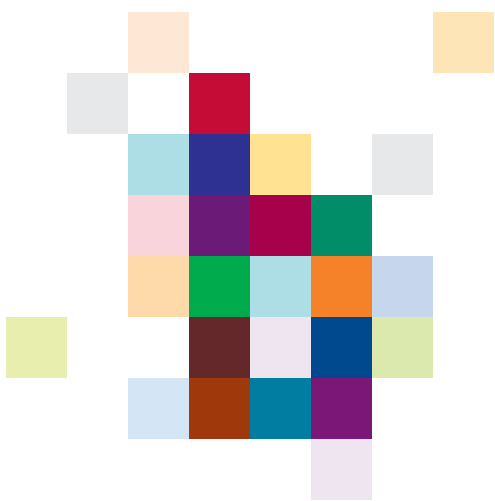




# BRADFORD CHILDREN AND YOUNG PEOPLE'S PLAN

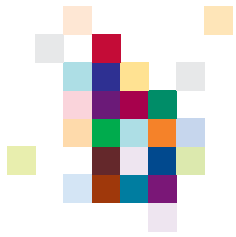
## 2009-2012



Education Bradford







# BRADFORD CHILDREN & YOUNG PEOPLE'S PLAN

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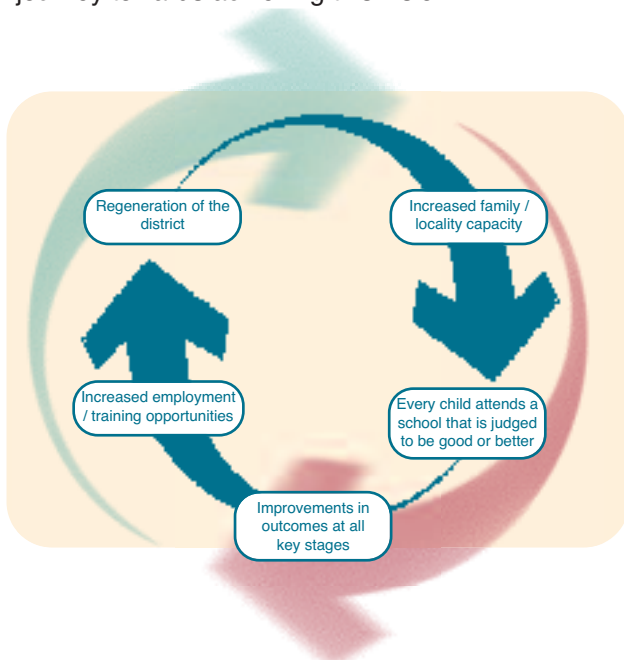
2009-2012



We welcome this opportunity to introduce Bradford district's second Children and Young People's Plan 2009 -2012 which describes how Children and Young People's Services will 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 of Children, Schools and Families (DCSF) National Children's Plan, which places schools at the heart of communities.

## Bradford Approach:

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



The Children's Trust in Bradford is committed to the vision that every child and young person should be supported to have the best start in life, and be 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 wellbeing

This continuous cycle of improvement aims to provide clear support for parents and carers, and to help to ensure that children grow up happy, active and safe, so that they may fulfil their potential for a creative and engaged adulthood, contributing to the wellbeing of communities. In turn, this will enable parents and local communities to be increasingly engaged in decision-making, and ensure that the range of services offered to our children represents genuine choice and is amongst the best in the country. We remain dedicated to the aspiration that our schools will continue to improve year on year. This year has seen progress towards achieving that aim.

We welcome the message of the DCSF’s “Children’s Trust – statutory guidance on inter-agency co-operation to improve the wellbeing 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 our district. As a Children’s Trust we look forward to the increasing responsibility of planning for and delivering improved outcomes for our children and young people.

We welcome Lord Laming’s recent review of Safeguarding and the specific recommendations put forward. Our considered response will enable Bradford to build on the current strengths of our existing safeguarding arrangements.

The Big Idea, to which all partners are committed, remains: “local joined-up services focussed on prevention”. The Council and its partners must work together to improve the life chances for all children. We have continued to direct support to children when they are vulnerable and to provide this at the earliest opportunity, and at the earliest age. Bradford’s preventative framework enables services to intervene early to 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, as a Children’s Trust, we maintain a focus 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 further changes we will make to continue to 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. Our current ‘b someone’ campaign aims to encourage learning and raise aspiration in order to help all children and young people achieve their potential and enjoy their lives so that this great asset may continue to benefit the whole community.

**We look forward to working with you all on this.**



**Cllr Michael Kelly**  
Portfolio Holder for  
Children’s Services



**Kath Tunstall**  
Strategic Director of  
Services to Children  
and Young People



## Children & Young People's Partnership Pledge:

**Every Child Matters** is about improving services for all children and young people, but with particular regard for the most vulnerable and disadvantaged in order to close the gap between such children and young people and their peers.

### Children & Young People's Partnership Pledge

The Children and Young People's Strategic Partnership's vision for services for children and young people includes 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.**

### Shared Principles:

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

- Be centred on the needs of all 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

**Children & Young People's Partnership  
Group Members:****Kath Tunstall**

Strategic Director  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Angela Dobson**

Partnership Director LSC

**Denise Falconbridge**

Director Access/Inclusion Education Bradford

**Anne Flanagan**

Deputy Director Commissioning  
NHS Bradford and Airedale

**Richard Bates**

Assistant Director  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Richard Tipping**

Assistant Director  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Christine Whiley**

Assistant Director  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Sue Colman**

Assistant Director  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Nick Powley**

Children Services Advisor

**Fran Walden**

Head Teacher (primary)

**Bev Ledra**

Head Teacher (primary)

**Dominic Wall**

Head Teacher (special schools)

**David Yates**

EET Manager Services to C&YP

**Anil Singh**

Chief Executive (Housing Ass.)

**Alison Pilling**

Education Manager (Metro)

**Geoff Crossley**

District Manager (WYFS)

**Janice Hawkes**

Young Lives Bradford Asst. Dir.  
Children's Services, Barnardos

**Jean Mcallister**

Principal FE

**Kerr Kennedy**

Young Lives Bradford,  
Bradford CVS

**Paul Burlurax**

Head Teacher (secondary)

**Paul O'Hara**

YOT manager

**Roger Morris**

Divisional Service Manager  
Services to Children and Young People  
City of Bradford Metropolitan District Council

**Ruth Hayward**

Head of Children's commissioning  
NHS Bradford and Airedale

**Shirley Brierley**

Consultant in Public Health  
NHS Bradford and Airedale

**Steve Cotter**

Chief Inspector WYP

**Steve Hartley**

Assistant Director – Neighbourhoods  
City of Bradford Metropolitan District Council

**Tim Hirst**

Assistant Director Culture & Tourism  
City of Bradford Metropolitan District Council

**Tim Wheeler**

Artistic Director  
Mind the Gap



## Vision

The vision of the Children's Trust:

**'For every one of our children to have the best possible start in life.'**

### We will do this by:

- Ensuring that the services all children and young people use, including 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 National Context

### **The 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 replaced a number of statutory and non-statutory plans, although agencies have retained 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 Local Authority is expected to involve and consult with all key partners, including children and young people, in the development and review of the Children and Young People's Plan (CYPP). A wide range of individuals and organisations within the community, statutory, voluntary, private and independent sectors have contributed to the findings in this plan.

The Plan will be reviewed each year, in order to determine how well we are doing to deliver the priorities of the Plan and if necessary make changes.

### **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 is given to early intervention and prevention, and recognising and tackling needs or difficulties at an early stage before they become bigger.

**Duty to Co-operate** - The Children Act 2004 imposes "a duty to co-operate" on Children's Trust partners who are required to work jointly "with a view to improving the wellbeing of children in the authority's area". **Bradford Metropolitan District Council as the Children's Services Authority is responsible for leading on arrangements to promote co-operation with**

relevant partners: Police; Probation; Youth Offending Team; Primary Care Trusts; Strategic Health Authority; the Learning and Skills Council and other key stakeholders including the voluntary and community sector, young people, governors and parents.

**National Children's Plan Objectives** - The national DCSF Children's Plan (2008) sets out a number of high level principles and objectives which consolidate the ECM agenda. It has the following key objectives:

- To secure the health and wellbeing 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 and wellbeing priorities of both the National Service Framework and The NHS Operating Framework 2008/9 to 2011/12.

**The National Service Framework for Children, Young People and Maternity Services 2004 (NSF)** sets out priorities for health, social care and other partners which require a fundamental change in the design of services so that they better meet the needs of children and families using services.

**The NHS Operating Framework 2008/9 to 2011/12** sets out the health service priorities for the year ahead which includes freeing up the front line by moving towards local stretch targets, whilst delivering on national priorities. The focus will be on developing world class commissioning as the key agent for change with a strong emphasis on genuine partnership working at a local level with local government and other partners to ensure that local health and wellbeing needs are better understood and addressed in partnership.

**Healthy lives, brighter futures - The Strategy for Children and Young People's Health (2009)** is a joint DH/DCSF children and young people's health strategy which presents the Government's vision for children and young people's health and wellbeing. It sets out how we will build on progress through: world-class outcomes; high quality services; excellent experiences in using those services; and minimising health inequalities.



**Health Inequalities: Progress and next steps (2008)** identifies the key actions required to tackle the health inequalities which persist amongst the most disadvantaged communities, including a focus on interventions in early years and parenting and reducing child poverty.

**Joint Strategic Needs Assessment (JSNA - 2007):** The Local Government and Public Involvement in Health Act 2007 requires PCTs and Local Authorities to produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of their local community, underpinned with effective stakeholder involvement, community engagement, designed to inform local commissioning. The first JSNA for the district was produced in 2008.

**Maternity Matters: Choice, access and continuity of care in a safe service (2007)** is one of the foundations 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.

**Child Health Promotion Programme (2008)** provides an update on the preventative services tailored to individual children's needs with a focus on promoting health and wellbeing in pregnancy and early years of life and promotes partnership working.

**The NHS Next Stage Review (2008)** was led by Lord Darzi and involved clinicians and the public in determining the future shape of the NHS. It sets out core principles of the NHS; that it should be fair, personalised, effective, safe and locally accountable. Regional reviews have followed; in Yorkshire and Humber this is known as Healthy Ambitions and it includes eight care pathways, including maternity and newborn children.

**The Bercow Report:** A review of services to children and young people (0-19) with speech, language and communication needs (SLCN) (2008). The report makes 40 recommendations for the Government, PCTs and LAs to transform provision for, and the experiences of, children and young people with SLCN and their families. This includes the appointment of a lead for SLCN within the Children's Trust and key commissioning objectives. Speech, language and communication are crucial to every child's ability to access and get the most from education and life and this will be highlighted in the National Year of Speech, Language and Communication in 2011-2012.

**The Education and Inspections Act 2006** ensures schools have regard for the Children and Young People's Plan when undertaking duties to promote wellbeing, 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 lifestyle choices. The Government has issued statutory guidance on Children's Trust arrangements to local authorities and agencies with a duty to co-operate to improve outcomes for children and young people which puts schools and improvements to educational attainment at the heart of Children's Trusts activity. The Act also includes new measures to ensure that fewer schools become a cause for concern and, where they do, they are supported to recover more quickly.

Common processes support children and their families to gain early access to the right services through the **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 for children, young people and families where more than one agency is involved. Services

are 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 centre 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 ensure information on all early childhood services reaches all parents, especially those who may find it difficult to access them.

National reform of **14 to 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 Building Schools for the Future (BSF) Programme** is a national programme to replace, remodel or refurbish secondary schools in order to achieve Educational Transformation within all of our schools to reflect 21st century technologies and aspirations, enabling our young people to achieve their full potential.

As a pathfinder authority, Bradford has been at the forefront of this initiative. Activities have been undertaken over several phases:

- **Pathfinder** – Two new schools opened on schedule.
- **Phase 1** – New builds for three schools.
- **Phase 2** – New builds of three secondary schools with co-located Special Schools in secondary provision and three new Special Schools at primary level, plus the remodelling and refurbishment of a further secondary school. This supports our SEN reorganisation.
- **Phase 3** – new building and/or refurbishment of the remaining 13 schools, plus the development of two new schools to complete the SEN reorganisation and ICT-only schemes in a further four schools – 19 schools in total the largest BSF phase in the country.

**National Challenge:** The National Challenge was launched by the Secretary of State on 10 June 2008. It is a programme of support to secure higher standards in all secondary schools so that, by 2011, at least 30 per cent of pupils in every school will gain five or more GCSEs at A\*-C, including both English and Mathematics. To date, Bradford has received support for 10 schools in this category plus a number of others that are perceived to be 'at risk'.

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 and deliver better outcomes for every child in care to grow up safe, happy, secure and loved.

**Aiming High for Disabled Children (AHDC)** is a cross Government 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 and palliative care.

**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.

**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; developing and delivering 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.

**Safe, Sensible, and Social (June 2007)** sets out ways to reduce underage drinking, to protect children and young people from alcohol-related harm and to promote safer drinking messages to children and young people.

**Drugs: Protecting Families and Communities (Feb 2008)**. The new strategy focuses more on families, addressing the needs of parents and children as individuals, as well as working with



whole families to prevent drug use, reduce risk, and get people into treatment. The strategy also has a greater emphasis on services working together on shared problems and across institutional boundaries e.g. hidden harm.

**Youth Alcohol Action Plan (June 2008)** sets out what the government will do to address drinking by young people.

**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 takes a variety of forms depending on local needs - 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 – The Bradford District:

The Bradford district is a diverse district with a mix of environments ranging from inner-city areas, towns and villages and high Pennine moorland. A quarter of the district's citizens are from Black and Minority Ethnic (BME) groups.

Bradford is amongst the most deprived districts in the country. It ranks 32nd out of 354 local authorities in England and is therefore in the most deprived 10% of local authorities nationally. Forty percent of areas in the district fall into the most deprived 20% of areas nationally. The variance in deprivation is wide ranging throughout the district with 5% of areas falling in to the most deprived 1% of areas nationally and 6% falling into the least deprived 1% of areas nationally.

The population of Bradford district is set to rise by one third over the next 20 years. The district will have an increase of those from BME groups. In addition, population growth is likely to continue to be highest in the existing deprived parts of the district.

Deprivation is inextricably linked to outcomes for children and young people. Children who grow up in poverty lack many of the experiences and opportunities that others take for granted, and can be exposed to severe hardship and become socially excluded. Their childhood suffers as a result. Growing up in poverty can damage physical, cognitive, social and emotional development, which are all determinants of outcomes in adult life. While some children who grow up in low income households will go on to achieve their full potential, many others will not. Tackling child poverty, including safe, secure and affordable accommodation, will help to improve children's lives today, and it will also enhance their life chances, enabling them to make the most of their talents, achieve their full potential in life and pass on the benefits to their own children.

## Priorities

The Children and Young People's Plan's priorities are consistent with and informed by the three 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 education 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 need across the district has informed and established the outcomes and priorities for the Children and Young People's Plan, which are contained within the Sustainable Community Strategy.

## Children's Trust Arrangements

Bradford's Children's Trust arrangements are outlined in Section 6.

## The Big Idea

The Partnership is fully committed to the Big Idea of local joined-up services focused on prevention. These arrangements are described in Section 6.

## Needs Analysis:

The Needs Analysis brings together relevant information and intelligence of individual agencies. The culmination of this information and intelligence is used to identify relevant outcomes and the priorities that reside within them. These are then used as the basis to inform planning and commissioning decision making and enables more effective use and deployment of existing resources.

## Overview:

Key issues for the district:

- There will be a significant growth (31%) in the number of 0 to 19 year-olds by 2031.
- There will be similar proportions 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 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.

More information and analysis is required to understand:

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

## Being Healthy:

Key issues for the district are:

- Teenage conception: Although teenage conception rates are falling, the district is not on target to reach the government's 2010 target of halving the 1998 baseline rate.
- Infant mortality remains significantly above the UK average.
- Breastfeeding rates are lower than the national average (source: Health Care Commission).

- Bradford has high levels of dental disease in children compared to other areas in the region and the worst levels in five-year-olds nationally.
- Childhood obesity is higher than regional and national rates. One fifth of Year 6 children in Bradford are obese.
- Significantly fewer children participate in two hours of high quality physical education and sport in school than their peers across England and Wales.

The greatest inequalities in the district are:

- Teenage conceptions: There is a five fold difference in teenage conceptions rates between the most and least deprived areas. Three-quarters of teenage pregnancies occur in the most deprived 40% of the community.
- Infant Mortality: Infant mortality rates are higher in deprived communities and within some specific ethnic groups.
- Oral health: Inequalities exist in oral health according to socio-economic status and ethnicity, especially in younger children.

More information and analysis is required to understand:

- The prevalence and key issues in relation to self-reported lifestyle issues such as diet and nutrition, smoking, substance misuse, mental health, physical activity and sexual health.
- The prevalence and key issues for obese and overweight children and young people.
- The prevalence and key issues for children and young people with disabilities and complex health needs.
- The prevalence and key issues for children and young people with mental health issues.
- The prevalence and key issues for children and young people experiencing childhood injuries.

## Staying Safe:

Key issues for the district are:

- Children and young people in Bradford district are 20% more likely to be admitted to hospital for serious injury than the national average.
- Higher rates of children worrying about bullying and being bullied at school.

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.
- 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 last four years.
- Unauthorised absences at primary and secondary schools are twice the national average (based on 2006 data).



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.
- The gap between the lowest achieving 20% of children at foundation stage and the rest is greater in Bradford (45%) than the national position of 36%.

More information and analysis is required to understand:

- What children and young people enjoy doing.

### Positive Contribution:

The greatest inequalities with in 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.
- Data and analysis of young people involved in positive activities and the barriers that stop young people getting involved in such activities.
- Barriers to engaging in decision-making and support the community and environment.

### Economic wellbeing:

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.
- Higher rate of young people who are NEET (not in Education Employment and Training) than the national position.

The greatest inequalities with in the district are:

- Highest numbers of NEET are amongst White and Pakistani young people.
- Highest rates of NEET are amongst Dual Heritage and Black Caribbean 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:

- Analysis of full Level 2 and 3 achievement by locality/ethnicity and barriers to achievement.

### Next Steps:

Priorities for further development of the Bradford district Needs Analysis will include improving the understanding of:

- The diverse needs of children living in each locality.
- The needs of children who are eligible for Free School Meals.
- Prevalence of missing children.
- The needs of children from A8 countries (new migrants).
- The needs of young carers.
- The needs of parents, including teenage parents.
- The prevalence and key issues in relation to self-reported lifestyle issues such as diet and nutrition, smoking, substance misuse, mental health, physical activity and sexual health.
- The prevalence and key issues for obese and overweight children and young people.
- The prevalence and key issues for children and young people with disabilities and complex health needs.
- The prevalence and key issues for children and young people with mental health issues.
- The prevalence and key issues for children and young people experiencing childhood injuries.



## Outcomes and priorities 2009 – 2012:

The outcomes and priorities for the plan are set out below. These are agreed on the basis of where the greatest impact can be made by all agencies working collaboratively.

Outcome:

**Be Healthy – help every child be happy, healthy, and resilient, feel good about themselves and have someone to talk to they can trust.**

Priorities:

- Support improvements to tackle a range of health inequalities for C&YP and their families and promote healthy lifestyle choices with a focus on Infant mortality, oral health, obesity, teenage pregnancy, sexual health, alcohol, tobacco and substance misuse.
- To promote the emotional wellbeing of all children & young people.

Outcome:

**Stay Safe - children and young people feel safe at home and in their community.**

Priorities:

- Reduce unintentional injuries across the district.
- Improve outcomes for looked after young people through providing more stable and secure placements.
- Help create a safe environment by minimising abuse and neglect.
- Reduce the number of children and young people experiencing bullying.

Outcome:

**Enjoy & Achieve – improve education outcomes: every learner can enjoy school life to the full and achieve their full potential.**

Priorities:

- Raise attainment of children and young people, and narrow the achievement gaps for underachieving groups.
- Reduce persistent school absence.
- Reduce the number of schools causing concern and increase the proportion of schools that are good or better.

Outcome:

**Making a Positive Contribution - children and young people feel that their efforts and contribution are recognised and appreciated by people.**

Priorities:

- Improve opportunities for children, young people, parents and carers to participate and contribute to policy and service development in the district.
- Provide positive activities for children and young people across the district.
- Prevent young people from offending or re-offending.

Outcome:

**Achieving Economic Wellbeing - create a highly motivated and well educated young workforce to support successful regeneration.**

Priorities:

- To reduce the proportion of young people who are not in education, employment or training. (NEET)
- To continue to enhance the range, quality and flexibility of learning pathways for young people aged 14 -19 years.
- To reduce childhood poverty and maximise the economic wellbeing for children and young people and their families.

The Vision Statement and priorities are reflected in the plans and strategies of all the agencies which make up the Children's Trust arrangements.





## Ensuring clear accountability through integrated governance and infrastructure

The Children’s Trust 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 co-operate”, young people, governors and parents.

The Board has a Children and Young People’s Partnership Group (CYPPG), comprising of senior officers from across agencies, chaired by the Strategic Director of Services to 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 more detail below.

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.

### Governance Arrangements

#### Champions for Children Board

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

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

The current membership of the Board comprises elected members of Council and non-executive directors or equivalent of agencies legally under a duty to co-operate, including the Bradford and Airedale Teaching Primary Care Trust, and police bodies. It also includes young people, nominated by Bradford and Keighley Youth Parliament, school governors and representatives of the voluntary and community sector.

#### Children and Young People's Partnership Group (CYPPG)

The CYPPG is an officer group, chaired by the Strategic Director of Services to 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.

The CYPPG is a forum for creative debate and innovation. It is supported by a number of Every Child Matters Outcome Groups. Members are responsible for representing the positions of their own organisations in the debates.

#### CYPPG Sub Groups (ECM Outcome Groups)

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 Wellbeing. The Stay Safe Outcome is within the remit of the Local Safeguarding Children Board.

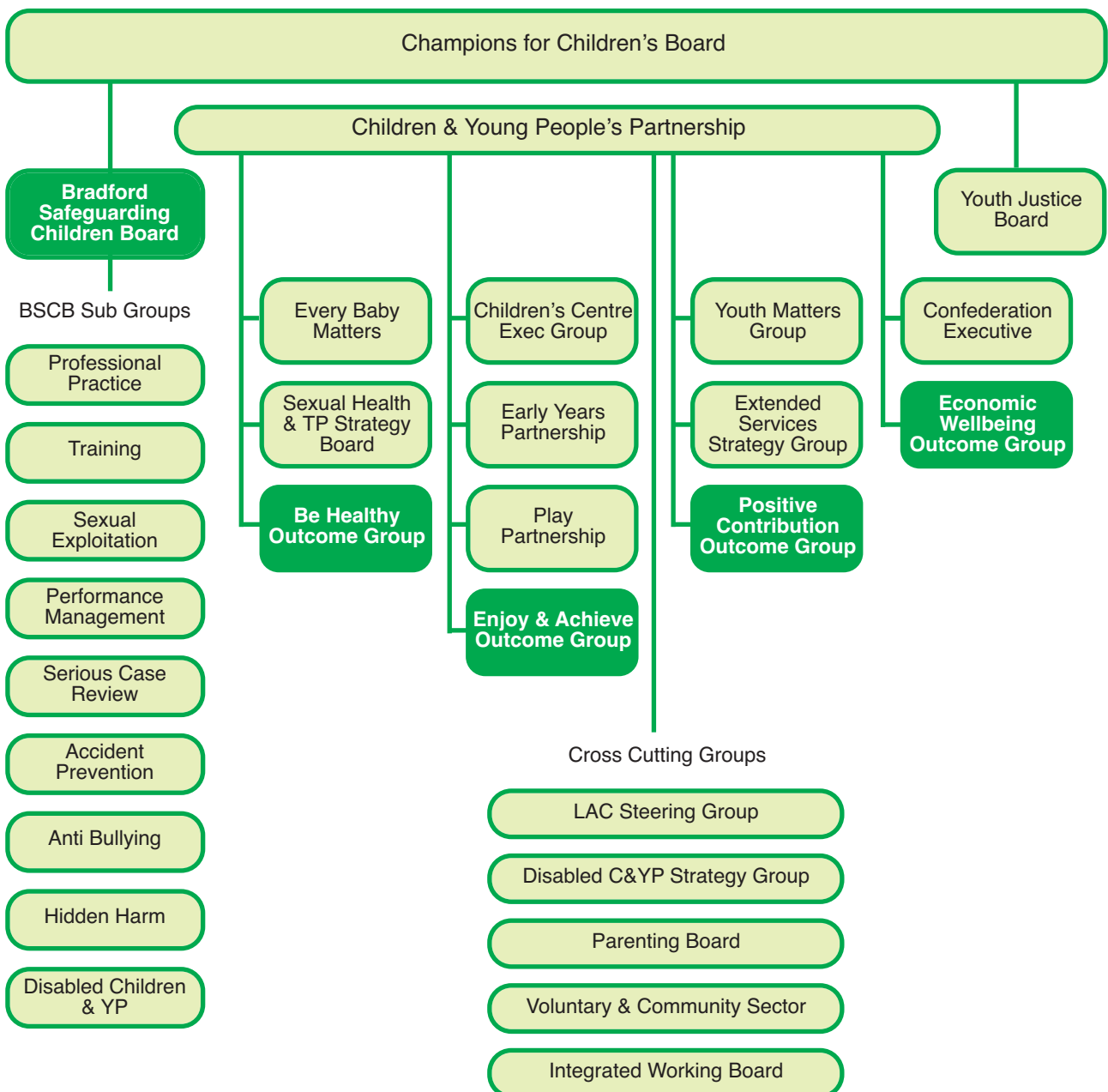
There are three additional Sub Groups which focus on specific groups of vulnerable children:



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).

CYPPG. 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 relevant priorities of the Local Area Agreement.

Excluding the Local Children’s Safeguarding Board, the groups operate as sub groups of the





## Way Forward

The Children's Plan 2008 sets out the Government's intention to strengthen Children's Trusts so that they continue to deliver real, measurable improvements for all children and young people and have in place by 2010 consistent high quality arrangements to identify all children who need additional help and intervene early to support them. It introduces the concept of the 21st Century School with high levels of commitment to excellence in learning and meeting children's needs in the round.

New guidance promotes a step change in expectations and impact for Children's Trusts to champion and take responsibility for achieving improvements in the lives of children across all five Every Child Matters outcomes. To deliver on this commitment it is intended to:

- extend the number of Children's Trust partners to include maintained schools, academies, sixth form and further education colleges, and Job Centre Plus.
- make the Children's Trust Board a statutory body, so that it can have specific functions.
- give the Board legal responsibility for producing and securing delivery of the

Children & Young People's Plan (CYPP) – so that it is “owned” by the full Children's Trust partnership.

In line with the above and to enhance and build on existing arrangements, our Children's Trust will be reviewed in order to ensure that the Trust is seen as, in part, a planning body which informs commissioning decisions and ensures, through a range of sometimes agency-specific approaches, that front line services work together to improve outcomes by effectively deploying available resources to address identified priorities.

Consideration is currently being given to the development of local partnership approaches which will coordinate activities across localities relating to the enhancement of school improvement and raising of educational attainment while at the same time enabling schools to be more closely involved in the work of the Children's Trust.

## Local Safeguarding Children Board

Every Child Matters places central importance to safeguarding and promoting the welfare of all children and young people. Local authorities have

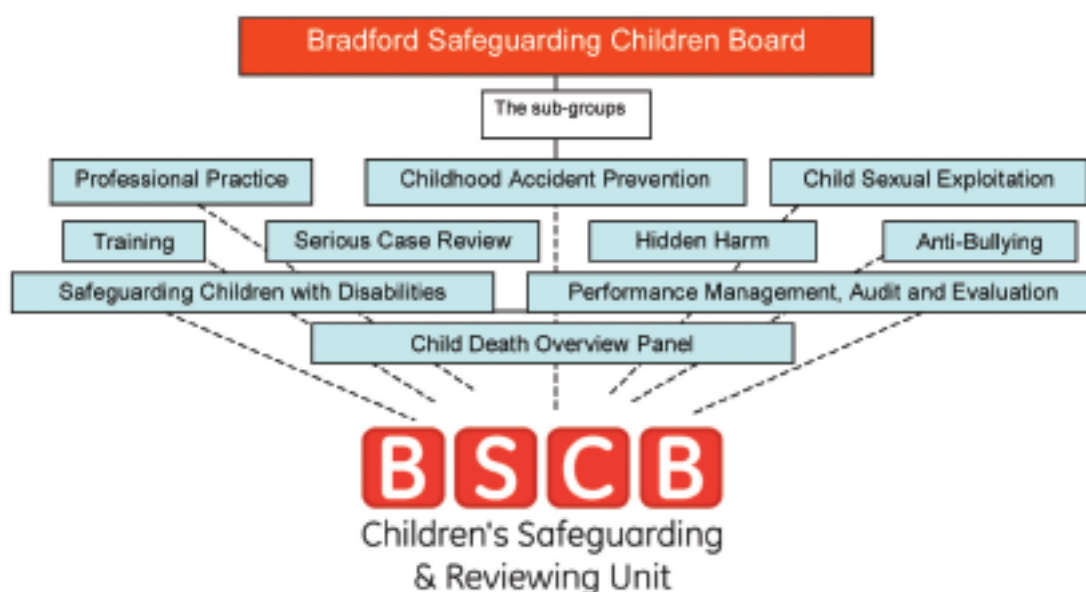
established Local Safeguarding Children Boards (LSCB) with enhanced responsibilities to monitor and evaluate safeguarding and promote child welfare across all agencies.

The scope of the LSCB role falls into three categories: firstly, they engage in activities that safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and ensure that children are growing up in circumstances consistent with safe and effective care; secondly, they lead and co-ordinate proactive work that aims to target particular groups; and thirdly, they lead and co-ordinate arrangements for responsive work to protect children who are suffering, or at risk of suffering, maltreatment.

The core functions of the LSCB are:

- to develop policies and procedures including those on:
  - action taken where there are concerns, including thresholds for intervention
  - training of people who work with children or in services affecting the safety and welfare of children
  - recruitment and supervision of people who work with children
- investigation of allegations concerning people who work with children
- safety and welfare of children who are privately fostered
- co-operation with neighbouring children's services authorities (i.e. LAs) and their LSCB partners
- communicating and raising awareness
- monitoring and evaluation
- participating in planning and commissioning
- reviewing the deaths of children
- serious case reviews.

The Bradford LSCB was set up in April 2006 and is closely aligned to the Children's Trust arrangements. Its remit includes the work of the Staying Safe Outcome Group. It is constituted as an independent body and has the following structure:



### Commissioning arrangements and resource allocations and how these contribute to improving outcomes

Commissioning of services for children, young people and families in the Bradford district is defined as the process of assessing need, agreeing priorities, specifying services to meet needs, allocating resources and reviewing the effectiveness of services. The diagram below describes the commissioning process:



A series of commissioning principles are in place which includes reference to commissioning being based on a clear analysis of need in order to identify necessary resources and determine the priorities and improvements in desired outcomes. Therefore, services for children, young people and their parents/carers are, as far as possible,

commissioned against the priorities and statutory obligations identified within this plan.

Commissioning is undertaken by those with relevant expertise in commissioning supported by those with expertise in the nature of the services to be delivered. Commissioned services need to demonstrate evidence based effectiveness and provide ongoing evaluation in terms of their impact. Commissioning involves clear service specifications. Contracts and agreements outline the level and quality of services to be provided and outcomes to be achieved, and they are evaluated against specific criteria. Services are commissioned in accordance with national and agreed local procurement rules and standards.

In order to ensure that opportunities exist for all with relevant expertise to have opportunities to influence planning and commissioning processes, commissioners, service providers and other relevant stakeholders are offered opportunities to come together to undertake the following functions:

- Analysing needs
- Recommending the types of services which could address those needs
- Assessing the quality of services commissioned to address those needs
- Evaluating the impact of commissioned services



The Children's Trust has developed an agreed approach to Joint Commissioning. Within the Department of Services to Children and Young People, those with commissioning responsibilities are situated together within the Transformation Division of the department. Those Commissioners work very closely with partners in the Primary Care Trust. Decision-making processes have been developed alongside the review of the Children's Trust arrangements and a Strategic Commissioning Group has been established.

### **Managing Partnership Performance**

The Children's Trust is responsible for setting clear priorities for the Children and Young People's Plan and ensures that progress against these priorities can be effectively measured.

The way we measure progress is built around the new National Indicator set. Performance management against the priorities also contributes to the Corporate Plan for Bradford Council, the Local Area Agreement (LAA) and towards the judgments within the Comprehensive Area Assessment (CAA).

The Children's Trust receives quarterly reports on progress on all key priorities and performance measures associated with the Children and Young People's plan.

This Plan sets out clear accountability and responsibility for all of its priorities within the Partnership Network (see governance arrangements). Chairs of the groups ensure updates on progress are received by the Champions for Children's Board and the Partnership Group as part of the routine quarterly reporting process. The reports provide an opportunity for members of the Group to consider, scrutinise and challenge areas of under performance and shift resources as appropriate.

Each group within the Partnership Network is responsible for developing a multi-agency action plan to ensure that improvements in service delivery are focused on delivering improved outcomes.

### **Integrated Service Delivery**

Our approach to support children, young people and their families through the wide range of services on offer to them acknowledges that services need to be delivered on an integrated basis and not solely on professional and service specific boundaries.

Investment in prevention and early intervention is critical to the future wellbeing of our growing 0 to 19-year-old population. Bradford's Children's Trust is committed to using universal and targeted provision to address 'risks' in all areas of children and young people's lives.

In the Bradford district the child or young person is clearly placed at the centre with a primary network of support from parents and/or carers. They 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.

Children and young people who are described as vulnerable are at a greater risk of not achieving positive outcomes. The role universal and targeted services play in supporting, not only this group but all children and young people, are crucial as a means to promote positive outcomes and enable them to achieve their full potential both at an individual and societal level.

For children and young people that have complex needs then specialist services such as Children's Social Care, Child and Adolescent Mental Health Services, the Youth Offending Team, or residential and nursing care services are also 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). The implementation of the **Common Assessment Framework** gives all agencies that provide services to children and young people a shared language and understanding of children's needs. This enables services to be delivered with the individual child's needs at the centre rather than organisational considerations. The assessment informs provision across the range of services from universal to the more complex and acute.

The achievement of the 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 Big Idea of local joined-up services focused on prevention involves a range of agencies working together locally, with a clear emphasis upon prevention and early intervention. Children's services in the district are provided locally within the five constituency areas 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.

The aim is to work with the child and their family to reduce vulnerability to poor outcomes and build their resilience. Services are delivered as close to home as possible, including through a network of extended schools and Children's Centres.

### Progress on the Big Idea

There are now five Area Managers and two District Managers who have responsibility for the local delivery of the following:

- Early Years and Childcare Services
- Children's Centres
- Family Centres
- Play
- Extended Schools
- Parental Involvement
- Integrated Youth Support Services

Five Area Children & Young People's Partnerships across the district will have responsibility for the development and delivery of local action plans within the constituency areas. These will be based on area needs analysis within a constituency and will serve to facilitate further locality working, integration at the point of delivery and ensuring there is no duplication while aiding coordination.

## Parenting

A new Parenting Board is responsible for the development and delivery of the district's Parenting Strategy and is currently focused on a number of key issues. Gaps in support for parents have been identified and action plans are in place to meet the identified needs. A Parental Involvement Officer is now based in each constituency and 30 extra parental involvement staff located in and employed by schools. Training for practitioners has been rolled out across the district with 167 individuals trained to deliver the Triple P parenting programme.

## Early Years and Childcare Support

From September 2008 all schools and registered settings commenced working to the Early Years Foundation Stage framework, which supports the learning and development of children aged 0 - 5 years. A programme of training is being provided to support practitioners in delivery of this framework and use of the range of new documentation produced locally and nationally.

Delivery of a range of national initiatives to support improved outcomes in the Early Years Foundation Stage is focusing on supporting and improving links between schools and settings and sharing of practice to benefit children's learning opportunities and to build on and support transition.

A revised Early Years Outcomes Duty plan is being developed with particular focus on improving outcomes for all children at the end of the Early Years Foundation Stage and reducing inequalities.

The Bradford Childcare Sufficiency Plan is being updated following completion of a full childcare census across all registered childcare settings in the district. The three year action plan developed in 2008 focuses on activity needed in 14 localities identified through the Childcare Assessment.

Flexible free early education will be extended to 15 hours per week for the 25% most disadvantaged areas from September 2009. Several projects have been initiated to promote up-take of childcare and early education by under-represented groups. Provision of free places for two-year-olds is being increased in disadvantaged areas. A successful application has been achieved to be a participating local authority in the national Child Poverty Initiatives for Child Development Grants. Bradford is also part of the government's Disabled Children's Access to Childcare pilot.

The Children's Information Link provides information for families through a helpline, Children's Centres and a range of outreach activities. In response to requirements for a Family Information Service in every area, the present service is being reviewed to ensure availability of accurate and timely information that parents may need to support their children right through to their 20th birthday.

## Early Support

Early Support provides a shared framework to bring together and streamline service delivery for young disabled children and their families. The framework makes best use of existing resources to provide more joined up service delivery. It provides a mechanism through which targeted and specialist resources can be delivered in a timely and effective way to disabled children and their families.

## Family Support Services, Family Centres and Children's Centres

Family support and parenting services work with families and children whose safety and wellbeing is jeopardised and who may need to be cared for away from their family setting or those who require specific assistance because one or more of their children have a disability or complex health need.

Every family in the district whose children are on the edge of care receives a service which explores and supports every opportunity to keep them together in the community, where it is safe to do so using the Team Around the Child (TAC) model.

Phase 1 and 2 established 33 Children's Centres are now delivering the Full Core Offer providing a variety of family support activities in the district. As part of Phase 3, seven new centres are being developed so that integrated services can be accessed by all children under 5 and their families in Bradford. A robust performance management framework has been implemented to ensure that centres can evidence the delivery and impact of services which are appropriate to the needs of local families.

### Play

The district's Play Strategy 'All to Play For – A Strategy for Children's Play in Bradford District' 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. This strategy is delivered by a multi-agency Play Partnership.

The Play agenda is firmly embedded in the Sustainable Community Strategy and much progress has been made both locally and nationally. In December 2008, the DCSF published the National Play Strategy which identifies a further range of challenges and opportunities for Children and Young People's Play in Bradford. This includes the first National Indicator for Children's Play to be incorporated in the Comprehensive Area Assessment which measures children and young people's satisfaction with their local parks and play areas. Currently Bradford scores above national average for this indicator.

The Play Partnership leads on the implementation of more than £1.4 million Big Lottery Children's Play Programme funding, as well as funding for a pilot Mobile Play Ranger project, and the recent allocation of £1 million to invest in play areas across the district.

### Extended services in and around schools

Bradford district is recognised as being at the forefront of the development of extended service provision regionally and nationally, and progress



on the national core offer is ahead of regional and national comparators.

Schools and partners have developed innovative approaches to the delivery of the core offer and the focus on locality working is enabling projects to maximise the use of resources. Sixty-nine percent of primary schools and 79% of secondary schools now deliver the Full Core Offer and the district is confident of meeting the 2010 target.

### Integrated Youth Support Services

The district's **Youth Matters Implementation Group** action plan has set out 6 key objectives 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** have provided additional 'places to go and things to do' for young people with many young people themselves determining where and how the funds should be allocated.

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. In collaboration with young people, an accessible

website has been designed and developed which provides up-to-date information and guidance on positive activities across the district.

**Connexions services** are an integral part of the approach to working in local areas where staff maintain their strong partnership focus. The responsibility for **Connexions** services and in particular for Information, Advice and Guidance (IAG) provision is the responsibility of the Council. The Economic Wellbeing Outcome Group has responsibility for the NEET action plans to address the needs of young people not in education, employment or training (NEET) and to coordinate provision across a range of agencies. Connexions Services are delivered via both statutory and voluntary organisations.

Targeted Youth Support complements the work of the Youth Matters Implementation Group. This includes linking the work of Behaviour and Attendance Collaboratives (BACS) within Confederation Areas to Pupil Referral Units.

### Integrated Process

Integrated processes focus on enabling and encouraging professionals to work together effectively to deliver frontline services. Improving outcomes for children and young people involves changes to culture and practice across the children's workforce.

**The Bradford Information Sharing Agreement** is critical to early identification and intervention to address children's needs, to protect them from abuse and neglect and to prevent them from offending. The Information Sharing Agreement contributes to good quality assessments and the provision of appropriate services. Sharing of information is included in induction training offered across the whole children's workforce and it is explored in depth as part of CAF and Contact Point training.

### **Common Assessment Framework (CAF)**

processes are the national standard used by all agencies and their practitioners across children's services for identifying a child's additional needs and for planning how those needs will be met. CAF processes and the pre-CAF checklist in particular, promote more effective early identification of additional needs. Where there is concern for a child they provide an informative means of engaging with the child, young person, their parents and carers, take account of the factors affecting the child's development, and harness their strengths to meet needs. CAF processes provide Children and Young People, their families and practitioners with information that enables them to negotiate desired outcomes and to agree what support is required.

**ContactPoint:** a quick way, along with the CAF Register, for a practitioner to find out who is working with a child or young person. This will support and facilitate more integrated working amongst professionals. It is a basic online directory available to authorised staff who will operate to strict data security standards.

**Family Services Directory** has comprehensive, online information about all types of children's and young people's services, activities and facilities. It is for use by practitioners and children, young people and families.

**Integrated Children's System (ICS)** is the information technology for capturing, recording and supporting the work of Children's Social Care designed to improve information gathering, assessment, planning and review.

**The inter-agency Workforce Development Framework** embraces all relevant agencies in the statutory, voluntary, and independent sectors whose work brings them into regular contact with children, young people and families. This is informed by identification of common training needs designed to reduce duplication and is based on a common core of skills and knowledge across the sectors. It will enhance integration of services and enable multi-disciplinary teams to work together more effectively in the interests of the child.





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

The long-term vision for the Bradford district is delivered through the **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. As outlined on page 13 the Big Plan has identified three key transformational priorities which place both education and skills at the heart of transforming the district.

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

**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

**The Council's Corporate Plan** 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 Local Development Framework (LDF)** establishes the spatial planning framework for the district to 2026 against which development proposals will be tested. The LDF provides the spatial expression of the Big Plan (SCS) and will set out policies to steer development and investment as well as identify assets which should be protected such as open space and green belt.

**Education Bradford's School Improvement Strategy:** The prime outcome of Education Bradford's School Improvement Strategy is to raise the achievement of all pupils at all key stages. Resources are used to effectively monitor, support, challenge and if necessary, intervene with schools, focusing on areas of greatest need.

**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 three colleges commit the colleges to continue to increase access, progression and success rates post-16. Partnership working to create richer opportunities for 14 to 19-year-olds is a shared key priority. **Promoting Bradford Futures**, the updated 14-19 strategy established the Confederation model for the district.

Confederations of schools, colleges, and apprenticeship 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 to 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.

#### **Achieving the Best Health for All – Strategic Plan 2008 – 2013**

Sets out how the National Health Service in Bradford and Airedale will achieve the best health for all over the next five years. Priorities within the plan are:

- Maternity and children's services.
- Health improvement and prevention.
- Developing integrated care models to meet individual need.
- Mental health and learning disability services.
- Primary and community care.

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 NHS Bradford and Airedale 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.

Support for under and over nutrition are included as one of six priorities in the health and wellbeing section of the district's Sustainable Communities Strategy and within Commissioning for Health strategy for the PCT. **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 wellbeing 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 and Teenage Pregnancy Strategy** and their key target is to reduce the under-18 conception rate in the district. This is achieved through preventative work ensuring that relevant information, education,

advice and support is provided to children, young people and families to enable young people to make sexually healthy choices. The strategy also aims to improve the health, educational, socio-economic outcomes for pregnant teenagers and teenage parents including access to education, employment and training opportunities and to ensure better life outcomes for themselves and their children.

The priorities of the **Learning and Skills Council (LSC)** West Yorkshire are: meeting the needs of young people; improving adult skills and reforming the FE system. Targets include increasing participation in education and training; increasing achievement, narrowing the gap between high and low-income households; targeting young people with significant barriers to participation; expanding apprenticeships and supporting access to learning.

The LSC is actively working with the Council to implement Machinery of Government changes. These require that there be new structures and arrangements for the planning and allocation of funds for education and training in both 16-18 (through the Council and the Young People's Learning Agency) and 19+ (through the Skills Funding Agency, incorporating the National Apprenticeship Service) age groups.

**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 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, including young offenders, to acquire 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 Every Child Matters agenda is central to **Metro Travel's Young Peoples strategy**, which has four key objectives in relation to young people's travel:

- Consultation: Customers shape service planning and delivery.
- Services: In the right place at the right time and of the highest quality.
- Ticketing: Simple and affordable.
- Communications: The right information when it's needed.

### **ECM Workforce Development Strategy**

The plan identifies the actions required to meet the national agenda for developing the Children's Workforce as set out in 'Building Brighter Futures' under the four key areas of **integrated working, shared training and development, recruitment and retention, and leadership and management.**

It provides a framework for ownership and communication within and across agencies in the core children's workforce and promotes a district-wide understanding of priorities and actions and underpins the drive for integrated working.

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)** is a key stakeholder within the Children & Young People's Partnership. 'Young Lives Bradford', the Voluntary and Community Sector Network and Forum were set up in 2005 and ensure communication, consultation and participation at all levels of the Partnership. A Voluntary and Community Sector Consensus, agreed in 2008, is a collective expression of the sector's approach to the planning, delivery and evaluation of children and young people's services in Bradford district. Through it, the VCS aims to convey its commitment to the Partnership vision for improved outcomes for all children, young people and families in Bradford district.



## Next Steps – Outcomes and Priorities 2009-2012

The development of the Sustainable Community Strategy sets out, within each of the ECM outcome areas, key high level outcomes for the Children and Young People's Partnership. This has led to the identification of 15 priority areas outlined below.

The Plan is informed by 'Outcome Based Accountability', which is a method for planning and performance management that is now promoted by the government for use in children's services. The purpose of this approach is to support partnerships to keep a focus on 'outcomes', i.e. the difference they make to the wellbeing of populations, and to base simpler, shared plans and commissioning processes directly around the needs of all children, young people, parents and carers.

A summary of the comprehensive Needs Analysis is contained in Section 4 of this plan. 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.

**OUTCOME: BE HEALTHY**

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

**PRIORITIES****ACTIONS TO ACHIEVE PRIORITIES****IMPACT**

Support improvements to tackle a range of health inequalities for C&YP and their families and promote healthy lifestyle choices with a focus on Infant mortality; oral health; obesity; teenage pregnancy; sexual health; alcohol, tobacco and substance misuse.

- Promotion and enablement of positive health and wellbeing lifestyle choices, focusing on reducing health inequalities in all key areas.
- Strategies, implementation plans and care pathways are in place or in development for all key areas with ongoing performance management.
- Constituency plans are linked to, and supported by, district plans in all key areas.
- Strategic Needs assessments and evidence-based ways of working are identified or developed appropriately to support and inform single and multi-agency commissioning.
- Fair and equitable access to appropriate high quality services that respond to the identified needs of all C & YP will be promoted.

- Fewer women will smoke during pregnancy.
- More new mothers will breastfeed their babies.
- More children and young people will take part in high quality physical activity.
- Fewer children and young people will be overweight or obese.
- More families will increase their knowledge of, and access to, nutritional advice and specialist nutritional services via Children Centres.
- Rates of Teenage Pregnancy and Sexually Transmitted Infections will be lower.
- Fewer young people will smoke, misuse alcohol or illegal drugs and volatile substances.

To promote the mental health and emotional wellbeing of all C&YP.

- Partnership working will be supported and enabled to further develop services which focus on prevention and early intervention.
- Ensure appropriate services for C& YP in BME communities, in care or adopted with learning disabilities and autistic spectrum conditions.

- More children and young people will feel happy and emotionally healthy.

**OUTCOME: STAY SAFE**

Children and young people feel safe at home and in their community

PRIORITIES	ACTIONS TO ACHIEVE PRIORITIES	IMPACT
Reduce unintentional injuries across the district.	<ul style="list-style-type: none"> <li>● Improve the data collection procedures for accidental injuries within hospitals.</li> <li>● Provide accident prevention information and guidance to homes within the district.</li> <li>● Fire and road safety advice delivered to year 3 and 5 children.</li> </ul>	<ul style="list-style-type: none"> <li>● Reduction in the number of unintentional injuries across the district.</li> </ul>
Improve outcomes for looked – after young people through providing more stable and secure placements.	<ul style="list-style-type: none"> <li>● Monitor the placements of children and identify specific actions to support the children whose placements are deemed to be ‘at risk’.</li> <li>● Partnership review by all agencies to identify specific actions they can take to support placements.</li> </ul>	<ul style="list-style-type: none"> <li>● Longer term stability for Looked After Children and young people leading to improvement in outcomes.</li> </ul>
Help create a safe environment by minimising abuse and neglect.	<ul style="list-style-type: none"> <li>● To ensure that all agencies have in place safe recruitment checks for directly delivered and contracted services to children, young people and families.</li> <li>● Improve services designed to protect LAC and C&amp;YP with learning difficulties or disabilities from abuse and exploitation.</li> <li>● Carry out regulation 33 visit’s to children’s homes.</li> </ul>	<ul style="list-style-type: none"> <li>● All agencies will carry out safe recruitment checks.</li> <li>● Children and young people will be safer.</li> </ul>
Reduce the number of C&YP experiencing bullying.	<ul style="list-style-type: none"> <li>● Involving children and young people in shaping the Anti-Bullying Agenda.</li> <li>● Anti-Bullying Champions Training in schools and youth settings.</li> <li>● All agencies have up-to-date policies and procedures.</li> <li>● Supporting vulnerable groups and developing targeted work to support their needs.</li> </ul>	<ul style="list-style-type: none"> <li>● Perceptions and fear of bullying will reduce.</li> <li>● Increased awareness by young people regarding the Anti-Bullying Strategy.</li> <li>● Number of incidents of bullying will reduce.</li> </ul>

**OUTCOME: ENJOY AND ACHIEVE**

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

PRIORITIES	ACTIONS TO ACHIEVE PRIORITIES	IMPACT
<p>Raise attainment of children and young people, and narrow the achievement gaps for underachieving groups.</p>	<ul style="list-style-type: none"> <li>● Implement prioritisation process to challenge and support schools.</li> <li>● Focus Extended Service support on raising achievement.</li> <li>● Implement 'Narrowing the Gap' programme.</li> <li>● Implement the Play Strategy across the district.</li> </ul>	<ul style="list-style-type: none"> <li>● Attainment levels raised.</li> <li>● Learner Voice reflects increasing engagement of children and young people.</li> <li>● Achievement gaps for underachieving, vulnerable groups narrowed.</li> </ul>
<p>Reduce persistent school absence.</p>	<ul style="list-style-type: none"> <li>● Further develop multi-agency strategies within the Behaviour and Attendance Collaboratives.</li> <li>● Fully engage partners within Extended Services to promote a wide range of activities for children and young people.</li> <li>● Further develop primary locality based attendance strategies.</li> </ul>	<ul style="list-style-type: none"> <li>● Persistent absence reduced.</li> <li>● Positive response from children and young people to range of activities on offer.</li> </ul>
<p>To reduce the number of schools causing concern and increase the proportion of schools that are good or better.</p>	<ul style="list-style-type: none"> <li>● Implement prioritisation process to challenge and support schools.</li> <li>● Schools working closely together supporting one another.</li> </ul>	<ul style="list-style-type: none"> <li>● Reduction in schools in an Ofsted category and increase in number of schools judged good or better by Ofsted.</li> </ul>



## OUTCOME: POSITIVE CONTRIBUTION

Children and young people feel that their efforts and contribution are recognised and appreciated by people

### PRIORITIES

### ACTIONS TO ACHIEVE PRIORITIES

### IMPACT

Improve opportunities for children, young people, parents and carers to participate and contribute to policy and service development in the district.

- New opportunities for parents to influence the design and delivery of services through district wide and area partnership Parents Reference Groups.

- Parents report feeling effectively involved in the design and delivery of services.

Provide positive activities for C&YP across the district.

- Improve access to positive activities through high quality integrated information and advice services.
- Improve the engagement of children and young people with disabilities in the broad range of positive activities on offer.

- Parents are able to access the information they need.
- More children and young people with disabilities access positive activities.

Prevent young people from offending or re-offending.

- To deliver the Youth Crime Action Plan.

- Reductions in the number of first time entrants into the Criminal Justice System.
- Increased numbers of young people engaged in Positive Activities.
- Reductions in Anti-Social behaviour.

**OUTCOME: ECONOMIC WELLBEING**

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

PRIORITIES	ACTIONS TO ACHIEVE PRIORITIES	IMPACT
<p>To reduce the proportion of young people who are not in education, employment or training (NEET).</p>	<ul style="list-style-type: none"> <li>● 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.</li> </ul>	<ul style="list-style-type: none"> <li>● More 16 to 18-years-olds in education, training and employment.</li> </ul>
<p>To continue to enhance the range, quality and flexibility of learning pathways for young people aged 14 -19 years.</p>	<ul style="list-style-type: none"> <li>● Take action to make sure that 14-19 education and training is planned and delivered in a co-ordinated way.</li> <li>● Develop 14-19 curriculum, incorporating diplomas and apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>● More 19 year olds will have full level 2 &amp; level 3 qualification.</li> </ul>
<p>To reduce childhood poverty and maximise the economic wellbeing for C&amp;YP and their families.</p>	<ul style="list-style-type: none"> <li>● Implement the DCLG toolkit across the authority.</li> <li>● Commission &amp; provide open access debt/benefits advice sessions in Children's Centres.</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce financial exclusion for groups who are most vulnerable to debt.</li> <li>● Demonstrate a reduction in child poverty.</li> </ul>



## Findings from the 2008 Joint Area Review (JAR), Enhanced Youth Inspection (EYI) 2008, Youth Offending Team (YOT) Inspection 2007 and the Annual Performance Assessment (APA) 2008

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

**Good** - Work regarding safeguarding children.

**Good** - Work with Looked After Children.

**Good** - Service management.

**Good** - The impact of partners' strategy in raising attainment at foundation level and in primary schools.

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.

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.

**The Enhanced Youth Inspection (EYI) of the Council's Youth Service** was published on 3 June 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

**The Annual Performance Assessment (APA) 2008** of services to children and young people has judged that the overall effectiveness of children's

services in terms of its management of services and capacity to improve to be adequate.

A summary of the findings from the inspection are listed below:

<b>Adequate</b>	- Be Healthy
<b>Good</b>	- Stay Safe
<b>Adequate</b>	- Enjoy & Achieve
<b>Good</b>	- Positive Contribution
<b>Adequate</b>	- Economic Wellbeing
<b>Adequate</b>	- Capacity to improve/ management of services

Other Findings:

Progress in relation to a number of priorities has been good, including:

**Be Healthy:**

- The rate of reduction in teenage conceptions is faster than in similar councils and nationally.
- There is good access to child and adolescent mental health services for young people requiring specialist services for substance abuse and for offenders.
- The health needs of looked after children and young people are prioritised and a high proportion of health assessments is carried out within the required timescales.

**Stay Safe:**

- Safeguarding arrangements and services for Looked After Children are good.
- Child protection plans are reviewed on time and low numbers remain subject to child



protection plans for more than two years.

- Initial and core assessments are completed within timescales and performance is much better than in similar councils and in England.
- There are excellent arrangements for tracking children missing from care and education which have dramatically reduced the number of missing children or young people.
- Looked After Children are provided with placements that are stable.

#### **Enjoy & Achieve:**

- The proportion of pupils gaining five or more A\* to C grades at GCSE and results at Key Stage 2 have improved over recent years, closing the gap between the national average and that achieved in Bradford.
- The impact of the partners' strategy in raising attainment at foundation level and in primary schools is good.
- Over the last year, there has been a 57% reduction in days lost through fixed term exclusion. In the secondary phase, the percentage of permanent exclusions has been below the national average for three consecutive years.
- The number of young people leaving care with five or more GCSE grades at A\* to C has risen to 11.1%. While still low, this is above both the averages nationally and for similar councils.

#### **Positive Contribution:**

- The Council has maintained effective consultation mechanisms which have had a strong impact on the content of the Children and Young People's Plan and the development of provision such as the opening of youth cafés. Young people in Bradford have a positive view of how much the Council listens to their views.
- Work to prevent offending and to reduce the number of young people becoming involved in the youth justice system is effective and this reduction has been maintained over time.

Re-offending rates are lower than those in similar council areas.

- There is good involvement of children and young people in the governance of children's services. Looked After Children and young people have been involved in the procurement of supported accommodation for care leavers and the specification for the service.
- Young people play an influential role in the planning, development and quality assurance of the youth service.

#### **Economic Wellbeing:**

- The multi-agency approach to reducing the number of young people who are not in employment, education or training is proving effective. For example, the proportion of young people with learning difficulties and/or disabilities who are not in employment, education or training is below both similar councils and well below the national figure. The proportion of teenage mothers aged 16 to 19 and the proportion of care leavers who are in employment, education or training is above the national average.
- The proportion of young people, particularly those with learning difficulties and/or disabilities, undertaking work-based learning improved significantly last year and is now above the national average.
- The proportion of young people completing apprenticeships has more than doubled since 2004, increasing at a rate faster than the national trend.

The APA also highlighted a number of areas for improvement and further development which have been included within the new priorities set out in the new plan.

## Progress against priorities 2006 to 2009

### BE HEALTHY

#### IMPROVE EMOTIONAL WELLBEING OF ALL CHILDREN AND YOUNG PEOPLE INCLUDING ENSURING THAT EVERY CHILD AND YOUNG PERSON HAS SOMEONE TO TALK TO THEY CAN TRUST

- Implementation and review of Bradford district's Healthy Minds Strategy 08-11.
- Appointment of a Mental Health Promotion Specialist to support the ability of education services to respond to emotional needs.
- Launch of the 'Someone to Talk To' DVD to enhance basic communication skills of adults working with children and young people.
- Currently 144 schools (primary, secondary, special and Pupil Referral Units) – some 72% of the district's schools - have achieved the National Healthy Schools Award.

#### PROMOTE HEALTHY LIFESTYLE CHOICES: PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY; CHOOSING NOT TO TAKE DRUGS, ALCOHOL AND TOBACCO; AND CHOOSING TO BE SEXUALLY HEALTHY

- Launch of the 'bactive' travel to school scheme to encourage young children to think of more active ways to travel to school, such as walking or cycling.
- Greater PCT investment into childhood obesity including mapping services and a greater focus on evaluation and programme monitoring.
- The launch of the Bradford & Airedale Oral Health Strategy 2007-2010 in February 2007 to reduce oral health inequalities and achieve sustained improvements in oral health.
- Effective screening for vulnerable young people supported by enhanced drug education delivered in schools and other youth settings.
- The establishment of a stop smoking drop-in for young people up to the age of 18 by NHS Bradford & Airedale.
- The 07/08 LAA target for health visitors giving ongoing oral health pack advice was exceeded (81% achievement against a target of 75%).

#### REDUCE INFANT MORTALITY

- Investment secured from the PCT and the City Care Alliance to commission work to initiate community-based interventions. A Strategy and Action will guide the implementation of the investment.
- Establishment of the Dissemination and Implementation Group (DIG) to implement the Infant Mortality Commissions recommendations together with ten task groups, each overseeing a specific recommendation. A full-time coordinator secured to co-ordinate the work of the task groups and to oversee the overall progress.
- Initiation of training of health and social care staff to improve understanding and knowledge around genetic inheritance issues. The Maternity Workforce stream addresses developments within midwifery services across the district and there is a continued focus on increasing breast feeding rates via Breast feeding Strategy Group.
- The three year rolling average Infant Mortality rate has reduced to 7.2 per 1000 births in 2004-6 from 7.6 per 1000 births in 2003-5.

## IMPROVE CHILD NUTRITION

- 'Obesity champion' in place.
- Publication of Breastfeeding Implementation in March 2008 together with the development of a website.
- Six Baby Cafes established to support Breastfeeding.
- Health Needs Assessments undertaken with all children in reception, year 7 and year 10.
- Community Walking Childhood Obesity Coaches in place.
- Free Fruit in Schools scheme for all Key Stage 1 children.
- Cross partnership Physical Activity and Sports Strategy and Food Strategy in place.

## REDUCE TEENAGE PREGNANCY

- Establishment of the Young People's Sexual Health Partnership Board.
- The Teenage Pregnancy Unit (TPU) monitoring toolkit accepted as best practice.
- Teenage Pregnancy issues fed into the district wide sexual health needs assessment and the LA C-Card review identified the need to develop a C-Card (condom distribution) mechanism.
- Strong services in terms of Sex and Relationship Education (SRE) such as APAUSE and Speakeasy. National evaluation demonstrates that young people are changing their behaviour patterns.
- Ward-based focus work to address the high rates of teenage conceptions in hotspots across the district 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.
- Four TIC TAC Centres offering advice services are in place.
- 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 13.4%.

## STAY SAFE

## REDUCE ACCIDENTS AND ROAD TRAFFIC COLLISIONS

- Launch of the 'Getting Serious About Safety' Child Injury Prevention Strategy for the Bradford district.
- Launch of the 'Hot Drinks Burn Campaign'.
- Multi-agency Child Injury Prevention Training on 'Basic Awareness'.
- Injury Minimisation Programme, facilitated by Bradford Hospital Trust, providing accident prevention and basic first aid training for KS2 students.
- A multi-agency event held for 300 school children at the Bradford Bulls Stadium including the launch of the Bull's Safety book, various workshops related to child safety and a mountain bike stunt show.
- The number of children killed or seriously injured in road traffic accidents has reduced by 13.95%.

### REDUCE INCIDENTS OF BULLYING

- Establishment of the Anti-Bullying Sub Group and the Anti-Bullying practitioner's network group.
- Appointment of an Anti-Bullying Co-ordinator.
- Launch of a three year district wide Anti-Bullying Strategy and Action Plan.
- A Peer Education Anti-Bullying Champions Programme.
- A text Anti-Bullying Signposting Service, managed by the Youth Service and the Youth Offending Team.
- Training needs analysis leading to the development of Anti-Bullying training for various agencies.
- An event for 200 local secondary school pupils during Anti-Bullying Week to raise the profile of anti-bullying.

### REDUCE NUMBER OF LOOKED AFTER CHILDREN

- LAC Strategy reviewed in June 2007 and monitored through the LAC Strategy Group.

### IMPROVE OUTCOMES FOR LOOKED AFTER CHILDREN THROUGH PROVIDING MORE STABLE AND SECURE PLACEMENTS

- Close monitoring of looked after children with risk assessments of their placement stability.
- Increase in the number of Specialist long term commissioned foster placements.
- Launch of the Permanency Policy and Procedure.
- Study of short-term fostering use to identify factors producing barriers to permanency.
- Agreement for new allowance payment proposals for Special Guardianship Orders, Residence Orders and Adoption Allowances.
- Establishment of the Leaving Care Accommodation Forum, run by the Leaving Care Service, centring on the needs of Care leavers.
- The percentage of Looked After Children in the same placement for two years has shown continuous improvement over the past three years from 68.5% in 2006-2007 to 75% at Dec 2008.
- Consistently good performance in the stability of placements for children in care with an improvement of 1% over the last three years (From 12% in 05-06 to 11% in 07-08).



### MINIMISE INCIDENCE OF ABUSE AND NEGLECT

- Audit of 50 child protection files in January 2009.
- Review of BSCB safeguarding procedures by professor of social work and social policy at Bradford University.
- Multi-agency practitioners' conference in January 09 attended by more than 170 multi-agency practitioners as part of the process of disseminating lessons from the Haringey case.
- A pilot project of monthly inter-agency audits of individual cases and a joint research project with the NSPCC, NCRC and two neighbouring LSCBs to elicit and analyse the experiences of parents and carers whose children have been subject to child protection plans.
- A multi-agency practice forum on the subject of safeguarding disabled children in September 2008.
- Delivery of two new training courses on working with parents with learning disabilities.
- Basic Awareness of Child Abuse and Neglect on-line training accessed by in excess of 3900 staff and volunteers.
- "Hidden Harm" on line training to raise awareness of child safeguarding issues for staff working in adult substance misuse services.
- Consistently good performance at 100% throughout the last three years.
- Reduction in children with a CP plan for two years or more from 11.9% to 4.9% between 2006-2007 and 2007-2008.
- Improvement of 4.6% over the last 3 years (From 14.6 in 2005-2006 to 10% in 2007-2008) also significantly better than our statistical neighbour average of 13.6% in 2007-2008.

### REDUCE INCIDENCE OF CHILDREN GOING MISSING

- Revised protocols in 2007-2008 with return interviews being provided by independent advocates.
- Development of BACS (Behaviour and Attendance Collaboratives) in secondary schools leading to a significant reduction in exclusions.

## ENJOY AND ACHIEVE

### SUPPORT PARENTS AND CARERS IN HELPING THEIR CHILDREN TO ENJOY & ACHIEVE

- Launch of the Parenting Strategy
- 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.
- An Early Years and Childcare Service Pilot has increased take up of childcare for black and minority ethnic communities.

### PROMOTE GOOD BEHAVIOUR AND ATTENDANCE, PARTICULARLY FOR PUPILS WHO ARE DIFFICULT TO MANAGE

- See Priority below on attendance.



### PROMOTE A RANGE OF RECREATIONAL ACTIVITIES, INCLUDING PLAY AND VOLUNTARY LEARNING PROVISION FOR CHILDREN AND YOUNG PEOPLE

- A revised 'All to Play For' Bradford District Play Strategy 2008-2011 reaffirming Bradford's commitment to children's play.
- Bradford Play Partnership secured more than £1.4 million of the Big Lottery Children's Play Programme.
- A Play Champion chosen by school pupils in an election.
- Bradford (47.5%) is above both national (44.7%) and Yorkshire and Humberside average (41.2%) and second best performing within its statistical neighbour group.

### SUPPORT VULNERABLE GROUPS TO ENJOY & ACHIEVE

#### Achievement gap between pupils eligible for free school meals and their peers at KS2

- Improvement between Academic Years 2005-2006 and 2006-2007 of 2.3 % (from 23.1 to 20.8).

#### Achievement gap between pupils eligible for free school meals and their peers at KS4

- Improvement between Academic Years 2005-2006 and 2006-2007 of 1.6 % (from 21.7 to 20.1).

#### Achievement at KS4 for BME Groups

- Improvement for all BME groups between Academic Years 2005-2006 and 2006-2007.

### INCREASE ATTAINMENT PARTICULARLY AT KS2 AND KS4

- Parents as Partners in Early Learning (PEEL) programme.
- Two year old pilot places and outreach helping families in the 30% SOA's to engage both in Children's Centre activities and in their children's learning.
- There were marked improvements at the end of Foundation Stage outcomes in 2008 and a three-year rising trend in all targets, apart from PSED where results have only increased over the past year.

#### Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

- Improvement of 3.9% between Academic Years 2006-2007 and 2007-2008 (from 43.7% to 39.8%).

#### Achievement of at least 78 points across the Early Years Foundation Stage with at least six in each of the scales

- Improvement of 5% between Academic Years 2006-2007 and 2007-2008 (from 40% to 45%).

### INCREASE ATTENDANCE FOR THOSE CHILDREN AND YOUNG PEOPLE AT SCHOOL AND INCREASE PROVISION FOR THOSE WHO DO NOT ATTEND SCHOOL

- District-wide Behaviour and Attendance Collaboratives (BACs) operational since September 2007. There was a 25% reduction in the total number of permanent exclusions between Academic Years 2006-2007 and 2007-2008. South BACs purposeful endeavour to find alternative solutions resulted in a 60.7% reduction in the number of pupils permanently excluded.
  - Establishment of a SEAL (Social, Emotional Aspects of Learning) Steering Group - Feb 2008.
  - Establishment of LSU Network - March 2008.
  - Deployment of B&A consultants and termly B&A update days.
  - Prioritisation of schools by EB for focused intervention and support including behaviour.
- Secondary School Persistent Absence Rate**
- Improvement of 1% between Academic Years 2005-2006 and 2006-2007.

## POSITIVE CONTRIBUTION

### PROMOTE THE IMAGE AND CELEBRATE THE ACHIEVEMENT OF YOUNG PEOPLE THROUGH A PLANNED AND SHARED APPROACH ACROSS THE PARTNERS

- The Annual Children and Young People's Achievement Award Ceremony.
- Bradford YOT, Careers Bradford, Education Bradford and other Connexions providers hold 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.

### ENGAGE CHILDREN AND YOUNG PEOPLE IN DECISION MAKING AND IN SHAPING SERVICES

- Participation Champions in all children's and young people's services.
- Development of a platform for communication through Youth BUZZ website.
- Bradford and Keighley Youth Parliament which successfully engages Children and Young People.
- An annual Looked After Children event where young people are able to contribute to the Children's Pledge and the Children's Plan.
- 'Peer Advocates' and the 'Empowerment Group' to encourage Looked After Children and disabled children and their parents and carers to be involved in the planning of their services.
- Improvement in participation of 2.7% between the 2005 and 2007 elections.

## REDUCE OFFENDING AND RE-OFFENDING RATES

- A 'one stop shop' multi-agency crime prevention centre designed by the Youth Offending Team to prevent young people from offending.
- The 'Young People's Support Unit' bringing together a range of targeted projects to pool experience and resources.
- Contributing projects include: Junior Youth Inclusion Programmes, Senior Youth Inclusion Programmes, Positive Futures, Positive Activities for Young People, a Looked After Children Project and the Final Warning Team. Young people at risk are identified and referred to the various projects based in the units.
- Structured interventions based upon the assessment of criminogenic factors affecting each young offender.
- The recent YOT inspection rated work to prevent offending as Good and outcomes for work in the community for those at risk and who have offended as Excellent.
- A Viewpoint survey for the inspection revealed that of 235 young people 80% considered they were less likely to offend and 79% that their lives had improved as a result of their involvement with the YOT.
- Bradford has reduced the number of first time entrants (from 377 in Q1 06-07 to 179 in Q1 2008-2009).
- Improvement of 10.5% over the last 3 years (from 52.5% in 05-06 to 63% in 2007-2008).

### **Looked After Children receiving a final warning, reprimand or conviction**

- Improvement over the last 3 years (from a ratio of 2.81 in 06-07 to 2.16 in 08-09).

## 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 to accelerate the development of effective learning environments in schools.
- Behavioural support for pupils in mainstream schools and coordination of alternative casework management practices has resulted in a significant reduction in permanent and fixed term exclusions.

### **Rate of Permanent Exclusions from School**

- Improvement between Academic years 2005-2006 and 2006-2007 of 0.2% (from 0.09% in 2005-2006 to 0.07 in 06-07).



### PROVIDE AND ENSURE ACCESS TO A RANGE OF POSITIVE ACTIVITIES FOR ALL YOUNG PEOPLE

- A 'Doing Good' seminar was hosted in January 2009 to showcase some of the activities involving young people which were making a positive contribution to community life in Bradford.
- The Youth Buzz website went live in March 2008 where information can be accessed by young people aged 13-19 on 'Things 2 do', 'Places 2 go' and 'Someone 2 talk to'.
- The Young People's Support Unit (YPSU) brings together a number of organisations and projects aimed at preventing offending, anti-social behaviour and social exclusion including Youth Inclusion Programmes, Positive Futures Projects, PALZ (Play and Learn Zone) and Positive Activities for Young People (PAYP).
- The Youth Matters Working Group has a broad multi-agency membership and undertakes a range of partnership work. The Group continues to meet and have undertaken a range of significant pieces of work that have moved the

Youth Support agenda forward for the district. Initiatives have included the Little Horton Pilot Project, Youth Cafes, Targeted Youth Support, IAG and the Bradford Youth Offer.

- The promotion of youth activity in relation to Looked after Children has been achieved through a roadshow presentation on youth opportunities.

#### Young People's Participation in Positive Activities

- Bradford was the top performing Authority within its statistical neighbour group for 2008-2009 with 74.8% and well above the national average of 69.5%.

#### Percentage of 13 to 19-year-olds in contact with the Youth Service

- Improvement of 9% between 2006-2007 and 2007-2008 (from 26.72% in 06-07 to 35.70% in 07-08).

## ECONOMIC WELLBEING

### CO-ORDINATE THE DEVELOPMENT OF A STRATEGY TO REDUCE POVERTY

- The District's Childcare Sufficiency Assessment has been produced.
- The Child Poverty Toolkit has been made available.
- Child Poverty is regularly scrutinised by the Young People and Education Improvement Committee. The Committee has already resolved to develop a comprehensive anti-poverty strategy and for sub-standard housing to be improved for children and families and the Economic Wellbeing group has prioritised debt management, housing, education attainment and access to work.
- The continued partnership with Job Centre plus and Children's Centres has included a Job Point at Canterbury Children's Centre in Little Horton, which has the highest levels of

unemployment. Cathedral Centre and Russell Street Project have been funded by the Economic Partnership to provide financial literacy training and incommunities is funding CHAS to provide Financial Literacy workshops.

- There is a multi-agency commitment to provide debt advice to parents. Six of the Children's Centres commission Finance into Work advice for Parents. Healthy Start is being promoted by midwives and the PCT, in partnership with incommunities, is running a project in Girlington to reduce housing poverty. The Youth Service in partnership with Save the Children is delivering an anti-poverty project with a group of young people in Buttershaw to raise awareness of Child Poverty.
- There has been joint working with Accent

Regeneration on access to Bradford and District Credit Union services for their tenants via a swipe card with food co-ops in the most socially deprived wards.

- The Deprived Area Fund commissioned Reed in Partnership to break down barriers to employment in the most deprived areas of Bradford and numbers of participants in New Deal for Lone Parents and New Deal for Partners has increased using Learning Skills Council funding for childcare and associated course costs.

- Progress has also been made for care leavers access to EET through the mainstreamed LEAP project.
- An outreach strategy for targeted work with young people who are NEET has been agreed by Personal Adviser Managers and is being implemented across the network

#### **Numbers and proportions of 16-18 year olds NEET**

- Improvement of 2.2% over the last 3 years (from 11.6% in 2005-2006 to 9.4% in 07-08).

### **TAKE ACTION TO ENSURE THAT 14-19 EDUCATION AND TRAINING IS PLANNED AND DELIVERED IN A CO-ORDINATED WAY**

- 14-19 strategy 'Promoting Bradford Futures' being implemented.
- A 14 – 19 commissioning framework is being developed prior to the transfer of responsibilities from the LSC to the LA in 2010.
- Costed implementation plan and monitoring process in place with commitment of all 14-19 partners.
- A further 9 Diplomas were approved under Gateway 2 which will commence in 2009 and 2010.
- 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.

#### **Achievement of a level 2 qualification by the age of 19**

- Improvement of 2.6% over the last 3 years (from 59.4% in 05-06 to 62% in 2007-2008).

#### **Achievement of a level 2 qualification by the age of 19**

- Improvement of 0.9% over the last 3 years (from 36.2% in 05-06 to 37.1% in 2007-2008).

### **CHILDREN & YOUNG PEOPLE WHO ARE LOOKED AFTER ARE HELPED TO ACHIEVE ECONOMIC WELLBEING**

- LEAP facilitating and providing a diverse range of services and support to enable care leavers to take up further education opportunities.
- The Leaving Care Service has housing and careers officers located in its service and has developed very close relationships with key agencies like Careers Service and local colleges.

#### **Employment, Education & Training for Care Leavers**

- Improvement of 11% over the last three years (from 74% in 05-06 to 85% in 2007-2008).

#### **Care leavers in suitable accommodation**

- Improvement of 14% over the last three years (from 77.1% in 05-06 to 91.1% in 2007-2008).

### CHILDREN AND YOUNG PEOPLE WITH LEARNING DIFFICULTIES ARE HELPED TO ACHIEVE ECONOMIC WELLBEING

- 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.

### ENSURE PARENTS HAVE ACCESS TO CHILDCARE TO ENABLE THEM TO WORK OR TRAIN AND SUPPORT THEN TO ACCESS TRAINING AND WORK

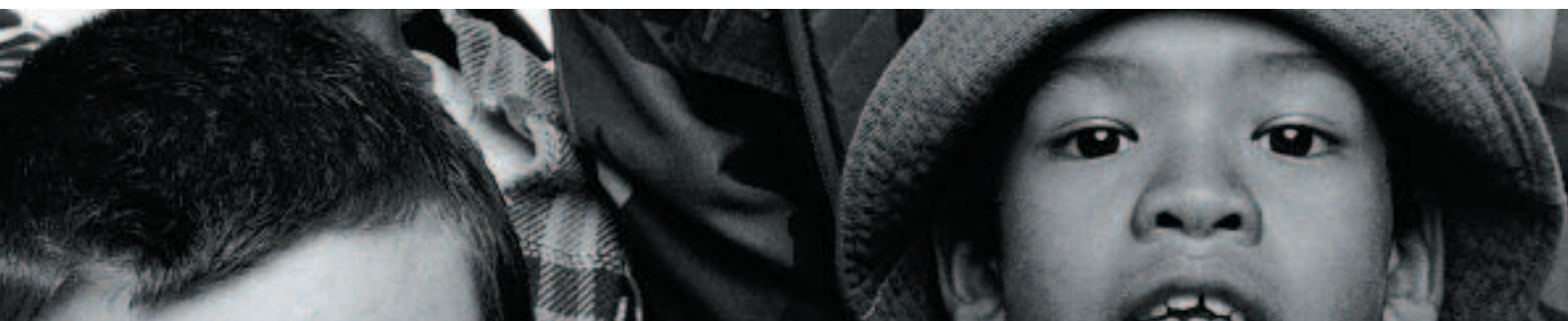
- A comprehensive Childcare Sufficiency Plan has been produced containing detailed information on childcare sufficiency across the whole district. It has assessed availability, suitability, affordability, sustainability and demand for childcare by reviewing gaps in provision related to type, age, affordability, 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.



## Definitions – vulnerable groups

**Every Child Matters** is about improving services for all children and young people but has particular regard for the most vulnerable and disadvantaged in order to close the gap between such children and young people and their peers. The term 'vulnerable children' is widely understood to include those:

- who are looked after.
- who have disabilities or complex health needs.
- from traveller families.
- who are refugees, asylum-seekers or economic migrants.
- identified as underachieving in education
- in need of behaviour support.
- who are poor school attendees, including those taking extended leave.
- at risk of exclusion from school.
- who are young carers.
- at risk of domestic violence.
- at risk of sexual exploitation or harm including abuse through prostitution.
- who have been abused.
- who misuse drugs or alcohol.
- who are bereaved.
- children with special or additional educational needs.
- children with a health need that could limit access to social and cultural activities.
- privately fostered, young people living independently and children and young people who go missing from home or from care.
- engaged or who have been engaged in anti-social or offending behaviour, including those in secure accommodation or Young Offenders' Institutions.
- living with troubled parents, for example children of substance-misusing parents, children whose parents have mental health problems.
- children with parents in prison.
- teenage parents.
- living in poor quality housing.
- in other vulnerable households defined by reliance on:
  - Income Support
  - Housing Benefit
  - Council Tax Benefit
  - Income based Job Seeker Allowance
  - Attendance Allowance
  - Disability Living Allowance
  - Industrial Injuries Disablement Benefit
  - War Disablement Pension
  - Pension Credit



## Abbreviations

AHDC	Aiming High for Disabled Children	Ofsted	Office for Standards in Education
ASB	Anti-Social Behaviour	PE	Physical Education
BCSB	Bradford Safeguarding Children Board	PSHE	Personal Social and Health Education
BME	Black and Minority Ethnic	SEN	Special Educational Needs
BRI	Bradford Royal Infirmary	SLCN	Speech, Language and Communication Needs
BSF	Building Schools for the Future	tPCT	Teaching Primary Care Trust
CAF	Common Assessment Framework	VCS	Voluntary and Community Sector
CAMHS	Child and Adolescent Mental Health Services	YCF	Youth Council Fund
CP	Child Protection	YOF	Youth Opportunities Fund
CYPP	Children and Young People's Plan	YOT	Youth Offending Team
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 for 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		
OBA	Outcome Based Accountability		

