

# Public Document Pack



To Members of the West Outer Area Committee

## **Governance Services**

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Our Ref:  
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21 March 2013

Dear Councillor

### **WEST OUTER AREA COMMITTEE - 22 MARCH 2013**

Further to the publication and despatch of the West Outer Area Committee agenda papers for the meeting on 22 March 2013, please find enclosed the following revised information:

- Agenda Item 9 – Children’s Services Update
- Agenda Item 10 – Business Management Project

I would be very grateful if you could include the enclosed information with your agenda pack and bring it along to the meeting.

Yours sincerely

Andy Booth  
Governance Officer

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## Report of Director of Children's Services

### Report to Outer West area committee

**Date: February 2013**

**Subject: Children's Services area committee update report**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):	Calverley and Farsley, Farnley and Wortley, Pudsey	
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

### Summary

1. Children's Services directorate provides six-monthly area committee reports, in February/March and September. These reports inform members on local outcomes for children and young people, and support the involvement of area committees in improving these outcomes by providing an update on the work of the Children's Services Directorate and of the Leeds Children's Trust. The progress made against local and national agendas is also highlighted. Emphasis in this report is given to the ongoing development of targeted and early intervention services.
2. The report provides a summary of performance at area committee level with a broader summary of city level performance, and builds on previous reports with additional local context and tracking of local indicators. The majority of education results are presented in this report, including tables of headline results for all Leeds schools and links to additional information.
3. 78 (5.6 per cent) of the children looked after population come from the Outer West area committee, six fewer than in June 2012. The level of NEET (4.0 per cent) is significantly below the citywide level of 6.0 per cent. Primary school attendance area was 96 per cent, above the city average for December. Secondary school attendance was also marginally lower than the autumn 2011 figure, but was the same as the city average for December. Both the percentage of primary schools, and secondary schools, rated good or better in the Outer West area have risen since the last report.

## Recommendations

4. Area committees are requested to note the content of this report.
5. Area committees are asked for feedback on the report.
6. Area committees are asked to consider providing financial support to young people wanting to access the National Citizen Service programme who are unable to self-fund.

### 1.0 Background information

- 1.1 This is the first of two reports in 2013 that provide elected members with an update on Children's Services developments. Updates include:
  - Key developments concerning Children's Services in Leeds, including the development of targeted services and locality provision.
  - Performance against the Children and Young People's Plan (CYPP); information is provided at an area committee level where possible.
  - Headline school results for the 2011-12 academic year.
- 1.2 Our ambition is for Leeds to be a Child Friendly City, with high aspirations and strong outcomes for children and young people and families. To achieve this we are:
  - Delivering the CYPP with a focus on three obsessions: keeping families safe from harm through reducing the need for children to enter care; ensuring children and young people are attending school and learning; and promoting young people's engagement in education, employment and training.
  - Focusing efforts on a shared commitment to developing a Child Friendly City, supported by all communities and sectors. This is not only about good outcomes for children and young people, it is also about ensuring that their voice is heard and their influence is real. This is underpinned by a commitment to achieving reductions in child poverty.
  - Developing the Leeds Education Challenge, to ensure that Leeds' children and young people are engaged in learning, and that they are achieving good results. This includes addressing the gaps in achievement that exist in Leeds and ensuring that Leeds results compare well with national results.
  - Supporting the above with effective partnership working delivered through the Children's Trust and through local cluster partnerships. The principles of restorative practice and Outcomes Based Accountability underpin the working of both the directorate and the partnership arrangements.
- 1.3 Member involvement is crucial to the above agendas. Through the presentation of performance data, this report supports an informed discussion on local challenges, needs, and progress against the CYPP. This is intended to help area committees take forward these priorities at a local level and to gain an understanding of how these issues relate to the needs of the communities in their areas, including the local children's clusters.
- 1.4 Further, more detailed information is available via the following websites:
  - The West Yorkshire observatory (<http://www.westyorkshireobservatory.org/>).

- The Department for Education's 'in your area' website (<http://www.education.gov.uk/cgi-bin/inyourarea/areasearch.pl?search=Leeds>).
- The cluster profile (<https://www.leedsinitiative.org/ClusterDataProfile.aspx>).

## **2.0 Key developments in Children's Services**

### **Child Friendly Leeds**

- 2.1 The ambition is to establish a consensus across the city that everyone can do something to play a part in improving children and young people's lives, so that children and young people are at the heart of everything that is done.
- 2.2 Following the successful launch event and 'thumbs up' brand development in 2012, there has been growing interest in and support for this work. In December, a strong Child Friendly Leeds presence at a 'Yorkshire Mafia' event (a major consortium of regional businesses), resulted in a number of pledges of specific support; for example, one organisation has offered to send its 200 employees into Leeds schools as part of their annual paid volunteering days. Child Friendly Leeds has now received over 120 specific pledges of action, and has attracted nearly 100 ambassadors and over 250 supporters. An increasingly strong web presence is being established through social media, and the Child Friendly Leeds brand is increasingly prominent in promotional materials for services and events relevant to children and young people.
- 2.3 Underpinning the Child Friendly Leeds ambition is a strong citywide focus on the areas of work where the biggest difference can be made - the obsessions. On each of these three areas, Leeds is seeing significant improvements. Whilst there is much more to do across the obsessions, the improvements demonstrate that a relentless focus on a small number of key priorities can deliver real impact on outcomes. This focus will continue in the coming months, and much of the work with businesses as part of the Child Friendly Leeds initiative will encourage them to support this by, for example, building links with a local school, or children's centre, offering entrepreneurial opportunities to more young people, and supporting Leeds foster carers.

### **New ways of working**

- 2.4 The major restructure of Children's Services is now embedded, with some of the key changes beginning to generate real benefits, including strengthening local partnership working. Examples include the new localised arrangements for social work service teams, the development of specific children looked after teams, and the introduction of the targeted services leader posts.
- 2.5 A current focus is the roll out of more restorative approaches - working with children, young people and families, rather than doing things for them or to them, and providing them with the tools and support to solve their own problems and to become more resilient about the pressures they face. Many staff have already received restorative practice training and are developing this approach in their daily work with families and colleagues. A cornerstone of the Leeds approach to working more restoratively is the roll out of family group conferencing across the city.

2.6 Restorative practice is underpinned by values of empathy, respect, honesty, acceptance, responsibility, and mutual accountability, and it provides a common approach and language across agencies, creating consistency across services. Its main goals are:

- Building and repairing relationships to work in ways that are respectful and engaging, enabling participants to develop understanding and empathy about the impact of their behaviour, both positive and negative.
- Empowerment of individuals, groups, and communities.
- Cultural sensitivity.
- Shared responsibility; outcome- and solution-focused.

2.7 Linked to this is Families First Leeds, the local response to the national Troubled Families initiative. This sees the use of a multi-agency and restorative approach to support many of the city's most vulnerable families.

### **Partnership with schools**

2.8 Critical to the success of all of this work is the continuing evolution of strong partnerships with and across Leeds schools. There continues to be a citywide commitment to working together as a city, supported and facilitated by the local authority, to raise standards and share best practice. The Leeds Education Challenge, and the 'For Heads' model - which puts a representative group of head teachers at the centre of a strong partnership with officers - are providing the framework and confidence for a more co-ordinated approach, whilst also enabling more challenge within the system. The impact is evidenced by the strong set of results across Ofsted inspections of Leeds schools since the new inspection framework (September 2012) and by the co-ordinated response to the GCSE English results debate during late 2012.

2.9 Schools are continuing to engage with and invest in the cluster model of local partnership. It remains critical that this continues at a time when schools are gaining more autonomy and freedoms, to maintain a citywide collective focus on our shared priorities for children and young people.

### **National Citizen Service 2013-14**

2.10 The youth service will be delivering the National Citizen Service programme to benefit young people aged 16 and 17 in Leeds across two years. The programme aims to achieve:

- A more cohesive society, by mixing participants of different backgrounds.
- A more responsible society, by supporting the transition into adulthood for young people.
- A more engaged society, by enabling young people to work together to create social action projects in their local community.

2.11 Young people in the most deprived lower super output areas will be targeted, although the programme will be inclusive. The programme offers a structured delivery model, including residentials, to engage young people, build their confidence, improve teamwork and develop other skills to enable them to work together successfully. A more detailed report will be submitted to area committees

later this year, detailing both the financial elements and the social action projects involved in the programme.

- 2.12 The cost of the programme to a young person is £50 per place. Area committees are asked to provide financial support for those young people who are unable to cover the costs themselves, to ensure that no young person will be prevented from participating through hardship.

### **Continuous improvement**

- 2.13 The ongoing journey of improvement for Children's Services is critical in light of the intensive inspection regime faced by the directorate. Leeds is awaiting an unannounced Ofsted inspection of our child protection services. An 'improvement hub' has been established to co-ordinate the various strands of improvement activity taking place and a 'nine point plan' has been developed and shared widely with staff to set the direction for the next stage of development work needed to move towards the delivery of outstanding social work services.
- 2.14 Furthermore, Children's Services have agreed to work with Ofsted to enable them to test out some of the tools and methodology for the new looked after children and care leavers inspection. Leeds is the only authority that has been approached by Ofsted, and is an indication of Leeds' growing reputation within Ofsted.

### **3.0 Development of locality, targeted, and early support services**

- 3.1 Children's Services delivers work and services locally through 25 clusters. Each cluster has a local authority partner (LAP) and one or more elected members assigned to them. Elected members provide a vital role in supporting and challenging clusters to form the widest possible partnerships to support the local delivery of the CYPP. The role of the LAP is to support the cluster to deliver the CYPP locally, with particular reference to turning the curve on the three obsessions. There are a number of models of cluster governance, and some clusters are working with LAPs to review their existing governance structures. Elected members are welcome to be involved in these reviews. A list of cluster contacts is in appendix four (page 22).
- 3.2 Substantial efforts have been made to support clusters to develop services that identify and support vulnerable children, young people and families as early as possible in the life of the problem. A schools forum decision in 2012 means that clusters will continue to receive financial support for the next three years. In addition, services such as early start teams (partnerships between council early years staff and health) and children's social work teams have reorganised, to operate from/on a cluster-based geography.
- 3.3 From the first week of January 2013, a targeted services leader (TSL) was attached to each of the 25 clusters; this time last year, there were five. TSLs support the early identification of vulnerable families and utilise the top 100 methodology, and guidance and support, to co-ordinate services to vulnerable families. They are also responsible for the local co-ordination of the Families First cohort. The top 100 methodology for identifying and working with children and families is now established and well embedded in most clusters. A top 100 methodology support and guidance package has been developed to support emerging clusters.

- 3.4 The September 2012 report to area committees incorporated details of the development of targeted services within Children's Services. Targeted services consists of attendance services, support to clusters, intensive family support, and youth offending services. These services, and the early start services, work with children, young people and families to ensure appropriate support is offered in a timely manner.
- 3.5 Targeted services has restructured to work more closely with clusters to support the attendance agenda. This has been very well received by clusters, with some outstanding feedback on the new relationships. This has contributed to Leeds reporting its best attendance figures ever across the city.
- 3.6 Common assessment framework (CAF) systems have been overhauled. The quality of most CAFs is good, and independent experts agree that Leeds has some of the most coherent CAF systems in the country. A comprehensive training programme for practitioners has been undertaken. Children's Services Scrutiny Board, the Children's Trust Board, and the Leeds Safeguarding Children's Board (LSCB) have endorsed the direction of travel. There is a continued focus on ensuring a consistency of practice in the city, as some families are not being offered CAFs as early in the life of the problem as they might.
- 3.7 Families First Leeds (the local response to the national Troubled Families programme) has been established, delivered in large part through our locality arrangements. A year-one, citywide cohort of 750 families has been identified for inclusion in the programme. Each of these families will have a quality assessment and named lead practitioner. Leeds is viewed as being at the forefront of this work: clusters, TSLs, and a willingness to work in partnership means that practitioners are well placed to work with the identified families.
- 3.8 Additional funding was claimed in January 2013 from the Department for Communities and Local Government through their payment by results scheme, as Leeds had demonstrated a reduction in offending, antisocial behaviour, and improved school attendance with 135 families from this cohort. There is confidence that further payment by results monies will be claimed on most other families within the cohort later.
- 3.9 At the core of the restorative approach is family group conferencing (FGC). Substantial new resources have been secured for this service providing a confidence that better outcomes will be achieved for families with children on child protection plans, at risk of becoming looked after or at risk of other poor outcomes.
- 3.10 The family intervention service has adopted a new framework for the delivery of services to vulnerable families. There are many case studies evidencing de-escalation from care or child protection plans, engagement in evidence-based parenting programmes, and better attendance at school.
- 3.11 Multi-systemic therapy (MST) continues to be recognised as delivering effective high quality interventions to some of the most challenging families in Leeds. A fourth team is being established, which will be one of the UK's first MST child abuse and neglect teams.



- 3.12 The youth offending service (YOS) can evidence a substantial reduction in the use of custody, and Leeds has continued to receive a national profile because of its participation in the custody payment by results pathfinder. The YOS continues to provide restorative services that have enabled victims of youth crime to achieve closure and reduce the risk of repeat victimisation.
- 3.13 Early start is an integrated, family-based offer for children zero to five years old, supporting all children and their families to have the best possible start in life. Working in partnership with GPs, midwives and other health and early years services, the early start service will help families play a positive role in their children's development, through reducing social isolation, promoting wellbeing, increasing parenting capacity, and supporting access to training and employment. The early start team uses restorative practice to support practitioners working with children, families and the community. The service will:
- Ensure that families from pregnancy to five years are offered the healthy child programme.
  - Ensure that families from pregnancy to five years are offered a children's centre core purpose, including early years foundation stage curriculum.
  - Identify children and families where additional preventative programmes and interventions will reduce their risks and improve future health and wellbeing.
  - Promote and protect health, wellbeing, learning, and school readiness.
  - Provide a gateway into specialist services.

### **Local issues**

- 3.14 As part of the city deal innovations fund, clusters have been given additional budget, based on a formula measuring the numbers of young people aged 16 and 17 who are currently defined as NEET. The funding had to be targeted to those young people deemed the most vulnerable and hard to reach - those the furthest away from engaging in education and employment and training.
- 3.15 Each cluster was able to submit a proposal based on how they would provide additional services and support to help those young people move into education, employment and training. Work was undertaken to assess the needs of these young people, where there might be gaps in services available to them and what young people's views were about the kinds of services they wanted.
- 3.16 The most commonly articulated theme was the impact of low-mood and low level depression on confidence and self-esteem, which impacted directly on young people's ability to actively seek opportunities in education or employment. The gap between child and adult mental health services also presented a barrier to these young people being able to easily access the support they needed. The nature of those problems makes it difficult for these young people to actively seek help and there was little by way of specialist services that offer active outreach.
- 3.17 Pudsey, Armley, Bramley, and Farnley clusters collaborated and pooled their resources to commission a bespoke service to try and meet the needs of these young people through a targeted, emotional health and well-being counselling service. The Pudsey cluster also used some of the budget to support the development of social and transferable skills and confidence building approaches delivered through community action and a charity challenge.

## **4.0 Performance update**

- 4.1 Appendix one (page 13) provides data and commentary on current performance for the area committee, which is summarised below. The previous report established baselines from which progress over the last six months is assessed. Where a measure is cumulative over the year, it is not possible to highlight progress in this report; in future reports, comparison to the previous year will be available.
- 4.2 Numbers of active foster carers and NEET (not in employment, education, or training) by area committee are presented for the first time. Improving the recruitment and retention of foster carers is a key focus for Children's Services and embedded in the Child Friendly City initiative. A geographical breakdown of the number of council-employed foster carers is provided for the first time in this report, based on carers' home postcode.
- 4.3 Education data are provided for the 2011-12 academic year. Information on foundation stage, key stage two, and key stage four was disaggregated to a ward level when last reported to area committees (March 2012), so an area committee comparison is not possible. However, the data in this report will be used as a baseline to provide a progress update in 12 months. Appendices two (page 17) and three (page 20) contain school level information.

### **Outer West area committee commentary**

- 4.4 The Outer West area committee has 9.2 per cent of the city's 0-19 population, which represents 15,737 children and young people. There are 21 primary schools, four secondary schools, and four children's centres located within the area committee boundary.

#### **Children and young people are safe from harm** - obsession: number of children in care

- 4.5 5.6 per cent (78) of the children looked after population comes from the Outer West area committee. This figure is six lower than the June 2012 figure and reflects the decline in the numbers of children looked after across the city. 5.7 per cent (16) of all children and young people entering care between April and December 2012 come from the Outer West area.
- 4.6 6.2 per cent of CAFs initiated across the city come from the Outer West area committee. 1,765 requests for service, of which 572 met the threshold for being treated as a referral to the Children's Social Work Service, are from the area. The number of children and young people currently subject to a child protection plan is 67, nine lower than the June 2012 figure.

#### **Children and young people do well at all levels of learning and have the skills for life** - obsession: young people in education employment or training - obsession: attendance

- 4.7 The number of NEET young people in the Outer West area committee at the end of December was 92, two lower than the June figure. The level of NEET in December was 4.0 per cent, significantly below the citywide level of 6.0 per cent. Future

reports will compare data with a corresponding period from 12 months ago. The total number of NEET for the West North West area in December 2011 was 449.

- 4.8 Primary school attendance in the Outer West area committee was 96.0 per cent, above the city average, but marginally lower than the autumn 2011 figure. Secondary school attendance was also marginally lower than the autumn 2011 figure, but was the same as the December city average. 111 (7.0 per cent of the city cohort - the third lowest of all area committees) of children were persistently absent (missing at least 15 per cent of school) from primary schools in the area, and 274 (8.7 per cent) children and young people were persistently absent from secondary schools.

### **Children and young people choose healthy lifestyles, and voice and influence**

- 4.9 There is no update to the teenage conception data presented in the last area committee report.

### **Local Ofsted inspections**

- 4.10 There have been no inspections of children's centres since the last report.
- 4.11 Both the percentage of primary schools, and secondary schools, rated good or better in the Outer West area have risen since the last report, with two primaries (Calverley Parkside and Pudsey Lowtown), and one secondary (Priesthorpe) improving their ratings to good from satisfactory. The percentage of secondary schools rated good or better is 14 points above the city average, and the percentage of primary schools rated good or better has improved by nine points, and is now only five points behind the city average. There are no children's homes located in the Outer West area.

### **City commentary**

- 4.12 The following paragraphs summarise partnership progress against the CYPP indicators, including the three obsessions.

### **Children and young people are safe from harm**

- 4.13 *Obsession:* the number of children looked after has decreased by 80 (5.4 per cent) since the end of the 2011-12 financial year, with December's number of 1,395 being a 30-month low. Fewer children are becoming looked after, and there is greater focus on safely supporting more children to achieve permanence - children returning to their parents, being adopted, or becoming subject to a special guardianship order.
- 4.14 There were 956 children subject to a child protection plan in December. Whilst lower than at the beginning of 2012, the number is higher than the figure reported to area committees in June. Practice improvement is ongoing, including the embedding of restorative principles.

## **Children and young people do well at all levels of learning and have the skills for life**

- 4.15 *Obsession:* during the course of the last academic year, Leeds' schools made substantial improvements in attendance rates. Attendance in Leeds primary schools improved by 1.1 percentage points in 2011-12 and Leeds is now ranked in the top quartile of local authorities. There was also a good 1.4 percentage point improvement in secondary attendance. Whilst the gap is narrowing, secondary attendance remains lower in Leeds than nationally, with unauthorised absence being an ongoing challenge.
- 4.16 *Obsession:* with 16 to 19 year olds who are NEET, the gap to national performance is closing, down to 0.9 percentage points at the last point when comparative data were available. Youth contract funding will be used to enable access for 16 and 17 year olds who are NEET, to provide support such as a key worker; mentoring from business or peer mentoring; a work placement or volunteering opportunity; or support with employability and interview skills.
- 4.17 The trend of improving outcomes at the foundation stage continued in 2012, with a five-percentage point increase in the proportion of children achieving a good level of development. Leeds is now in the second quartile of local authorities for this indicator, but continues to have a large gap between the bottom 20 per cent of children and the rest of the cohort.
- 4.18 Changes in statutory assessment arrangements at the end of key stage two make comparison with previous years difficult. With this caveat in mind, there has been a four-percentage point improvement in the proportion of children achieving a level four or better in the combined English and maths indicator. However, Leeds is two percentage points below national. Pupil progress between key stages one and two is good, with Leeds' performance against this measure being in the top quartile for English and in the second quartile for maths.
- 4.19 The 2012 results at key stage four were affected by the decision to change GCSE grade boundaries for the summer round of examination entries. Whilst there was a slight improvement, with 55 per cent of young people achieving 5+ A\*-C GCSE including English and maths, this was a smaller than expected increase. Partnership improvement activity continues however, with school-based lead professionals supporting teaching and learning networks.
- 4.20 No further data are available since the last report for level three qualifications at 19.
- 4.21 There has been a 12.9 per cent increase in apprenticeship starts from the same period last year, compared to a 1.5 per cent decrease nationally. Success rates by 16 to 18 year olds in Leeds for completing apprenticeships continue to be above national success rates. Innovative new projects such as the apprenticeship training agency<sup>1</sup>, and an apprenticeship hub, are being developed.
- 4.22 Projections for 2012-13 show an increase in children and families accessing short breaks. A new, targeted short breaks service began in April 2012, delivered by a partnership of providers led by the northeast specialist inclusive learning centre.

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<sup>1</sup> <http://www.apprenticeships.org.uk/Employers/Steps-to-make-it-happen/GTA-ATA.aspx>

## **Children and young people choose healthy lifestyles**

- 4.23 There is no update to either the teenage conception data, or the free school meal uptake data, presented in the last area committee report.
- 4.24 Although rates of childhood obesity have plateaued, they remain too high, with nearly one in five children in year six (age 11) obese. Data are not available at area committee level. The DfE's National Childhood Measurement Programme states that children from the most deprived backgrounds have higher levels of obesity. However, a recent LMU report found that those children in 'middle-affluent' areas are more likely to be very overweight than those in very poor or very wealthy areas.

## **Children and young people are active citizens who feel they have a voice and influence**

- 4.25 The number of young people convicted of one or more offences continues to fall. Data on the number of 10 to 17 year olds committing an offence between April and September show that there were 507 offenders, with one quarter of these concentrated in one area committee area.
- 4.26 With children and young people's influence in the community, a wide range of development work is being undertaken through the voice and influence service.

## **Ofsted inspections**

- 4.27 Ofsted changed their schools inspection framework in September 2012, removing the 'satisfactory' rating and replacing it with 'requires improvement'. Despite this change, the percentages of both primary and secondary schools in Leeds rated as good or better by Ofsted have improved since the previous area committee report. Primary schools are at 76 per cent (a rise of seven percentage points); secondary schools are at 61 per cent (a rise of three percentage points).
- 4.28 There are eleven directly managed local authority children's homes providing residential places for children looked after. These receive annual full inspections and six-month interim inspections. 45 per cent of the council's children's homes are currently rated good or better (based on full inspections) by Ofsted, which is unchanged from the previous report. One home is now rated as 'outstanding' after its most recent inspection, rising from its previous rating of 'good'.
- 4.29 There have been no inspections of children's centres since the last report. 81 per cent remain rated good or better by Ofsted.

## **5.0 Corporate considerations**

- 5.1 There are no corporate considerations in this report, which provides information and updates to area committees. This information will be available elsewhere in corporate reports.

## **6.0 Consultation and engagement**

- 6.1 This report is going to area committee meetings that involve a wide range of partners and stakeholders. Consultation and engagement is integral to the work of

Children's Services and the Children's Trust, as evidenced in Child Friendly City work

## **7.0 Equality and diversity/cohesion and integration**

7.1 Equality issues are implicit in the information provided in this report. The differences shown illustrate that there are different levels of need and of outcomes across the city. Additional equality analysis of the information provided is undertaken.

## **8.0 Council policies and city priorities**

8.1 A significant proportion of the information included in this report relates to the city priorities for children and young people and the outcomes in the CYPP 2011-15.

## **9.0 Resources and value for money**

9.1 There are no resource implications in this report.

## **10.0 Legal implications, access to information, and call in**

10.1 This report is not eligible for call in, due to being a Council function.

## **11.0 Risk management**

11.1 There are no risk management implications in this report. The priorities reflected in this report are monitored through Leeds City Council performance and, where appropriate, risk management processes.

## **12.0 Conclusions**

12.1 Not applicable, as this report is information based.

## **13.0 Recommendations**

13.1 The Outer West area committee is requested to note the content of this report.

13.2 The Outer West area committee is asked for feedback on the report.

13.3 Area committees are asked to consider providing financial support to young people wanting to access the National Citizen Service programme who cannot self-fund.

## **14.0 Background documents<sup>2</sup>**

14.1 There are no background documents to accompany this report.

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<sup>2</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## Appendix one: performance data for Outer West area committee

<b>Area Committee: Outer West</b>								
Spring 2013 Children's Services performance update								
<b>Measure</b>	<b>Leeds</b>	<b>Outer W</b>	<b>Current data period</b>	<b>Highest</b>	<b>Average</b>	<b>Lowest</b>		
1. Number of children and young people 0-19	171,127	15,737	Jan 2012	23,910	17,113	11,581		
2. Percentage of children and young people	n/a	9.2%	Jan 2012	14.0%	10.0%	6.8%		
3. Number of primary schools	218	21	Current	28	22	15		
4. Number of secondary schools	36	4	Current	6	4	2		
4a. Number of through schools	2	0	Current	2	0	0		
5. Number of children's centres	58	4	Current	11	6	3		
<b>Commentary</b> The Outer West area committee has 9.2% of the city's 0-19 population, which represents 15,737 children and young people. There are 21 primary schools, four secondary schools, and four children's centres located within the area committee boundary.								
<b>Keeping children safe from harm</b>	<b>Leeds</b>	<b>Outer W</b>			<b>Current data period</b>	<b>Highest</b>	<b>Average</b>	<b>Lowest</b>
		<b>Current reporting period</b>	<b>Previous reporting period</b>	<b>Direction of travel</b>				
6. Number of children looked after	1,395	78	84		31 Dec 2012	384	134	18
7. Number of children entering care	281	16	5	(Cumulative)	Apr-Dec 2012	71	28	6
8. Number of children subject to a child protection plan	956	67	76		31 Dec 2012	188	93	13
9. Number of CAFs initiated	648	40	16	(Cumulative)	Apr-Dec 2012	128	63	22
10. Number of requests for service	24,862	1,765	676	(Cumulative)	Apr-Dec 2012	5,254	2,305	816
11. Number of requests for service leading to a referral	8,281	572	193	(Cumulative)	Apr-Dec 2012	1,937	786	217
12. Number of LCC-employed foster carers	550	29	n/a	(New data item)	31 Dec 2012	81	48	21

12a.	Number of family placement foster carers	104	5	n/a	(New data item)	31 Dec 2012	16	11	5
<p>Commentary</p> <p>5.6% (78) of the children looked after population comes from the Outer West area. This figure is six lower than the June 2012 figure and reflects the decline in the numbers of children looked after across the city. 5.7% (16) of all children and young people entering care between April and December 2012 come from the Outer West area.</p> <p>6.2% of CAFs initiated across the city come from the Outer West area. 1,765 requests for service, of which 572 met the threshold for being treated as a referral to the Children's Social Work Service, are from the area. The number of children and young people currently subject to a child protection plan is 67, nine lower than the June 2012 figure.</p>									
<b>Do well in learning and have the skills for life</b>		<b>Leeds</b>	<b>Outer W</b>			<b>Current data period</b>	<b>Highest</b>	<b>Average</b>	<b>Lowest</b>
			<b>Current reporting period</b>	<b>Previous reporting period</b>	<b>Direction of travel</b>				
13.	Primary school attendance levels	95.8%	96.0%	96.2%		2011-12 HT 1-5	97.0%	95.8%	94.6%
14.	Secondary school attendance levels	93.7%	93.7%	93.9%		2011-12 HT 1-5	94.7%	93.4%	90.8%
15.	Number of pupils persistently absent at primary	1,589	111	164		2011-12 HT 1-5	377	159	52
16.	Number of pupils persistently absent at secondary	3,142	274	310		2011-12 HT 1-5	598	314	194
17.	Number of NEET <sup>i</sup>	1,374	92	94		31 Dec 2012	270	117	44
17a.	Percentage of NEET <sup>i</sup>	6.0%	4.0%	4.1%		31 Dec 2012	8.6%	4.9%	1.8%
18.	Number of 'not knows'	2,056	199	n/a	(New data item)	31 Dec 2012	461	246	109
18a.	Percentage of 'not knows'	10.9%	8.7%	n/a	(New data item)	31 Dec 2012	17.3%	10.3%	7.0%
19.	Foundation Stage good level of development	62.8%	63.2%	n/a	(Annual data item)	2011-12 AY	76.7%	63.0%	49.6%
20.	Key Stage 2 level 4+ English and maths	77.3%	79.2%	n/a	(Annual data item)	2011-12 AY	87.6%	77.3%	67.5%
21.	5+ A*-C GCSE inc English and maths	54.3%	60.6%	n/a	(Annual data item)	2011-12 AY	66.0%	52.4%	36.8%
<p>Commentary</p> <p>Primary school attendance in the Outer West area was 96.0%, marginally lower than the autumn 2011 figure but above the city average. Secondary school attendance was also marginally lower than the autumn 2011 figure, but was the same as the city average. 111 (7.0% of the city cohort - the third lowest of all area committees) of children were persistently absent (missing at least 15% of school) from primary schools in the area, and 274 (8.7%) children and young people were</p>									



persistently absent from secondary schools in the area.

The number of NEET young people in the Outer West area at the end of December was 92, two lower than the June figure. The level of NEET was 4.0%, significantly below the citywide level of 6.0%. Future reports will compare data with a corresponding period from 12 months ago. The total number of NEET for the West North West area in December 2011 was 449.

Choose healthy lifestyles	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
22. Teenage pregnancy <sup>ii</sup>	1,145	101	n/a	(No new data)	Jun 09-Jun 10	233	115	43
Commentary There are no new data since the last report.								
Voice and influence	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
23. 10 - 17 year olds committing an offence	507	38	79	(Not comparable)	Apr-Sept 2012	126	45.9	13
Ofsted inspections	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
24. Percentage of primary schools good or better	76%	71%	62%	æ	31 Dec 2012	93%	75%	64%
25. Percentage of secondary schools good or better	61%	75%	50%	æ	31 Dec 2012	100%	59%	25%
26. Percentage of children's centres good or better <sup>iii</sup>	81%	100%	100%		31 July 2012	100%	88%	60%
27. Percentage of children's homes good or better	45%				31 Dec 2012	100%	42%	0%
Ofsted judgement - Outer West	Current period: 31 Dec 2012				Previous period: 31 July 2012			
	Outstanding	Good	Satisfactory	Inadequate	Outstanding	Good	Satisfactory	Inadequate
28. Primary schools	3	12	6	0	3	10	8	0
29. Secondary schools	0	3	1	0	0	2	2	0
30. SILCs (citywide)								

31. Pupil referral units (citywide)									
32. Children's centres	0	1	0	0	0	1	0	0	
33. Children's homes									
<p><b>Commentary</b>  Both the percentage of primary schools, and secondary schools, rated good or better in the Outer West area have risen since the last report, with two primaries, and one secondary improving their ratings to good from satisfactory. The percentage of secondary schools rated good or better is 14 points above the city average, and the percentage of primary schools rated good or better has improved by nine points, and is now only five points behind the city average. There are no children's homes located in the Outer West area.</p>									
Secondary schools	Current period		Previous period		Direction of travel				
	Ofsted	Attendance	Ofsted	Attendance	Ofsted	Attendance			
Crawshaw School	2	93.1%	2	93.7%					
Priesthorpe School	2	93.9%	3	94.3%	æ				
Pudsey Grangefield School	2	94.3%	2	94.3%					
The Farnley Academy	3	92.5%	3	93.4%					
<p><b>Key:</b> AY - academic year FY - financial year HT - half term ... data below five (suppressed for confidentiality)</p> <p><b>Ofsted grades:</b> 1 = Outstanding, 2 = Good, 3 = Satisfactory/Requires Improvement, 4 = Inadequate</p> <p><sup>i</sup> The citywide figure reports 'adjusted NEET' (see data definitions), the area committee figures do not take account of 'adjusted NEET'</p> <p><sup>ii</sup> No new data available since the last report</p> <p><sup>iii</sup> No further children's centres inspections have been undertaken since the last report</p>									

## Appendix two: individual school Foundation Stage and Key Stage 2 results 2012

Area	Area committee	Primary school	Foundation Stage good level of development (per cent)	Per cent level 4+ English and maths	Per cent expected progress English	Per cent expected progress maths
-	-	<b>Leeds</b>	<b>62.8</b>	<b>76.7</b>	<b>91.9</b>	<b>88.8</b>
-	-	<b>National</b>	<b>64</b>	<b>79</b>	<b>89</b>	<b>87</b>
WNW	Inner North West	Beecroft Primary School	64.5	96.9	100.0	96.8
WNW	Inner North West	Blenheim Primary School	78.3	76.9	100.0	100.0
WNW	Inner North West	Brudenell Primary School	76.7	51.6	86.7	78.6
WNW	Inner North West	Burley St. Matthias C of E Primary School	46.7	65.5	82.1	80.8
WNW	Inner North West	Cookridge Primary School	68.9	72.7	93.3	96.6
WNW	Inner North West	Hawksworth Wood Primary School	69	89.7	100.0	96.4
WNW	Inner North West	Holy Name Catholic Primary School	66.7	77.4	89.7	82.8
WNW	Inner North West	Ireland Wood Primary School	44.2	58.1	85.7	77.8
WNW	Inner North West	Iveson Primary School	57.7	66.7	73.1	53.8
WNW	Inner North West	Kirkstall St Stephens C of E Primary School	73.3	71.4	88.9	81.5
WNW	Inner North West	Kirkstall Valley Primary School	80	79.3	92.6	85.2
WNW	Inner North West	Little London Primary School	59.3	81.3	92.3	100.0
WNW	Inner North West	Quarry Mount Primary School	57.1	82.4	86.7	85.7
WNW	Inner North West	Rosebank Primary School	53.3	54.2	83.3	77.8
WNW	Inner North West	Sacred Heart Catholic Primary School	67.9	81.8	100.0	94.4
WNW	Inner North West	Shire Oak CE (VC) Primary School	65.5	63.0	88.0	79.2
WNW	Inner North West	Spring Bank Primary School	56.7	88.9	80.8	88.5
WNW	Inner North West	St Chad's C of E Primary School	66.7	80.0	86.7	86.2
WNW	Inner North West	Weetwood Primary School	90	86.2	96.4	89.3
WNW	Inner West	Armley Primary School	57.1	83.3	90.9	100.0
WNW	Inner West	Bramley Primary School	56.3	71.4	85.2	85.2
WNW	Inner West	Bramley St. Peter's C of E Primary School	55.3	60.0	89.5	78.9
WNW	Inner West	Castleton Primary School	55.2	95.5	100.0	100.0
WNW	Inner West	Christ Church Upper Armley C of E Primary School	89.7	63.2	88.2	82.4
WNW	Inner West	Christ the King Catholic Primary School	62.1	70.4	96.3	81.5
WNW	Inner West	Hollybush Primary School	44.1	71.0	100.0	96.7
WNW	Inner West	Holy Family Catholic Primary School	67.7	94.4	100.0	100.0
WNW	Inner West	Raynville Primary School	48.3	58.5	90.6	80.8

Area	Area committee	Primary school	Foundation Stage good level of development (per cent)	Per cent level 4+ English and maths	Per cent expected progress English	Per cent expected progress maths
-	-	<b>Leeds</b>	<b>62.8</b>	<b>76.7</b>	<b>91.9</b>	<b>88.8</b>
-	-	<b>National</b>	<b>64</b>	<b>79</b>	<b>89</b>	<b>87</b>
WNW	Inner West	St Bartholomew's C of E Primary School	39.1	92.7	92.5	91.2
WNW	Inner West	Stanningley Primary School	46.7	82.8	96.6	89.7
WNW	Inner West	Summerfield Primary School	44.4	64.5	90.0	80.0
WNW	Inner West	Valley View Community Primary School	51.8	68.8	93.8	87.5
WNW	Inner West	Whingate Primary School	59.3	68.0	87.8	81.3
WNW	Inner West	Whitecote Primary School	54.4	68.2	90.7	74.4
WNW	Outer North West	Adel Primary School	83.3	93.3	100.0	96.0
WNW	Outer North West	Adel St John the Baptist C of E Primary School	93.3	85.7	88.5	96.2
WNW	Outer North West	Bramhope Primary School	100	94.7	93.9	96.6
WNW	Outer North West	Broadgate Primary School	41.4	78.6	100.0	92.9
WNW	Outer North West	Guiseley Infant School	81.1	n/a	n/a	n/a
WNW	Outer North West	Hawksworth C of E Primary School	93.8	100.0	100.0	100.0
WNW	Outer North West	Holy Trinity C of E Primary School	80	77.6	83.3	97.8
WNW	Outer North West	Horsforth Featherbank Primary School	66.7	n/a	n/a	n/a
WNW	Outer North West	Horsforth Newlathes Junior School	n/a	95.7	87.0	97.7
WNW	Outer North West	Horsforth Newlathes Primary	81.7	95.7	87.0	97.7
WNW	Outer North West	Horsforth St Margaret's C of E Primary School	77	87.3	96.3	98.1
WNW	Outer North West	Horsforth West End Primary School	87.1	96.0	96.0	95.7
WNW	Outer North West	Otley All Saints' C of E Primary School	76.7	90.0	100.0	100.0
WNW	Outer North West	Otley Ashfield Primary School	45.2	72.7	95.5	95.5
WNW	Outer North West	Otley The Whartons Primary School	60	87.1	86.2	93.1
WNW	Outer North West	Pool C of E Primary School	89.7	69.2	80.8	72.0
WNW	Outer North West	Queensway Primary School	56.7	68.0	96.0	84.0
WNW	Outer North West	Rawdon Littlemoor Primary School	66	86.0	97.7	88.4
WNW	Outer North West	Rawdon St Peters C of E Primary School	76.1	82.2	90.9	86.4
WNW	Outer North West	Rufford Park Primary School	68.4	77.4	90.3	77.4
WNW	Outer North West	SS Peter and Paul Catholic Yeadon	73.3	89.7	100.0	96.4
WNW	Outer North West	St Joseph's Catholic Primary School Otley	83.3	62.1	82.1	67.9
WNW	Outer North West	St Mary's Catholic Primary School	80	96.7	100.0	100.0
WNW	Outer North West	St Oswald's Church of England Junior School	n/a	65.1	91.9	87.1

Area	Area committee	Primary school	Foundation Stage good level of development (per cent)	Per cent level 4+ English and maths	Per cent expected progress English	Per cent expected progress maths
-	-	<b>Leeds</b>	<b>62.8</b>	<b>76.7</b>	<b>91.9</b>	<b>88.8</b>
-	-	<b>National</b>	<b>64</b>	<b>79</b>	<b>89</b>	<b>87</b>
WNW	Outer North West	Tranmere Park Primary School	87.2	100.0	100.0	100.0
WNW	Outer North West	Westbrook Lane Primary School	73.3	96.6	96.3	96.3
WNW	Outer North West	Westgate Primary School	73.3	83.3	85.7	88.5
WNW	Outer North West	Yeadon Westfield Infant School	81.4	n/a	n/a	n/a
WNW	Outer North West	Yeadon Westfield Junior School	n/a	90.0	94.8	87.3
WNW	Outer West	Calverley C of E Primary School	71.1	94.6	100.0	97.1
WNW	Outer West	Calverley Parkside Primary School	93.1	100.0	96.4	100.0
WNW	Outer West	Cobden Primary School	55.2	83.3	100.0	100.0
WNW	Outer West	Farsley Farfield Primary School	64.9	82.0	91.8	93.6
WNW	Outer West	Farsley Springbank Junior School	n/a	77.2	94.2	96.1
WNW	Outer West	Farsley Westroyd Infant School	78.3	n/a	n/a	n/a
WNW	Outer West	Five Lanes Primary School	67.2	80.7	91.1	92.6
WNW	Outer West	Greenhill Primary School	56.5	70.4	92.3	92.3
WNW	Outer West	Lawns Park Primary School	69	86.7	100.0	89.7
WNW	Outer West	Lower Wortley Primary School	51.1	85.0	97.4	100.0
WNW	Outer West	Park Spring Primary School	60	75.9	92.6	88.0
WNW	Outer West	Pudsey Bolton Royd Primary School	55.2	78.3	87.9	89.7
WNW	Outer West	Pudsey Greenside Primary School	91.1	84.4	97.8	90.5
WNW	Outer West	Pudsey Lowtown Primary School	70	73.3	100.0	89.7
WNW	Outer West	Pudsey Primrose Hill Primary School	66	88.9	97.7	88.1
WNW	Outer West	Pudsey Southroyd Primary School	66.1	71.7	89.1	86.4
WNW	Outer West	Pudsey Tyersal Primary School	53.6	56.5	87.0	78.3
WNW	Outer West	Pudsey Waterloo Primary School	32.3	50.0	90.0	64.1
WNW	Outer West	Ryecroft Primary School	58.1	68.8	100.0	81.3
WNW	Outer West	St Joseph's Catholic Primary School Pudsey	73.3	79.3	96.6	80.8
WNW	Outer West	Swinnow Primary School	40.6	84.8	93.9	100.0

## Appendix three: individual school Key Stage 4 results 2012

Area	Area committee	Secondary school	Per cent achieving 5+ A*-C including English and maths GCSE	Per cent making expected progress in English	Per cent making expected progress in maths
-	-	<b>Leeds results</b>	<b>55</b>	<b>62.4</b>	<b>66.3</b>
-	-	<b>National results</b>	<b>59.4</b>	<b>69.2</b>	<b>69.8</b>
ENE	Inner East	David Young Community Academy	50	58	48
ENE	Inner East	E-ACT Leeds East Academy	39	52	58
ENE	Inner East	Mount St Mary's Catholic High School	40	40	56
ENE	Inner East	Primrose High School (now The Co-operative Academy)	28	44	55
ENE	Inner North East	Allerton Grange School	47	54	65
ENE	Inner North East	Cardinal Heenan Catholic High School	56	53	77
ENE	Inner North East	Carr Manor Community School, Specialist Sports College	33	47	60
ENE	Inner North East	Roundhay School	70	77	81
ENE	Outer North East	Allerton High School	62	71	62
ENE	Outer North East	Boston Spa School	48	47	61
ENE	Outer North East	Wetherby High School	80	80	81
South	Inner South	Cockburn	57	74	73
South	Inner South	South Leeds Academy	33	43	42
South	Outer East	Brigshaw High School and Language College	59	66	64
South	Outer East	Corpus Christi Catholic College	49	50	64
South	Outer East	Garforth Academy	74	74	86
South	Outer East	John Smeaton Community College	40	50	50
South	Outer East	Temple Moor High School Science College	67	80	73
South	Outer South	Bruntcliffe School	45	57	59
South	Outer South	Rodillian School	63	75	71
South	Outer South	Royds School Specialist Language College	45	58	59
South	Outer South	The Morley Academy	62	64	87
South	Outer South	Woodkirk Academy	68	66	82
WNW	Inner North West	Abbey Grange Church of England Academy	64	73	69
WNW	Inner North West	City of Leeds School	25	36	33
WNW	Inner North West	Lawnswood School	54	67	70
WNW	Inner West	Leeds West Academy	57	83	59

Area	Area committee	Secondary school	Per cent achieving 5+ A*-C including English and maths GCSE	Per cent making expected progress in English	Per cent making expected progress in maths
-	-	<b>Leeds results</b>	<b>55</b>	<b>62.4</b>	<b>66.3</b>
-	-	<b>National results</b>	<b>59.4</b>	<b>69.2</b>	<b>69.8</b>
WNW	Inner West	Swallow Hill Community College	28	43	33
WNW	Outer North West	Benton Park School	61	68	61
WNW	Outer North West	Guiseley School	64	66	75
WNW	Outer North West	Horsforth School	63	59	81
WNW	Outer North West	Otley Prince Henry's Grammar School Specialist Language College	73	77	79
WNW	Outer North West	Ralph Thoresby School	47	61	55
WNW	Outer North West	St Mary's Catholic Comprehensive School, Menston	89	80	91
WNW	Outer West	Crawshaw School	61	66	75
WNW	Outer West	Farnley Park Maths and Computing College	57	66	74
WNW	Outer West	Priesthorpe School	63	74	69
WNW	Outer West	Pudsey Grangefield School	61	68	63

## Appendix four: clusters - member leads; cluster chairs; cluster managers; LAPs

Cluster	Elected member	Ward	Cluster chair	Cluster chair job	Cluster contact	Local authority partner	Local authority partner job title
<b>East North East</b>							
Alwoodley	Cllr D Cohen	Alwoodley	Jeremy Dunford	Head Teacher (Brodetsky Primary School)	Julie Cooke	Jody Sheppard	Family Support and Parenting Lead
CHESS	Cllr J Dowson Cllr A Hussain	Chapel Allerton Gipton and Harehills	Sarah Ruddy	Head Teacher (Bankside Primary School)	Steve Lake (TSL)	Marcia Harding	Closing the Gap Lead
EPOS	Cllr A Lamb Cllr M Robinson	Wetherby Harwood	Chris Walsh	Head Teacher (Boston Spa School)	Philip Harper	Paul Bollom	HOS Commissioning and Market Management
Inner East	Cllr R Harington Cllr A Khan	Gipton and Harehills Burmantofts and Richmond Hill	Ann Nicholl	Governor (JCC Chair)	Diane Walker	Jim Hopkinson	HOS Targeted Services
NEXT	Cllr C Macniven Cllr S Hamilton	Roundhay Moortown	John McCall	Deputy Head Teacher (Allerton Grange High School)	Jo Odu	Gillian Mayfield	Area Targeted Service Lead ENE
NEtWORKS	Cllr E Taylor	Chapel Allerton	Jane Farrer	Deputy Head Teacher (Carr Manor High School)	Steve Lake (TSL)	Sal Tariq	HOS - Children's Social Work
Seacroft Manston	Cllr V Morgan Cllr P Gruen	Killingbeck & Seacroft Crossgates and Whinmoor	Ken Morton	Children's Services	Mark Smith	Ken Morton	HOS - Young People and Skills
<b>South East</b>							
Ardsley and Tingley	Cllr K Renshaw Cllr J Elliot	Ardsley & Robin Hood Morley South	Duncan Grant	Head Teacher (Hill Top)	Helen Kerr	Izabella Atraszkiewicz	Support for Leadership and Governance
Beeston, Cottingley and Middleton	Cllr K Groves Cllr A Ogilvie	Middleton Park Beeston and Holbeck	Siobhan Roberts	Assistant Head At Cockburn	Joanne Hainsworth	Martyn Stenton	Targeted Service Area Manager - SE
Brigshaw	Cllr J Lewis	Kippax and Methley	Kirsty Moleele	Head Teacher (Kippax Greenfield Primary)	Shelagh Tompkinson	Ken Morton	HOS - Young People and Skills
Garforth	Cllr T Murray	Garforth & Swillington	Jane Addy	Parent Governor	Sharon Elliott	Mary Armitage	Integrated Processes Head of Service
JESS	Cllr J Blake Cllr M Iqbal Cllr A Gabriel	Middleton Park City and Hunslet Beeston and Holbeck	Patrick Wilkins	Head Teacher (New Bewerley Primary School)	Maggie Hartley	Andrea Richardson	HOS - Early Help
Morley	Cllr N Dawson Cllr B Gettings Cllr S Varley	Morley South Morley North Morley South	Heather Scott	Head Teacher (Bruntcliffe High School)	Helen Kerr	Gail Webb	Head of Service Learning Development



Cluster	Elected member	Ward	Cluster chair	Cluster chair job	Cluster contact	Local authority partner	Local authority partner job title
Rothwell	Cllr L Mulherin Cllr S Golton	Ardsley & Robin Hood Rothwell	Bernadette Young	Head Teacher (Royds)	Jo-Anne Shiffer	Gerry Hudson	Contracting and Strategic Investment Service Lead
Templenewsam Halton	Cllr M Lyons	Temple Newsam	Nadine Good	Barnardo's	Lisa Oxley	Mark Hopkins	Culture Lead
<b>West North West</b>							
Aireborough	Cllr P Latty Cllr S Lay	Guiseley and Rawdon Otley and Yeadon	Paul Morrissey	Head Teacher (Guiseley School Technology College)	Simon Toyne	Alun Rees	Head of the Virtual College
ACES	Cllr Alison Lowe	Armley	Pauline Gavin	Head Teacher (St Bartholomew's C of E Voluntary Controlled Primary School)	Lucy Britton	Anne Kearsley	Children's Centres and Early Help Lead
Bramley	Cllr T Hanley	Bramley and Stanningley	Danny Kenny	Head Teacher (Hollybush Primary School)	Julia Pope	Vanessa Huws-Jones	0-11 Lead for Teaching and Learning
ESNW	Cllr B Anderson Cllr J Bentley	Adel and Wharfdale Weetwood	Ian Blackburn	Head Teacher (Ireland Wood)	Gill Wyatt	Jean Davey	Youth Offer Lead
Farnley	Cllr A Blackburn	Farnley and Wortley	Jan Toothill Barbara Giles	Head Teacher Ryecroft Head Teacher Lower Wortley	Jenny Pashley	Andy Lloyd	Head of Service - Children's Workforce Development
Horsforth	Cllr B Cleasby	Horsforth	Jill Rowett	Assistant Head (Horsforth School Specialist Science College)	Tessa Freer	Louise Snowden	Complex Needs Area Lead
Inner NW Hub	Cllr J Illingworth Cllr M Hamilton	Kirkstall Headingley	Irena Riley	Children's Centre Manager - Hawksworth Wood CC	Pat Spedding	Barbara Newton	HOS - Complex Needs
OPEN XS	Cllr J Akhtar	Hyde Park and Woodhouse	Mo Duffy Emma Manners	Head Teacher (Blenheim Primary School) Cardigan Centre	Dee Lazenby	Stuart Gosney	Capacity Planning and Sufficiency Lead
Otley/Pool/ Bramhope	Cllr S Lay	Otley and Yeadon	Janet Sheriff	Head Teacher (Otley Prince Henry's Grammar School)	Phil Temple	Claire Walker	Head of Service - Policy Planning Information and Procedures
Pudsey	Cllr J Jarosz Cllr A Carter	Pudsey Calverley and Farsley	Dave Foxton	Vice chair - no chair currently in post	Elizabeth Hardaker	Jancis Andrew	Area Targeted Service Lead WNW

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All area committees Spring 2013 Children's Services performance update		CURRENT REPORTING PERIOD										
			East North East			West North West				South East		
Measure	Data period	Leeds	Outer NE	Inner NE	Inner E	Outer NW	Inner NW	Inner W	Outer W	Outer E	Outer S	Inner S
1. Number of children and young people 0-19	Jan 2012	171,127	12,664	17,246	23,910	18,189	15,242	11,581	15,737	18,515	19,944	18,099
2. Percentage of children and young people	Jan 2012	n/a	7.4%	10.1%	14.0%	10.6%	8.9%	6.8%	9.2%	10.8%	11.7%	10.6%
3. Number of primary schools	Current	218	23	16	22	28	19	15	21	28	24	22
4. Number of secondary schools	Current	36	3	2	4	6	3	2	4	5	5	2
4a. Number of through schools	Current	2	0	2	0	0	0	0	0	0	0	0
5. Number of children's centres	Current	58	3	6	11	4	7	4	4	6	6	7
<b>Keeping children safe from harm</b>												
6. Number of children looked after	31 Dec 2012	1,395	18	63	384	46	130	156	78	78	81	307
6a. Distribution of children looked after by area committee (%)	31 Dec 2012	n/a	1.3%	4.5%	27.5%	3.3%	9.3%	11.2%	5.6%	5.6%	5.8%	22.0%
7. Number of children entering care	Apr-Dec 2012	281	...	8	71	6	31	28	16	12	19	61
8. Number of children subject to a child protection plan	31 Dec 2012	956	13	66	174	27	110	129	67	83	72	188
8a. Distribution of CPPs by area committee (%)	31 Dec 2012	n/a	1.4%	6.9%	18.2%	2.8%	11.5%	13.5%	7.0%	8.7%	7.5%	19.7%
9. Number of CAFs initiated	Apr-Dec 2012	648	22	39	128	53	67	55	40	77	49	100
10. Number of requests for service	Apr-Dec 2012	24,862	816	1,426	5,254	1,438	1,804	2,387	1,765	2,053	2,052	4,056
11. Number of requests for service leading to a referral	Apr-Dec 2012	8,281	217	538	1,937	344	578	779	572	670	694	1,535
12. Number of LCC-employed foster carers	31 Dec 2012	550	21	69	81	47	40	28	29	55	46	59
12a. Number of family placement foster carers	31 Dec 2012	104	6	16	7	11	...	11	5	16	13	11
<b>Do well in learning and have the skills for life</b>												
13. Primary school attendance levels	2011-12 HT 1-5	95.8%	96.7%	96.1%	94.6%	97.0%	95.7%	95.5%	96.0%	95.8%	95.8%	94.9%
14. Secondary school attendance levels	2011-12 HT 1-5	93.7%	93.6%	94.7%	91.4%	94.7%	93.2%	90.8%	93.7%	94.7%	93.6%	93.3%
15. Number of pupils persistently absent at primary	2011-12 HT 1-5	1,589	52	140	377	69	119	133	111	177	164	247
16. Number of pupils persistently absent at secondary	2011-12 HT 1-5	3,142	258	238	337	349	244	328	274	322	598	194
17. Number of NEET <sup>i</sup>	31 Dec 2012	1,374	44	97	270	47	92	121	92	125	82	198
17a. Percentage of NEET <sup>i</sup>	31 Dec 2012	6.0%	3.1%	4.1%	8.6%	1.8%	5.4%	7.5%	4.0%	4.2%	2.9%	7.4%
18. Number of 'not knows'	31 Dec 2012	2,056	109	167	322	227	186	180	199	295	312	461
18a. Percentage of 'not knows'	31 Dec 2012	10.9%	7.6%	7.0%	10.3%	8.9%	10.9%	11.1%	8.7%	9.9%	11.2%	17.3%
19. Foundation Stage good level of development	2011-12 AY	62.8%	75.0%	63.9%	49.6%	76.7%	64.9%	53.6%	63.2%	65.3%	67.6%	49.8%
20. Key Stage 2 level 4+ English and maths	2011-12 AY	77.3%	87.6%	75.9%	67.5%	84.5%	76.6%	72.1%	79.2%	75.6%	81.7%	72.5%
21. 5+ A*-C GCSE inc English and maths	2011-12 AY	54.3%	59.6%	48.9%	38.9%	66.0%	53.1%	36.8%	60.6%	58.1%	57.2%	44.4%
<b>Choose healthy lifestyles</b>												
22. Teenage pregnancy <sup>ii</sup>	Jun 09-Jun 10	1,145	43	65	233	70	78	122	101	134	115	184
<b>Voice and influence</b>												
23. 10 - 17 year olds committing an offence	Apr-Sept 2012	507	13	38	126	17	44	42	38	30	33	78

All area committees Spring 2013 Children's Services performance update		CURRENT REPORTING PERIOD										
		Data period	Leeds	East North East			West North West				South East	
Outer NE	Inner NE			Inner E	Outer NW	Inner NW	Inner W	Outer W	Outer E	Outer S	Inner S	
<b>Ofsted inspections</b>												
24. Percentage of primary schools good or better	31 Dec 2012	76%	87%	81%	73%	93%	74%	67%	71%	71%	71%	64%
25. Percentage of secondary schools good or better	31 Dec 2012	61%	67%	100%	25%	67%	33%	50%	75%	60%	60%	50%
26. Percentage of children's centres good or better <sup>iii</sup>	31 July 2012	81%	100%	100%	75%	100%	60%	100%	100%	100%	67%	80%
27. Percentage of children's homes good or better	31 Dec 2012	45%	67%		0%		50%	33%		0%		0%
<b>Ofsted judgement</b>												
28. Primary schools: Outstanding	31 Dec 2012	41	9	5	4	6	2	1	3	3	5	3
28a. Primary schools: Good	31 Dec 2012	124	11	8	12	20	12	9	12	17	12	11
28b. Primary schools: Satisfactory/Requires Improvement	31 Dec 2012	51	3	3	6	2	4	5	6	8	7	7
28c. Primary schools: Inadequate	31 Dec 2012	2	0	0	0	0	1	0	0	0	0	1
29. Secondary schools: Outstanding	31 Dec 2012	2	0	0	0	0	0	0	0	1	1	0
29a. Secondary schools: Good	31 Dec 2012	21	2	4	1	4	1	1	3	2	2	1
29b. Secondary schools: Satisfactory/Requires Improvement	31 Dec 2012	12	1	0	3	2	1	1	1	1	2	0
29c. Secondary schools: Inadequate	31 Dec 2012	3	0	0	0	0	1	0	0	1	0	1
30. SILCs (citywide): Outstanding	31 Dec 2012	2										
30a. SILCs (citywide): Good	31 Dec 2012	3										
30b. SILCs (citywide): Satisfactory/Requires Improvement	31 Dec 2012	0										
30c. SILCs (citywide): Inadequate	31 Dec 2012	1										
31. Pupil referral units (citywide): Outstanding	31 Dec 2012	0										
31a. Pupil referral units (citywide): Good	31 Dec 2012	2										
31b. Pupil referral units (citywide): Satisfactory/Requires Improvement	31 Dec 2012	1										
31c. Pupil referral units (citywide): Inadequate	31 Dec 2012	0										
32. Children's centres: Outstanding	31 July 2012	2	0	1	1	0	0	0	0	0	0	0
32a. Children's centres: Good	31 July 2012	19	1	2	2	1	3	2	1	1	2	4
32b. Children's centres: Satisfactory	31 July 2012	5	0	0	1	0	2	0	0	0	1	1
32c. Children's centres: Inadequate	31 July 2012	0	0	0	0	0	0	0	0	0	0	0
33. Children's homes: Outstanding	31 Dec 2012	1	0		0		1	0		0		0
33a. Children's homes: Good	31 Dec 2012	3	2		0		0	1		0		0
33b. Children's homes: Adequate	31 Dec 2012	7	1		1		1	2		1		1
33c. Children's homes: Inadequate	31 Dec 2012	0	0		0		0	0		0		0
<b>Key: AY</b> - academic year <b>FY</b> - financial year <b>HT</b> - half term ... data below five (suppressed for confidentiality)												
<sup>i</sup> The citywide figure reports 'adjusted NEET' (see data definitions), the area committee figures do not take account of 'adjusted NEET'												
<sup>ii</sup> No new data available since the last report												
<sup>iii</sup> No further children's centres inspections have been undertaken since the last report												

PREVIOUS REPORTING PERIOD												All area committees
												Autumn 2012 Children's Services performance update
	East North East				West North West				South East			
Data period	Leeds	Outer NE	Inner NE	Inner E	Outer NW	Inner NW	Inner W	Outer W	Outer E	Outer S	Inner S	Measure
Jan 2012	171,127	12,664	17,246	23,910	18,189	15,242	11,581	15,737	18,515	19,944	18,099	1. Number of children and young people 0-19
Jan 2012	n/a	7%	10%	14%	11%	9%	7%	9%	11%	12%	11%	2. Percentage of children and young people
Current	218	23	16	22	28	19	15	21	28	24	22	3. Number of primary schools
Current	38	3	4	4	6	3	2	4	5	5	2	4. Number of secondary schools
Current	0	0	0	0	0	0	0	0	0	0	0	4a. Number of through schools
Current	58	3	6	11	4	7	4	4	6	6	7	5. Number of children's centres
												<b>Keeping children safe from harm</b>
30 June 2012	1432	18	68	385	51	132	169	84	91	77	299	6. Number of children looked after
30 June 2012	n/a	1.3%	4.7%	26.9%	3.6%	9.2%	11.8%	5.9%	6.4%	5.4%	20.9%	6a. Distribution of children looked after by area committee (%)
Apr-Jun 2012	75	...	...	21	...	10	10	5	...	...	12	7. Number of children entering care
30 June 2012	894	12	32	165	28	100	131	76	86	62	179	8. Number of children subject to a child protection plan
30 June 2012	n/a	1.3%	3.6%	18.5%	3.1%	11.2%	14.7%	8.5%	9.6%	6.9%	20.0%	8a. Distribution of CPPs by area committee (%)
Apr-Jun 2012	243	12	14	47	18	34	16	16	30	18	35	9. Number of CAFs initiated
Apr-Jun 2012	9,026	259	520	1,872	522	722	890	676	765	778	1,417	10. Number of requests for service
Apr-Jun 2012	3,053	62	205	721	125	197	293	193	256	262	590	11. Number of requests for service leading to a referral
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	12. Number of LCC-employed foster carers
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	12a. Number of family placement foster carers
												<b>Do well in learning and have the skills for life</b>
Autumn 2011	95.9%	97.0%	96.2%	94.5%	97.2%	95.7%	95.6%	96.2%	96.0%	96.0%	95.0%	13. Primary school attendance levels
Autumn 2011	94.1%	94.2%	94.9%	91.3%	95.0%	93.9%	91.6%	93.9%	95.0%	94.1%	93.6%	14. Secondary school attendance levels
Autumn 2011	1,941	71	153	408	89	147	141	164	227	215	326	15. Number of pupils persistently absent at primary
Autumn 2011	2,996	245	228	471	318	197	238	310	346	497	146	16. Number of pupils persistently absent at secondary
30 June 2012	1,603	32	108	310	63	104	137	94	132	101	214	17. Numbers of NEET
30 June 2012	7.0%	2.0%	4.5%	9.7%	2.4%	5.8%	8.4%	4.1%	4.4%	3.6%	7.5%	17a. Percentage of NEET
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	18. Number of 'not knows'
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	18a. Percentage of 'not knows'
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	19. Foundation Stage good level of development
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	20. Key Stage 2 level 4+ English and maths
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	21. 5+ A*-C GCSE inc English and maths
												<b>Choose healthy lifestyles</b>
Jun 09-Jun 10	1,145	43	65	233	70	78	122	101	134	115	184	22. Teenage pregnancy
												<b>Voice and influence</b>
2011-12 FY	958	28	67	0	49	100	84	79	73	83	157	23. 10 - 17 year olds committing an offence

PREVIOUS REPORTING PERIOD												All area committees
												Autumn 2012 Children's Services performance update
Data period	Leeds	East North East			West North West				South East			Measure
		Outer NE	Inner NE	Inner E	Outer NW	Inner NW	Inner W	Outer W	Outer E	Outer S	Inner S	
31 July 2012	69%	87%	63%	64%	89%	74%	47%	62%	68%	67%	55%	<b>Ofsted inspections</b>
31 July 2012	58%	100%	75%	25%	67%	33%	50%	50%	60%	60%	50%	24. Percentage of primary schools good or better
31 July 2012	81%	100%	100%	75%	100%	60%	100%	100%	100%	67%	80%	25. Percentage of secondary schools good or better
31 July 2012	45%	67%		100%		50%	33%		0%		0%	26. Percentage of children's centres good or better
												27. Percentage of children's homes good or better
												<b>Ofsted judgement</b>
31 July 2012	40	8	5	4	6	2	1	3	3	5	3	28. Primary schools: Outstanding
31 July 2012	110	12	5	10	19	12	6	10	16	11	9	28a. Primary schools: Good
31 July 2012	66	3	6	8	3	4	8	8	9	8	9	28b. Primary schools: Satisfactory/Requires Improvement
31 July 2012	2	0	0	0	0	1	0	0	0	0	1	28c. Primary schools: Inadequate
31 July 2012	2	0	0	0	0	0	0	0	1	1	0	29. Secondary schools: Outstanding
31 July 2012	20	3	3	1	4	1	1	2	2	2	1	29a. Secondary schools: Good
31 July 2012	13	0	1	3	2	1	1	2	1	2	0	29b. Secondary schools: Satisfactory/Requires Improvement
31 July 2012	3	0	0	0	0	1	0	0	1	0	1	29c. Secondary schools: Inadequate
31 July 2012	1											30. SILCs (citywide): Outstanding
31 July 2012	4											30a. SILCs (citywide): Good
31 July 2012	0											30b. SILCs (citywide): Satisfactory/Requires Improvement
31 July 2012	1											30c. SILCs (citywide): Inadequate
31 July 2012	0											31. Pupil referral units (citywide): Outstanding
31 July 2012	2											31a. Pupil referral units (citywide): Good
31 July 2012	1											31b. Pupil referral units (citywide): Satisfactory/Requires Improvement
31 July 2012	0											31c. Pupil referral units (citywide): Inadequate
31 July 2012	2	0	1	1	0	0	0	0	0	0	0	32. Children's centres: Outstanding
31 July 2012	19	1	2	2	1	3	2	1	1	2	4	32a. Children's centres: Good
31 July 2012	5	0	0	1	0	2	0	0	0	1	1	32b. Children's centres: Satisfactory
31 July 2012	0	0	0	0	0	0	0	0	0	0	0	32c. Children's centres: Inadequate
31 July 2012	0	0		0		0	0		0		0	33. Children's homes: Outstanding
31 July 2012	5	2		1		1	1		0		0	33a. Children's homes: Good
31 July 2012	6	1		0		1	2		1		1	33b. Children's homes: Adequate
31 July 2012	0	0		0		0	0		0		0	33c. Children's homes: Inadequate

**Key:** AY - academic year FY - financial year HT - half term ... data below five (suppressed for confidentiality)

## Area Committee: Outer West

Spring 2013 Children's Services performance update

Measure	Leeds	Outer W	Current data period	Highest	Average	Lowest
1. Number of children and young people 0-19	171,127	15,737	Jan 2012	23,910	17,113	11,581
2. Percentage of children and young people	n/a	9.2%	Jan 2012	14.0%	10.0%	6.8%
3. Number of primary schools	218	21	Current	28	22	15
4. Number of secondary schools	36	4	Current	6	4	2
4a. Number of through schools	2	0	Current	2	0	0
5. Number of children's centres	58	4	Current	11	6	3

### Commentary

The Outer West area committee has 9.2% of the city's 0-19 population, which represents 15,737 children and young people. There are 21 primary schools, four secondary schools, and four children's centres located within the area committee boundary.

Keeping children safe from harm	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
6. Number of children looked after	1,395	78	84		31 Dec 2012	384	134	18
7. Number of children entering care	281	16	5	(Cumulative)	Apr-Dec 2012	71	28	6
8. Number of children subject to a child protection plan	956	67	76		31 Dec 2012	188	93	13
9. Number of CAFs initiated	648	40	16	(Cumulative)	Apr-Dec 2012	128	63	22
10. Number of requests for service	24,862	1,765	676	(Cumulative)	Apr-Dec 2012	5,254	2,305	816
11. Number of requests for service leading to a referral	8,281	572	193	(Cumulative)	Apr-Dec 2012	1,937	786	217
12. Number of LCC-employed foster carers	550	29	n/a	(New data item)	31 Dec 2012	81	48	21
12a Number of family placement foster carers	104	5	n/a	(New data item)	31 Dec 2012	16	11	5

### Commentary

5.6% (78) of the children looked after population comes from the Outer West area. This figure is six lower than the June 2012 figure and reflects the decline in the numbers of children looked after across the city. 5.7% (16) of all children and young people entering care between April and December 2012 come from the Outer West area.

6.2% of CAFs initiated across the city come from the Outer West area. 1,765 requests for service, of which 572 met the threshold for being treated as a referral to the Children's Social Work Service, are from the area. The number of children and young people currently subject to a child protection plan is 67, nine lower than the June 2012 figure.

Do well in learning and have the skills for life	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
13. Primary school attendance levels	95.8%	96.0%	96.2%		2011-12 HT 1-5	97.0%	95.8%	94.6%
14. Secondary school attendance levels	93.7%	93.7%	93.9%		2011-12 HT 1-5	94.7%	93.4%	90.8%
15. Number of pupils persistently absent at primary	1,589	111	164		2011-12 HT 1-5	377	159	52
16. Number of pupils persistently absent at secondary	3,142	274	310		2011-12 HT 1-5	598	314	194
17. Number of NEET <sup>i</sup>	1,374	92	94		31 Dec 2012	270	117	44
17a Percentage of NEET <sup>i</sup>	6.0%	4.0%	4.1%		31 Dec 2012	8.6%	4.9%	1.8%
18. Number of 'not knows'	2,056	199	n/a	(New data item)	31 Dec 2012	461	246	109
18a Percentage of 'not knows'	10.9%	8.7%	n/a	(New data item)	31 Dec 2012	17.3%	10.3%	7.0%
19. Foundation Stage good level of development	62.8%	63.2%	n/a	(Annual data item)	2011-12 AY	76.7%	63.0%	49.6%
20. Key Stage 2 level 4+ English and maths	77.3%	79.2%	n/a	(Annual data item)	2011-12 AY	87.6%	77.3%	67.5%
21. 5+ A*-C GCSE inc English and maths	54.3%	60.6%	n/a	(Annual data item)	2011-12 AY	66.0%	52.4%	36.8%
<p>Commentary</p> <p>Primary school attendance in the Outer West area was 96.0%, marginally lower than the autumn 2011 figure but above the city average. Secondary school attendance was also marginally lower than the autumn 2011 figure, but was the same as the city average. 111 (7.0% of the city cohort - the third lowest of all area committees) of children were persistently absent (missing at least 15% of school) from primary schools in the area, and 274 (8.7%) children and young people were persistently absent from secondary schools in the area.</p> <p>The number of NEET young people in the Outer West area at the end of December was 92, two lower than the June figure. The level of NEET was 4.0%, significantly below the citywide level of 6.0%. Future reports will compare data with a corresponding period from 12 months ago. The total number of NEET for the West North West area in December 2011 was 449.</p>								
Choose healthy lifestyles	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
22. Teenage pregnancy <sup>ii</sup>	1,145	101	n/a	(No new data)	Jun 09-Jun 10	233	115	43
<p>Commentary</p> <p>There are no new data since the last report.</p>								
Voice and influence	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
23. 10 - 17 year olds committing an offence	507	38	79	(Not comparable)	Apr-Sept 2012	126	45.9	13



Ofsted inspections	Leeds	Outer W			Current data period	Highest	Average	Lowest
		Current reporting period	Previous reporting period	Direction of travel				
24. Percentage of primary schools good or better	76%	71%	62%	↔	31 Dec 2012	93%	75%	64%
25. Percentage of secondary schools good or better	61%	75%	50%	↔	31 Dec 2012	100%	59%	25%
26. Percentage of children's centres good or better <sup>iii</sup>	81%	100%	100%		31 July 2012	100%	88%	60%
27. Percentage of children's homes good or better	45%				31 Dec 2012	67%	25%	0%
Ofsted judgement - Outer West	Current period: 31 Dec 2012				Previous period: 31 July 2012			
	Outstanding	Good	Satisfactory	Inadequate	Outstanding	Good	Satisfactory	Inadequate
28. Primary schools	3	12	6	0	3	10	8	0
29. Secondary schools	0	3	1	0	0	2	2	0
30. SILCs (citywide)								
31. Pupil referral units (citywide)								
32. Children's centres	0	1	0	0	0	1	0	0
33. Children's homes								
<p>Commentary</p> <p>Both the percentage of primary schools, and secondary schools, rated good or better in the Outer West area have risen since the last report, with two primaries, and one secondary improving their ratings to good from satisfactory. The percentage of secondary schools rated good or better is 14 points above the city average, and the percentage of primary schools rated good or better has improved by nine points, and is now only five points behind the city average. There are no children's homes located in the Outer West area.</p>								
Secondary schools	Current period		Previous period		Direction of travel			
	Ofsted	Attendance	Ofsted	Attendance	Ofsted	Attendance		
Crawshaw School	2	93.1%	2	93.7%				
Priesthorpe School	2	93.9%	3	94.3%	↔			
Pudsey Grangefield School	2	94.3%	2	94.3%				
The Farnley Academy	3	92.5%	3	93.4%				

**Key:** AY - academic year FY - financial year HT - half term ... data below five (suppressed for confidentiality)

**Ofsted grades:** 1 = Outstanding, 2 = Good, 3 = Satisfactory/Requires Improvement, 4 = Inadequate

<sup>i</sup> The citywide figure reports 'adjusted NEET' (see data definitions), the area committee figures do not take account of 'adjusted NEET'

<sup>ii</sup> No new data available since the last report

<sup>iii</sup> No further children's centres inspections have been undertaken since the last report

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## Report of the Assistant Chief Executive (Customer Access & Performance)

### Report to Outer West Area Committee

Date: 22<sup>nd</sup> March 2013

### Subject: Business Management Project Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Farnley and Wortley, Calverley and Farsley, Pudsey	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

1. This report provides the Area Committee with an update on progress so far, on the 'Business Management Project' run by Leeds Ahead.

### Recommendations

1. Members are asked to:
  - Note the contents of the presentation by Leeds Ahead.
  - Note the attached update report from Leeds Ahead, for 'Business Management Project' at appendix 1.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to update members on the progress made by the Business Management Project run by Leeds Ahead.

## **2 Background information**

- 2.1 Leeds Ahead set out an innovative local business engagement approach to support business growth and deliver private sector resources and investment to identified priorities within the Outer West Leeds.
- 2.2 The business management project, funded through Leeds Ahead provides regular signposting to up to 300 businesses and has an active involvement in the business forums in the Outer West.
- 2.3 The project provided a practical mechanism to "integrate" local businesses into local delivery and enable them to invest back into and improve their local areas.
- 2.4 The 'Make the Grade' element of the project which involves work with schools is working with Crawshaw High School. Funding has been secured in excess of £50,000 and over 20 businesses have agreed to support Crawshaw School.

## **3 Main issues**

- 3.1 A Local Business Engagement Team was formed to conduct business outreach and facilitate the practical involvement of businesses in different initiatives.
- 3.2 This approach was considered highly efficient as one single business outreach function served a multitude of different purposes and leverages value on several fronts.
- 3.3 The project aimed to deliver advice and signposting to help businesses to survive and grow. It also aimed to promote the different ways in which businesses could themselves support the wider area and enable their immediate practical involvement in those initiatives.
- 3.4 The project aimed to leverage substantial private sector match funds. These are aligned with initiatives such as the 'Make the Grade' private sector-funded education business partnerships.
- 3.5 One of the main objectives of the project for 2012, was to launch a 'Make the Grade' programme in one school. Crawshaw School under the leadership of Joanne Russ was very excited to be the first school in Outer West to join the programme. The school are very excited at being part of a project that has been so successful in other parts of the city.
- 3.6 As part of the delivery of this initiative Leeds Ahead were to source external partners to work with the school over a three year period. These external partners commit to contributing 3k per year and the school 5k per year.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 Ward Members are consulted on projects and initiatives within their ward which link to the Area Support Team work programme and locality priorities. This is undertaken via regular ongoing “Two Way Feedback” meetings, held with Area Support Team, and ad hoc meetings/telephone conversations as and when required.

4.1.2 Community forums are held in Pudsey & Swinnow and Tyersal every quarter within Outer West Leeds to inform communities.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 This section is not applicable to this report.

### **4.3 Council Policies and City Priorities**

4.3.1 The Area Committee Functions and Priority Advisory Functions were approved by the Executive Board in June 2009, this approval was rolled forward to 2012/13 with amendments only to environmental delegations.

4.3.2 The Area Functions are included in the Council’s Constitution (Part 3, section 3C).

4.3.3 Area Management’s work programme contributes at a local level to the themes contained in the:

- Vision for Leeds
- Leeds Strategic Plan
- Health and Wellbeing City Priorities Plan
- Children and Young People’s Plan
- Safer and Stronger Communities Plan
- Regeneration City Priority Plan

### **4.4 Resources and Value for Money**

4.4.1 Programmes of work outlined in this report are resourced in the main by Area Support Team staff and where relevant their partners which in turn provides value for money.

4.4.2 In order to meet the Area Committee’s functions (see Council’s Constitution Part 3, section 3C), funding is available via Well Being budgets and the Community Centres Budget.

4.4.3 In order to meet the Area Committee’s roles, funding is in the main supplied by other Leeds City Council Departments main stream budgets, and external partner agencies e.g. the Police and Primary Care Trust, which is in turn reflected in the fact that the Area Committee’s role here is only to influence, develop and consult.

However, on occasion, wellbeing funding has resourced some projects related to its roles, e.g. community engagement, area based regeneration schemes and conservation area reviews.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 This report is the report of the Area Leader for West North West Leeds who has delegated responsibility to action decisions in accordance with Area Management's work programme in accordance with part 3 of the Council's Constitution in relation to Area Committee Functions.

4.5.2 This report is not confidential, neither is it, or part of it exempt.

#### **4.6 Risk Management**

4.6.1 There are no significant risks identified in this report.

#### **5.0 Conclusions**

5.1 In conclusion, the update report is in line with the functions and role of the Area Committee which are:

- Improve the quality and value for money of Council service delivery
- Improve the quality of democracy and find new ways to facilitate citizen participation in local government through the development of links between Ward Members and their communities
- To co-ordinate policy and service delivery between the local service providers.

#### **6.0 Recommendations**

6.1 The Outer West Area Committee members are invited to:

- i. Note the contents of the presentation by Leeds Ahead.
- ii. Note the attached update report from Leeds Ahead, for the Business Management Project at appendix 1

#### **Background documents<sup>1</sup>**

None

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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## **Executive Summary**

This document reports on the achievements of year 1 of the OWL local business engagement project which is a pilot programme within Leeds. It provides information on how objectives were achieved, highlights successes and challenges and identifies the potential for future development.

## **Aims and Objectives**

The purpose of the OWL project was to build on previous Town Centre Management work by broadening engagement with local businesses across outer West Leeds by extending the territory and areas of focus of the previous work. Introducing the wider capabilities of the Leeds Ahead team, the project was designed to support local businesses in their growth, and stimulate their investment into local education, skills, environment and community.

A menu of activity was created under five thematic headings with business engagement fronted by the former Town Centre Manager, Nigel Conder.

## **Enterprise**

The purpose here was to help businesses become more sustainable by signposting relevant support. The signposting service has reached over 500 businesses regularly through a series of dedicated newsletters. The reward card scheme which was successful under the Town Centre Manager scheme was also continued for part of the year.

## **Education and young people**

Local businesses have a direct interest in the skills developed by young people within their area and in partnering with schools to raise awareness of what employers are looking for. This part of the project has been particularly successful and yielded very high levels of both return and innovation.

The creation of a Make the Grade education business partnership in Crawshaw School was identified as an early priority within the OWL project and has been led by Leeds Ahead's education team. We have significantly raised business awareness of the need for more active and sustained involvement in local schools. Make the Grade programme has helped the school to form more committed relationships with a much larger group of businesses. To date, 825 hours volunteering hours have been committed or donated by volunteers this academic year. 400 pupils have already been supported and the financial value of the support that will be provided this year is in excess of £55,000. In addition, businesses have contributed an additional £12,000 in cash towards the costs of running the partnership this year with a further £5,000 invested by the school. This partnership will continue for a minimum two further years which means that the investment leveraged through this part of the project will exceed £200,000.

## **Skills and employment**

We have promoted the need to improve and invest in skills primarily by raising awareness of the Leeds City Region 5-3-1 pledge. We secured 77 pledges from Outer West Leeds businesses to improve the skills of their own staff, mentor new start-up businesses, take on an apprentice, offer a work placement or get involved in a local school partnership.

### **Transforming the environment**

The intention here was to make local environmental groups aware of the scope for business volunteering and to make effective links between businesses that have staff time to donate and projects that need volunteering input. 352 hours were donated to green space projects across the area with 44 staff engaged from three different businesses.

### **Strengthening community**

The purpose of this part of the menu was to help businesses understand that they can bring their expertise to help community groups and lend support in other ways.

Activity under this theme was dependent on participation of Community First panels. Although applications were made to Community First panels, no funds or projects were forthcoming and so only limited signposting support could be provided under this theme. Various businesses offered to mentor community groups or share facilities which were shared with Community First.

<b>Achievements Against OWL Targets</b>	
<b>Target</b>	<b>Outcome</b>
Support for up to 500 businesses	512
Engage 25 businesses in delivery of education activities	29 businesses engaged; 825 hours volunteering time delivered or to be delivered this year
Secure 40 pledges from business	77 Pledges received
Bring 30 volunteer days from business	44 Days delivered
To support 5 initiatives & leverage £10,000 of support	£65,000 cash and/or in-kind evidenced investment leveraged in year 1
Investment already committed over next 2 years irrespective of funding	£150,000

The pilot project has made a promising start in bringing together local businesses around a place-based agenda. In certain areas, notably education, it has been very successful and the work done this year will ultimately yield a return on investment of at least 10:1 through the



Crawshaw partnership alone. The potential for consolidating and developing the progress in this area is clear, for instance by extending the education business partnership activities to more secondary schools and/or introducing activity into primary schools.

Business support for SMEs is more important than ever and expert resource must continue to be dedicated to this if businesses are to survive what now appear to be many years of difficult trading conditions.

The project has proved popular with businesses because it has made local engagement easier and more accessible. Larger local businesses have enjoyed the opportunity to work with smaller businesses and both have benefited from increased connections with businesses based in the city centre.

There is potential to extend the business network further and introduce events to encourage local trading and greater take-up of activity.

In areas where less progress has been made over the last 12 months, more dedicated project time and resource will need to be earmarked, for instance to the community agenda, to ensure that groups can fully benefit from the support that local businesses can provide.

The pilot project funding paid for 60 days of frontline business engagement which were provided by the former Town Centre Manager. Additional days spent by the wider Leeds Ahead team have significantly exceeded this figure and introduced considerable extra investment into the area.

## **Purpose of This Report**

The report will review achievements against the targets set out at the beginning of the contract. It will detail how each area of work was approached, highlight results and demonstrate the rationale for the project and why it is still needed.

## **2.0 Project Background**

The project was designed to extend previous Town Centre Management work to leverage greater value for Outer West Leeds by:

- extending activity to all businesses in Outer West Leeds(Farsley, Farnley, Wortley, Pudsey & Calverley) rather than focusing solely on Pudsey town centre retailers;
- providing advice and signposting to initiatives that would be of value to businesses, particularly smaller businesses, to help them to survive and grow;
- providing a practical mechanism to “integrate” local businesses into local delivery and enable them to invest back into and improve their local areas in a wide variety of ways eg by supporting local schools.

Our initial proposal detailed the menu of support and opportunities and outcomes proposed.

It was agreed that the Leeds Ahead team would be fronted by Nigel Conder, who was already known to area management and local councillors, having previously acted as Town Centre Manager in the area for 3 years and having some business contacts as result. Nigel has been supported by Leeds Ahead's wider team who have facilitated the practical involvement of the businesses identified through Nigel's outreach and introduced additional city centre-based businesses to the area.

This approach was thought to be efficient because one business outreach function could leverage value for the businesses and wider area on several fronts. Not only does it deliver advice and signposting to help businesses survive and grow, it also promotes the different ways in which businesses could themselves support the wider area and enables their immediate practical involvement in those initiatives.

Precisely what was promoted and facilitated through the outreach role was to be tailored to meet local needs to ensure that the "menu" remained responsive to new initiatives and priorities as they arise.

This approach differed from the previous Town Centre Manager role funded by Leeds City Council because it required working across a broader geography, broader strategic issues (such as business growth, education and community). It also introduced for the first time the involvement of the wider Leeds Ahead team and the broader leverage of engagement and funds that their involvement would bring to the area.

### **3.0 Project Methodology**

In order to determine how the project would be delivered and understand local priorities, Nigel had regular meetings with different local councillors to discuss what was needed by local businesses and other groups. Councillors at all times had a prominent and influential role in steering how Nigel spent his time. By way of example, Councillor David Blackburn raised a concern about manufacturing. From this discussion Nigel linked in with LCC business enterprise team who were developing a way of supporting manufacturing companies and in particular the textile industry. Councillor Coulson and Councillor Wood both introduced Nigel to businesses they thought would be excellent advocates for this scheme. From these meetings Nigel was able to discuss support from businesses such as Gaunts.

Nigel started off by developing a business engagement strategy. He made contact with local banks and established relationships with managers who deal with small businesses. Information on business support available was provided by Anne Salisbury of Leeds Ahead, who runs access to the Goldman Sachs 10,000 Small Businesses scheme.

Nigel kept abreast of any sources of information or new support on offer by subscribing to information services, meetings with Leeds City Council Economic Development team and through regular support from Anne Salisbury.

In order to try and reach as many businesses and organisations as possible it was agreed that a monthly newsletter would be introduced from September 2012. The

newsletter template, which is in electronic format, was designed by other team members at Leeds Ahead. The newsletter contains local business news, links to funding and business support and the latest activities under the OWL project, including upcoming events at Crawshaw School.

The strategy also involved face-to-face meetings with businesses in Outer West Leeds. Nigel was able to draw on business contacts from his Town Centre Management project but as these focused largely on retail and were in the Pudsey area, further work was required to build the business base.

He was firstly able to tap into Leeds Ahead's own business information in order to target businesses. He supplemented this with additional business information that he found available through free on-line directories. He cold-called businesses and went to networking events and generally got out and about in the Outer West Leeds area. He has spent a not inconsiderable amount of time understanding the needs of local businesses in terms of support and what issues many of these businesses are facing.

Making contact across Outer West Leeds with businesses was time-consuming so Nigel looked at developing other approaches. For instance, he has instigated a relationship with commercial retail parks and the landlord or management companies who look after these sites. This would enable connection with more businesses in a less time-intensive way. This approach also benefits the landlord or management company in that it adds to their business offering to their clients, enhancing their profile to show a more or increased consideration for their tenants. This element of the strategy has only just commenced and the first event for tenants will not take place during this funding period.

## **4.0 Enterprise**

### **4.1 Signposting to business support networks**

Through the experience of meeting new businesses and engaging with them on a face-to-face basis, there is a clear need for a dedicated focus on business support that can provide up-to-date information quickly and effectively without requiring businesses to search and waste valuable time.

Nigel has collated the details of over 512 businesses and they are provided with business support information by means of a monthly newsletter. A list of the businesses appears at Appendix 1. So far, five newsletters have been sent out to these 500+ businesses and the statistics make for interesting reading.

The newsletters were designed in a way that makes it possible to identify how many businesses have opened it and any business support links that they have clicked on. These statistics are shown below:

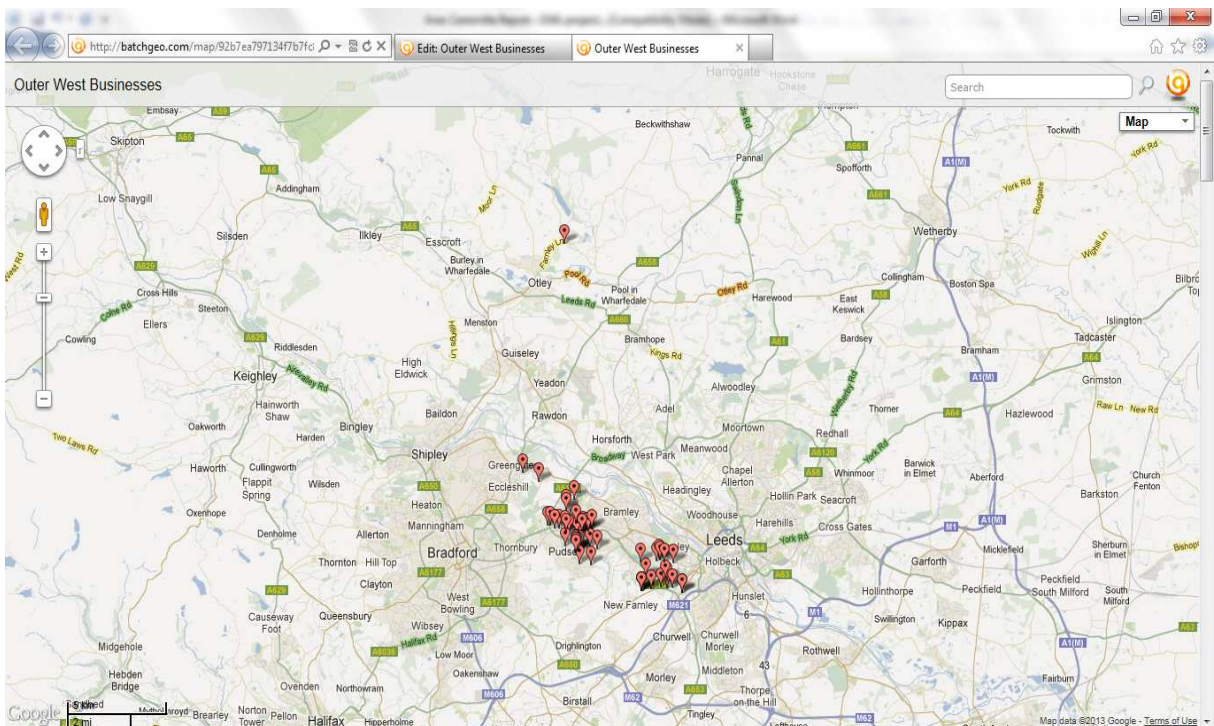
Of the 500 emails regularly sent to businesses

Statistics / results of News Letter email				
September	71% Opened			
October	66% Opened			
November	69% Opened			
December	31% Opened			
January	44% Opened			
1% Have opted out				
43% On average have clicked on links to business support / funding				

On average across the five months of newsletters the number of businesses who have clicked on the links that relate to business support has been 43%. This is highly illuminating because it means that one quarter of the businesses that were mailed the newsletter every month took the trouble to follow links through to the business support options that were profiled. This is a high figure.

A key area for future development will lie in networking businesses more effectively together to encourage local trading, which has been very successful for one local law firm.

### Map of Businesses Involved in Signposting Service



During the course of his visiting and engaging with businesses Nigel has promoted the Goldman Sachs 10,000 Small Businesses Growth Programme. This is a fully-funded business management programme that helps businesses to improve their performance and catalyse growth. The programme is offered by Goldman Sachs and administered by Leeds Ahead and the programme itself is delivered by Leeds University Business School.

Whilst a number of businesses have shown an interest only one has applied for the scheme to date, citing lack of time to undertake the application process as the main reason. This programme has been very successful in delivering jobs growth and so any future extension to the OWL project should consider how we can increase the uptake from Outer West businesses and whether some 1:1 support could be provided through this project to help particularly promising businesses with the application process. Outer West businesses, such as Adept Engineering Ltd and Hopkins Catering Equipment Ltd, who have both previously been on the programme could host an event to explain the scheme.

#### **4.2 Networking events / Business forums**

Pudsey Business forum has continued to have a very low turnout although Nigel has linked into the much better attended Farsley forum which runs every other month. Nigel has updated businesses on new initiatives and business support. Nigel has also attended regular networking events held by Business Desk, banking and legal networking events and Yorkshire-wide events such as Venturefest.

#### **4.3 Reward card scheme**

This scheme had been running within Town Centre Management for the last three years and was continued during the first part of this year. The scheme operates where an individual will use their reward card to collect a stamp from a participating retailer when they spend money with that particular store. The aim of the scheme was to encourage shoppers to shop at different stores within the town; therefore they could only collect one stamp from each retailer. Once they had collected six stamps they were then eligible to enter the once-monthly draw to win £50 of shop local vouchers to spend at any participating store.

Following dwindling numbers of participants each month it was agreed that the scheme would cease at the end of December 2012. Whilst the scheme has been successful, it does depend on shop-keepers promoting the scheme which they have not consistently done. This has resulted in a decline in entrants.

Over the three years it has been running local residents have received **£1800** in Pudsey shopping vouchers which have been spent at local stores who participate in the scheme. This money has stayed in the local economy and has benefitted local retailers. The costs involved in setting up the initial scheme including designing and printing of the card and vouchers was **£450**. The legalities were undertaken pro bono by solicitors Eversheds through their relationship with Leeds Ahead.

The shopping vouchers were effectively funded out of the Well-Being budget. It is therefore more interesting to look at the statistics around entrants to measure the local spend that the voucher scheme has encouraged.

Whilst there is no minimum amount to secure a stamp on the card, six separate purchases are required each time a card is submitted. The total number of entrants in 2010-11 was 1131. In 2011-2012, the figure was 762 and in 2012-13 (until discontinued), there were 230 entrants. Multiplying each entrant by six provides a figure for the potential total spend.

### Historical figures Reward Card Spend

<b>2010 - 2011</b>	No. Cards	@ £1	@ £5	@ £10
	X 6			
<b>2010 -2011</b>	1131	<b>£6,786.00</b>	<b>£33,930.00</b>	<b>£67,860.00</b>
<b>2011 - 2012</b>	762	<b>£3,906.00</b>	<b>£19,530.00</b>	<b>£39,060.00</b>
<b>2012 - 2013</b>	230	<b>£1,380.00</b>	<b>£6,900.00</b>	<b>£13,800.00</b>
<b>Possible spend over last three years</b>		<b>£12,072.00</b>	<b>£60,360.00</b>	<b>£120,720.00</b>

Whilst these figures are based on different assumptions and it is not known what the total spend on the cards was, it is likely that customers spent considerably more than £1 per visit and so the scheme would appear to have succeeded in encouraging local shopping, providing a very respectable return on the council's initial investment of £2250 and the time and effort involved in running the scheme.

## 5.0 Education and young people

### 5.1 Create a new Make the Grade education business partnership

The education business partnership established at Crawshaw School has been a big success. The businesses, school, head and staff have all been fully committed to the partnership which has helped the programme to get off to an excellent start.

Make the Grade brings together 4 lead businesses from different sectors to form a close partnership to work with a secondary school over a minimum 3 year period, with the option of extending activity into their partner primary schools. In the case of Crawshaw School the lead businesses are:

Zenith – Vehicle leasing business based in Calverley  
 Pudsey Law – legal services firm based in Pudsey  
 Asda – retailer based at Owlcotes Pudsey  
 Baker Tilly – accountants based in the city centre

The Leeds Ahead team facilitate all the activities to ensure quality of experience, impact and continuity and the activities selected within the programme reflect the priorities of the school. An Appendix showing the activities that have been delivered or are planned for delivery in the academic year 2012-13 is attached at Appendix 2.

The total number of hours that have been spent or committed by businesses to Crawshaw School this academic year will be a minimum of 825 hours. This includes time spent by a large number of smaller businesses who were drafted in to support the lead businesses, many from the locality. Applying a DFE recommended figure of £60

per hour this provides a value to volunteer time leveraged in the initial year of around £50,000.

A list of businesses that have been involved to date appears at Appendix 3.

We have included some photographs of activities undertaken overleaf.

In addition to the activities at Crawshaw, a Christmas Book Collection was organised and provided a free book, donated by businesses, to every pupil in Year 5 in each of Crawshaw's feeder primary schools.

### **Crawshaw's first Market Place Event (Careers Fair)**

It was really good because the stalls were the jobs you would want to do - you could ask loads of questions.  
Yr 9 pupil



I thought it was very useful and interesting, as it gave us an insight into what qualifications we need and how we need to act as people to get good jobs.  
Yr 9 pupil



The school, businesses and Leeds Ahead (Sally Wright and Sophie Nesworthy) hold regular steering group meetings to track progress and discuss new ideas. The school and businesses are delighted with the quality and range of activities offered and rate Leeds Ahead’s facilitation highly.

Two innovative projects involving the lead businesses are profiled below:

### **5.2 Pudsey Law – Mock Legal Trial**

This event will involve a mock trial hosted within the old court rooms in Pudsey Town Hall. This event will be held on 22<sup>nd</sup> March from 9am till 11am. The activity will familiarise pupils with careers in law and introduce them to legal processes and the rule of law. Councillor Coulson has been appointed the judge in the case

### **5.3 Asda and R&R Ice-Cream - Ice Cream Challenge**

The retail giant ASDA has been working since December 2012 with three schools involved in Make the Grade (Ralph Thoresby, Cockburn and Crawshaw), setting pupils in each school the challenge to come up with an idea for a new flavour of ice cream. The Ice Cream Challenge is designed to help students understand the processes required to bring a concept idea to market. Each school team presented their idea to senior Asda and R&R Ice Cream staff at an event held at Asda House in central Leeds in January. Prior to that, each team had been through a process of product design and testing within each of their schools. The best flavour from each school was then entered into the competition and went before the panel.

Three year 9 pupils from Crawshaw School won their school heat and then had the opportunity to present pitch their concept to the Chairman of R&R Ice Cream along with the winning teams from the two others schools. The Crawshaw team was declared overall winner and enjoyed significant coverage in the Yorkshire Evening Post.

They have now been invited to the R&R Ice Cream factory to see what is involved in bringing their flavour into actual production.



## Crawshaw Ice Cream Challenge



The winning flavour created by Crawshaw School pupils was “Orange Fusion” which is a combination of chocolate ice cream, chunks of real orange and shortbread biscuit.

### 6.0 Skills and employment

#### 6.1 Promote Leeds City Region 5-3-1 pledges

The target here was to secure 40 pledges to support the 5-3-1 campaign as part of the Leeds LEP. We have managed to secure commitments from 45 different businesses which collectively made 77 separate pledges. A list of businesses that made pledges is attached at Appendix 4.

The 5-3-1 initiative has been developed by the Leeds City Region local enterprise partnership (LEP). The basis for the scheme is to boost investment in skills within Leeds. The aim of the campaign overall was to attract 1,000 pledges from across the city region. Outer West Leeds has thus been a significant contributor to this campaign.

The campaign aims to encourage businesses to invest in skills, boost links with education providers, offer work placements to the unemployed, provide apprenticeships and mentor budding entrepreneurs. Businesses interested in supporting education have been connected to Crawshaw School.

	Pledges
Invest more in upskilling staff	40
Mentor a budding Entrepreneur	8
Build links with education	20
Placements to unemployed people	7
Offer an apprenticeship	2
<b>Total</b>	<b>77</b>

## 6.2 Promote apprenticeships and work trials

Nigel has provided signposting support to three local businesses that have showed an interest in employing apprentices. Grants of £1500 are available to SMEs that take on an apprentice. Businesses that have shown an interest are;

Datong  
Apex roofing  
Engineering GM

All businesses who get involved in any such schemes or activities are recognised in the monthly newsletter.

The number of businesses making 5-3-1 pledges to take on an apprentice was low. Now that the Leeds Apprentice offer has been launched, more must be done to promote this across the area. Employing apprentices through the new ATA which will reduce the burden on SME's very considerably. Erol Erturan, at Adept Engineering Ltd based in Outer West Leeds, is a Leeds City Region apprenticeship ambassador. We could consider inviting him to lead an event around the benefits of employing apprentices.

## 7.0 Transforming the environment

### 7.1 Local greenspace projects

Several businesses have undertaken projects at local parks by helping clear litter and leaves from the ground.

## Getting stuck in

Businesses from Direct Line help out at Upper Moor Pudsey



There have been four days worked so far and the businesses involved have been

Direct Line  
Baker Tilly  
Britvic

Areas that have been worked in area;

26<sup>th</sup> October Farnley Park 6 volunteers  
18<sup>th</sup> September Upper Moor Pudsey 18 volunteers  
30<sup>th</sup> August Rodley Park 7 volunteers  
25<sup>th</sup> September Rodley Park 5 volunteers

Total hours worked 352  
Number of staff engaged 44.

The in-kind value of this support valued at @ £10 per hour is £3520.

### 8.0 Strengthening community

#### 8.1 Bringing businesses to support community first panels

Part of the project's purpose was to develop relationships with local community groups and provide them with support from businesses. Nigel developed contacts with Pudsey Wellbeing Centre and the local Community First Panel and has attended local Residents' Forums.

There has been low interest amongst businesses to date and greater focus will be required in this area. Scoping needs and making effective links with community groups can take some time and linking them up with appropriate businesses requires patience and skill. There is a particular opportunity around the Community First work and in promoting eg the Endowment match Challenge to raise funds for local projects which are then matched by the Cabinet Office.

A number of businesses offered in-kind support and the use of their facilities such as meeting room space for any local groups or businesses. These offers of support were included in the newsletter and communicated to any groups Nigel met.

Companies who have offered space include:

Pudsey Legal  
Direct Line  
Zenith  
Gaunts  
Engineering GM  
Datong  
Quay Plastics  
Pudsey medical centre

## **9.0 Onward strategy**

The last twelve months have trialled a new approach to engaging with businesses which has successfully played in the strengths and resources of the wider Leeds Ahead team.

Some activity initiated this year will continue for a further two years. For instance, the lead businesses and Crawshaw School have each entered into a three-year commitment in respect of their Make the Grade partnership.

In other respects, the project has laid valuable groundwork which should now be developed further in order to generate full value. These areas include:

- Further development of business engagement strategy
- Increasing the number of businesses within the network
- Reviewing the local menu and adding new initiatives
- Improving the business support offer
- Proactive outreach around 10,000 Small Businesses programme and the new LCC-led Regional Growth Fund grants schemes
- Proactive promotion of apprenticeships and the ATA
- Stimulating more interest from business in local community and cultural activity
- Building on the Crawshaw School success by introducing business engagement to other schools across the area

Much remains to be done and the project will lose momentum if there is no continuation. This would undoubtedly cause disappointment to the many businesses that are helping to deliver a 10:1 return on the council's own investment. For instance, one local SME has engaged every one of its 13 staff in education projects at Crawshaw School.

Lessons learned over the first twelve months will inform the development of our approach over the next twelve months. These can be summarised as follows:

1. It is not easy to secure resources from businesses in the current climate. Approaches to business must be intelligent and skilful and demonstrate a thorough understanding of business challenges and opportunities, as well as the benefits of getting involved. The success at Crawshaw School shows that this is possible.
2. There is no shortage of partners that have information or support of potential value to business; the challenge lies in how it is targeted and communicated. The purpose of the OWL project is to take on this task and present it to local businesses in a way that is easy for them to access. In order to achieve this, we need to demonstrate a proactive approach and constantly update our own intelligence on relevant support and partner initiatives.
3. In order to streamline our approach to businesses, we need strategies that involve targeting specific groups of businesses about programmes or support on the basis of relevance to them. We could also make more use of local advocates to connect with other businesses.
4. Overall, the project would benefit from a greater connection with Economic Development within Leeds City Council and we will need to track emerging agendas within the Local Enterprise Partnership.

## **10.0 Legal and Resource Implications**

There are no legal implications relating to this report.

## **11.0 Conclusions**

This project was a pilot project and was ambitious in its intent. This year's project will result in a 10:1 return on councillors' investment, having regard to investments committed that will be made outside of the funding period. Some elements of the project delivery have been more immediately successful than others but the project overall has delivered far more than it set out to achieve and has, we feel, more than proved its rationale. The approach is highly innovative and has attracted national and government attention.

The interest shown by small businesses in the business support information indicates that there is both an appetite and a need to provide this service.

Businesses have responded superbly to the call to action around the education and skills agendas. Given the high levels of return, this area should certainly be considered for further development. As youth unemployment is such a serious issue across the city, the city's new apprenticeship offer should be the subject of more active engagement with businesses.

Finally, whilst environment projects have seen some success, some work remains to be done around the community agenda. VCS organisations have lost a lot of funding

of late and many would benefit from businesses supporting their work in some way. Making effective links does take time however.

## **12.0 Recommendations**

The project has made a very good start, leveraged substantial investment from the private sector and introduced a broad range of support. The model has the potential for wider application across the city, where it could complement locality working and provide a vehicle through which to champion Civic Enterprise.

There is a need to maintain momentum and Leeds Ahead are ready to explore the second stage of development of this initiative. We recommend the continuation of the project into 2013-14 potentially around the following areas subject to area committee priorities:

1. Extension of employer engagement to other schools, including the creation of another full Make the Grade partnership if business funds can be secured. Well-Being funding could act as a catalyst to this.
2. Continued support to the existing Make the Grade programme at Crawshaw School.
3. Development of business engagement strategies to reach more businesses more intelligently and leverage more support from them.
4. Develop closer links with community groups to be able to communicate their needs to possible lenders of support.
5. Further development of the business network and encouragement of local trading
6. Continuation of the newsletter as a means of communication.
7. A local event, such as a business support event in the area which could be done with Leeds Chamber and local business advocates such as Adept Engineering and Hopkins Catering.
8. Developing the business support offer to ensure quality and relevant signposting

The recommendation is that members note this initial report and consider at a later date a further extension.

**13.0** Members are asked to note and comment upon this report where necessary.

**14.0** No background papers were used in compiling this report.

## APPENDIX 1

### Crawshaw School Activities (Academic Year 2012/13)

Activity	Dates and times	Business(es) Supporting	Notes
Careers Event (x2) <b>COMPLETE</b>	Wednesday 7 <sup>th</sup> November 2012 (AM and PM)  9am – 3pm with lunch	Asda Pudsey, Baker Tilly, Direct Line, Feature Media, Gaunts, Leeds United Foundation, Police Inner West, Pudsey Legal, Shepherd Construction and Engineering, The AA and Zenith	Target year group: Year 9 (200 pupils). We invite 1-4 volunteers from each business to take part. We invite all businesses to invite suppliers and clients to attend the Careers Events.
Asda Ice Cream Challenge <b>IN PROGRESS</b>	Challenge started on 7 <sup>th</sup> December 2012.	Asda (Asda House)	Target group: Year 9 (16 students). The winning team from Crawshaw will be invited to present against two other Make the Grade Schools in Leeds (Cockburn and Ralph Thoresby) to win a chance of getting their ice cream produced.
Interview Skills and Practice <b>COMPLETE</b>	Wednesday 27 <sup>th</sup> February 2013 Approx. 12pm – 3pm	Asda (Asda House), Baker Tilly, Kayes Solicitors and Zenith.	Target year group: Year 12 (54+ pupils) Location TBC. We invite 1-4 volunteers from each business to take part.
Interview Skills and Practice	Wednesday 6 <sup>th</sup> March 2013 Approx. 12pm – 3pm	Asda (Asda House), Baker Tilly, Kayes Solicitors and Zenith.	Target year group: Year 12 (54+ pupils) Location TBC. We invite 1-4 volunteers from each business to take part.
Workplace Visit and Functional Workshop <b>COMPLETE</b>	24 <sup>th</sup> January 2013 start and TBC	Zenith	Target year group: Year 10 BTEC Business students (TBC 20 pupils*).
Workplace Visit and Functional Workshop	8 <sup>th</sup> March 2013 and 22 <sup>nd</sup> March 2013	Pudsey Legal	Target year group: Year 10/11 BTEC students (TBC 20 pupils*). Class targeting still to be decided
Workplace Visit and Functional Workshop	w/c 22 <sup>nd</sup> April 2013 and w/c 29 <sup>th</sup> April 2013	Baker Tilly	Target year group: Year 10 (aged 14-15, 15 students*) – Class targeting still to be decided (Business Studies or PSHCE)
Workplace Visit and Functional Workshop	Dates TBC	Asda (TBC)	Target year group: Year 10/11 BTEC students (20 pupils*).

#### Programme Overview as at 15<sup>th</sup> January 2013 for Year 1 of Make the Grade programme

\* These are linked activities and as such the same students will attend the Workplace Visit (off site) and the Functional Workshop (on site at school).



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## Appendix 2

### Businesses Supporting Crawshaw School Make the Grade Partnership

Pudsey Legal  
Zenith  
Eversheds  
ASDA Group Limited  
Baker Tilly  
Gaunts Ltd  
Feature Media  
West Yorkshire Police - Inner  
West  
Leeds United Foundation  
Direct Line  
MG Engineering  
Shepherd Construction Ltd  
AA  
Arup Partners Ltd  
Red  
ATR Group  
Britvic  
Cloud 9  
Colas  
SMP  
R&R Ice Cream  
Hachette  
Communis  
Logistik  
Premier Farnell  
Eversheds  
Mill Asset Management Group  
Harper Collins  
Grant Thornton

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**5-3-1 Pledges**

Business Names	Pudsey	Date	Invest More in People	Mentor a budding entrepreneur
Red Pudsey	Pudsey	03/05/12	*	
DN Estates	Pudsey	03/05/12	*	*
Bentley Butchers	Pudsey	03/05/12	*	
Big Bathroom Shop	Pudsey	03/05/12	*	
Chic Boutique	Pudsey	03/05/12	*	
Vac Shack	Pudsey	03/05/12	*	
Pudsey Pharmacy	Pudsey	03/05/12	*	*
Mr. Sandwich	Pudsey	03/05/12	*	
Card Box	Pudsey	03/05/12	*	*
Jewellers	Pudsey	03/05/12	*	
Chris Gill Optician	Pudsey	05/09/12	*	
Flowers Market	Pudsey	05/09/12	*	
Church Lane Pharmacy	Pudsey	05/09/12	*	*
The lady cares	Pudsey	05/09/12	*	
Schofield Insurance Brokers Ltd	Horsforth	22/6/2012	*	
Yeadon Westfield Junior School	Yeadon	22/6/2012		
Sharps Fabric Printers Ltd	Yeadon	22/6/2012	*	
Danish Design Pet Products Ltd	Yeadon	22/6/2012	*	
CMM Ltd	Pudsey	08/02/12	*	
ID Maintenance Ltd	Pudsey	08/02/12	*	
Tweed House Veterinary Surgery	Pudsey	08/02/12	*	
Sterling Locks Ltd	Pudsey	08/02/12		
FCC (Leeds) Ltd	Horsforth	10/09/12	*	
Apex Roofing & Joinery Ltd	Horsforth	10/09/12	*	*
Rarter Ltd	Yeadon	10/09/12	*	
Heli-Jet Aviation	Yeadon	10/09/12	*	
Box of Cards	Farsley	01/08/12	*	*
Geo Cars	Pudsey	01/08/12	*	
Pudsey Carpet Centre	Pudsey	06/09/12		*
Express Shoe Repair	Pudsey	06/09/12	*	
Lady Grande	Pudsey	06/09/12	*	
Sharps Pet World	Pudsey	06/09/12	*	
Pudsey fisheries	Pudsey	14/9/2012	*	
Wetherby Whaler	Pudsey	14/9/2012	*	
Sunny Bank Mills	Farsley	18/9/2012	*	
Gaunts	Farsley	18/9/2012	*	
Cubik Solutions Ltd	Wortley	21/10/2012	*	*
Microtek Services Ltd	Wortley	21/10/2012	*	
Hollinbay Consultancy Services Ltd	Wortley	21/10/2012		
Linetime Ltd	Wortley	21/10/2012	*	
Pancredit Systems Ltd	Farsley	21/10/2012	*	
Guiseley Engineering Co. Ltd	Guiseley	11/12/12	*	
Descon Ltd	Guiseley	11/12/12		
Rigton Insurance Services Ltd	Horsforth	11/12/12	*	
Premier Telecom	Horsforth	11/12/12	*	

**Build links with education placements to unemployed people offer an apprenticeship**

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