



## SCRUTINY BOARD (CHILDREN'S SERVICES)

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Meeting to be held in Civic Hall, Leeds on  
Thursday, 10th April, 2008 at 9.45 am  
(A pre-meeting will take place for all Members of the Board at 9.15 a.m.)

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### MEMBERSHIP

#### **Councillors**

- C Campbell - Otley and Yeadon  
J Elliott - Morley South  
R D Feldman - Alwoodley  
S Hamilton - Chapel Allerton  
R Harington - Gipton and Harehills  
W Hyde (Chair) - Temple Newsam  
A Lamb - Wetherby  
B Lancaster - Moortown  
J Langdale - Temple Newsam  
D Morton - Headingley  
T Murray - Garforth and Swillington  
K Renshaw - Ardsley and Robin Hood

#### 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 I Falkingham - 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  
Ms J Morris-Boam - Leeds VOICE Children and Young People Services  
Forum Representative  
Ms T Kayani - Leeds 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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information 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 press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p><b>No exempt items or information have been identified on this agenda.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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 circumstance shall be specified in the minutes).</p>	
4			<p><b>DECLARATION OF INTERESTS</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 12 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p>	
6			<p><b>MINUTES OF LAST MEETING</b></p> <p>To confirm as a correct record the minutes of the last meeting held on 13<sup>th</sup> March, 2008.</p>	1 - 6
7			<p><b>MINUTES OF OVERVIEW AND SCRUTINY COMMITTEE</b></p> <p>To receive the draft minutes of the Overview and Scrutiny Committee meeting held on 11 March, 2008.</p>	7 - 12
8			<p><b>IMPLEMENTATION OF THE FAMILY SUPPORT AND PARENTING STRATEGY IN LEEDS</b></p> <p>To receive and consider a report from the Director of Children's Services, which updates the Board on progress in implementing the Family Support and Parenting Strategy for Leeds.</p>	13 - 16
9			<p><b>EDUCATION STANDARDS INQUIRY</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development in relation to the Board's Inquiry into education standards.</p>	17 - 22

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>LEEDS STRATEGIC PLAN AND COUNCIL BUSINESS PLAN</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, including an update on the latest position in finalising the Leeds Strategic Plan and Council Business Plan.</p>	23 - 70
11			<p><b>YOUNG PEOPLE'S SCRUTINY FORUM - DRAFT TERMS OF REFERENCE</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development in relation to the draft terms of reference for the Young People's Scrutiny Forum Environment Inquiry.</p>	71 - 76
12			<p><b>DRAFT STATEMENT ON INCLUSION</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development following the Board's consideration of the draft Leeds Inclusive Learning Strategy.</p>	77 - 90
13			<p><b>ANNUAL REPORT 2007/2008</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which details the Board's contribution to the Annual Scrutiny Report 2007/2008.</p>	91 - 98
14			<p><b>EXECUTIVE BOARD - MINUTES</b></p> <p>To receive and note the Executive Board minutes of the meeting held on 12<sup>th</sup> March, 2008.</p>	99 - 106
15			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Thursday 24<sup>th</sup> April, 2008 at 9.45 am in the Civic Hall, Leeds.</p>	

# Agenda Item 6

## SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 13TH MARCH, 2008

**PRESENT:** Councillor W Hyde in the Chair

Councillors R D Feldman, R Harington, A Lamb,  
B Lancaster, J Langdale, D Morton, T Murray and  
K Renshaw

### CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Mr I Falkingham	- Parent Governor Representative (Special)
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 & Childcare Partnership Representative

### 103 Chair's Opening Remarks

The Chair welcomed Members and officers to the March meeting of the Scrutiny Board (Children's Services). The Chair also welcomed Councillor D Morton to his first meeting of the Board.

### 104 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair admitted to the agenda, the following information to be considered under agenda item 10 – Education Standards Inquiry:-

- September Guarantee briefing
- NEET and Not Knowns in Leeds – Strategy Paper to Children Leeds Learning Partnership – Connexions, West Yorkshire.

The information was unavailable at the time of agenda despatch (Minute No. 111 refers).

### 105 Declaration of Interests

Councillor B Lancaster declared a personal interest in relation to agenda item 10, entitled, Education Standards Inquiry, due to being a LEA Governor (Vice-Chair) of Carr Manor High School (Minute No. 111 refers).

Draft minutes to be approved at the meeting  
to be held on Thursday, 10th April, 2008

Councillor D Morton declared a personal interest in relation to agenda item 10, entitled, Education Standards Inquiry, due to being a LEA Governor of Horsforth Science School and St Mary's Roman Catholic Primary School, Horsforth (Minute No. 111 refers).

Councillor K Renshaw declared a personal interest in relation to agenda item 10, entitled, Education Standards Inquiry, due to being a LEA Governor of Rodillian High School (Minute No. 111 refers).

Further declarations of interest were made at later points in the meeting (Minute No's. 109 and 111 refer).

#### **106 Apologies for Absence**

Apologies for absence were submitted by Ms J Morris-Boam, Ms T Kayani and Mrs S Knights and by Councillors C Campbell, J Elliott and S Hamilton.

#### **107 Minutes of Last Meeting**

**RESOLVED** – That the minutes of the meeting held on 14<sup>th</sup> February, 2008 be approved as a correct record.

#### **108 Minutes of Overview and Scrutiny Committee**

**RESOLVED** – That the minutes of the Overview and Scrutiny Committee meeting held on 5<sup>th</sup> February, 2008 be noted.

#### **109 Leeds Strategic Plan**

Further to Minute No. 87 of the meeting held on 17<sup>th</sup> January, 2008, the Head of Scrutiny and Member Development submitted a report, which referred Members to the revised draft Leeds Strategic Plan 2008-2011, together with a report of the Assistant Chief Executive (Policy, Planning and Improvement), which set out the current position and timetable for developing the Plan.

Mariana Pexton, Deputy Director of Children's Services, and Dylan Griffiths, Project Manager (Policy), attended the meeting and responded to Members' questions and comments.

In brief summary, the main issues highlighted were:

- The Board was advised that the text of the revised draft Leeds Strategic Plan 2008-11 had been approved at the Executive Board meeting on 12<sup>th</sup> March, 2008. It was noted that the Plan did not include targets to be set against each improvement priority, although it was anticipated that all targets would be presented for approval at the Executive Board meeting on 14<sup>th</sup> May, 2008.
- It was reported that the text within the Plan could be amended further to strengthen the reference to the every child matters agenda.

- Members discussed the importance of partnership working in delivering the objectives of the plan, using examples relating to any practical help available for young people applying for jobs, particularly disadvantaged young people.
- Members emphasised the importance of working effectively with partner organisations. The Board was advised that partner organisations would be held to account for their part in delivering the Local Area Agreement.

The Chair thanked Dylan Griffiths, Project Manager (Policy), for his attendance.

(Councillor T Murray joined the meeting at 10.00 am during the consideration of this item)

(Councillor T Murray declared a personal and prejudicial interest on the basis of being Director of igen and withdrew from the meeting during the consideration of this item)

**RESOLVED** – That the current position with regard to the development of the Leeds Strategic Plan be noted.

## **110 Review of the Children and Young People's Plan 2007-2008**

The Director of Children's Services submitted a report, which provided the Board with an overview of the 2008 Review of the Children and Young People's Plan.

Mariana Pexton, Deputy Director of Children's Services, attended the meeting and responded to Members' questions and comments.

The main points discussed were:

- The Board was advised that the Children and Young People's Plan (CYPP) provided a strategy for improving outcomes for children and young people. It was reported that the first Leeds CYPP runs from 2006 to 2009 and work was ongoing to produce a CYPP for 2009-2012.
- The Board was informed that feedback in relation to the priorities for the CYPP review had been positive, although it had been suggested that improving persistent absenteeism at secondary schools should be included as a priority in the Plan for next year.
- The Board stressed the importance of continuing work on existing priorities, especially those relating to teenage conception and NEET figures.
- Members noted the data released in February, which showed that Leeds had not performed well in terms of reducing teenage conceptions. It was reported that the Scrutiny Board (Health and Adult Social Care) had been discussing some of the issues in greater detail.

The Board was also advised that tailoring action to more local levels of need was a priority for Locality Enablers.

- Members discussed persistent absenteeism and improving attendance in secondary schools. One Member reported that it was not just about ensuring that children returned to school, as there could be some children that lacked specific skills. The Deputy Director, Children's Services advised that improving attendance had been discussed at a recent Partnership meeting.
- The Board indicated that it was likely that bullying and persistent absenteeism would be included in the work programme for the next municipal year.

The Deputy Director, Children's Services was thanked for her attendance.

**RESOLVED** – That the Board's views on the review of the Plan be noted.

### **111 Education Standards Inquiry**

Further to Minute No. 86 of the meeting held on 17<sup>th</sup> January, 2008, the Head of Scrutiny and Member Development submitted a report in relation to sessions two and three of the Board's Inquiry into Education Standards.

Appended to the report was the agreed terms of reference. The Chair also admitted to the agenda the following information:

- September Guarantee briefing
- NEET and Not Knowns in Leeds – Strategy Paper to Children Leeds Learning Partnership – Connexions, West Yorkshire.

The following officers attended the meeting and responded to Members questions and comments:

- Gary Milner – 14-19 Strategy Co-ordinator
- Pat Heron – Partnership Director for Leeds Connexions
- Mary Brittle – NEET Co-ordinator

In brief summary, the main points discussed were:

- The Partnership Director for Leeds Connexions referred to the September Guarantee, which it was reported provided a guarantee of training for school leavers. The Board was advised this had been extended to include 17 year olds from September 2008.
- The Board was also advised that Local Authorities would be responsible for development and implementation of the Guarantee.
- Members expressed concern that the Guarantee was only an offer of learning, and the emphasis should be the level of take-up and the effect on the NEET and Not Known figures. The Partnership Director stated that tracking and monitoring was important.



- The Board noted that nationally, Leeds had the second worst figure for Not Known returns (November 2007). The Partnership Director stated that this was largely due to passive management of the NEET data, which it was reported had been contracted out. It was advised that it had not been possible to undertake an assessment, as a full copy of the database had not been provided. It was suggested that the Chief Executive and the Chief Legal Officer could be contacted by the Chair to pursue the matter.
- The Board discussed preventative measures for reducing NEET and Not Knowns. The NEET Co-ordinator advised that individual meetings with schools had taken place and future meetings would involve discussing available resources.
- The 14-19 Strategy Co-ordinator advised that schools would be establishing Individual Learning Plans and training would be provided to assist with this.
- Members discussed the issues arising from the visits that had taken place so far as part of the inquiry.
- The Principal Scrutiny Advisor reported that Alun Rees, Headteacher of Extended Schools for Looked After Children would be attending the next Scrutiny Board meeting to discuss the looked after children cohort.

(Councillor K Renshaw and Ms C Foote both left the meeting at 11.30 am during the consideration of this item)

(Councillor T Murray declared a personal and prejudicial interest on the basis of being a LEA Governor of Thomas Danby College and Director of igen and withdrew from the meeting during the consideration of this item)

**RESOLVED** – That the report and information appended to the report be noted.

## **112 Young People's Scrutiny Forum - Scope of Inquiry**

The Head of Scrutiny and Member Development submitted a report, which updated Members on progress with the Young People's Scrutiny Forum Inquiry.

The Principal Scrutiny Advisor reported that 11 young people from the Youth Council and ROAR met on 23 February, 2008 to scope the Young People's Scrutiny Forum's next Inquiry on the environment. The Board was informed that the Forum would be focusing on waste management, sustainable building and education during its inquiry.

**RESOLVED** – That the scope for the Young People's Scrutiny Forum environment Inquiry be noted.

## **113 Work Programme**

A report was submitted by the Head of Scrutiny and Member Development, which detailed the Scrutiny Board's work programme for the remainder of the municipal year.

Appended to the report 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> March, 2008 to 30<sup>th</sup> June, 2008, which related to the Board's remit together with the minutes from the Executive Board meeting held on 8<sup>th</sup> February, 2008.

The Principal Scrutiny Advisor advised that it might be necessary to arrange a further Scrutiny Board meeting and this was likely to take place on 24<sup>th</sup> April, 2008.

In relation to the Catching the Bus Working Group, it was reported that a further meeting had been organised to take place for a young person to attend Metro's meeting with the bus companies on 13<sup>th</sup> May, 2008.

The Chair thanked all Members for their attendance at Working Group meetings.

**RESOLVED** – That the attached work programme, as amended, be approved.

#### **114 Date and Time of Next Meeting**

Thursday 10<sup>th</sup> April, 2008 at 9.45 am in the Civic Hall, Leeds

Pre-meeting scheduled for 9.15 am.

(The meeting concluded at 11.40 am)

## OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 11TH MARCH, 2008

**PRESENT:** Councillor P Grahame in the Chair

Councillors B Anderson, S Bentley,  
J Chapman, B Gettings, T Hanley,  
A McKenna, W Hyde, E Minkin and  
R Pryke

### 88 Declaration of Interests

No declarations of interest were made.

### 89 Minutes - 5th February 2008 - and Matters Arising

- (a) **Leeds Half - Marathon** (Minute No 82 refers)  
In response to a Member's query, the Head of Scrutiny and Member Development confirmed that the officers original decision to cancel the Leeds Half Marathon (subsequently re-instated) should have appeared on the Forward Plan of Key Decisions, and this fact had been drawn to the attention of the relevant officer.
- (b) **ALMO Working Group** (Minute No 84 refers)  
Further to Minute No 84, 5<sup>th</sup> February 2008, the Chair instructed the Head of Scrutiny and Member Development to arrange a meeting of the ALMO Working Group at the earliest possible opportunity, to consider the recently circulated information.

**RESOLVED** – That the minutes of the meeting held on 5<sup>th</sup> February 2008 be confirmed as a correct record.

### 90 Minutes - Executive Board - 8th February 2008

- (a) **Wharfemeadows Park, Otley – River Safety Management** (Minute Nos 165 and 166 refer)  
Councillor Hanley referred to the Inquiry carried out by Scrutiny Board (Culture and Leisure) on this matter, and the recommendations referred to, and accepted by, the Executive Board on 8<sup>th</sup> February 2008.

The only exception had been in respect of Recommendation 2 of that Scrutiny Board which read as follows:

*'That all legal advice obtained by the Council is publicly available, save in circumstances to be determined by the Council's Monitoring Officer.'*

*The reasons for any non-disclosure should be made clear by the Monitoring Officer.'*

This recommendation had not been accepted to date by the Executive Board, which had referred this issue to Nicole Jackson, the Assistant Chief Executive (Corporate Governance) (and also the Council's Monitoring Officer) for further consideration and a report back to the Executive Board.

This matter had not been the subject of further discussion with Councillor Hanley, in his capacity as Chair of the Scrutiny Board (Culture and Leisure), and he was also disappointed to note that it was not on the agenda for the next Executive Board meeting on 12<sup>th</sup> March 2008.

Councillor Hanley also felt that the Scrutiny Board (Culture and Leisure) had a useful role in the proposed overall review of Water Safety Policy across the City, and expressed the hope that the Board would be given an opportunity to get involved in that Review.

The Chair instructed the Head of Scrutiny and Member Development to e-mail Nicole Jackson regarding the issues raised by Councillor Hanley.

(b) **Leeds Strategic Plan 2008-2011**

Councillor W Hyde expressed concern at the scheduling / timing of the consultation with Scrutiny Boards on this draft document vis a vis the dates of Executive Board meetings. On more than one occasion, the Scrutiny Board (Children's Services) had met the day after Executive Board had considered the Plan. He was also concerned that although Children's Services issues were contained in the draft Strategic Plan, they were spread out across the Priority Themes and not given the specific prominence an importance they deserved.

Similar concerns were expressed regarding how this Committee's comments made today were to be fed into and taken account of by the Executive Board at its meeting tomorrow.

It was agreed to consider these matters as part of the consideration of Agenda Item 8, which dealt with the Leeds Strategic Plan 2008-2011.

**RESOLVED** – That, subject to the above comments, the minutes of the Executive Board meeting held on 8<sup>th</sup> February 2008 be received and noted.

**91 Leeds Strategic Plan 2008 - 2011**

Further to Minute No 73, 8<sup>th</sup> January 2008, the Assistant Chief Executive (Planning, Policy and Improvement) submitted a report regarding a revised

draft version of the Leeds Strategic Plan 2008-2011 prior to its consideration by the Executive Board on 12<sup>th</sup> March 2008 and full Council on 9<sup>th</sup> April 2008.

Dylan Griffiths and Jane Stageman, Chief Executive's Department, attended the meeting and responded to Members' queries and comments. In brief summary, the main points of discussion were:-

- The **timescales** for producing the Leeds Strategic Plan 2008-2011 (LSP) had been problematical. It was a time-consuming process, involving discussions with, amongst others, Members, local partners and the Government Office for Yorkshire and the Humber, against a backdrop of Government timescales for the production of such Plans;
- **Targets** – the lack of specific, time-limited targets and an associated action plan was commented upon. It was reported that up to 35 specific targets, covering all 43 improvement priorities, would eventually be included in the final Plan and these would have to be agreed with the Government. Proposed targets for this City-wide plan would be consulted with Executive Board Members, and would be reported to the Executive Board and Council. Local targets and initiatives to support the LSP would be discussed by Members at local level via the Area Delivery Plan process at Area Committees.

Committee Members felt that all Council Members should have an input at the City-wide strategic level, not just at local level. It was reported that proposed targets should be clearer by the time of the April full Council meeting, and could if desired be reported back to OSC subsequent to that.

It was important to emphasise that as far as was known, the Government would not be '**passporting**' specific funds to tackle specific issues or meet specific targets, but would be providing funding for the LSP package as a whole. One of the assets of the new system was its flexibility in this regard. There was also an expectation that the Council's local partners would make specific resources available to support the LSP;

- '**Every Child Matters**' – This theme had been picked up throughout the LSP, and effort had been made to keep children's issues at the forefront of the LSP priorities, with links to all the Priority Themes contained in the Plan;
- Comment was made that there was still not enough emphasis placed on the importance of the **quality and sustainability of the built environment** in Leeds. This was a crucial thread which should run through the whole document, linked to priorities and targets. Reference was also made to annual reviews of the LSP;
- Concern was expressed regarding how OSC's comments were to be conveyed and taken into account by the Executive Board, which met tomorrow? The officers undertook to ensure that the Committee's views were conveyed.

**RESOLVED –**

- (a) That, subject to the above comments, the revised draft Leeds Strategic Plan 2008-2011 be received and noted.
- (b) That the officers ensure that OSC Members comments and reservations are conveyed to the Executive Board.
- (c) That scrutiny of the LSP be a key element of all Scrutiny Board work programmes throughout 2008/09.

**92 Local Petitions and Calls for Action - Consultation**

The Head of Scrutiny and Member Development submitted a report regarding Government consultation on the provisions relating to local petitions and Councillor calls for action contained in the Local Government and Public Involvement in Health Act 2007.

**RESOLVED –**

- (a) That the proposed responses contained in the report of the Head of Scrutiny and Member Development be forwarded to the Government as the Council's official response to its consultation paper.
- (b) That the Head of Scrutiny and Member Development take up the point raised by a Member regarding gauging local satisfaction with the manner in which local petitions are currently handled, and report back in due course.

**93 Financial Health Monitoring 2007/08 - Quarter 3 Report**

The Committee considered the 2007/08 Quarter 3 financial monitoring report of the Director of Resources, recently submitted to the Executive Board on 8<sup>th</sup> February 2008, to ascertain whether or not there were any matters considered to be in need of more detailed scrutiny.

Doug Meeson, Chief Officer – Financial Management, was present at the meeting and responded to Members' queries and comments. In brief summary the main issues discussed were:-

- Reference was made to the Committee's previous request for details of the **costs of previously approved retirement packages**. It was reported that the ongoing costs of staff early retirement packages was £8m p.a., of which £4.2m related to the costs of the added years incentive associated with these early retirements;
- Members requested detailed information regarding the projected savings associated with the **merger of ALMOs in Leeds**, whether these forecast savings had in fact materialised and what were the estimated ongoing savings associated with this initiative? Reference was also made to the cancellation of previously proposed housing improvement schemes following these mergers, for alleged financial reasons
- **School budget deficits and surpluses**, how these were tackled and in reality how much control the Council actually had over semi-autonomous school governing bodies.

- An explanation of the **Swarcliffe PFI sinking fund**.

**RESOLVED** – That subject to the above request for additional information, the report be received and noted.

(NB: Councillor Anderson left the meeting at 11.27 am during the consideration of this item)

#### **94 Work Programme**

The Head of Scrutiny and Member Development submitted a copy of the Committee's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1<sup>st</sup> March to 30<sup>th</sup> June 2008.

The Head of Scrutiny and Member Development reported that in addition to those items previously identified for the 8<sup>th</sup> April meeting – the **Annual Report 2007/08** and a **Planning Performance Update Report** – other likely items now as a result of today's meeting were a report back on the outcomes of the proposed **ALMO Working Group** meeting, report on progress on the **LSP 2008-2011**, and an item on staffing of the **Group Offices** (Min No 75,8<sup>th</sup> January 2008 refers).

The Head of Scrutiny and Member Development also undertook to pursue enquiries into two items on the Forward Plan of Key Decisions – the proposed sale of **Quarry Hill** and **under-occupation in Council housing** – which did not appear now to be going to the 12<sup>th</sup> March meeting of the Executive Board, and to notify Members separately of his findings.

#### **95 Date and Time of Next Meeting**

Tuesday 8<sup>th</sup> April 2008 at 10.00 am (Pre-meeting at 9.30 am)

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Originator: B. Newton

Tel: 0113 24 75456

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## Report of the Director of Children's Service

### Scrutiny Board (Children's Services)

Date: April 2008

### Subject: Implementation of the Family Support and Parenting Strategy in Leeds

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Electoral Wards Affected: All

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Purpose of Report

1.1 In December 2007 the Board considered the new Family Support and Parenting Strategy for Leeds, and received a brief overview of the work of the Parent Partnership service, to provide a flavour of the sort of work being done with families and parents in Leeds. This report provides an update on progress in implementing the Family Support and Parenting Strategy and indicates some of the opportunities and challenges this presents.

## 2.0 Background

2.1 The Family Support and Parenting Strategy recognizes that parents and carers are the single most important factor in making sure that children are happy, healthy, safe, successful and free from the effects of poverty. It is entirely in line with the national 10 year Children's Plan, Building Brighter Futures, published by the DCSF in December 2007, which places great emphasis on supporting parents and families and states: "families are the bedrock".

2.2 This report provides an update on progress in implementing the strategy and gives an indication of key projects and initiatives underway across the Children Leeds partnership to support parents and carers.

### **3.0 Implementation of our Family Support and Parenting Strategy**

3.1 The Family Support and Parenting Strategy sets out the vision, principles and aims that will underpin our future work with parents. Crucially, it also clarifies the different levels of service and support parents can expect, based on their individual level of need. These are described as universal; additional needs; multiple additional needs and specialist needs. The strategy also outlines the next steps to be taken in providing for the different levels of need, including the way that parents will be engaged in this process and the training that will be provided to support it. It focuses on the need to introduce a Parenting Unit to support this work, clarify the governance structures to take the agenda forward and introduce a commissioning plan to provide clarity and co-ordination around the future services to be provided.

3.2 A Family Support and Parenting Board has been established and has already met three times. Draft terms of reference for the Board are attached at Appendix 1. The Board includes representatives from the key delivery agencies : Children's Social Care Services Education Leeds; Early Years and Youth services , Youth Offending, the Voluntary, Community and Faith Sector, Children's Fund and Leeds PCT. Work is underway to secure representation from adult services as this is essential to the delivery of an holistic approach to the needs of families.

3.3 A one-year secondment to the post of manager of the Parenting Unit has been advertised. Interviews are scheduled for 9 April. The Parenting Unit will bring together from across Children Leeds a small number of staff who are already working on parenting issues. The formulation of a core and extended team, with a base at the East Leeds Family Learning Centre in the first instance, will facilitate closer working together and maximize effort.

3.4 A number of key workstreams have already been identified to take the work forward.

These are :

- i) mapping of the range of services currently available for parents across the city and ensuring these are recorded on the Family Hub, which is the children's services directory
- ii) auditing which practitioners have been trained to deliver parenting courses and establishing their level of experience, in order to identify future training needs
- iii) looking at how services are evaluated to determine which ones are most effective in improving outcomes for children and young people

Three working groups are looking at these issues in advance of the full establishment of the Parenting Unit, so that momentum is maintained.

3.5 It is important that clear links are established between frontline work with parents and carers and strategic developments. Each of the Children Leeds Wedge partnerships already has a Family Support subgroup and the Family Support and Parenting Strategy proposes a strengthened role for these in terms of assessing local need, maintaining dialogue with local families and bringing together providers of support services. This is under discussion currently across the Wedge Partnerships.

- 3.5.1 The strategy recognizes that parents' and carers' knowledge and experience are essential to understanding how to improve services. We therefore need to continue to build on current levels of parental involvement and participation. Two existing central parent participation groups have been brought together in order to strengthen their impact and parent participation sessions in each of the Wedges are planned, on a rotating programme. Parents will be involved in the recruitment of the Parenting Unit Manager.

#### **4.0 National, regional and local initiatives**

- 4.1 Family support is high on the central government agenda. Consequently a number of local authority programmes are in place. These include Parent Support Advisers, for which Leeds is a pilot authority ; provision of funding for two "parenting experts" for each authority , and other family intervention programmes. Leeds has been invited to take part in the Parenting Implementation Project, which involves two authorities from each Government Office region. We will work on identified commissioning and delivery themes to support the implementation of our strategy.
- 4.2 Leeds PCT has been successful in its bid to become part of the Family Nurse Partnership Programme. This is a two-year programme which will target vulnerable young parents with intensive home visiting support. Part of our overall approach to supporting families, this is based on personalized, preventative ways of working. The programme will report into the Family Support and Parenting Board, so that the work undertaken can be aligned with other initiatives and support the implementation of our Family Support and Parenting Strategy. A similar approach will be adopted with any other successful bids for family support programmes.

#### **5.0 Conclusion**

- 5.1 The Family Support and Parenting Strategy provides a framework to take forward essential work to improve outcomes for children and young people in a coordinated, focused way and in partnership with parents themselves. Good progress is being made in implementing the strategy, although it is clear that there is a substantial amount of work to be done if we are to secure and maintain the quality and breadth of support for families that we wish to achieve.

#### **6.0 Recommendation**

- 6.1 It is recommended that members note and comment on the content of this report.

## **Appendix 1**

### **Leeds Family Support and Parenting Board**

#### **Draft Terms of Reference.**

March 2008

The Leeds Family Support and Parenting Board is an inter-agency group with responsibility for the strategic direction of family support and parenting provision in Leeds, taking account of national and local developments and requirements.

The Board is part of Leeds' Children's Trust arrangements but will have clear links to both children's and adults' commissioning processes and service provision.

The Board has responsibility for:

- 1) Ensuring its membership includes all relevant agencies and key stakeholders required for the effective delivery of holistic family support.
- 2) Oversight of the implementation of the Family Support and Parenting Strategy. This entails:
  - i) Monitoring and evaluation of the implementation plan.
  - ii) Identification and removal of barriers to effective implementation.
  - iii) Influencing commissioning of family support and parenting.
  - iv) Continual review of ongoing needs for family support and parenting services.
  - v) Encouraging close working between adults' and children's services in relation to family support and parenting.
- 3) Oversight of the operation of the Parenting Unit
- 4) Central co-ordination of family support and parenting projects and initiatives across the children's trust and adults' services arrangements
- 5) Ensuring that parents' and carers' views are appropriately represented and influence the delivery of family support and parenting services.
- 6) Annual review of the Family Support and Parenting Strategy.

Members of the Board are responsible for ongoing communication within their own agencies with regard to family support and parenting issues and for bringing relevant activities to the board.

Members are expected to attend regularly.



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: 10 April 2008

Subject: Education Standards

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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 first meeting in June, members agreed to carry out an inquiry into education standards as one of their major pieces of work this year. A copy of the agreed terms of reference is attached as appendix 1.
- 1.2 Inquiry sessions have been held in January and March. At the March session it was agreed to hold a further session in April in order to hear from the Head of the Extended School for Looked After Children about the work being undertaken with this group of young people who are particularly vulnerable to becoming NEET.
- 1.3 There were also a small number of visits outstanding as part of the programme, and this session will offer members a chance to share the issues emerging from the full programme of visits.
- 1.4 The above evidence completes the scheduled activities for the board's inquiry. The board is therefore requested to consider whether it now has sufficient information to complete its inquiry and to consider the conclusions and recommendations to be incorporated into the draft inquiry report.

## 2.0 Recommendations

- 2.1 The board is requested to consider the issues raised by the evidence provided and the visits undertaken as part of the inquiry.
- 2.2 The board is requested to consider the emerging conclusions and recommendations to be reflected in the draft report of the board's inquiry.

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

### **Inquiry into education standards in Leeds**

#### **Terms of reference**

#### **1.0 Introduction**

- 1.1 At its first meeting of the year, the Scrutiny Board identified education standards as a topic for one of its major inquiries for the forthcoming year.
- 1.2 The choice of this topic accords with priorities in the Vision for Leeds and the Children and Young People's Plan, and also reflects a recurrent theme identified from the Board's regular consideration of performance management information. It builds on the inquiry into secondary achievement conducted by scrutiny on 2005/06, and the inquiry report published in April 2006.
- 1.3 In order to decide on an appropriate and manageable focus for the inquiry, the board commissioned a small working group from amongst its membership to scope the inquiry. The working group met with officers from Education Leeds School Improvement team on 19<sup>th</sup> September 2007.
- 1.4 The working group began by exploring the extent to which the issue of education standards could potentially encompass a whole range of activity under each of the five Every Child Matters outcomes. However it was recognised that, in order to be effective, the inquiry would need to identify a specific area of focus.
- 1.5 The working group were concerned to identify areas where the Scrutiny Board's input could add value to work already underway to improve education standards in Leeds, having regard to the proposed timescale for the inquiry.
- 1.6 The group identified two particular areas which were strong contenders for the focus of an inquiry: the 14-19 age group, and early years and primary transition. Having considered the two areas, the working group decided to recommend that the Board's inquiry this year focuses on trying to help break the cycle of underachievement at the 14-19 stage of the education system and to reduce the numbers of young people not in education, employment or training.
- 1.7 However this is accompanied by a strong recommendation that an inquiry is prioritised in the next year on those entering the education system.

## **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 current support for young people at risk of becoming NEET (not in education, employment or training) in Leeds. The inquiry will focus on the following areas:

- How pupils are identified as at risk of becoming NEET
- The support provided to individual pupils in schools to support their attainment and to prepare them for adult life
- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

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

3.1 To be sought from Cllr Harker, Rosemary Archer and Chris Edwards.

## **4.0 Timetable for the inquiry**

4.1 The inquiry will take place between January and March 2008, with a view to issuing a final report in spring 2008.

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

4.3 It is planned that the inquiry will include a range of visits to service providers to complement the evidence gathered in formal sessions.

## **5.0 Submission of evidence**

5.1 The following evidence will be considered by the Board

### **5.2 Session One – 17<sup>th</sup> January 2008**

To consider background information from Education Leeds on the strategic framework to support the following key areas of the inquiry:

- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education



#### 5.4 **Visits**

A number of visits will be organised to enable the Board to meet with relevant service providers, and where possible with pupils. Exact locations to be confirmed.

#### 5.5 **Session Two – 13<sup>th</sup> March 2008**

To consider background information from relevant providers on the following key areas of the inquiry:

- How pupils, particularly those from vulnerable groups, are identified as at risk of becoming NEET
- The support provided to individual pupils in schools to support their attainment and to prepare them for adult life
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

#### 5.6 **Session Three – 13<sup>th</sup> March 2008**

To consider any outstanding issues arising from session one

To consider members' findings from the visits and to discuss issues arising from the visits with officers

To consider the board's emerging conclusions and recommendations to inform the production of the final inquiry report

#### 6.0 **Witnesses**

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

- Education Leeds staff
- School representatives
- Providers of relevant support services including council services, other statutory providers and voluntary agencies
- Young people

#### 7.0 **Monitoring Arrangements**

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of recommendations.

## **8.0 Measures of success**

- 8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 8.2 The Board will look to publish practical recommendations.



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

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

**Date: 10 April 2008**

**Subject: Leeds Strategic Plan and Council Business Plan**

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**Electoral Wards Affected: All**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1.0 Introduction**

- 1.1 Members have considered the draft Leeds Strategic Plan and Council Business Plan for 2008-2011 at various points during the year.
- 1.2 The attached reports, which are due to be considered by Overview and Scrutiny Committee on 8 April, provide updates on the latest position in finalising these Plans. In particular the draft targets for the Leeds Strategic Plan are presented for consultation.

**2.0 Recommendation**

- 2.1 The Board is requested to comment on the attached reports.





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## Report of the Assistant Chief Executive (Planning, Policy and Improvement)

### Overview and Scrutiny Committee

Date: 8 April 2008

Subject: Leeds Strategic Plan 2008 - 2011

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<b>Electoral Wards Affected:</b>          	<b>Specific Implications For:</b>  Equality and Diversity <input checked="" type="checkbox"/>  Community Cohesion <input checked="" type="checkbox"/>  Narrowing the Gap <input checked="" type="checkbox"/>
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### Executive Summary

This report presents the draft indicators and targets to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan. This follows OSC's consideration of the draft text for the Leeds Strategic Plan 2008 - 2011 at its last meeting on 11 March 2008.

Thirty-one of the targets contained in this plan will be negotiated with Government Office of Yorkshire and Humberside during April 2008 as they form a core part of the requirements of the Leeds Local Area Agreement that is required to be submitted to the Secretary of State for approval before 30 May 2008.

Overview and Scrutiny Committee is invited to comment on the draft indicators and targets in the Leeds Strategic Plan. The Leeds Strategic Plan will be considered by Executive Board on 14 May before going to Full Council on 2 July 2008.

## **1.0. Purpose Of This Report**

- 1.1 This report presents the draft indicators and targets selected to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan. A table listing the draft indicators and targets is attached to this report at Appendix 1. This report seeks Overview and Scrutiny Committee's comments on the draft indicators and targets prior to negotiation with Government Office of Yorkshire and Humberside (GOYH) and approval being sought by members of Executive Board and Full Council.

## **2.0 Background Information**

- 2.1. At its last meeting on March 11 Overview and Scrutiny Committee considered the draft text of the Leeds Strategic Plan prior to its consideration by Executive Board and Full Council. During the autumn of 2007 Overview and Scrutiny Committee was consulted on the strategic outcomes and improvement priorities for the Leeds Strategic Plan.
- 2.2. During October 2007 the Government issued a draft set of national indicators for local government rationalising the existing 1,200 indicators ascribed to local government activities to 198 indicators. Where these indicators have been appropriate measures of progress they have been selected for the improvement priorities in the Leeds Strategic Plan. Other indicators have been developed locally where there is no suitable indicator in the National Indicator Set.
- 2.3. The Leeds Strategic Plan fulfils the requirement for Leeds to have a Local Area Agreement negotiated and agreed between the Government and Leeds City Council together with its local partners. The core of the LAA component of the Leeds Strategic Plan is up to 35 improvement targets which represent priorities shared with national government. These must be agreed with Government and can only be changed with the agreement of Government. Negotiations on the thirty-one targets identified for Leeds will take place during April 2008 and these draft targets are referred to as 'designated' targets in the appendix.

## **3.0. Main Issues**

- 3.1. **All Targets are equally important.** Targets in the Leeds Strategic Plan reflect the most important issues for Leeds over the next three years and the level of progress needed to help deliver the improvement priorities in the Plan. Although some of the targets are 'designated' and others are 'local' all the targets in the Plan are equally important and partners will have the same duty to contribute to the delivery of every target whether it is a local or designated priority. The only differences between designated and local targets are that designated targets must be drawn from the National Indicator Set for Local Government, must be negotiated and agreed with central government and a small Performance Reward Grant will be paid if these targets are met.
- 3.2. **Using Evidence to Set Realistic Targets.** The target level of performance set for every indicator is based on extensive analysis of past performance data and a realistic assessment of likely future performance in Leeds. Two Member seminars have been held to explain the target setting process for the indicators in the Leeds Strategic Plan. Wherever appropriate, partners who also contribute to the achievement of these targets have been involved in discussing and agreeing on what can be realistically delivered over the three year span of the Leeds Strategic Plan.
- 3.3. **Shared Priorities and Targets.** The Leeds Strategic Plan is a partnership plan and every indicator and target in this plan is shared with the Council's partners. The Council has a duty to consult with its partners when the targets are reviewed and revised and partners in turn have a duty to cooperate with the Council in setting and revising targets and have regard to

those targets when setting their own action plans and budgets. Designated targets cannot be revised without the agreement of Government.

#### **4.0. Implications For Council Policy And Governance**

- 4.1. The Leeds Strategic Plan is part of the Council's Budget and Policy Framework. Overview and Scrutiny Committee have previously been consulted twice on the development of the strategic outcomes and improvement priorities for this plan, were consulted on the draft text of the Plan at the last meeting in March and are consulted now on the draft indicators and targets in the plan prior to negotiations with Government Office and consideration by Executive Board.
- 4.2. Corporate and Audit and Governance Committee have recommended that Council on April 9<sup>th</sup> agree that the functions under the Local Government and Public Involvement in Health Act 2007 that relate to local area agreement requirements should be the responsibility of the Executive Board. These requirements are embedded in the Leeds Strategic Plan. This will enable Executive Board on May 14<sup>th</sup> to approve the targets that are subject to negotiation with central government before the submission of the LAA requirements to the Secretary of State for approval before May 30<sup>th</sup> 2008.
- 4.2. The Council is preparing a separate Business Plan which will set out how the Council will align its activities and resources to deliver its contribution to the Leeds Strategic Plan.

#### **5.0. Legal and Resource Implications**

- 5.1. The Leeds Strategic Plan fulfils the statutory obligations for a Local Area Agreement (LAA) for the Leeds area. In drawing up the contents of this plan the Council has consulted and negotiated with a number of partners including public sector partners designated as statutory partners in the Local Government and Public Involvement in Health Act 2007. These partners have a duty to have regard to the targets in the Leeds Strategic Plan when setting out their own plans and budgets.
- 5.2. The Local Government and Public Involvement in Health Act 2007 extends the scope of the Council's Scrutiny Boards to include the work of the public sector partners designated as statutory partners to deliver targets agreed in the Leeds Strategic Plan. Overview and Scrutiny Committee has agreed a protocol with partners on how to exercise this extended role for scrutiny.
- 5.3. There is no specific grant or budget for the delivery of the targets in the Leeds Strategic Plan. Resources to deliver the targets in this plan will be identified from the budgets of the Council and its partners including the new Area Based Grant. Resources will have to be used as efficiently as possible to deliver all the targets in the Leeds Strategic Plan and the scope to increase impact through innovative delivery methods including strategic commissioning, pooled budgets and joint service delivery will be explored as part of delivering the Leeds Strategic Plan.

#### **6.0 Conclusions**

- 6.1. The draft indicators and targets attached as an appendix to this report will support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan and provide reliable measures of the progress made to achieve the outcomes agreed by the Council, its statutory partners and other key stakeholders.

## **7.0. Recommendations**

- 7.1. Overview and Scrutiny Committee is requested to consider the draft indicators and targets attached as an appendix to this report prior to negotiations with the Government Office of Yorkshire and Humberside and before it is presented to Executive Board and Full Council for approval.



**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leeds	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
<b>Culture</b>								
Increased participation in cultural opportunities through engaging with all our communities.  Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.	Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.	Local	NI 8 Adult participation in sport and active recreation	New baseline to be provided by Sport England during April 08, following production of revised guidance	Baseline + 0.25%	Baseline + 0.5%	Baseline + 1%	LCC/Sport England/ Leeds Cultural Partnership/Sport Leeds
					12	15	19	
					13 (2007/08)			
		Local	LKI SC19: Number of sports facility types with a specified quality assured standard  Proxy Measure - Further development of this local PI is currently being undertaken	tbc - 2008/09 new data				LCC/ Leeds Cultural
		Local	NI 9 Use of public libraries					

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leeds	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			Proxy to be used in Year 1 see below.	return				Partnership
			Number of visits to libraries Proxy Measure	4181923 (2006/07)	Proxy for 08/09 only	Proxy for 08/09 only	Proxy for 08/09 only	LCC/ Leeds Cultural Partnership
		Local	NI 10 Visits to museums and galleries Proxy to be used in Year 1 see below.	tbc - 2008/09 new data return				LCC/ Leeds Cultural Partnership/Leeds Arts Partnership
			The number of visits to museums and galleries Proxy Measure	384,346	Proxy for 08/09 only	Proxy for 08/09 only	Proxy for 08/09 only	LCC/ Leeds Cultural Partnership/ Leeds Arts Partnership
		Local	NI 11 Engagement in the Arts	tbc - 2008/09 new data return				LCC/Arts Council Leeds Cultural Partnership/ Leeds Arts Partnership
	Facilitate the delivery of major cultural schemes of international significance.	Local	Restore, refurbish & increase the cultural infrastructure of the city: a)	0 This is a new indicator	11,246,800	27,010,400	930,000	LCC/ Leeds Cultural Partnership

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			amount spent on buildings/refurbishing new & existing buildings of International significance	which relates to specific projects - as such there is no baseline data.	6	6	8	LCC/ Leeds Cultural Partnership
		Local	b) number of physical infrastructure capital build projects of International significance that will increase and/or improve cultural provision	0	6	6	8	LCC/ Leeds Cultural Partnership
<b>Enterprise and the Economy</b>								
Increased entrepreneurship and innovation through effective support to achieve the full	Increase innovation and entrepreneurial activity across the city	Local	To support the establishment of 550 new businesses in deprived communities in	12,751 (2006)	12,934	13,017	13,201	LCC/Yorkshire Forward/Leeds Chamber Employment and Skills

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leeds	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
potential of people, business and the economy.  Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.			Leeds by 2011					Partnership/Leeds Chamber
	Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment	Local	NI 157 - Processing of planning applications NB Target only includes major applications	60% Government target for major applications	Proxy for 08/09 only	Proxy for 08/09 only	LCC Employment and Skills Partnership/Leeds Chamber	
		Local	Result of annual satisfaction survey relating to planning performance agreements	tbc - 2008/09 new data return				LCC
Increase international communications, marketing and business support activities to promote the city and attract investment.	Local	In development – based on perception survey	To be provided				LCC/Marketing Leeds/ Employment and Skills Partnership/Leeds Chamber	

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
<b>Learning</b>								
An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.	Enhance the skill levels of the workforce to fulfil individual and economic potential	Designated	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	Awaiting data from Learning and Skills Council				Education Leeds/LCC/Learning and Skills Council/Children Leeds/ Employment and Skills Partnership/Leeds Chamber
		Designated	NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	tbc - 2008/09 new data return				Education Leeds/LCC/Learning and Skills Council/ Employment and Skills Partnership/Leeds Chamber
	Designated	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent	Targets/Baseline needed					LCC/Education Leeds Children Leeds
	Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.	Designated						

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			including GCSEs in English and Maths  DCSF Statutory Targets (below)					
	Improve learning outcomes and skill levels for 19 year olds.	Designated	NI 79: Achievement of Level 2 qualifications by the age of 19	Targets/Baseline needed			LCC/Education Leeds/LSC/Children Leeds	
		Local	NI80: Achievement of Level 3 qualifications by the age of 19	41% (2005/06 Academic Year)	47% (07/08 academic year)*	49% (08/09 academic year) *	51% (09/10 academic year) *	LCC/Education Leeds/LSC/Children Leeds
	Increase the proportion of vulnerable groups engaged in education, training or employment.	Designated	NI 117: 16-18 year olds who are not in education, training or employment (NEET)  DCSF Statutory Targets	10.0% (Average of Nov, Dec and Jan as per national reporting guidance)	8.9% *	7.8%*	6.8%*	LCC/Education Leeds/LSC/Yorkshire Forward/ Children Leeds/ Employment and Skills Partnership/Leeds Chamber

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
		Local	NI 148 Care leavers in education, employment or training	71.3% (2006/07)	76.6 %	81.7%	86.8%	LCC/Education Leeds/LSC/Yorkshire Forward/Children Leeds/ Employment and Skills Partnership/Leeds Chamber
	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.		DCSF Statutory Targets (see below)					
<b>Transport</b>								
Increased accessibility and connectivity through investment in a high quality transport system and through influencing	Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.	Designated	NI 167 Congestion - average journey time per mile during the morning peak	222.35 seconds (2005)	231.4	234.06	234.84	LCC/West Yorkshire Metro/Highways Agency/Yorkshire Forward Climate Change Strategy Group
		Local	Cycle Trips to the City centre in the	728 (2007)	780 (2008)	840 (2009)	880 (2010)	

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
others and changing behaviours			morning peak period (0730-0930).					
	Improve the quality, use and accessibility of public transport services in Leeds.	Local	Local bus passenger journeys originating in the authority area	Awaiting data from West Yorkshire Metro			LCC/West Yorkshire Metro/Highways Agency/Yorkshire Forward Climate Change Strategy Group	
		Local	Percentage of non-car journeys into central Leeds in the morning peak period.	42.30% (2004)	44.30%	44.70%	45%	
	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	Designated	NI 169 Non-principal classified roads where maintenance should be considered	15% (2006/07)	13%*	12%*	11%*	LCC/West Yorkshire Metro/Highways Agency/Yorkshire Forward Climate Change Strategy Group



**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	Improve road safety for all our users, especially motor cyclists pedal cyclists and pedestrians.	Designated	NI 47 People killed or seriously injured in road traffic accidents	554 (1994-98 rolling average)	372	348	326	LCC /Highways Agency/Children Leads
<b>Environment</b>								
Reduced ecological footprint through responding to environmental and climate change and influencing others.	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.	Designated	NI 192 Percentage of household waste sent for reuse, recycling and composting	27.05% (2007/08)	30.26 %*	33.94% *	41.32 %*	LCC/ Climate Change Strategy Group
Cleaner, greener and more attractive city through effective environmental management and changed behaviours.	Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.  Undertake actions to improve our resilience to	Designated	NI 185 CO2 Reduction from Local Authority operations  NI 188 Planning to Adapt to Climate Change	Reporting to commence from 2008 Calendar year	To be set when baseline calculated			LCC/ Climate Change Strategy Group
		Designated		Level 0 (2007/08)	Level 1*	Level 2*	Level 3*	LCC/ Climate Change Strategy Group

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	current and future climate change.							
Address neighbourhood problem sites; improve cleanliness and access, to and quality of green spaces.	Designated	NI195 Improved street and environmental cleanliness:	Litter	Targets and baselines need to be amended following changes to methodology for calculating performance. Baseline can be set when information is received from DEFRA				LCC/ Climate Change Strategy Group
			Detritus					
			Graffiti					
			Fly posting					
Improve the quality and sustainability of the built and natural environment.	Local	Percentage of parks and countryside sites assessed internally that meet the Green	10.8% (2004/05)		19%	21%	23%	LCC

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			Flag criteria					
<b>Health and Wellbeing</b>								
Reduced health inequalities through the promotion of healthy life choices and improved access to services.  Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.  Enhanced safety and support for vulnerable people through preventative and	Reduce premature mortality in the most deprived areas.	Designated	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and rest of Leeds)	605 per 100,000 (females)  (1995-97 average)	481 per 100,000 (females)	472 per 100,000 (females)	463 per 100,000 (females)	Leeds PCT/LCC/NHS Trusts/Healthy Leeds Partnership
					639 per 100,000 (females living in 10% most deprived SOAs)	631 per 100,000 (females living in 10% most deprived wards)	623 per 100,000 (females living in 10% most deprived wards)	
				942 per 100,000 (Males)  (1995-97 average)	715 per 100,000 (males)	679 per 100,000 (males)	662 per 100,000 (males)	
					993 per 100,000 (Males living in 10% most deprived SOAs)	970 per 100,000 (Males living in 10% most deprived SOAs)	940 per 100,000 (Males living in 10% most deprived SOAs)	

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
protective action to minimise risks and maximise wellbeing.		Local	121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)	145 (3 year average for 1995-1997)	76.2	72.7	69.3	PCT/LCC/NHS Trusts/ Healthy Leads Partnership/ Healthy Leads Partnership
	Reduction in the number of people who smoke.	Local	NI 123 Stopping smoking - disaggregated to narrow the gap between 10% most deprived SOAs and rest of Leeds	30.66% (2004)	25.7% City	23.3% City	21.0% City	PCT/LCC/NHS Trusts Healthy Leads Partnership
	Reduce rate of increase in obesity and raise physical activity for all.	Designated	NI 57 Children and Young People's Participation in high-quality PE and Sport	tbc - 2008/09 new data return	33.3% SOAs	30.2% SOAs	27.1% SOAs	PCT/LCC/Education Leads/NHS Trusts/ Healthy Leads Partnership/Children Leads
Reduce teenage conception and improve sexual health.	Designated	NI 112 Under 18 conception rate	50.4 (per 1000 girls aged 15-17) 1998	27.2%	41.1%	55.0%	PCT/LCC/ Healthy Leads Partnership/Children Leads	
Improve the	Designated	NI 132 Timeliness	80.9 (Apr-	85	88	90	LCC/PCT/NHS Trusts/	

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	assessment and care management of children, families and vulnerable adults.		of social care assessment (all adults)	Dec 2007) Baselines and Targets Provisional				Healthy Leads Partnership
		Local	NI 63 Stability of placements of looked after children: length of placement	70 (December 2007)	72	75	80	LCC/ Healthy Leads Partnership/Children Leads
		Local	NI 133 Timeliness of social care packages following assessment (all adults)	85 (predicted 07/08 Year End)	90	92	95	LCC/ Healthy Leads Partnership
Improved psychological, mental health, and learning disability services for those who need it.		Local	NI 58 Emotional and behavioural health of looked after children	tbc - 2008/09 new data return				PCT/LCC/NHS Trusts/ Healthy Leads Partnership/Children Leads
			VSB12 Effectiveness of children and adult mental health	TBC				

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			services (percentage of PCTs and Local Authorities who are providing a comprehensive CAMHS.					
			VSC02 Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.	TBC				
	Increase the number of vulnerable people helped to live at home.	Designated	NI 141 Percentage of vulnerable people achieving independent living	59% (Q2 2007/08)	66%*	71%*	76%*	LCC/PCT/ Healthy Leads Partnership
		Designated	NI 139 The extent to which older people receive the support they need to live independently at	Place Survey - Awaiting further guidance				

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			home					
		Local	NI 136 People supported to live independently through social services (all adults)	tbc - 2008/09 new data return				LCC/ Healthy Leads Partnership
	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.	Designated	NI 130 Social care clients receiving Self Directed Support per 100,000 population	95 (2007/08 predicted year end)	127	Targets for 2009/10 and 2010/11 have not been set as awaiting introduction of Individual Budgets for baseline figure in 2008/09. Until this is done targets for 2009/10 or later can be set.		LCC/ Healthy Leads Partnership
	Improve safeguarding arrangements for vulnerable children and adults through better information,	Local	Number of children looked after (expressed as a rate per 10,000 excluding unaccompanied asylum seekers	1281 (83.6)	1156 (75.4)	1031 (67.3)	906 (59.1)	LCC/Children Leads

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leeds	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	recognition and response to risk.	Local	The percentage of staff employed by the independent sector registered care services in Leeds that have received some training on protection of vulnerable adults that is either funded or commissioned by Leeds Adult Social Care	21% (January 2008)	Being developed			LCC
<b>Thriving Places</b>								
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.	Increase the number of "decent homes".	Local	NI 158 Percentage non-decent council homes	33.1% (Nov 2007) Provisional baseline – targets may be revised based on final baseline.	27%	18%	9%	LCC/ALMOS



**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**

**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.	Increase the number of affordable homes.	Designated	NI 154 Net additional homes provided	3327 (2006-07)	3800*	3500*	2900*	LCC
			NI 155 Number of affordable homes delivered (gross)	232 (2006/07)	300*	400*	500*	LCC
Increased economic activity through targeted support to reduce worklessness and poverty.	Reduce the number of homeless people.	Local	LKI HAS4 The number of homeless acceptances made in the year.	To be confirmed				LCC
			CP HAS50 Reduce the number of homeless people in Leeds per 1000 households, as defined by the Council.	To be confirmed				
Reduce the number of people who are not able to	Reduce the number of people who are not able to	Designated	NI 187 Tackling fuel poverty – % of people receiving income	4% 2007/08 (SAP<35)	3%	3%	2%	LCC/PCT/Healthy Leeds Partnership

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	adequately heat their homes.		based benefits living in homes with a low energy efficiency rating	44% 2007/08 (SAP>=65)	44%	45%	45%	
	Increase financial inclusion in deprived areas.	Local	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6700 (Jan – Dec 2007)	6700	6850	7000	LCC/Economy and Skills Partnership
	Reduce crime and fear of crime.	Designated	NI16 Serious acquisitive crime rate	27.3 (rate per 1000)	26.7 (rate per 1000)	26.2 (rate per 1000)	25.6 (rate per 1000)	West Yorkshire Police/LCC/Safer Leeds
		Designated	NI 20 Assault with injury crime rate	tbc				West Yorkshire Police/LCC/Safer Leeds
	Reduce offending.	Designated	NI 30 Re-offending rate of prolific and priority offenders	tbc	5% year on year reduction in re-offending rate			West Yorkshire Police/LCC/Safer Leeds/Probation Service/YOT

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
		Local	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified.  LPSA 2 Target	2076 (2004/05)	1877 (stretch)			West Yorkshire Police/LCC/Safer Leeds/Probation Service/YOT
			A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year.  LPSA 2	622 (2005)	573 (stretch)			West Yorkshire Police/LCC/ Safer Leeds/Probation Service/YOT

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	Reduce the harm from drugs and alcohol to individuals and society.	Designated	NI 40 Number of drug users recorded as being in effective treatment	2976 (2007/08 predicted year end)	3006	3067	3201	LCC/PCT/Safer Leads/Healthy Leads Partnership/
		Local	Local basket of indicators to be developed around alcohol for inclusion in 2009/10					
	Reduce anti-social behaviour.	Designated	NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour	tbcc - 2008/09 new data return				West Yorkshire Police/LCC/Safer Leads
	Reduce bullying and harassment.	Designated	NI 69 Children who have experienced bullying	33% (2007)	30%*	26.5%*	22.5%*	LCC/Education Leads/Children Leads
	Reduce worklessness across the city with a focus on deprived areas.	Designated	NI 152 working age people on out of work benefits	Currently awaiting for figures to be agreed with Job Centre				LCC/Job Centre Plus

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
				Plus				
		Local	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	Currently awaiting for figures to be agreed with Job Centre Plus				LCC/Job Centre Plus
	Reduce the number of children in poverty	Local	To be developed					
	Develop extended services, using sites across the city, to improve support to children, families and communities.	Local	NI 88 Percentage of schools providing access to extended services.	42% (2006/07 academic year)	74% (by Sep 08)	90% (by sep 09)	100% (by Sep 2010)	LCC/Education Leads/Children Leads

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
<b>Harmonious Communities</b>								
More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.	Local	NI 110 Young people's participation in positive activities	69,991 (2007/08)	73,491	80,840	88,923	LCC
			NI 6 Participation in regular volunteering	tbc - 2008/09 new data return				LCC
Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.	An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.	Designated	NI 4 Percentage of people who feel they can influence decisions in their locality	33% (Annual Survey 2007 and 2006 BV General Survey)  Awaiting further guidance from Place Survey consultation	Year on year increase			LCC

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leeds	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
	Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.	Local	NI 7 Environment for a thriving third sector	tbc - 2008/09 new data return				LCC
	An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.	Designated	NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area	65% BV General Survey 2006 67% Annual Survey 2007 Awaiting further guidance from Place Survey consultation	Year on year increase			LCC

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
**Date: 31 March 08**

Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
<b>DCSF Statutory targets</b>								
			Early Years (EYFSP) – to narrow the achievement gap at age 5	38% (2006/07 academic year)	30% (for 2008/09 academic year)			
			Early Years (EYFSP) – to increase achievement for all children at age 5	47.1% (2006/06 academic year)	53% (for academic year 2008/09)			
			Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	N/A	77% (for 2008/09 academic year)			
			Key Stage 1-2 – to improve proportion progressing 2 national	N/A	85% (for 2008/09 academic year)			



**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			curriculum levels in English					
			Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths	N/A	87% (for 2008/09 academic year)			
			Key Stage 3 - to increase proportion achieving level 5+ in both English and maths	N/A	74% (for 2008/09 academic year)			
			Key Stage 3 – to increase proportion achieving level 5 in science	69% (2006/07 academic year)	77% (for 2008/09 academic year)			
			Key Stage 2-3 - to improve proportion progressing 2 national	N/A	34% (for 2008/09 academic year)			

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			curriculum levels in English					
			Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths	N/A	65% (for 2008/09 academic year)			
			Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	42.1% (2006/07 academic year)	51.6% (for 2008/09 academic year)			
			Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English	N/A	62.7% (for 2008/09 academic year)			

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths	N/A	32.6% (for 2008/09 academic year)			
			Attendance – to reduce persistent absentee pupils in secondary schools	N/A	7.7% (for 2008/09 academic year)			
			Attendance – to reduce persistent absentee pupils in primary schools	N/A	No statutory target set (only set for secondary schools)			
			Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	N/A	56% (for 2008/09 academic year)			

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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Strategic Outcomes	Improvement Priority	Designated /local	Indicator selected by Leads	Baseline	LAA Improvement Target Designated targets noted with *			Lead Partners
					08/09	09/10	10/11	
			Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	N/A	56% (for 2008/09 academic year)			
			Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	N/A	17% (for 2008/09 academic year)			

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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LPSA 2 Indicators 2006-2009							
Strategic Outcomes	Improvement Priority	Designated/local	Indicator selected by Leeds	Baseline	Targets		Lead Partner
						08/09	
			Increase the percentage of 5-16 year olds participating in a minimum of two hours per week of high quality PE and school sport within and beyond the curriculum	83%	90% (stretch target)	85% (without stretch)	
			Increase the percentage of all Leeds schools achieving the National Healthy Schools Standard	0.5%	80% (Summer 2008)	95% (Dec 2008 stretch target)	
			Reduce the percentage of Year 11 leavers not engaged in education, employment or training (NEET)	8.6%	6.6% (stretch target)	7.6% (without stretch)	
			Increase the percentage of young people achieving the Level 1 (5A*-G/ equivalent) threshold	85.7%	93.0% (stretch target)		

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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			targets at age 16.			91% (without stretch)  (2007/08 Academic Year)	
			Increase the percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	45.4%	59.5% (DfES submitted target January 07) 59% (Stretch Target) 57% (without Stretch)  (2007/08 Academic Year)		
			Reduce the number of schools with a KS4 average points score of less than 260	10 schools	0 schools (stretch target)  5 schools (without stretch)  (2007/08 Academic Year)		
			Reduce the number of permanent exclusions in all Leeds Schools as measured and recorded through PLASC returns	181	40 (stretch target)  95 (without stretch)		
			Reduce the rate of fixed term exclusions per 1,000 pupils in all Leeds schools as measured through statutory termly returns	73.7	25 (stretch target)  65 (without stretch)		

**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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			Increase the percentage level of attendance in all Leeds secondary schools as measured and recorded through the PLASC returns.	91.05%	92.3% (stretch target) 91.9% (without stretch)		
			Reduce the percentage difference in unauthorised absence between Leeds secondary schools in the highest free school meal quartile and the national median for all such schools as measured and recorded through the PLASC returns.	3.6%	2% (stretch target) 3% (without stretch)		
			Reduce the number of claimants of Incapacity Benefit in 33 Super Output Areas (SOA) in the 16 listed wards, where the difference between the worst and best SOAs in that ward was greater than 12%.	4,945	3925		
			Reduce the number of offences of dwelling burglary recorded by the police.	13,776	7,001 (stretch target) 7,319 (without stretch)		
			Increase the number of reported incidents of domestic violence.	11,850	14,070 (stretch target) 13,035 (without stretch)		

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			Reduce repeat victimisation as a proportion of domestic violence incidents.	49%	43% (stretch target) 49% (without stretch)		
			Increase the number of incidents of domestic violence that result in a sanctioned detection.	12%	18% (stretch target) 12% (without stretch)		
			To reduce the number of deliberate primary fires.	7,951	Local Target Cumulative total for the three years ending 31st March 2009 6,865 (stretch target) 9,807 without stretch National target - to achieve a 10% reduction in deliberate fires by 31st March 2010 to 94,000 from the 2001/02 baseline of 104,500		
			Homelessness acceptances due to violence and harassment.	800 acceptances due to domestic violence or hate crime	550 (stretch target) 800 (without stretch)		
			Homelessness acceptances due to parental eviction.	209	150 (stretch target)		



**Appendix 1: Leeds Strategic Plan 2008-11: Draft Targets and Indicators**  
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					200 (without stretch)	
			Number of people killed or seriously injured on the roads in Leeds as measured by STATS 19.	PSA5 Baseline = 554  LPSA2 Baseline = 435	349 KSI casualties (stretch target)  365 KSI casualties (without stretch)	
			The proportion of relevant land and highways assessed as having combined deposits of litter and detritus that fall below an acceptable level.	27.05%	15% (stretch target)  17.1% (without stretch)	

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## Report of the Assistant Chief Executive (Planning, Policy and Improvement)

### Overview and Scrutiny Committee

Date: 8<sup>th</sup> April 2008

Subject: Council Business Plan 2008-11 – Update

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#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### Executive Summary

1. The Council Business Plan 2008-11 is a key element of the planning framework and sets out our business transformation, organisational change and financial plan for the next three years. At the heart of this plan are the business outcomes and improvement priorities and these have been revised to reflect feedback from the consultation process and to incorporate key recommendations from the recent corporate assessment. These revised outcomes and improvement priorities are brought back to Scrutiny for information.
2. Another important element of this plan are the performance indicators and targets which we will use to monitor our progress in achieving this plan. In setting ourselves targets which are both realistic and challenging we can ensure that we are expressing a clear desire for change and that improvement is driven across the whole organisation. The performance indicators which will form an important part of this plan are currently being developed and an initial list is presented in this report for early consideration.

## **1.0 Purpose of this Report**

- 1.1 This report provides an update on the development of the Council Business Plan 2008-11. It sets out the revised business plan outcomes and improvement priorities along with the first draft of the performance indicators which will be used to measure our progress in achieving this plan.

## **2.0 Background Information**

- 2.1 The Council Business Plan is a key element of the corporate planning framework for the authority. It sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years. At the heart of this plan are the Business Outcomes and Improvement Priorities which were initially drafted from discussions with senior officers across the council. These were then amended as a result of a consultation/challenge process which including input from:

- Trade Unions – via the Joint Consultative Committee;
- Staff – through two focus groups and a written consultation with corporate staff groups representing particular minority groups; and
- Elected Members via all Scrutiny Boards.

- 2.2 At the same time the Audit Commission has been consulting on its proposals for the new Comprehensive Area Assessment (CAA) which will replace the current Comprehensive Performance Assessment (CPA) framework in 2009. As part of this the best value performance indicators, previously used to report our progress, have been replaced by a new set of 198 national indicators. The majority of this national indicator set is focused on the outcomes delivered to local people and very few of them are relevant to the Council Business Plan. However, we can choose to continue to measure best value performance indicators where we think that these are relevant.

## **3.0 Main Issues**

### **Revisions to Business Plan Outcomes and Improvement Priorities**

- 3.1 The feedback from the consultation process has resulted in the restructure and the amendment of the business plan outcomes and improvement priorities. Key changes include:
- The number of outcomes has been reduced from four to three and these improvement priorities have been split across the other three outcomes in order to better align related pieces of work. In particular, the identified improvements around democratic engagement was felt to be strongly interlinked to the overall organisational development work. Similarly the community engagement improvement priorities and the information and intelligence that this provides aligns better with the outcome on business intelligence.
  - It was agreed that outcome around organisational development should not be structured around the council values as the values should underpin everything we do rather than being assigned to any particular outcome. Therefore, this outcome has been re-structured so that it aligns better to the elements of the One Council project.

- Concerns were raised that the business plan outcomes and improvement priorities did not adequately highlight the work still to be done to embed risk management and project/programme management; particularly the need to improve the way we approach, prioritise and co-ordinate major change projects of strategic importance. Additional improvement priorities have been added to cover these areas.
- Some of the improvement priorities were felt to be unclear or ambiguous and the wording of these have been changed to more explicitly set out what we are wanting to achieve.

3.2 In December the Council was subject to a Corporate Assessment by the Audit Commission. Whilst the formal report is still being agreed the feedback given so far has identified a number of areas of weakness and those that are relevant to the Council Business Plan include:

- Ensuring we are engaging with all communities including hard to reach groups
- Linking service plans more clearly to our priorities and embedding business planning
- Improving consistency of scrutiny
- Developing a corporate approach to workforce planning
- Improving consistency of HR practice
- Further reducing absence levels
- Developing programme management capacity
- Embedding performance management and improving the consistency of individual performance management

3.3 Whilst many of these areas were already covered by the draft business plan outcomes and improvement priorities some of the wording has been strengthened to reflect this feedback. The revised business outcomes and improvement priorities are set out in the table below.

<b>Business Outcome 1 - We are a values led organisation and our people are motivated and empowered</b>	
Delivered through	Business Improvement Priorities
Organisational Design and Workforce Planning	<ul style="list-style-type: none"> <li>• Ensure we have the right staff, in the right place with the right skills at the right time</li> <li>• Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals</li> <li>• Improve understanding and transparency of our decision-making and accountability processes</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Improve leadership at all levels including officers and elected members</li> <li>• Enhance our leadership of the city</li> <li>• Strengthen communication (skills and mechanisms) at all levels</li> </ul>
Democratic engagement	<ul style="list-style-type: none"> <li>• Strengthen our democratic processes to improve governance and policy making</li> <li>• Increase member involvement in policy development, decision making and accountability</li> </ul>
Equality Diversity and Community Cohesion	<ul style="list-style-type: none"> <li>• Ensure colleagues reflect the diversity of our communities</li> <li>• Ensure fair access to all our services</li> <li>• Embed equality and diversity throughout the organisation</li> </ul>

Sustainability	<ul style="list-style-type: none"> <li>• Reduce the carbon emissions arising from our buildings, vehicles and operations</li> <li>• Increase the proportion of socially responsible goods and services that we procure</li> <li>• Support the achievement of our strategic outcomes through our corporate social responsibility programme</li> </ul>
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**Business Outcome 2 - We are an intelligent organisation, using good quality information to deliver better outcomes**

Delivered through	Business Improvement Priorities
Information and knowledge management	<ul style="list-style-type: none"> <li>• Improve our systems and processes to enable us to use our information effectively and efficiently</li> <li>• Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels</li> <li>• Ensure we have the right intelligence to inform our strategic planning</li> <li>• Develop arrangements to protect and share information in line with legislative and regulatory requirements</li> </ul>
Customer involvement, choice and satisfaction	<ul style="list-style-type: none"> <li>• Improve our understanding of our customers</li> <li>• Increase choice so customers can access services in more convenient ways</li> <li>• Improve our services based on customer feedback</li> <li>• Manage customer expectation and deliver on our promises</li> <li>• Develop joined up and person centred services designed around the needs of our customers</li> <li>• Enhance the links between front and back office services to deliver excellent end-to-end services</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Increase involvement, engagement and participation of all communities especially hard to reach groups</li> <li>• Build trust with local communities to encourage greater engagement</li> </ul>

**Business Outcome 3 – Our resources are clearly prioritised to provide excellent services and value for money.**

Delivered through	Business Improvement Priorities
Resource Prioritisation	<ul style="list-style-type: none"> <li>• Deliver our 5 year financial strategy to align resources to our strategic priorities</li> <li>• Embed sustainability in our resource management processes</li> <li>• Consider all additional sources of funding available to support our priorities</li> </ul>
Efficiency/Value for Money	<ul style="list-style-type: none"> <li>• Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.</li> <li>• Embed value for money at all levels</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>• Implement a commissioning approach which delivers value for money and ensures the best provider.</li> </ul>
Service Improvement	<ul style="list-style-type: none"> <li>• Ensure strategic business transformation/improvement activity is prioritised and co-ordinated</li> <li>• Enhance service improvement capacity to support business change at directorate/service level</li> <li>• Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Develop sustainable and effective partnership governance framework</li> </ul>
Support services	<ul style="list-style-type: none"> <li>• Improve quality and efficiency of support services</li> </ul>

## **Performance Management**

- 3.4 At the same time as the outcomes and improvement priorities have been under consultation a draft set of performance indicators have also been developed through a series of workshops. These workshop considered the new national indicator set, existing best value and corporate plan indicators as well as looking at some new local indicators. This process produced a broad range of performance indicators which are currently being reviewed, defined and refined by the relevant service areas. In some areas, particularly for those indicators which are new, these discussions are on-going and therefore it should be stressed that the current list is still very much work in progress. However, it would be helpful to get members early views on this list especially thoughts on the coverage, balance and if there are any significant gaps. Appendix 1 sets out these indicators in a balanced scorecard format which shows how they would link to the strategic plan and allows us to consider whether we have the right balance in terms of the types of indicators.
- 3.5 As part of the development of these performance indicators, service areas have also been asked to make their initial suggestions for targets for the next three years. However in most cases work is still on-going to develop and agree these targets. In order to ensure that the target setting process is robust and rigorous the Resources Scrutiny Board has reviewed these initial indicators and targets (where available) and they have identified a small number of targets for more detailed examination at their meeting in April. At this meeting relevant officers will be asked to attend to present the background and context to these indicators and their rationale for the targets.

## **4.0 Implications For Council Policy And Governance**

- 4.1 The Council Business Plan forms part of the Council's Budget and Policy Framework as set out in the Constitution. All scrutiny boards have considered the initial draft outcomes and improvement priorities. Resources Scrutiny Board are asked for their input into the developing performance indicators and targets to support the delivery of the Council Business Plan. Formal approval of the Council Business Plan will be through Executive Board (11<sup>th</sup> June) and Council (2<sup>nd</sup> July).

## **5.0 Legal And Resource Implications**

- 5.1 The financial element of the business plan has been approved through a linked but parallel process which aligned with the annual budget. The five year financial plan will be incorporated into the business plan prior to its formal approval.

## **6.0 Conclusions**

- 6.1 The development of the Council Business Plan is on-going and performance indicators and targets which will be used to measure the delivery of this plan are at an early stage of development.

## **7.0 Recommendations**

- 7.1 It is recommended that OSC:
- consider the draft list of business plan performance indicators and give their views on the overall balance and coverage.

**Citizen/Strategic Outcomes (Leeds Strategic Plan/LAA Indicators)**

Culture Indicators	●	Environment Indicators	●
Economy & Enterprise Indicators	●	Health and Wellbeing Indicators	●
Learning Indicators	●	Thriving Places Indicators	●
Transport Indicators	●	Harmonious Communities Indicators	●

**Customer First**

**Value for Money/Resources**

➤ Avoidable customer contact	●	➤ CO2 emissions	●
➤ Fair treatment by local services	●	➤ Maintain our external EMAS accreditation	●
➤ Overall resident satisfaction	●	➤ Delivery of Medium Term Financial Plan	●
➤ Volume of total transactions delivered through self service	●	➤ Use of Resources Score	●
➤ % complaints responded to within 15 days	●	➤ Out-turn of corporate budget	●
➤ % letters from the public responded to within 10 working days	●	➤ % income from council tax, NDR, housing rents and sundry debtors collected by authority in year	●
➤ % emails from the public responded to within 10 working days	●	➤ Level of cashable efficiency savings	●
➤ % telephone calls answered as a proportion of calls offered	●	➤ % of budget spent through corporate framework agreements and corporate contracts	●
➤ % those making a complaint who are satisfied with the handling of their complaint	●	➤ % debt recovered	●
➤ Accessibility of Council Buildings	●		
➤ % people who think LCC allow residents a say in what it does	●		

**Business Improvement/Excellence**

**Valuing our Colleagues**

➤ Equality standard level	●	➤ Staff sickness (average No. days per FTE)	●
➤ Voter turn out in local elections	●	➤ Staff turnover	●
➤ % major projects assured by PAU being delivered: a) on time, b) on budget and c) realised benefits	●	➤ % staff who feel valued as an employee	●
➤ Direction of Travel score	●	➤ % staff who have had an appraisal	●
➤ % IO programme project milestones achieved vs those planned	●	➤ % staff who feel they are involved in contribution to the direction of the organisation	●
➤ % staff who feel they have access to the information and systems to do their job efficiently	●	➤ % of staff who feel that the council communicates well with them	●
➤ Data Quality measured by:	●	➤ % of top earners who are:	●
a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality	●	a) women	●
b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	●	b) from BME communities	●
➤ % of eligible decisions available for call in	●	c) Disabled	●
➤ % key decisions which did not appear in the forward plan	●	➤ % staff with disability	●
		➤ % staff from BME communities	●
		➤ Level of Investors in People accreditation	●





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

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

**Date: 10 April 2008**

**Subject: Young People's Scrutiny Forum – Draft terms of reference**

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**1.0 Background Information**

- 1.1 At the Board's last meeting, Members received an update on the Young People's Scrutiny Forum.
- 1.2 The Forum is due to meet on 3 April to finalise the terms of reference for the inquiry on the environment. The terms of reference will be circulated to Scrutiny Board members in advance of the Board meeting.

**2.0 Recommendation**

- 2.1 Members are requested to endorse the terms of reference for the Young People's Scrutiny Forum environment inquiry.

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# Young People's Scrutiny Forum

## Protecting our Environment

### Terms of Reference

#### Introduction

Last year's Young People's Scrutiny Forum inquiry 'Catching the Bus' was a great success, and examined the problems related to Transport faced by young people in Leeds. In autumn 2007, Scrutiny Board (Children's Services) approached the Youth Council to suggest a new topic for scrutiny in the current municipal year.

The Youth Council decided to focus on the Environment in 2007/08. This reflected the overwhelming concern of many young people, both in Leeds and across the country, about the future of the planet. The topic was also chosen as a manifesto theme by several of the candidates in the city's 'Mayor for a Day' election, which was held in Leeds Schools during 2007 Local Democracy Week. A Young People's Scrutiny Forum has therefore been commissioned by Scrutiny Board (Children's Services) to carry out an inquiry into the environment on behalf of the board.

Following the success of last year's arrangement, whereby young people from ROAR (Reach Out and Reconnect) were also invited to join the forum, it was decided to include them in this year's inquiry as well. As a result the Young People's Scrutiny Forum is very representative of young people from across the city and members are drawn from a wide range of different age groups and backgrounds.

At the first meeting of the forum in February 2008, the forum decided to focus its inquiry on three central themes: Waste Management, Education and Sustainable Buildings.

The forum will operate under the same rules and procedures as any other scrutiny board, combined with good practice with regard to youth work and youth participation. An officer from the Scrutiny Support Unit will provide the Young People's Scrutiny Forum with support and professional advice; professional youth workers from the Youth Council and ROAR will provide the youth work expertise; and officers from the Education Leeds and Leeds City Council will provide information on current policies and possible courses of action.

Scrutiny Board (Children's Services) will project manage the inquiry, agree the terms of reference and receive and consider any recommendations in the final report.

## Aims of the inquiry

1. To establish ways in which schools and other Leeds City Council services can reduce their impact upon the environment, and encourage them to implement these changes.
2. To encourage Leeds City Council and Education Leeds to play a part in raising awareness of environmental issues among the people of Leeds.
3. To ensure the opinions of young people in Leeds, with regard to environmental issues, are heard and acted upon by decision makers.

## The themes

The scrutiny forum has identified the following broad themes, which have in turn each been broken down into key areas of concern:

- Waste Management
  - Measures which could be taken to improve recycling – for example collecting green bins more often; providing more community recycling facilities like bottle banks
  - Ways that recycling can be promoted. Establishing what techniques are currently being used and what other methods could be used to raise awareness
  - Encouraging recycling in schools, for example by introducing an award system for the school which recycles the most each year.
- Education
  - Examining ways that local government can educate the general public about the environment and recycling. For example by looking at what Leeds City Council already does and comparing it with 'best practice' in other local authorities
  - Encouraging schools to integrate environmental issues into all lessons
  - Carrying out research into the future impact of climate change, flooding etc on Leeds and creating a simulation of what could happen
- Sustainable Buildings
  - Ensuring that all new public buildings in the city are durable and adaptable, so that they are 'future proof' and sustainable
  - Examining ways that energy consumption can be reduced
  - Looking at green energy production, and ways of removing existing barriers such as planning constraints.
  - A focus on refurbishing old buildings rather than rebuilding, and making the best use of materials so that buildings last.
  - Rating businesses in the city on their energy efficiency

## Methodology

The inquiry will be conducted over a period of 6 to 9 months, using a combination of scrutiny and youth work practice including:

- The submission of written reports
- The exploration of issues through discussions and games
- Consultation with young people by young people
- A delegate event or forum meeting where young people and decisions makers can discuss the emerging issues
- Site visits to organisations in the city involved with environmental issues – for example, recycling centres, environmental projects

The inquiry will conclude with a written report, and the possible production of a short film, which will be presented to the relevant decision makers. Young people will then be involved in monitoring the progress of any recommendations over time.

## Outline timetable for the inquiry

### 23<sup>rd</sup> February

- Introductions
- Brainstorming
- Creating outline terms of reference

### 3<sup>rd</sup> April

- Finishing the terms of reference
- Further development of the main themes
- Discussion of possible consultation and which methods to use

### 3<sup>rd</sup> May

- Feedback on initial research carried out by forum members
- Planning of consultation events
- Establishing what background information will be needed

### June

- More detailed planning of the questionnaire and other consultation techniques to be used at the consultation events.

### July

- A series of site visits to relevant organisations across the city
- Beginning to make a short film about the inquiry

### August

- Consultation event with young people, potentially tied in with the 'Breeze' festival

## **September**

- A meeting (or series of meetings) attended by expert witnesses to discuss the issues raised so far and gather further information on each topic (as outlined under 'themes' above)
- Further filming

## **October**

- A recap, and brief further consideration of the evidence gathered during the visits and at the meetings with expert witnesses
- Outlining of possible recommendations.
- Further filming

## **November**

- Draft and agree final report
- Complete film

## **December**

- Present film, final report and recommendations to the Children's Services Scrutiny Board, and any other relevant bodies.
- Arrange for a public screening of the film – potentially on the big screen on millennium square.

## **Witnesses**

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

- Education Leeds
- Leeds City Council
  - Development Department
  - Asset Management
  - Waste Management/City Services
  - Procurement
- Voluntary and community groups in the city involved in work to improve the environment





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

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

**Date: 10 April 2008**

**Subject: Draft Statement on Inclusion**

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**Electoral Wards Affected: All**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1.0 Introduction**

- 1.1 In October 2007, the Scrutiny Board (Children's Services) considered the draft Leeds Inclusive Learning Strategy. Having considered the draft strategy, the Board established a working group to give more detailed consideration to two of the strategic priorities within the strategy.
- 1.2 The working group was also commissioned to review progress in implementing the recommendations of the Specialist Inclusive Learning Centres (SILCs) inquiry published in April 2006.
- 1.3 The working group has completed its work and the Board is now in a position to report on its conclusions and recommendations resulting from the evidence gathered. This has been done in the form of a Statement from the Board.
- 1.4 The draft statement is attached for consideration.

**2.0 Consultation**

- 2.1 Scrutiny Board Procedure Rule 16.3 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be attached to the report".

- 2.2 Any advice received will be reported at the Board's meeting for consideration, before the Board finalises its statement.
- 2.3 Once the Board publishes its final statement, the appropriate Directors will be asked to formally respond to the Scrutiny Board's recommendations within three months.

### **3.0 Recommendations**

- 3.1 The Board is requested to:-
- (i) Agree the Board's final statement on Inclusion.
  - (ii) Request that officers formally respond to the Scrutiny Board's recommendations by July 2008.



**Leeds**  
CITY COUNCIL

**DRAFT**

**Draft statement of**

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

**Inclusion**

# Introduction



## Introduction

1. At its meeting in October 2007, the Scrutiny Board (Children's Services) considered the draft Leeds Inclusive Learning Strategy.
2. The revised Inclusive Learning Strategy is a Children Leeds strategy, and whilst its initial focus is on education, the aim is to develop more multi-disciplinary working.
3. Having considered the draft Strategy, the Board appointed a working group to give more detailed consideration to two of the strategic objectives outlined in the strategy:
  - the further development of specialist provision, including the role of the SILCs;
  - the further development of the behaviour continuum and provision, including the role of the pupil referral units.
4. The working group was also commissioned by the Board to review progress in implementing the recommendations made by the Scrutiny Board (Children's Services) in April 2006 arising from its inquiry into Specialist Inclusive Learning Centres (SILCs).
5. The working group met on three occasions: 5<sup>th</sup> December 2007, 27<sup>th</sup> January and 6<sup>th</sup> March 2008.
6. Following presentation of the working group's findings to the full Scrutiny Board, the Board has agreed the following statement and recommendations.

DRAFT

# Comments and Recommendations



## SILCs

1. At the first meeting of the working group the focus was on strategic objective 2 of the Inclusive Learning Strategy: the further development of specialist provision, including the role of the SILCs.
2. Members considered the project brief and action plans for this objective of the strategy.
3. This objective will seek to bring greater coherence and consistency to the roles of the various types of provision – ie mainstream school, resourced provision, SILC partnerships, SILCs – so that there is a clear continuum of provision to meet varying levels of need.
4. Members flagged parental participation as an ongoing concern, even whilst acknowledging the positive progress and activity that has taken place, particularly recently.
5. In particular, parental perception about the amount of choice parents have with regard to a SILC or mainstream placement for their child remains an issue for some parents. A key factor here is the requirement for a statement in order to access a SILC place.
6. Officers repeated a request for Members of the Scrutiny Board to encourage individual parents who approached them with concerns about inappropriate placements to contact Education Leeds, in order that they could fulfil their duty to investigate these cases.
7. This led on to another concern of the working group – regarding the appropriate use of special educational needs (SEN) funding through the Funding for Inclusion (FFI) scheme, by some mainstream schools. Funding for pupils' special educational needs in mainstream schools is delegated to schools, and the management and governing body will then determine how it is spent at their discretion.
8. Members were very pleased to hear that closer monitoring of how schools spend resources allocated to them for SEN provision is being incorporated into Education Leeds' school improvement teams and School Improvement Partners' monitoring and challenge of

## Comments and Recommendations



schools, on an outcome focused basis. This is part of a stronger inclusion focus in this relationship.

### **Recommendation 1**

**That Education Leeds report regularly to the Scrutiny Board (Children's Services) on any concerns regarding schools' use of delegated SEN funding, and how schools have responded to challenge.**

9. Outreach was felt to be another key area for development, in order to use existing expertise from SILCs and partnership schools to support mainstream schools to increase their ability to meet the needs of SEN pupils well. The Working Group agreed that further developing the expertise of mainstream schools is still a key issue in making mainstream school a realistic option for more parents.

10. Some members of the working group also maintain concerns that, where some mainstream schools rely extensively on Teaching Assistants and Higher Level Teaching Assistants to provide support for these pupils, then there is not enough pedagogical input for these children and that they may not achieve their full educational potential as a result. This was not felt to be a widespread problem, but was a significant

factor for those small number of pupils struggling to cope.

11. Whilst it will take some time to deliver the objectives of the Inclusive Learning Strategy, the working group was reminded that recent Ofsted inspections had judged existing SILC provision to be good or outstanding. Existing pupils were benefiting from ongoing improvements and developments at the same time as the longer term plans were being progressed.

12. Officers also informed the working group that the review of provision as part of this objective was not looking at SILC closures. There was an acknowledgement of the need for specialist SILC provision in each area of the city, although in some cases that may not be in the current location(s).

13. In particular, the various school building programmes offered opportunities, such as the development at Temple Moor with the East SILC.

### **Behaviour**

14. The second meeting of the working group focused on the third objective of the Leeds Inclusive Learning Strategy – the further development of the behaviour continuum and

## Comments and Recommendations



provision, including the role of the pupil referral units. The Board's particular interest in this objective was sparked by concerns raised in spring 2007, when the Board received a briefing on the No Child Left Behind initiative and the Area Management Board arrangements.

15. At that time, members had noted the governance and joint working arrangements being put in place, but asked for further evidence of additional support on the ground to assist staff in schools to tackle behaviour issues on a day to day basis, especially at the lower end of the continuum.

16. The working group received a presentation on the development of a new model for the behaviour continuum, which demonstrates how provision would be delivered in each wedge of the city, providing a range of levels of support from assistance in schools through to a centralised BESD (Behaviour, Emotional and Social Difficulties) SILC provision.

17. A diagram of the model and a description of the provision planned for each Key Stage is appended to this report.

18. Although this hub and spoke model is still subject to

consultation, some parts of it are already being developed, for example the Oasis centres. If fully implemented, it will increase the availability of local behaviour provision, particularly at an 'intermediate' level.

19. The working group discussed the geographical distribution of current provision, and in particular the impact on travelling times for pupils, and the cost of transport. For example members noted that approximately £120k of the £400k budget for the Oakwood site was spent on taxi fares.

20. It is anticipated that one of the benefits of the new model will be that transport costs will reduce, with more money available to spend directly on provision.

21. Members stressed the importance of the new provision developing the notion of a 'revolving door' so that pupils returned to mainstream provision as soon as possible, and other 'at risk' pupils are able to benefit from support. This is key to resolving historical perceptions of blockages in the system.

22. The working group asked if there was any evidence or case studies relating to the number of young people 'saved' from

## Comments and Recommendations



exclusion by intermediate interventions such as alternative programmes. There should be a system of tracking and monitoring the success of the various interventions across the whole behaviour continuum as part of the increased drive for accountability in this area.

### **Recommendation 2**

**That Education Leeds reports to the Scrutiny Board on how it will monitor the success of different behaviour interventions across the whole continuum in achieving outcomes for pupils (including mainstream schools, alternative provision, partnership provision, resourced provision, Area Management Board provision, Pupil Development Centres, Learning Support Units, Oasis provision, Teaching and Learning Centres, Pupil Referral Units and SILC provision).**

23. In terms of staff development, the working group discussed some of the keys to success. In particular, siting new provision in excellent schools was a deliberate strategy. Education Leeds was also exploring the potential for mainstream staff to be seconded to behaviour provision to develop their expertise.

24. Members talked about issues around transition from primary

to secondary school. They suggested the need to identify vulnerable pupils who have not quite required outside placements in primary school, but for whom the disruption of transfer to secondary school is liable to trigger such a need. Primary schools identifying such pupils and alerting secondary schools was part of a preventative strategy, but it was also hoped that the new Oasis centres would help meet this type of need.

25. Members asked about the referral routes for the Oasis provision, which will take the form of eight place provision which pupils will typically attend for half a term, whilst maintaining regular contact and part-time attendance at their existing mainstream school. The working group was told that it was expected that the referral route would be via schools, against locally set criteria. It was not anticipated that parents would be able to refer a child, although if a school refused to refer a child the parent would of course have recourse to normal routes to pursue any complaint, including through the governing body or the Parent Partnership Service.

26. The working group advised that it was important that referral routes need to be set out clearly



## Comments and Recommendations



from the outset, as it was circumstances such as this which could create tensions with parents when they felt that the system was failing them.

### **Recommendation 3**

**That Education Leeds clearly sets out the referral routes for the Oasis centres.**

27. The working group discussed with officers the progress that was being made in establishing an ongoing dialogue with parents, both collectively and individually. It was recognised that on the whole communication had improved significantly, but members stressed that the positive work on this issue needed to be maintained through continued efforts in order to overcome some of the deep-seated history of parental suspicion.

28. The working group was also very interested to discover how the changing pattern of school provision – ie the establishment of Academies and Trusts – impacted on behaviour issues.

29. Aspects discussed included:

- Exclusions
- Exemptions from admitting pupils excluded from other schools

- Admissions policies and the knock-on impact on the intake of other local schools
- Different trigger levels for exclusion
- Different financial rules – funding does not follow the excluded pupil in the case of the Academy.

### **Recommendation 4**

**That Education Leeds continues to lobby the DCSF to ensure that the establishment of future Academies, especially in Leeds, provides for funding to follow an excluded pupil.**

30. Members were pleased to hear from officers of the work that had been done to develop relationships between Education Leeds and the David Young Community Academy, as well as other local schools, and of the success of this work so far. It was helpful to be able to discuss these issues with officers, following the attendance of the Academy Principal at the Scrutiny Board the previous week.

31. Some of the lessons learned were being built into the draft protocols for any future Academies and partnerships in Leeds, as an expression of the local authority's ethos and commitment to schools working collaboratively. This is an issue

## Comments and Recommendations



that the Scrutiny Board has stressed continuously throughout its work, and particularly in its inquiry last year on the implications of trust schools for the local authority.

32. The working group also noted that the change to Trust status in Garforth had not resulted in any changes in access to provision to date.

### Scrutiny Inquiry on SILCs

33. The working group was also tasked by the Scrutiny Board with tracking progress in implementing the recommendations of the original SILCs inquiry, which reported in April 2006.

34. When the SILCs inquiry report was originally produced it had been anticipated that a review of the SEN policy, including accommodation and funding was imminent.

35. Members were clear in their inquiry report that *"We also need to recognise that our inquiry took place at a particular moment in time, and our findings will reflect that fact."*

36. Eighteen months on from the original scrutiny inquiry, the publication of the refreshed Leeds Inclusive Learning Strategy meant that there was a

need to revisit these findings and take stock of progress. Accordingly, the working group considered an update on each of the recommendations, relating them to the Leeds Inclusive Learning Strategy.

37. In order to reflect the new approach outlined in the Inclusive Learning Strategy, it is agreed that it is no longer appropriate to monitor the recommendations as they were originally written in 2006.

38. Instead the working group has considered how the new approach outlined in the new Strategy reflects the spirit of the Board's previous inquiry and recommended to the Board that implementation of the four strategic objectives contained in the Leeds Inclusive Learning Strategy should form the key focus for ongoing monitoring.

39. The Scrutiny Board has agreed that this will form the basis for the next stage of its involvement in the development of inclusive practice.

### Recommendation 5

**That Education Leeds and the Principal Scrutiny Adviser devise an appropriate framework for the Scrutiny Board to monitor implementation of the Leeds Inclusive Learning Strategy during 2008/09.**

# Participants



## Members of the Working Group

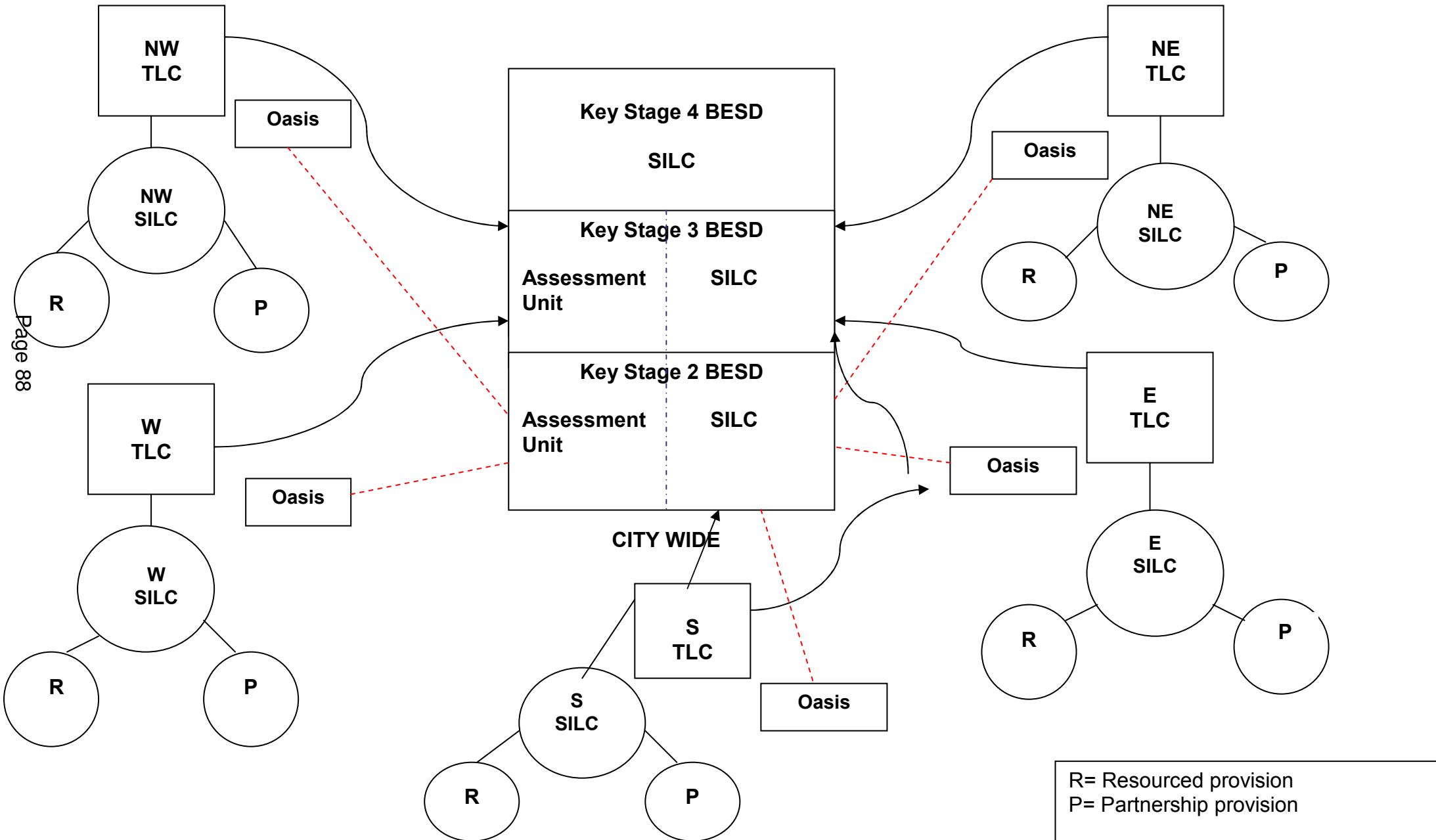
Councillor W Hyde  
Councillor J Langdale  
Mr E A Britten  
Mr I Falkingham  
Ms C Foote  
Mrs S Knights  
Prof P Gosden

## Witnesses

Carol Jordan – Strategic Manager for Integrated Children’s Services, Education Leeds  
John Fryett – North West Leeds Area Management Board Inclusion Project Director, Education Leeds  
Andrew Hobbs – Change Consultant, Education Leeds  
Sue Morgan – Inclusion and SEN Development Officer, Education Leeds  
Liz Lowes – Change Coordinator, Education Leeds  
Gary Nixon – Head of Service, Education Leeds  
Diane Reynard - Principal of the East SILC  
Bob Stott – No Child Left Behind Project Director, Education Leeds

**SPECIALIST  
BESD PROVISION**

**Area based**



R= Resourced provision  
P= Partnership provision

1. At Key Stages 1&2, the following behaviour continuum is envisaged:

Universal	Universal	Targeted	Targeted	Targeted	Specialist
Primary schools	Nurture provision	Pupil Development Centres (PDC)	Oasis provision	KS2 Pupil Referral Unit (PRU)	KS2 SILC

2. At Key Stage 3, the following behaviour continuum is envisaged:

Universal	Universal	Targeted	Targeted	Targeted	Specialist
Secondary schools	Learning Mentors	Learning Support Units (LSU)	Learning Centres	KS3 PRU	KS3 BESD SILC

3. At Key Stage 4, the following behaviour continuum is envisaged:

Universal	Universal	Targeted	Targeted	Targeted	Specialist
Secondary schools	Learning Mentors	LSUs	Learning Centres	Alternative Provision	KS4 BESD SILC

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 10<sup>th</sup> April 2008

Subject: Annual Report 2007/2008

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Electoral Wards Affected: All

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 Purpose of the report

- 1.1 The purpose of this report is to present the draft of the Board's contribution to the Scrutiny Board Annual Report.

### 2.0 Introduction

- 2.1 Members will be aware that the operating protocols for Scrutiny Boards require the publication of an Annual Report to Council. This year the report will combine a commentary on each of the Board's work, progress on the Action Plan 2007/08 and details of the Action Plan being developed for 2008/2009.

### 3.0 Draft report

- 3.1 A draft contribution to the Annual Report from the Scrutiny Board (Children's Services) will be circulated in advance of the Board's April meeting. It will include an introduction from the Chair and details of the some of the work undertaken by the Board in this municipal year. The final text will be subject to agreement of the Board's remaining inquiry reports.

### 4.0 Recommendation

- 4.1 Members are asked to agree the Board's contribution to the composite Annual Report.

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# Scrutiny Board (Children's Services)



*Cllr Bill Hyde  
Chair of Scrutiny Board  
(Children's Services)*

## **Membership of the Board:**

Councillor Bill Hyde (Chair)	Mr Tony Britten
Councillor Colin Campbell	Mr Ian Falkingham
Councillor Judith Chapman (part)	Ms Celia Foote
Councillor Judith Elliott	Prof Peter Gosden
Councillor Ronald Feldman	Mr Robert Greaves
Councillor Sharon Hamilton	Mr Tim Hales
Councillor Roger Harington	Mrs Sandra Hutchinson
Councillor Alan Lamb	Ms Taira Kayani
Councillor Brenda Lancaster	Mrs Sue Knights
Councillor Jacqueline Langdale	Ms Jeannette Morris-Boam
Councillor David Morton (part)	
Councillor Tom Murray	
Councillor Karen Renshaw	

## ***The Chair's Summary***

It has been a pleasure and a privilege to return to chairing the Scrutiny Board this year. As always, the members of the Board have been tireless in their commitment to scrutiny, and I must particularly pay tribute to those who willingly volunteer for working groups, visits and other activities over and above the monthly Board meetings. Without this additional work, there is no doubt that we would not be nearly as effective, given the breadth of our remit.

This year the council has been subject to both a Corporate Assessment and Joint Area Review inspection, and inspectors from both teams interviewed Board members as part of the assessment process. Whilst we still await the outcome of the inspection report, I would like to thank those officers who continued to support our inquiries conscientiously at the same time as they were busy meeting the demands of the inspection process.

As always, our work programme has been a delicate balancing act. We need to ensure that we maintain an overview and focus on performance, holding people to account for delivering the Every Child Matters outcomes, whilst also identifying some more in-depth pieces of work where we can add value to the development of policy and service delivery. Our inquiry on services for 8-13 year olds is a good example of this. We have also responded to external requests for our input, as in our inquiry on Fountain Primary School.

This year has been the first year of a new, more rigorous recommendation tracking system for scrutiny, which has helped us to keep a closer eye on the impact of our recommendations. I look forward to seeing this become embedded over the next year, enabling us to be robust in challenging any areas where progress is not happening.

I am especially pleased that we have continued to support the Young People's Scrutiny Forum this year, and am proud that their work was chosen as a case study of good practice by the IDeA for their children's services scrutiny toolkit. Following the publication of the 'Catching the Bus' report last year, Forum members have worked jointly with Scrutiny Board members and officers to monitor their recommendations and also to progress some of them. I wish the Forum well with their new inquiry, on the environment.

**Cllr Bill Hyde**  
**Chair of Scrutiny Board (Children's Services)**

## **Services for 8-13 year olds**

The Leeds Children and Young People's Plan sets out local priorities and actions to deliver universal and targeted services to all children and young people aged 0-19, and older for those with special needs.

Within this framework, the Scrutiny Board identified the 8-13 age group as a key target group. Early years and youth services are well established services with recognised target age ranges at either end of the 0-19 age spectrum. Members felt there was now a need to extend this approach to join up in the middle in a more formalised manner. This complemented the strong conclusion of the Board's inquiry on youth services, carried out last year, which was that there needed to be more investment in universal and targeted services for the 8-13 age group, and that seeking to re-engage young people and their families in structured provision and support at 13-plus was often very difficult.

The Board identified a number of aspects of the 'infrastructure' necessary to successful delivery of universal and targeted services for 8-13 year olds as the focus for the inquiry:

- Meeting the requirement to provide information for children, young people and families
- The use of assets, particularly schools but also other buildings, to deliver services
- Governance models in relation to extended schools
- The role of councillors in supporting and promoting local delivery of services for 8-13 year olds
- The opportunities that are available for young people aged 8-13 to participate in decision-making and influence issues that affect them
- The infrastructure required to deliver the play strategy

The Board heard from a wide range of witnesses involved in the delivery of services to this age group, and also carried out visits to various providers as part of the inquiry.

**Some of our main recommendations were:**

***To be completed following publication of the report***

## ***Education Standards***

At its first meeting of the year, the Scrutiny Board identified education standards as a topic for one of its major inquiries for the year. The choice of this topic accorded with priorities in the Vision for Leeds and the Children and Young People's Plan, as well as reflecting a recurrent theme identified from the Board's regular consideration of performance management information.

Members initially identified two potential areas of focus for the inquiry: the 14-19 age group, and early years and primary transition. Having considered the two areas, the Board decided to focus this year's inquiry on trying to help break the cycle of underachievement at the 14-19 stage of the education system and to reduce the numbers of young people not in education, employment and training (NEET).

However this was accompanied by a strong recommendation that an inquiry is prioritised in 2008/09 on those entering the education system.

The Board's inquiry looked at the following areas:

- How pupils are identified as at risk of becoming NEET
- The support provided to pupils in schools to support their attainment and to prepare them for adult life
- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

The inquiry combined the presentation of written evidence to formal Board meetings, with a number of visits to schools, colleges and training providers. Members were able to discuss the issues with a range of young people as well as with professionals.

**Some of our main recommendations were:**

***To be completed following publication of the report***

## ***Young People's Scrutiny Forum***

Following the very successful 'Catching the Bus' report produced by the Young People's Scrutiny Forum last year, young people have chosen 'Protecting our Environment' as their next theme.

Their inquiry, which spans this year and next year, will focus on three themes: waste management, education and sustainable buildings. The inquiry aims to:

- Establish ways in which schools and other Leeds City Council services can reduce their impact upon the environment, and encourage them to implement these changes.
- Encourage Leeds City Council and Education Leeds to play a part in raising awareness of environmental issues among the people of Leeds.
- Ensure the opinions of young people in Leeds, with regard to environmental issues, are heard and acted upon by decision makers.

The Forum hopes to make a short film to accompany their inquiry.

In the meantime, a joint group of young people, Scrutiny Board members and officers from the council and Metro, have worked together to monitor progress with the recommendations of the 'Catching the Bus' report. This has been an important development in ensuring that the young people are able to see the results of their work translated into action.



*Members of the Young People's Scrutiny Forum during scoping of the environment inquiry*



## ***Inclusion***

A scrutiny working group looked in detail at two of the key objectives of the revised Leeds Inclusive Learning Strategy:

- The further development of specialist provision, including the role of the Specialist Inclusive Learning Centres (SILCs);
- The further development of the behaviour continuum and provision, including the role of the pupil referral units.

The working group also assessed progress with the recommendations of the Scrutiny Board's 2006 report on the SILCs.

We intend to continue to monitor progress in this area next year, as the Inclusive Learning Strategy develops further. In particular we have made some recommendations regarding the effectiveness of behaviour interventions and the use of inclusion finances by schools.

## ***Fountain Primary School***

Early in the year the Board was asked to undertake an independent inquiry into the way Fountain Primary School had been established by Education Leeds. The focus of the inquiry was to explore the circumstances surrounding this particular primary school reorganisation scheme, that consequently led to the need for staffing reductions after only two years of the new school being in operation. As a result of the Scrutiny Board agreeing to do this work, staff called off planned strike action.

Our main recommendations included:

- That priority be given to funding the project to bring the school together on one site. (This project has recently been agreed.)
- Improved and more transparent projections of pupil numbers to inform future decisions about the need for school places;
- Improved communication with parents when new schools are established;
- Proposals for closer working between schools, governing bodies and Education Leeds through all stages of school reorganisation and the period immediately following.

## **The Board's full work programme 2007/08**

### Review of existing policy

Education Standards Inquiry  
Fountain Primary School Inquiry  
Inclusion  
Parenting Support

### Development of new policy

Inquiry into services for 8-13 year olds  
Inclusion Strategy  
Review of 14-19 education and training provision in Leeds

### Performance Management and Monitoring

Overview of Children's Services and Children and Young People's Plan priorities  
Performance Management information  
Standards in Leeds schools and Ofsted inspections  
Monitoring of recommendations from previous inquiries including:

- Specialist Inclusive Learning Centres (SILCs)
- Adoption in Leeds
- Catching the Bus
- Implications of Trust Schools for the Local Authority
- Youth Services
- Review of 14-19 education and training provision in Leeds
- Departmental Communications

### Budget and Policy Framework

Leeds Strategic Plan 2008-2011  
Children and Young People's Plan

### Briefings

David Young Community Academy

### Young People's Scrutiny Forum

Monitoring of recommendations from Catching the Bus inquiry  
Protecting the Environment Inquiry

## EXECUTIVE BOARD

WEDNESDAY, 12TH MARCH, 2008

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

Councillors R Brett, R Finnigan, S Golton,  
R Harker, P Harrand, J Procter, S Smith,  
K Wakefield and J Blake

Councillor Blake – Non-voting Advisory Member

### 188 Exclusion of Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated exempt on the grounds that it is likely, in the 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 exempt information so designated as follows:

- (a) Appendix 1 to the report referred to in minute 197 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information will be obtained through inviting of best and final offers for the property/land then it is not in the public interest to disclose this information at this point in time and will affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would be informed about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendices 1 and 3 to the report referred to in minute 198 under the terms of Access to Information Rule 10.4(3) and on the grounds that publication could prejudice the Council's commercial interests as they include financial information relating to land and property that if published could influence negotiations between the Council and private property owners. In these circumstances it is considered that the public interest in not disclosing this commercial information outweighs the interests of disclosure.

- (c) Appendix 5 to the report referred to in minute 202, which was circulated at the meeting under the terms of Council Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to the appendix outweighs the public interest in disclosing the information by reason of the commercially sensitive information concerning the individual site values contained therein.
- (d) Appendix 1 to the report referred to in minute 204 under the terms of Access to Information Procedure Rule 4 and on the grounds that publication could prejudice the City Council's commercial interests as it includes financial information relating to land and property.

**189 Late Items**

There were no late items but supplementary/revised information provided since the despatch of the agenda was noted as follows:

- Minute 194 - Supplementary information submitted by the Relate charity
- Minute 198 - A revised report circulated on 5<sup>th</sup> March 2008
- Minute 199 - A revised covering report circulated at the meeting

**190 Declaration of Interests**

Councillor Blake declared a personal interest in the item relating to 'Joint Service Centres' (Minute 200) due to her position as Non-Executive Director of Leeds North West Primary Care Trust.

Councillor Smith declared a personal and prejudicial interest in the item relating to a deputation to Council entitled 'Members of Relate regarding the Organisation's Funding' (Minute 194) as he had a client organisation operating a similar enterprise to Relate.

**191 Minutes**

**RESOLVED** – That the minutes of the meeting held on 8<sup>th</sup> February 2008 be approved.

**192 Matters Arising from the Minutes**

Inquiry into River Safety Management of Wharfemeadows Park, Otley – Officer Observations (Minute 166 refers)

**RESOLVED** – That a report be submitted by the Assistant Chief Executive (Corporate Governance) to the April meeting of Executive Board on recommendation 2 of the Scrutiny Board (Culture and Leisure) report entitled 'River Safety Management at Wharfemeadows Park, Otley', in relation to the availability of Counsel's advice.

Annual Standards Report – Secondary (Minute 182 refers)



**RESOLVED** – That a report be submitted by the Chief Executive of Education Leeds to the April meeting of Executive Board on the strategies being used to address identified areas of comparative under achievement in schools.

## **LEISURE**

**193 Deputation to Council - Tinshill Recreation De-fence Group regarding use of permitted development to fence off green space including Tinshill Recreation Ground**

The Director of City Development submitted a report responding to each of the issues raised by the deputation from Tinshill Recreation De-Fence Group to full Council on 16<sup>th</sup> January 2008.

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

(Under the provision of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he voted against the decisions taken in this minute).

## **ADULT HEALTH AND SOCIAL CARE**

**194 Deputation to Council - Members of Relate Regarding the Organisation's Funding**

The Director of Adult Social Services submitted a report responding to the deputation from representatives of the charity Relate to full Council on 16<sup>th</sup> January 2008. Supplementary information submitted by the charity was circulated at the meeting.

**RESOLVED** – That the request for a recurring grant payment of £23,000 be not supported by Adult or Children's social care services and that it be noted that officers have provided advice to the Relate organisation in relation to other sources of funding that they might access to support their work.

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

(Under the provisions of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he voted against the decisions taken in this minute).

## **DEVELOPMENT AND REGENERATION**

**195 Deputation to Council- Local Residents Requesting the Council to Purchase Sports Facilities at Leeds Girls High School for use by Primary Schools and the Local Community**

The Director of City Development submitted a report in relation to the deputation from local residents to full Council on 16<sup>th</sup> January 2008.

**RESOLVED** – That the interim response as contained in the report be noted and that a further report be brought back to this Board on the feasibility of bringing some or all of the playing pitches and sports facilities into public ownership.

**196 Deputation to Council - Headingley Network Regarding the Future Use of the Elinor Lupton Centre**

The Director of City Development submitted a report in response to the deputation from Headingley Network to full Council on 16<sup>th</sup> January 2008.

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

**LEISURE**

**197 Stage 1 Application for Parks for People Heritage Lottery Funding for Middleton Park**

The Director of City Development submitted a report on the proposed submission of a Stage 1 Parks for People Programme Heritage Lottery Fund application for a Middleton Park restoration scheme with the support of Wade's Charity; the match funding for the scheme to be provided by the Council's surrender of its leasehold interest in 218 and 220 Middleton Town Street and adjoining land and the subsequent sale of the freehold in the properties by Wade's Charity.

Members noted that the restoration scheme would deliver a maximum of £1.65 million of capital investment into Middleton Park, rather than the £1.4 million as detailed within the report.

Following consideration of appendix 1 to the report designated as exempt under Access to information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

- (a) That approval be given to the proposal to submit a Stage 1 application to the Heritage Lottery Fund, with support from Wade's charity, to restore Middleton Park and that the Acting Chief Recreation Officer be authorised to sign off the application on the Council's behalf.
- (b) That approval be given to the surrender of the leases of 218 and 220 Middleton Town Street to Wade's Charity to facilitate the sale and subsequent use of the proceeds as match funding for the restoration project which will deliver up to £1,650,000 of capital investment into Middleton Park.

**ADULT HEALTH AND SOCIAL CARE**

**198 Roundhay Road Relocation Project**

The Director of Adult Social Services submitted a report on the proposed allocation of funding equal to the full capital receipt and service budget from Roundhay Road, in order to support the relocation costs of all the teams and

services from the site, and on the proposed injection of funds into the capital programme to enable the identified schemes to progress.

Following consideration of appendices 1 and 3 to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That the relocation proposals set out in appendix 1 to the report be approved, particularly in respect of the Mental Health Day Centre and Community Alternatives Team and office facility for Area Teams.
- (b) That funds equal to the capital receipt from Roundhay Road be used to support the capital requirements of the Social Care Services relocations, plus site disposal costs and resource costs.
- (c) That approval be given to the injection of £3,298,500 into the capital programme for acquisition of Digital/Dunbar, refurbishment of Lovall Park plus the other identified schemes in appendix 1 to the report plus associated site and project costs.
- (d) That authority to spend as indicated in appendix 1 to the report be given for the acquisition and fit out of Digital and Dunbar Houses subject to a satisfactory evaluation and mitigation of identified risk by the Director of City Development.
- (e) That in the event that the purchase of Digital and Dunbar Houses does not proceed, authority to spend an equivalent sum on alternative office accommodation be given subject to consultations between the Directors of City Development and Adult Social Care and the relevant Executive Members.
- (f) That the current revenue budget for Roundhay Road be retained within the service to meet relocation revenue requirements.
- (g) That a planning brief and marketing strategy be drawn up in preparation for the site disposal.
- (h) That the Director of Adult Social Services provides updates to Members of the Board on the risk assessments currently being undertaken through the Environment Agency with regard to the potential issue of flooding on the Sheepscar site.

**CENTRAL AND CORPORATE**

**199 Leeds Strategic Plan 2008-2011**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report on the development, approach and broad content of the Leeds Strategic Plan 2008-2011 and presenting the text of the plan prior to negotiations with central government concerning priorities for improvement in Leeds. A revised version of the report was circulated at the meeting.

**RESOLVED –** That the text of the Leeds Strategic Plan, attached as appendix 1 to the report, be endorsed.

**200 Joint Service Centres - Approval to Proceed to LIFT Stage 2 for Joint Service Centres at Chapeltown and Harehills**

Draft minutes to be approved at the meeting  
to be held on Wednesday, 16th April, 2008

The Director of Environment and Neighbourhoods submitted a report on a package of proposals from Leeds' Local Improvement Finance Trust (LIFT) to develop two joint service centres to be constructed at Chapeltown and Harehills.

**RESOLVED –**

- (a) That the Offer as prepared by Leeds Lift Limited be accepted and that the Deputy Chief Executive be authorised to formally accept that offer on behalf of the Council.
- (b) That the Deputy Chief Executive be authorised to submit the Offer to the Leeds Lift Strategic Partnering Board for Stage 1 Approval under the LIFT process.
- (c) That the Joint Service Centre Project Board be authorised to take the procurement of the project forward.

**DEVELOPMENT AND REGENERATION**

**201 Town and District Centres Parking Strategy and Priorities**

The Director of City Development submitted a report summarising the findings from the town and district parking strategy overview studies previously approved by Executive Board and setting out proposals for taking the parking strategy development work to the next stage of targeting priorities for detailed strategy development and for consultation with Ward Members and local communities.

**RESOLVED –**

- (a) That approval be given to the continued development of the parking strategy programme focusing on the centres described in sections 3.7 and 3.8 of the submitted report (Appendix 3) and to further consultation with Ward Members on the outcomes of the study and future priorities including those not specifically referred in this decision.
- (b) That a further report be brought to this Board on proposals for the implementation of the programme.

**NEIGHBOURHOODS AND HOUSING**

**202 Regional Housing Board Funded Clearance Sites and Their Inclusion in the Strategic Affordable Housing Partnership**

The Director of Environment and Neighbourhoods submitted a report on a proposal to incorporate the Regional Housing Board funded clearance sites into the pool of Council owned land which has been set aside for the development of affordable housing via the Strategic Affordable Housing Partnership.

Following consideration of Appendix 5 to the report designated as exempt under Access to Information Procedure rule 10.4 (3) which was circulated and considered in private at the conclusion of the meeting it was

**RESOLVED** – That the Regional Housing Board funded clearance sites, as outlined in paragraph 2.2 and in appendix 5 of the submitted report, be transferred to the Affordable Housing Strategic Partnership for the purpose of developing affordable housing schemes in these locations, subject to land swap arrangements for the Stanley Road site from the affordable housing land bank to enable a contribution of equivalent value to the capital programme within 2009/10.

**203 Development and Hardware Costs for the Housing ICT Project**

The Director of Environment and Neighbourhoods submitted a report on a proposal to allocate £1,150,000 to complete Phase 2 of the Housing IT Project, as outlined within the report.

**RESOLVED** – That approval be given for the injection of £1,150,000 of unsupported borrowing into the Environment and Neighbourhoods HRA Capital Programme and that expenditure in the same amount be authorised for the scheme.

**CHILDREN'S SERVICES**

**204 Fountain Primary School - Rationalisation onto One Site**

The Chief Executive of Education Leeds submitted a report on a proposal to ringfence all of the capital receipt received from the sale of Fountain Primary School Annex, in order to invest in a scheme to rationalise the accommodation at Fountain Primary School onto one site.

Following consideration of the appendix to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

- (a) That approval be given for 100% of the capital receipt arising from the sale of Fountain Primary School Annex (formerly Cross Hall Infant School) to be invested in Fountain Primary;
- (b) That the design proposals in respect of Phase Two of the scheme to rationalise the school onto one site by providing an extension to the former Junior building be approved.
- (c) That expenditure of £1,844,300 from capital scheme 14095 EXT be authorised
- (d) That the incurred expenditure against this scheme be reimbursed from the realisation of a future capital receipt from the sale of the former Cross Hall Infant School site, to be injected into the Education Capital Programme for reinvestment in the Education estate.

**205 Prescribed Alteration and Change of Lower Age Range of Hollybush Primary School**

The Director of Children's Services submitted a report on a proposal to publish a statutory notice to formally alter the lower age limit for which education services are provided at Hollybush Primary School, in order to

facilitate the delivery of children's centre and extended school services on these sites.

**RESOLVED** – That approval be given for the publication of statutory notices to alter the lower age limit for Hollybush Primary School from 3 to 11 years of age to 4 to 11 years of age and that the provision on site by Early Years of a children's centre for children aged 0 to 4 be noted.

**206 Annual Consultation on Admission Arrangements for 2009/2010**

The Chief Executive of Education Leeds submitted a report outlining the proposed key changes to the Local Authority Admission Policy for the 2009/2010 academic year.

**RESOLVED** – That the following proposals be approved for implementation in the 2009 admission round:

- Primary and secondary school co-ordinated admission arrangements.
- Changing the sibling link criterion when the older child is in the sixth form in accordance with paragraph 3.5 of the report.
- Asking academies and foundation schools to adopt the 'nearest' criteria within their policies.
- Asking parents to confirm acceptance of the offer of a school place.
- Giving priority to pupils in the infant schools when transferring to their linked junior school.
- Changes to school admission numbers
  - Barwick in Elmet CE Primary      25 to 30
  - Swillington Primary              40 to 30
  - Haigh Road Infants                60 to 45
  - Guiseley Infant                      80 to 90
  - Mill Field Primary                 45 to 30
  - Farnley Park High                 150 to 210
  - Roundhay High                      240 to 250

**DATE OF PUBLICATION              - 14<sup>TH</sup> MARCH 2008**

**LAST DATE FOR CALL IN           - 27<sup>TH</sup> MARCH 2008**

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Friday 28<sup>th</sup> March 2008).