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## SCRUTINY BOARD (CHILDREN'S SERVICES)

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Meeting to be held in Civic Hall, Leeds on  
Thursday, 11th January, 2007 at 9.30 am

*(A pre-meeting will take place for ALL members of the Board at 9.00 a.m.)*

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### MEMBERSHIP

#### **Councillors**

- J Bale (Chair) - Guiseley and Rawdon
- J Chapman - Weetwood
- B Cleasby - Horsforth
- R D Feldman - Alwoodley
- A Harrison - Garforth and Swillington
- V Kendall - Roundhay
- L Mulherin - Ardsley and Robin Hood
- T Murray - Garforth and Swillington
- K Renshaw - Ardsley and Robin Hood
- B Selby - Killingbeck and Seacroft

#### Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
- Prof P H J H Gosden - Church Representative (Church of England)
- Mr R Greaves - Parent Governor Representative (Secondary)
- Mr C Macpherson - Parent Governor Representative (Special)
- Mrs S Knights - Parent Governor Representative (Primary)

#### Co-opted Members (Non-Voting)

- Mr T Hales - Teacher Representative
- Ms C Foote - Teacher Representative
- Mrs S Hutchinson - Early Years Development and Childcare Partnership Representative
- Mr P Gathercole - NCH Representative
- Ms T Kayani - Youth Work Partnership Representative

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p><b>EXCLUSION OF THE PUBLIC</b></p> <p>To identify items where resolutions may be moved to exclude the public</p>	
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 13 of the Members' Code of Conduct</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence from the meeting</p>	
6			<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To receive and approve the minutes of the previous meeting held on 14<sup>th</sup> December 2006</p>	1 - 8

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7			<p><b>MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE</b></p> <p>To note the minutes of the Overview and Scrutiny Committee meeting held on 4<sup>th</sup> December 2006</p>	9 - 14
8			<p><b>MEMBERS' QUESTIONS</b></p> <p>To consider a report from the Head of Scrutiny and Member Development which gives Members the opportunity to ask questions of the Director(s) who chair the Corporate Priority Board which matches the Scrutiny Board's portfolio, or the Director's nominee</p>	15 - 16
9			<p><b>IMPLEMENTING THE CHILDREN ACT - UPDATE</b></p> <p>To receive a report from the Director of Children's Services which provides Members with a further update on the implementation of the Children Act 2004 and which summarises the recent developments within Children's Services</p>	17 - 40
10			<p><b>LIBRARY CHARGES</b></p> <p>To receive a report which updates Members on the impact of the implementation of library charges for the late or non return of items borrowed by young people</p> <p>(Report to follow)</p>	
11			<p><b>RECRUITMENT, RETENTION AND WORKLOAD OF CHILDREN'S SOCIAL WORKERS</b></p> <p>To consider a report from the Head of Scrutiny and Member Development which informs Members of the progress made on the formal response to the recommendations agreed by the Scrutiny Board (Children and Young People) following its inquiry into the recruitment, retention and workload of children's social workers</p>	41 - 58

Item No	Ward/Equal Opportunities	Item Not Open		Page No
12			<p><b>THE IMPLICATIONS OF TRUST SCHOOLS FOR THE LOCAL AUTHORITY - DRAFT TERMS OF REFERENCE</b></p> <p>To consider a report from the Head of Scrutiny and Member Development which sets out and invites the Board to approve draft terms of reference for the Scrutiny Board inquiry into the implications of Trust Schools for the Local Authority</p>	59 - 64
13			<p><b>WORK PROGRAMME</b></p> <p>To receive a report from the Head of Scrutiny and Member Development which details the Scrutiny Board's current Work Programme</p>	65 - 84
14			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Thursday, 8<sup>th</sup> February 2007 at 9.30 a.m. in the Civic Hall, Leeds</p> <p>(Please note that a pre-meeting is scheduled for all members of the Board at 9.00 a.m.)</p>	

# Agenda Item 6

## SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 14TH DECEMBER, 2006

**PRESENT:** Councillor J Bale in the Chair

Councillors J Chapman, B Cleasby, R D Feldman,  
A Harrison, L Mulherin and K Renshaw

**CO-OPTED MEMBERS:  
(VOTING)** Mr E A Britten - Church Representative (Catholic)  
Prof P H J H Gosden - Church Representative (Church of  
England)

**CO-OPTED MEMBERS:  
(NON-VOTING)** Ms C Foote - Teacher Representative  
Mr T Hales - Teacher Representative  
Mrs S Hutchinson - Early Years Development and  
Childcare Partnership  
Representative  
Ms T Kayani - Leeds Youth Work Partnership  
Representative

### 72 Chair's Opening Remarks

The Chair welcomed all in attendance to the December meeting of the Scrutiny Board (Children's Services).

### 73 Declarations of Interest

The following Members declared personal interests in relation to agenda item 9, 'Inquiry into Secondary Achievement – Progress Report', due to their positions as either school or college governors (Minute No. 78 refers):-

Councillors Bale, Chapman, Cleasby, R D Feldman, Harrison, Mulherin, Renshaw, Mr E A Britten.

A further declaration of interest was made at a later point in the meeting. (Minute No 78 refers).

### 74 Apologies for Absence

Apologies for absence from the meeting were received on behalf of Councillors V Kendall, T Murray, B Selby, Mr C Macpherson, Mrs S Knights, and Mr P Gathercole.

### 75 Minutes of the Previous Meeting

**RESOLVED** – That the minutes of the meetings held on 2<sup>nd</sup> and 16<sup>th</sup> November 2006 be approved as a correct record.

### 76 Minutes of the Overview and Scrutiny Committee

**RESOLVED** – That the minutes of the Overview and Scrutiny Committee meeting held on 6<sup>th</sup> November 2006 be noted.

Draft minutes to be approved at the meeting  
to be held on Thursday, 11th January, 2007

## **77 Children's Services Performance and Inspection and Children and Young People's Plan Review**

The Director of Children's Services submitted a report which updated Members on the inspection and performance of children's services in Leeds, detailed proposals for continuing this work via the Children and Young People's Plan and summarised the preparations in place for the Joint Area Review inspection.

Appended to the report for Members' information was a copy of the correspondence received by the Director of Children's Services which summarised the findings of Leeds City Council's 2006 Annual Performance Assessment (APA) of children's services.

Rosemary Archer, Director of Children's Services and John Maynard, Performance Manager, Children's Services were in attendance to answer Members' questions.

Following a brief summary of the key points detailed within the report, a question and answer session ensued. The main areas of debate were as follows:-

- In response to Members' enquiries regarding the range of organisations responsible for monitoring the provision of children's services, the Performance Manager undertook to provide Members with a list of all those bodies involved in the inspection process;
- The level of detail included within the inspection process and how such a level was reflected within the APA letter;
- The methods used to identify those areas which would be focussed upon in preparation for future inspections;
- The likelihood of the management arrangements adopted by Leeds City Council in relation to children's services being used for the purposes of a case study.

Members were then invited to consider in more detail the issues arising from the short film entitled, 'When I was a child I used to dream', which was shown at the beginning of the meeting. In response, it was proposed that the film could be explored further at a future meeting of the Board.

Following a brief discussion regarding how the role of Scrutiny was depicted in relation to children's service arrangements, the Director of Children's Services was requested to address Members on this issue at the January 2007 meeting of the Board.

Further to Minute No. 58, 2<sup>nd</sup> November 2006, the Board received a summary which outlined the current position of Leeds City Council in relation to Criminal Records Bureau (CRB) checks. This was followed by a question and answer session. The main areas of debate were:-

- Concerns were raised in relation to the nature and appropriateness of some data remaining on an individual's record which could be included within a CRB check;

- The level of costs associated with CRB checks and the appropriateness of individuals being checked every three years;
- The issue of duplication within the CRB check process and the methods which could be used to minimise such duplication;
- The work being commissioned to explore the establishment of an 'umbrella' CRB checking facility for Children's Services.

**RESOLVED –**

- (a). That the report and information appended to the report be noted;
- (b). That further consideration be given to the issues arising from the short film entitled, 'When I was a child I used to dream', at a future meeting of the Board;
- (c). That further information regarding how the role of Scrutiny is depicted in relation to the arrangements for children's services be submitted by the Director of Children's Services to the January 2007 meeting of the Board;
- (d). That the Director of Children's Services provides an update on CRB checking at a future meeting of the Board.

(Councillor Chapman left the meeting at the conclusion of this item)

**78 Inquiry into Secondary Achievement - Progress Report**

Members received a report from the Head of Scrutiny and Member Development which introduced two reports from the Chief Executive of Education Leeds detailing the progress made in response to the recommendations of the Scrutiny Board (Children and Young People) arising from the Board's inquiry into Secondary Achievement. The reports also provided information on the strategy for Personalisation and Individual Learning Plans.

Dirk Gilleard, Deputy Chief Executive, Gary Milner, 14-19 Strategy Co-ordinator, Mike Cooper, Area Manager, Learning Communities Team and Rachel MacHutchon, Individual Learning Plan (ILP) Development Officer, all of Education Leeds, were in attendance to answer Members' questions.

Following a brief summary of the information detailed within the reports, a question and answer session ensued. The main areas of debate were as follows:-

- With regard to the provision of ILPs and mentoring, Members questioned whether tensions existed between successfully delivering a universal service and focussing upon those young people who particularly needed support;
- The actions being taken to encourage the constituent organisations of the Children and Young People's Strategic Partnership to provide a greater number of work placements for young people in Leeds, including 500 health placements;
- Proposals to develop 'smarter' placements by using a portion of the LEGI funding which had been recently awarded to Leeds;
- The impact that the introduction of electronic ILPs would have on the young people of Leeds;

- Following Members' questions relating to the actions being taken to ensure that the young people of Leeds were reaching ICT attainment levels which allowed them to compete with others from the surrounding region, the deputy Chief Executive of Education Leeds undertook to provide Members with details of ICT attainment levels achieved by young people residing throughout the city region;
- Further to Members' enquiries, the Chair stated that consideration could be given to issues relating to educational achievement later in the municipal year if there was sufficient capacity within the Board's Work Programme;
- The trends in Leeds relating to the range of subjects being studied by young people and how this reflected the national situation;
- The extent to which young people had been consulted on the introduction of ILPs and the ways in which the success of the programme would be monitored in the long term;
- Whether young people who had successfully been involved in past initiatives could be encouraged to undertake mentoring roles in order to assist current participants.

**RESOLVED** – That the report and information appended to the report be noted and that the Board continue to monitor progress against the action plans.

(Councillor Renshaw joined the meeting at 10.10 a.m. during the consideration of this item and Mrs S Hutchinson left the meeting at 10.40 a.m. at the conclusion of this item)

(Professor PHJH Gosden declared a personal interest in relation to this item due to being a member of the School Organisation Committee)

## **79 Youth Services Inquiry - Session Three**

A report was submitted by the Head of Scrutiny and Member Development which introduced the information to be considered as part of the third formal session of the Scrutiny Board's inquiry into Youth Services.

Appended to the report for Members' information was the agreed terms of reference for the inquiry, in addition to evidence relating to Community Safety, the Youth Offending Service, igen, Connexions and the Arts and Events Team.

John Paxton, Head of Youth Service, was in attendance throughout this item in order to answer any questions raised.

Also in attendance to specifically advise Members on the role played by the voluntary, community and faith sector in relation to youth services were Jeni Sawdon, The Marketplace, Louise Megson, St Luke's Cares, Brent Lumley, Willow Young Carers and Mark Law of BARCA. The main areas of debate were:-



- Members questioned the actions which could be taken by the Council to assist those voluntary, community and faith organisations which delivered youth services;
- The wide ranging and extensive support needed to assist young people today, who were increasingly faced with a range of challenging situations;
- The extent to which certain services, primarily based in a single location, could assist young people residing throughout the city;
- The large number of organisations which existed in this sector and the need to ensure that a greater level of collaboration between such groups was developed in order to enable a more cohesive provision of services to be established;
- The geographically uneven provision of youth services by the voluntary, community and faith sector, the reasons for this and the ways in which such service provision could be enhanced;
- The extent to which cluster groups were aligned with local schools and the ways in which the consistency of such groupings could be improved;
- The differing forms of deprivation experienced by young people and the geographical spread of such deprivation throughout Leeds.

Andy Mills, Head of Service, Community Safety, Jim Hopkinson, Youth Offending Service Manager and Peter Hunter, Leeds Prevention Programme were in attendance to answer Members' questions relating to youth service provision and Community Safety. A question and answer session followed a brief summary of the evidence submitted. The main areas of debate were:-

- Members discussed the work carried out by the junior Youth Inclusion Programmes (YIPs) and considered the potential increase in impact that could be experienced if they were all linked to senior YIPs;
- The extent to which individuals were referred to the YIPs in Leeds prior to being issued with an Anti Social Behaviour Order (ASBO);
- Whether individuals receiving Acceptable Behaviour Contracts were being signposted to relevant services in Leeds;
- The relationship between youth service provision and the prevention of youth crime;
- The need for a more co-ordinated approach to be taken by all agencies who delivered services aimed at the reduction of youth offending levels;
- The primary objectives of a local authority's youth service provision and whether any services were aimed at the family as a whole rather than solely focussing upon the young person;
- The levels of funding available for providing services in this field, whether any further funding could be obtained from additional sources and the need to ensure that the funding received was used resourcefully;
- The strength of the relationship which existed between those bodies providing youth services and law enforcement agencies and the ways in which the relationship between such bodies could be developed further.

Terry Walsh of igen Leeds Careers and Shaid Mahmood of Connexions were in attendance to answer Members' questions on the provision of services relating to Information, Advice and Guidance. Following a brief summary of

the evidence detailed within the reports, a discussion ensued. The main areas of debate were:-

- The ways in which a balance was struck between a 'universal' and a 'targeted' approach when delivering information, advice and guidance to young people;
- The methods used to provide information, advice and guidance to young people who could not be accessed via the formal education system;
- The extent to which igen Careers Leeds and Connexions provided information to young people aged 16 years and over;
- The need for young people to be made aware of the wide range of opportunities open to them from an early age;
- The forthcoming government guidance which would extend the age range covered to those aged 11 years and over.

Andrew MacGill, Head of Arts and Events, Kris Nenadic, Parks and Countryside, Sara Birkinshaw, Sports and Active Recreation, Mike Kinnaird, Head of Policy and Performance and Britta Heyworth, Arts and Reader Development Manager, were in attendance to answer Members' questions on issues relating to youth services provided through the Learning and Leisure department. The main areas of debate were:-

- In response to Members' questions relating to the proportion of young people 'reached' by the services provided by the various sections of the department, the Head of Arts and Events undertook to provide Members with such 'reach' statistics;
- The work which had been undertaken by the Council to improve the facilities within local parks throughout Leeds;
- The diverse range of sports and library based facilities currently provided for young people throughout Leeds and how the extensive provision of such facilities could be developed further;
- The possibility of music and arts venues becoming available for use;
- A request for additional information on heritage provision for young people;
- The relationship which existed between youth service provision and adult education in Leeds.

Ken Morton, EiC Director and Mark Smith of John Smeaton Community High School were in attendance to answer Members' questions relating to Extended Services. The main areas of debate were:-

- The extent to which young people were being signposted to the variety of services available to them in Leeds, via the provision of extended services;
- The possibility of certain organisations establishing satellite units throughout the city in order to accompany the provision of extended services;
- The extent to which the primary objective of the Youth Service was to fill any gaps in service provision.

#### **RESOLVED –**

- (a). That the report and information appended to the report be noted;

(b). That the issues raised during the third session of the Board's inquiry into youth services be incorporated into the draft version of the Board's final report.

(Councillors Harrison, R D Feldman, Renshaw and Ms C Foote left the meeting at 11.30 a.m., 12.00 p.m., 12.05 p.m. and 12.50 p.m. respectively during the consideration of this item)

## **80 Youth Services Inquiry - Session Four**

Members received a report from the Head of Scrutiny and Member Development which introduced the information to be considered as part of the fourth formal session of the Scrutiny Board's inquiry into Youth Services.

Appended to the report for the Board's consideration was a series of reports concerning the use of PFI facilities within schools by the community, services for young people with a learning difficulty or disability, the Childcare Act and Local Youth Work Networks, as had been requested by Members. Also submitted to Members for information were the write ups from the Board's site visits to various organisations providing youth services.

David Outram, Chief Officer, Public Private Partnership Unit and Shirley Parks, Deputy Programme Director for Building Schools for the Future, Education Leeds, were in attendance to answer Members' questions.

Following a brief overview of the current situation concerning the facilities within PFI schools and their availability for use by the local community, a question and answer session ensued. The main areas of debate were:-

- The need to ensure that contracts drawn up for PFI schools were flexible enough to cater for the needs of the local community;
- The financial costs associated with using PFI facilities and the difference in costs for using such facilities on different days of the week;
- The importance of effectively promoting the PFI facilities which were available for use;
- The current under use of facilities compared to the amount of time already allocated within PFI contracts;
- The need for greater publicity of the contact details for the Community Lettings Unit;
- The need for community groups to receive advice about the most appropriate facilities for their use, as this may not always be PFI facilities;
- The need to avoid overuse of facilities such as playing pitches, as they needed to be available for school use;
- The work being undertaken by officers to assist in responding to specific access issues.

The Head of Youth Service summarised the work that was being carried out in response to the Education and Inspections Bill, and the opportunities to develop proposals for an integrated youth support service. Members noted that this would encourage strategic links to be made across service providers and enable economies of scale to be established compared to the existing plethora of infrastructures. This was in addition to the Local Area Agreement

Draft minutes to be approved at the meeting  
to be held on Thursday, 11th January, 2007

which would allow a more flexible use of funding to address identified gaps in provision.

**RESOLVED –**

- (a). That the report and information appended to the report be noted;
- (b). That the issues raised during the fourth session of the Board's inquiry into youth services be incorporated in to the draft version of the Board's final report.

**81 Work Programme**

A report was submitted by the Head of Scrutiny and Member Development which detailed the Scrutiny Board (Children's Services) Work Programme for the remainder of the Municipal Year.

Appended to the report for Members' information was the current version of the Board's Work Programme, an extract from the Forward Plan of Key Decisions for the period 1<sup>st</sup> December 2006 to 31<sup>st</sup> March 2007 which related to the Board's remit, together with the minutes from the Executive Board meeting held on 15<sup>th</sup> November 2006.

Having noted that there was capacity in the Board's Work Programme to undertake a minor inquiry in the new year, it was proposed that an inquiry relating to the implications of Trust schools for the local authority could be undertaken.

Regarding the issue of departmental communications, a matter which had been referred to all Scrutiny Boards by Overview and Scrutiny Committee, Members proposed that a Working Group could be established in order to consider the corporate communications which were published by those departments within the Board's remit.

**RESOLVED –**

- (a). That the contents of the report and the Scrutiny Board's Work Programme, as appended to the report, be noted;
- (b). That an inquiry relating to the implications of Trust schools for the local authority be undertaken by the Board and that draft terms of reference for such an inquiry be submitted for approval to the January 2007 meeting of the Board;
- (c). That a Working Group be established to consider the issue of corporate communications published by those departments within the Scrutiny Board's remit.

**82 Date and Time of Next Meeting**

Thursday, 11<sup>th</sup> January 2007 at 9.30 a.m.  
(Pre-Meeting scheduled for 9.00 a.m.)

(Meeting concluded at 1.10 p.m.)

## OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 4TH DECEMBER, 2006

**PRESENT:** Councillor G Driver in the Chair

Councillors B Anderson, J Bale,  
P Grahame, B Lancaster, T Leadley and  
R Pryke

### 50 Late Items

The Chair gave notice that in accordance with his powers conferred under Section 100B(4)(b) of the Local Government Act 1972, he had agreed to accept as a late item of urgent business a request from Councillors Cleasby and Pryke for an investigation into the cost of internal Council publications, on the grounds that it would speed up the legitimate business of Council and tie in with other Board work programmes (Minute No 54 refers).

### 51 Declaration of Interests

No declarations of interest were made.

### 52 Minutes - 6th November 2006

**RESOLVED** – That the minutes of the meeting held on 6<sup>th</sup> November 2006 be confirmed as a correct record.

### 53 Matters Arising from the Minutes

Further to Minute Nos 44 and 45, 6<sup>th</sup> November 2006, the Head of Scrutiny and Member Development reported that following consultation with Committee Members, arrangements were going ahead for a series of local working group meetings in connection with the 'Narrowing the Gap' Inquiry, on 11<sup>th</sup> December, 16<sup>th</sup> January and 13<sup>th</sup> February.

### 54 Late Item - Council Publications

The Chair indicated that Councillors Cleasby and Pryke had raised concerns regarding the nature, purpose and costs of internal Council publications and newsletters, e.g. the Development Department's 'X-Site' publication.

**RESOLVED** – That this matter be left to the discretion of individual Scrutiny Boards to investigate in respect of their respective areas of responsibility if they so wish.

### 55 Request for Scrutiny

Draft minutes to be approved at the meeting  
to be held on Monday, 8th January, 2007

Further to Minute No 47, 6<sup>th</sup> November 2006, the Head of Scrutiny and Member Development submitted a report regarding Councillor Illingworth's request for an Inquiry, broadly regarding the Council's operation of the Freedom of Information and Access to Information rules, and appending a detailed report on the same subject received by the Scrutiny Board (Transforming Services) on 23<sup>rd</sup> March 2006 and that Board's Inquiry Report subsequently published on 27<sup>th</sup> April 2006.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the Committee receive a progress report at its February 2007 meeting regarding Section 4 of the March 2006 report and also the implementation of the recommendations of the Scrutiny Board (Transforming Services) as set out in its Inquiry Report dated 27<sup>th</sup> April 2006.

**56 Recommendation Tracking**

The Head of Scrutiny and Member Development submitted a report containing proposals for improving the method and effectiveness of tracking Scrutiny Board recommendations. The report also addressed the need for Scrutiny Boards to set clear recommendations with reasonable targets for the outcome of reviews and investigations.

**RESOLVED –** That the proposals contained in the report of the Head of Scrutiny and Member Development be approved.

**57 Local Government White Paper - Implications for Overview and Scrutiny**

The Head of Scrutiny and Member Development submitted a report outlining proposals for developing the role of overview and scrutiny committees and related matters, as set out in the Government's recent White Paper on Local Government.

In brief summary, the main areas of discussion related to :-

- Scrutiny and Community Leadership, and the possibility of more area-based scrutiny, perhaps around the so-called 'community calls for action';
- The emphasis at the same time on the greater use of overview and scrutiny in policy development, and allowing local perspectives to influence decisions;
- The proposed extension of the role of local authority overview and scrutiny committees to encompass other local service providers such as the Police, the Fire and Rescue Service, the Environment Agency and the Highways Agency;
- The potential structural implications for the Council in terms of both the number and responsibilities of Boards;
- Perhaps less concentration on issue based Inquiries and more emphasis on broader-based monitoring across a range of issues;

- The need to build up trust and relationships between the Council and these other service providers, in a similar manner to which had occurred in respect of Health and Adult Services Scrutiny Board and also with the development of the Children's Trust;
- Publicising the role of Scrutiny Boards;
- The possible role of Area Committees in the scrutiny process;
- The need to review and monitor the activities of District Partnerships and the various strands of the Leeds Initiative;
- How to develop the policy formulation aspect of the overview and scrutiny function, and develop relationships with the Executive;
- The lack of discussion of Scrutiny Board issues at Full Council meetings due to time constraints.

The Chair indicated that a number of interesting ideas and issues had arisen which could form the basis for a report to a future meeting when this subject was revisited. In the meantime, he would seek a meeting with the Leader of the Council to explore all the matters raised.

**RESOLVED** – That the report be noted.

**58 Financial Health Monitoring 2006/07 - Half Year Report, Financial Plan Annual Review and Quarter 2 Performance Highlight Reports of the Corporate Priority Boards**

Further to Minute No 46, 6<sup>th</sup> November 2006, the Committee received and considered reports from the Head of Scrutiny and Member Development and the Director of Corporate Services, together with the Quarter 2 performance highlight reports submitted to the Council's officer Corporate Priority Boards.

- (a) Quarter 2 Performance Highlight Reports  
Marilyn Summers, Chief Executive's Department, attended the meeting, presented the Quarter 2 performance highlight reports and responded to Members' queries and comments.

In brief summary, the main areas of discussion related to:-

- Currently the reports were based on information submitted to the Corporate Priority Boards (CPB) but with effect from Quarter 3, Departmental information would form the basis of reports to individual Scrutiny Boards, and would provide timely, up to date information
- Modernising Our Council CPB – References made to indicators BV11a – The percentages of top 5% of earners that are women – and BV16a – The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce – and what was being done to address those two areas
- Thriving and Harmonious Communities CPB – The following indicators were discussed:-

BV174 – The number of racial incidents recorded by the authority per 100,000 population

BV212 – Average time taken to re-let local authority housing, and

BV66a – Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings

Councillors Anderson and Pryke stated that they intended to investigate such performance matters at their Board meetings.

- City Development CPB – The following indicators were discussed:  
BV109(a,b&c) Planning Speed Targets – The impact on Leeds CPA score and on Leeds' status as a Planning Standards Authority of not achieving these targets was recognised.  
BV204 – The percentage of appeals allowed against the authority's decision to refuse planning applications – again, the trend was worrying in terms of the Council's overall CPA score  
BVCP – CU50b – Visitors to the City's cultural facilities – Sport and Active Recreation – the effect of the closure of the Art Gallery on 23<sup>rd</sup> November was referred to.
- Health and Wellbeing CPB – The following indicators were highlighted:  
BV161 – The ratio of former care leavers in employment, education or training at age 19  
BV217 – Percentage of pollution control improvements to existing installations completed on time  
CP-EY50a and b – The number of families supported with childcare
- Children and Young People – positive feedback noted.

**RESOLVED** – That Overview and Scrutiny Committee's concern regarding the Council's planning performance be brought to the attention of the Council, and that the respective Executive Member and the Chairs of the three Plans Panels be invited to attend the Committee to discuss the situation.

(b) Financial Health Monitoring 2006-07 – Half Year Report and Financial Plan Annual Review

Alan Gay, Director of Corporate Services, Doug Meeson and Helen Mylan, Corporate Services Department, attended the meeting, presented the reports and responded to Members' queries and comments.

In brief summary, the main areas of discussion related to:-

- Projected overspends in the current financial year;
- The fact that as part of the new agreed process, Overview and Scrutiny Committee would in future receive quarterly monitoring reports. This would hopefully assist Overview and Scrutiny Committee to pick up any areas of concern and refer them to



individual Scrutiny Boards for consideration e.g. energy management;

- The fact that the process was attempting to link the Financial Plan more closely to the Council's corporate planning process, and to link corporate priorities to service planning and resource management;
- The Government trigger point in relation to the HRA referred to in Paragraph 4.1 of the Half Year Report – Doug Meeson undertook to supply Councillor Leadley with a detailed response to his query;
- The 'milestones' principle outlined in Paragraph 6.5 of the report and the Committee's previous suggestions regarding 'zero budgeting' exercises. Doug Meeson indicated that the Department was still developing its ideas surrounding this concept.

**RESOLVED** – That the report be noted and the officers be thanked for their attendance.

## **59 Work Programme**

The Head of Scrutiny and Member Development submitted the Committee's current work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract of the Council's Forward Plan of Key Decisions and a copy of the minutes of the Executive Board meeting held on 15<sup>th</sup> November 2006.

The Committee decided to invite the Executive Member (Development) and the Plans Panel Chairs to a future Committee meeting(s), and to invite evidence from Leeds Initiative at the January meeting in connection with the 'Narrowing the Gap' Inquiry. Consideration of the budget also needed to be added to the February meeting.

**RESOLVED** – That subject to the above amendments, the Committee's work programme be approved and accepted.

## **60 Dates and Times of Future Meetings**

Monday 8<sup>th</sup> January 2007

Monday 5<sup>th</sup> February 2007

Monday 5<sup>th</sup> March 2007

Monday 2<sup>nd</sup> April 2007

All at 10.00 am (pre-meetings at 9.30 am)

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Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 11 January 2007

Subject: Members' Questions

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<b>Electoral Wards Affected:</b>	<b>Specific Implications For:</b>
	Ethnic minorities <input type="checkbox"/>
	Women <input type="checkbox"/>
	Disabled people <input type="checkbox"/>
	Narrowing the Gap <input type="checkbox"/>

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## 1.0 Introduction

- 1.1 Last year, each scrutiny board was required to include a standard item on its agenda to enable members to ask topical questions of the relevant senior officers, without the need for a full inquiry or written reports.
- 1.2 Members' questions is no longer a required item for each scrutiny board meeting. However, the facility remains available for those boards that wish to do so to ask questions of the relevant director(s) at board meetings.
- 1.3 The Scrutiny Board (Children and Young People) found this facility to be a useful way of developing a positive ongoing dialogue about current topics with senior officers, without the need for detailed work on every issue.
- 1.4 Following discussion at the board's meeting in July, members agreed to retain the facility but agreed that members' questions would be included as an agenda item only if prior notice of questions has been received by the time that the agenda for the meeting is published (normally eight days before the meeting).
- 1.5 The scrutiny support unit has received prior notice of two questions for this meeting, and the Director of Children's Services and the Chief Executive of Education Leeds will be attending the meeting to respond.

## 2.0 Recommendation

- 2.1 That the board identifies any issues for further scrutiny arising from the members' questions session.

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Originator: R Archer

Tel: 395 0925

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**Report of the Director of Children's Services**

**Scrutiny Board (Children's Services)**

**Date: 11 January 2007**

**Subject: Implementing the Children Act - update**

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**Electoral Wards Affected:**

All

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1 Introduction**

- 1.1 During 2005 / 06 the Scrutiny Board (Children and Young People) carried out an inquiry into the implementation of the Children Act 2004. An Action Plan was issued and updated in July and October 2006 and a further update was requested for consideration by the January 2007 Scrutiny Board, together with an up date on recent developments in Children's Services.
- 1.2 This report provides a further update on the Action Plan and developments, together with an assessment of activity to routinely embed the impact of Council activity on children and young people.

**2.0 Main issues**

- 2.1 A further update to the July 2006 Action Plan is attached at Appendix 1.
- 2.2 Further developments in Children's front-line services are described below, reflecting the progress in service review and development that has been made since the last report to Scrutiny in October 2006.

**3.0 Assessment of the impact of Council activity on children and young people**

- 3.1 Recommendation 1 of the Scrutiny Board's report of April 2006 was 'That the Director of Children's Services discusses with the Corporate Management Team how to embed the routine assessment of the impact on children and young people within policy development and review activity across the Council, along the lines described in the Child Impact Statement Model'.

- 3.2 Following the appointment of Rosemary Archer as Director of Children's Services, arrangements have been put in place to ensure Leeds City Council fully meets the requirement of the Children Act 2004 and, as described in the following paragraphs, these are now comprehensive and operational.
- 3.3 The small, interim arrangement for the Director of Children's Services Unit has dedicated the majority of its time to this work and, on completion of the recruitment process currently under way (see para 4.2 below), the Unit will be able to address the wider working practices necessary to fully assessing the impact of Council activity on children, young people and families.
- 3.4 The Director is clear about the importance of this assessment, not only in Council-delivered services, but in the provision of public services across the city.
- 3.5 There has been an increased opportunity, through the work on the Local Area Agreement and the development of children's trust arrangements, for the city to establish the interdependence of key policy developments for the city. For example, children and young people have rated access to things to do and transport as priorities for them. The Director of Children's Services has been able to ensure that the voice of children and young people is heard as a matter of policy in the development of leisure and the arts, and in the emerging transport strategy for the city and region.
- 3.6 In ensuring the impact of Council activity on children and young people is assessed when all decisions are taken, care has been taken not to reduce this to a 'box ticking' procedure, but to ensure this is a genuinely rigorous process. This means that at this stage there is no review of boxes on reports to Executive Board. This remains an important matter for the Director of Children's Services, who will take the opportunity to consider this with the Executive Board Member and Corporate management team as soon as the recruitment process is completed and fully resourced.
- 3.7 The Council has moved to appoint two Executive Board Members with portfolios in Children's Services, who are supported by three Lead Members. It is believed that this is more than any other local authority in the UK. This gives children's and families' issues a strong voice at the highest decision-taking level.
- 3.8 As a result of the Corporate Parenting Action Plan approved by Executive Board in July 2006, each department of the Council has appointed a representative at senior management level, whose duty it is to ensure consideration of the impact of all council activity on children and young people, when any operational decision is taken. An example of where this is making a difference in practice is the discussions taking place between the Director of Children's Services and project managers leading the east and south-east Leeds regeneration project EASEL. These discussions will ensure the needs of children and young people are taken into account as plans are developed for major infrastructure improvements that will take place in the regeneration area.
- 3.9 Consultation with children, young people and their parents and carers is a central theme of the Children's Services approach in Leeds. The Children and Young People's Plan, published in July 2006, states 'We will develop stronger relationships with children and young people to ensure they participate and are involved in decisions that affect their lives. This will fundamentally alter the way we design

services, with children and young people actively engaged in commissioning services and service redesign'. It also states 'We will develop stronger arrangements for involving families, parents and carers, learning from their experiences in shaping priorities and service redesign. Children, young people and families will develop and manage their own futures, with children's services providing opportunities and support to make this happen.'

- 3.10 The Children and Young People's Plan will be reviewed during spring of 2007, arguably the most significant opportunity yet for children and families to influence their services through heightened involvement. It is also an opportunity for partners, Area Committees and elected members to have input into service redesign and a full consultation will be put under way, with a view to having the completed second edition of the Plan in place by May.
- 3.11 There is strong representation of children, young people, parents and carers on the Children Leeds Partnership and in particular the Open Forums. In December an Open Forum Participation event, designed and organised by children, young people and parents and carers was held. Participants included senior management from a wide variety of organisations involved in delivering children's services, including health, voluntary sector, education, social services, early years services, youth services, learning and leisure services and others. This event paves the way for the future design of services for children, young people and families to involve service users working with providers more closely and innovatively than ever before.
- 3.12 The Young People's Scrutiny Forum provides children and young people with a further voice and consists of representatives of the Leeds Youth Council and ROAR (Reach Out And Reconnect). For example, the Forum is currently conducting an inquiry into bus services in Leeds, how they impact on the lives of children and young people and how public transport services can be improved. The Young People's Scrutiny Forum is supported by the Children Leeds Partnership.
- 3.13 Blueprint (part of national VOICE) have begun working with Leeds Social Services to improve the participation of children and young people in key areas of their lives. The framework will include work which is currently undertaken by Leeds Children's Rights and the disabled children's participation worker.
- 3.14 The Director of Children's Services and her senior team appreciate the importance of keeping elected members informed of activity and during December visited all Area Committees and held members' seminars during November and December. Further seminars are planned for 2007.

#### **4.0 Children's trust arrangements**

- 4.1 The children's trust arrangements have been put in place to bring about improving outcomes for children and young people, and to ensure an impact assessment is made on all council activity to see how the lives of children and young people might be affected by decisions taken.
- 4.2 Director of Children's Services Unit – staffing update  
Executive Board approved the Council's children's trust arrangements at its meeting of September 2006, at the same time formally accepting the structure proposed for the Director of Children's Services Unit. In October, Personnel Panel gave approval

to proceed to appoint a number of new posts to take forward the work of the children's trust arrangements. These include leadership posts for Commissioning & Partnerships; Innovation & Change; Strategic Leadership; Partnership & Participation; Performance & Change; and Resources & Assets. There will in addition be five Locality Enablers and project, support and administrative posts. There will be a further senior post jointly funded with the Leeds PCT (see para 8.1 below).

4.3 Following two successful recruiting sessions on 20 November 2006, which resulted in applications from many well-qualified applicants, a selection process is under way and it is expected that all the posts will be filled and post holders in place by the end of March 2007. The first of the new roles to be filled is that of Deputy Director (Commissioning and Partnerships). Keith Burton, formerly Chief Learning Officer, has been able to take up his duties immediately.

#### 4.4 Open Forum

The Open Forum took the form of a series of meetings at six locations across the city during October and November. All were attended by the Lead Executive Member and Director of Children's Services, who both gave presentations, in addition to updates on the Universal Offer, Youth Matters, Children and Young People's Plan and developing the Children's Services workforce. The Open Forums have built on an earlier meeting in March and were complemented by that organised by parents and young people, (see para 3.7)

#### 4.5 Safeguarding Board

The board was established in April and complies with the relevant regulations and guidance which govern these new statutory bodies. The board has established a set of priorities for action which include domestic violence and drug and alcohol misuse among young people. Leeds is well prepared for the multi agency review process which will be required from 2008 following the death of a child. Leeds is also participating in three national research programmes on sexual abuse, child death reviews and the impact of substance misuse and parental mental health problems on their children. The recruitment process for the independent chair is underway, and the Safeguarding Manager has been appointed. A development day with a national expert on safeguarding was well attended, and began to work on shared performance objectives.

#### 4.6 Children Leeds Partnership

The first meeting of the Children Leeds Partnership took place on 3 November and was attended by around 40 partners from organisations as diverse as Leeds Voice, schools and colleges, Youth Offending Service, NHS, Education Leeds, Probation Service, parents and carers, the voluntary sector and Leeds Children's Fund (representing children and young people). The meeting was an enthusiastic exchange of ideas, showing that partners are sincere in their wish to work together in new ways to transform services for children and young people in Leeds. The next meeting is scheduled for 8 January and will focus on developing the partnership further at city and local level.

#### 4.7 Integrated Strategic Commissioning Board

The Integrated Strategic Commissioning Board (ISCB) met in October and December, when the Children Leeds Commissioning Strategy was developed. Under the terms of the Strategy, commissioning activity will support the concept that children and young people can access any needed services through universal



services and that specialist services are nested within universal services to the greatest extent possible.

4.8 The ISCB will approach commissioning in a systematic way, gradually building integrated strategic commissioning plans related to service pathway planning. The ISCB also recognises the need to build up preventive and early intervention services and the role that commissioning activity can play in this overall approach. It recognises the importance of service users being involved in creating commissioning models, in the commissioning process and in reviewing and changing existing services.

4.9 The arrangements need to provide a strong link to more local arrangements developing around clusters of schools, children's centres and post-14 local delivery partnerships. This commissioning strategy sees local commissioning activity as a key component in improving outcomes and integrating services at the front line. The ISCB recognizes the importance of the work of Budget Holding Lead Professionals in that respect.

4.10 The ISCB will use a full range of commissioning strategies including:

- Influencing
- Providing Incentives
- Contracting
- Purchasing
- Integrating
- Commissioning Partnerships

4.11 Hosting arrangements

The Integrated Strategic Commissioning Board recognises that some providers of services for children and young people are also commissioners of services in their own right. Examples of these provider / commissioners include Education Leeds, the Leeds PCT, Leeds Social Services, Youth Services and Early Years. These organisations are 'providers' from the perspective of the ISCB, but due to their scale and organisational processes are seen as 'commissioners' by others involved in meeting the needs of children and young people. They are of a size large enough to 'host' activities required to be brought within 'children's trust arrangements', but which should not be undertaken within the strategic Director of Children's Services Unit.

It is envisaged that this 'hosting' role will form a vital component of delivering the Children and Young People's Plan priorities and a protocol for the conduct of 'hosting' relations is being drawn up.

## **5.0 Performance management**

5.1 Annual Performance Assessment

All councils are assessed each year by inspectors from OfSTED and CSCI (Commission for Social Care Inspectorate). They make judgements against the five national outcomes for children and young people: being healthy, staying safe, enjoying and achieving, making a positive contribution, and achieving economic wellbeing. Judgements are on a scale of 1 to 4, where 1 is 'inadequate' and 4 is 'excellent or outstanding'.

- 5.2 Children's Services in Leeds are assessed as category 3, which is defined as 'good – a service that consistently delivers above minimum requirement for users'.
- 5.3 Joint Area Review  
From September 2005, separate inspections of different services for children and young people ceased. These included inspections of local education authorities, local authority social care functions for children and young people, Connexions Service, provision for students aged 14 – 19 and Children's Fund programmes.
- 5.4 These inspections have been replaced by a Joint Area Review (JAR) that will inspect and make judgements about the collective impact of local services for children and young people aged 0 – 19 years. The starting point for all Joint Area Reviews will be performance as set against the five outcomes of the Children Act 2004. It is important to note that services to be reviewed will include council services, health services, police, probation services, Connexions, the Learning and Skills Council and publicly-funded services provided by faith, community and voluntary organisations.
- 5.5 Joint Area Review inspectors will be in Leeds from 3 to 14 December 2007 and it is known that the JAR will focus on vulnerable children and corporate parenting. Good preparations are crucial in achieving a favourable outcome in JAR and these have been under way for some time, with a project plan being drawn up, to be in place by the end of January.
- 5.6 One of the first priorities to be adopted by Leeds in preparing for JAR is to use the inspection as an additional impetus for improving services, with a particular focus on weaknesses that have been highlighted in previous inspections, and on resolving shared issues where obstacles have been encountered.
- 5.7 As part of the JAR preparations, a review of the Children and Young People's Plan will be undertaken, to check on progress against targets and to consider whether the priorities identified in the plan need to be amended or enhanced.
- 5.8 Four main work areas have been identified:
- Inspection management - preparation for the JAR process, site visits etc;
  - Communications – with staff, partners, schools etc, including detailed briefings;
  - Service improvement – individual service improvement activity and integrated partnership improvement activity;
  - Completing the self-assessment and the review of the Children and Young People's Plan.
- 5.9 The JAR preparations will be project managed by the Director of Children's Services Unit, who will provide the overall lead and links to the share programme board for JAR and the overall Council Corporate Performance Assessment (CPA) inspection.
- 5.10 Elected Member input will be an important feature of the inspection, with inspectors likely to request interviews with councillors to measure the level of engagement with children's and young people's issues (probably including Scrutiny Board members). Members' seminars to make sure councillors are fully briefed are planned for 2007.

## 6 UPDATE ON SERVICE DEVELOPMENT

- 6.1 The following paragraphs are intended to give a flavour of some of the service developments that have taken place since the last report to scrutiny in October 2006. Although they are described under current service headings, many take the form of increasingly integrated services where two or more partners have joined together to bring about service improvement.

## 7 Developments in children's social care services

### 7.1 Residential care

As described in the previous report to Scrutiny Board (12 October 2006), a summary of the outcomes and recommendations of the completed Review of Residential Services was reported to – and accepted by – Executive Board in December 2006. This is already having a positive impact as the alterations made to the staffing structure have proved attractive to applicants for posts, and staffing levels are already improving (helped also by measures introduced to reduce levels of sickness absence). The progress toward a well qualified workforce continues through the NVQ programme.

- 7.2 The October 2006 Scrutiny report also described a bid for PFI funding to develop specialist residential facilities for children and young people with autism and challenging behaviour. We have recently learned that the proposal has been approved, so that work can now progress on spending £5 million at the Ridgeside site. When complete, this facility will provide an alternative to the need to use placements outside of Leeds and further reduce our already low dependence on such placements.

### 7.3 News from individual residential units

*Bodmin Road:* The two units (at numbers 2 and 4) have been combined into one and are now specialising in care for teenagers, thereby addressing an area of particular challenge for the department. The unit is also being supported by elected members in the development of a five-a-side football area.

- 7.4 *Squirrel Way:* Also on the football theme, Squirrel Way has been arranging matches against youth teams around the city. This has culminated in a special visit to Garforth Town FC.

- 7.5 In contrast to Bodmin Road, *Lutterell Crescent* specialises in the placement of younger children, often those of an age at which residential care is not the preferred option. There has been increasing success in enabling children to return home or move on to foster care.

- 7.6 Children and young people at *Inglewood* have raised a significant amount of money, which will be used to develop a playground.

### 7.7 The Contact Service

This service facilitates contact between parents and children, especially when the young people are the subjects of care proceedings in court. It is beneficial to have this provided independently of the Social Services Department and the contract recently changed hands, with the new provider being FCA (Foster Care Associates).

### 7.8 Neglect Conference

Continuing its commitment to research and development, Social Services held a successful and well-received conference on the subject of 'neglect' in December. It was again significantly oversubscribed, showing the high level of interest there is in an issue that is a major feature in many child protection cases. Due to this popular demand, the event will be run again in February 2007.

#### 7.9 Confirmation of appointments

Following restructure, the senior management team for children and families is now complete. Until recently Edwina Harrison (Chief Officer) and Tony Griffin (Head of Service Transformation) were the only substantive members of the team. John Colman, who had been acting into the position of Head of Service Delivery (Fieldwork), has been recently confirmed in post. Liz Shingler will take up the other Head of Service Delivery post on 15 January, joining Leeds from Bury to manage residential care, adoption and fostering. There are plans to integrate the management of resources and fieldwork in respect of services to disabled children, bringing them together under this single leadership.

7.10 The Head of Children's Commissioning is to be Mary Cousins, who will be returning to Leeds after most recently working on the development of the Children's Trust in York. She will join the department on 15 March.

7.11 We have also appointed the Safeguarding Board Manager. Bryan Gocke will be joining Leeds from the NCH where, as Assistant Director, he has been involved in the provision of services under contract to the Council. The most recent example of this has been the Family Support and Assessment service, based at the Broomhill Family Centre.

#### 7.12 The Director of Adult Social Services (DASS)

The appointment of the DASS is in the process of being confirmed. This is mentioned in this report because the new Director will arrive at a time when Social Services continues the separation of focus between Children's and Adults' Services. This will be a challenging process but one which will allow us to make the most of the new arrangements in the city to benefit those children most in need. In doing so it will be important not to lose the important ties we have with adult services. For example, children's welfare is often affected by the social care needs of their parents, and the transition to adulthood must be carefully managed, especially for children with disabilities.

### **8.0 Developments in Health Services**

#### 8.1 Children's and maternity planning and commissioning

The newly formed Leeds PCT has created a Director level post to lead on the planning and commissioning of children's and maternity services. This post is jointly accountable to the PCT and to the Director of Children's Services and signifies a formal NHS contribution to the Leeds children's trust arrangements.

8.2 The aims of the Leeds PCT children's and maternity planning and commissioning unit are:

- To create a high performing team to lead the planning and commissioning agenda for children's and maternity services;
- To maximise the benefits of the joint director post between Leeds PCT and Leeds City Council;

- To ensure that the planning and commissioning of children's and maternity health services is fully integrated within the wider commissioning functions and leadership of the PCT and Leeds children's trust arrangements;
- To ensure excellence and value for money in the provision and commissioning of children's and maternity services; and
- To ensure commissioned services are effective and realise real, measurable health benefits.

8.3 Work is currently under way to identify the scope of the business that will be managed within the children's and maternity planning and commissioning unit, the capacity required to undertake this successfully and the underpinning style and ethos. A programme plan has been drafted, which outlines priority areas for the coming year, taking its strategic focus from the Leeds Children and Young People's Plan and corporate PCT priorities.

#### 8.4 Key priorities for 2007 / 08

8.4.1 *Practice based commissioning* – Work will be taking place, as part of a Department of Health programme, to make effective operational and strategic connections between dual commissioning responsibilities of the children's trust arrangements and commissioning undertaken within practice based commissioning.

8.4.2 *Integrated commissioning within children's trust arrangements* – A key focus will be to ensure that robust governance, accountability and performance management arrangements are in place to support integrated commissioning as part of the PCT's contribution to the children's trust arrangements.

8.4.3 *Performance management* - To develop a performance management framework for children and maternity services, which includes robust outcome measures, in line with corporate processes and objectives. This will be key to demonstrating service improvement and in ensuring success in internal and external assessments, such as Joint Area Review and Standards for Better Health.

8.4.4 *Innovation and transformation programme* – The Leeds PCT will embark on a significant programme of service improvement and transformation in order to improve outcomes for children and families, to provide service excellence and value for money. This will involve service re-design and care pathway development, service reviews and strengthened service user / carer, clinical and professional engagement in service commissioning.

8.4.5 *Public health and health improvement programme* – Improving public health is a key PCT priority. All service development and commissioning activity will need to be underpinned by a robust evidence base, where available, with quantitative and qualitative measurements of impact on health gain and improvement. Consideration will be given to moving resources to make maximum health impact and help address health inequalities.

#### 8.5 Service priorities for 2007 / 08

- Obesity
- Teenage pregnancy
- Dental health
- School nursing
- Health visiting (DfES / DoH pilot)

- Secondary general paediatric outpatients
- Urgent care
- Immunisation
- Maternity services
- Paediatric MSK services
- Services and equipment for disabled children

## **9.0 Developments in Youth Service**

### **9.1 Youth Matters**

Royal Assent was given in November 2006 to the Education and Inspections Act. Clause 6 contains the legislation for implementation of 'Youth Matters'. Statutory guidance is due out shortly and will include duties related to youth work and information, advice and guidance. At the heart of Youth Matters is the preparation, delivery and public communication of a 'Youth Offer'. Scrutiny Board (Children's Services) has conducted a full, self-contained inquiry into this.

9.2 Leeds Youth Council has fully endorsed the further development of Leeds Breeze Card as an integral aspect of implementing 'Youth Matters'. Young people from the Youth Council and from Reach Out And Reconnect (ROAR) have now considered the first applications submitted by young people regarding the Youth Opportunity Fund and the Youth Capital Fund.

9.3 With specific reference to the Youth Service, the following highlights give a flavour of current developments:

- Large numbers of young people have participated in the very successful Corn Exchange Media Project;
- Herd Farm and LAZER Centres continue to provide experiences which are the envy of local authority services outside Leeds;
- Increasing numbers of young people are receiving accreditation as a result of their participation in youth work;
- In those areas of the city where mobile provision has been introduced there is clear evidence of increased contact with young people for whom no previous provision has been on offer;
- Partnership work with Leeds Youth Offending Service with Leeds Careers Guidance is developing well, building on formal partnership agreements and on joint planning sessions held between Service managers;
- The introduction of new pay and condition for youth workers does mean some restructuring of the Service will need to take place; and
- Leeds Youth Work Partnership continues to grow in terms of its remit and membership.

9.4 The next 12 months will see the Youth Service's future considered and shaped within the overall context of Youth Matters.

## 10.0 Early Years Service

### 10.1 Children's centres

Leeds has 24 children's centres open and designated across the city. Planning is well under way to develop a further 24 children's centres by April 2008, providing the full core offer of the children's centre programme to all Super Output Areas in the lowest 30%. All children's centres are part of clusters of extended schools. Education and childcare services in the second phase of the programme will be commissioned through the Sure Start Partnership to ensure a mixed economy is promoted.

10.2 The Early Years Service has worked with the new PCT to develop protocols for the phased refocus of Health Visiting and midwifery based around the children's centres.

10.3 A post in Education Leeds Governors' Unit has been funded by the Service to jointly develop some models of governance that will support schools developing children's centres and extended services. Government guidance is expected in the near future. It is hoped this early work will lay a sound foundation for supporting schools in developing the full core offer of the extended schools initiative

### 10.4 Sure start

The eight Sure Start local programmes in Leeds have agreed to transform their services into 7 Day Response Teams that will provide a menu of services to all children and families within the localities of the first phase of children's centres. Each programme has developed an extensive menu of services, which will be co-ordinated by the Early Years Service but delivered in partnership with the PCT, Barnardo's, Children's Society, South Leeds Health for All and Bramley Sure Start.

### 10.5 Family assessment

The Early Years Service has worked with the Social Services Department to develop a new joint approach to Family Assessment. The project was launched in November and the first assessments will be undertaken by the children's centres in January. It is hoped this will provide cost effective, efficient and sensitive family assessments in appropriate cases.

### 10.6 Pathfinder status

The Early Years Service has secured *Pathfinder status for the two-year-old attainment gap*. The service will identify 750 two-year-olds in localities of greatest disadvantage, who are at risk of not reaching their full potential. These children will be entitled to a free 7.5 hour session to promote early learning and development connected to a wider package of support for families. This programme will begin in January 2007.

10.7 The Early Years Service has secured *Pathfinder status for the development of the flexible offer for three- and four-year-old children*. The enhanced offer will provide fifteen hours of early education for children aged three and four which can be taken flexibly over three days. This will support families where parents are seeking to access training, volunteering opportunities or employment. The service has begun working with schools for the voluntary implementation of the scheme from April 2007.

- 10.8 The Director of Children's Services Unit, working with the Early Years Service and a multi agency group, has been successful in securing *Pathfinder status as part of the Budget Holding Lead Professional initiative*.
- 10.9 Each Sure Start local programme has developed a starter menu of opportunities that can be delivered to children and families as part of a rapid response to identified risk. The menu includes health and social care services and a range of frequently requested therapeutic and advice services. These services will form a platform for the Director of Children's Services Unit to seek further service refocus to more rapid, early response to need identified in our everyday contact with children and their families. The generic engagement and outreach teams are receiving training in the Common Assessment Framework (CAF) and solutions focused approaches. The Heads of Children's Centre Services have access to small budgets to support children and families with urgent support.
- 10.11 The project is linked to the roll out of the CAF but not constrained by that programme. The pathfinder is challenging practice and will generate lessons for the future development of preventive services and promote the low centre of gravity the Director of Children's Services Unit is seeking to achieve.

#### 10.12 Family Hub

The Children's Information Service (CIS) is working with the Director of Children's Services Unit and Children's Fund to extend and develop the Family Hub as part of the Parenting Strategy for Leeds. The CIS is working with Learning and Leisure and Education Leeds to develop common approaches to all information for children and parents.

### 11.0 **Youth Offending Service**

#### 11.1 Parenting Early Intervention Pathfinder: 'All Relative'

This project is designed to reach parents and carers of young people aged 8 – 13 who are at risk of offending. It is funded by DfES, project staff have been recruited and referral pathways established. A significant Webster-Stratton training programme is planned for early 2007 and the 16-week group work programmes for parents will begin in the February half term. The first roll-out will be in the east wedge, in conjunction with the Seacroft Parenting Academy at the East Leeds Family Learning Centre; in the north west in conjunction with the Child and Adolescent Mental Health Service at Little London Children's Centre; and in the west area in conjunction with the Intake High School BEST team and Whitecote Primary School.

### 12.0 **Education Leeds**

- 12.1 Education Leeds through its strategic plan is supporting schools to become brilliant learning places of the future, integral to the achievement of the five outcomes for children and young people. Central to this is promotion of the universal offer, shaping learning around the individual, creating new learning environments and the expansion of extended and integrated provision. Academic year results for 2005/06 show good overall progress both in general and especially with targeted work. However there are identified areas for development that particularly require partnership working, the dissemination of good practice and the specific direction of resources to the needs of particular individuals, cohorts or institutions.



## 12.2 Strategy and Priorities

Our strategy aims to support improvement across all of the outcomes of the Children and Young People's Plan. Our strategy goes beyond the traditional attainment targets to consider how learning takes place, and concentrates on the central role schools have for all aspects of children and young people's well being. Our strategy identifies the following priorities

- Building partnerships for transformation
- Personalisation and curriculum innovation
- Transformational leadership
- Revolutionising learning environments
- Championing the needs of those at risk of poor outcomes
- Nurturing learning communities
- Enhancing performance, improving resource management and building capacity

## 12.3 School Improvement

The implementation of the new School Improvement Policy from April 2006 has built on the progress made with previous policies to provide a framework for dynamic partnerships that respond to the particular needs of schools. Its impact has been evidenced through successful collaborative working between schools and partners and significantly, it has reduced the number of schools being at risk of poor OfSTED outcomes.

12.4 The OfSTED inspection framework that has been in place since September 2005 judges schools to be in one of four overall categories: outstanding, good, satisfactory or inadequate. For schools inspected in the academic year 2005-06 Leeds can be justifiably proud although not complacent of having more primary schools in the good and outstanding category (70%) than nationally (58%). Of the 44 Leeds primary schools inspected in this period only 3 were judged to be inadequate. Since September 2006 a further 24 primary schools have been inspected, with 3 judged to be outstanding, 11 good, 9 satisfactory and 1 inadequate and subject to special measures. The latter inspection is subject of a formal complaint to OfSTED because we believe it to be unjustified.

12.5 Since September 2005, there have been 29 inspections of high schools, PRUs and SILCs in Leeds. Thirteen have been judged as good, 13 as satisfactory and 3 have been given a "notice to improve," although again one of these is subject to an appeal. Nationally it is reported that one in eight schools is unsatisfactory which is slightly above the Leeds rate. It can be difficult to realistically trend inspection results, when the nature and criteria of inspection change.

## 12.6 2005-06 Key Stage Performance

Performance at Key Stage 2 in terms of level 4+ is constant at levels seen in 2004 and 2005. Statistical neighbour authorities have improved in the same time period, although national performance remains static. Standards at Key Stage 3 have improved notably and are at least equal to the average of statistical neighbours and within 2% of the national average in all core subjects. *This is the first time in nearly fifteen years that Leeds has reached this level.* Standards at Key Stage 4 have

continued to improve at 5A\*-C with over half of pupils now reaching this standard. However, standards at 5A\*-G and for students at risk of not gaining any qualifications are rising more slowly, this is a priority for improvement.

12.7 The attainment results for Looked After Children (LAC) were inconsistent. After rises in 2005 the performance of Looked After Children fell at Key Stage 2, 23% of pupils achieved level 4 or higher in both English and mathematics against a target of 39%. At key stage 3 the performance of Looked After Children has seen significant improvements in all three subjects, English, maths and science, with almost twice as many LAC achieving level 5 or better since 2004. At key stage 4 performance fell at 1+ A\*-G and at 5+ A\*-C with the 15% target not being achieved, although entry numbers and the 5+ A\*-G figures did improve. Statistics for achievement of LAC are notoriously volatile due to the relatively small numbers in the cohort. One or two individual disappointing results disproportionately affect the percentage. However, the reality is that such results are collections of individuals, and we are working hard to improve the results of all LAC.

## 12.8 Key achievements

- Improving behaviour and attendance and reducing unauthorised absence continue to be a key focus for Education Leeds. This is reflected in the Local Area Agreement and Local Public Service Agreement (LPSA) 2 targets.
- 2005/06 has been another successful year with permanent exclusions continuing to fall bringing the total reduction over the last two years to 49% equivalent to 81 fewer less exclusions. The close collaboration between schools and Education Leeds through the Area Management Boards (AMBs) has been instrumental in producing this positive outcome.
- There was limited improvement in fixed term exclusions. Future targets are therefore extremely challenging requiring a two-third reduction by 2007/08. This will necessitate building upon the successes achieved with permanent exclusions through targeted intervention and support to schools with high rates of fixed term exclusions.
- 2005/06 saw a decrease in both primary and secondary attendance, this is against a background of national decline in attendance and of local improvement over a number of years. The most significant feature was an increase in the level of authorised absence; in part this is attributable to national changes in the coding and recording of absence. In secondary schools the rates of unauthorised absence reduced in Leeds, greater than the national reduction and in the context of statistical neighbours increase.
- The reduction in unauthorised absence is evidence of the success of targeted programmes of support and intervention. Further evidence can be found in the work of the behaviour improvement programme. Education Leeds will continue to focus additional support on target schools and to help spread good practice to non-targeted schools.
- The Healthy Schools programme's application for Beacon Status has proceeded to the final stage with an assessment visit being made in December leading to an expected decision in March 2007.

- The partnership working between the Healthy Schools programme and the Youth on Health programme was recognized in the Making a Difference in Yorkshire and Humber awards for its work on engaging children and young people in work on the promotion of healthy lifestyles.
- Targets for extended schools are being met. Currently there are 23 clusters involving 113 schools and linked to 19 children's centres. Further guidance is being awaited from the Training and Development agency which will determine elements of the core offer.
- With the Parent Support Advisor Pilot (PSA) project 39 out of 40 advisors have now been recruited. The objectives of the PSA have been agreed with the DfES and the Leeds approach has been recognised as a model of good practice. Monitoring arrangements have been put into place to ensure that the PSAs are having the best possible impact on the outcomes for children and families.
- Education Leeds won the Education category in the nationally renowned Public Sector Power 100 awards for Team Excellence.
- The learning platform was piloted in 50 schools in the autumn term with further rollout planned for the rest of this year. This gives each pupil an electronic learning space accessible from both home and school.
- A strategy is being prepared for the effective use of computers for pupils. Options being considered focus on Looked After Children and other target populations and on community wide solutions supported by wireless technology.
- Terms of reference and governance arrangements are now secure for Area Management Boards to play an increased role in the alignment of locally available resources to targeted areas of need.
- There are now fewer community governor vacancies.
- School governors are now more representative of the Leeds community.
- We have a Children Missing Education policy and procedures in place since September 2006.

12.9 Education Leeds is proud of the achievements and progress made towards implementing the Children Act, and is working to improve areas of underachievement. The value of partnership and collaborative, multi-disciplinary working cannot be over estimated, and this is an area in which Leeds demonstrates excellence.

### **13.0 INTEGRATION ISSUES**

13.1 Many of the above developments are examples of where integration of services is leading to improvement. Listed below are a few of the developments where multi-faceted integration is leading to innovative services that are new to Leeds.

#### **13.2 Common Assessment Framework**

13.3 The Common Assessment Framework (CAF) was described in the report to the October 2006 Scrutiny Board, and in a Members' Seminar in November, as one of the key levers in integrating processes of assessment and information sharing across the children's and young people's workforce. Its roll-out was being piloted in

the west area of Leeds and provided a significant catalyst for changing service delivery, and learning where it is being used.

- 13.4 From January 2007, CAF will be rolled out beyond the west area to Super Output Areas in the south and east, to help meet the requirements of the Budget Holding Lead Professional (described in the report to October Scrutiny Board). This further roll-out will enable and support future development.

13.5 West Area Project

This was described in detail in the October report to Scrutiny, but continues to develop multi-agency working and developing local governance within the children's trust arrangements. Specific recent developments include further work to implement the priorities established within the West Implementation Plan, completion of a parent questionnaire, involvement in local service development initiatives to integrate services, contribution to work to develop and agree thresholds, establishing development capacity for Health into the project and undertaking the first set of interviews to evaluate the Project.

13.6 Parenting Strategy

A key priority for Leeds is to develop a coherent parenting strategy. Significant work is under way to improve parenting and family support within service areas, and increasingly, these items are linked to each other. However, we need an explicit strategy for Family Support and Parenting that can ensure we fulfill all our legislative requirements, achieve local priorities and make the most effective use of resources across the city. A process and timetable are now in place for concluding this important piece of work through the partnership in the city.

13.7 Anti-bullying strategy

A key priority within the 'be safe' outcome area is bullying, as this remains a big issue for children and young people. This is another area where substantial progress is being made through a number of initiatives, but one where we need to set out a clearer city-wide strategy within the coming months as a way of informing activity and resource allocation. Education Leeds launched anti-bullying week in November 2006, which also saw the launch of developing a city-wide strategy for this important area.

## 14.0 **RECOMMENDATIONS**

- 13.1 Members are asked to note progress towards achieving the targets as set out in the action plan for implementing the Children Act.
- 13.2 Members are asked to note the developments in services for children and young people in Leeds.

# APPENDIX 1

## Action Plan – Implementing the Children Act

Recommendation	Action taken/proposed	Responsibility	Timescale
<p><b>1. That the Chief Executive facilitates a review in order to identify the most appropriate local democratic arrangements for the discharge of the role of Lead Member for Children’s Services (Executive Member in Leeds), including any designated member support for the role, and any consequent implications for the Executive Board as a whole.</b></p>	<p>Proposals to be developed including</p> <ul style="list-style-type: none"> <li>• an explanation of the new arrangements under the officer delegation scheme and its interrelationship with the role of Executive Member</li> <li>• précis of legislative requirements and statutory guidance re role of Executive Member and any support Members</li> <li>• explanation of implications of individual Executive member decision making</li> <li>• consideration of available options and identification of preferred option</li> </ul>	<p>Chief Executive</p>	<p>Report to 6 April 2006 Scrutiny Board</p>
<p><b>2. That all elected Members are made aware of the outcome of the review requested in recommendation 1, well in advance of the Leader appointing the Executive Board for the new municipal year.</b></p>	<p>Members will be made aware via the report to Scrutiny Board referred to above.</p>	<p>Chief Executive</p>	<p>Report to 6 April 2006 Scrutiny Board</p>

Recommendation	Action taken/proposed	Responsibility	Timescale
<p><b>3. That the Head of Scrutiny and Member Development produce proposals for the future management of Scrutiny in relation to Children's Services, in order to address the Board's concerns about the workload implications caused by one Scrutiny Board having such a broad remit, whilst recognising the desirability of integrated scrutiny of the Children's Services domain.</b></p>	<p>Proposal at AGM of Council that Scrutiny Board (Children's Services) be re-established and that a report be brought to an early Scrutiny Board meeting with proposals re effective operational arrangements for the Board to ensure its broad remit is appropriately considered</p>	<p>Head of Scrutiny and Member Development</p>	<p>July 2006 cycle of Scrutiny Board</p>
<p><b>4. That the Director of Legal and Democratic Services develops criteria for determining whether member or officer representation (or both) is appropriate on external bodies and partnerships relevant to the Children's Services portfolio, taking account of models from elsewhere and also the constitutional arrangements for executive decision making.</b></p>	<p>Review current external bodies and partnerships re children's services involving Member/officer representation.</p> <p>Identify possible future external bodies/partnerships re children's services likely to require Member/officer representation</p> <p><b><u>Action update (July 2006)</u></b>  <b>The Director of Children's Services is continuing to work with the current partnership arrangements whilst this review work is undertaken (for</b></p>	<p>Director of Children's Services</p>	<p>Autumn 2006</p>

Recommendation	Action taken/proposed	Responsibility	Timescale
	<p>example, a successful half-day Open Forum with more than 400 people working in the city across a wide range of organisations) and continuing the city-wide CYPSP and district arrangements.</p> <p>The review work is under way and is expected to be concluded in the Autumn, as is the review of district arrangements for Children and Young People being undertaken within the Leeds Initiative.</p> <p><u>Action update (October 2006)</u> Children's trust arrangements were agreed at the Executive Board meeting of 20 September 2006, setting out membership of bodies at a city-wide level. Work is under way to look at the most effective way to organise district level arrangements and meetings. Part of this will be discussions with each Area Committee during the October and November meeting cycles.</p> <p><u>Action update (January 2007)</u> The Children Leeds Partnership</p>		<p>Winter 2006</p> <p>Ongoing</p>

Recommendation	Action taken/proposed	Responsibility	Timescale
	<p><b>is now established and meets on a six-week cycle.</b></p> <p><b>All Area Committees have been visited by a member of the Director of Children's Services senior team and discussions opened on involvement at locality level.</b></p> <p><b>Five Locality Enabler posts are currently being recruited (one or each of the five areas) and their role will be to fully develop locality working</b></p> <p>Identify possible options for Member involvement in Children's Services portfolio generally (eg Reg 33 etc)</p> <p>Identify models from elsewhere</p> <p>Draft report to set out proposed framework for Member involvement in Children's Services including section on implications of individual decision making by Executive Members</p>		Spring 2007



Recommendation	Action taken/proposed	Responsibility	Timescale
	<p><b><u>Action update (July 2006)</u></b>  <b>Executive Board will discuss the role of elected members as Corporate parents, including a Corporate Parenting Framework and Corporate Parenting Guarantee at the July meeting.</b></p> <p><b>During the Autumn, a series of members' Seminars has been planned (among other things) to cover the kinds of issues raised through the Scrutiny process.</b></p> <p><b><u>Action update (October 2006)</u></b>  <b>Executive Board approved the Corporate Parenting Framework at its July 2006 meeting. This included a Corporate parenting Guarantee and a Corporate Parenting Action Plan. This included specific arrangements for overview and monitoring of Corporate Parenting, including Regulation 33 matters.</b></p> <p><b>Ten Councillors have been recruited to lead on Corporate parenting and are to receive</b></p>		

Recommendation	Action taken/proposed	Responsibility	Timescale
	<p>training when the Total Respect programme is implemented.</p> <p>Two awareness-raising seminars have been held in July and September for elected members generally.</p> <p>An action plan to guide further activity has been drawn up and is monitored regularly by the Executive Member for Children's Services and the Multi-Agency Looked After Partnership (MALAP).</p> <p><u>Action update (January 2007)</u> The Corporate Carer's Group has now been recruited and meets regularly.</p> <p>Young people have been recruited to carry out the specialist training and are themselves undergoing training for this purpose. The member training sessions will take place in spring 2007.</p> <p>Monthly members' seminars were held during the autumn and winter of 2006 and dates for</p>		Ongoing

Recommendation	Action taken/proposed	Responsibility	Timescale
	<p>further seminars in 2007 have been set.</p> <p><b>Congratulatory cards and gift tokens, signed by the Children's Services Executive Board Members, have been sent to all young people gaining success in GCSE examinations.</b></p>		
<p><b>5. That the Director of Legal and Democratic Services ensures that awareness is raised with regards to the existing guidelines for the level of support that will be provided to Members representing the Council on external bodies and partnerships.</b></p>	<p>Review effectiveness of existing guidelines and include paragraph re monitoring of that support</p> <p>Upon appointment to an external body/partnership, the Member/officer will be provided with a copy of the guidelines and advised of the support provided.</p> <p><b><u>Action update</u></b> <b>Once roles are determined, then appropriate support will be given.</b></p>	<p>Head of Governance Services</p>	<p>Autumn 2006</p>

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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (Children's Services)**

**Date: 11 January 2007**

**Subject: Recruitment, Retention and Workload of Children's Social Workers**

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**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

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**1.0 Introduction**

- 1.1 During 2005/06, the Scrutiny Board (Children and Young People) carried out an inquiry into the recruitment, retention and workload of children's social workers. The board issued a final report in April 2006. A copy of the board's report is attached as Appendix 1.
- 1.2 In July 2006 Scrutiny Board (Children's Services) received the formal response from departments to the board's recommendations. On that occasion the board requested that a further update be provided in January 2007. This update has been received and is attached as Appendix 2.
- 1.3 Members are asked to consider the response provided, and to decide whether any further scrutiny involvement is required. In particular members are requested to consider the frequency of any future progress reports against the recommendations originally contained in the scrutiny board's report.
- 1.4 In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

**2.0 Recommendation**

- 2.1 Members are asked to consider the response provided and to decide whether further scrutiny involvement is required.





Report of  
Scrutiny Board  
(Children and Young People)

Recruitment, Retention and Workload  
of Children's Social Workers

**Date of Publication: April 2006**

## **SESSIONAL EVIDENCE**

### **Reports and Publications Submitted**

- Report of the Head of Scrutiny and Member Development – Draft Framework for Monitoring Support to Children in Care – November 2005
- Annual Performance Assessment (APA) Dataset for Leeds Children’s Services – Service Management extract
- Information provided by Social Services in response to issues raised in relation to Looked After children following the Scrutiny Board (Children and Young People) meeting on 27<sup>th</sup> September 2005
- Information circulated following the Members’ training session on Children’s Social Services – December 2005
- Report of the Director of Social Services to Scrutiny Board (Social Care) – December 2004 – Recruitment and Retention of Staff Inquiry
- Report of the Director of Social Services to Scrutiny Board (Social Care) – January 2005 - Recruitment and Retention of Staff Inquiry
- Report of the Director of Social Services to Scrutiny Board (Social Care) - February 2005 - Recruitment and Retention of Staff Inquiry
- Scrutiny Board (Social Care) Recruitment and Retention of Staff – Inquiry Report – May 2005
- Recruitment and Retention of Staff - Formal response from Social Services to Scrutiny Board (Health and Wellbeing) – July 2005
- Newham Council – Recruitment and Retention of Social Workers – Scrutiny Commission Report – July 2003
- Scrutiny Working Group on the Recruitment, Retention and Workload of Children’s Social Workers – Follow-up information

(copies of the written submissions are available on request from the Scrutiny Support Unit)

### **Witness Heard**

- Tony Griffin, Head of Community Services (Children), Social Services
- Peter Sowden, Head of Human Resources - Children’s Services, Social Services

### **Dates of Scrutiny**

- 17<sup>th</sup> November 2005 (Scrutiny Board)
- 12<sup>th</sup> January 2006 (Working Group)
- 30<sup>th</sup> January 2006 (Working Group)

### **Working Group Membership**

- Councillor Bale
- Councillor Selby
- Mr Gathercole



## **Report of Scrutiny Board (Children and Young People)**

### **Recruitment, Retention and Workload of Children's Social Workers**

#### **1.0 Introduction**

- 1.1 In the autumn of 2005, the Scrutiny Board (Children and Young People) completed an inquiry into services for Looked After Children, originally commissioned by the Scrutiny Board (Social Care). The scope of the original inquiry focused on children at risk of entering and being taken into the care system, as well as young people leaving care and being supported into independent living.
- 1.2 As a result of their involvement in completing this Inquiry, Members of the Scrutiny Board (Children and Young People) identified a need for ongoing monitoring of support to Looked After children as a key area of their work. They also highlighted a particular concern about the recruitment, retention and workload of children's social workers. This was in relation to children in public care, but also in relation to services aimed at avoiding children being taken into care in the first place.
- 1.3 Members wished to consider the staff resources available for preventative and child protection services, in order to ensure that the Council could fulfil its obligations and that an appropriate balance could be struck between prevention and intervention
- 1.4 It was agreed that detailed analysis of this issue would be carried out on the Board's behalf by a small working group, who would report their findings back to the full Board. It was agreed that the working group would look at information on recruitment, retention, pay and rewards, turnover, sickness, training, caseloads and associated issues. It would consider comparisons with other core cities but also with neighbouring authorities, due to the local competition for staff.
- 1.5 The working group met on two occasions during January 2006. In addition to the information listed above the working group considered the findings of an inquiry carried out during 2004/05 by the Scrutiny Board (Social Care) into the recruitment and retention of staff in Social Services generally, and the report of a scrutiny inquiry by Newham councillors on the recruitment and retention of social workers. The working group also considered information on the local market for agency social workers, as a competitor for staff, and the progress of the Workstream group in Social Services, set up specifically to address workforce issues.

#### **2.0 Scope of the Inquiry**

- 2.1 The purpose of the Inquiry was to make an assessment of, and where appropriate, make recommendations on, the staff resources available for preventative and child protection services, in order to ensure that the Council could fulfil its obligations and that an appropriate balance could be struck between prevention and intervention.

### 3.0 Summary of Evidence, Conclusions and Recommendations

- 3.1 In essence members of the working group defined their task as assessing the extent to which recruitment, retention and workload issues inhibited the authority's ability to identify and respond to children at risk.

#### Caseload

- 3.2 Members were informed that there were about 6,000 live 'cases' at any one time in relation to children and young people. Around 1,300 of these were children in care, with approximately a further 200 receiving respite care. About 300 children were on the Child Protection Register.
- 3.3 Given that those children taken into care should be considered to have been removed from the original risk to their wellbeing, in this piece of work the working group focused on the large majority of live cases which had not proceeded to this stage.
- 3.4 The group considered figures on the numbers of referrals received, and the relative numbers which progressed through each of the stages of assessment: Referral → Initial assessment → Core assessment → Care plan  
We were given figures for the numbers of referrals received from January to December 2005.

number of referrals	11,223	
number of initial assessments	5,317	47%
number going on to core assessment	960	9%
number going on to a care plan	401	4%
number where no further action was taken	136	1%

We were informed that in any given year up to 800 new cases were picked up and allocated to social workers.

#### Referrals

- 3.5 It was noted that referrals could come from many sources, triggered by concerns about a child's situation for many reasons. Many referrals were filtered out at the call centre stage, possibly through signposting to other services. An initial assessment would then seek to establish whether the referral should trigger further action from a social services perspective of diagnosing a child's needs. This initial assessment needed to be done within 7 days, although in the most urgent cases, it might actually be done within a matter of minutes.
- 3.6 We discussed the need for other professionals, for example in schools and health services, to have a basic understanding of the triggers and thresholds which would indicate the appropriateness of social services input to meet children's needs.
- 3.7 The new children's services arrangements, and in particular the Common Assessment Framework, should particularly assist with this, along with the common

core of skills being developed for all staff working in this area. It was also noted that it would be part of the remit of the new Local Safeguarding Children Boards to promote understanding among all relevant professionals of triggers for concern about potential neglect or abuse of children.

- 3.8 A better understanding should help other professionals to better assess for themselves when a social services referral was, and was not, appropriate, hopefully making more effective use of social services resources. However we were assured that the need to protect those at real risk was paramount in any professional judgement of this nature, and that this would and must take precedence over any degrees of tension or disagreement within and between professions about such issues.
- 3.9 Members were also assured, in response to anecdotal evidence that those referring concerns to social services sometimes complained to elected Members that nothing seemed to have happened, that the service does need to be able to demonstrate that a positive decision has been taken in each case referred, even if that decision is that no further action is appropriate.
- 3.10 In some instances no social services input would be deemed necessary. However, this did not rule out the appropriateness of support from other children's services in all cases.
- 3.11 We also sought reassurance that there was consistency across the city in terms of the benchmark trigger levels for intervention, and the expectations of 'normal' family life and parenting skills.

### **Staffing Levels**

- 3.12 We asked about the adequacy of staffing levels to ensure that children in Leeds received the protection they required. Our discussion took account of concerns expressed during our scrutiny inquiry on Looked After Children, and also acknowledged that there were national issues about the recruitment and numbers of qualified social workers. The background reports gave a detailed analysis of the reasons for this, and recruitment and retention strategies adopted in response.
- 3.13 Officers told us that their professional analysis led them to believe that the number of allocated social work and associated posts in Leeds was about right. However there had been a vacancy rate of around 10 - 15% in the recent past, and it was here that the challenges lay.
- 3.14 We heard about the strategies adopted to address this vacancy problem, both in the short-term to manage caseloads, and also in the longer-term to try and establish a stable workforce. In particular we heard how the following strategies were being successfully applied as part of a concerted plan:
- The allocation of resources between areas and specialist/front-line work:
  - The skills mix of Social Workers and Social Work Assistants, to maximise the use of professional Social Worker resources;
  - The use of bursary and training schemes to increase the local pool of qualified staff.

- 3.15 We also noted that in some cases, staff originally employed on part-time hours were working full-time on a temporary basis to cover vacant posts.
- 3.16 We noted that the department had been particularly successful in attracting good candidates to Social Work Assistant posts, and that they would then often sponsor such staff to go on to become fully qualified. This was a positive retention measure, and could be particularly attractive to local people with a commitment to the area.
- 3.17 We acknowledged that Leeds could also be an attractive location for young people entering social work to choose to come to, although the rates of attrition varied between different areas of the city. We were informed that there was currently no provision for key worker housing in Leeds, and it was not known whether local house prices were a particular factor impacting on recruitment and retention in this field of work.
- 3.18 We also asked about the impact of caseloads, for example whether lower vacancy levels created lower actual caseloads, and a virtuous circle in terms of stress levels for staff. We heard anecdotal evidence that this was not necessarily the case, in that officers were able to tell us of at least three staff who had recently left the authority only to return when they found that the grass was not greener elsewhere.
- 3.19 It was however noted that Leeds salaries were comparable to or slightly higher than other authorities in West Yorkshire. For example salary rates were the same as in Bradford, the entry level salary was higher than Wakefield or Kirklees, and the maximum salary point was 4 scale points higher than Wakefield, Kirklees and Calderdale. In relation to core cities, social workers in Leeds were paid more than those in Birmingham, Sheffield or Newcastle. Although the starting salaries in Manchester and Bristol were higher, the maximum salary point was lower.
- 3.20 We acknowledged that a good deal of progress had been made by the department in adopting a longer-term approach to tackling vacancies. In fact we were told that it was anticipated that the current cohort of bursary students and trainee Social Workers would fill the bulk of the current vacancies during the course of this year. It would then be a case of maintaining consistent staffing levels through the continued application of the current strategies.

### **Attendance Management**

- 3.21 We were aware that Overview and Scrutiny Committee were conducting a major inquiry on attendance management, covering the whole council, and therefore we did not discuss this in any depth during this piece of work.

### **CRB Checks**

- 3.22 Officers informed us that the department had overcome most of the problems arising from delays in obtaining Criminal Records Bureau (CRB) clearance for new employees. It was now taking an average of just under three weeks for checks to be completed. In addition, the department was now issuing the forms to candidates at interview, which saved about two weeks in the recruitment process. The department kept in touch with successful candidates whilst awaiting clearance, to minimise the risk of them taking up any alternative offer of employment. We learned that this was

one of a number of actions being taken by the department to try and reduce the time taken to recruit staff, and consequently to reduce the risk that the most worthwhile candidates would find jobs elsewhere whilst awaiting confirmation of appointment from Leeds.

- 3.23 We asked whether there was any preparatory work, not involving contact with children, that people could be undertaking whilst clearance was awaited. For example we had heard previously how the youth service used this period for induction work.

### **Recommendation 1**

**That the Director of Social Services considers adopting similar practices to those introduced by the Youth Service to carry out induction programmes whilst awaiting CRB clearance.**

### **Agency Staffing**

- 3.24 We also asked about the use of agency staffing to cover for vacancies. We learned that this was a particular area where progress had been made, and that as a result of the new strategies listed above the department had been able to move away from the levels of dependency on agencies that had existed a couple of years previously. Agencies were still used, but to a much lesser extent.
- 3.25 The Council had recently awarded a new contract for agency staff, having gone through a procurement process. The new framework contract included five approved agencies which managers could approach to provide cover. We noted that under the contract, the council did not have to pay an introduction fee if staff from an agency were subsequently recruited.
- 3.26 Officers provided some detailed information on the pay and benefits offered by the various agencies, and we noted that as a rule staff were not being paid higher rates than council staff. We recognised that some people would choose to work for an agency for example if they wanted to work specific hours or only for part of a year. Others might sign on with an agency to try working for a number of different employers before seeking permanent employment.
- 3.27 However, we also noted that the council was looking to develop a corporate package of fringe benefits for staff as part of the People Strategy, which would provide similar incentives to some of the fringe benefits offered by some agencies. In addition the various flexible working packages were available for staff who wished to work reduced hours, although this tended to be a reactive process, rather than being actively promoted as an option.

### **Skills Mix**

- 3.28 We discussed in more detail how the department was adopting new methods of organising the work in order to make the most effective use of staffing. For example, whilst it was necessary for a Care Plan to be defined by a Social Worker, and for key decisions to be taken by them, much of the work towards targets within a Care Plan could be undertaken by Social Work Assistants. Employing more Social Work Assistants relied on good management of those staff, but enabled the department to

respond more flexibly to the current shortage of qualified Social Work staff (and also to cover for sickness absences) by focusing their work on core tasks. In a number of cases Social Work Assistants were undergoing professional training and going on to be promoted internally to Social Work posts once they qualified. However, there were also staff who were happy to continue at Assistant level.

- 3.29 We heard about proposals to create senior practitioner roles, which would recognise greater levels of experience, and involve more experienced staff in some supervision and mentoring of unqualified staff. This approach would enable the service to develop and reward experience without creating extra layers of hierarchy, as these staff would not be managers.
- 3.30 We also discussed the use of other providers including the voluntary and community sector to provide some services and specialised activities where appropriate. There were many other staff involved in supportive and preventative work, such as children's centres. All of these contributed to the wellbeing of children and families, enabling Social Work professionals to focus on the key safeguarding and associated specialist roles.
- 3.31 It was suggested that there might be scope to explore opportunities for staff to rotate between different jobs, or possibly even to develop secondments between sectors, particularly in order to help to manage the stress levels associated with some of the most intensive assessment roles, but also to develop the skills of individuals and generate better understanding of different roles. It was noted that there was no policy as such, but there were instances where individual requests had been agreed.

### **Recommendation 2**

**That the Director of Social Services considers the potential for developing job rotation and secondment opportunities.**

### **Impact of the Children Act**

- 3.32 The common core of skills which would apply in future to staff working in children's services should make it easier for people to move between different roles in the future. In the meantime the Common Assessment Framework and the assigning of a lead professional (not necessarily from Social Services) to each case was being piloted in the West of the city, prior to being implemented city-wide. (However, we noted that Social Workers would still be the lead professionals for all Looked After Children and children on the Child Protection Register.)
- 3.33 These new ways of working, along with the development of more multi-agency networks and co-located services, would lead to cases being managed very differently in future to current practice. Officers told us that, in tandem with the strategies currently bearing fruit of 'growing our own' staff and initiatives to increase the number of Social Work trainees, these developments provided a genuine and realistic light at the end of the tunnel.
- 3.34 We were also told that the department had recently restructured to create new posts of Head of Service Delivery and Head of Service Improvement, for both adult and children's services. The latter posts would focus on key projects including the skills mix and deployment of staff, as this was still seen as a priority area for the

department. In the case of children’s services this would clearly link into the development of the children’s workforce strategy for Leeds.

**Case management**

- 3.35 We asked about what happened with the cases of families that moved around the city, or where children were cared for by one parent or the other at different times. We were informed that family mobility did not automatically lead to a case being transferred between staff in different areas of the city. This was also one instance of the size of Leeds being an advantage, as families often moved within the city rather than to other authorities. It was therefore easier to keep track of them and there was less chance of families ‘falling through the net’ than when they moved to another authority.
- 3.36 The usual criteria for assigning a case to a particular area office was on the basis of the address where the child was ‘normally resident’, but cases were not automatically transferred when a family moved. However, it was acknowledged that there were times when there could be quite lengthy discussion between area managers to agree whether a particular case should transfer or not, as this had an impact on the overall workload of a particular area team.
- 3.37 We also noted that there had been no noticeable impact on case referral rates from the introduction of the Sure Start programmes, which focused on early intervention and support to families. Two possible reasons for this were put forward: that the time lag in seeing the benefits of the programmes was not yet being felt in terms of numbers of children referred to social services; and that in fact more cases requiring social services intervention were now being spotted at an earlier stage. We also heard how drug use among parents was increasingly a factor leading to children being referred to Social Services.
- 3.38 A further issue raised in relation to case management was a perception from Social Services that the court system had a tendency to apply more stringent standards when asked to discharge a care order and return a child to its family than when originally invoking such an order. This conservative approach was possibly leading to some children staying in local authority care longer than necessary.

**Recommendation 3**

**That the Director of Children’s Services, in consultation with the Director of Legal and Democratic Services, considers how to appropriately challenge the unnecessary prolonging of care orders.**

- 3.39 In summary, we were satisfied that the Social Services Department was treating the issue of the recruitment, retention and workload of children’s social workers as a priority area, and had sensible strategies in place to seek to address the shortfall in social work staff over the medium term.

**Report Agreed by the Board on 26 April 2006**

.....

**Signed by the Chair of Scrutiny Board  
(Children and Young People)**

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**Report of the Scrutiny Board (Children and Young People)**  
**Recruitment, Retention and Workload of Children's Social Workers**

**Proposed Action Plan**

Recommendation	Action taken/proposed	Responsibility	Timescale
<p><b>Recommendation 1.</b>  <b>That the Chief Social Services Officer considers adopting similar practices to those introduced by the Youth Service to carry out induction programmes whilst awaiting CRB clearance.</b></p>	<p>It is considered that this practice could not be applied for the benefit of Children's Social Worker recruitment for several reasons:</p> <ol style="list-style-type: none"> <li>1. Applicants are drawn from a wide geographical area.</li> <li>2. The service is provided during normal office hours and applicants are usually in employment and therefore would not be able to attend sessions during coinciding periods.</li> <li>3. Applicants are usually subject to giving notice following receipt of a formal offer of employment.</li> </ol> <p>However the department feels that the recent practices that have already been put in place to keep applicants interested and engaged in the recruitment process should be further developed.</p>	<p>Peter Varley –  Senior Human  Resources  Manager</p>	

Further developments have been introduced into the recruitment process and updated as follows:-

1. Improved communication between HR/Service Area Managers and recommended candidates on the progress of the various parts of the vetting process.

**Additional regular telephone and e-mail contacts are now taking place between HR and Recruitment Service, Candidates and the Key Recruiter and Service Delivery Manager to whom the allocated recommended candidate has been assigned to update them on the progress of pre-employment checks to maintain a dialogue between all parties involved.**

2. HR to assess starting salaries in parallel to the other stages in the recruitment process to minimise potential disputes with recommended candidates following them receiving the formal offer of employment letter which is the final part in the process. This assessment will incorporate the already introduced increased flexibility around consideration of a candidate's experience, roles and salary with other organisations.

**As soon as details of a recommended candidate are received by HR (and prior to commencement of pre-employment checks), HR officers make an initial assessment of the proposed salary, taking into consideration relevant factors such as post-qualification experience/training and scope/salary of previous posts held.**

	<p>3. Within 5 working days of receipt of recommended candidates, HR should send each candidate a training pack highlighting the training and development programme for the first year.</p> <p><b>Subject to the completion of pre-employment checks, HR send out (within 5 working days), with the offer of employment, a letter on behalf of the Employee Development Section which gives information on a range of post-employment learning activities/courses which are accessible through the supervision and appraisal process. This is in accordance with the requirements of an accredited Investor in People organisation and includes the mandatory Social Worker induction programme designed in conjunction with the Children’s Workforce Development Council Standards.</b></p> <p>4. HR to prepare offer of employment letters in advance. This will ensure that on the day of completion of all vetting processes and other checks it will be available for despatch on the same day.</p> <p><b>Once a proposed salary level is made and pre-employment checks are put into progress, draft appointment letters are prepared ready to be printed off once confirmation is received that all pre-employment checks have been satisfactorily completed.</b></p> <p>5. Upon receipt of acceptance of post and confirmation of start date, send Training and Development information letter explaining training dates and programmes.</p>		
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**When the signed employee acceptance form is returned to HR with a proposed employment commencement date, the new employees' details are sent to the Employee Development Unit who then make contact with the new employee and arrange Induction Training.**

Update on Average Time Taken to Appoint to SW Posts

In the original report, an average appointment time of 13 weeks was given from the date an advert appeared until the letter of appointment was sent out.

The average appointment time has been calculated for the latest period April to September 2006, and gives a result of 6.5 weeks. It should be noted that during this period no formal external advertisements were placed as recently qualified Bursary and Seconded DIPSWA training employees were being allocated to vacant SW posts. The 4 Social Workers externally recruited during this period were via the open Social Worker advertisement on the LCC website, and, consequently, the 6.5 week figure would not include the 2 week advertising period.

This still gives an average appointment time of 8.5 weeks per preferred candidate.

PV 04/12/2006

<p><b>Recommendation 2. That the Chief Social Services Officer considers the potential for developing job rotation and secondment opportunities.</b></p>	<p>The work on the structure and nature of social work teams is continuing as part of the department's Transformation Programme. In particular we are researching the levels of need across the city in order to determine what the correct distribution of resources should be. This is difficult work that needs to be carried out carefully if we are to deal equitably with the demand from families in need. This is likely to take several more months to complete. The implementation of the outcome will provide the major opportunity for staff distribution.</p> <p>However, at each stage of change, we are looking at the prospects for staff rotation and there have recently been – or are about to be – changes in a number of teams where such opportunities are being considered and, if appropriate, will be offered. These include Pathway Planning, the Asylum Team, child Protection and Disabled Children's Teams. Meanwhile, requests by individuals are also carefully considered and will be supported if they aid the retention and development of staff members.</p>	<p>Tony Griffin – Head of Children's Service Transformation</p>	
<p><b>Recommendation 3. That the Director of Children's Services, in conjunction with the Director of Legal Services, considers how to appropriately challenge the unnecessary prolonging of care orders.</b></p>	<p>How to appropriately challenge the unnecessary prolongation of Care Orders.</p> <p>The need to restrict both the making of care orders and their unnecessary prolongation has remained high on our agenda when meeting with CAFCASS and the Legal Section.</p> <p>We have fixed the date – within six months – and the agenda for three joint multi-agency seminars which will</p>	<p>Tony Griffin – Head of Children's Service Transformation</p> <p>John Colman – Head of Service Delivery</p>	

	<p>cover issues of best practice in care proceedings. These will provide a further opportunity to examine thresholds for both the making and discharging of orders. Current evidence suggests that the number of Care Orders both requested and made is down compared with last year. The number of Suspension Orders has remained constant. In addition, we have been successful in obtaining ten Special Guardianship Orders on children who would otherwise remain in care as long term foster children.</p>		
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Originator: Kate Arscott

Tel: 247 4189

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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (Children's Services)**

**Date: 11 January 2007**

**Subject: The implications of Trust Schools for the Local Authority**

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**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

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**1.0 Introduction**

- 1.1 At the board's December meeting, members agreed to carry out an inquiry into the implications for Leeds City Council of the new legislation relating to Trust Schools.
- 1.2 Draft terms of reference have been attached for members' consideration.

**2.0 Views of the director and executive member**

- 2.1 The Scrutiny Board Procedure Rules Guidance Notes also require that, before embarking on an inquiry, the board seeks and considers the views of the relevant director and executive member. These views will need to be incorporated into the terms of reference.

**3.0 Recommendation**

- 3.1 The board is requested to agree the terms of reference for the inquiry.

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**Scrutiny Board (Children's Services) Inquiry****The Implications of Trust Schools for the Local Authority****Draft Terms of reference****1.0 Introduction**

- 1.1 The Education and Inspections Bill, which is expected to come into force in the summer of 2007, will enable schools to become Trust schools.
- 1.2 According to the DfES:  
*"Trusts offer schools greater opportunity to secure the support of partners to strengthen their leadership and to develop their own ethos. In doing so, they will build diversity in the school system."*
- 1.3 In September 2006 the government announced 28 pathfinder projects to develop and refine ideas about how Trust arrangements could work for individual schools. A number of different models are envisaged.
- 1.4 Garforth Community College in Leeds, in partnership with Trinity and All Saints Higher Education College, is one of the national pathfinders.
- 1.5 At this stage, it is too early to know how many other schools may wish to explore Trust status in the short to medium term. Many rumours are circulating already. Whatever the situation, the council will still be seeking to provide locally integrated services to children and young people, and needs to understand the implications of Trust status for this obligation.
- 1.6 At this early stage in the development of the Trusts schools concept, the Scrutiny Board (Children's Services) felt it would be timely to look at the implications of Trust schools for Leeds as a Children's Services Authority, to ensure that we can be proactive in responding to the opportunities and any concerns associated with this potentially hugely significant change.
- 1.7 The board hopes that this inquiry will assist the council in preparing for the impact of the introduction of Trust Schools in the summer of 2007.

**2.0 Scope of the inquiry**

- 2.1 The purpose of the inquiry is to make an assessment of, and where appropriate make recommendations on, the following areas:
- The developing arrangements for Trust Schools
  - The potential impact in Leeds
  - Ways in which Trust Schools can help deliver the universal and targeted elements of children's services provision

**3.0 Comments of the relevant director and executive member**

3.1 In line with scrutiny board procedure rule 11.4 the views of the relevant director and executive member have been sought and have been incorporated where appropriate into these terms of reference. Full details are available on request from the scrutiny support unit.

**4.0 Timetable for the inquiry**

4.1 It is envisaged that the inquiry will take place over two sessions. The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

4.2 The length of the inquiry is subject to change in the light of emerging evidence.

**5.0 Submission of evidence**

5.1 The organisation of evidence between the two sessions will be partly dependent on the availability of external witnesses.

**5.2 Session One – 8<sup>th</sup> February 2007**

To consider general background information on:

- The government's Trust Schools proposals
- Work being undertaken by Education Leeds in response to the proposals
- Any intelligence on the number of schools in Leeds that may be actively considering Trust status

**5.3 Session One or Two (dependent on witness availability)**

To consider information on

- The Schools Commissioner's views on developments in Leeds
- The Garforth Community College/Trinity and All Saints College pathfinder project
- The David Young Academy as an example of alternative provision
- The views of Children Leeds on the impact of trust schools for the children's services authority and partnership working
- The initial views of trade unions on the implications of Trust Schools for employees

**5.4 Session Two – 8<sup>th</sup> March 2007**

To consider the board's emerging conclusions and recommendations

**6.0 Witnesses**

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- The Schools Commissioner
- Education Leeds
- Headteacher and Chair of Governors of Garforth Community College
- Trinity and All Saints College
- Director of Children's Services
- Principal of David Young Academy
- Joint Consultative Committee representative

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Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 11 January 2007

Subject: Work Programme

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 Introduction

- 1.1 A copy of the board's latest work programme is attached for members' consideration (appendix 1).

The programme reflects decisions made at the board's December meeting.

### 2.0 Work programming

- 2.1 Attached to this report are the current Forward Plan of Key Decisions (appendix 2) and the minutes of the council's Executive Board meeting held on 13<sup>th</sup> December (appendix 3), which will give members an overview of current activity within the board's portfolio area.

### 3.0 Recommendation

- 3.1 The Board is requested to agree the attached work programme subject to any decisions made at today's meeting.

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Item	Description	Notes
<b>Meeting date: 11<sup>th</sup> January 2007 - The deadline for reports for this meeting is 10.00am on Thursday 28<sup>th</sup> December</b>		
<b>Overview meeting</b>	At this meeting the board will consider progress reports on a number of initiatives and services including the following: <ul style="list-style-type: none"> <li>• Children Act</li> <li>• Recruitment and Retention of Children's Social Workers</li> <li>• Library charges</li> </ul>	The board agreed to take this approach in June 2006, as a way of maintaining an overview across its portfolio. The approach was trialed at the board's October meeting and on review it was decided to repeat it at this meeting
<b>The implications of Trust Schools for the Local Authority</b>	To agree the terms of reference for the board's third inquiry of 2006/07	The topic for this inquiry was agreed at the board's meeting in December 2006
<b>Meeting date: 8<sup>th</sup> February 2007 - The deadline for reports for this meeting is 10.00am on Tuesday 23<sup>rd</sup> January</b>		
<b>Inquiry Reports – Adoption and Youth Services</b>	To agree the board's final inquiry reports into adoption and youth services	
<b>The implications of Trust Schools for the Local Authority</b>	To receive evidence as Session one of the board's inquiry	The board is due to agree the terms of reference for this inquiry at its January meeting
<b>Performance Management</b>	To receive performance information in relation to the board's portfolio	The board will be provided with a third quarter performance report for 2006/07
<b>Annual Education Standards Report</b>	To consider the annual report to Executive Board on Ofsted inspections and the progress of schools causing concern	The board agreed in December 2006 that it would use this report as a trigger for further debate on secondary achievement performance

Item	Description	Notes
<b>Meeting date: 8<sup>th</sup> March 2007 - The deadline for reports for this meeting is 10.00am on Tuesday 20<sup>th</sup> February</b>		
<b>Children and Young People Plan</b>	To discuss a final draft of the plan	This plan is part of the council's budget and policy framework
<b>The implications of Trust Schools for the Local Authority</b>	To receive evidence as Session two of the board's inquiry	The board is due to agree the terms of reference for this inquiry at its January meeting
<b>Meeting date: 19<sup>th</sup> April 2007 - The deadline for reports for this meeting is 10.00am on Tuesday 3<sup>rd</sup> April</b>		
<b>Adoption</b>	To receive the formal response of the Social Services department to the board's inquiry report on Adoption	The board agreed the terms of reference for this inquiry at its July meeting
<b>Youth Services</b>	To receive a formal response to the board's final inquiry report into Youth Services	The board agreed the terms of reference for this inquiry at its September meeting
<b>Annual Report</b>	To agree the board's contribution to the annual scrutiny report	
<b>Children Act</b>	To receive an update on the implementation of the Children Act 2004 in Leeds	This is a regular update
<b>Young People's Scrutiny Forum</b>	To receive the forum's final inquiry report	The Young People's Scrutiny Forum is carrying out an inquiry on bus use by young people in Leeds
<b>Unscheduled: - The following item is currently unscheduled</b>		
<b>Specialist Inclusive Learning Centres (SILCs)</b>	To receive a further update on progress in implementing the board's recommendations arising from their inquiry on the SILCs	The board received a full response to its recommendations in July 2006, and set up a working group to monitor progress



LEEDS CITY COUNCILFORWARD PLAN OF KEY DECISIONSEXTRACT RELATING TO THE SCRUTINY BOARD (CHILDREN'S SERVICES)

For the period 1 January 2007 to 30 April 2007

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made)
Great Preston Primary School To approve the proposed scheme to rationalise the existing school buildings onto one site.	Executive Board (Portfolio: Children's Services)	24/1/07		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Performance against 2006 Strategic Incentive Performance Targets To consider a report on the performance against the targets for the period 1/9/2005 to 31/8/2006	Executive Board (Portfolio: Children's Services)	24/1/07	To include a panel of Headteachers and Governors	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made)
<p>East Garforth Primary School</p> <p>To seek approval to the ring fencing of a capital receipt generated from the sale of an area of surplus school land. Approval will also be sought to inject the capital receipt into the capital programme and to incur expenditure in respect of the construction of a new nursery, changing rooms, and an office link between the existing school buildings, and to carry out improvements to the school playing fields at East Garforth Primary School.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>9/2/07</p>	<p>Consultation ongoing with DfES</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>
<p>Schools Capital Investment Partnership 2007/2008</p> <p>Approval to carry out works and incur expenditure in respect of the 2007/2008 Schools Capital Investment Partnership Programme</p>	<p>Executive Board (Portfolio: Children's services)</p>	<p>9/2/07</p>		<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £500,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

### **Executive Board Portfolios**

### **Executive Member**

Central and Corporate

Councillor Mark Harris

Development

Councillor Andrew Carter

City Services

Councillor Steve Smith

Neighbourhoods and Housing

Councillor John Leslie Carter

Leisure

Councillor John Procter

Children's Services (Lead)

Councillor Richard Brett

Children's Services (Support)

Councillor Richard Harker

Adult Health and Social Care

Councillor Peter Harrand

Customer Services

Councillor David Blackburn

Leader of the Labour Group

Councillor Keith Wakefield

Advisory Member

Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

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## EXECUTIVE BOARD

WEDNESDAY, 13TH DECEMBER, 2006

**PRESENT:** Councillor A Carter in the Chair

Councillors D Blackburn, J L Carter,  
R Harker, P Harrand, M Harris, J Procter,  
S Smith, K Wakefield and J Blake

Councillor J Blake – Non Voting Advisory Member

### 115 Exclusion of Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of the exempt information so designated as follows:

- (a) The appendix to the report referred to in minute 127 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to prejudice the commercial interests of the Council.
- (b) The appendix to the report referred to in minute 131 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, by reason that it contains commercially sensitive information about consortia involved in a competitive procurement.
- (c) The appendix to the report referred to in minute 134 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that the continued operation of the organisation which provides a valuable service to the community, could be put at risk.
- (d) The appendix to the report referred to in minute 137 on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to prejudice the commercial interests of the Council in any negotiations with operators, developers and funders of the proposed arena development.
- (e) The appendix to the report referred to in minute 140 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that it contains commercially sensitive information which, if disclosed, could be prejudicial to negotiations in respect of the disposal of these assets.

## 116 Late Items

There were no late items but the Chair did refer to supplementary information provided since the despatch of the agenda as follows:

- Minute 137 - A summary of the outcome of consultations on the key findings and recommendations contained in the PMP consultants report.
- Minute 138 - A supplementary report on a minor amendment to the Local Development Framework Annual Monitoring Report.
- Minutes 137 & 140 - A supplementary report on the public interest test to be applied to the exempt appendices.
- Minute 140 - A decision of the NW (Inner) Area Committee taken on 7<sup>th</sup> December 2006 and relevant to this matter.

## 117 Declaration of Interests

Councillor Harris declared personal and prejudicial interests in the item relating to the Cemeteries and Crematoria Strategy (minute 128) in relation to Jewish community interests in this matter and the proposed multi purpose arena development (Minute 137) in relation to his personal commercial activities.

Councillors Blake and Harrand declared personal interests in the item relating to Making Leeds Better (Minute 129) as members of the Making Leeds Better project board.

## 118 Minutes

**RESOLVED** – That the minutes of the meeting held on 15<sup>th</sup> November 2006 be approved.

## NEIGHBOURHOODS AND HOUSING

### 119 The Future of Arms Length Management Organisations in Leeds

The Director of Neighbourhoods and Housing submitted a report providing feedback on the proposals for Area Panels as discussed at Executive Board in October 2006 and presenting proposals for the relationship between the new ALMOs and the existing ALMOs during the transition period.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007

**RESOLVED** – That approval be given to the proposals for establishing the new companies, the winding up of the old Boards and the proposal to make the new company Board members responsible for the old companies.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**120 Home Energy Conservation Act - 10th Annual Report**

The Director of Neighbourhoods and Housing submitted a report on the annual report as required by the Home Energy Conservation Act.

**RESOLVED** – That the report and the submission of the tenth annual Home Energy Conservation Act progress report to the Government Office for Yorkshire and the Humber be noted.

**121 Updated Supporting People strategy**

The Director of Neighbourhoods and Housing submitted a report seeking approval to the updated Supporting People Strategy.

**RESOLVED** – That the report be noted and that the updated Supporting People Strategy be approved.

**122 Burley Lodge - Group Repair**

The Director of Neighbourhoods and Housing submitted a report on the allocation of a capital grant of £7.18m by the Regional Housing Board for a long term housing market renewal programme, on the anticipated allocation of a further £6.39m and on the proposal to utilise £2.15m of the allocation on an external enveloping scheme, the purpose of which is to extend the life of 50 properties in the Burley Lodge area by 30 years.

**RESOLVED** – That approval be given to the injection into the capital programme of £2.15m of Regional Housing Board money and of £221,500 from owner occupiers, that scheme expenditure of £2,371,500 be authorised and that a report be brought back to a future meeting of this Board on progress of the scheme.

**CHILDREN'S SERVICES**

**123 Review of Primary Provision in Alwoodley Primary Planning Area**

Further to minute 57 of the meeting of the Board held on 20<sup>th</sup> September 2006 the Chief Executive of Education Leeds submitted a report on the outcome of consultation undertaken on the proposed closure of Fir Tree and Archbishop Cranmer Church of England (Aided) Primary Schools and the establishment of a one and a half form entry primary school, with a Children's Centre, on the Archbishop Cranmer site.

Reference was made to letters received by members from the governors of Fir Tree Primary School expressing support for the proposals and from

Councillors R D and Mrs R Feldman with regard to health provision in the area.

**RESOLVED –**

- (a) That a statutory notice be published to:
  - (i) close Fir Tree Primary School on 31<sup>st</sup> August 2007
  - (ii) close Archbishop Cranmer Church of England (Aided) Primary School on 31<sup>st</sup> August 2007
- (b) That it be noted that in line with statutory requirements, the Church of England Diocese will publish the notice to establish a one and a half form entry Voluntary Controlled Church of England Primary School on the Archbishop Cranmer site on 1<sup>st</sup> September 2007
- (c) That the Director of Children's Services be authorised to agree the text of Education Leeds response to any representations received before submission to the School Organisation Committee.
- (d) That the relevant Primary Care Trust be requested to consider the potential for improved health provision in the area arising from these proposals.

**124 Review of Primary Provision in Meanwood Primary Planning Area**

Further to minute 14 of the meeting of the Board held on 14<sup>th</sup> June 2006 the Chief Executive of Education Leeds submitted a report summarising the representations received in respect of the statutory notice to close Miles Hill Primary School and Potternewton Primary School in August 2007 and to establish a one and a half form entry primary school on the current Potternewton site in September 2007.

**RESOLVED –**

- (a) That having considered the representations received, authority be given to proceed with the proposal to close Miles Hill Primary School and Potternewton Primary School on 31<sup>st</sup> August 2007 and to establish a one and a half form entry school in the existing Potternewton building on 1<sup>st</sup> September 2007.
- (b) That it be noted that as a result of the representations the determination of the notice will fall to the School Organisation Committee.
- (c) That the comments prepared by Education Leeds and contained in the report be approved as the Local Authority's response to the representations received.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he voted against this decision).

**125 Review of Residential Children's Homes**

The Chief Social Services Officer and the Director of Children's Services submitted a report on the key focus, process, findings, recommendations and suggested actions for improvements arising from a review of children's residential homes in Leeds undertaken over 2005/06.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007



**RESOLVED –**

- (a) That the key issues arising from the residential review as set out in the submitted report be noted and that approval be given to the intention to develop an Improvement Plan based on the Improvement Priorities set out in paragraph 3.29 of the report.
- (b) That Holmefield Children's Home be closed at the end of February 2007, subject to alternative suitable care arrangements having been identified and secured for the young people who live there.

**LEISURE**

**126 Leeds Playing Pitch Strategy**

The Director of Learning and Leisure submitted a report on developments in the Playing Pitch Strategy since its adoption in 2003, the requirement to update the strategy, the issues currently impacting on the development of the strategy and service delivery and the financial input required to ensure its successful implementation.

**RESOLVED –**

- (a) That the designation and allocation of pitches on all Parks and Countryside sites be managed in accordance with the overall Playing Pitch Strategy for the City as a whole.
- (b) That in respect of Education Leeds sites, all spare additional capacity, over and above that required for school use (including school team activities), be reserved for community use and allocated in accordance with the Playing Pitch Strategy; only where community groups show no interest should third party use be promoted.
- (c) That the Director of Learning and Leisure be instructed to include an update on the impact on sports provision both on and off school sites when subsequent Business Cases for the Building Schools for the Future programme are considered.
- (d) That the proposed pilot project to promote an increased community use of facilities provided through the Combined Secondary School PFI project through the Playing Pitch Strategy team be noted.
- (e) That the estimated cost of refurbishment of sports pitches and changing facilities across the City be noted and that Council officers and external funding bodies be encouraged to prioritise grants and external funding to outdoor sports facilities.
- (f) That the significant capital funding gap which will inevitably increase without investment be noted and that a further report on developments be brought to this Board towards the end of 2007.

**127 Swimming and Diving Centre, John Charles Centre for Sport**

The Director of Learning and Leisure submitted a report on the current budget shortfall in respect of the above development and on action taken and proposed to be taken to meet the current shortfall.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3) and was circulated at the meeting.

Following consideration of the exempt appendix in private at the end of the meeting it was

**RESOLVED** – That the recommendations identifying funding to make up the current budget shortfall, as contained in the exempt appendix 1 to the report, be approved.

**128 Review of the Cemeteries and Crematoria Strategy - Cemetery Provision for East and North East Leeds**

Referring to minute 247 of the meeting held on 22<sup>nd</sup> March 2006 the Director of Learning and Leisure and Director of Development submitted a joint report on a review of the Cemeteries and Crematoria 50 Year Strategy in relation to cemetery provision in East and North East Leeds.

**RESOLVED** –

- (a) That negotiations continue for the acquisition of Green View Mount and extension of Harehills Cemetery, and that £40,000 be realigned from the current capital scheme to fund site investigation and feasibility studies.
- (b) That an option appraisal and feasibility study into the suitability of Killingbeck Site A be undertaken and that £40,000 to undertake this work be allocated from the current capital scheme; the areas of investigation to include access to Foundry Lane, negotiations with the Killingbeck developer and the impact on the adjacent flood plain.
- (c) That the Whinmoor Grange site should accommodate a 5 acre cemetery which will allow for burials in North East and East Leeds for the next 25 years.
- (d) That a working group be established to examine the feasibility of a Trust for the Muslim part of the Cemetery and that the Member Management Committee be requested to determine the members representatives on the group.
- (e) That a report be brought back to this Board on completion of the feasibility studies for Green Mount View, Killingbeck Site A and Whinmoor Grange to confirm the course of action to be taken.

(Having declared a personal and prejudicial interest, Councillor Harris left the meeting during consideration of this matter).

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**ADULT HEALTH AND SOCIAL CARE**

**129 Making Leeds Better - Strategic Services Plan**

The Director of Adult Social Services submitted a report on the progress towards preparing the Outline Business Case and the statutory public consultation under the Making Leeds Better programme and on widespread consultation and engagement which has led to the identification of six key themes, which will require addressing prior to formal public consultation.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007

**RESOLVED –**

- (a) That the position outlined in section 2 and appendix 1 of the report with regard to the proposals for Making Leeds Better be noted.
- (b) That the six themes which the Making Leeds Better team have identified through an analysis of the initial phase of consultation be noted.
- (c) That the implications for social care and other City Council responsibilities with regard to the six themes be noted.
- (d) That the Leeds Health and Social Care Scrutiny Board in partnership with the Scrutiny Boards of adjoining authorities be requested to continue their oversight of the consultation process.

**130 Star Rating for Adult Social Care Services**

The Director of Adult Social Care Services submitted a report on the assessment of the Council's performance, under the Department of Health Performance Assessment Framework, from the Commission for Social Care Inspection.

**RESOLVED –** That the report and the attached Performance Review Report from the Commission for Social Care Inspection for adult social care services be noted.

**131 Independent Living Project - Ground Investigation Survey**

The Chief Social Services Officer and Director of Development submitted a report outlining the current position with regard to ground investigation surveys in the Independent Living Project.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That officers be authorised to negotiate with Bidders to agree that only in the event of the City Council withdrawing from the procurement, and provided that the full benefit of the ground investigation surveys passes to the Council, that the Council reimburses costs incurred by Bidders in relation to ground investigation surveys.
- (b) That the Deputy Chief Executive be authorised as Chair of the Project Board, and with the concurrence of two of the Board members, to agree the final terms of the agreement and take any other necessary action to conclude the agreement.
- (c) That the resource implications as outlined at point 5.2 of the report be noted.

## **CENTRAL AND CORPORATE**

### **132 Provisional Local Government Finance Settlement 2007/08**

The Director of Corporate Services submitted a report on the provisional Local Government Revenue Support Grant Settlement for 2007/08 which was announced on 28<sup>th</sup> November 2006.

**RESOLVED** – That the report be noted.

### **133 Strong and Prosperous Communities White Paper**

The Chief Officer Executive Support submitted a report summarising the contents of the White Paper and recommending that more detailed reports examining the implications of the White Paper for Leeds are prepared for the Executive Board.

**RESOLVED** – That a series of more substantive papers be brought to this Board and other relevant committees identifying the implications for Leeds City in the key areas outlined in the White Paper.

### **134 Hunslet Hawks RLFC**

The Director of Corporate Services and Director of Learning and Leisure submitted a joint report on a proposal to offer financial support and guidance to Hunslet Hawks RLFC.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED** – That, in recognition of the community work provided by the club, a grant of £30,000 be authorised.

### **135 Annual Report on Corporate Risk Management Arrangements**

The Director of Corporate Services submitted a report on the Council's risk management arrangements in line with the corporate policy which was approved in February 2005.

**RESOLVED** – That the report be noted together with the progress made in implementing and embedding risk management within the management culture of the Council.

### **136 Corporate Community Engagement Policy and Toolkit**

The Chief Officer Executive Support submitted a report presenting the Community Engagement Policy and the Community Engagement Toolkit for approval and adoption. The policy sets out the Council's overall approach to community engagement and is complemented by the toolkit which is a comprehensive guide to good practice, both being key components of the Council's strategic approach towards joined-up consultation and engagement.

## **RESOLVED –**

- (a) That approval be given to the principles set out in the Community Engagement Policy and that it be adopted.
- (b) That the Community Engagement Toolkit be approved and adopted as the key point of reference and good practice for council staff and members when carrying out effective community engagement and consultation.

## **DEVELOPMENT**

### **137 Proposed Multi Purpose Arena Development**

The Director of Learning and Leisure and Director of Development submitted a joint report on proposals to progress the proposed multi purpose arena development in Leeds. The Director of Development presented a summary of the consultation undertaken with the Leeds Chamber of Commerce, Leeds Chamber Property Forum Steering Group and Leeds Civic Trust on the key findings and recommendations in the PMP consultants' report and on the recommendations made to this Board.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

## **RESOLVED –**

- (a) That the findings and recommendations contained in the PMP consultants' report on the proposed funding and procurement of a multi purpose arena and associated facilities be supported.
- (b) That approval be given to the proposed delivery plan to be pursued by the City Council to select an operator and developer/funder for the development of a multi purpose arena and associated facilities.
- (c) That the requirement for up to £20m as the public sector investment limit needed to facilitate the development of a multi purpose arena in the City be acknowledged.
- (d) That authority be given for the ongoing appointment of PMP Consultants to project manage the implementation of the detailed delivery plan to select a preferred operator and developer/funder to develop a multi purpose arena and associated facilities.
- (e) That authority be given for an injection of up to £235,000 into existing Capital Scheme No 12589/ARE and the incurring of expenditure of up to £535,000 for the appointment of consultants and internal City Council fees to project manage the detailed delivery plan.
- (f) That the project governance arrangements to be established to guide, manage and control the successful delivery of the next phase of the project to procure an operator and developer/funder for the development of a multi purpose arena be noted.
- (g) That the Director of Development respond to the parties referred to in the consultation in the terms now discussed.

**138 Leeds Local Development Framework Annual Monitoring Report**

The Director of Development submitted a report presenting the Local Development Framework Annual Monitoring Report for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

A supplementary report with regard to a minor amendment to the monitoring report had been circulated in advance of the meeting.

**RESOLVED** – That, subject to the inclusion of the minor amendment contained in a supplementary report, the Local Development Framework Annual Monitoring Report 2006 be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

**139 New Horizons School**

Further to minute 56 of the meeting of the Board held on 21<sup>st</sup> September 2006 the Director of Development submitted a report on options in respect of the Council owned property, Newton Hill House, Chapeltown and on the proposed disposal of the site to the trustees of the New Horizons school at less than best consideration.

The report examined the options of the Council seeking to take possession of the building on the basis of the rent arrears outstanding, of seeking to complete the lease agreement with the trustees as previously approved by this Board or of seeking to dispose of the freehold of the building to the trustees.

**RESOLVED** –

- (a) That, should the trustees of the New Horizons School agree to acquire the freehold of Newton Hill House from the Council for the sum of £465,000, then officers be instructed to expedite the disposal with each party meeting its own legal and surveyor costs and that current rent arrears of £15,000 to be written off under this option.
- (b) That, should the trustees of the New Horizons School not agree to acquire the freehold of Newton Hill House from the Council for the sum of £465,000, officers be instructed to seek immediate repayment of rent arrears outstanding and the signing of the lease and should this fail, to take any recovery action appropriate in the circumstances.

**140 Headingley Primary School**

The Director of Development submitted a report on a proposal to market Headingley Primary School for disposal to support the Capital Receipts programme.

The report addressed issues raised through the evaluation of a request from Headingley Development Trust that the disposal should be postponed whilst the Trust further develops its business case and seeks funding to support an application for the ownership of the property to be transferred to the Trust at nil or less than best consideration.

The report recommended that the request should be declined because of the loss of the envisaged capital receipt, the questions about the extent to which the Headingley Development Trust's business case can be delivered and because of the risks to which the Council would be exposed.

Reference was made to the decision of the North West (Inner) Area Committee of 7<sup>th</sup> December 2006.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That the Headingley Development Trust be advised that by 30<sup>th</sup> June 2007, it must submit to the Director of Development final proposals and business case demonstrating to the Council that all the necessary capital funding for its proposal has been secured and that the proposals make no assumptions which would carry with them revenue budget consequences for the City Council.
- (b) The Board notes that funding previously allocated to the Primary School Review will now be delayed or foregone and requests the Director of Corporate Services to review the Capital Programme accordingly and to make recommendations as to how the impact of this can be mitigated.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**141 Request to Commence CPO Proceedings at Hall Farm , Micklefield**

The Director of Development submitted a report seeking authority to make a Compulsory Purchase Order (CPO) to acquire a strip of land to deliver a tree belt adjoining a residential development at Hall Farm, Micklefield.

**RESOLVED –**

- (a) That subject to the prior completion of appropriate indemnity and development agreements and the identification of an alternative funding stream, the Council makes a Compulsory Purchase Order under the provisions of Section 226(1)(b) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of land within the area shown on Plan No 1 attached to the submitted report for the purpose of securing the planting of a tree belt.

- (b) That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including:
- (i) the publication and service of all notices and the presentations of the Council's case at any Public Inquiry
  - (ii) approving the acquisition of interests in land within the compulsory purchase order either by agreement or by way of compulsory powers
  - (iii) approving agreements with land owners setting out terms for the withdrawal of objections to the Order, including where appropriate seeking exclusion of land from the Order and/or making arrangements for relocation of occupiers
  - (iv) to authorise officers to enter into negotiations and to provisionally agree the terms of an appropriate indemnity agreement and any other agreements required to facilitate the scheme on detailed terms to be approved by the Director of Development.

**142 Refurbishment of Mid Albion Street**

The Director of Development submitted a report on a proposed scheme for the refurbishment of the mid section of Albion Street to a comparable standard to the Briggate refurbishment.

**RESOLVED** – That the scheme design as outlined in the report be approved and that the release of scheme expenditure in the total sum of £1,382,000 be authorised.

DATE OF PUBLICATION: 15<sup>TH</sup> DECEMBER 2006  
LAST DATE FOR CALL IN : 22<sup>ND</sup> DECEMBER 2006 (5.00 PM)

(Scrutiny Support will notify relevant Directors of any items Called In by 12.00 noon on 27<sup>th</sup> December 2006)