development of Youth Cafes have extensively involved young people. Individual consultation has taken place at key transition events such as from KS2 to KS3 and for those progressing to further education or training, as well as wider consultation about how this process should be best managed

District Priority - Reduce offending and re-offending rates

The Youth Offending Team continues to be nationally recognised, its inspection this year judged that work to prevent offending is good and work for those in the community who are at risk of or who have offended is excellent. In the last year there has been a 14% reduction in the rate of first time offenders. Bradford has delivered 1402 preventative programmes against the Youth Justice Board expectation of a minimum of 647. The 'one stop shop' multi-agency crime prevention centre, the 'Young People's Support Unit' has supported the achievement of 63% of young offenders into education, training or employment. This

is a rise of 5.2% and is within the local target. The Anti-Social Behaviour diversionary strategy introduced in 2007 is very effective.

District Priority - Improve behaviour in schools

The strategic Behaviour and Attendance Collaboratives (BACs) Group has implemented a coherent and innovative approach to improving behavioural support and reducing persistent absence at secondary level. The establishment of a SEAL (Social, Emotional Aspects of Learning) Steering Group, combining both primary and secondary phases is accelerating the development of effective learning environments in schools. Behavioural support for pupils in mainstream schools and co-ordination of alternative casework management practices has resulted in a significant reduction in permanent and fixed term exclusions.

District Priority - Provide and ensure access to a range of positive activities for all young people

The Positive Activities website has been live from the 31st March 2008. A young people's consultation group designed the front page of the website and this design has been implemented, they also advised staff of content needed for the website.

35.7% of Young People aged 13-19 were working with the Youth Service in March 2008, an increase from 22.7% in 2007. This led to a significant increase in recorded outcomes by children and young people with the Council's Youth Service from 6,794 in March 2007 to 13,127 in March 2008

Achieve Economic Well-Being

Partnership Focus Area - Coordinate the development of a strategy to reduce poverty for children and young people and to support families in maximising their economic well-being

In 2008/9 the priorities for the Anti-Poverty Strategy are to reduce family debt and the numbers of children living in sub-standard accommodation. A programme is in place to provide financial literacy training and debt advice in Children's Centres. A partnership working arrangement with Housing Providers is being piloted covering accommodation.

The District's Childcare Sufficiency Assessment has been produced. This will be delivered and monitored on a locality basis to account for the needs from area to area. A range of action will ensure work with secondary schools to develop models for childcare for 11 to 14 year olds childcare and with families of disabled children to address after school and holiday childcare needs. The Children's Information Link will be expanded further to supporting work with employers to increase provision of information for

employees on childcare and financial support. Improved mechanisms for increasing the take up of the childcare element of the Working Tax Credit/Childcare Vouchers are in place between early years' services and Job Centre Plus.

Partnership Focus Area - Take action to ensure that 14-19 education and training is planned and delivered in a coordinated way; to ensure that education and training for aged 16 – 19 is of good quality; and that specific NEET strategies are incorporated to help young people aged 11 – 19 prepare for working life

"Promoting Bradford Futures" details actions that will lead to improvements in 14 – 19 education and training. A 14 – 19 commissioning framework is being developed prior to the transfer of responsibilities from the LSC to the LA in 2010. A further 9 Diplomas were approved under Gateway 2 which will commence in 2009 and 2010. The September Guarantee was fully achieved in 2007 resulting in an appropriate offer of learning to all Yr 11 leavers. 77% of Yr 11 school leavers progressed into further full-time learning, an increase of 4%. There has been strong progress in the judgements from Ofsted Reports 2005-8 which have graded all schools satisfactory or above for Economic Well-being. 62.5% were judged good (from 52% in 2007) and 15.6% outstanding (from 4% in 2007). A 14 – 19 Quality Improvement Officer has recently been appointed to work with schools to help them raise achievement amongst post 16 students. A Framework for Excellence has been established in all colleges. A minimum Level of Performance Assessment will be used with WBL providers and within FE. A multi-agency research project will examine Level 2 achievement data and will inform a Level 2 action plan for the District.

Young people not in education, employment or training (NEET) reduced from 12.8% in 2005 to 8.8% in November 2007, by far the biggest improvement in the region and the District is on track to achieve its target of 9.0% by January 2009. The Connexions Service has successfully transferred into the Local Authority and commissioning of services will ensure services are in place for high priority groups. The national Information Advice and Guidance standards have been implemented in a significant number of institutions and plans are in place to widen the range of organisations that are able to meet the standards. The Local Activity Agreement continues to support NEET young people who have been NEET for 20 weeks or more with criteria now widened to include young NEET 13 weeks or more. The NEET Action Plan is being integrated into Promoting Bradford Futures. European Social Fund resources will be used to provide individual support for the most vulnerable NEET young people in the District.

District Priority - Children and young people who are looked after are helped to achieve economic well-being

From April 2007 to April 2008 119 young care leavers moved into education, training or employment. 59% of care leavers have some form of qualification. No care leavers in the District became homeless. Care leavers have access to dedicated health provision. Allowances payments to care leavers are incentive-based and linked to their participation in education training or employment activity. Financial packages for young people to progress to Higher Education are also in place. Exit interviews for all Care Leavers had 94% describing the service they received as good or very good and reported a sense of well-being.

District Priority - Children and young people with learning difficulties and/or disabilities are helped to achieve economic well-being

Year 9 transition reviews are held for all pupils with statement of Special Educational Needs (SEN) attending special school. Learner support funding is available for Work Based Learning (WBL) providers to assess additional support needs. Ready for Work Days are run for SEN students to reinforce life and employability skills. SEN students are supported in finding work experience placements. Benefit entitlement information and support is provided. WBL providers have mechanisms in place to signpost learners to appropriate agencies.

District Priority - Ensure parents have access to childcare to enable them to work or train.

A comprehensive Childcare Sufficiency Plan has been produced containing detailed information on childcare sufficiency across the whole District, with further breakdowns into 14 sub-localities to match with areas agreed by the Children and Young People's Partnership Group (CYPPG). It has assessed availability, suitability, affordability, sustainability and demand for childcare by reviewing gaps in provision related to type, age, affordability, opening times, location and specific needs of disabled children. Demographic and childcare data was collated and broad consultation with parents, children, young people, partners, and providers all supported the production of the plan. It has been widely publicised in paper and website formats.

Cross Cutting Themes

In 2007 the Children and Young People's Partnership identified priorities that cut across all the ECM Outcomes, expressed as Cross Cutting Themes.

Promoting stronger and safer communities

Work has been undertaken in the District to reduce Anti-Social behaviour as part of Bradford's work as a Respect Action Plan area. A coordinated approach has been supported by Children's Services, Safer and Stronger Communities Partnership and the Respect Action Plan working group. A tiered approach consists of the standardisation of processes and documentation in order to ensure a measured and proportionate response to the issue of ASB across the District. This area of activity was featured positively in the Bradford YOT inspection report.

Promoting strategies to support vulnerable children and young people

The need to improve transition across all areas for children with disabilities and/or complex health needs has been identified as a priority for the Disabled Children and Young People's Strategic Planning Group and an action plan has been developed. A major piece of consultation has been completed which has resulted in a Commissioning Outcomes document. The Children and Young People's Partnership have agreed that the recommendations contained within the Commissioning Outcomes document will be picked up by the Aiming High Commissioning Board. The core part of the development will be a proposal for a hub and spoke model of provision, with special schools acting as the hub and appropriate mainstream clusters forming the spokes, with a focus on collaborative working across and by all agencies which will include risk assessment, provision planning, monitoring and review.

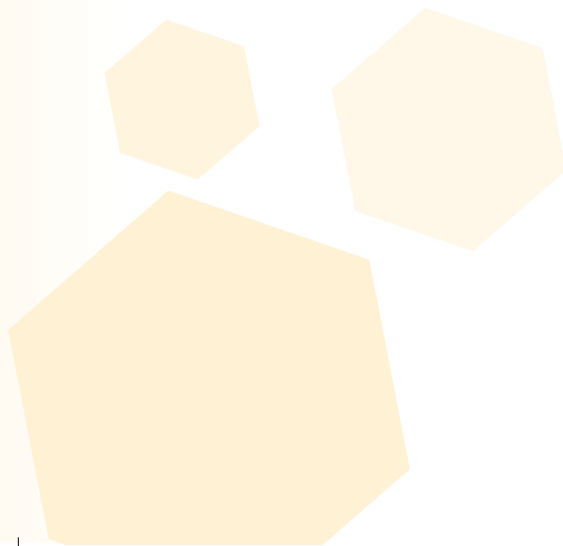
Speech and Language Therapy is available in early years provision, special and mainstream schools, including provision of communication aids and swallow and feeding management. The tPCt have funded within its Commissioning for Health Strategy approaches to develop access to therapeutic provision for children and young people with disabilities and/or complex health needs. A review of current transition procedures for children with disabilities and/or complex health needs within acute health care settings is underway with a view to developing appropriate care pathways to facilitate the transition from paediatric to adult services, recognising the valuable role of GPs in facilitating this transition. Work is underway to improve the assessment pathway for children with Autistic Spectrum Conditions and an 18 month pilot is being planned.

Improve Every Child Matters outcomes for primary age children which will be reflected in improved school performance

For Primary Schools there continues to be marked differences between the Ofsted inspection grades for children's achievement and for the standards reached by learners in testing or examinations. Whilst children's achievement was judged to be good or better in 54% of schools, standards were judged to be good or better in 27% of schools inspected. This reflects the fact that although children do make good progress, it is from a lower starting point and this impacts on the standards attained. In some schools children's progress has been judged to be outstanding, but the standards they attain satisfactory. Partnerships have been set up in two areas, Bradford East and Bradford West, to help schools address particular challenges. The intended outcome of the work is to raise the aspirations, achievement and attainment of children and their families in the two localities. Additional funding is being provided for the academic years 2008/09 and 2009/10 and is directed to raising standards. Education Bradford's School Improvement approach will implement a new programme designed to target, challenge and support at the greatest areas of need.

Reduce social exclusion and improve ECM outcomes for all children aged 0-5

The District has successfully delivered Phase 1 and 2 for the establishment of 33 Children's Centres. A successfully delivered national pilot took place for 80 practitioners from 40 early years settings in disadvantaged areas has engaged parents in the learning of their 2 & 3 year olds. Children's Centres and other settings have participated in the DCSF, Two-Years- Old Pilot, offering free places to two-year-olds. A second DCSF pilot took place to increase take up of childcare across black and minority ethnic families included a focus on raising take up and awareness of the value of early learning provision.



Section 9

Progress over the last year – Integrated Service Delivery

Our approach to supporting children, young people and their families by the wide range of services on offer to them acknowledges that services need to be delivered on a preventative basis and not solely on professional and service specific boundaries.

Service Delivery – Levels of Intervention

Service Delivery can be described using a tiered approach as follows:

Tier 4 - Specialist/acute - multi agency support, multi intervention programmes, may include rehabilitative work or highly specialised work requiring clinical intervention.

Tier 3 - Complex Need – significant and long term need for a multi agency approach, where single agency intervention has not met need; involves targeted and specialist support and regular reviews

Tier 2 - Early prevention/vulnerable – May operate within mainstream settings, but includes targeted services. Interventions may be one to one or involve group or family work, short or long term needs.

Tier 1 - Universal/mainstream open access provision; some children may need additional low level support to ensure equality of access.

The Children’s Trust arrangements shift the focus from a narrow tiered pyramid of need to a broader based preventative model. This will enable staff at all levels but particularly at the lower tiers, to respond early to identify needs. Children, young people and their families will be able to access services at their point of need, thus reducing referrals up to the next tier.

In Bradford, to support the integration of key services to achieve our vision we believe that children, young people and their families should be placed at the centre of services. The model above outlines where we believe the support for children, young people and their families rests.

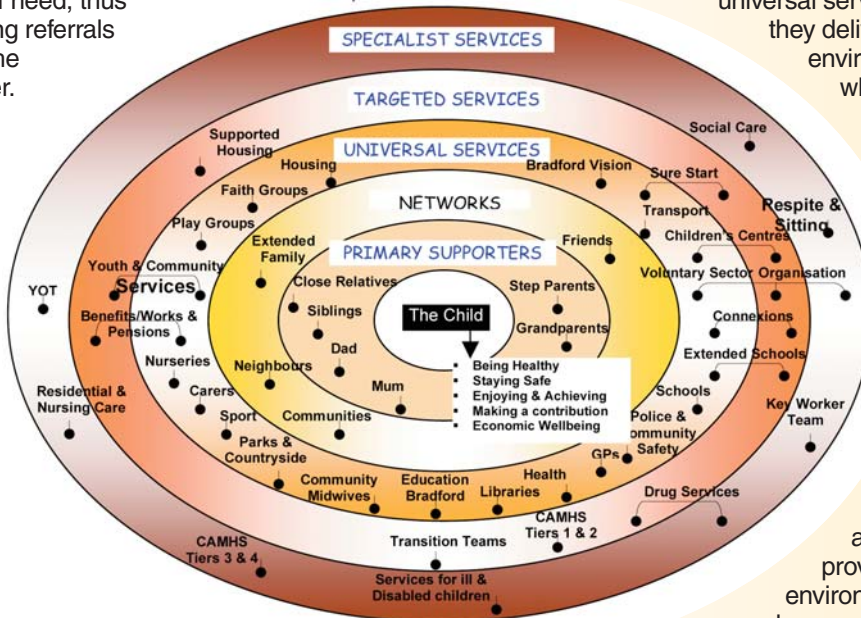
In this model the child or young person is clearly placed at the centre with a **primary network** of support from parents and/or carers, who are equipped with information and advice about the services available to them. Parents and carers are vital to helping children and young people have the best start in their lives. They create the initial core features of the five Every Child Matters outcomes. Where families have the capacity to ensure this good start then local community networks themselves are strengthened and outcomes for children and young people are likely to be good.

The role played by **universal services** in supporting all children and young people on a day to day basis are focussed on ensuring that they deliver the entitlements that all children, young people and their families need. These universal services can be described through the ECM outcomes themselves.

- For children and young people to **Be Healthy** a range of services are provided in primary and secondary care settings by doctors, nurses, including community and school nurses, health visitors, allied health professionals, midwives, dentists and so on are vital to support families or carers.

- For children and young people to **Be Safe** universal services must ensure when they deliver services that safe environments are created whether they are in nurseries, children’s centres, schools, youth projects, parks or faith settings.

- For children and young people to **Enjoy and Achieve** then universal services such as childcare services, schools and the Extended Services in and around them, colleges, and work based learning providers must create an environment where children and young people access high quality services in high quality provision.



- For children and young people to **Make a Positive Contribution** then all universal services should encourage and support all children and young people to have a voice and for that voice to be valued and where possible services redesigned to meet this need.

- For children and young people to have a strong sense of a future **Economic Well-being** role in the District then universal services such as Connexions, Schools, Colleges and work based learning providers provide opportunities for developing skills that are needed for them to play such a role in society. Delivering these services will serve the needs of most children and young people. These services are also critical in identifying when early intervention is needed to prevent children and young people from not achieving such good outcomes. Children and young people who are described as vulnerable are at a greater risk of not achieving positive outcomes for a range of reasons. They are likely to need **targeted services** to support them back into universal provision. A strong and clear understanding and working relationship between universal and targeted services is vital for early intervention and preventative approaches to be effective.

For children and young people that have complex needs then **specialist services** such as Children’s Social Care, or Child and Adolescent Mental Health Services, or the Youth Offending Team, or residential and nursing care services are also be available to support them.

It is the responsibility of agencies to ensure they engage with children, young people, parents, carers, families and the wider community and that services are appropriate and based on identified need(s). All services whether they are universal, targeted or specialist services must view children and young people holistically and take account of meeting all their ECM outcomes. This diagram illustrates the delivery of good inter-agency work to reduce levels of concern about a child to ensure they remain at the centre of activity.

The Big Idea - Local joined up services focussed on prevention

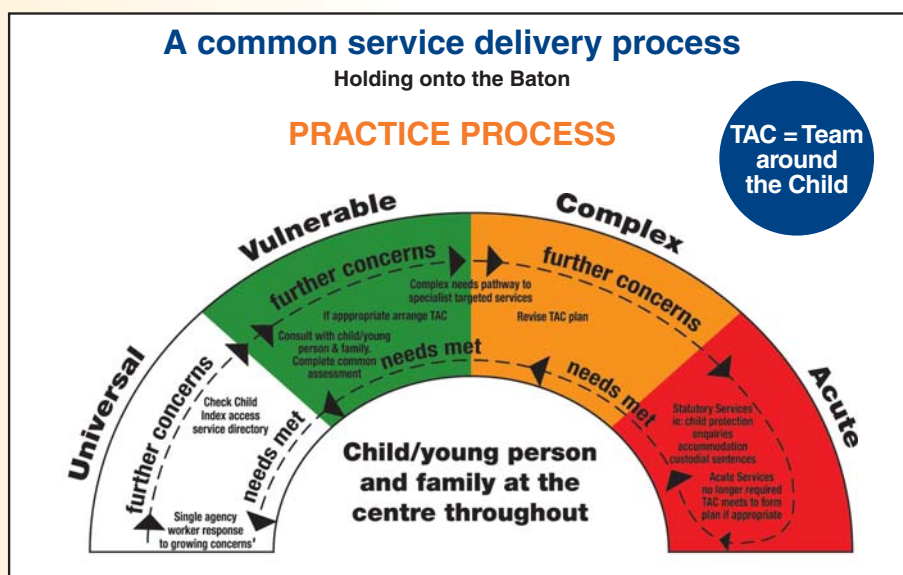
Planning for and investment in early intervention and prevention is critical to the future well-being of our growing 0-19 year old population. The achievement of the Five Year Vision for children’s services, and the wider aspirations of improved education, raised skill levels and the District’s regeneration within the Sustainable Community Strategy are vital steps to achieving success over the long term.

The Council and its partners signed up to the Big Idea which will involve inter-agency working, the co-location of services where appropriate with professionals in geographically based multi-agency teams, within Extended Services, Children’s Centres, Youth Services or other local settings. They will use common processes such as the Common Assessment Framework with a lead professional to coordinate the response where more than one agency is involved. Services will deliver and plan their work together and inform future commissioning of provision.

This joined up approach, which in many cases will be a matter of extending and reinforcing current practice, will facilitate early intervention and prevention. The aim is to work with the child and their family to reduce vulnerability to poor outcomes.

Progress on the Big Idea

We recognise that services for children and young people need to be organised and delivered in a different way in order to achieve the improvements needed. This has involved identifying priorities where change is most needed and putting in place arrangements for more integrated working to deliver





improvements. This includes joint planning and commissioning, common approaches, common assessment and information sharing.

The Children and Young People's Strategic Partnership agreed that locality working across the District would be organised in the first instance around the five constituencies in Bradford. Subsequently 14 Localities have been identified. Locating professionals together in geographically-based, multi-agency teams, in extended schools, children's centres or other local settings will promote shared vision and values, strengthen inter-professional relationships and create opportunities to share knowledge and good practice. This joined-up approach, which in many cases will be a matter of extending and reinforcing current practice, will help us prevent problems or intervene early to sort them out. The aim is to work with the child and his/her family to reduce vulnerability to poor outcomes.

The Council's Services for Children and Young People will have five area managers, one for each constituency. There will also be two central services managers to coordinate District wide resources. These managers will mainly be responsible for incorporating the following services:

- Early Years and Childcare Services
- Children's Centres
- Family Centres
- Play
- Extended Schools
- Parental Involvement
- Integrated Youth Support Services (Youth Service / Connexions)

A wider range of partnership services will be delivered locally, involved in preventative work, and

the staff in the above services work closely with other parts of the Council's Services for Children and Young People. They will work closely with key players across the whole partnership including the voluntary and community sector in the delivery of services to children and young people. Over the next twelve months a broad spectrum of locally determined working arrangements based on needs within a constituency will continue to be developed to facilitate further locality working, integration at the point of delivery, ensuring there is no duplication and aid coordination.

Parental Involvement

A Parenting Commissioner is in place and ensured the "for parents" Parenting Strategy was published in November 2007 as planned, receiving positive feedback from local stakeholders. The Parenting Strategy is deliberately wide ranging to encompass the need for early engagement and intervention through to specialist services. A short term working group set up during Spring 2008 identified support and work with parents across the tiers of provision and recommended that a Parenting Board be established. This has subsequently been done.

To support the development of The Big Idea parental engagement and parenting support is now a core offer of Children's Centres and extended services and is well established in many other agencies and schools.

Significant cross partnership accredited training activity in June and July 2007 has extended more opportunities to Health Visitors to deliver Tier 1 and 2 services, on top of training already delivered across the Partnership. To further embed the approach and widen range of skills in the District working activity is underway for staff training with Tier 3 and 4 cases.

Early Years and Childcare Support

The Bradford Childcare Sufficiency Assessment has now been completed and includes a three year action plan. Activity is clearly focussed across the District through specific approaches that are needed in 14 different areas based on the needs in those areas. All this activity will take place alongside an annual review of supply and demand for childcare provision and changing demographic needs.

Early Years Support

To ensure Early Support promotes effective early intervention for children with disabilities an Early Support Project Manager is in place. They are bringing together education, social care, health services and the voluntary sector working in partnership, both with each other and with the family.

Early Support will give families the opportunity to have a key worker to coordinate services for them as well as offering emotional and practical support and advice.

An Early Support strategy covering workforce training, cross agency key worker structures to support families, and continuing engagement with parents to shape provision has been produced. All of which ensures the consistent implementation of Early Support across the District's Children's Centres.

Family Support Services, Family Centres and Children's Centres

Family support and parenting services work both with families on the edge of care and those who require specific assistance because one or more of their children has a disability or complex health needs. Every family in the District whose children are on the edge of care receive a service which will explore and support every single opportunity to keep them together in the community, where it is safe to do so. Ensuring the delivery of services to these children and young people are delivered from services which are best equipped to effect change and improvement, using the team around the child (TAC) model.

Through the District's strong Children's Centre strategy we have now established all Phase 1 & 2 Children's Centres with a wide range of partners delivering the integrated care and learning services that children and their families need. We have already established the basis for the development of Phase Three of Children's Centres. A joint family support strategy between Children's and Family Centres to support children and their families to access Tiers 1 and 2 services is in place, and activity to ensure support at Tiers 3 and 4 is underway.

Play

The Play agenda is firmly embedded in the Sustainable Community Strategy. Bradford Play Partnership has secured more than £1.4 million of the Big Lottery Children's Play Programme which is being implemented across the District. The Council has also increased resources to further enhance play in the District. A new Play Champion has been recruited, elected by school children across the District.

Access to play provision is a vital component of localities working which will be supported by an updated Play Strategy to be launched in July 2008. It has six key themes that support the right to play, through high quality play facilities and by promoting

children's access to the public realm. The key themes promote equality and inclusion in play and encourage children's planning of play services, both designed to secure positive outcomes for children.

Extended services in and around schools

Bradford is recognised as at the forefront of the development of extended service provision regionally and nationally, and progress on the core offer is ahead of regional and national comparators.

Bradford was one of twenty-five authorities across the county involved in a DfES Extended School Pathfinder pilot based on four school groupings. Following the success of the pilot the programme was further extended to create 15 additional clusters in 2005-6. This year has seen a further extension to a total of 24 clusters, providing coverage for 181 schools out of the 188 mainstream schools in Bradford. 53% of schools have demonstrated their delivery of the core offer and the September 2008 targets have already been surpassed.

Integrated Youth Support Services

To support our approach to Aiming High for Young People: A Ten Year Strategy for Positive Activities, the District's **Youth Matters Implementation Group** action plan is using the 6 key national objectives to address a 10 year strategy to support young people in the District. These objectives are designed to

- Rebalance the public narrative about young people
- Empower young people to influence the design and delivery of services
- Increase the number of local places for young people to go
- Remove barriers and support young people to access local opportunities and services for them
- Improve the capacity and quality of services for young people
- Support and develop the youth workforce to employ the very best practice in working with young people



Over the last year the **Youth Opportunities Fund and Youth Capital Fund Programmes** were established in 2006 covering a two year period. They provide additional “places to go and things to do” for young people, with young people determining where and how the funds should be allocated. Each year £50000 of the funding is allocated through Bradford Youth Grant makers for funding up to £5000. A cross District young people’s panel disburse the remaining funds, ratified by the Bradford and Keighley Youth Parliament and the Youth Service’s Principle Officer. In 2007/08 over 70 young people’s groups across the District benefited from YOF/YCF funding providing an increase in the quantity and quality of what is on offer for young people. These opportunities included a diverse range of projects such as to address Community Cohesion or support for young people with disabilities, delivered through performing arts, sports and residential experiences. All of the projects are in multicultural areas of the District and will provide diverse universal and targeted services to young people. 122 young people were trained and involved in grant giving and over 2,000 were involved in researching and applying for grants.

Local Authorities are required to provide information on **positive activities for young people**. The duty applies to young people aged 13 – 19 and up to 25 for those with disabilities. The Youth Service, with the

strong involvement of young people, have designed and developed an accessible website providing up to date information by which young people can access opportunities to take part in a range of educational, recreational provision and to provide relevant information and guidance across the District. The Positive Activities website has been live from the 31st March 2008. A young people’s consultation group designed the front page of the website and this design has been implemented, they also advised staff of content needed for the website.

The Council’s Youth Service has restructured to ensure its readiness to further engage in the Big Idea. Ofsted commentary in the Enhanced Youth Inspection Report stated that “The youth service is well positioned to contribute to integrated youth support services in the five localities.”

Connexions Services have been successfully transferred to the Local Authority and maintained their strong partnership focus. Connexions Services are delivered via both statutory and voluntary organisations in localities where they are most needed in order to provide Information, Advice and Guidance and particularly to support young people not in education, training or employment.

The Youth Offending Team Manager is taking the lead in progressing **Targeted Youth Support** to complement the Youth Matters Implementation Group. A clear rationale based on a shared understanding of provision and need is being taken forward. To support this approach, a range of activity is being undertaken to ensure clear links to Localities in the District such as a process to link the work of Behaviour and Attendance Collaboratives (BACS) within Confederation Areas and Pupil Referral Units is also underway.

Section 10

Progress over the last year – Integrated Processes

Integrated Working Board

The Integrated Working Board oversees the development of the District's approach to the Common Assessment Framework, ContactPoint, the Integrated Children's System and the Information Management Strategy. The Board's Implementation Group develops solutions to support these developments and Integrated Working Champions in each agency to support operational delivery.

Sharing information makes an important contribution to protecting children and young people from suffering harm from abuse or neglect, and to preventing them from offending. Guidance for all children's services practitioners on information sharing is part of the training for CAF and ContactPoint. This includes a high level Information Sharing Protocol, which agrees processes, legalities and responsibilities for agencies involved; and guidance for practitioners in the form of an online Information Sharing Toolkit.

The Common Assessment Framework (CAF) is a key part of delivering integrated frontline services focused around the needs of children and young people. The CAF is a standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met. It can be used by all practitioners across children's services.

The CAF promotes more effective, early identification of additional needs, particularly in universal services. It provides a simple process for a holistic assessment of a child's needs and strengths, taking account of the role of parents, carers and other factors on their development. Practitioners will then be well placed to agree, with the child and family, about what support is appropriate. The CAF will also help to improve integrated working by promoting coordinated service provision.

In Bradford CAF guidance and support documents are in place, supported by a CAF Register and CAF helpdesk arrangements. Multi-agency CAF training is delivered by practitioners and managers from partner agencies through a supported trainer pool, with future CAF training being planned via training programmes of partner agencies.

Three multi-agency CAF pilots have supported the development of the Bradford model, and have been externally evaluated, which has led to the development of local information sharing materials, CAF guidance to support practitioners, Integrated Working Champions in services across the partnership and a commitment to solution focussed approaches by staff.

ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. It will be a basic online directory, available to authorised staff that need it to do their jobs and is a key part of the ECM programme to improve outcomes for children. ContactPoint will be implemented nationally in 2009 as an online directory of all children in England aged 0 to 18 years.

Bradford's Children's Information Link has responsibility for the management of the **Bradford Family Services Directory**. This is a comprehensive online information bank of all types of children's and young people's services available in a local area, for use by practitioners and children, young people and families.

Integrated Children's System (ICS) is a practice initiative for staff working with children and young people supported by information technology. It links previous practice guidance ("Looked after children" 1995; The "Framework for Assessment" 2000) into one seamless system for capturing and recording the work of children's social care. It aims to promote good professional practice in information gathering; assessment; planning and review of service delivery for children and young people. The system promotes the seeking and recording of relevant information from other agencies working with children. ICS will be implemented in Children's Social Care between July 1st and 30th September 2008.

Bradford's inter-agency workforce development framework embraces all relevant agencies in voluntary, statutory and independent sectors. This is being backed by the development of a shared identification of required and common training across all services designed to reduce duplication and address common staff development needs.

All training for the Children's Workforce is mapped against the common core of skills and knowledge needed by people (including volunteers) whose work brings them into regular contact with children, young people and families. It will enable multi-disciplinary teams to work together more effectively in the interests of the child.

A new development to train volunteers to deliver early support for parents of LDD children is in place, supporting the range of activity within Health Organisations offering training on various aspects of working with children and young people with complex health needs. All LAC training incorporates disability and ethnicity issues as a matter of routine and is being widened to include Voluntary Sector.

Section 11

Managing Performance and Resources

Statement of resources

The local authority and its partners are committed to allocating resources most appropriately to meet the shared partnership priorities and focus areas. The recent Joint Area Review (JAR) report indicated that the Council has allocated resources to its key priorities offering examples of the investment of £1.5 million to enhance improvement in a number of primary schools and £3 million invested in preparation for the Building Schools for the Future project. The JAR report goes on to say that there is a good balance between spending on preventative services and reactive working in Social Care.

Expenditure on Education in Bradford is in line with similar local authority areas. There has been a significant improvement since 2004 in deficits and surpluses in school results.

Commissioning

A number of services are currently commissioned through management or commissioning groups. The Council's Transformation Services coordinates commissioning functions within its Children and Young People's Services where the local authority is the lead or accountable body. Discussions are taking place between the local authority and its partners about improved arrangements for joint commissioning and enabling closer working between staff across agencies who are engaged in commissioning activity.

Managing Partnership Performance

The Children and Young People's Partnership's planning and performance management framework developed during 2007 to support the Vision of the

Children and Young People's Plan for Bradford District, was recognised in the Joint Area Review report as an 'excellent' information system.

It is an integrated multi-dimensional system focused on performance management and service improvement which contains:

- Performance information
- A comprehensive needs analysis focused on inequalities within the District
- Latest updates from managers on service plans and strategies
- An analysis of key risks and a comprehensive reference library of District and National Policy documents

The key strength of the system is in the link between these elements – enabling them to be effectively cross referenced which assists in promoting an integrated approach to responding to the needs of children and young people and families.

It integrates this information across the District for all agencies and partners, including a number of voluntary and community sector agencies.

The system supports and extends opportunities for dialogue and constructive challenge – highlighting under-performance in areas across the Partnership and bringing these to the attention of the Partnership Group and its sub groups.

Managers across the organisations represented within the Partnership regularly update their own sections, resulting in a comprehensive real time overview of the work of the whole Partnership.



Abbreviations

AHDC	Aiming High for Disabled Children
ASB	Anti-Social Behaviour
BCSB	Bradford Safeguarding Children Board
BME	Black and Minority Ethnic
BRI	Bradford Royal Infirmary
BSF	Building Schools for the Future
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Services
CP	Child Protection
CYPP	Children and Young People's Plan
CYPPG	Children and Young People's Partnership Group
DCSF	Department for Children, Schools and Families
ECM	Every Child Matters
FE	Further Education
GCSE	General Certificate of Secondary Education
ICS	Integrated Children's System
KS	Key Stage
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children
LDD	Learning Difficulties and Disabilities
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board
NEET	Not in Education, Employment or Training
NHSP	National Healthy Schools Programme
NSF	National Service Framework
Ofsted	Office for Standards in Education
PE	Physical Education
PSE	Personal and Social Education
SEN	Special Educational Needs
tPCT	Teaching Primary Care Trust
VCS	Voluntary and Community Sector
WBL	Work Based Learning
YCF	Youth Capital Fund
YOF	Youth Opportunities Fund
YOT	Youth Offending Team

