

SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds on
Thursday, 26th June, 2008 at 9.45 am
(A pre-meeting will take place for ALL Members of the Board at 9.15 a.m.)

MEMBERSHIP

Councillors

B Cleasby	-	Horsforth
G Driver	-	Middleton Park
J Elliott	-	Morley South
R D Feldman	-	Alwoodley
W Hyde (Chair)	-	Temple Newsam
B Lancaster	-	Moortown
V Morgan	-	Killingbeck and Seacroft
L Mulherin	-	Ardsley and Robin Hood
Whip's Nominee	-	Liberal Democrat Group
K Renshaw	-	Ardsley and Robin Hood
E Taylor	-	Chapel Allerton

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

(*subject to confirmation by the Scrutiny Board – please refer to agenda item 7)

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – 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>No exempt items or information have been identified on this agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration. (The special circumstance shall be specified in the minutes).	
4			DECLARATION OF INTERESTS 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.	
5			APOLOGIES FOR ABSENCE	
6			MINUTES OF LAST MEETING To confirm as a correct record the minutes of the meeting held on 24 th April, 2008.	1 - 4
7			CO-OPTIONS TO THE BOARD To receive and consider a report from the Head of Scrutiny and Member Development which seeks Members' approval of co-options to the Scrutiny Board.	5 - 6
8			INPUT TO THE WORK PROGRAMME 2008/09 - SOURCES OF WORK AND ESTABLISHING THE BOARD'S PRIORITIES (a) To hear from the Director of Children's Services and Executive Board Member with portfolio responsibility for Children's Services on current issues, and to ask questions; (b) To consider the attached report of the Head of Scrutiny and Member Development providing information to assist the Board to develop its work programme for 2008/09.	7 - 232

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>DETERMINING THE WORK PROGRAMME FOR 2008/09</p> <p>To consider the Board's formal conclusions and recommendations arising from consideration of the previous item.</p>	233 - 242
10			<p>DATES OF FUTURE MEETINGS</p> <p>To note the following proposed dates of future meetings:-</p> <ul style="list-style-type: none"> • Thursday 17th July, 2008 • Thursday 18th September, 2008 • Thursday 16th October, 2008 • Thursday 13th November, 2008 • Thursday 11th December, 2008 • Thursday 8th January, 2009 • Thursday 5th February, 2009 • Thursday 5th March, 2009 • Thursday 2nd April, 2009. 	

Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 24TH APRIL, 2008

PRESENT: Councillor W Hyde in the Chair

Councillors J Elliott, R D Feldman, A Lamb, B Lancaster
and T Murray

CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Prof P H J H Gosden	- Church Representative (Church of England)
Mrs S Knights	- Parent Governor Representative (Primary)

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote	- Teacher Representative
Mrs S Hutchinson	- Early Years Development & Childcare Partnership Representative

129 Chair's Opening Remarks

The Chair welcomed all in attendance to the final Scrutiny Board (Children's Services) meeting of the municipal year (2007/2008). He also thanked Members and officers for their contribution to the Board's work over the last year.

130 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:

- Agenda item 9, Draft Inquiry Report – Services for 8-13 year olds.

This information was unavailable at the time of agenda despatch (Min No. 136 refers).

131 Declaration of Interests

There were no declarations of interest made at this point, however declarations of interest were made at later points in the meeting (Min Nos. 134, 135 and 136 refer).

132 Apologies for absence

Draft minutes to be approved at the meeting
to be held on 26th June, 2008

Apologies for absence were submitted by Councillors C Campbell, R Harrington, J Langdale and K Renshaw, and by Mr I Falkingham, Mr T Hales, Ms J Morris-Boam and Ms T Kayani.

133 Minutes of Last Meeting

RESOLVED – That the minutes of the meeting held on 10th April, 2008 be approved as a correct record.

134 Draft Inquiry Report - Education Standards

Further to Minute No. 122 of the meeting held on 10th April, 2008, consideration was given to a report of the Head of Scrutiny and Member Development in relation to the Board's draft Inquiry into education standards.

The Principal Scrutiny Adviser reported that the Board had only completed gathering evidence at the meeting held on 10th April, 2008. It was noted that given the timescales involved it had not been possible to provide the Board with the draft Inquiry report at the meeting. It was suggested that all current Members of the Scrutiny Board could be consulted on the draft report before it was agreed and that any comments would be taken into account.

John Paxton, Head of the Integrated Youth Support Service attended the meeting to update the Board regarding tracking data on those not in education, employment or training (NEET).

(Councillor T Murray declared a personal interest in this item as a Director of igen).

RESOLVED:

- (1) That the draft Inquiry report and recommendations arising from this Inquiry be brought to the Scrutiny Board in the new municipal year for agreement;
- (2) That all current Members of the Scrutiny Board be consulted on the draft report before it is agreed; and
- (3) That the Scrutiny Board is recommended to consider prioritising a further Inquiry on education standards in 2008/09, focusing on early years and primary transition.

135 Draft Statement on Inclusion

Further to Minute No. 125 of the meeting held on 10th April, 2008, the Head of Scrutiny and Member Development submitted a report in relation to the Board's draft statement on inclusion. It was noted that this item was deferred from the last meeting and the Board was now in a position to report on its conclusions and recommendations resulting from the evidence gathered.

The main highlighted points were:

- The Board agreed an amendment to paragraph 12 to read “Officers also informed the working group that the review of provision as part of this objective acknowledged the need for specialist SEN provision to be available in each area of the city, although in some cases that may not be in the current location(s)”.
- Members expressed concern that parents and professionals were not aware of changes in SILC provision. It was agreed that an additional recommendation after paragraph 12 of the draft statement be included, to emphasise the need for early consultation with parents and professionals.
- Members also agreed an amendment to recommendation 1 to include reference to the school improvement process.

(Mrs S Knights and Councillor B Lancaster declared a personal interest in this item due to being Governors of the North West SILC).

RESOLVED – That, subject to the above amendments, the Board’s draft statement and recommendations be agreed.

136 Draft Inquiry report - Services for 8-13 year olds

Further to Minute No. 85 of the meeting held on 17th January, 2008, The Head of Scrutiny and Member Development submitted a report in relation to the Board’s draft Inquiry report on services for 8-13 year olds. It was noted that the Board was now in a position to report on its conclusions and recommendations from the evidence gathered.

The Board noted an amendment to paragraph 18 to read “...48 weeks a year”.

It was agreed that Members be provided with a further week to comment on the detail of the narrative contained within the report.

(Councillor T Murray declared a personal interest in this item as Chief Executive of Learning Partnerships).

RESOLVED – That the Board agrees the recommendations in the Inquiry report on services for 8-13 year olds, and delegates authority to the Chair to agree the final wording following any comments received within the next week.

(The meeting concluded at 11.11 am).

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Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 26th June 2008

Subject: Co-options to the Board

Electoral Wards Affected:

☐

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

☐

Community Cohesion

☐

Narrowing the Gap

☐

1.0 Purpose of the report

1.1 The purpose of this report is to seek Members' approval for co-options to the Board.

2.0 Background

2.1 Article 6 of the Council's Constitution, which relates to scrutiny, states that in addition to elected Members appointed by Council, the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative
- One Roman Catholic diocese representative
- Three parent governor representatives

2.2 A relevant Scrutiny Board is a Scrutiny Board of a local education authority, where the Board's functions relate wholly or in part to any education functions which are the responsibility of the authority's Executive. If the Scrutiny Board deals with other matters, these representatives shall not vote on those other matters, though they may stay in the meeting and speak.

2.3 The Church of England and Roman Catholic dioceses have nominated Professor Gosden and Mr Britten to continue as their respective representatives.

- 2.4 The current parent governor representatives are
- Mr Robert Greaves (secondary) – term of office expires 18th October 2009
 - Mrs Sue Knights (primary) – term of office expires 25th June 2010
 - Mr Ian Falkingham (special) - term of office expires 31st August 2011
- 2.5 In addition, Article 6 of the Constitution allows that each Scrutiny Board shall be entitled to appoint up to five non-voting co-optees.¹ Each Scrutiny Board may also appoint up to two non-voting co-opted Members to assist with a particular scrutiny Inquiry.
- 2.6 During 2007/2008 Scrutiny Board (Children's Services) made the following non-voting co-opted appointments:
- Two teacher representatives –Ms Celia Foote and Mr Tim Hales
 - Early Years Development and Childcare Partnership – Mrs Sandra Hutchinson
 - A representative of the Leeds Youth Work Partnership – Ms Taira Kayani
 - A representative of Leeds Voice Children and Young People Services Forum – Ms Jeanette Morris-Boam
- 2.7 The nominating bodies have indicated that they would wish the same people to continue on the Board, should the Scrutiny Board decide to maintain the same range of co-opted appointments for 2008/09.

3.0 Recommendation

- 3.1 Members are asked to consider co-options to the Board for the coming year.

¹ Co-option would normally only be appropriate where the co-opted Member has some specialist skill or knowledge which would be of assistance to the Board.

Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board: Children's Services

Date: 26th June 2008

Subject: Input to the Work Programme 2008/09 - Sources of Work and
Establishing the Board's Priorities

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

☐

Community Cohesion

☐

Narrowing the Gap

☐

1.0 Purpose of Report

- 1.1 This report provides information and guidance to assist the Board in developing a work programme for 2008/09 that is focused on strategic issues.

2.0 Introduction

- 2.1 Members will be aware that the most recent Corporate Assessment report for the Council identified the following area for improvement.

"While scrutiny has improved with the introduction of seven new Scrutiny Committees these still remain inconsistent in their approach to challenging policy development. As a consequence effective challenge to the Council through overview and Scrutiny remains inconsistent. Further development is required to ensure a robust approach for all Scrutiny Boards."

- 2.2 It is important for Scrutiny Boards to have regard to these concerns in developing their work programmes in 2008/09, and focus more on the Council's corporate strategic priorities.

3.0 Background Information

- 3.1 A copy of the Board's terms of reference is attached for reference purposes.
(Appendix 1)

3.2 A range of core information relevant to this Board's responsibilities is attached to this paper, to assist Members in the process of identifying priorities for the coming year's work programme:

- Draft Leeds Strategic Plan
- Local Area Agreement – draft indicators and targets
- Children and Young People's Plan Review 2008
- Quarter 4 2007/08 Performance Management Information
- Corporate Assessment Report
- Corporate Assessment Actions
- Joint Area Review report
- Details of forthcoming external audit reviews
- Corporate Governance and Audit Committee work programme
- Internal Audit Plan 2008/09
- Forward plan of key decisions
- Minutes of Executive Board
- Outstanding issues from 2007/08

3.3 Other sources of work will continue to be 'requests for scrutiny' and corporate referrals.

4.0 Guidance

4.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective if the Board seeks to minimise the number of substantial inquiries running at one time.

4.2 The Board is advised to consider the benefits of single item agendas (excluding miscellaneous information and minutes) in order to focus on all the relevant evidence and complete inquiries in a shorter period of time. There are various mechanisms available to assist the Board in concluding inquiries quickly whilst the issues are pertinent, such as working groups and site visits.

4.3 The agreed Memorandum of Understanding between Executive Board and Overview and Scrutiny which now sits within the Council's Constitution states;

"The responsibility of those setting scrutiny work programmes is, therefore, to ensure that items of work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

It is recognised that Scrutiny Boards have a 'watching brief' role. In addition information is required for members' own development process, particularly as membership of the Boards is changed annually.

However, it is also recognised that agendas are often filled up with reports for this purpose, which takes up time for both officers and Members. Where Scrutiny Boards wish to ask questions at a general or more strategic level and/or be updated on issues already considered in detail, the facility of Members' Questions – where a verbal exchange replaces written reports - should be used.

It is expected that wherever possible prior notification is given of the likely questions to be asked".

- 4.4 For the past couple of years the Children's Services Board in particular has developed the approach of devoting one meeting per quarter to overview and performance management. This includes receiving reports and scrutinising executive members and officers on relevant issues.

5.0 Work programming

- 5.1 The Children's Services Executive Members and the Director of Children's Services have been invited to attend this meeting of the Board to contribute to discussions about potential items for the Board's work programme.

6.0 Recommendation

- 6.1 Members are requested to use the attached information and the discussion with Executive Members and the Director of Children's Services to inform the development and approval of its work programme under the next agenda item.

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Scrutiny Board (Children's Services)

1. In relation to **Children's Services**¹, to exercise the functions of a Scrutiny Board including the following:
 - (a) to review or scrutinise the exercise of any council or executive function, or any other related matter²;
 - (b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive including proposals for changes to policies and practices;
 - (c) to receive and review external audit and inspection reports;
 - (d) to act as the appropriate Scrutiny Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
 - (e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
 - (f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate; and
 - (g) to review or scrutinise executive decisions made but not implemented.⁴
2. To receive and monitor formal responses to any reports or recommendations made by the Board.

¹ These are the functions delegated under the officer delegation scheme (council functions) and the officer delegation scheme (executive functions) to:

- the Director of Children's Services;
- the Chief Officer (Early Years and Youth Services); and
- the Chief Officer (Children's Social Services)

but excluding those matters assigned to the Scrutiny Board (Health) under the Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 as amended.

² including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority

³ under the Budget and Policy Framework Procedure Rules

⁴ which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

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Leeds Strategic Plan 2008

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Working in partnership through the Leeds Initiative

LIST OF PARTNERS HERE

DRAFT

Front Cover

Inside cover – logos of partner organisations

About this publication – other languages, formats

Foreword – (Leaders, Chief Executive) Background to plan, Our Values

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Section 2 – Priorities by Theme

Section 3 – Making it Happen

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Foreword - to include:

- Delighted to present the Leeds Strategic Plan for 2008-11;
- The Plan is a significant milestone in working together as partners across the city to agree the real changes we want to see in the lives of the people in Leeds and in the city by 2011 and how we will deliver these in partnership;
- Builds on a strong history of partnership working, co-ordinated through Leeds Initiative. This has brought together the Council, business, voluntary, community and faith groups and public bodies and produced a longer term strategy for the Leeds Community, the Vision for Leeds 2004-20;
- The Leeds Strategic Plan shows how these long term goals will be translated into practical action over the next three years - both in terms of what will be achieved and how it will be delivered;
- Key areas for improvement by 2011 have been informed by consultation both from Members and other stakeholders in different areas in the city and representatives of city wide networks who represent different 'interests' in the city. Also, analysis of the most up-to-date information about current conditions and prospects for Leeds and anticipated social and population changes;
- Leeds City Council has a key leadership role, with its partners, in both 'shaping' Leeds for now and future generations and in making sure that targets set are delivered.
- Recent government legislation reinforces this role, particularly enhancing the role of Councillors as leaders and shapers of local neighbourhoods and the city.
- The Council has recently been awarded the highest possible '4 star' grading in terms of its performance placing it in an excellent position to undertake this role in Leeds.

SECTION 1

MAKING A DIFFERENCE

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PROGRESS and CHALLENGES

Leeds is recognised as one of Britain's most successful cities. It has transformed itself over the last 20 years from a mainly industrial city into a broad based commercial centre, the most important financial and legal and business service centre outside London. Leeds is the largest city in the Yorkshire and Humber region and is the biggest retail and employment centre.

Leeds is a quality place to live, work and raise families and has attracted the largest absolute increase in population in the country, 4.8% since 2001. This current population of over 750,000 embraces a rich diversity of over 130 different nationalities.

Economic, cultural and environmental factors have made major contributions to Leeds being a successful place. Over the past decade Leeds has benefited from continued and significant economic growth. Between 1996 and 2006 the City has seen Gross Value Added, a measure of wealth creation, increase by 36% and 59,000 new jobs created. Recent investment in the city has been impressive with £3.2bn invested in commercial property development and a further £7.2bn under construction or planned. The public sector has also invested significantly in new schools, health facilities and in new town and district centres. Investment in the planning service has assisted investors, developers and citizens in Leeds.

Culturally, Leeds continues to invest in its magnificent and growing collection of concert halls, theatres, galleries, museums, parks and sporting venues. There is lively participation in community festivals across the city and Leeds offers the widest range of free events in the country.

Environmentally, Leeds is a green city with two-thirds of its area green belt land. Improving local neighbourhoods is also a strong priority and real improvements have been made. Cleanliness has been improved in 28 of the 31 most deprived neighbourhoods as a result of partner agencies working together with local residents. There has also been considerable investment to bring all our homes in Leeds up to the national 'Decent Homes' standard and by 2010 this will be met.

People in Leeds are generally living longer and more safely. Life expectancy for both men and women has grown by over a year over the last 10 years. Crime has fallen by approximately 30% since 2003/4, the second highest fall in crime in the country.

More children are doing well at school than ever before with results at GCSE showing strong and sustained improvement. These changes are being achieved by an approach that engages children and young people and puts schools and childrens centres at the heart of the community. It is being supported by large scale investment in new and refurbished schools and childrens centres. Leeds is also a major centre of learning for further and higher education, with two leading universities and a student population of over 124,000.

However, despite these positive trends, many challenges still remain and recent developments such as a rising population and traffic present fresh challenges.

Too many children and young people still leave school with few or no qualifications, particularly from low income families, those with special educational needs, some black and minority ethnic groups and looked after children.

Health inequalities continue to exist. Children born into the most deprived neighbourhoods can expect to live almost 12 years less than those in areas that enjoy the best health. The

percentage of people over 60, currently 20% of the population, is forecast to grow raising issues of how older people's health, independence and contribution to the life of the community will be supported.

Some neighbourhoods and communities have not shared in the economic success enjoyed by much of the city. The numbers of people unable to work due to illness or injury remains a key issue for the city. Many local people are excluded from job opportunities or developing their careers due to a mismatch between their skills and aspirations and the skills now required. Only 50% of the Leeds workforce has level 2 skills (equivalent to five A* to C GCSEs) against a national skills target of 90% by 2020.

A growing population and greater prosperity puts pressure on the housing market in Leeds. The impact of climate change can be clearly seen in Leeds and will be an increasingly important issue for the city. Parts of the city have been subject to flooding and are at high risk of further flooding in the future. There is an urgent need to reduce CO₂ and other greenhouse gas emissions to contribute to national and global targets. More people living and travelling to work in Leeds places greater strain on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. Migration enriches our diversity but raises challenges for creating and sustaining a sense of belonging amongst all communities.

These are some of the key challenges facing the city and city region over the next three years and beyond. They are explained in fuller detail in section 2 of this Plan accompanied by an explanation of where we need to focus our efforts to overcome these challenges.

OUR AMBITION

Leeds has an ambitious vision for the city and for the people who live, work and visit Leeds. This vision is captured in the Leeds' sustainable community strategy, the Vision for Leeds 2004 to 2020. This sets out our key ambitions of 'going up a league' both economically and in terms of quality of life and 'narrowing the gap' between the richer and poorer parts of the city.

The Council and its partners all share the desire 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'. Our ambitions for the next three years are to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

REAL CHANGE

The Vision for Leeds 2004 to 2020 sets out eight themes that provide a broad framework for our actions. These are Culture, Enterprise and Economy, Learning, Transport, Environment, Health and Wellbeing, Thriving Neighbourhoods and Harmonious Communities.

This plan sets out the outcomes - the real changes we want to see in the lives of people in Leeds and the city by 2011 in each of the Vision themes. It is based on a robust analysis of the strengths and weaknesses of the city and identifies the key areas where we want to focus our efforts to ensure we achieve results. These areas we describe as improvement priorities. Finally, it sets targets for what will be achieved and how we will measure progress over the three year journey.

VIEWS AND COMMITMENT

The experiences and views of a wide range of people in the city have been taken into account in identifying the outcomes and improvement priorities in this plan. 71% of the population of Leeds were involved in establishing the themes and priorities of the Vision for Leeds during 2003 and 2004. As well as the consultation findings from that exercise we have updated our understanding of what the people of Leeds want by gathering fresh evidence. We consulted Councillors representing people of all communities in the City; we drew on the latest results of the Annual Citizen's Survey and we organised a series of focus groups representative of the gender, age, ethnic origin, disability and sexuality profile of the Leeds population.

We also consulted a wide range of city-wide networks and key partners who represent different interests in the city. These included black and ethnic minority communities, local businesses and voluntary sector networks and representatives and partners from education, health, community safety, culture, transport, economic and environmental sectors.

Our discussions have been informed by the latest information available on the changing context of Leeds in terms of social, economic, demographic and environmental data and progress in reaching established targets in areas such as education, crime, health and employment and the overall prosperity of the city. We have also considered the implications of national policies where relevant, such as the 'Every Child Matters' agenda, promoting the health and wellbeing of adults and economic, transport and housing policy developments.

We have a shared and inclusive vision of the changes we want to see over the next three years and with our partners we are committed to turning our long term vision into. We know too that there is a great commitment from those living, working, investing, volunteering and participating in organisations and communities that will also make a huge contribution to more positive changes in the city.

APPROACH

Many people have raised the importance of how we approach what we need to do over the next three years. Below, are key areas that have been highlighted and will inform the spirit of implementation.

- **Interconnectivity and partnership working**

Getting to the root of many challenges in the city will require an awareness of the interconnection between our different outcomes and improvement priorities. For example, consistently raising achievement levels of young people in some of the most deprived areas of Leeds involves raising the quality of life for families living in those communities; finding solutions to, and engaging people in, employment opportunities; housing security and environmental and health issues.

Listening, sharing and learning from each other will help us identify where our efforts are best concentrated to achieve the best results. Such a partnership approach is something we are already proud of in the city and in many areas is mature and embedded as an approach to delivering services. It has contributed to some impressive results. For example, neighbourhoods in the city that are the most deprived according to recent results of a national measure of multiple deprivation have reduced from 31 to 22 neighbourhoods. However, it is important that we build on this strong basis and engage in more innovative thinking about how needs can be met and services improved, effectively and efficiently, through partnership working. A series of principles underpinning our approach to partnership working is outlined on page 32.

- **Equality, cohesion and integration**

We are committed to increasing equality for, and valuing the diversity of all communities in Leeds. We recognise that priorities and actions can affect some communities or groups of people who participate in the city differently. The plan has been reviewed in this respect and careful and thorough assessments of more detailed targets and actions in all areas will need to continue over its duration.

We also need to work more intensively to make sure that the implementation of our 'improvement priorities' supports and encourages a shared sense of belonging in all communities in the city and widely shared sense of the contribution of different individuals and groups to a future local vision. We recognise that people with different backgrounds should experience similar life opportunities and access to services and work to develop a strong sense of an individual's local rights and responsibilities.

- **Sustainability**

Finally, we need to ensure that any developments that meet the needs of the present do not compromise the ability of future generation to meet their own needs. The plan has been reviewed in terms of its impact on sustainable development, namely whether it promotes living within environmental limits; ensures a strong, healthy and just society; helps to achieve a sustainable economy; uses sound technology responsibly; and promotes good governance. The sustainability criteria used in the review are the same as those being used to review the city's other plans.

MAKING IT WORK

The Council's lead role in helping to shape the future of Leeds has been strengthened by recent legislation - the Local Government and Public Involvement in Health Act 2007. The government has asked Council's to work with partners to ensure that they jointly agree the ambitions for their area over the next three years. Partners have also been asked to co-operate with Council's and other partners to agree and deliver targets that ensure the ambitions result in real change. These legal responsibilities are carried out in drawing up and implementing this Plan as it fulfills the statutory requirements for Leeds to have a local area agreement.

Leeds Initiative, the city's overarching partnership body in Leeds, is the forum effective partnership working, collectively monitoring and reviewing progress on the delivery of the priorities in the Leeds Strategic Plan. All target-setting and consequent financial, commissioning or contractual commitments agreed are put in place through Leeds City Council as the accountable body and principal partner and by partners through their own

strategic plans and decision making arrangements . These will be subject to the normal scrutiny by Councillors and openness to the public.

Leeds Initiative thematic partnerships contribute to the development of the supporting strategies and plans for the Vision for Leeds and for the Leeds Strategic Plan. Some of these strategies provide an in-depth and longer term expression of the objectives or aspects of a Vision theme, for example, Culture and Climate Change. Others are more specific, time limited thematic plans that contain more detail of what will be delivered and by whom during the lifespan of the Leeds Strategic Plan. Key strategies and plans are signposted in each theme in Section 2.

Section 3 outlines how the plan will be delivered in greater detail. It shows how the Leeds Strategic Plan fits into the overall framework of city-wide planning. It also sets out the partnership principles that will guide how partners will work together over the duration of the plan. Accountability is further clarified with an explanation of how performance will be reviewed and managed. Finally, it explains the arrangements for reviewing and revising the Plan as a whole.

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Section 2

Priorities by Theme

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Culture

Strategic Outcomes

What we want to see by 2011:

- 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.

Context

Through culture in all its different forms, people can find enjoyment, enrich their lives, fulfil their potential and keep active. The benefits of culture are linked to improved health, wellbeing and educational attainment. A broad-based and diverse approach to culture can both help to regenerate communities and contribute to the standing and profile of a city. We seek to provide the widest range of opportunities for local people and visitors to experience and participate in.

Consultation on the priorities for this plan showed that Leeds people prioritise the participation by all groups and communities in cultural events. In the 2007 Annual Residents Survey, over a quarter of residents said those activities specifically for teenagers should be a priority for the council. Excellence, diversity and wider participation are also emphasised nationally and the run up to the 2012 London Olympics will focus attention particularly on participation in sport and broader cultural activities.

Leeds has a large and growing range of cultural events and facilities including, theatres, galleries and museums, sporting venues, parks and open spaces, an International Concert Season of more than 200 concerts per year, International Film Festivals, 53 Libraries and renowned opera and ballet companies. Leeds City Council also has a longstanding commitment to free events for local people such as Party and Opera in the Park and to community festivals such as Chapeltown Carnival.

Over the last three years, substantial investment in cultural facilities has resulted in the first phase of restoration of the Art Gallery and Central Library where we have seen an 85% increase in visitor figures, the opening of the Kirkstall Abbey visitor centre; refurbishment of the Grand Theatre, and opening of an Aquatics Centre at the John Charles Centre for Sport. Further opportunities will be created by the opening of Leeds' new museum in 2008, restoration of the City Varieties Music Hall; a major redevelopment of Garforth Library and two new leisure centres in Armley and Morley. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks across the city.

However, there is still a great deal of progress to be made in ensuring that Leeds has the highest quality cultural facilities and activity that are accessible and inclusive of all its citizens. Some of Leeds' cultural facilities still do not match the quality of its events or fulfil their potential to help put Leeds on an international stage. A sustainable future also needs to be found for some of Leeds' most exciting cultural events, for them to thrive and grow.

We need to do more to increase people's access to cultural opportunities. We are working towards doubling visitor figures for Leeds' museums and galleries; creating initiatives to

bring more people to cultural buildings in the city centre and finding ways to better represent all sections of the community and consult people about what they want.

Leeds is working particularly hard to ensure that young people can enjoy the cultural opportunities on offer. The Breeze Card is an increasingly useful channel for children and young people to access cultural activities and facilities. Over 167,000 Breeze card holders participate in 100 holiday sports programmes while a further 15,500 attend Breeze on Tour activities across Leeds. We need to further develop ways of better coordinating opportunities for young people to engage in creative activity outside school, to ensure that no young people are left behind.

Our priorities listed below will enhance the cultural life of Leeds to reflect its status as a vibrant cosmopolitan city and enable everyone to participate in and enjoy what the city has to offer.

Improvement Priorities

What we want to deliver by 2011:

- Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.
- Facilitate the delivery of major cultural schemes of international significance.

Supporting Strategies:

Cultural Strategy*

Informed by:

- Library Plan
- Renaissance in the Regions (Museums Strategy)
- Parks and Greenspace Plan
- Taking the Lead: A strategy for sport and active recreation in Leeds 2006 to 2012
- Physical Activity Strategy*
- Children and Young People's Plan 2006-09

*In development

Enterprise and the Economy

Strategic Outcomes

What we want to see by 2011:

- Increased entrepreneurship and innovation through effective support to achieve the full 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.

Context

The story of Leeds is an undeniable success and the renaissance of the Leeds economy underpins the city's success.

Between 1996 and 2006 the city has seen Gross Value Added increase by 36% and 59,000 new jobs, more than any city outside London. Recent investment in the city has been phenomenal with £3.2bn invested in commercial property development and a further £7.2bn under construction or in the pipeline. Major new developments such as the £800m Eastgate and Harewood Quarter, £300m Trinity Quarter, the regeneration of the Aire Valley and the completion of the East Leeds Link road (which will unlock 400 hectares of prime development land and a potential 30,000 jobs over the next 10-15 years) will build on the recent history of success.

However, we are not complacent about Leeds' future economic performance and significant challenges remain. Leeds has produced fewer new start up businesses than other cities and far fewer new businesses are set up in the poorest parts of the city. Similarly, consultation for this plan showed that spreading enterprise to the more deprived parts of the city and equipping the workforce with the skills to participate in the economy were key priorities. The business community also emphasised the need to make the most of private sector investment and enhance the city's reputation as a centre for knowledge and innovation.

The city council fulfils a pivotal role in guiding the city's renaissance and providing a supportive framework for investment and development including investing in the public realm – such as creating new public spaces like Millennium Square and redeveloping City Square. The council and its partners are supporting economic development and regeneration in neighbourhoods and local communities across the city in programmes such as the Town and District Centre Programme and Local Enterprise Growth Initiative which is specifically aimed at developing enterprise, creating new jobs and boosting prosperity in the city's most disadvantaged communities.

Leeds is also an engine of growth for the City Region and the region as a whole. In 2006, a Leeds City Region Development Plan was launched to accelerate the creation of new jobs in the area, particularly by enhancing transport links and the skills of the local workforce. A multi area agreement between Leeds, its neighbouring local authorities and government will help deliver the ambitious goals set out in the City Region Development Plan.

However, if Leeds is to achieve all it can for its residents and the wider region it must establish itself on the international stage and attract businesses and investment from further

afield. We are now developing a new Economic Development Strategy which will build on the current core aims and incorporate many recent changes. This includes the recognition of increasing globalisation and the growing consensus the significance and importance of climate change.

Our priorities listed below seek to support our aspiration to ensure Leeds' continued success and establish it as a leading European city which provides better outcomes for local people and narrows the gap between the most disadvantaged people and communities and the rest of the city.

Improvement Priorities

What we want to deliver by 2011:

- Increase innovation and entrepreneurial activity across the city.
- Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment.
- Increase international communications, marketing and business support activities to promote the city and attract investment.

Supporting Strategies:

Leeds Economic Development Strategy*

Informed by:

- City Region Development Plan
- Regional Economic Strategy 2006-2015
- Leeds Renaissance Framework
- Regional Spatial Strategy to 2016 (Published December 2004)
- Local Development Framework, core strategy and other policies

*in development

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Learning

Strategic Outcomes

What we want to see by 2011:

- An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.

Context

Learning is central to achieving our aspirations for the city. A skilled and well-trained workforce is vital for the future prosperity of Leeds and for everyone to share in that success. In addition, learning and educational success helps to promote better wellbeing and health for individuals and communities and supports a culturally vibrant city. The foundations for this are laid in our schools but, increasingly, training to update and acquire new skills will be a lifelong activity for us all.

Leeds' schools and early year's providers have made great progress in recent years, strengthened by massive investment in award-winning new buildings and IT systems for schools and children's centres. Early year's provision is a strength of the city and the most recent results show strong improvements. Primary schools are good and results are in line with national averages and performance in similar areas. Secondary schools have improved strongly in recent years, particularly in those schools in the most challenging circumstances. Results for 14 year olds are now in line with national averages and similar authorities. Outcomes at GCSE have seen strong and sustained improvement so that results are now in line with similar areas, and are close to the national average. However, despite this progress significant challenges remain. Particular priorities include: increasing the progress made by learners throughout secondary school; raising attendance in secondary schools and reducing the number of students who are persistently absent; and lastly narrowing the gap in achievement for vulnerable groups of children and young people, especially those from low income families, those with special educational needs, some Black and Minority Ethnic groups and lastly, but importantly, Looked After Children and Young People.

Increasing participation and educational success for young people is a key priority. At present fewer young people continue in learning or employment after the age of 16 in Leeds than in similar areas or nationally. Vulnerable groups of young people are more likely to not be in learning and work. As such it is important that schools, colleges and partners continue to work together to develop better choice and better routes and pathways to learning so that all young people are engaged, successful and ready for adult life.

Around a fifth of the Leeds workforce were recorded as having no skills in 2005, and although a survey showed in 2005 that 63 per cent of respondents had undertaken some form of training in the previous year, more will have to be done if the workforce in Leeds is to meet the national targets set out in the government's review of skills needs published in 2006. This review set a target of 90% of the workforce having level 2 skills (equivalent to five good GCSEs) by 2020. The current figure for Leeds is around 50%.

Consultation on the priorities for this plan showed strong support among all groups for improving the results achieved by children and young people and raising the participation levels among our children and young people in education and training. The business community also emphasised the importance of the city's universities and colleges.

The priorities below address these issues and will measure the improvement achieved by our young people and across the workforce over the coming three years.

Improvement Priorities

What we want to deliver by 2011:

- Enhance the skill level of the workforce to fulfil individual and economic potential.
- Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.
- Improve learning outcomes and skill levels for 19 year olds.
- Increase the proportion of vulnerable groups engaged in education, training or employment.
- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.

Supporting Strategies:

Children and Young People's Plan 2006-2009
People Centred Places*

Informed by:

- Leeds 14-19 Strategy 2006-2010
- Education Leeds Strategic Plan 2004 – 2007
- HE/FE Plans

*in development

Transport

Strategic Outcomes

What we want to see by 2011:

- Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.

Context

Whether a journey is in a car, on a bus or train, on two wheels, or on foot and whether it is to get to work, school or to the shops, quality of life is undoubtedly enhanced by being able to move around more easily. Similarly, moving people and goods within Leeds and beyond is key to the city being a good place to do business. Accessible, affordable, and convenient transport will make a big contribution to the city being a place where people want to live and work. Our aspirations are to deliver this goal and ensure that future growth is not constrained by transport difficulties.

Leeds has good transport links - the M1, M621 and A1 (M) provide good road links to other parts of the country; Leeds' railway station has the highest number of passengers of any station outside London with 90,000 passengers using the station every day and it has recently undergone refurbishment to meet this growing demand. Leeds also has an extensive bus network with about 90 million passenger journeys every year. Innovations like guided bus routes along converted central reservations have improved journey reliability and punctuality.

Transport is however, a major concern for local people. Consultation during the autumn of 2007 to identify priorities for this plan found that improving the quality, accessibility and use of public transport was a priority for all groups and improving access to job opportunities was a key issue for many. Similarly, the business community emphasised the need to improve international links and connectivity for the benefit of both local businesses and people. In 2007 residents said that road and pavement repairs were the most important issue in their local area and should also be a top priority for the council.

However, as more people live in and travel to work in Leeds, greater strain will be imposed on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. In 2001 around 108,000 people commuted into Leeds daily for work and that number is estimated to have grown significantly in recent years; and in 2006 the total number of trips into the city averaged about 122,500 a day; consequently, further investment to boost the capacity of the transport system, particularly for buses and trains in Leeds will be needed to meet rising demand within the city and the surrounding area.

A proposal to upgrade the city's buses and develop a high grade transit system is under development and this could deliver a fast and convenient alternative to the car for many journeys, as well as reducing congestion and pollution. With our neighbouring local authorities and Metro, we are working together to improve rail and bus links within and around Leeds and have established an ambitious 25 year Transport Vision which will ensure that these improvements are City Region based rather than just within Leeds. We are also investing heavily in highways maintenance to significantly improve the network. Supplementing Central Government funding, we have made an extra £82m available to

complete hundreds of schemes across the city by 2012 which will significantly improve the condition of our streets.

The priorities below address these issues and also indicate how improving our streets and roads and public transport can contribute to reducing the number of people killed or seriously injured in traffic accidents as well as help to improve the city's environment.

Improvement Priorities

What we want to deliver by 2011:

- Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.
- Improve the quality, use and accessibility of public transport services in Leeds.
- Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.
- Improve road safety for all our users, especially motor cyclists pedal cyclists and pedestrians.

Supporting Strategies:

West Yorkshire Local Transport Plan 2006-2011

Informed by:

- 25 year Leeds city-region Transport Vision
- Highways Asset Management Plan
- Traffic Management Action Plans
- Regional Transport Strategy as part of Regional Spatial Strategy

* in development

Environment

Strategic Outcomes

What we want to see by 2011:

- Reduced ecological footprint through responding to environmental and climate change and influencing others.
- Cleaner, greener and more attractive city through effective environmental management and changed behaviours.

Context

We are fully committed to being at the leading edge of responding to the challenge of climate change and so managing and adapting to this challenge is a key priority for Leeds. Fortunately, Leeds is well placed to meet this challenge. The council monitors its impact on the environment through the rigorous EMAS standard including issues relating to air quality and environmental noise, and with local partners working together to develop a Climate Change Strategy to mitigate the impact of climate change on the city.

Local residents also feel the environmental challenge is important. In 2007, 14% of local residents surveyed said that a clean neighbourhood (without litter or graffiti) was one of the five things most in need of improvement in their area. A third of residents said that rubbish and litter lying around was a local problem and over a quarter said that vandalism and graffiti were also local problems. Linked issues like the state of pavements and roads and access to parks and green space were also cited as issues of concern. A well maintained environment contributes to other important aspects of wellbeing like accessibility and opportunities for leisure and relaxation, and we are proud that two-thirds of Leeds' area is green space and a number of our parks have already achieved Green Flag status. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks.

Waste and recycling is also important locally. Doorstep recycling collection and local recycling facilities have been used by virtually all local residents and there are generally high levels of satisfaction with the facilities provided in Leeds. However, Leeds' performance in terms of recycling and particularly waste going to landfill is average in comparison with other authorities and further progress will be needed to meet the ambitious targets we have set for recycling.

The environment is a key priority locally, nationally and globally. The UK Government is on track to reduce its CO₂ and other greenhouse gas emissions by 12.5 per cent (using 1990 levels as a baseline) as part of its commitment under the Kyoto Protocol. This has been achieved through greater energy efficiency; promoting less polluting and encouraging the use of renewable sources of energy; and also reducing the amount of pollution emitted from all energy sources. The current Climate Change Bill proposes a statutory framework for reducing greenhouse gas emissions and will set 'carbon budgets' to drive forward reductions in CO₂ emissions by households, businesses, local authorities and other public bodies.

We will all have an obligation to change our behaviour to mitigate the effects of climate change. The council, for example, is already reducing its impact on the environment by switching the majority of its electricity to 'green electricity', establishing schemes within its

buildings to involve staff in managing environmental impacts, and delivering and advising on energy efficiency in both privately owned and Housing Association homes. Through planning regulations, developers and partners are being encouraged to improve design quality and sustainability to reduce the environmental impact of their activities. For example, developers working in Holbeck Urban Village have produced a sustainability report to support planning applications which covers energy efficiency, waste management and the reduction of CO₂ emissions.

The impact of climate change can be clearly seen in Leeds and will be an increasingly critical issue for the city. Parts of the city were flooded, both in June 07 and January 08, and consequently we are working with our partners and actively participating in seeking to secure an effective flood defence system.

The priorities below set out where we are concentrating our efforts over the next three years to take on the challenge to improve the city's environment.

Improvement Priorities

What we want to deliver by 2011:

- Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.
- Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.
- Undertake actions to improve our resilience to current and future climate change.
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.
- Improve the quality and sustainability of the built and natural environment.

Supporting Strategies:

- Local Development Framework
- Regional Spatial Strategy to 2016
- Climate Change Strategy
- Integrated Waste Strategy 2006 - 2025
- Leeds Strategic Flood risk assessment
- West Yorkshire Local Transport Plan
- Energy and Water Management Plan
- Parks and Greenspace Strategy
- *in development

Health and Wellbeing

Strategic Outcomes

What we want to see by 2011:

- 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 protective action to minimise risks and maximise wellbeing.

Context

People in Leeds are growing healthier and living longer. At birth men can expect to live for 76.2 years compared to 74.6 years in 1997. Life expectancy at birth for women has increased from 80.1 years to 81.2 in the same period.

A challenge for Leeds is that this increase is not evenly spread across the city. The gap between richer and poorer areas of Leeds can be counted in extra years of life and it is not narrowing. Despite the death rate falling in Leeds during the last ten years, the fall has been faster in the wealthier parts of the city. Children born today in the city's most disadvantaged neighbourhood can expect to live almost twelve years less than those in areas of Leeds which enjoy the best health.

As people live longer they should also enjoy more years of good health. Again this is more likely in the wealthier parts of the city. It is inevitable that longer life and the increasing number of older people will increase the need for additional services or support to maximise the capacity of elderly or vulnerable people to continue living independently.

Health is influenced by many different factors. Some of these will be improved by action undertaken within other themes, particularly culture through sport and physical activity and the environment through cleaner air and noise reduction. Our lifestyles and choices around issues like smoking, drinking or exercise have an impact not just on our health as individuals but also on the health needs of Leeds as a whole. People with poor diets or who do not take enough exercise are much more likely to become overweight or obese which brings with it a higher risk of diabetes, stroke or heart disease. Excessive drinking also contributes to ill health and increases the risk of injury or accidents. The rate of sexually transmitted diseases is rising among young people in Leeds.

Leeds is rising to the challenge to have active lifestyles that encourage improved health and well-being. In 2007, there were over four million visits to Leeds City Council leisure centres and 36,470 visits to 'Active Life' classes, for people aged over 50, across the city.

Through schemes such as Keeping House which has assisted over 2,000 older and disabled people in Leeds to find practical support and help in the home, the council and its partners are working hard to help adults and particularly older adults to live happy and independent lives. Adult care services in Leeds have recently been commended for achieving quality of life improvements for vulnerable adults and helping them to get better access to services.

By giving direct payments to more people we are working to give more choice to people so that they can choose for themselves the services they want. Take up of direct payments have more than doubled over the past 12 months resulting in over 300 more people having greater choice and control over the services they receive.

To meet the challenge of reducing health inequalities in Leeds, the Council working with our key partners in the health service we will work to increase the number who quit smoking, and increase their rate of physical activity across all age groups. In partnership the Council will also tackle drug and alcohol misuse co-ordinated action to reduce the number of teenage conceptions. We want to give greater independence to vulnerable people by supporting them to choose the services to improve their opportunity and quality of life. Direct payments and individual budgets will help to achieve this alongside improved access to mainstream services, such as training for a job or enjoying local community and recreational facilities.

There remains much more to do to reduce health inequalities for local people and improve their physical, mental and social wellbeing. Our new priorities set out below detail how we will meet these challenges in the coming years.

Improvement Priorities

By 2011:

- Reduce premature mortality in the most deprived areas.
- Reduce the number of people who smoke.
- Reduce rate of increase in obesity and raise physical activity for all.
- Reduce teenage conception and improve sexual health.
- Improved assessment and care management for children, families and vulnerable adults.
- Improved psychological mental health and learning disabilities services for all who need it.
- Increase the number of vulnerable people helped to live at home.
- Increased proportion of people in receipt of community services enjoying choice and control over their daily lives.
- Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.

Supporting Strategies:

Health and Wellbeing Plan*

Children and Young People's Plan 2006-9

Informed by:

- Leeds Tobacco Control Strategy 2006-2010
- Food Matters: a food strategy for Leeds 2006-2010
- Leeds Childhood Obesity Strategy 2006-2016
- Leeds Alcohol Strategy 2007-2010
- Older Better Strategy 2006-2011
- Leeds Emotional Health Strategy 2008/11
- Leeds Mental Health Strategy 2006-2011
- Supporting People Strategy 2005-2010
- Physical Activity Strategy
- West Yorkshire Local Transport Plan

*in development

Strategic Outcomes

What we want to see by 2011:

- Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.
- Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.
- Increased economic activity through targeted support to reduce worklessness and poverty.

Context

The priorities in this theme are key concerns of local people. Low crime, low levels of anti-social behaviour and affordable, decent housing are the three most important things for making somewhere a good place to live according to Leeds residents in 2007. Tackling crime and anti-social behaviour were also cited as two of the top five priorities for the Council to tackle.

Stakeholders consulted on priorities for this plan echoed the views of residents: crime, housing and reducing worklessness were chosen as the top priorities in that exercise. Councillors in particular saw this theme as vital for 'narrowing the gap' in the city between areas with low crime, good housing and high employment and more deprived parts of Leeds.

Partnership work with West Yorkshire Police to reduce crime, anti-social behaviour and the fear of crime in those neighbourhoods with the highest crime levels has proved successful with crime falling by more than a quarter over the last three years, the second highest fall in crime in the country. However, there is more to do to reduce crime further by targeting persistent offenders and addressing anti-social behaviour and the problems that arise from alcohol and drug misuse.

The council has made significant progress in improving council housing to ensure that by 2010 it will meet the national 'Decent Homes' standard. Work with private sector landlords has resulted in over 2,300 empty homes being brought back into use in the last year and we have provided grants and advice to enable lower income households to heat their homes as cheaply and efficiently as possible. However, many households are finding it increasingly difficult to buy or rent a home in the city and higher fuel bills mean that an increasing number of residents find it difficult to heat their homes.

The Council will work with its partners to deliver more new housing at a level that is affordable to buy and rent to ensure that we can meet the housing needs for all residents and not just those on high incomes. Work is underway to improve existing homes and build new homes through our existing PFI scheme in Swarcliffe with further work planned for Little London and Beeston Hill. The East and South East Leeds Project (EASEL) will deliver over 5,000 new homes, along with community facilities and businesses over the next 15-20 years, helping to create strong and sustainable communities in those areas.

There are neighbourhoods where too many people do not have a job, households are dependent on benefits and children grow up in poverty. Many residents do not have a bank account or can not borrow or save money at reasonable rates. The Council will work with its partners to support residents to obtain the right skills to secure work and progress in existing and new jobs. We will extend our award winning programmes to give households greater control over their money and access to trustworthy and reliable savings and credit so that families can be financially secure.

The priorities below build on these successful programmes to create the conditions for thriving neighbourhoods over the next three years.

Improvement Priorities

By 2011:

- Increase the number of “decent homes”.
- Increase the number of affordable homes.
- Reduction in the number of homeless people.
- Reduce the number of people who are not able to adequately heat their homes.
- Increased financial inclusion in deprived areas.
- Reduce crime and fear of crime.
- Reduce offending.
- Reduce the harm from drugs and alcohol to individuals and society.
- Reduce anti-social behaviour.
- Reduced bullying and harassment.
- Reduce worklessness across the city with a focus on deprived areas.
- Reduce the number of children in poverty.
- Develop extended services, using sites across the city, to improve support to children, families and communities.

Supporting Strategies:

Leeds Housing Strategy 2005/06 – 2009/10

Regional Spatial Strategy

Local Development Framework

Children and Young People's Plan 2006-9

Safer Leeds Strategy 2005 -2008

Regional Spatial Strategy - 2016

Local Development Framework

Informed by:

- Leeds Affordable Warmth Strategy 2007-2016
- Leeds Domestic Violence Strategy 2004-2007
- Leeds Alcohol Strategy 2007-2010

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Harmonious Communities

Strategic Outcomes

What we want to see by 2011:

- More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.
- Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.

Context

Local pride, a sense of belonging and neighbourliness are key ingredients for the sorts of places people want to live in. Leeds residents report high levels of belonging and satisfaction with where they live. In the 2007 Annual Residents Survey three quarters of respondents said they feel they belong to their neighbourhood and nearly half (46%) said they feel that local people work together to improve their neighbourhood. Two thirds of residents said that people of different backgrounds got on well together and three fifths of residents said that people respected ethnic difference where they lived. Overall 81% were satisfied with their neighbourhood as a place to live.

However, not all parts of the city share this sense of belonging and neighbourliness in equal measures. Residents in the south of the city were less likely to say they belonged to their neighbourhood or that people worked together to improve their neighbourhood. Young people were less likely than older people to say that people of different backgrounds got on well together where they lived or that people respected ethnic differences where they lived. Although a third of residents said they were satisfied with the way they could influence public services in their area, over a third said they would like more say in making decisions that affected their local area.

In parts of the city the Council has put in place Neighbourhood Managers to encourage local people to speak out and work with those delivering services to make the changes needed in their neighbourhood. Results show that people in these areas feel that they can make themselves heard and that they are listened to. Satisfaction with the way that problems like litter, graffiti or anti-social behaviour are dealt with has risen. Other services like the Police have also put in place neighbourhood teams so that they are closer to the local community they serve.

There are numerous groups and organisations in the city, known collectively as the Voluntary, Community and Faith sector, that support a wide range of activity and services needed in local communities. These organisations provide opportunities for local people to volunteer their time and skills to help others in their community and foster good relationships. Groups such as these are often community led and supported by grant funding and are vulnerable to changes in the way public services are delivered and grant funding is provided. The council is committed to working in partnership with this sector to ensure that it can continue to offer locally based services and opportunities for local citizens to take an active part in community life.

A growing and increasingly diverse population creates new challenges as well as opportunities for creating strong cohesive communities. Integrating new migrants from

Eastern Europe as well as long established communities will enrich the city over time but perceptions of disadvantage or unfairness need to be addressed immediately. Fostering more ways for people to engage in and shape the life of their communities will be a vital part of the process of creating strong, sustainable and harmonious communities.

The priorities and targets below will measure progress towards these goals over the next three years.

Improvement Priorities

What we want to deliver by 2011:

- An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.
- 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.
- Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.
- An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

Supporting Strategies:

Community Engagement Framework 2006

Community Cohesion Action Plan

Children and Young People's Plan 2006-9

SECTION 3

MAKING IT HAPPEN

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STREAMLINING THE CITY'S PLANNING FRAMEWORK

The Leeds Strategic Plan sets out the goals that Leeds City Council and its partners have agreed to achieve over the next three years to help achieve the longer term objectives contained in the Vision for Leeds 2004 to 2020. The Leeds Strategic Plan is effectively the delivery plan for the long term Vision for Leeds.

We have used the legal requirement to develop a new Local Area Agreement (LAA) for Leeds as an opportunity to make the planning process in the city simpler. The Leeds Strategic Plan replaces two plans, the Council's Corporate Plan, which contained the Council's priorities for the City (and itself as an organisation) and the Leeds Regeneration Plan which focused on 'narrowing the gap' between the poorest and wealthiest parts of Leeds.

Leeds City Council and its partners have also revised the structural arrangements of the Leeds Initiative to ensure that the partnership is fit for purpose to deliver the ambitions laid out in our Vision for Leeds and our outcomes and priorities in the Leeds Strategic Plan.

The council has produced its own Business Plan which will describe how the council will organise itself to deliver what it has agreed to do in the Leeds Strategic Plan. Other partners will also have their own business and action plans to deliver what is agreed in this plan and integrate their other goals.

City wide plans will be translated into action at an area level and for particular services. Area delivery plans (ADPs) will provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The Area Delivery Plans are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level. Local councillors have extensive knowledge of local conditions and can articulate priorities from different perspectives.

On a different scale, it is increasingly an accepted fact that the Leeds economy works on a wider scale than the administrative boundaries of the city, and the success of Leeds also brings greater prosperity to neighbouring towns and cities. Therefore, to complement the targets in the Leeds Strategic Plan we have also agreed a Multi Area Agreement (MAA) for Leeds and its neighbouring authorities.

We have also taken into account other local and regional plans, including the Local Development Framework and the Regional Spatial Strategy and the Regional Economic Strategy.

EFFECTIVE DELIVERY THROUGH PARTNERSHIP WORKING

Leeds has a good record of partnership working. Since 1990 Leeds Initiative has brought together public agencies, private businesses and voluntary, community and faith groups to develop a shared vision of a successful, prosperous and inclusive Leeds. Leeds Initiative has also developed a 'Compact for Leeds' to support the work of the city's voluntary, community and faith groups. This recognises the role and value and community activity. It encourages the effective use of resources and promotes equal partnerships through good communication, consultation and sharing of information.

Building on these foundations Leeds City Council and its partners have adopted a set of partnership principles to make sure that our joint efforts really do achieve our common ambition:

to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds

through:

- focusing on the partners' common purpose and community needs;
- having clear responsibilities and arrangements for accountability;
- good conduct and behaviour, treating all partners and stakeholders equally, fairly and respectfully;
- informed, transparent decision-making and managing risk;
- developing skills and capacity individually and as a partnership to deliver the outcomes and priorities in this plan; and
- engaging stakeholders in drawing up our outcomes, priorities and targets and keeping people informed on how well we are delivering.

The challenge for the Leeds Strategic Plan is to apply these principles to deliver real improvements for local people. This requires new ways of partnership working in Leeds, sharing information and pooling resources among partners where this brings benefits through greater effectiveness and efficiency. The Local Government and Public Involvement in Health Act 2007 creates a new duty for partners to cooperate in the delivery of targets in this Plan and this sets a context for us to deepen partnership working. Closer partnerships may be the right solution in many cases and the Council and its partners will explore the potential of extending joint service delivery and joint commissioning to deliver services more efficiently and effectively.

MEASURING AND MANAGING PERFORMANCE

Delivering on our targets is essential if the Leeds Strategic Plan is to achieve our ambitions for Leeds and its residents. This will be a collective endeavour for all the partners to this agreement. Senior council officers will have lead accountability for each of themes, improvement priorities and targets in the Leeds Strategic Plan and will work with similar senior officers in partner organisations. Every partner will have regard to all the targets in the Plan when drawing up their own budgets and business plans. Partners will commit to leading or contributing to the achievement of specific targets in the Plan and will then be held to account for doing the things needed to meet those targets.

We have developed reliable measures for each target and have put in place robust processes for regularly reporting performance. These processes will measure progress against each target as well as the Plan's impact on wider objectives like equality, community cohesion and sustainability. For some targets, measures will be broken down by their impact on particular areas of the city and on the basis of gender, ethnic origin, age, disability, religion or belief and sexual orientation.

The Council is ultimately accountable for working with its partners to draw up and deliver the Plan. The Executive Board (of senior councillors) will receive regular reports on performance and recommend actions and changes to plans where performance is not on target. The council's Scrutiny Boards will also receive regular performance reports and have an opportunity to discuss issues of concern, call-in council officers and partners to account for their work to deliver targets in the plan and make recommendations to the council and its partners to improve performance.

The Leeds Strategic Plan is a partnership plan and the Council will, through the Leeds Initiative, agree its contents with and engage partners to monitor and manage the performance of the plan. The Leeds Strategy Group will bring together the Council and its partners to monitor performance against the targets in the plan, allocate resources, develop new ways of delivering more effectively for Leeds and regularly review the contents of the plan.

Other thematic groups in the Leeds Initiative will also be kept informed of progress in relevant areas and contribute to the delivery of the Leeds Strategic Plan through developing more in-depth strategies and action plans. Local business representatives and representatives from voluntary, community and faith groups are involved alongside public sector partners in the work of these groups.

The ten area committees across the city will also be reviewing progress towards achieving targets identified at an area level. They will be particularly vigilant in assessing improvements at a neighbourhood, as well as an area, level. The achievement of these targets will make a fundamental contribution to achieving the overall city wide targets and outcomes.

Local people will receive regular updates on performance through stories in About Leeds, the Council newspaper, on the Council and Leeds Initiative websites and elsewhere. For example, progress will be reported to the Leeds Youth Council. Everyone will have opportunities to give their views on how well the Leeds Strategic Plan is being delivered.

Up to 35 targets in this plan have been negotiated and agreed with Government Office and reflect shared priorities with national government. Progress against these targets must be reported annually to the government who must agree to any changes to these targets. .

REVIEWING AND REVISING THE LEEDS STRATEGIC PLAN

Leeds' priorities will inevitably change over time and the priorities and targets in the Leeds Strategic Plan will be regularly reviewed and updated to ensure this plan is still relevant and addresses the city's real needs.

The council and its partners will collect and use information on social, economic and environmental conditions and trends, including performance data against the targets in this plan, to change priorities and set new targets as necessary. Already, the council and the PCT are working jointly to assess current and future health needs in Leeds through a Joint Strategic Needs Assessment. The findings from this assessment will inform future health priorities in this plan.

Public opinion, gained through regular resident surveys will also feed into the setting of priorities and targets in future versions of this plan. The views of council Scrutiny Boards, Area Committees and other partners and stakeholders will also be taken into account before the council and its partners agree any changes to the contents of the Plan.

The Audit Commission will assess on an annual basis conditions and prospects for the city through a new Comprehensive Area Assessment process. Achievement of the targets in the Leeds strategic plan will form part of the Audit Commission's annual assessment of how well Leeds is improving. Further, more specific reviews on particular issues can be required where the Comprehensive Area Assessment suggests there is a risk of underperformance. Where the Audit Commission feels that performance in Leeds is unsatisfactory it will recommend new priorities for the Leeds Strategic Plan and the council and its partners will negotiate with the Government whether a target should be set to address that issue. Government Office will monitor performance and initiate discussions where performance is not on track and can intervene where performance is significantly below what is expected.

At every stage the Council will inform, consult and involve local people, representatives of geographical communities and communities of interest, partners and stakeholders in the city and beyond where relevant, and draw on expert analysis to ensure that the priorities and targets in the plan have been rigorously challenged, are truly robust and are relevant to the achievement of our ambitions for Leeds.

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Extract from DRAFT Memorandum of LAA – Children's Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Learning								
An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.	Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.	Government Agreed	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths DCSF Statutory Targets (below)	13 Schools (2006/07 Academic Year)	1 School	7 Schools	2 Schools	LEEDS CITY COUNCIL Education Leeds Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Connexions Forum
	Improve learning outcomes and skill levels for 19 year olds.	Government Agreed	NI 79: Achievement of Level 2 qualifications by the age of 19	65% 2006/07 Academic Year	75% (2009/10 Academic year)	68% (2007/08 Academic year)	71% (2008/09 Academic year)	LEEDS CITY COUNCIL Education Leeds
		Partnership Agreed	NI80: Achievement of Level 3 qualifications by the age of 19	41% (2006/07 Academic Year)	49% (2009/10 Academic year)	43% (2007/08 Academic year)	47% (2008/09 Academic year)	Learning and Skills Council Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Connexions Forum

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Increase the proportion of vulnerable groups engaged in education, training or employment.	Government Agreed	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)	6.5%	8.9%	7.8%	LEEDS CITY COUNCIL Education Leeds Leeds Confederation of Further Education Colleges Probation Service Learning and Skills Council VCFS bodies through Leeds Voice Economy and Skills forum Jobcentre Plus
	Partnership Agreed	NI 148 Care leavers in education, employment or training	71.3% (2006/07)	86.8%	76.6%	81.7%	LEEDS CITY COUNCIL Education Leeds Learning and Skills Council Leeds Partnership Foundation Trust Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Connexions Forum

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.		DCSF Statutory Targets (see below)	Not applicable – see statutory DCSF indicator and target below
Health and Wellbeing				
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Reduce rate of increase in obesity and raise physical activity for all.	Government Agreed	NI 57 Children and Young People's Participation in high-quality PE and Sport	2008/09 new data return – Baseline will be in place by March 2009
	Reduce teenage conception and improve sexual health.	Government Agreed	NI 112 Under 18 conception rate - disaggregated to focus on the 14 wards in the city with the highest rates of conception in the city	Baseline to be set from national data release in November 2008 for the 14 wards in the city with the highest conception rate.
Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.				New indicator to be introduced from April 2009.
				Subject to outcome of national annual review.
Enhanced safety and support for				15% reduction in the 14 wards with the highest conception rate.
				35% reduction in the 14 wards with the highest conception rate.
				Subject to negotiation with Government Office.
				LEEDS CITY COUNCIL Leeds PCT Leeds Teaching Hospitals Trust Re'New VCFS bodies through Leeds Voice Health Forum

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.	Improve the assessment and management of children, families and vulnerable adults.	Partnership Agreed	NI 63 Stability of placements of looked after children: length of placement	70% (December 2007)	80%	72%	75%	LEEDS CITY COUNCIL Leeds PCT
		Partnership Agreed	NI 66 Looked after children cases which were reviewed within required timescales	60.2% (April – Dec 2007)	90% reviewed within required timescales	70% reviewed within required timescales	80% reviewed within required timescales	LEEDS CITY COUNCIL
	Improved psychological, mental health, and learning disability services for those who need it.	Partnership Agreed	NI 58 Emotional and behavioural health of looked after children	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL Leeds PCT
	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.	Partnership Agreed	Number of children looked after (expressed as a rate per 10,000 excluding unaccompanied asylum seekers	1281 (83.6)	906 (59.1 rate per 10,000)	1156 (75.4 rate per 10,000)	1031 (67.3 rate per 10,000)	LEEDS CITY COUNCIL VCFS bodies through Leeds Voice CYP Forum

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Thriving Places							
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.	Reduce offending by managing behaviour better	Partnership Agreed	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.	2076 (2004/05)	N/A	1877	N/A
			YOUTH OFFENDING SERVICE West Yorkshire Probation Service West Yorkshire Police Leeds City Council				
Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.	Reduce bullying and harassment.	Government Agreed	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year.	622 (2005)	N/A	573	N/A
			Re'New VCFS bodies through Youth Work Panel Leeds Confederation of Further Education Colleges				
Increased economic activity through targeted support to reduce worklessness and poverty.	Reduce the number of children in poverty	Partnership Agreed	NI 69 Children who have experienced bullying	33% (2007)	22.5%	30%	26.5%
			LEEDS CITY COUNCIL VCFS bodies through Leeds Voice CYP Forum				
	Develop extended services, using sites across the city, to improve support to children, families and communities.	Partnership Agreed	Indicators, targets and measures to be determined from further government guidance	to be determined from April 2009 following more focussed work locally and			
		Partnership Agreed	NI 88 Percentage of schools providing access to extended services.	42% (2006/07 academic year)	100% (by Sept 2010)	74% (by Sept 2008)	90% (by Sept 2009)
			LEEDS CITY COUNCIL West Yorkshire Police Education Leeds VCFS bodies through Leeds Voice CYP Forum Leeds Confederation of Further Education Colleges				

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Harmonious Communities						
More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services. Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.	Partnership Agreed	NI 110 Young people’s participation in positive activities	To be set when Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008	LEEDS CITY COUNCIL Arts Council West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice CYP Forum Leeds Confederation of Further Education Colleges

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

DCSF Statutory Targets		
Indicator	Baseline	Targets
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 2008/09 academic year)
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 curriculum levels in English	N/A	85% (for 2008/09 academic year)
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 curriculum levels in English	N/A	34% (for 2008/09 academic year)
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)
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)

Extract from DRAFT Memorandum of LAA – Children’s Services Indicators only

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	N/A		56% (for 2008/09 academic year)
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)

Children and Young People's Plan Review 2008

Welcome to the second annual review of Leeds Children and Young People's Plan!

Over the past year, colleagues across the partnership have worked together towards our ambitions for improving the lives of children, young people and families in our city. This report assesses the progress we've made so far and sets out our priorities and plans for the year ahead.

At the end of 2007, the charity 4Children identified Leeds as one of the most child-friendly places to grow up in the UK. It recognised our determination to reach out to the most disadvantaged families to provide the help they need.

This focus on targeting our efforts to where they can make the biggest difference is at the heart of the Leeds approach. It underpins many of the successes we've celebrated, like our best ever GCSE exam results; improving the support Children and Young People's Social Care provides to the particularly vulnerable; and pioneering pilot initiatives like the Budget Holding Lead Professional, which has shown what can be achieved when we wrap services around the needs of children and their families.

Elsewhere, we have led the way nationally in a number of fields, with Beacon status recognition for both our Healthy Schools Standard and for city-wide partnership working, where children's services provided a key case study. Our Parent Choice Advisory Service has been identified as leading practice nationally and there are many other examples of children's services in Leeds guiding and inspiring others.

It has been a year of ongoing change and development. Work to embed our children's trust arrangements has continued. We have placed particular emphasis on strengthening local leadership and engagement, helping front-line services deliver support that is personalised to individual needs, developed in partnership across relevant agencies, guided by the participation of those we work with and focused on preventing problems before they become more serious.

Our progress and challenges were thoroughly assessed by the Joint Area Review inspection carried out late in 2007. The final report confirms the high levels of self-understanding we have in Leeds about what we are doing well and where we have potential to be better. It has played an important part in informing this review and highlighting both our strengths and those areas where we can and must do more to continue improving outcomes.

Against this backdrop, we are well placed to move forward. This Plan links closely with the new Leeds Strategic Plan, helping us to better tie our own priorities to wider aspirations for how the city progresses. Significant challenges continue, but through the priorities and approach set out in this Plan and the talent and motivation of our workforce, we can ensure that every child and young person is able to say they have been lucky to grow up in Leeds.

Rosemary Archer
Director of Children's Services

Stewart Golton
Executive Lead Member for
Children's Services

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Introduction

Outline of 2008 Children and Young People's Plan Review.

After the foreword, we start with the Background section, which provides an outline of what the Children and Young People's Plan 2006-09 was and a reminder of key aspects from the 2007 Review. This is important because it provides the baseline for the 2008 Review. The Background section finishes with the revised priorities agreed last year. Next, in our 2008 CYPP Review section we outline the main features of the 2008 Review. This section includes a description of the changing context, our consultation and participation work, the Annual Performance Assessment and the Joint Area Review, and our developing structure and approach. The 2008 CYPP Review section concludes by setting out our future direction, including an overview, our approach, and a restatement of our priorities for 2008-09. It also includes a short section of action plans and targets, leading us to look ahead to the more fundamental review of Leeds' CYPP 06-09, which will start in summer 2008.

The main body of the 2008 Review follows a 'results based accountability' approach to generate a 'report card' for each of the priorities that were agreed by Executive Board in the 2007 Review and are organised in line with the Every Child Matters outcomes framework. There are additional sections on Narrowing the Gap and Service Management.

Background

The Children and Young People's Plan 2006-09

As part of the Children Act 2004, each local authority was given a new duty to develop a Children and Young People's Plan (CYPP) that would form the single, over-arching strategy setting out how the council and its partners would work together to improve outcomes for children, young people and their families. The Leeds Children and Young People's Plan was developed through the extensive involvement of children, young people and the Children Leeds Partnership from late 2005 and approved by Leeds City Council in 2006. The Plan set out priorities and objectives for 2006 to 2009.

Each year the Plan is reviewed to consider our progress and to update our priorities and objectives for the year ahead. It is also an opportunity to refine and refresh our approach to developing better services for children and young people as the Every Child Matters agenda develops nationally, and as we learn what works best in Leeds.

Outcome of the 2007 Review

The 2007 Annual Review, last year, led to the agreement of new, more focused priorities, targets and actions. It also included more detail on the distinctive 'Leeds

Approach' to developing children's services. As these now form the basis of the 2008 Review, as a reminder the priorities and approach agreed in 2007 are summarised below:

Vision

As set out in the Children and Young People's Plan in 2006, our vision is that we want every child and young person to be:

happy, healthy, safe and successful and free from the effects of poverty.

The Leeds Approach

The 2007 Review described the model for children's services in Leeds. The key elements of this are summarised below:

- *Personalisation*: making sure that services and support are tailored to the ambitions, needs and circumstances of the individual child, young person or family or the community they live in.
- *Participation*: developing services and strategy *with* children, young people and families rather than imposing a model.
- *Partnership*: working with others to agree shared aims at all levels, from citywide strategic groups to local partnerships around schools and communities to front line teams, with all working together to make this easier.
- *Prevention*: working to identify problems early, responding quickly and appropriately to needs as they change to avoid problems becoming severe, and more difficult and costly to resolve.
- *Safeguarding*: Fundamental to achieving our aims is the need for building a culture of safeguarding in everything we do – to ensure we all work to make children and young people safe and to promote their wellbeing. Safeguarding is an essential part of everyone's responsibility across the partnership.
- *The Universal Offer*: developing an enhanced and extended entitlement for all children, young people and families to excellent, tailored support and services. The Universal Offer ranges from learning to advice and guidance and from family support to positive activities.
- *Narrowing the Gap*: in addition to an enhanced offer for all, it is important that services also build their capacity for providing additional support for those who need it most. Leeds' Children's Services are focused on narrowing the gap for those with the most barriers to achieving good outcomes, particularly looked after children and disabled children and young people.
- *Building resilience*: we know that to achieve our aims we need to build resilience; that is the ability of children and young people (as well as families and whole communities) to effectively manage change and challenges so they can thrive. Services, however good, cannot and should not manage people's lives or assure their success. Families and communities bring up children, not local services.
- *Aspiring to excellence*: we need high expectations for what children and young people can achieve, as well as excellence in the services that work for them.

CYPP priorities agreed as part of the 2007 review

The table on the following page shows the priorities for improving outcomes and improving services that were agreed in 2007. These have been used to inform the Leeds Strategic Plan, which is the citywide plan that sets out strategic outcomes, priorities and targets for all communities, including children and young people.

Every Child Matters Outcome	Priority	Long term priority	Short term priority
Stay safe	Safeguarding	Embedding a safeguarding culture	Improving the assessment and care of children in need
	Safe communities	Strengthening community safety and cohesion	Reducing bullying
Be healthy	Emotional wellbeing	Promoting emotional wellbeing for all	Improving services for children, young people and families with additional mental health needs
	Activity and obesity	Reducing obesity	Raising activity
	Sexual health	Improving sexual health for all	Reducing teenage conception
Enjoy and achieve	Secondary progress	Improving educational outcomes for 11-16 year olds	Targeting under achievement
	Early learning	Improving readiness to learn	Enabling the engagement of parents and young learners in early years and primary schools
Make a positive contribution	Positive opportunities	Enhancing positive opportunities in and out of school	Reducing anti-social behaviour and offending
Achieve economic wellbeing	Qualifications and skills at 19	Raising qualifications and skills levels for 19 year olds	Reducing the proportion of vulnerable groups not in education, training or employment
ALL	Narrowing the gap in outcomes for the most vulnerable children and young people		

Every Child Matters Outcome	Long term priority	Short term priority
Service management	Extended services for every neighbourhood	Roll out of extended services in schools and children's centres
Service management	Parenting support for all	Proactive, tailored support for families facing the most severe challenges
Service management	Personalised, joined up support for all	Moving towards integration through the roll out of the Common Assessment Framework, Budget Holding Lead Professional and Individual learning plans

The 2008 Children and Young People's Plan Review

This section explains the main features of this year's review. It sets out how this Review has been shaped by the changing national and local context, and informed by consultation, inspection feedback and an improved approach to undertaking the review.

The changing context

A variety of important developments nationally are informing and complementing the work that Leeds is doing to improve outcomes for all our children and young people.

The introduction of the new Department for Children, Schools and Families and the subsequent publication of the Government's first national Children's Plan 'Building Brighter Futures', highlights an ongoing emphasis on adopting and encouraging a partnership approach to bring services together around common goals.

Within the Children's Plan and elsewhere, there is evidence of several themes growing in prominence as understanding evolves around the type of focus needed to take the Every Child Matters agenda forward. In particular amongst these themes is:

- An appreciation for the significant impact that child poverty and social exclusion can have on the full range of outcomes and the need therefore to target efforts towards those who are most vulnerable.
- The central, fundamental role parents, carers and families play in shaping and supporting children and young people. The importance of seeing each child as part of a wider network and community has introduced the 'think family' focus to the type of initiatives being encouraged nationally and implemented locally.
- Support for 'workforce development' underpinning efforts to progress the children and young people's agenda, with an emphasis on building the skills, confidence and understanding to create better integration of services.
- A changing role being advocated for schools, with a focus on further developing partnerships to support a broader spectrum of outcome areas.

In the context of these and other wide-ranging developments, Leeds is well positioned to build on the progress made so far.

Our priorities include an overarching focus on helping children and young people to succeed, whatever barriers may complicate their opportunities to do so. Locally, our approach gives those working with children and young people the encouragement and support to adopt new practices and perspectives so that partnership and integrated working are central to how we do things. This work is informed by learning from a number of innovative pilot initiatives that have highlighted the importance of local leadership. It is reflected in the progress we have made on areas like the strategic joint commissioning of services.

Our learning so far mirrors the national focus on a 'think family' approach. It is clear that the best way to prevent problems children and young experience from escalating is to support families from the outset to address issues in partnership. This review therefore highlights how a 'think family' approach in Leeds will increasingly guide our future direction.

Our learning has also made clear that supporting schools and other services locally so that they have more control and influence in the areas where they can make the greatest difference is key to our future prospects for progress. Local leadership will increasingly be the vehicle for realising our ambitions.

These themes, 'think family' and 'local leadership' will, along with the priorities and approach detailed below, enable us to take forward our focus on improving outcomes in a way that complements the national agenda and reflects the context of learning and progress being made here in Leeds.

Consultation and participation

The 2008 Review has been supported by consultation across the wider Children Leeds partnership. Much of this has included the direct involvement of a large number of staff in workshops and in contributing information, data and case studies for the review. In addition there has been consultation through an online toolkit to help inform the review.

Annual Performance Assessment and Joint Area Review

The 2008 Review is informed by, and builds on, preparations and feedback from the recent Ofsted inspection of children's services in Leeds. This includes both the Annual Performance Assessment in October 2007 and the more detailed inspection programme for the 'Joint Area Review' (or JAR) that took place in December 2007.

Structure of the 2008 Review and Results Based Accountability

The structure of this year's review has changed to reflect both the current context in Leeds, and also to use the opportunity to include a more effective approach that is designed to strengthen the focus on outcomes.

The 2008 review aims to be a more concise and focused document to reflect the intensive work that has been undertaken across the city in recent months to review progress and agree priorities for the future. This includes both the inspections mentioned above but also wider work across Leeds to develop the Leeds Strategic Plan, which is the citywide plan that sets out strategic outcomes, priorities and targets for all communities, including children and young people. As such the 2008 Review will link to, and build on, this existing work.

The 2008 Review is informed by 'Results Based Accountability', which is a method for planning and performance management that was developed in the US but is now promoted by the government for use in children's services. The intention of this approach is to support partnerships to keep a focus on 'results' or 'outcomes', i.e. the difference they make to the wellbeing of populations, and to base simpler, shared plans and reviews around this.

In line with this approach, the main part of this document is organised into brief 'report cards' that review each of the priorities set out in the 2007 CYPP Annual Review and agreed by Executive Board in 2007. Each report card includes the following sections:

- *Scorecard*: This section shows how we performed against the targets we set for improving outcomes and how we compare with other similar areas.
- *The story behind the data*: This section gives a brief explanation of the data in the scorecard, and the factors underlying the figures.
- *Progress against the plan*: this section is organised as follows:
 - *Improvements in outcomes*: this section highlights how we have made a real difference to the lives of children, young people and families.
 - *Improvements in service performance*: this section sets out how we have improved a selection of the services that work with children and young people through developing new services or making some existing services perform better.
 - *Positive accomplishments*: this section records some of the major achievements of the last year, for example in winning awards for service quality or winning new funding for the city.
- *Case Study*: this section provides an illustrative example of work in each priority area and demonstrates the impact of an action at an individual level.
- *Changes to the plan*: this last section sets out the main actions we will take over the next year to further improve services and raise outcomes.

The 2008 Review closes with an update of our Priorities and Targets for the year ahead.

Achievements and Future Challenges

The 2008 Review draws attention to a variety of achievements over the past year, which, as recognised by the Joint Area Review inspection, demonstrate the impact that the Leeds approach is having. For example:

- *Be Healthy*: the Local Public Service Agreements target for raising the proportion of pupils taking part in two or more hours of sport per week was exceeded, as were targets for raising breastfeeding rates and reducing waiting times for mental health and sexual health services.
- *Stay Safe*: there has been significant progress in improving social care performance on a range of key measures (such as initial and core assessments) and some improvements in the general quality of care provided in residential units, as reflected in Ofsted inspections.
- *Enjoy and Achieve*: Leeds' young people achieved their best ever GCSE exam results in 2007, including sharp improvement for some targeted schools

and pupil groups, helping to narrow the gap. In addition the city made good improvements to the proportion of five year olds achieving good standards in the Foundation Stage Profile, particularly for those children in more deprived areas.

- *Positive Contribution:* Leeds exceeded its target for reducing youth offending, and also a range of important local indicators for engaging young people in positive activities across the city.
- *Economic Wellbeing:* the last year saw some significant improvements in the proportion of young people achieving better qualifications at age 16 and 19, and good progress towards raising the proportion of school leavers participating in learning or work.
- *Service Management:* Leeds has exceeded its targets for developing extended services around schools, met its target for creating Children's Centres and made further progress on the cultural change that Every Child Matters requires.

The 2008 Review has contributed to an intensive period of self-assessment and inspection over recent months. Whilst this has rightly recognised the many successes and good progress made by the local partnership, it has also emphasised that significant challenges remain. There are some outcomes where there are ambitious targets in the Leeds Strategic Plan that will require the council and all its local partners to further focus the city's resources, effort and creativity in addressing these challenges.

- *Teenage conception rates:* the latest data show that Leeds has seen a marginal increase in conception rates since 1998, and therefore the city is well below trajectory to meet national targets. This is an important area as research suggests conception rates are an important proxy indicator for overall wellbeing and has strongly links to young people's aspirations, opportunities and deprivation.
- *The numbers of Looked After Children and Young People:* the relatively high numbers of young people in care in Leeds has been widely reported as an important issue for the city. The latest data show that at year end the overall number of Looked After Children and Young People has remained at broadly the same level as last year and so the targets for reduction have not been met. This is a key issue in two ways – firstly in the challenge it offers to ensure preventative support is further strengthened and targeted to ensure children do not need to enter care, and secondly because of the challenges these high numbers pose to delivering stable, high quality care for these young people. In light of this, targets for reducing the number of Looked After Children and Young People, and improving the stability of placements and timeliness of reviews have all been included in the Leeds Strategic Plan.
- *Attendance:* Raising attendance has been an acknowledged priority for Leeds over recent years. There have been improvements but recent data has re-emphasised the national and local challenges about raising attendance, and in particular about addressing the small but significant minority of pupils and schools that have high levels of persistent absence, particularly in secondary schools.

- *Learning outcomes for 14-19 year olds:* Both local analysis and the Joint Area Review have raised concerns about learning outcomes for 14-19 year olds. Assessment of data released in the autumn showed particular concerns about the significant minority of learners leaving school with no GCSEs, and significant achievement gaps for some learners (e.g. those eligible for Free School Meals) and some schools.
- *The proportion of young people not in education, training or employment (NEET):* The latest (provisional) data for NEET shows a rise in the non-participation rates amongst 16-18 year olds, meaning that Leeds now requires sharp improvement to meet targets on this national priority. In addition the JAR made specific recommendations about increasing the proportion of Looked After Young People and young offenders that are in education or work.

In order to improve these outcomes and build on Leeds' progress with the Every Child Matters agenda, the authority and its partners will need to increase the pace of change in the way children's services are organised and managed. In particular over the next year there is a need to drive forward workforce reform, continue strengthening local partnership development and embed new 'integrated processes' for joint working such as the Common Assessment Framework and ContactPoint.

Future Direction

Overview

The 2008 Review and the consultation and analysis that informed it, supports the overall approach and priorities for children's services in Leeds. This has been confirmed by feedback from Ofsted, who commented positively on the sharper priorities agreed in 2007, and praised the model for children's trust arrangements that is developing in the city.

Refreshing our approach

The 2008 Review, and our ongoing learning have confirmed our broad approach to children's services, set out in the opening section of this document. However, in light of ongoing national and local developments we now also need to emphasise the following:

- 'Think Family': the need to recognise that families not services bring up children, and to make sure that services, whether for adults or children, work together to support the family and build resilience.
- 'Local leadership': local partners are central to our approach for delivering our change agenda. We want our services to be led locally, and for those staff and partners working closest with children, young people and families to have more control and lead the way forward.

Restating our priorities for 2008/09

Each year as part of the review we consider if there is a need to change or update priorities. This year it is proposed that the priorities will remain the same, for this

final year of the 2006-09 Leeds Children and Young People's Plan. There are several reasons for this decision, including:

- *Review and wider needs analysis:* the 2008 Review and wider needs analysis has shown that, whilst there has been progress in most areas, outcomes in these priority areas still require further improvement.
- *Joint Area Review:* the recent inspection of children's services supported the priorities set out in the 2007 Review, and identified areas within them for further work.
- *Leeds Strategic Plan/Local Area Agreement:* consultation for the key outcomes and improvement priorities for the new Leeds Strategic Plan and Local Area Agreement was based on the priorities in the 2007 Review. Feedback from a wide range of stakeholders supported retaining these priorities, and these are now embedded in the structure of these new plans.
- *Building awareness and ownership:* during the current changes across local partnerships and children's services it is felt that retaining the same priorities affords more chance to build awareness, ownership and joint working around the existing priorities, rather than adding yet more change.

However consultation on the CYPP priorities has emphasised a common concern regarding their wording. There were widespread concerns and comments about the need to change the language to be clearer, more positive and to better emphasise the outcomes we want to achieve for children and young people.

CYPP Review 2007	Updated Priority wording: All children and young people are...
Activity and Obesity	Active and eat healthily
Emotional Health	Happy and resilient
Sexual Health and Teenage Conception	Able to make healthy choices about sex and relationships
Assessment and Care of Children in Need	Safe in their families and safe in care
Community Safety	Safe in their communities
Secondary Achievement	In school and achieving
Early Learning	Able to make a good start in learning
Positive Opportunities	Engaged in positive activities
Qualifications and skills at 19	Succeeding in learning or work
Narrowing the gap	Able to succeed, whatever the barriers
Service Management	Supported by excellent, integrated services

Action Plans for 2008/09

The key actions for the year ahead are set out in the review sections above. More detailed action plans that set out how these will be managed and implemented are available in the following documents:

- *Joint Area Review Action Plan:* In response to the recommendations of the JAR an action plan will be approved by the Integrated Strategic Commissioning Board and the Leeds City Council Executive Board by July 2008.
- *Council Service Improvement Plans:* All council services agree a service improvement plan each year. Most of the key information for children's services will be included in the plans for Children and Young People's Social Care, Early Years, the Integrated Youth Support Service and the Director of Children's Services Unit. Other related actions will be found in other service plans, such as Area Development Plans, Housing or Corporate functions.
- *Education Leeds Strategic Plan:* this document sets out the key priorities and plans for Education Leeds and its work with schools and learners.
- *Primary Care Trust Children and Maternity Services Business Plan:* this document provides additional detail on the main commissioning and action plans for the PCT.
- The range of strategy documents and action plans across the city such as Partnership and Family Support, Alcohol Strategy, Emotional Health Strategy and the Obesity Strategy.

Targets for 2008/09

The table at the end of the document sets out the outcome measures we will use to assess our progress and the targets we have set for improvement. These include all those within the Leeds Strategic Plan, as well as additional indicators to reflect the wider priorities and statutory duties of children's services.

Renewing the Children and Young People's Plan 2006 - 09

This document is the last review of its kind for the first Leeds Children and Young People's Plan. The term of the first CYPP runs from 2006 to 2009 so work will therefore begin in Summer 2008 to involve all local partners as well as children, young people and families in agreeing a renewed strategy for improving outcomes and transforming children's services.

Be Healthy

Priority	Long term priority	Short term priority
Activity and obesity	Reducing obesity	Raising activity

Measure	Baseline	Target	Benchmark*	Latest
Halt the increase in the proportion of 5 year olds that are obese by 2010 (measured at reception)	9%	Return to 2000 National Levels	9.7% (Regional Data)	9.29%
Halt the increase in the proportion of 11 year olds that are obese by 2010 (measured in Year 6)	18%	Return to 2000 National Levels	17.2% (Regional Data)	17.74%
Raise the proportion of mothers breastfeeding by 2% per annum	50% (2003/04)	54%	63.3%	64%
Increase the proportion of 5-16 year olds engaged in 2+ hours of high quality PE to 90% by 2009	2006 result: 83%	2007: 85%	West Yorks average in 2007: 84%	2007 result: 86%

* National data is used as a benchmark unless stated otherwise.

Story behind the data

The return to 2000 National Level is a revised target for childhood obesity. The latest data is for 2007 with a target of maintaining these levels during the coming year. The obesity levels at Reception are lower in Leeds than the Regional benchmark. Measurement at Year 6 shows marginally higher rates in Leeds than the Regional levels. We achieved high levels of the numbers of children measured (over 90%) following increased focus from the School Nursing Service, which gives us a reliable baseline from which to measure our improvement.

From a baseline of 50% the number of mothers initiating breastfeeding increased by 14% points. The improvements are due to a wide range of interventions including increased focus on breastfeeding by universal services; the provision of specialist services, such as breastfeeding cafés, employment of breastfeeding co-ordinators; and more focused work to assure the quality of the data.

We have exceeded the 85% target for increasing the number of young people engaged in two or more hours of Physical Education (PE), by 1%, partly due to an increased focus and Year 3 and Year 6 pupils participating in school swimming as part of the national curriculum. There has also been a 16.5% increase in the number of junior visits to our leisure centres.

Progress against the plan

(i) Improvements in population outcomes

- The high percentage of children participating in The National Child Measurement Programme will enable assessment of the effectiveness of obesity reduction interventions. This is vital in order to reduce not only obesity rates but also in the reduction of obesity related health problems in later years such as diabetes and coronary heart disease.
- The 14% increase in the rates of mothers initiating breastfeeding has positive health benefits for both baby and mother. Breastfeeding is key to reducing infant mortality, especially within vulnerable groups. It reduces the incidence of infections, promotes maternal recovery from childbirth and emotional attachment between mother and baby.
- The increase in the number of children undertaking physical activity as part of school life will be a very key component of future success in reducing lifetime obesity.

(ii) Improvements in service performance

- Services relating to breastfeeding have been re-designed to better meet the needs of the most vulnerable groups who previously had lower rates of access to services. The Joint Preventative Partnership has funded a major research and consultation project on meeting the needs of disadvantaged children in South Leeds.
- Focused expansion of services means that the Watch It Weight Management Service now provides treatment services from 12 locations, many are integrated within local leisure centres, and are developing a treatment programme for five to eight year olds.
- Services have been targeted to have maximum impact on priority areas. Carnegie Weight Management Services have been commissioned to deliver two clinics, initially targeting areas of deprivation, with plans to expand to other parts of the city.
- The increasing integration of the School Nursing Service into schools has enabled a stronger focus on health promoting behaviour. Wake up Shake up, is an exercise activity which takes place first thing in a morning, in schools across Leeds, to encourage children and young people to engage in physical activity and promote mental wellbeing.
- Increased investment and prioritisation into prevention and early intervention. Two additional Health Improvement Specialists have been recruited to increase the capacity to deliver the 'Can't Wait to be Healthy – Leeds Childhood Obesity, Prevention and Weight Management Strategy'. 14 Breastfeeding Cafés across Leeds have been established to provide vital advice and support to new parents.

- Partnership working and increased participation has improved performance. The Engaging Inactive Children Programme has worked with School Sports Co-ordinators, Extended Schools Cluster Co-ordinators, parents and families: The Healthy Living Gala in South Leeds Council attracted over 500 children and parents; DAZL Dance Spectacular engaged 350 children and young people in performance at a sell out show with an audience of 1200 in Leeds Town Hall.

(iii) *Positive accomplishments*

- The Leeds 'Watch It' project was the overall winner at the National Obesity Forum's Best Practice Awards for Excellence in Weight Management.
- Leeds Baby Friendly Initiative completed stage one towards achieving the World Health Organisation's recognised status.
- Leeds Healthy Schools won national Beacon Status in 2007.

Case study

Weight Loss Camp

'A' had a very clear goal when he joined the NHS weight loss camp. He wanted to change for himself and only weeks into the three-month programme his family were overjoyed to see their 13-year-old son transformed. At 13.5 stone, A's confidence was at rock bottom. He would often comfort eat, steal food from the kitchen and then hide it in his bedroom.

"About four weeks in to the programme A's chin started lifting," his mother said. "He has gone from having no confidence to being really bubbly. ... He's been more confident at school, his grades have improved and his school report at the end of last term was 100 per cent better than this time last year. ... He hasn't complained about being bullied and he's been wanting to get in touch with friends as soon as he's back from school."

'A' has lost over five inches from his waist in the last 12 weeks and as a reward the family have the new puppy he's been longing for. 'A' now walks his dog daily, sometimes three times a day. He's swimming regularly, walks home from school and has taken control of his overeating.

"I feel much happier," said 'A'. "But it is quite hard. The temptation can be very hard, but you just have to try and forget and carry on. I will carry on after the club finishes because I know I have my mum to help me."

Changes to the plan

Key actions for 2008 / 2009:

- By March 2009 a care package (for childhood obesity) will be developed and training delivered to enable Health Visitors and Children's Centre Staff to provide evidence based support to families.
- By March 2009 local resources will be developed and disseminated by front line staff highlighting what children and families can do for themselves and the support services available locally to prevent and manage overweight and obesity.
- By March 2009 a programme engaging more inactive children, young people and families particularly from disadvantaged communities in the East of the city will have been developed.
- By March 2009 increased numbers of women continuing to breastfeed at eight weeks, from 2008 baseline.
- By 2012 at least 90% of five to sixteen year old students to take part in at least four hours of sport every week, comprising two hours quality PE plus a further two to three hours beyond the school day.

Be Healthy

Priority	Long term priority	Short term priority
Emotional wellbeing	Promoting emotional wellbeing for all	Improving services for children, young people and families with additional mental health needs

Measure	Baseline	Target	Benchmark*	Latest
No family waiting longer than 26 weeks for access to CAMHS treatment.	84%	100%	89.7% (Regional Data)	97.7%
ECM questionnaire registers positive changes in a range of questions	See below			
The proportion of Leeds schools achieving the national Healthy Schools standard (2007)	46%	50%	60%	69%

* National data is used as a benchmark unless stated otherwise

Story behind the data

Significant improvements have been made in ensuring that families receive Child and Adult Mental Health Service (CAMHS) treatment within national waiting times. A 13.7% points improvement in performance from the baseline has been achieved and is now 8% higher than the Regional benchmark.

The Every Child Matters questionnaire is undertaken on a sample basis in primary and secondary schools, and asks questions relating to where children and young people would go for help or advice on emotional health. Responses indicated that 80% of primary and 77% of secondary school children knew where to go. Over 30% of both survey respondents indicated they needed additional information about looking after their emotional health.

The December 2007 national target of 50% for healthy schools was exceeded by 19%, 9% higher than the benchmark.

Progress against the plan

(i) Improvements in population outcomes

- Improved access to mental health and emotional health services has been achieved by the reduction in time children wait to access services.
- Embedding universal emotional and mental health and wellbeing in schools via

the National Healthy Schools Standard. This standard includes criteria to support children and young people to develop healthy behaviours, reduce health inequalities, raise achievement and promote social inclusion. Future surveys and indicators will enable measuring of the above.

- A focus on the emotional health of children and young people has also had a positive impact on learning outcomes. The rolling out of SEAL (Social and Emotional Aspects of Learning) across the primary school sector, with the rollout of the secondary SEAL strategy, began in September 2007. Primary School Results show a positive impact in both KS1 and KS2. Children's overall Emotional and Behavioural development scores were significantly higher post SEAL intervention. In KS2, children taught more than four SEAL units made significantly greater gains in reading and maths, as measured by Average Points Score Gain, than children taught four or fewer units.

(ii) *Improvements in service performance*

- Improved partnership working and integration with schools and Area Management Boards has improved outcomes. The BEST/MAST team model, using multi agency teams in schools, has demonstrated how emotional health issues at individual, class and whole school level can be addressed in new and imaginative ways.
- Recent Ofsted reports in SEAL schools have judged care, guidance and support as good, and some with outstanding features. Currently 14 secondary schools are involved.
- Increased focus on prevention and early intervention. Connexions have funded the development of an emotional health training awareness raising pack for Connexions Personal Advisors (PAs) staff working with young adults/adolescents.
- Increased focus on promoting emotional and mental health issues within universal services via CAMHS training project developments. Over 800 training places have been provided to children's services staff each year. This number will increase further in 2008/09.
- Improved service efficiency through re-designed care pathways has enabled more children and young people to be seen quicker within CAMHS, with reducing CAMHS specialist waiting lists. The CAMHS service has changed the ways it sees children and families for the first few appointments. Few children now wait more than 13 weeks for an initial appointment, compared with the 300 waiting this long 18 months ago.
- Individual schools are utilising ways of assessing the emotional needs of cohorts of their pupils. Some BEST schools have used the Strengths and Difficulties questionnaire, Guiseley School has used PASS (Pupil Attitudes to Self and School).
- Increased interagency working and cooperation has enabled improved services

for children and young people. The CAMHS/ Children's Social Care Prioritisation Panel reduces bureaucracy and is an effective method of prioritising and fast tracking referrals between one agency and another. Formal agreements between agencies are now in place for specific areas of provision, such as ADHD and Autism assessments.

(iii) Positive accomplishments

- National support for innovative practice with successful bids totalling £1.7m for Multi Systemic Therapy has been secured.
- Securing a national Mental Health in Schools Pathfinders project.

Case study

Child: Nine year old White British girl living with both parents. **Referrer:** GP

Reason for referral: Two year history of anxiety especially in relation to separation from her mother, preventing her attending parties or dance classes that she had previously enjoyed. She had been very tearful at school and had become very angry and frustrated with herself, which was impacting on her and her family's life.

Response: She was seen for three sessions in consultation clinic with her mother and grandmother.

Consultation Clinic Assessment: Mother and grandmother were able to identify that in their attempts to help the child they had tended to give her lots of reassurance and had got into a pattern of avoiding situations that provoked anxiety. Through discussing these difficulties we were able to establish that this was actually reinforcing the anxious behaviour rather than helping to reduce it. In the sessions the child was also helped to look at her responses, and to develop a plan using very small steps, to encourage her to challenge her fears. She found that visualising her mother helped her to feel braver and try to cope with small amounts of anxiety. Her mother also helped her to use numbers to scale her anxious feelings and rate her anxiety between nought and ten. This helped her to notice when it began to reduce.

The family were also helped to understand the psychology of anxiety using a psycho-educational approach and also directed to reading material in the form of a book – *Helping your Anxious Child*. A therapeutic letter in between sessions reinforced all the strategies and ideas that had been discussed.

Outcome: By the third session the child's anxiety had reduced significantly and the family were happy to continue to support her to challenge her worries without further input from CAMHS.

Changes to the plan

Key actions for 2008/2009:

- By September 2008 develop and implement the Emotional Health Strategy.
- By September 2008 have completed consultation on the Action Plan across Universal Children's Services; Services for specific "vulnerable groups"; Targeted/ specialist children's services; CAMHS services.
- By March 2009 further SEAL rollout in both secondary and primary sectors.
- By March 2009 increased behaviour management training for those working in the classroom from 2008 baseline.
- By March 2009 agree the emotional health role for Health Visitors, ensuring consistency in practice.
- By March 2009 introduce a training programme for Early Years staff on attachment issues.
- By March 2009 clarify the relative roles of the other teams and agencies addressing bereavement.
- By March 2009 undertake an assessment of the mental health needs of children and young people from Black and Minority Ethnic Communities.

Be Healthy

Priority	Long term priority	Short term priority
Sexual health	Improving sexual health for all	Reducing teenage conception

Measure	Baseline	Target	Benchmark*	Latest
Reduce teenage conceptions by 55% by 2010	50.4 (1998)	22.7 (2010)	Y&H 46.6 Eng 40.4 (2006)	50.7 (2006)
All GUM (Genito-urinary Medicine) referrals offered appointment within 48 hours	77.5%	100%	96.6% (regional data)	99.5%

* National data is used as a benchmark unless stated otherwise

Story behind the data

Since 1998 Leeds rate of teenage conceptions (15-17 years) has risen by 0.4%. Conception rates vary between Leeds wards and are strongly associated with deprivation. A third of Leeds wards are hotspots with rates amongst the highest in England. Performance lags behind both regional and national rates.

There has been a decrease in waiting time for GUM (Genito-urinary Medicine) referrals as of March 2008 with 99.5% of young people being contacted within 48 hours of referral, compared to a target of 100%. This is a 22% point improvement from the baseline with current figures 3.1% better than regional benchmark.

Progress against the plan

(i) Improvements in population outcomes

- Reductions in the rate of teenage conception have been achieved in six priority wards as a result of targeted activity with vulnerable young people.

(ii) Improvements in service performance

- Development of performance framework to facilitate measuring of performance in the services commissioned to reduce teenage conceptions.
- Increased involvement of young people in service planning. Youth Sexual Health Action Group (YSHAG) worked with the Theatre in Education Company on a production called LS7 Results which addressed issues around sexual health.

- Increased prioritisation on target groups in partnership with Barnardos. Work has taken place with boys and young men to increase awareness and knowledge amongst participants in relation to sexual health and increased intention to use contraception.
- 15 GP surgeries have joined the young people friendly scheme offering dedicated drop in clinics for young people offering contraceptive advice, STI screening, young people's health check and health advice.
- Targeted work has been undertaken with African and African Caribbean 11 -16 year olds, and a reduction in unintended pregnancies amongst the target group in schools served has been realised.

(iii) Positive accomplishments

- Successful bid of £775k over three years for the national Family Nurse Partnership Programme which through focussing on family support to teenage parents will also look at reducing subsequent pregnancies.

Case study

Sexual Health information for young people: City-Wise and www.leedssexualhealth.com

City-Wise is a young people friendly, free and confidential contraceptive and sexual health clinic for all young people under 25, based in the city centre. The service offers help with many aspects of young people's sexual health including contraception, Chlamydia screening, condoms, emergency contraception, and support on pregnancy choices including termination of pregnancy.

The service also provides a youth worker who is available to talk through sexual health matters with young people. Young people are able to drop in for free condoms, Chlamydia tests and free pregnancy tests.

The service features young people as welcomers who are there to put young people at ease and break down any inhibitions they may have about using the service.

Young people have helped design the information leaflets and guidance that young people can pick up in the centre.

www.leedssexualhealth.com is a one stop online shop for sexual health services in Leeds. Each section of the site is split into services for under 25's and services for over 25's.

The website uses innovative ways to raise awareness of sexual health. One example was a promotion in association with Radio Aire in which free tickets for a Kaiser Chiefs concert held at Elland Road were given away by 'The Kaiser Thief'. Listeners

to Radio Aire were told the whereabouts of 'The Kaiser Thief' and if they found him they could receive free tickets to the concert alongside sexual health information. Leedssexualhealth.com and Radio Aire were outside Elland Road on the day of the Kaiser Chiefs' concert with DJ's holding competitions and giving away free information and free Chlamydia testing.

Changes to the plan

Key actions for 2008/2009:

- New Teenage Pregnancy & Parenting Strategy agreed and launched May 2008 by Children Leeds including a range of actions for example:
 - Assessment of Young People's Sexual Health needs including development of local data sets and information on services by July 2008.
 - Development of a comprehensive communications strategy by May 2008.
 - From April 2008, commissioning with clear service level agreements with rigorous performance management
 - By March 2009 relocate the CityWise young people's contraception and sexual health service to a new city centre location to support improved access to services.
 - By March 2009 implement extended weekend and evening opening hours for Contraceptive and Sexual Health services for young people.
 - By March 2009 double (when compared to 2008 figures) the uptake of Long Acting Reversible Contraception (LARC) by young people.
 - By March 2009 complete the review of Sex and Relationships Education in secondary schools and implement an action plan for improvement.

Stay Safe

Priority	Long term priority	Short term priority
Safe communities	Strengthening community safety and cohesion	Reducing bullying

Measure	Baseline	Target	Benchmark*	Latest
The proportion of children and young people reporting being bullied in the last four weeks	33% (2007)	Not applicable See Story behind the Data	33% (2007)	Data will be available in September when the survey results are published.
The proportion of children and young people that report feeling safe in their neighbourhood	73%	Not applicable See Story behind the Data	74%	Data will be available in September when the survey results are published.

* National data is used as a benchmark unless stated otherwise

Story behind the data

Both these measures are new indicators, produced by the national Ofsted TellUs survey of 10-15 year olds. As such, there were no targets agreed until baseline information was available. Targets for future years are included at the end of this document, through these are subject to change due to changes in the definitions.

The data from the first survey suggests that the prevalence of bullying in Leeds is in line with the national average. Similarly, the proportion of children and young people reporting frequent bullying (5%) is similar to the national benchmark.

The data on children and young people's perception of feeling safe in their neighbourhood is based on the national TellUs Survey, which was undertaken for the first time in 2007. As such, analysis is limited at present. The data shows that Leeds is in line with the national average for the proportion of young people feeling safe, and shows that in Leeds girls are more likely to report feeling safe than boys, which differs from the national pattern.

Progress against the plan

(i) Improvements in population outcomes

- In light of both the new measures and the early stages of this work, there are no measurable improvements to outcomes that can be reported at this stage.
- Leeds continues its success in reducing road accidents, one of the major causes

of death and injury for children and young people. The 2007 figures show that the number of children and young people killed or seriously injured has been more than halved since the late 1990s, with the numbers falling from 91 to 43. The 2007 figures are the lowest ever and no child was killed in a road traffic accident during the year.

(ii) Improvements in service performance

- There has been excellent progress in improving citywide working on reducing bullying, a key concern for children and young people. The Anti Bullying Strategy – The Power of Me was developed with children and young people and launched in November 2007 during Anti-Bullying Week. This led to an Anti-Bullying Ambassadors programme for young people across the city and an anti-bullying pilot in Ralph Thoresby High School which is piloting prevention and intervention techniques. We have also trained over a hundred staff in providing support for Bullying. Lastly, there was a high profile publicity campaign 'The Power of Me' with advice and guidance for every child, and citywide adverts.
- Education Leeds and the Youth Offending Service have worked with five schools to create 'Safer Schools Partnerships' where police officers work on school sites to improve safety in the school, work to ensure incidents are resolved within school where possible, and build links between the young people, school and police service.
- Education Leeds has continued to deliver projects that are best practice nationally in promoting community cohesion within schools. The Stephen Lawrence Education Standard for community cohesion has continued to be adopted by more schools and Early Years providers, with a further 29 schools achieving the standard in 2007. Schools continue to work well with Education Leeds and the Council in monitoring racial harassment incidents, with 100% of schools providing reports in 2007.
- Agreed shared priorities and improved working between the Safer Leeds and Children Leeds partnerships.

(iii) Positive accomplishments

- A whole community approach to the Stephen Lawrence Education Standard in Morley, where 17 schools worked together towards accreditation. The project started in response to incidents of racism and bullying within the area. The schools have now all achieved at least one level of the standard and have successfully engaged parents and the wider community in the promotion of race equality. This collective effort was supported by Education Leeds, the South Leeds Area Management Board, and several experienced Stephen Lawrence schools.
- Groundbreaking work to promote peace has been undertaken, including pupils from seven secondary schools participating and sharing their work in the 'Peace Jam' at Bradford University led by Rigoberta Mench Tem, Nobel Peace Laureate. As part of the peace programme the play, entitled 'And then they came for me',

about the holocaust survivor Eva Schloss, was performed at Ralph Thoresby to a packed audience of students from Leeds schools. Copies of Eva's book have been distributed to all schools, and the play will be performed by pupils in autumn 2008. Pupils from Priesthorpe worked with local theatre group 'Blah Blah' and holocaust survivors for the civic performance.

Case study

Anti-Bullying Pilot – Ralph Thoresby High School

An anti-bullying pilot is underway at Ralph Thoresby High School, the programme uses a range of innovative and creative anti-bullying strategies.

A number of agencies are involved with the pilot to ensure the delivery of a comprehensive programme, for example, school staff received restorative justice training from the Youth Offending Service and West Yorkshire Police. Training has also been delivered by ChildLine for a peer support programme which is now in place in the school.

The pilot offers children and young people a range of opportunities to engage with the programme and its development. For example, young people participated in a review of Ralph Thoresby's anti-bullying policy and, through a whole school survey, pupils' views on and experiences of bullying were sought.

Activities have also been put in place in the school which aimed to positively impact on the reduction of bullying, for example, the Leeds Rugby Foundation launched a programme of positive break time activities. To further support the programme Anti-Bullying Ambassadors have been put in place at Ralph Thoresby and feeder primary schools took part in the anti-bullying 'Power of Me' art project and have received peer support training.

To ensure that the impact and effectiveness of this innovative programme is fully understood a review will be undertaken later in 2008.

Changes to the plan

Key actions for 2008/2009:

- To agree and implement a partnership action plan to build on the work of the Anti-Bullying Strategy, an action plan will be in place by October 2008.
- Put in place improved systems for monitoring and analysing domestic violence incidents within children's services by October 2008.
- Agree and implement new joint working arrangements between Adult and Children's Services for supporting families affected by adult substance misuse by March 2009.

- Promote and improve referral routes for young people affected by substance misuse by November 2008.
- Formalise and embed the existing Safer School Partnerships by December 2008. Extend the use of Safer Schools Partnerships to more schools by March 2009.
- Deliver a wide programme of safety activities through the Be Healthy Stay Safe campaign by July 2008.
- Support the completion and implementation of the West Yorkshire Multi-Agency Protocol for young people at risk of sexual exploitation by July 2008.
- Put in place better arrangements for children's services' involvement in citywide systems for the monitoring and responding to community tension and hate crime by July 2008.

Stay Safe

Priority	Long term priority	Short term priority
Safeguarding	Embedding a safeguarding culture	Improving the assessment and care of children in need

Measure	Baseline	Target	Benchmark*	Latest
The timeliness of reviews of looked after children	33.8%	70%	91%	61% estimated
The timeliness of core assessments	57.8%	75%	80%	77%
Reduce the numbers of looked after children per 10000 population under 18 to that of the authority's statistical neighbours	88.3	88.3	59.5	88.3
Increase the numbers of children who became the subject of a child protection plan or were registered to the same proportions per 10,000 population aged under 18 as that of statistical neighbours	25.7	30	36.2	26.3
The percentage of residential homes for looked after children managed or commissioned by Leeds that have had key inspections within the performance year which meet the National Minimum Standards or are rated as 'Adequate' or above	N/A	100%	N/A	83%

*Benchmark is based on statistical neighbours

Story behind the data

The first half of the year saw the care population grow by 2.64% to 1,401. However, the number declined during the second half of 2007/08 and at March 2008, Leeds has a very similar number to those that it had at March 2007 at 1,356. A greater proportion of these are citizen looked after children (i.e. not including unaccompanied asylum seeking children) as the total number of unaccompanied asylum seeking children has fallen from 103 at March 2007 to 82 at March 2008.

Significant additional investment in Children and Young People's Social Care has supported improvements in the timeliness of social care led processes including those relating to looked after children reviews and core assessments.

Leeds has historically had high numbers of looked after children. Local research has established that associated features of families where the child is unable to remain at home include parental drug and alcohol misuse; parental mental health concerns and domestic violence.

The introduction of new family support processes in the late 1990s significantly reduced the numbers on the child protection register in Leeds until a historical low point was achieved in 2004/05. This policy was revised for 2006/07 and this has contributed to the increase in children on the child protection register during that year and subsequently. The proportion still remains lower than that of national and statistical neighbour comparators.

There is evidence from inspection reports of looked after children's residential units that there have been improvements in the general quality of care provided during 2007/08. However, there are a small number of units which have been inspected in the year which have not been given an overall rating of 'Good' and two have been identified as 'inadequate'.

Progress against the plan

(i) Improvements in population outcomes

- The number of looked after children at 31st March 2008 has reduced during the second half of the year to a level very similar to that at March 2007.
- The gap between proportions of children who are subject to child protection plans in Leeds and the national average is closing.

(ii) Improvements in service performance

- Leeds has significantly increased the percentage of core assessments which were completed on time. Over this year, our performance has improved from 58% in March 07 to 77% by Feb 08 in respect of core assessments completed within the timescale. Current performance is rated within the fourth of five bands (rated 'good').
- From a very low base of 33%, performance on looked after children's reviews being conducted on time has improved to 60% overall. Performance has been particularly strong in the second half of the year at 90% giving confidence for strong improvement to continue into the coming year. Additional support is being targeted on a small number of specialist teams where performance continues to be poor.

- Of the 13 council run children's residential units, 11 are currently rated 'good' or 'satisfactory'; however two are rated 'inadequate'. The number of required improvements has greatly reduced. Each unit has an improvement plan that is monitored and supported. The expectation is that all units will improve their rating this year.
- Increased investment has led to service improvements and increased capacity, for example:
 - The percentage of looked after children with an allocated social worker has risen from 92.6% in March 2007 to 98.7% in February 2008.
 - At March 2008 all children and young people on the Child Protection Register have been allocated a social worker.
 - The amount of time spent by social workers on supervising contact has decreased from 440 to 215 hours per week, following the recruitment of additional unqualified support staff. This has freed social work time for work on assessment and care management processes.

(iii) Positive accomplishments

- An additional £1million has been invested in social care fieldwork staff during 2007/08. An additional 43 full time equivalent staff were appointed (as at Dec 07 in comparison to March 2007).
- Regulatory inspections of adoption services and of the regional secure unit have concluded with very positive overall judgements.
- Claremont Lodge, one of our commissioned homes has been deemed to be outstanding.

Case study

Budget Holding Lead Professional for Looked After Children

'S' is a 14 year old girl on a Care Order. In late 2007 she was living in a residential children's home, from where she was absconding regularly. Even when the police brought her back, she stayed for only a short time. It was already clear that she was at risk, as she had become pregnant, and meetings were held to consider the possibility of placing her in a Secure Unit for her own safety. Before and throughout this time she had been known to one of our Family Resource Centres (FRCs) though they too were finding it hard to engage with her.

Around this time we became one of four pilot authorities using a Budget Holding Lead Professional (BHLF) approach to Looked After Children. Using the funds this provided, together with ability to use that money quickly and imaginatively, the FRC and the social worker paid for an Individual Support Worker to work closely with 'S' over a number of sessions each week. The ISW was able to re-engage 'S' with a number of services, to the extent that the risky behaviour reduced. That enabled her to move to a foster placement, where after a slightly difficult start, 'S' settled very

well. She is due to have her baby very soon and she will stay with the child in the same foster placement. None of this would have been possible without the funds and the imagination to provide such intensive support (which is still continuing). This has saved the large amounts of money a secure placement would have cost, but far more importantly, has prevented 'S' from losing her liberty and given her a much more positive outlook, which is reflected in the huge change there has been in just a few months.

Children and Young People's Social Care will be learning from this and similar experiences of using BHLP in its continued efforts to prevent children becoming looked after, and to improve outcomes for them if they do need to come into care.

Changes to the plan

Key Actions for 2008/2009:

- Review family support services by December 2008, with the intention to ensure that services are appropriately configured to reduce the numbers of looked after children.
- Develop multi-agency strategy to support vulnerable families by targeting focused intensive services which will effectively meet their needs and enable appropriate parenting at home. This will be informed by the comprehensive review of Family Support Services. The strategy will ensure that all staff working in services for children and young people and their families are alert and able to respond appropriately to children who have experienced violence and other forms of abuse, by March 2009.
- Implement the Leeds Domestic Violence Strategy in 2008/09. The progress of this strategy will be measured by the achievement of the Leeds Domestic Violence Responses Minimum Standard Quality Mark. A target of 15% improvement in agencies achieving level 1 has been set for March 2008.
- Develop an action plan to ensure that all initial child protection conferences happen on time and to ensure that all core assessments are of good quality by December 2008.
- Implement an action plan relating to the electronic case recording system to ensure the system provides a fixed and permanent audit trail of entries made, by March 2009.
- By March 2009 demonstrable improvements will be made to health provision for looked after children from the 2008 baseline, with a focus on access, dental, sexual and contraceptive health and immunisation and drug and alcohol services.

Enjoy and Achieve

Priority	Long term priority	Short term priority
Early learning	Improving readiness to learn	Enabling the engagement of parents and young learners in early years and primary schools

Measure	Baseline 2005-06 academic year	Target 2006-07 academic year	Benchmark*	Results 2006-07 academic year
Raise standards to above floor target in English and mathematics at Key Stage 2	English: 13.8% Maths: 21.3% (below target)	English 9% of schools Maths 14% of schools	2005-06 academic year English 13.2% Maths 18.9%	English 10.5% Maths (12.9%)
Increase the proportion of 5 year olds with a good level of achievement in the Foundation Stage Profile (FSP) (78+ points and 6+ points in all Personal, Social and Educational Development and Communications Language and Literacy strands)	43%	47%	46%	47%
Improve the average FSP score of the lowest achieving group to narrow the gap between that group and the rest	41 (% point gap)	37.1 (% point gap)	Not published	38 (% point gap)
Implement the pilot project to give free access to early education provision to vulnerable young children	0	750 places taken in vulnerable communities	Na data to be released in June	608

* National data is used as a benchmark unless stated otherwise

Story behind the data

Performance at Key Stage 2 shows a slight improvement on previous years at Level 4+ across all three of the core subjects of English, maths and science. National averages have also improved with Leeds results remaining broadly inline. At Level 5+ results are generally stable, the exception being maths where performance dropped in Leeds and for statistical neighbours. 2007 saw a good reduction in the

number of schools under floor targets especially in maths where 21 fewer schools are now under the floor target. In English 9 fewer schools are. This is evidence of the positive impact of intervention and intensive support work. The new floor targets combining both subjects will continue this challenge.

2007 saw positive improvements in Foundation Stage outcomes reversing the previous year's trends. There has been an increase in the percentage of children reaching a good level of overall achievement through gaining at least 78 points across all strands of the Foundation Stage Profile, while also having at least 6 points in each of the Personal, Social and Educational Development (PSED) and Communication Language and Literacy (CLL) strands. The percentage of pupils who reached this level of achievement has risen by over 4% points and is now at its highest recorded level in Leeds, and slightly higher than national results, which only improved by 1% point. It is improvements in the CLLD strands that have driven overall improvement, with one for example Linking Sounds and Letters improving by 10% points. It is considered that assessments of progress have improved in accuracy year on year, offering confidence that results represent real improvements and evidence of impact.

The gap between the performance of the lowest 20% of achievers and the Leeds average narrowed in 2007 with the average performance of the lowest 20% rising by two points against the Foundation Stage Profile, therefore, while the target was not quite achieved good progress has been made.

Progress against the plan

(i) Improvements in population outcomes

- At the Foundation Stage 75.8% of children achieved 6 or more points across all areas of learning, an increase of 2% points from the previous year, bringing the Leeds average closer to the national, 76.4%.
- At Key Stage 2 the percentage of children reaching the Level 4+ standard in English has risen to 81% and is above the national average of 80%.
- The average performance of pupils entitled to Free School Meals (proxy for deprivation) improved in 2007 in English, maths and science narrowing gap with the Leeds average, accepting that these gaps remain large and an ongoing focus for improvement.

(ii) Improvements in service performance

- Leeds' assessment processes have been commended nationally for their rigour, systems and moderation processes.
- The Leeds Challenge has been established as a way of providing a coherent approach to school improvement for 40 schools in some of the most challenging

circumstances ensuring partners shape support around the needs of the school.

(iii) *Positive accomplishments*

- Major improvements in the school building and environments have been delivered at Bankside, Harehills, Bracken Edge and Thorpe Primary Schools.
- Ofsted inspections continue to highlight the outstanding schools in Leeds while also showing that Leeds has less than the national average of schools judged to be unsatisfactory.
- Leeds has been commended by the National Strategies as having good practice in relation to the implementation of the school improvement partner programme, with elements of practice regarded as outstanding.
- Early Years Service designated a pathfinder for delivering flexible offer to three and four year olds in all settings.
- Early Years Service secured funding to pilot Early Education Services for two year olds in disadvantaged areas.
- 49 Children's Centres are now open.

Case study

Primary Schools Intensifying Support Programme

The Intensifying Support Programme (ISP) intention is to support schools where KS2 results are consistently below the national floor targets. Schools receive additional funding and consultancy for both school improvement activity and subject support. ISP is supported by the DCFS who funded 20 schools in 2006-07 with an additional 9 included through local funding. For 2007 the average improvement for these schools is a 7.1% point increase in English and a 6.6% point increase in maths. This compares to a just over 1% point increase for both subjects in Leeds and nationally.

In the context of an individual school, Bramley St Peter's was included in the ISP in 2004. While happy to be included in the programme the school believed that it had tried everything to raise standards. They have since experienced sustained improvement that has importantly been maintained beyond the end of the intensive support period. We can see this when we add the percentages of children achieving level 4 in English, maths and science together from 198 in 2004 before ISP to 237 in 2006 the final year of ISP to 251 in 2007. The school is now performing above the Leeds average for maths and science and very close to the average for English. This is for schools where two-thirds of the pupils come from areas ranked in the 20% most deprived nationally. Pupils display positive attitudes to their own learning and staff make effective use of assessment information. A key to success has been the school taking ownership of the intervention programme. Bramley St Peter's has become an example of good practice and the school has now provided support to other ISP schools.

Changes to the plan

Key Actions for 2008/2009:

- Review and renew the school improvement policy incorporating a focus on improving collaborative and cluster work and on integrating a broader children's services focus into the school improvement agenda, by March 2009.
- Deliver monitor and coordinate the Early Years Outcomes Duty plan, by March 2009.
- Roll out of the pilot project to give vulnerable children free access to early education from the age of two; extend the free offer for three and four year olds, by March 2009.
- By March 2009, develop and consult on a common funding mechanism for early years, schools and private, voluntary and independent settings.
- From April 2008, improve the security of assessment at the end of Key Stage 1 and 2 and the quality of pupil tracking using information for focusing additional support programmes for vulnerable groups.
- By March 2009, develop a best practice project with outstanding primary schools.
- From September 2008, establish task groups and deploy advisor, consultant and additional support to schools causing concern, including customised programmes of themed national strategies consultant support.
- Progress the Primary Capital Programme submitting the Strategy for Change to DCSF by June 2008 and beginning preparatory work for option appraisal and potential implementation from March 2009 onwards.

Enjoy and Achieve

Priority	Long term priority	Short term priority
Secondary progress	Improving educational outcomes for 11-16 year olds	Targeting underachievement

Measure	Baseline 2005-06 academic year	Target 2006-07 academic year	Benchmark*	Results 2006-07 academic year
% of students achieving 5 or more grades A*-C including English and Maths	40.4%	45%	43.9%	42.1%
Number of schools below the 2008 Key stage 4 floor targets (30% of pupils achieving 5+ A*-C GCSEs or equivalent)	8	3	3.3% of schools	1 (2.6% of schools)
The number of Leeds schools with 50% of pupils achieving level 5 and above in English, maths and science at Key Stage 3	9	5	Not published	12
The number of permanent exclusions from Leeds schools	84	70	**National data is not yet available	65
The number of fixed term exclusions (per 1,000 pupils) from Leeds schools	68	39	**National data is not yet available	60
Increase attendance in secondary schools to 92.3% by 2008/09	90.8%	92.2%	92.3%	90.9%

*Statistical Neighbours

**Ofsted guidance states that it is not appropriate to compare performance on exclusions using Statistical Neighbours.

Story behind the data

Each year an increasing proportion of Leeds young people are achieving five or more good GCSE's, including English and maths, with the gap to national performance progressively closing. There have been striking improvements in a number of schools' performance, especially in relation to the 5+ A*-C GCSE or equivalent measure with a consequent reduction in the number of schools below the 2008 Key Stage 4 floor target. In 2007 only 1 school remains below the target, down from 14 in 2003. Improvements are driven by developing and improving leadership in schools, with consequent improvements in teaching and learning and in arrangements for supporting pupils' progress, with the school improvement policy directing and focusing support to achieve this. Challenges remain to ensure good progress for all young people, recognising that the new national Key Stage 4 floor

target for 2009 has raised the bar again and that we must improve outcomes for low achievers.

With the Key Stage 3 floor targets, performance is dependent on consistent improvement in English, maths and science. However, maths results have declined nationally, in statistically neighbouring areas and locally, therefore 2007 saw a decline in Leeds floor target performance. While 2006 improvements have not been maintained, performance remains above all other years with standards in English rising.

Leeds permanent exclusions are at an all time low with significant year on year reductions driven by good collaborative arrangements with Area Management Boards and schools and by effective identification and intervention. This is also impacting on the rate of fixed term exclusions which reduced by 13% in the 2006-07 academic year and is looking to improve further and potentially faster in 2007-08. While improvements have not met the challenging stretch targets they do offer confidence for ongoing and sustainable improvement.

Attendance and persistent absence are key factors impacting on achievement. While there was only a marginal improvement in secondary attendance in 2006-07 the rate is improving for the 2007-08 academic year. The percentage of pupils persistently absent fell from 10.7% in 2005/06 to 9.7% in 2006-07. Persistent absence is increasingly the national and local focus, with 18 Leeds schools currently identified as target schools by the Department of Children Schools and Families.

Progress against the plan

(i) Improvements in population outcomes

- The percentage of pupils achieving five or more GCSE's at grades A*-C rose by 3.7% in 2007 the equivalent of an additional 390 pupils achieving this standard. 223 additional pupils achieved the standard including English and maths.
- The number of pupils permanently excluded from school has reduced from 85 in the 2005/06 academic year to 65 in 2006/07.
- In the 2006-07 academic year there were 570 fewer persistent absentees in Leeds secondary schools than in 2005-06.

(ii) Improvements in service performance

- All aspects of the School Improvement Partner programme (SIP) in Leeds are rated as good by the National Strategies regional officers. In particular the link between the SIP and school improvement services is strengthening the commissioning and deployment of support to schools.
- New ways of working with schools involving area and cluster focuses, greater partnership working, more timely monitoring and the promotion of greater whole school ownership of attendance are impacting on improved secondary attendance and reductions in persistent absence.

- Partnership work with Area Management Boards and schools continues to strengthen with in-year fair access protocols established, improvements in intervention and support to avoid exclusions and successful compliance with new statutory requirements for fixed term exclusions

(iii) Positive accomplishments

- Excellent improvement in individual schools' performance, 5+ A*-C GCSE results improved at a number of schools including Garforth by 8% points and Boston Spa by 15% and included schools that had in recent years raised Ofsted concerns, John Smeaton +16%, Cockburn +12% and Crawshaw +19%.
- In the past year two secondary schools Garforth and Roundhay were rated as outstanding by Ofsted.
- Two secondary schools moved into new state of the art buildings in September 2007 representing successful delivery of the final phase of the Combined Secondary School Project.
- £12.4 million of funding has been secured for additional ICT investment in PFI secondary schools.

Case study

Re-engage with the Rhinos

Matty is a 16 year old student who was referred to the Re-engage programme for poor school attendance and a lack of motivation and direction. Inspired by working within a professional sporting environment Matty was able to make significant improvements in his school attendance, attending more regularly so that he could maintain his place on the programme. As Matty was a keen sportsman and rugby player he found that he was able to commit himself 100%. He never missed a session, arrived early and demonstrated desire and enthusiasm towards learning new skills which enabled him to gain additional qualifications. The opportunity to participate on the Re-engage programme has helped Matty develop skills and experience to support his GCSE in PE and has given him the drive and motivation to apply for a place at college. Matty has proven to be a positive role model including becoming a Peer Mentor on a Re-engage programme. Finally, when Matty joined the programme he had dreams of becoming a professional rugby player. Since he started he has been identified by the Leeds Rugby Foundation as an 'up and coming' talented rugby player.

Changes to the plan

Key actions for 2008/2009:

- By March 2009 review and renew the school improvement policy incorporating a focus on improving collaborative and school cluster work and on integrating a broader children's services focus into the school improvement agenda.
- By March 2009 develop model 2015 trajectories for all secondary school key attainment measures, undertaking with schools a strategic dialogue on curriculum provision, target setting, the development of pathways and shaping partnership support.
- From September 2008 establish task groups and deploy advisor, consultant and additional support to schools causing concern, including customised programmes of themed national strategies consultant support.
- From September 2008 improve outcomes in English and maths GCSE by training schools in further use of Fisher Family Trust data and through directing increased support for English and maths to schools below floor targets.
- From September 2008 monitor and track permanent and fixed term exclusions ensuring action plans are implemented for those schools requiring additional support to reduce the numbers they exclude.
- From September 2008 with Area Management Boards promote school collaboration targeted at avoiding exclusions and ensure partnerships are in place to provide suitable care and provision for pupils at risk.
- By September 2008 produce a new Children's Services Attendance Strategy developed on the basis of partnership discussion and participation.
- From September 2008 implement targeted schools persistent absence plans, engage additional support and monitor progress; alert schools at risk of becoming target schools and support preventative improvement activity.

Make a Positive Contribution

Priority	Long term priority	Short term priority
Positive opportunities	Enhancing positive opportunities in and out of school	Reducing antisocial behaviour and offending

Measure	Baseline	Target	Benchmark	Latest
No. of Breeze Card Holders	77800	90318	Local measure	94293
Youth Service 'Reach' – the number of young people contacted by the Youth Service	47.2%	25%	Not published	25%
No. of young people engaged in the Positive Activities for Young People programme	2031	2000	Not applicable – this is a local measure.	2076
No. of First Time Entrants to the Youth Justice System	2076**	7% reduction***	Local Measure (Leeds only)	1698* 18% reduction

* Quarter four data is awaiting confirmation from West Yorkshire Police.

** The baseline in 2005 / 2006

*** This includes the Local Public Service Agreement stretch target which increases the Youth Justice Boards 5% target by 2%

Story behind the data

The target for increasing the number of Breeze card holders has been exceeded this year. Positive action taken to promote the Breeze card and deliver positive opportunities and activities for young people, such as the Breeze on Tour festival, has helped to deliver a continued increase in sign up for the card.

The statistic for the number of young people contacted by the Youth Service and the target for this have reduced from 06/07 because 07/08 is the first year that the Youth Service has only counted figures that can be supported and verified by their Management Information System. In previous years manual counting had been used and it was felt this may lead to inaccurate data. However because the system had not been rolled out to all partner organisations, several providers (in receipt of funding via the City Council) have not been able to supply information for the contacts they have made this year. The figure above therefore under represents the full number of contacts made. Work is now being undertaken to roll out the Management Information System to all organisations within the Youth Work Partnership.

Leeds Youth Offending Service has worked closely with partners across the city to reduce the number of first time entrants to the youth justice system and they have exceeded their target. In 2005/06 there was a peak (an increase of 35%) in the

number of first time entrants to the Criminal Justice System. An analysis of offending by young people in Leeds conducted by the Youth Offending Service indicated that a significant number of young people were arrested for behaviours / incidents that occurred at or near school and the majority of this offending was relatively minor. Therefore to address this a protocol was set-up between the Police, Youth Offending Service and schools to ensure minor incidents be addressed using routine school internal sanctions, policies and procedures.

Progress against the plan

(i) Improvements in population outcomes

- More young people have been engaged in positive activities. The Youth Service has worked with more young people, raising contact rates from 15,500 to 31,500. 70,000 Breeze Card holders took part in activities. Over 15,000 young people took part in the Breeze Festivals last summer, which comprises of art, sport, information and play activities. The festival also enables young people to access information about year round activities and service provision available in their area. Breeze also works closely with Children and Young People's Social Care to ensure that looked after children in Leeds know about all Breeze activities and that they are actively encouraged to sign up for a Breeze Card and participate in events, meaning that now over 600 looked after children in Leeds hold a Breeze Card.
- Volunteering rates remained stable in this year, keeping to the high levels of 2006/07. Involvement in targeted positive activities for vulnerable young people rose from 2031 in 2006/7 to 2076 in 2007/8 which exceeded the target set of 2000. The number of positive outcomes over exceeded the target set of 600 and achieved 795 positive outcomes; and the number of young people involved in Anti Social Behaviour focussed work increased from the target of 175 to 364.
- More young people have been involved in decision-making and improving services. The numbers involved in the Reach Out And Reconnect group rose and the numbers of schools with school councils increased from 25 to 33 and the number in the Youth Council from 38 to 78.
- The proportion of young people who offend and re-offend has been successfully reduced, with the Youth Offending Service achieving targets for reducing first time entrants to the Youth Justice System and re-offending rates.

(ii) Improvements in service performance

- The Youth Service was restructured and improved in the past year, with the successful transition to becoming the 'Integrated Youth Support Service' completed successfully. Support for volunteering was enhanced, with a new team in place and significant extra funding secured. An action plan has been agreed to improve assessment and guaranteed positive opportunities for vulnerable young people. This has led to an increased range of projects, such as the Youth

Inclusion Projects and “Revizit”, for this group.

- Support for participation has been improved, with the agreement of a Participation Strategy supported by new networks of staff from all local services.
- 58,000 young people were engaged in the Be Healthy Challenge.
- As part of the work on community cohesion the Morley Family of Schools (17 schools) worked together to achieve the Stephen Lawrence Education Standard.

(iii) *Positive accomplishments*

- The Learning Partnership secured £1 million of funding to help build support and opportunities for volunteering.
- The Breeze Offer, setting out entitlements to positive activities, was developed with young people and agreed with support of all local services.
- The ‘Market Place’ was commissioned by local services working together to create a service that will provide a wide range of intensive support for vulnerable young people.
- The Bang Bang project, situated in the Corn Exchange, which provides positive activities for young people, was runner up in the National Best Practice Awards.
- The Youth Offending Service has had a positive inspection with the service judged to be good in its work with parents and young offenders in the community and demonstrating an appetite for continual improvement.
- Roll out of the "resolving offending behaviour in schools" protocol, has resulted in significant reduction in arrests and prosecutions of young people on school premises.
- More than 50% of primary schools are now engaged in working towards Investors in Pupils status. This is an award that recognises the contribution that pupils make towards their school.

Case study

Reparation

A young person who had damaged the front of a retail business with graffiti received a referral order from the court meaning they had to undertake reparation work. The young person was therefore referred to the Leeds Youth Offending Service.

The victim of the crime was contacted by a Victim Liaison Officer working with the Youth Offending Service and it emerged that the victim was keen to engage with the young person who had committed the offence.

Through the mediation work of the Youth Offending Service the victim and the young person met at the young person's panel. The purpose of the panel meeting was to decide what reparation work the young person would undertake. At the panel meeting the victim of the crime was able to explain to the young person the negative effect that the graffiti had on people who worked in the building and explained that he felt it discouraged customers from entering his premises.

This exchange meant that the young person was able to understand the impact of their actions, apologise to the victim of their crime and reassure him that he would not commit this offence again. Additionally at the meeting, the young person agreed to undertake his reparation work at one of the victim's business premises.

The young person's work attitude was reportedly excellent and the victim thanked the young person for their work at the end of his reparation. The young person has a positive relationship with the victim now and they greet each other if they meet.

Changes to the plan

Key actions for 2008/2009:

- Increase participation in the Be Healthy Stay Safe Challenge compared to numbers in 2007, with a focus on increasing participation in secondary schools and having children and young people lead on this within schools, by March 2009.
- From September 2008 develop an area/cluster based Personal Health and Social Education/ Emotional Health and Wellbeing framework, encompassing Sex and Relationship Education (SRE) and Drugs/Alcohol provision, on the basis of an agreed commitment and a negotiated package of support to groups of schools.
- Deliver a Continuing Professional Development programme for Personal Social Health Education for teachers and non-teaching staff in secondary schools, by March 2009.
- Work in partnership with Leeds Youth Council to support them to meet their Every Child Matters manifesto aims. The key theme for this year is 'Promoting a positive representation of young people in the media', by March 2009.
- Set up two large scale, multimillion pound, 'Integrated Youth Centres to provide a wide range of youth, leisure and advice services for young people. To be completed, by March 2009.
- Set up three new mobile youth work units by July 2008.
- Create new volunteering opportunities for young people in Leeds, by March 2009
- Provide guaranteed intensive youth support for those young people at risk by, March 2009

- Implement the Leeds City Council/Department of Children, Schools and Families 'Youth Support Action Plan', by March 2009.
- Reduce the number of looked after children entering the criminal justice system, with appropriate use being made of alternative interventions, by March 2009.
- Increase the number of young people supervised by the Youth Offending Service who are actively engaged in suitable full time education, training or employment at the end of their order, by March 2009.
- Increase the number of Safer Schools Partnerships in Leeds to five by October 2008.

Achieve Economic Wellbeing

Priority	Long term priority	Short term priority
Qualifications and skills at 19	Raising qualifications and skills levels for 19 year olds	Reducing the proportion of vulnerable groups not in education, training or employment

Measure	Baseline 05/06 Academic Year	Target 06/07 Academic Year	Benchmark* 06/07 Academic Year	Latest 06/07 Academic Year
93% of young people aged 16 achieve level 1 qualifications and 59% level 2 qualifications by the end of the 2007/08 academic year	L1: 87% L2: 52.2%	L1: 88% L2: 56.5%	L1 average: 91.1% L2 average: 58.5%	L1: 88% L2: 55.9%
67% of young people aged 19 achieve level 2 qualifications and 47% level 3 qualifications by the end of the 2007/08 academic year	L2: 63% L3: 41%	L2: 64% L3: 45%	L2 average: 68.6% L3 average: 42.0%	L2: 65% L3: 41%
6.6% of year 11 leavers and 8% of 16-18 year olds not in education, employment or training (NEET) by the end of the 2007/08 academic year	Y11: 8.2% 16-18: 8.8%	Y11: 7.1% 16-18: 8.4%	Not yet available	Y11: 7.4% 16-18: 10.0%

*The benchmark data is statistical neighbours.

Story behind the data

The target for ensuring that 88% of young people achieve level one qualifications by the end of the 2006/2007 (academic year) has been achieved.

While the latest data for the 06/07 academic year suggests that the target for ensuring that 56.5% of young people aged 16 achieve level 2 qualifications has been narrowly missed, a significant improvement has been made in terms of closing the gap between performance in Leeds and that of our statistical neighbours.

The rate of improvement against the target to ensure that 64% of people aged 19 achieve level 2 qualifications is good. Level 2 achievement at 19 builds on Level 2 achievement at age 16. Our significant increases in performance at 16 over recent years will have a significant impact on closing the gap with national averages in the future.

While we did not reach our target for ensuring 45% of young people achieve level three qualifications in the 2006/07 academic year, our achievement is only slightly

less than that of our statistical neighbours. Furthermore improving Level 3 achievement at 19 is one of the Local Area Agreement targets. It has also been made one of the three key post 16 funding priorities for 2008/9. Future targets against this indicator have been set to narrow the gap to national and regional performance.

There has been a slight increase in the percentage of 16-18 year olds who are NEET, although this is likely to be due to a much larger fall in the proportion of pupils recorded as 'Unknown'.

Progress against the plan

(i) Improvements in population outcomes

- The headline percentage at 5+ grades A*-C (Level 2 qualifications) has increased again from 2006 by 3.7 % points, this is a significant improvement brought about by targeted intervention. As Level 2 achievement at 19 builds on Level 2 achievement at age 16, significant increases will have an impact on closing the gap with national averages in the future.

(ii) Improvements in service performance

- 15 additional Connexions workers focusing on young people less likely to progress to employment, education or training and in particular those likely to drop out at 17.
- Effective localisation of Connexions services.
- The recent JAR report highlights improved engagement and progression for some groups of young people; an extensive range of effective 14–16 collaborative provision; very effective re-engagement of young people in education and training through youth service activity; good involvement of young people in the shaping of services; the network of 14–19 local delivery partnerships which have enabled curriculum development and local provision.
- Targeted intervention continues to produce some good improvements in outcomes. For example, learners on programmes supported and funded by the Education Leeds 14-19 Team achieved an average 4.5% above their expected performance at Level 1 and 12% above expected performance at Level 2; multi agency work to reduce NEET has maintained the significant reduction in Year 11 NEET.

(iii) Positive accomplishments

- Achieved the “September Guarantee” a year in advance of this requirement being mandatory.

- Leeds has developed a NEET Strategy, including pre 16 preventative work through targeted programmes for the disaffected/disengaged supported by mentoring and coaching, and intensive support for those between the age of 16 and 19.
- The launch of a web-based Common Application system for schools, colleges and work based training providers.

Case study

Apprenticeship

Young person X gained a highly sought-after place on an apprenticeship with a Belfast-based plumbing and heating company, HEAT. X was offered the place after doing work experience with the company while studying for a BTEC Diploma in construction, as part of the Key Stage 4 Engagement programme. After finishing the course with a Distinction, X was offered a full apprenticeship from September 2007.

X says he's really enjoying his apprenticeship and would recommend the course. He hopes to go on to run his own business. The Central Partnership Manager, said, "I'm delighted with X's progress, which is well deserved. He recently spoke at a national conference aimed at extending such programmes to more young people."

Changes to the plan

Key actions for 2008/2009

- Implement the action plan to complete the review of 14-19 provision, by March 2009.
- Consult, develop and secure engagement in a Leeds Learner Entitlement, by March 2009.
- Consult, agree and implement a Leeds 14-19 Education Plan for September 2008, with effective partnership engagement and with accountability and review arrangements established.
- Continue development of Diploma programme with implementation of two Diplomas from September 2008, preparation for the seven Diplomas starting in 2009 and submission for 2010 Diplomas.
- Roll out the Common Application Process to all schools, Further Education colleges and work based training providers, achieve 50% take up by secondary schools by September 2008.
- School improvement partners and advisers challenge and support schools in reducing the number of children and young people leaving school with no qualifications, by March 2009.

- Effectively utilise the three additional Connexions buses and the six additional Connexions Personal Advisor units to ensure all targets for the work of the mobile personal advisors are met, by March 2009.
- Deliver increased targeted services for young people not in education, employment or training to keep them engaged with education, meeting all related targets by 2010.
- Develop an Information, Advice and Guidance (IAG) framework for Leeds and use that framework to influence future commissioning of IAG services in order to achieve improved outcomes, especially for young people not in education employment or training, by March 2009.
- Progress the merger of Park Lane College, Leeds College of Technology and Leeds Thomas Danby with a new merged college coming into existence from March 2009.

Narrowing the Gap

Leeds is a success story but despite the success of the city as a whole there are still unacceptably wide gaps between those areas that are wealthy and thriving and those that suffer high levels of multiple deprivation. The city and its partners are committed to tackling this issue through the “narrowing the gap” agenda which remains one of our key priorities.

The “narrowing the gap” agenda runs throughout our work and informs efforts across all of our priorities. For the purposes of this review however, we have focussed on outcomes for three priority groups which include some of our most vulnerable children and young people in the city:

- Looked After Children (LAC)
- Children with Learning Difficulties and/or Disabilities (LDD)
- Black, Minority Ethnic (BME) children and young people

It is important that we target support to our most vulnerable children and young people and we recognise that improving outcomes for these three groups will help us achieve our “narrow the gap” agenda. We also recognise that we need to understand and meet the needs and challenges of other groups in the city, focussing on children living in areas with high levels of multiple deprivation and children living in impoverished households. In order to do this we have commissioned research into understanding what the strategic needs of the city are so we can analyse this information and provide a targeted response to any identified groups and areas.

Narrowing the Gap: Looked After Children

Measure	Baseline 2006/2007	Target	Benchmark*	Latest 2007/2008
Percentage of young people leaving care at the age of 16 or over in the year April to March with at least one GCSE at grade A*-G or GNVQ	53.8	55.1	53.5	58% (provisional)
Percentage of young people leaving care at 16 with five or more GCSEs or equivalent A*-C	8.7%	15%	11.4	7% (provisional)
Improve the percentage of looked after children who have regular dental checks and health needs assessments	74.5%	80%	88%	74% (actual Sept 07)
Increase the rate of adoptions of looked after children	6.7%	8%	9.9%	7.2% (provisional)
Decrease the percentage of looked after children who are absent from school who missed a total of at least 25 days for any reason	12%	N/A	14%	13%
Increase the % of under 16s looked After for less than four years living in the same placement for less than two years or placed in adoption	70.5%	80%	66.9%	70.7% (provisional)
The percentage of looked after children who have been in care for one year or more and over ten years old convicted or subject to final warning or reprimand during the year for an offence committed while being looked after expressed as a ratio of the percentage of all children over ten years old convicted or subject to final warning or reprimand during the year for an offence in the police force area	3.4	2.9	2.4	3.1 (actual Sept 07)

*Benchmarks are statistical neighbours

Story behind the data

Education performance for looked after children is generally in line with statistical neighbours. Attendance is better than for statistical neighbours and is particularly strong for the primary school cohort. A lower percentage of looked after children in Leeds are achieving five A-C GCSEs than statistical neighbours, but there have been significant improvements in looked after children achieving at least one GCSE or equivalent.

Leeds has had difficulties in identifying local dentists who are able to treat looked after children within National Health Service arrangements. This has affected performance against health indicators. Similarly performance has been adversely affected by difficulties in establishing arrangements for dental and health checks for older looked after children, including unaccompanied asylum seekers.

There was an increase in the number of adoptions taking place in 2007/08 (90 children) in comparison to 06/07 (87 children). This improvement is not immediately clear within the statistics because the national performance indicator is defined as a percentage rather than reflecting actual numbers. Consequently higher numbers of looked after children in Leeds during the first half of the financial year have had an adverse impact upon the result.

Leeds provides high levels of placement stability due to the quality of support provided by its carers; specialist 'wrap around' support available to meet the needs of looked after children within their placements and the quality and range of local services working together to meet the needs of children.

Reductions in the percentage of looked after children convicted of offences, or subject to final warnings and reprimands, have resulted from the implementation of the youth offending strategy by the West Yorkshire Police and the Youth Offending Service, who have also been promoting the restorative justice approach.

Progress against the plan

(i) Improvements in population outcomes

- School attendance in Leeds is better than that of statistical neighbours.
- Placement stability indicators in Leeds remain higher than those of statistical neighbours and are improving.
- Leeds provides greater placement stability for looked after children than the average for statistical neighbours.

(ii) Improvements in service performance

- The JAR Report confirmed that Leeds provides good quality long and short-term

foster placements and offers placement stability that is improving outcomes for looked after children.

- The JAR inspection noted that Leeds also provides high quality support for carers and professionals.

(iii) *Positive accomplishments*

- A Supporting Vulnerable Young People Group was established in 2007/08 to improve housing and support services for over 16 year old looked after children, care leavers and others in vulnerable housing circumstances.
- Progress in the quality of care for unaccompanied asylum seeking children and care leavers has been noted in 2007/08. In general terms this has been derived from enhanced resourcing and business processes. The Children's Asylum and Refugee Team has additional social workers and administrative support. Specialist services and access arrangements for education and housing services have also been developed for both unaccompanied asylum seeking children and for care leavers.
- Leeds PCT introduced a specialist dental service for looked after children in March 2008.
- The Ofsted inspection of the adoption service in Leeds has judged the service to be 'good' overall and described the provision for helping children to achieve well and enjoy what they do as 'outstanding'.
- The authority has appointed a Head Teacher for Looked After Children to improve education outcomes for this group.

Case study

A Young Person Living in a Leeds Residential Children's Home

CB, Year 12, lives at a Leeds residential children's home. Since he arrived at his local school, he has been involved with extra-curricular activities, taking lead roles in their musical productions Little Shop of Horrors, Les Misérables and Grease, and representing the school on the South African exchange in Durban. Despite his outside commitments, CB also attained fantastic GCSE results, and his achievements have been recognised by the Fischer Family Trust as the best value added performance in the school.

His teacher said: "CB is the first student from this children's home to stay on in the Sixth Form. All the staff are immensely proud of his achievements and his engagement with the opportunities offered to him. We look forward to sharing CB's future successes."

Changes to the plan

Key actions for 2008/2009:

- The Head Teacher for Looked After Children will lead on the implementation of Care Matters. We will conduct a full analysis of the population of looked after children by October 2008 and fully implement the policy, by March 2009.
- Children's Services will develop and commission arrangements for providing contact between family members and looked after children, by March 2009.
- Children Leeds will develop and implement an Emotional Wellbeing strategy, by March 2009.
- The Head Teacher for Looked After Children will lead action to improve school attendance by Leeds looked after children, including those attending schools outside its geographical boundaries. This will involve developing and implementing a multi-agency action plan by September 2008 which will improve performance to meet the targets set for 2008/09.
- Partners will work together to implement the action plans to reduce the number of fixed term exclusions for looked after children, by March 2009.
- Partners will work together to improve the proportion of looked after children in education, employment and training at age 16 and 17, by March 2009.
- Increase the number of Connexions Personal Advisers working for and with Looked After Young People and Care Leavers, by March 2009.

Narrowing the Gap: Children and Young People with Learning Difficulties and or Disabilities.

Measure	Baseline	Target	Benchmark	Latest
No targets were set for this area in 2007. Targets will be set for future years using the new National Indicator Set.				

Story behind the data

Not applicable. See note above.

Progress against the plan

(i) Improvements in population outcomes

- The percentage of pupils attaining five or more GCSEs at grades A*-C has improved for all Special Educational Needs groups in 2007. The percentage of pupils not attaining any GCSE or equivalent passes has reduced for School Action, School Action Plus and for those with statements.
- In 2007 authorised absence rates fell for all Special Educational Needs groups; this was in line with the average for Leeds.
- The recent JAR inspection confirmed that there have been no permanent exclusions of children with learning difficulties and/or disabilities from primary schools and SILCs throughout the last three years. This compares very well to the performance of comparator groups.

(ii) Improvements in service performance

- The 2007 Leeds JAR reports stated - Ofsted school inspections show that provision for children with learning difficulties and/or disabilities is good in most schools and in the SILCs and PRUs. Pupils make good or outstanding progress in more than half of the schools inspected
- We have improved the collection and analysis of both P Scales (a set of descriptions for recording the achievement of pupils with Special Educational Needs) and Performance Indicators for Value Added Target Setting (PIVATs) to enable better monitoring of progress for children and young people working at levels below the national curriculum. Continued improvements with the use of this data will enable improved challenge and support for schools.
- The 2007 Leeds JAR reports stated - The contributions of local services to improve outcomes for children and young people with learning difficulties and/or disabilities are good. An effective strategic plan for inclusion demonstrates a good level of child-centred planning and service provision. Early years settings and children's centres provide good access and support for children and their parents/carers. The progress children and young people make in schools is usually good according to Ofsted inspections. Absence and exclusion rates are reducing.

- We are committed to ensuring all children and young people are able to realise their potential. To help ensure this we have focussed work over 2007 on collecting and analysing both P Scale and PIVATs data from schools. Those recorded by SILCS were collected and analysed for the first time in the summer term of 2007.
- We have improved the quality and equity of the short break service with more coordinated care packages between health and social care teams
- We have strengthened inter-agency working by ensuring our inter-agency group is more representative of the range of partners involved.

(iii) *Positive accomplishments*

- The Leeds Inclusive Learning Strategy has been agreed, which sets out our vision and strategy for delivering inclusive learning for all pupils. Four workstreams have been established. These are:
 - promotion and further development of inclusive practice and inclusive schools.
 - further development of specialist provision, including the role of the Specialist Inclusive Learning Centres.
 - further development of the behaviour continuum and provision, including the role of the Pupil Referral Units (PRUs).
 - further development of integrated locality working by central services and teams.
- £4.5m of PFI funding approved for improving short break facilities. This has enhanced capacity for strategic commissioning.
- In July 2007 a programme manager for disabled children was appointed to implement a government standard (NSF Standard eight) which will: ensure children and young people who are disabled or who have complex health needs receive co-ordinated, high-quality child and family-centred services. The manager will also be responsible for implementing the government's 'Aiming High for Disabled Children' agenda which sets out how services should work together to provide better support to families.

Case study

Consultation with families with disabled children undertaken in July 2007, identified a need for "better and more comprehensive information on what services are available".

A multi agency information group has been established. In March 2008, the first edition of a termly newsletter for families with disabled children and professionals working with disabled children was produced and sent directly to all children with a statement of special educational need. The newsletter includes information about national policy and legislation in relation to disabled children, local service

developments , information about activities outside of school day, financial and child care issues.

Feedback from parents and professionals has been positive

“I think the first edition of 'This is news' is fantastic, it's vibrant, informative and exciting. Something like this was desperately needed and we finally have it, well done and I am looking forward to seeing future editions” – parent of a disabled child

Changes to the plan

Key actions for 2008/2009:

- Deliver Leeds Inclusive Learning Strategy objective three to review and develop the strategies for behaviour management in mainstream schools and the requirements for area provision and city-wide Behavioural, Emotional and Social Difficulty (BESD) provision by March 2009.
- The Early Years Service is commissioning a provider to deliver a single point of contact for both families with disabled children and for providers of services for children with disabilities by March 2009.
- By March 2009, review and revise monitoring and accountability of Special Educational Needs and Learning Difficulties and Disabilities outcomes and of statutory assessments, including consideration of impact and value for money and strengthening this focus in the operation of the school improvement policy.
- The short break funding will be available from March 2009 and will be used to support children with additional needs to access play and leisure services in their communities.
- By September 2008, a city wide strategy for disabled children and young people will be in place. The funding and action plans for this will be agreed.
- Pilot individualised budgets for a small number of children and young people beginning in September 2008.
- By December 2008, establish a multi-agency transitions board to support young peoples move from children's to adults' services.
- By March 2009, complete the review of short break provision and plan and commission future services on a multi agency basis using additional Aiming High funding, incorporating CAF, budget holding lead professional and individualised budgets.
- By March 2009, increase the number of families having services coordinated through the Team around the Child/ Early Support Approach with a lead professional /keyworker supporting family service meetings and drawing up a family service plan.

Narrowing the Gap: The attainment of Children and young people from Black and Minority Ethnic communities

Measure	Baseline (2005/06 academic year)	Target (2006/07 academic year)	Benchmark	Latest (2006/07 academic year)
The ratio of the priority black cohort permanently excluded to the overall percentage for Leeds	1.9	1.6	Local measures, no national comparator	1.5
The percentage of pupils from priority Asian cohorts achieving five or more grades A*-C or equivalent at GCSE *	30%	44%		53%
The percentage of pupils from priority Black cohorts achieving five or more grades A*-C or equivalent at GCSE *	28%	46%		48%

Story behind the data

The encouraging overall improvement in the percentage of pupils achieving five A*-C grades at GCSE or equivalent has been exceeded by the improvement in outcomes for the Black heritage cohorts. The percentage of Black Caribbean heritage pupils achieving this level of attainment has risen by 17% points. There has been an eight percentage point improvement observed for Pakistani cohorts. Indian and Chinese heritage pupils consistently outperform their peers, both in Leeds and nationally.

Progress against the plan

(i) Improvements in population outcomes

- With international new arrivals encouragement has been given for achieving a GCSE qualification in their home language, with support given to 63 new arrival pupils from seven different schools. Of these, 84% achieved an A*-C pass, 40% achieved an A* and one pupil scored one of the top five scores in the country in French.

(ii) Improvements in service performance

- A revised procedure for allocating school places to unaccompanied asylum seeking children has led to significant improvements in meeting the timescale requirements related to allocation.

(iii) Positive accomplishments

- The Community Cohesion Programme has been developed to support the successful inclusion of international new arrival pupils and their families in Leeds schools. Funding and consultant support has been provided to establish English for Speakers of Other Languages (ESOL) classes for parents and the wider school community.
- The Leeds Gypsy Roma Traveller Achievement Service has contributed to nationally recognised good practice with the development of the web site www.gypsyromatravellerleeds.co.uk (www.grtleeds.co.uk) and in the promotion and the development of the idea of Gypsy Roma Traveller History Month, which has been taken up by the Department for Children Schools and Families and recommended by Lord Andrew Adonis to every local authority.
- Education Leeds Ethnic Minority Achievement Team (EMA) was among six organisations invited to present their ideas on improving Children's Services at a House of Lords hearing. The Local Government Association press release stated that Education Leeds were among "the top six in improving Children's Services". The initiative on the inclusion of international new arrivals was selected from a total of 116 submissions after a call for evidence to narrow the gap.

Case study

Minority Ethnic Achievement Project (MEAP)

This is the second year of a National Strategies initiative targeting Pakistani, Bangladeshi, Turkish and Somali students at Key Stage 3 in three Leeds schools - Lawnswood, Primrose, and Priesthorpe.

The programme focuses on four key areas: leadership and management, tracking and monitoring, teaching and learning and parents and the community. The programme leaders in year 2 have received training in CPD modules for use with the whole school and have strong links with the Black Pupils Achievement programme (BPAP) at senior leader level. At subject leader and teacher level, new curriculum development networks have been initiated to ensure an enhanced curriculum provision for the target groups.

In the three schools the impact of the project has included:

- Students and school involvement in target setting and commitment to achieve the targets, where 80% of targeted pupils met or exceeded their targets.
- Increased understanding of the use of whole school systems to raise BME achievement.
- Schools understand MEAP as a model for raising achievement of different groups and are beginning to disseminate this across the school.
- Increased understanding of working with Pakistani pupils by subject

leaders and associated staff.

- Increased use of data analysis to set pupil level and group targets and an increased understanding and use of data tracking.
- There are indications that MEAP students' attitudes to learning have improved and consequently their attendance has improved.
- In one school there has been a strong focus on parental involvement and parental confidence and understanding and pupil engagement (e.g. reading at home) has improved.

Changes to the plan

Key Actions for 2008/2009:

- Establish bespoke programmes to be implemented from September 2008 to raise the attainment of black and minority ethnic pupils in the eleven secondary schools containing the majority of the black and minority and ethnic minority pupils.
- Implement a strategic approach to raising the attainment of all Traveller children across all educational settings through developing effective partnerships, promoting best practice and monitoring/reviewing all provision, by March 2009.
- Reduce the number of First Time Entrants (FTE) into the youth justice system and reduce any disproportionality including children and young people from BME backgrounds, by March 2009.
- Reduce the re-offending rates of young offenders and reduce any disproportionality including children and young people from BME backgrounds, by March 2009.

Service Management

Service management	<ul style="list-style-type: none"> Extended services for every neighbourhood Parenting support for all Personalised, joined up support for all 	<ul style="list-style-type: none"> Roll out of extended services in schools and children's centres Proactive, tailored support for families facing the most severe challenges Moving towards integration through the roll out of the Common Assessment Framework, Budget Holding Lead Professional and Individual learning plans
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Measure	Baseline	Target	Benchmark	Latest
Overall Ofsted rating for 'Service Management'	3 (2006)	3	Data not available nationally	3
Overall Ofsted rating for 'Capacity to Improve'	3 (2006)	3		3
No. of Extended Primary Schools	8% (2006)	24% (2007)		41%
No. of Extended Secondary Schools	18% (2006)	23% (2007)		64%
Number of Children's Centres	24	49		49

Story behind the data

The Ofsted judgements on Children's Services management capacity being good in Leeds were confirmed at both the Annual Performance Assessment (APA) in October and the Joint Area Review (JAR) in December. This judgement is made against national criteria and assesses key factors such as ambition and leadership as well as how we manage resources and performance. In both the JAR and APA there was significant praise offered by inspectors and no recommendations for improvement were identified in these areas.

Leeds has exceeded the national target for secondary schools, in relation to the number of extended schools we provide, offering full core provision one year ahead of schedule. Leeds is progressing well in developing in extended services and investing in children's centres.

Progress against the plan

(i) Improvements in population outcomes

- Strong service management and the improved joint working of the partnership have been judged by Ofsted to be making a 'good contribution' to improving most outcomes in Leeds. As can be seen throughout this review, there is a general trend in improving outcomes across children's services with some marked improvements in priority areas such as GCSE results.

(ii) Improvements in service performance

- Good progress has been made at developing more *integrated front line delivery* with Ofsted noting that 'Good progress has been made in bringing together professionals ... to deliver high quality services'. Key areas of progress include: the successful pilot of Budget Holding Lead Professionals, including an additional project to support looked after children; the development of the Seven Day Response service; and further integration around the expanded network of high quality Children's Centres and Extended Services.
- There have been some strong improvements in developing *integrated processes* to support new ways of joint working. Work to develop ContactPoint is making good progress, ahead of other regional authorities. The implementation of the Common Assessment Framework continues, with additional training continuing for the citywide roll out, supported by an enhanced 'E-CAF' IT system. Progress to deliver the Integrated Children's System has been sound, with positive feedback from the government. Further work to develop integrated processes has been strengthened by recent additional joint funding for Co-ordinators in each area of the city. A further example of integrated processes is clearly demonstrated in one wedge of the city, where action has been taken to combine a number of separate meetings, which often concern the same families, into one multi agency panel. The panel has the potential to lead to more innovation in the support and co-ordination of services for young people and their families, this work focuses on young people and families at risk of anti-social behaviour, crime or negative outcomes. The work will expand the targeted use of services and ensure that consistent levels of need and service response are applied across the city thus ensuring that the right young people and families get the appropriate intensity of service.
- There have been continued improvements in developing a more coherent *integrated strategy* across the partnership. Recent developments include Children Leeds strategies for: Family Support and Parenting, Emotional Health and Participation. Strategic multi-agency groups, such as the Family Support and Parenting Board, have been established to drive strategy implementation. The Children and Young People's Plan has been subject to effective development and review throughout the year, leading to additional funding and joint action to address shared areas of concern. The citywide plan has been supplemented by the creation of local CYPPs in each wedge and plans for each 'Cluster' of extended services. Links to wider strategies have been improved through work to

join the CYPP and Local Strategic Partnership/Local Area Agreement at citywide level, and Local CYPPs and Area Development Plans in localities. Development of strategy has been strengthened through greater participation of young people in the Children Leeds Partnership and the promotion of a more focused thematic approach.

- *Inter-agency governance* has continued to be strengthened over the past year. In particular the past twelve months has seen good progress within school Clusters, Wedge Partnerships and growing links between these groups and Area Management Boards. Citywide governance has also been bolstered, with enhanced capacity and leadership within each of the main elements of the children's trust arrangements. In particular the Local Safeguarding Children Board has made good progress, informed by a new independent Chair, Safeguarding Manager and Business Plan, and the Integrated Strategic Commissioning Board (ISCB) has become more established and has made strong progress in its Commissioning Plan. The children's trusts arrangements have been further enhanced with the creation of thematic sub-groups such as the Joint Preventative Partnership that have made improvements to shared strategy and commissioning. Lastly, all these arrangements have been helped by working within the successful Local Strategic Partnership – the Leeds Initiative, which has won a Beacon Award this year for its success, with Children Leeds being cited as a partnership exemplar in the process.
- Shared strategies and stronger governance have supported improvements to *integrated commissioning*. Examples include: the successful implementation of the first ISCB Commissioning Plan; the rationalisation and integration of significant budgets through the Joint Preventative Commissioning Panel; and lastly joint commissioning of the MarketPlace service. This has been supported by integrated budget planning across children's services, including the agreement of shared savings action plans as well as improved shared performance management which has led to joint working and funding for common priorities (see case study below).

(iii) Positive accomplishments

- Ofsted judged both the 'service management' and 'capacity to improve' of children's services as 'Good' during inspection and assessment in 2007/08.
- KPMG auditors judged Leeds' children's trust arrangements to be effective.
- Over £1.5 million was identified and realigned by partners to jointly commission new ways of working on shared priorities.

Case study

Joint Preventative Partnership (JPP) Innovation Fund

The Joint Preventative Partnership (JPP) is a collaboration of four partnerships: Sure

Start Partnership, The Youth Work Partnership, Leeds Children's Fund and Connexions. Almost half of the partnership's members are drawn from the voluntary, community and faith sector.

The JPP delegate commissioning responsibilities to a panel of people whose primary function is to commission preventative services for children and young people aged 0-19 (up to 25 if with learning difficulties/disabilities or care leavers), by working together a more holistic approach to commissioning services is achieved.

The JPP is accountable to both the Integrated Strategic Commissioning Board (ISCB) within the children's trust arrangements and to the children's block of the Leeds Strategic Plan.

The JPP Innovation Fund Grants 2008/09 (City-wide and Wedge-based) is the first programme of funding being commissioned through the JPCP. This funding is for a period of 12-months. Further information can be located on the Children Leeds website www.childrenleeds.org.uk.

The JPP Innovation Grant consists of a total of £1.4million pooled budgets. Of this, £900,000 has been identified for preventative services through the five Children Leeds wedges for children and young people aged 0-19 in the following five key priority areas:

- To focus on a reduction in teenage conceptions.
- To reduce the numbers of reception into care.
- To improve key-stage 3 attainment.
- To improve school attendance (at key transition stages).
- Any other key priority for the locality that will have a direct or indirect impact on the above priorities.

£500,000 of funding has been identified for preventative services on a City-wide basis for children and young people aged 0-19 in the following key priority areas:

- To improve school attendance and attainment with particular reference to priority groups e.g. Looked After Children (LAC)
- The Innovation Fund provides an exciting opportunity to develop local and city-wide commissioning expertise, promote collaborative working and stimulate market development.

Changes to the plan

Key actions for 2008/2009:

- Review commissioning arrangements to strengthen recent improvement by July 2008 and put new arrangements in place by October 2008.
- Agree a shared Medium Term Resource Plan for all children's services by October 2008 and a shared Asset Management Plan by January 2009.

- Put in place the locality element of the children's trust arrangements to build on the work of Children Leeds wedge partnerships and school Area Management Boards and link to area committees. New arrangements to be in place by October 2008.
- Work with children, young people, families, staff and wider stakeholders to update our strategy and agree a new Children and Young People's Plan, by March 2009.
- Put in place more funding and stronger programme management to speed up the promotion of integrated working through the Common Assessment Framework, ContactPoint, and the Budget Holding Lead Professional. New arrangements in place, by September 2008.
- Promote and develop new ways of improving work on shared priorities through commissioning new services in the Innovation Fund, by July 2008.
- Review and re-commission parenting and family support services by March 2009, and trial and evaluate new approaches through the parenting pilots, by March 2009.
- Agree an action plan to deliver the Workforce Development Strategy by June 2008. Implement the action plan to March 2009.
- Develop a strategy for new arrivals through the Children Leeds Partnership, by March 2009.

Targets for 2009

Key: L – LAA, N – National Indicator Set, P – National Public Service Agreement priority, O – Ofsted APA/JAR Priority

Ref	Outcome	Priority	Measure	Links	Baseline	2009
1	Be Healthy	Active	% of children and young people taking part in five or more hours of sport and PE per week	L, N, P	NEW	
2	Be Healthy	Active	Prevalence of breastfeeding at 6-8 weeks	N, P	37.6%	40.6%
3	Be Healthy	Active	Proportion of young people that are obese in (a) Reception and (b) Year 6	N, P	(a) 9.29% (b) 17.82 %	(a) 9.2% (b) 17.7%
4	Be Healthy	Happy	Emotional health of Looked After Children	L, N, P	NEW	
5	Be Healthy	Happy	Fully comprehensive CAHMS	N	4	4
6	Be Healthy	Happy	CAMHS waiting times (local target) - % patients seen within 18 weeks for admitted and non admitted pathways	N	NEW	100%
7	Be Healthy	Healthy Choices	Reduction in the under 18 conception rate in relation to the 1998 baseline	L, N, P, O	+0.4%	Under negotiation
8	Be Healthy	Healthy Choices	% of 15- 24 year olds screened or tested for Chlamydia	N	4.5%	17%
9	Be Healthy	Healthy Choices	% of schools meeting the new Leeds Quality Standard for Sex and Relationships Education		NEW	
10	Stay safe	Safe in families	No.s of looked after children (excluding Unaccompanied Asylum Seekers)	L, N, P	1274	1156

Children and Young People's Plan Review 2008

Ref	Outcome	Priority	Measure	Links	Baseline	2009
11	Stay safe	Safe in families	Timeliness of Reviews for Look After Children	L, N, O	62	70%
12	Stay safe	Safe in families	The percentage of children aged under 16 who had been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are place for adoption	L, N, P	70.78	72
13	Stay safe	Safe in families	Number of children who became the subject of a child protection plan or were registered to the same proportions per 10,000 population aged under 18 as that of statistical neighbours		403	388
14	Stay safe	Safe in communities	The proportion of children and young people who have experienced bullying	L, N, P	33%	26.5%
16	Enjoy and Achieve	In school and achieving	% achieving Level 5+ in both English & maths at KS3	L, N, P, O	65%	74%
17	Enjoy and Achieve	In school and achieving	% achieving Level 5 or above in science at KS3	L, N	69%	77%
18	Enjoy and Achieve	In school and achieving	Progression by 2 levels in English KS2 to KS3	L, N, P	23.8%	35%
19	Enjoy and Achieve	In school and achieving	Progression by 2 levels in maths KS2 to KS3	L, N, P	54.5%	66%
20	Enjoy and Achieve	In school and achieving	% achieving 5+ A*-C GCSEs or equivalent, inc English & maths	L, N, P, O	42.1%	52.0%
21	Enjoy and Achieve	In school and achieving	Reduction in number of schools where fewer than 30% of pupils achieve 5 A*-Cs at GCSE inc both Eng & maths	L, N, P, O	13	2
22	Enjoy and Achieve	In school and achieving	Progression by 2 levels in English KS3 to KS4	L, N, P	51.2%	65.9%
23	Enjoy and Achieve	In school and achieving	Progression by 2 levels in maths KS3 to KS4	L, N, P	NA	32.6

Children and Young People's Plan Review 2008

Ref	Outcome	Priority	Measure	Links	Baseline	2009
24	Enjoy and Achieve	In school and achieving	Secondary persistent absence rate	L, N	9.8%	7.7%
25	Enjoy and Achieve	Start to learning	% achieving 78+ points with at least 6 points in PSED and CLL at Early Years Foundation Stage	L, N, P, O	47.1%	48.5%
26	Enjoy and Achieve	Start to learning	% achieving Level 4+ in both English & maths at KS2	L, N, P, O	NA	77%
27	Enjoy and Achieve	Start to learning	Gap between lowest-achieving 20% in Early Years Foundation Stage profile and the rest	L, N, P	38%	30%
28	Enjoy and Achieve	Start to learning	Progression by 2 levels in English KS1 to KS2	L, N, P	NA	87%
29	Enjoy and Achieve	Start to learning	Progression by 2 levels in maths KS1 to KS2	L, N, P	NA	85%
30	Make a positive contribution	Engaged in positive activities	Proportion of young people taking part in positive activities	L, N, P	*	*
30	Make a positive contribution	Engaged in positive activities	Number of Breeze Card holders who participate in a positive activity	L, N, P	69,991	73,491
30	Make a positive contribution	Engaged in positive activities	No. of volunteering opportunities for young people	L, N, P	680	920
31	Make a positive contribution	Engaged in positive activities	First Time Entrants to the Youth Justice System	L, N, P	2,076	5% reduction
32	Make a positive contribution	Engaged in positive activities	The proportion of young people reached by the Youth Service	L, N, P	25%	25%
33	Economic Wellbeing	Succeeding in learning & work	The proportion of 19 year olds with Level 2 qualifications	L, N, P	65% 2006/2007 academic year	68.6 2006/2007 academic year

Children and Young People's Plan Review 2008

Ref	Outcome	Priority	Measure	Links	Baseline	2009
34	Economic Wellbeing	Succeeding in learning & work	The proportion of 19 year olds with Level 3 qualifications	L, N, P	41% 2006/2007 academic year	43% 2006/2007 academic year
35	Economic Wellbeing	Succeeding in learning & work	The proportion of 16-18 year olds Not in Education, Employment or Training (NEET)	L, N, P	10.0%	7.8%
36	Narrowing the Gap	Able to succeed	Looked After Children achieving Level 4 in English at Key Stage 2	L, N, P	40%	56%
37	Narrowing the Gap	Able to succeed	Looked After Children achieving Level 4 in maths at Key Stage 3	L, N, P	30%	56%
38	Narrowing the Gap	Able to succeed	Looked After Children achieving 5 A*-C GCSEs or equivalent including English and maths	L, N, P	4%	17%
39	Narrowing the Gap	Able to succeed	FSM achievement gap at KS2	N	25.6% pts	24 % pts
40	Narrowing the Gap	Able to succeed	FSM achievement gap at KS4	N	32% pts	28 % pts
41	Narrowing the Gap	Able to succeed	% BME achieving Level 4 at KS2 in English + maths	L, N	61.6%	69.7%
42	Narrowing the Gap	Able to succeed	The proportion of Looked After Children with up to date Health Needs Assessments and dental checks		61	80
43	Narrowing the Gap	Able to succeed	% BME achieving 5 A*-C GCSEs inc English + maths	L, N	37%	42.2%
44	Service management	Excellent services	Percentage of extended schools	N	42%	90%
45	Service Management	Excellent services	Number of children's centres		48	57

Children and Young People's Plan Review 2008

Ref	Outcome	Priority	Measure	Links	Baseline	2009
46	Service Management	Excellent services	Overall rating for children's services in 2008 Ofsted Annual Performance Assessment		3	3

*this target (which is also one included in the Leeds Strategic Plan as NI 110) will be based upon the 'tell us' survey aimed at children and young people. Education Leeds will carry out the survey between March and June 2008. Once the survey results have been analysed a target will be set.

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Accountability Reporting Guidance

Column No.	Column Title	Description
Indicator Explanations		
1	Reference	<p>The reference column describes which basket each indicator belongs to. A basket is a set of indicators which we use to report on progress relating to different plans or frameworks, such as Best Value or BV which we report to the Audit Commission. We have listed below the initials we use to refer to these different baskets.</p> <p>CPA - These indicators are part of our Comprehensive Performance Assessment</p> <p>BV - We report these indicators to the Audit Commission</p> <p>LKI - These are local key indicators for Leeds</p> <p>CP - These indicators show what progress we are making against the Corporate Plan</p> <p>LAA - These indicators show progress on the Local Area Agreement</p> <p>PAF - We report these indicators to the Commission for Social Care Inspection (CSCI) as part of the Performance Assessment Framework.</p>
2	Title	<p>The title column describes the indicator. The Audit Commission provides the description for the Best Value Indicators and CSCI sets the description for PAF indicators.</p>
3	Service	<p>The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.</p>
4	Frequency & Measure	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March).</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
5	Good Performance	<p>The good performance column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.</p>
Targets and Results		
6	2006/07 Year End	<p>This column displays the result at the end of the previous financial year (31 March 2007)</p>
7	2007/08 Target	<p>This column shows the target we have agreed for this financial year.</p>
8	Current Position	<p>The current position identifies the result at the end of each quarter. We include the month we stop reporting on this in the heading of this column.</p>

Column No.	Column Title	Description	Colour Code
9	Predicted Full Year Result	Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. We use this figure as one method to inform whether an indicator is red, amber or green.	
		The green light shows that the Directorate predicts this indicator <u>WILL</u> meet its target. The Directorate uses current performance information to make this forecast.	
		An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.	
		The red lights shows that the Directorate predicts this indicator <u>WILL NOT</u> meet its target at the end of the year. The Directorate uses current performance information to make this forecast.	
10	Year on Year Improvement	This compares how we expect to perform this year compared to last year. We use this section to explain whether the indicator is getting better, getting worse or staying the same as last year. You need to read this section together with column 9 to understand how we are performing.	
		The Directorate predicts that this indicator will DO BETTER than in the last financial year. They are using current performance information (column 9) to make this forecast.	↑
		The Directorate predicts that this indicator will BE THE SAME as in the last financial year. They are using current performance information (column 9) to make this forecast.	↔
		The Directorate predicts that this indicator will BE WORSE as in the last financial year. They are using current performance information (column 9) to make this forecast.	↓
Information for Comparisons			
The Council compares its performance against the performance of all councils in England (known as All England). The Council also takes part in the Core Cities benchmarking group and we compare our performance against these cities of a similar size. The Core Cities are Birmingham, Bristol, Leeds, Liverpool, Manchester Newcastle, Nottingham and Sheffield. The Audit Commission audits the year end results and provides the information for the public to compare. This comparison information is only available for Best Value indicators (see 1). The Audit Commission will only provide the comparison information for 2006/07 at the end of December, so we are currently comparing performance against the 2005/06 year end position for All England and the Core Cities.			
11	All England Top Performance Range	The Directorate predicts that this indicator will be in the TOP performance range. They are using current performance information (column 9) to make this forecast.	
		The Directorate predicts that this indicator will be in the MIDDLE of the top and bottom performance range. They are using current performance information (column 9) to make this forecast.	
		The Directorate predicts that this indicator will be in the BOTTOM performance range. They are using current performance information (column 9) to make this forecast.	
11a	All England Bottom Performance Range	This column shows the All England Bottom performance range. The traffic light in column 11, to the left of this, highlights the predicted Leeds position.	
12	Core Cities Average	This column details the average result of the Core Cities for each indicator.	
13	Core City Position	This column details the Leeds position for each indicator compared to the eight Core Cities.	
		To know we can rely on the information in these reports, it has to be of good quality. Directorates use this column to identify indicators where they have concerns about the quality of the information or data in the report. If a Directorate has Some or Significant concerns regarding Data Quality there will be an explanation in the comments field.	
14	Data Quality Issues	No Concerns indicates that the Directorate has signed off the data as accurate.	No Concerns
		If Some Concerns has been chosen, the Directorate has concerns about the data and are working to ensure it is accurate and reliable.	Some Concerns
		If Significant Concerns has been chosen, the Directorate thinks that the quality of the data may not be good or that maybe they have not got the correct data.	Significant Concerns
		Directorates add a comment here to explain what their concern is, if they have any.	Concerns
Comments		The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.	

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Report of the Head of Policy, Performance and Improvement

Meeting: Children's Services Scrutiny Board

Date: 26th June 2008

Subject: Performance Report Quarter 4 2007/08

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1 Executive Summary

- 1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 31st March 2008.

2 Purpose of the Report

- 2.1 The purpose of this report is to highlight key performance issues at the end of Quarter 4 (1st January to 31st March 2008) and to provide additional contextual information where relevant.

3 Background Information

- 3.1 This 'highlight report' has been prepared following the Accountability process, which includes the CLT meeting on 20th May and Leader Management Team on 22nd May 2008. Separate reports have been prepared for each of the scrutiny committees.
- 3.2 Scrutiny board arrangements have been slightly amended this year which has meant that performance information has had to be split differently between boards. For some PI's this split is not straightforward, for example, is teenage conception a health issue or a children's issue? For this reason we have decided for quarter 4 to report such indicators to both relevant boards. As the new arrangements bed-in greater clarity may emerge, although in theory there would appear to be no reason why dual reporting could not continue.
- 3.3 The issues discussed in this report have been identified because performance in these areas impacts upon one or more of the following; the delivery of effective services, the delivery of our corporate priorities; our CPA score; or our ability to deliver efficiency savings. This report is supported by detailed PI information.

4 Directorate Performance Issues

4.1 Children's Services

Improvements to social care assessments and reviews

The Quarter 4 report highlights the significant improvements in some key indicators that measure assessments and reviews in children's social care. In particular the indicators for Core and Initial Assessments as well as for the proportion of young people involved in their reviews show strong improvement, achievement of targets and a rise in OfSTED ratings. Other similar indicators also show some improvement, but not all targets have been met so significant challenges remain.

The number of Looked After Children and Young People

The relatively high number of Looked After Children and Young People in Leeds has been identified as a key issue previously. Quarter 4 performance data (though currently provisional) show limited progress over the past year. The number of children in care and coming into care for the first time are close to previous years' figures., and the rate of adoptions has not been increased to meet the agreed target.

Post 16 learning

Two indicators in this area cause some concern. The most significant is the measure of 16-18 year olds Not in Education, Employment or Training (NEET). Q4 (provisional) data show that the Leeds target has been missed and performance has actually declined. This is significant as NEET is a national and local priority, and an area where the authority and its partners have agreed challenging targets in the Leeds Strategic Plan. The second area of concern is the failure to achieve improvements in Level 3 (A-Level equivalent) qualifications for 19 year olds. This is important as this is another area for improvement in the Leeds Strategic Plan and a national and local priority.

Further improving social care, 14-19 learning and reducing the numbers of children needing to be taken into care are all priority areas for the Children and Young People's Plan, and are subject to detailed action plans arising from the Joint Area Review. These action plans will be subject to rigorous monitoring over the coming year, and progress will also be monitored externally via Government Office.

Youth Service data quality issues

Problems with the availability and reliability of youth service performance data have been previously reported. Actions taken over the year have made some progress, but this has not been enough and significant challenges remain. There are two main areas of concern remaining: firstly to support youth workers in using the new IT system effectively; and secondly to ensure the IT system is fully functional and secure for use by both Council and external staff. As such the Director of Children's Services has required managers of the service to work with Corporate IT Services to agree a joint action plan and put in place effective project management to ensure that the plan is implemented.

5 Recommendation

That Members note the content of this report and comment on any particular performance issues of concern.

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

1	2	3	4	5	6	7	9	10	11	11a	12	13	14
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
BV-161 CP-CF54 A4	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (age 16) who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.	Children and Young People's Social Care	Quarterly %	Rise	0.82	0.90	0.90	↑	0.91	0.65	0.69	4	Some concerns
Comments	This is a provisional figure only. This performance is rated in the top banding by Ofsted and Leeds has met its target for 2007/08. Performance is higher than the national average for 2006/07 (0.76) and has now surpassed the average for statistical neighbours for 2006/07 (0.85). However, this represents only 76.6% of care leavers at 19 years old who are in employment, training and education which suggests that further progress should be made. There is evidence of continued improvement in Leeds as this performance is 5% greater than in 2006/07. Just over half of looked after young people stayed in full time education after leaving year 11. This is lower than numbers seen nationally and significantly lower than average proportion in Leeds. However, the proportion of looked after young people who are re engaging with education, employment and training improves by the time they reach 19.												
BV-162 CP-CF55 CYP13 C20	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year.	Children and Young People's Social Care	Quarterly %	Rise	98	100	99	↑	100	100	99	3	Some concerns
Comments	This is a provisional figure only. Performance against this indicator is rated in the fourth band by Ofsted (good) and has improved in comparison to 2006. Leeds performance is however lower than the average for statistical neighbours in 2006/07 when 8 of the 11 authorities achieved 100% against this indicator. The current "failures" represent 4 children in 2 families. Two meetings have been late out of a total of approx 1000 over a year. The review of 1 sibling group was overdue by 1 week. The review of the other sibling group was over due by 3 weeks.												
BV-163 CP-CF56 C23	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day.	Children and Young People's Social Care	Quarterly %	Rise	7.9	8.0	7.3	↓	9.5	5.6	7.5	5	Some concerns
Comments	This is a provisional figure only. Leeds has increased the numbers of adoptions which have taken place in 2007/08 to at least 90 children in comparisons to 2006/07 total of 87 children. This improvement has been obscured by the way the national performance indicator is defined following the higher number of looked after children in Leeds during the first half of the financial year. Leeds current performance is rated good by Ofsted but falls significantly lower than that of statistical neighbours for 2006/07 (9.9).												
BV-49 CP-CF52 A1	The percentage of Looked After Children at 31 March with three or more placements during the last financial year.	Children and Young People's Social Care	Annually %	Fall	8.17	13.00	See Comments		N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This information will not be available until the end of June 2008.												
BV-50 CP-CF53 CYP13 A2	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ.	Children and Young People's Social Care	Annually %	Rise	54	60	58	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This is a provisional figure. Education performance for looked after children is generally in line with statistical neighbours. Performance has improved against this indicator during 2007. However, 42% of looked after children are still leaving care with no qualifications whatsoever.												
CP-CF51 LAA-CYP14	Ensure 15% of children looked after by the council achieve the equivalent of 5 or more GCSEs at grade A* to C	Children and Young People's Social Care	Annually %	Rise	6	15	8	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	Leeds has a lower percentage of looked after children achieving 5 A*-C GCSEs than statistical neighbours (11.4%) and performance has slightly improved in comparison to 2006.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
CP-CF57	Number of children coming into care for the first time in the year	Children and Young People's Social Care	Annually Numerical	Fall	387	254	379	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This is a provisional figure. Leeds appears to have slightly reduced the numbers of children coming into care for the first time, however we have fallen short of the target. the council and its partners intend to review its family support and preventative services during 2008-09 to reduce the need for children to be cared for outside their home.												
	The target for 2007/08 was set at 254 on the basis that this level of performance would be required to be consistent with the aim for an overall reduction in the number of looked after children which would bring Leeds in line with that of statistical neighbours by 2010/11.												
	This indicator is entirely locally developed and therefore has no comparable benchmarking data from other authorities. It is not an indicator which is retained for 2008/09 as part of the CYPP or for the strategic priority group. It will be replaced in 2008/09 by LAA indicator LK1 SS37 which counts the total number of citizen looked after children.												
LK1-SS38 C68	Timeliness of reviews for looked after children	Children and Young People's Social Care	Quarterly %	Rise	33.80	70.00	62.45	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This is a provisional figure. An additional £1 million has been invested in social care fieldwork staff in 2008. This has increased the resources available to support review process for looked after children. Figures at the end of September 2007 appeared to show a significant improvement in performance in this respect with 63% of children having had all their statutory reviews taking place on time. However, the data is calculated by negative accumulation throughout the year and on the basis of performance throughout the year an outcome of around 40% was predicted for 2007/08. Nevertheless, in the last 6 months performance has been so good that overall performance has been maintained at 60%. During the last half of the year overall performance has been above 90%.												
	LK1-SS1 A3	The percentage of children registered during the year on the Child Protection Register who had been previously registered.	Children and Young People's Social Care	Quarterly %	Fall	12.90	12.50	↓	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This is a provisional figure. Performance in this area has significantly deteriorated from a top banded (very good) performance in 2006/07 to a third band (acceptable) in 2007/08. Initial analysis of the circumstances suggests that a number of re registrations occurred within 12 months of de registration. Further research is being undertaken currently to clarify the causes of this.												
	LK1-SS29 C64	The percentage of Core Assessments that were completed within 35 working days of their commencement	Children and Young People's Social Care	Quarterly %	Rise	57.80	75.00	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This is a provisional figure. Leeds has significantly improved its performance in 2008 (76.7%) and is now rated as `good` by Ofsted. It has surpassed the target that it set for itself and is more in line with that of the statistical neighbour average for 2006/07 (80%).												
	LK1-SS32 C63	The number of children and young people who communicated their views specifically for each of their statutory reviews as a percentage of the number of children and young people who had been looked after at March 31st for more than four weeks.	Children and Young People's Social Care	Quarterly %	Rise	74.60	85.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This is a provisional figure. Leeds performance has continued on a steep rate of improvement during 2007/08. In 2005/06 Leeds was performing at 49% against this indicator. During 2007/08 this had improved to 84.4%. This performance is rated as `acceptable` by Ofsted but if performance improves by 1% following the completion of the end of year data verification process it will be rated as `good`.												
	LK1-SS34	Percentage of initial assessments within 7 working days of referral	Children and Young People's Social Care	Quarterly %	Rise	73.0	80.0	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	An additional £1 million has been invested in social care fieldwork staff during 2007/08. An additional 43 FTE were appointed (as at Dec 07 in comparison to March 2007). The increase in number of staff has directly contributed to identified improvements in the timeliness of assessments.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
LK1-SS37	Number of looked after children	Children and Young People's Social Care	Quarterly Numerical	Fall	1359	1200	1356	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	Leeds has historically had high numbers of looked after children. Local research has established that associated features of families where the child is unable to remain at home include parental drug and alcohol misuse; parental mental health concerns and domestic violence.												
	The Joint Area Review of Children's Services 2007 and the Inspection of Children's Social Services 2004 confirmed that the children who are in care in Leeds have needs which make its decision to implement care proceedings appropriate. Work is therefore underway to ensure that Leeds has effective preventative services but it may be that children are better protected in Leeds than those in other parts of the country. Never the less Leeds is seeking to realign its numbers of looked after children with that of statistical neighbours. Leeds is therefore establishing a range of enquiries which will enable it to understand the reasons why a significantly larger proportion of children appear to be unsafe at home and which strategies are likely to be effective in preventing children needing to become looked after. All partners have been contributing to this review, including Children and Young People's Social Care who are currently considering commissioning a segmented analysis of the cohort of children already looked after. This will enable it to understand key points of intervention which may have facilitate children remaining safely at home.												
	Leeds has established plans to reduce the numbers of looked after children which are outlined in the Children and Young People's Plan and in the Multi-agency Looked After Children's Partnership Plan. These include a review of its Family Support Services and to improve its partnership work.												
	Leeds has exceeded the national target for secondary schools offering full core provision one year ahead of schedule. Leeds also compares very favourably with regional comparators, being ahead in 4 of 6 categories. The 4 categories in which we are ahead are: Full Core Offer, Full Varied Menu, Full Parenting Support and Full Swift and Easy Access. The remaining categories are Full Childcare and Full Community Use.												
CYP-EcW7	The percentage of primary schools providing the core offer of extended schools services.	Children and Younger People	Annually %	Rise	8.00	24.00	40.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
CYP-EcW8	The percentage of secondary schools providing the core offer of extended schools services	Children and Younger People	Annually %	Rise	18.00	23.00	64.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
CYP-EcW7 & 8 Comments	Leeds has exceeded the national target for secondary schools offering full core provision one year ahead of schedule. Leeds also compares very favourably with regional comparators, being ahead in 4 of 6 categories. The 4 categories in which we are ahead are: Full Core Offer, Full Varied Menu, Full Parenting Support and Full Swift and Easy Access. The remaining categories are Full Childcare and Full Community Use.												
CP-CS57	Reduce the number of young people who have a fear of crime	Community Safety	Survey Numerical	Fall	N.A.	N.A.	See Comments		N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	This indicator will be collated for the first time as part of the TellUs 3 survey in 2008.												
	Reduce the number of first time offenders who are under 18 years of age by 5%	Community Safety	Survey Numerical	Fall	1875	1953	1698	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	These are revised figures for 2007/08 which could still be subject to change.												
	To get this data has been problematic as since around April 2007 a change in the Police information's systems meant that we did not receive Police Reprimands notifications in about 35% of the cases. Reprimands make up a large chunk of our first time entrants. Therefore we have been under reporting in previous quarters.												
	We have been working with the police to get reprimands data. We are quite confident that the Quarters Apr-Jun to Dec 2007 figures are now accurate, but the Jan-Mar 08 quarterly figure should be regarded as a calculated estimate as we do not have this data from the Police yet.												
BV-221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area.	Early Years and Youth Service	Quarterly %	Rise	48	54	43	↓	63	38	48	5	Significant concerns
Comments	The service's assessment is that the target has not been met largely due to changing youth work practises and partly due to resolving outstanding IT issues such as the continued roll out of the Insight/Outreach system. The service has developed a detailed action plan outlining how it intends to address these issues.												
	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work'.	Early Years and Youth Service	Quarterly %	Rise	22	30	11	↓	30	12	23	3	Significant concerns
Comments	Whilst there are some concerns around data quality, the service's own assessment of performance is that it has under performed against the target. To address this the service will continue to promote the use of the Duke of Edinburgh Award and its own local award as the preferred methodology in respect of accreditation, however take up across the service and partner organisations needs to be increased.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
BV-222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above.	Early Years and Youth Service	Annually %	Rise	47	60	53	↑	42	25	29	1	No concerns
Comments	The reported figure is based on the 2007 Workforce Audit returns from the maintained and PVI sector. 100% participation was not achieved in the audit, the confidence level for this PI is calculated at 45% - 60%. The service will be introducing a new method of data collection during 08/09 which will give a more accurate result. Initiatives are under way to encourage leaders to attain graduate level qualifications.												
BV-222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development.	Early Years and Youth Service	Annually %	Rise	100	100	100	↔	100	30	81	1	No concerns
Comments	All settings have either a qualified teacher on site or have support from an Early Years Teaching Advisor. Therefore all settings have input from staff with graduate or post graduate training in teaching or child development.												
CP-EY50a LKI-EY3a	Number of families supported with childcare, including before and after school clubs where parents are in work	Early Years and Youth Service	Quarterly Numerical	Rise	1724	2140	1852	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	At the time of setting the target it was envisaged that 12 new centres would be fully operational and would contribute to the outcome of this indicator. However of these 12 centres, eight came in towards the end of 07/08 having limited impact on the result and 4 were not designated by the end of the year. In addition, there were difficulties encountered in the collection of data from the newly designated centres operated outside of the Early Years Service. This issue has been addressed and will be rectified for the 2008/09 result.												
CP-EY50b LKI-EY3b	Number of families supported with childcare including before and after school clubs where parents are in work based learning, training or further education.	Early Years and Youth Service	Quarterly Numerical	Rise	470	583	531	↑	N.A.	N.A.	N.A.	N.A.	Some concerns
Comments	At the time of setting the target it was envisaged that 12 new centres would be fully operational and would contribute to the outcome of this indicator. However of these 12 centres, eight came in towards the end of 07/08 having limited impact on the result and 4 were not designated by the end of the year. In addition, there were difficulties encountered in the collection of data from the newly designated centres operated outside of the Early Years Service. This issue has been addressed and will be rectified for the 2008/09 result.												
CP-EY51a LKI-EY2a	Number of places in children's centres	Early Years and Youth Service	Quarterly Numerical	Rise	1796	2231	2178	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	The target has not been met due to the delay in achieving OFSTED registration for some of the Phase Two Centres. When all Phase Two centres have been designated and registered the target will be exceeded. The services are waiting for OFSTED to confirm a designation date.												
CP-EY52 LKI-EY6	Percentage of schools offering FFIP (Fully Flexible Integrated Provision)	Early Years and Youth Service	Quarterly %	Rise	N.A.	60.0	65.0		N.A.	N.A.	N.A.	N.A.	No concerns
Comments	When schools have signed up to the FFIP pathfinder they are committing to an offering of a) 15 hours provision for 3 and 4 year olds and b) an offer/move towards offering the provision flexibly. The service has exceeded the target by 5% as more schools than anticipated signed up to the initiative.. The advantage of offering flexible provision is that children receive high quality early years education and working parents are able to access the childcare provision they need to meet their work life balance.												
CP-YS50 LKI-YS1	The level of reach into the resident 13-19 population (against a benchmark of 25%)	Early Years and Youth Service	Quarterly %	Rise	47.2	25.0	25.0	↓	N.A.	N.A.	N.A.	N.A.	Significant concerns
Comments	The service's assessment is that it has achieved target and any outstanding data concerns will be addressed through the Action Plan that has been drafted.												
LKI-YS2	The level of participation of the resident 13-19 population in youth work (against a benchmark of 15%)	Early Years and Youth Service	Quarterly %	Rise	25.00	15.00	11.00	↓	N.A.	N.A.	N.A.	N.A.	Significant concerns
Comments	The service's assessment is that the target has not been met due to data quality issues. As described in the comment for 221a, these are largely due to changing youth work practices and partly due to resolving outstanding IT issues. Actions to resolve these issues are set out in the action plan that has been drafted.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
BV-197 CYP-BeH12 LAA-CYP17	Percentage change in number of conceptions amongst 15 - 17 year olds.	Education Leads / Leeds PCT	Annually %	Fall	-2.90	N.A.	0.40	↓	-18.73	-4.3	-3.69	4	Some concerns
Comments	In 2006 the number of conceptions amongst 15 - 17 year girls was 50.7 per 1,000 girls. This represents an increase of 0.4% when compared to the 1998 baseline figure of 50.4.												
	Leeds received a visit from the National Support Team for Teenage Pregnancy in November 2007. Following this, work has been taken forward to re-launch the TP strategy and to develop a detailed work plan informed by the recommendations of the NST. Furthermore, this target has been identified as one of the 35 closely monitored targets in the LAA. This approach reduces the risk of failure to achieve the target.												
CP-CSP52a	Increase the take up of cultural and sporting opportunities amongst 5-19 year olds - Libraries, Museums & Galleries, and Arts & Events	Libraries	Annually Numerical	Rise	227,429	229,443	202,394	↓	N.A.	N.A.	N.A.	N.A.	Significant concerns
Comments													
CP-CSP52b	Increase the take up of cultural and sporting opportunities amongst 5-19 year olds - S&AR	Sport	Quarterly Numerical	Rise	1,031,050	1,000,000	1,132,851	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments													
Comments	This indicator exceeded target in 07/08. The success of John Smeaton Leisure Centre, the reopening / establishment of South Leeds Sports Centre and the increase in take up of Breeze Cards have influenced the outcome of this indicator.												
	CP-CSP52c	Increase the take up of cultural and sporting opportunities amongst 5-19 year olds - Parks & Countryside	Parks and Countryside	Annually Numerical	Rise	11,593,361	N.A.	N.A.	↓	N.A.	N.A.	N.A.	Significant concerns
Comments													
Comments	Not measured in 2007/08 or 2008/08. The information for this indicator will be collected through the Green Flag Stats Survey in 09/10.												
	BV-99B1 CP-TM53 CPA-E12	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions.	Road Safety	Annually Numerical	Fall	39	52	51	↓	10	24	44	4
BV-99B2 CP-TM53 CPA-E12													
BV-99B3 CP-TM53 CPA-E12	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	Road Safety	Annually %	Fall	-23.5	-7.1	30.8	↓	-31.6	20.0	-5.3	1	No concerns
BV-99B3 CP-TM53 CPA-E12	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Road Safety	Annually %	Fall	-57.1	-42.9	-44.0	↓	-60.6	-33.3	-38.5	2	No concerns
BV-99 Comments	The indicator reports performance for the calendar year 2006 against the 1994-1998 average. The underlying trend shows that the number of casualties continue to fall against the 1994-1998 average. The figures recorded for BV 99 in 2007/08 relate to calendar year 2006, as this is the reporting requirement. Information provided for the 2007 calendar year (-52.75%) shows a that casualties are continuing to fall. The indicator will continue to be monitored as a National Indicator and will change to a 3 year rolling average instead, although there can be no direct comparison where the methodology changes..												
BV-43a CYP-BeH17	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001	SEN and School Attendance	Quarterly %	Rise	100.0	97.0	98.0	↓	100.0	97.5	96.4	1	No concerns
Comments	Performance has been consistently strong on this indicator throughout the year, due to a strengthening of partner engagement.												
	BV-43b CYP-BeH18	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001	SEN and School Attendance	Quarterly %	Rise	88.4	84.0	88.0	↓	98.5	80.5	87.5	4
Comments	Good performance has been maintained on this indicator. Robust processes are in place to support the prompt issue of statements. Where delays occur, this is usually due to parents missing appointments, or the late receipt of third party medical advice. We undertake customer feedback monitoring to learn from parents and children's experience of using the service and to make continuous improvements. An audit is also taking place in partnership with speech and language therapy to identify any scope for improvements to the process.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
BV-45 CYP-PoC8 LAA-CYP8	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority	SEN and School Attendance	Annually %	Fall	9.20	7.80	9.10	↑	7.40	8.39	9.56	3	No concerns
Comments	Secondary absence levels have remained constant since 2006. In 2006/07 there were 15 target secondary schools for reducing persistent absence and 11 of these did achieve reductions in levels from the previous year. However in 2007/08 academic year there are now 18 target schools, as the DCSF has changed the criteria by which these schools are defined. In consultation with the DCFS an integrated plan of activity has been agreed taking a more holistic approach on issues that influence attendance. This includes improved management information and monitoring processes, allowing quicker identification and timely responses.												
BV-38 CYP-EnA13 LAA-CYP4	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.	School Improvement	Annually %	Rise	52.2	56.5	55.9	↑	61.9	52.2	50.7	4	No concerns
Comments	The headline percentage at 5+ grades A*-C has increased again from 2006 by 3.7 percentage points. This is a significant improvement, and a rise that exceeds that seen nationally. In addition, the gap towards the LPSA target has been halved, making achievement of this target more realistic, due to improved interventions with schools. Please note that the figure reported for this indicator is the result for all pupils at the end of the key stage, which follows current DCSF target-setting guidance. The result for 15 year old pupils only (the government's previous method of calculation) is 55.7%.												
BV-39 CYP-EnA14 LAA-CYP3	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs or equivalent at grades A*-G including English and Maths.	School Improvement	Annually %	Rise	85.0	89.0	85.8	↑	91.5	86.4	82	2	No concerns
Comments	Performance on this PI shows a slight increase on 2006, but remains a priority for further improvement. Performance is strongly connected to the 14-19 planned curriculum developments across the city and ongoing improvements targeting young people at risk of low achievement or NEET. Please note that the figure reported for this indicator is the result for all pupils at the end of the key stage, which follows current DCSF target-setting guidance. The result for 15 year old pupils only (the government's previous method of calculation) is 85.4%.												
CYP-BME1	The percentage of pupils from priority Asian cohorts achieving 5 or more grades A*-C or equivalent at GCSE	School Improvement	Annually %	Rise	30.00	53.00	44.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	Standards against the headline indicator of the percentage of pupils achieving 5+A*-C grades in Leeds have improved by 7 percentage points in three years, compared to a national improvement of 4.4 percentage points. Improvements for Asian heritage groups are more mixed; there has actually been a fall in attainment for the Bangladeshi cohorts, and a smaller than average improvement for the Kashmiri Pakistani heritage cohorts, but there has been an 8 percentage point improvement observed for the Other Pakistani cohorts.												
CYP-BME2	The percentage of pupils from priority Black cohorts achieving 5 or more grades A*-C or equivalent at GCSE	School Improvement	Annually %	Rise	28.00	48.00	45.90	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	Standards against the headline indicator of the percentage of pupils achieving 5+A*-C grades in Leeds have improved by 7 percentage points in three years, compared to a national improvement of 4.4 percentage points. This encouraging overall improvement has been exceeded by the improvement in outcomes for the Black heritage cohorts; the percentage of Black Caribbean heritage pupils achieving this level of attainment has risen by 17 percentage points.												
CYP-EcW5	The percentage of 19 year olds with level 2 qualifications	School Improvement	Annually %	Rise	63.00	64.00	65.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	The rate of improvement against this indicator is good. As Level 2 achievement at 19 builds on Level 2 (5 A*-C/equivalent) achievement at age 16, our significant increases in performance at 16 over recent years will have a significant impact on closing the gap with national averages in the future. Future targets against this indicator have been set to narrow the gap to national and regional performance.												
CYP-EcW6	The percentage of 19 year olds with Level 3 qualifications	School Improvement	Annually %	Rise	41.00	45.00	41.00	↔	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	Improving Level 3 achievement at 19 is one of the key aims of the 14-19 Strategy and Review. It has also been made one of the three key post 16 funding priorities for 2008/9. Future targets against this indicator have been set to narrow the gap to national and regional performance.												

Scrutiny Board - Children and Young People Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
CYP-BeH6 LAA-CYP12	The proportion of schools that have achieved the National Healthy Schools Standard	School Improvement	Annually %	Rise	46.00	50.00	69.00	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	The programme is on target although the trajectory of achievement has slowed over the year. This is because many of the available quick wins have already been won. Of the remaining schools, roughly 50% have some development work to do in order to meet the requirements of healthy schools status. Approx 30% have thus far had priorities in their school development plans which take precedence over healthy schools work. The remaining 20% of non-achieving schools may have had a change of head teacher / Healthy Schools link teacher. In addition, during 2008/09 schools validated in 2005/06 will need to re-validate. These pressures mean that the medium-term future is challenging, but the Healthy Schools team have an action plan and performance targets for achieving the LPSA target.												
CYP-EcW2 LAA-CYP19	The percentage of 16-18 year olds that are NOT in education, employment or training (NEET)	School Improvement	Annually %	Fall	8.80	8.40	10.00	↓	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This result is currently still provisional. There has been a slight increase in the percentage of 16-18 year olds who are NEET, although this is likely to be due to a much larger fall in the proportion of pupils recorded as 'Unknown'. Pupils recorded as 'Unknown' are more likely to be classed as NEET as they have a higher probability of disengagement with the support system. Leeds has developed a NEET Strategy and detailed Action Plan, led by the new NEET Coordinator. It includes a number of key initiatives focused around pre 16 preventative work through targeted programmes for the disaffected/disengaged supported by mentoring and coaching, and intensive support for those between the age of 16 and 19 who are NEET. As the number of young people whose situation is unknown falls, a large rise in NEET might be expected, so for the NEET figure in Leeds to have remained relatively stable, even with a big fall in unknowns, is a positive development.												
CYP-EnA6	The proportion of schools that were scored 2 or better by OfSTED for overall effectiveness.	School Improvement	Quarterly %	Rise	59	63	66	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This judgement is the overarching judgement on individual school performance. As such it reflects the collective contribution of all school improvement related activity and the wider contribution of all children's services activity. This is based on 85 inspection reports received during the 07/08 financial year and shows sustained year-on-year improvement. Improvements have arisen due to a well-planned programme of support from teams across Education Leeds, and HMI reports have given positive feedback on the levels of co-ordinated and customised support from the local authority. This progress is a good achievement against the background of a more rigorous inspection framework.												
CYP-PoC3	The proportion of children and young people that report they have been bullied in the last 12 months	School Improvement	Annually %	Fall	16	N.A.	33	See comments	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This indicator has changed since it was first set, and is now measured as the percentage of pupils who say they have been bullied in the last four weeks, in line with the national Tell Us survey and the new National Indicator 69. This means comparison with the previous result is not appropriate. The baseline is from the TellUs survey carried out in the 2006/07 academic year. The rate was 3% points above the national but this is not considered a statistically significant difference, given the survey size and results are regarded as in line with national performance. Action to reduce levels of bullying is co-ordinated through the Anti-Bullying Strategy, which is hosted by Education Leeds on behalf of Children's Services. Children and young people from across the city have been involved in telling us how more can be done to stop bullying. They have attended meetings, been involved in drama, photography and visual art and taken part in a school consultation day. Work is also underway to develop a database to help improve management information around the reporting of bullying and harassment.												
CYP-ST511	The proportion of children and young people that report they have been affected by bullying, harassment or discrimination at school or in the community due to their ethnicity	School Improvement	Annually %	Fall	6.9	N.A.	11.1	See comments	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	Target is to improve by 5% in the 2008 survey. Current result is a baseline for this and is based on pilot results. Result for primary school pupils who responded to the pilot survey is 8.89%, result for secondary school pupils is 13.68%. The method of measurement has changed since 2006/07, this is now measured using the ECM survey, which means comparison with the previous result is not appropriate.												
CYPP-EcW1 LAA-CYP21	The percentage of pupils leaving year 11 that are NOT in education, employment or Training (NEET)	School Improvement	Annually %	Fall	8.2	7.1	7.4	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	This result is currently still provisional. There has been a reduction in the number of Year 11 leavers who are NEET. 15 additional Connexions PAs are in post who are focused on young people less likely to progress to EET and in particular those likely to drop out at 17. Targeted intervention programmes are in place for long term NEET and for potential NEET including 14-16 vocational programmes with clear pathways to post 16 programmes.												
LKI-NR2	Number of schools in disadvantaged communities with fewer than 30% of pupils achieving 5 or more GCSEs at grade A* to C	School Improvement	Annually numerical	Fall	5	0	1	↑	N.A.	N.A.	N.A.	N.A.	No concerns
Comments	The national floor target for 2008 is no school below 30%. Considerable progress has been made on this indicator to reduce this to only 1 school below the floor target from 7 in 2005. Overall standards have been rising in Leeds secondary schools at all key stages. Raising attainment for schools below floor target is now a key priority given the new floor targets that come into effect in summer 2009. The one remaining school below the 2008 Key Stage 4 floor target has improved by almost 10 percentage points from 2003.												

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Corporate Assessment

Leeds City Council

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

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Introduction

- 1 Comprehensive Performance Assessment (CPA) is the means by which the Audit Commission fulfils its statutory duty under section 99 of the Local Government Act 2003 to make an assessment, and report on the performance, of local authorities. Corporate assessment is one element in the overall assessment that leads to a CPA score and category.
- 2 The purpose of the corporate assessment is to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities. It seeks to answer three headline questions which are underpinned by five specific themes.

What is the Council, together with its partners, trying to achieve?

- Ambition
- Prioritisation

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- Capacity
- Performance management

What has been achieved?

- Achievement

Considered against the shared priorities of:

- sustainable communities and transport;
- safer and stronger communities;
- healthier communities;
- older people; and
- children and young people.

- 3 Corporate assessments are normally aligned with a joint area review of services for children and young people (JAR). In practice this means that the Council's achievements in relation to children and young people are assessed using the evidence provided from the JAR. In addition, examples of outcomes and activity, which are relevant to the other themes and which are identified through the JAR, are considered within the corporate assessment.

- 4 The JAR covers specific services for children and young people that are directly managed or commissioned by the Council, as well as relevant health and youth justice services provided by other bodies. It focuses on the contributions made by services to improving outcomes especially concerning safeguarding; services for looked after children; and services for children with learning difficulties and/or disabilities. The separate JAR report also covers the leadership and management of services for children and young people and, in particular, the way that such services work together to improve outcomes. The description and judgement in respect of children and young people in this report is summarised from the JAR report and the most recently published Annual Performance Assessment from Ofsted which covers all of the Council's children services.

Executive summary

- 5 Overall, the Council is performing well. Leeds City Council, with its partners, has a clear and challenging long term vision to improve the economic prosperity and the quality of life for all in Leeds. Key challenges facing the city in achieving this vision are meeting the needs of a growing and increasingly diverse population and in particular narrowing the gap for those living in the more deprived areas. This includes reducing worklessness, developing improved city and regional transportation links, providing enough affordable housing, maintaining improvements in educational attainment, further reducing criminal activity and improving the relatively poor health of the population. The Council has developed a clear longer term vision with partners which provides a strategic approach to these challenges. The Council and partners are utilising the considerable inward investment and regeneration of the city to narrow the gap in inequalities and meet demands caused by demographic changes. This vision is based on a good understanding of the national and regional context.
- 6 There has been investment in organisational development to improve the Council's capacity to deliver its ambitions. It has improved its performance management arrangements and political governance. It has streamlined and focused managerial capacity and works effectively and invests strongly in partnerships to support shared delivery of its ambitions for the city. Success is demonstrated by good community outcomes and performance against national performance indicators compared with other core cities. There are improvements in educational attainment which is now rated as good compared with other core cities, adult social care is rated as good and there have been significant reductions in criminal activity. The Council has improved its Corporate Performance Assessment (CPA) score to four-star as ranked by the Audit Commission. However, some areas of performance are poor when compared nationally. Overall satisfaction with the Council, as measured by the Best Value General Survey 2006, fell between 2003 and 2006, although the Council's own annual residents' satisfaction survey undertaken in 2007 is showing an improvement in overall satisfaction.
- 7 The Council provides strong leadership particularly at a regional level where it has developed a clear city region business case focused on improving prosperity. It has shown strong leadership in both shaping the vision for the City and delivery through the Local Area Agreement (LAA). The corporate plan translates this vision into clear priorities and ambitious targets for action. Partners are involved in setting targets within the LAA, ensuring they are both challenging and realistic. For example, significantly reducing crime levels or getting long term unemployed people back into employment. At the same time the Council is focusing service delivery more closely to community needs through the city regeneration strategy, area plans and good use of community intelligence. However, it has yet to embed some strategic agendas including those for climate change and the over 50s and it has had only limited progress in its strategic approach in partnership to health. Overall, this sets an ambitious framework for action to balance the social, economic and environmental needs of the city.

- 8 The Council effectively engages with local people and partners to ensure that it is meeting the diverse needs of the whole community. A key strength is that this engagement is ongoing; the Council regularly consults and seeks people's views through effective working with local communities which contributes to a good shared understanding of what the Council is trying to achieve. There is a strong strategic approach to diversity and this is being built upon to further embed the Council's strong approach to customer focused services.
- 9 The Council is clear and explicit about the challenges it faces in delivering its ambitions for the area. Priorities are robust and consistent with the overall vision, although links through service planning until recently have been inconsistent. It is able and willing to make difficult decisions to achieve a balance between meeting community needs and providing value for money for example, in closing residential and nursing homes for the elderly which were not providing effective care or reducing the number of schools to provide better education facilities. Effective leadership - both internally and in the community - means that partners understand and generally support what the Council is trying to do.
- 10 Council services provide value for money. While delivering many high quality services, council tax rises are below the national average and council tax levels remain at a low level. It has also worked within budget settlements by focusing resources on priorities and identifying efficiency savings. A corporate approach to achieving value for money is supported by good medium term financial planning and notable practice in its approach to procurement. Close monitoring allows early intervention and action to be taken on predicted budgetary pressures. Financial standing and management are good.
- 11 There is good capacity to deliver priorities through effective strategic staff management, supported by employee development and training to ensure that staff are focused and committed to providing customer focused services. However, while there is good departmental workforce planning this has yet to be developed corporately. Corporate governance is sound and there is good political leadership and good investment in councillor development. Political decision-making is transparent and effective, but challenge through scrutiny and scrutiny boards remains inconsistent.
- 12 Strong and highly effective partnership working in most areas is increasing capacity and providing services that are focused on user needs. The Local Strategic Partnership (called the Leeds Initiative) is a mature partnership which is effective and supported by a strategic approach to managing partnerships within the Council. As a result significant outcomes have been achieved with effective strategic and operational partnership working across most sectors.
- 13 The Council has created a robust approach to performance management with partners which is most developed in the monitoring and performance management arrangements for the Leeds Initiative and LAA. Data sharing is effective and one notable success is in the joint use of data in the Leeds Safety Partnership. However, there is an inconsistent focus on performance at team and individual level within the Council. Overall the performance framework supports improvement and enables the Council to maintain high standards of service delivery in many areas.

- 14 The Council, with its partners, can demonstrate consistent and significant achievement against its own priorities. Together they have made good progress against social, economic and environmental agendas - though progress against some targets has been slower for example, in improving worklessness and in some areas the gap around health inequalities is not being narrowed. There is a coherent corporate approach to achieving a better quality of life for all that responds to the planned regeneration agenda and the diverse nature of the population. These achievements demonstrate a proactive approach and a willingness to work in partnership to achieve real community outcomes.

Areas for improvement

- 15 The Council does not have a strategic approach to supporting the over 50s and although it supports older and vulnerable people effectively there is no coordinated approach to the delivery of services by the Council and its partners. To ensure consistently high levels of service provision for all older people the Council needs to develop and embed a coordinated approach to supporting all over 50s.
- 16 The health of the city remains poor in some areas in comparison to other areas of the country. While there has been some progress in improving health in some targeted areas this remains inconsistent while health inequalities are also not significantly reducing. The Council needs to strengthen its strategic approach in partnership to ensure it has a greater impact on reducing health inequalities and improving the health and wellbeing of the local population.
- 17 While scrutiny has improved with the introduction of seven new Scrutiny Committees these still remain inconsistent in their approach to challenging policy development. As a consequence effective challenge to the Council through overview and scrutiny remains inconsistent. Further development is required to ensure a robust approach for all scrutiny boards and call-in arrangements need to be reviewed to support a fair and effective approach.
- 18 There is no consistent approach to individual performance management. While most staff receive appraisals these are not consistent across the Council and mainly focus on development needs. The Council needs to introduce target setting and review for all staff. Workforce planning is not developed corporately and does not yet involve partners fully and therefore the Council cannot be sure it is using its capacity as effectively as it could and ensure the organisation is fit for purpose in meeting its long term ambitions. The Council should develop a corporate approach to workforce planning.

Summary of assessment scores

Headline questions	Theme	Score*
What is the Council, together with its partners, trying to achieve?	Ambition	4
	Prioritisation	3
What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?	Capacity	3
	Performance management	3
What has been achieved?	Achievement	3
Overall corporate assessment score**		3
*Key to scores		
1 – below minimum requirements – inadequate performance 2 – at only minimum requirements – adequate performance 3 – consistently above minimum requirements – performing well 4 – well above minimum requirements – performing strongly		

**Rules for determining the overall corporate assessment score

Scores on five themes	Overall corporate assessment score
Two or more themes with a score of 4 None less than score of 3	4
Three or more themes with a score of 3 or more None less than score of 2	3
Three or more themes with a score of 2 or more	2
Any other combination	1

Context

The locality

- 19 The City of Leeds is in West Yorkshire and is the second largest local authority in England covering an area of 552 square kilometres. The city is the regional capital of Yorkshire and the Humber and comprises of three distinct areas. The inner city which has the business and commercial sector, the suburban ring which comprises of densely populated housing and some of the more deprived areas and a large sparsely populated rural hinterland with small market towns. Geographic and transport links between these areas are difficult and delivering accessible services in these distinct environments is a major challenge to the Council and its partners.
- 20 Leeds has a population of around 750,000 people which has rapidly grown over the past decade and is becoming more diverse with over a 130 nationalities represented. There is an increasing elderly population which is projected to significantly increase over the next 20 years, especially in the over 85s. In response, the Council has developed a strategic approach to targeting service to the elderly and frail but this will still place further challenges for the delivery of services to support independent living and provide social and nursing care. Ethnic diversity is relatively high for the region at just under 11 per cent but is around 17 per cent for primary school children. Although increases are projected for this sector of the community there are also marked increases in migrant workers and asylum seekers which are starting to impact on the community and the delivery of services.

- 21** Overall, Leeds ranks 63rd out of 149 in terms of the government indices of deprivation (where 1 is the most and 149 the least deprived). As a result, it now only receives limited European and transitional funding from Government. However these figures disguise the fact there are areas of deep seated deprivation in certain parts of the city with 21 per cent of super output areas in the 10 per cent most deprived and 32 per cent are in the 20 per cent most deprived when compared nationally. In contrast there is also a large and relatively prosperous rural area which has the affect of mitigating the impact of the deprived areas on the city's overall deprivation ranking. Leeds has developed a generally thriving economy with large amounts of economic regeneration and investment of over £3 billion over the last decade. The area has benefited from its location as a regional centre to produce higher average income levels than many cities in England. Investment has ensured a diverse economy based on retail and service industry together with manufacturing and small businesses. Many businesses have located to the area increasing the demand for skilled labour. One significant issue is reducing barriers for getting people from long term unemployment and on benefits into work. The thriving economy has helped drive population growth, counter to the position in other parts of northern England and this has put pressure on the provision of new and affordable housing requiring many workers to live outside the city and commute. There has been significant growth in housing resulting in 319,000 homes currently in the city, 60,000 Council owned, and this is projected to rise by a further 12 per cent by 2021.
- 22** Some education levels are improving at higher than the national average with 56 per cent of pupils achieving five or more grade A-C at GCSE level in 2007 which is amongst the best when compared to other core cities. The number of schools below the national floor target has fallen from 33 per cent to 5 per cent since 2003. The health of the city is comparatively poor, linked to areas of deprivation including comparatively high mortality rates and teenage conceptions. There have been significant improvements in recent years in reducing criminal activity but incidents in many areas and the fear of crime remain above the national average. Although economic activity is increasing there are significant pockets of worklessness but employment levels are high relative to other core cities.
- 23** The area's proximity to major road networks, rail links and Leeds/Bradford airport ensures that the area has good transport links to the rest of the country. However, there is demand for good citywide affordable transport to increase access. Delivering growth and providing appropriate infrastructure while protecting the environment and improving the quality of life for all are key challenges facing the Council.

The Council

- 24 Leeds City Council is long established and is one of the Government's defined core cities. A Joint Conservative/Liberal Democrat administration took control in 2004 that resulted from no overall political majority for a single group. Formal leadership is rotated every six months. Of the 99 council seats Labour holds 44, Conservatives 23, Liberal Democrats 22, Morley Borough Independents 5, Green Party 3, BNP 1 and Independent 1. Political direction is provided by an Executive of 10 councillors who, together with the Leaders share responsibility for the Council's work. There are a number of Policy (scrutiny) Boards whose chairs constitute the overview and scrutiny committee enabling a broader range of councillors to get involved in policy making decisions. There is also a range of non-executive and regulatory committees, for example, covering development control, standards and appeals and complaints.
- 25 The Council employs 35,000 staff (including school based), making it one of the largest employers in the area. Staff leadership is provided by the Chief Executive, Deputy Chief Executive supported by two Assistant Chief Executives and five Strategic Directors while responsibility for service delivery is delegated to Heads of Service. The Council has structured its services into four thematic directorates and a central functions directorate.
- 26 The Council plans to spend (gross) £2.8 billion, including Dedicated Schools Grant, on services in 2007/08, with a capital programme of £3.98 billion. The council tax band D level is £1,182 which is one of the lowest nationally.
- 27 The Council was assessed under the Audit Commission's corporate performance assessment process in 2002 and 2003 as 'good' and as 'excellent' in 2004. Under the revised CPA methodology the Council was judged as; four-star which has been maintained in 2007'.

What is the Council, together with its partners, trying to achieve?

Ambition

- 28 The Council is performing strongly in this area. It has very clear ambitions for the city and region and demonstrates strong leadership in meeting international, national, regional and local challenges through a well developed strategic planning and delivery framework. It has developed a clear and challenging long term vision for the future, based on strong and ongoing engagement with partners and local communities. The LSP (called Leeds Initiative) is very well established and has extensive participation by senior partners. It shows strong ownership of the vision, and has developed a long term community strategy with a clear agenda for action. Overall the Council has a clear understanding of the underlying needs of the region and its role in meeting them.
- 29 The Leeds Initiative has two complementary ambitions in its vision and community strategy. 'Going up a league', which focuses on further improvements to the city's economy, and 'narrowing the gap', which focuses on ensuring everyone in Leeds benefits from economic success and good quality of life. These ambitions reflect challenges relating to Leeds which are to maintain a thriving economy and regeneration of the city, reduce crime, improve education, provide new and affordable housing while reducing inequalities. Its 20-year vision, developed to meet these challenges, states that in 2020, 'Leeds will be an internationally competitive European city at the heart of a prosperous region where everyone can enjoy a high quality of life'. To achieve these ambitions the Council and partners have already attracted £3.2 billion of investment and a further £7.2 billion is planned.
- 30 The community strategy sets out a clear agenda for action. To support the two main ambitions there are eight key themes which are that by 2020 Leeds will be an internationally competitive city and region, have a reputation for environmental excellence, be a centre of excellence for cultural activity, be a fair city where people from all backgrounds take part in community life and be a healthy city. These themes are supported by clear objectives that set an agenda for action. To support these objectives are action plans with medium and long term priorities which are supported by measurable targets. These action plans reflect the views of partners and local communities. Priorities are annually reviewed and set a clear framework for action to meet the social, economic and environmental needs of the area.

- 31 The achievement of this vision is supported by highly effective partnership working and a good framework for delivery within the Leeds Initiative. This is based on a mature partnership formed in the early 1990s which has received external accreditation 'green light' awards for the past three years. Senior councillors provide support and leadership to the partnership while there has been significant funding provided by the Council exceeding £600,000 a year. This has helped develop a strong recognisable and independent brand for partnership working in Leeds. There has been significant improvement in sharing data with partners which is helping reduce duplication and focus attention on areas for improvement. A particularly strong example is the integrated work of the Safer Leeds partnership in reducing crime.
- 32 The Council is recognised by partners and increasingly by Government as a strong regional leader where it effectively champions the development of the wider city region. It has, with its partners, developed the 'Leeds' brand for this region which it is using to champion the region as an area for investment not only nationally but from Europe. Over, 75 per cent of jobs in Yorkshire and Humber in the next decade are expected to be generated in Leeds city region. However, the Council and its partners have not developed clear measurable outcomes relating to their ambition of becoming a successful European city. Following the success of its first Local Public Sector Agreement (LPSA 1) the Council is providing strong leadership in developing the second Local Area Agreement (LAA). Responsibility for delivering the many targets across the Government's shared priority areas are clearly allocated and effective monitoring arrangements are in place. This provides a good basis for developing a shared understanding, pooling of resources and a collective focus on meeting regional and local needs.
- 33 Partnership ambitions have significant breadth covering international, national, regional and local aspirations. To achieve this, the Council has effectively translated the 20-year vision and strategy for Leeds into its own plans and strategies. The corporate plan 2005-2008 establishes a three year vision that directly outlines how it will deliver its responsibilities within the community strategy through seven high level ambitions which are reviewed annually. This sets out what the Council intends to do each year with specific priorities and targets identifying how success will be measured. Underpinning this are key strategies such as the children's and young people's plan, and the plan to regenerate the city, which are well aligned with the corporate plan and community strategy. For example, the City has established the Strategic Affordable Housing Partnership to deliver 1,100 affordable homes each year until 2020, including 335 each year on Council owned land. The Council is developing a joint community strategy, LAA and corporate plan to be implemented in April 2008. This will streamline strategic planning and further integrate the Council's ambitions and priorities with those of the Leeds Initiative which has supported clear understanding of Council and community priorities by stakeholders.

- 34** The Council's ambitions are based on a good understanding of need through extensive engagement with stakeholders and local people. Effective use of different methods of consultation is supported by good use of community intelligence which is delivered through a corporate engagement policy and toolkit. This has helped inform the ambitions of the Council and its partners for example, on the need to reduce worklessness, reorganise health data to neighbourhood levels and target activity to reduce crime. Activity is targeted to areas of most need as a result of good use of local intelligence for example, the regeneration of areas in the east of the city which are more deprived. Consultation on the community strategy and various Council strategies have also informed and shaped these documents. Consultation is ongoing in local communities through area forums and there are targeted approaches to what is perceived as hard to reach groups. Policy changes as a result of consultation are evident, and good feedback is given to those who have been consulted. This level of engagement and the clarity of presentation of Council plans contribute to good shared understanding among partners and stakeholders of what the Council is trying to achieve and their role in delivery.
- 35** The Council is ambitious for itself as well as the region and city it serves. It aims to be a more efficient and effective Council with two of its seven ambitions focused on improving services and staff performance. All its stated high level ambitions require effective cross-cutting action both across the Council and with its partners which is clearly understood by councillors and staff. Ambitions are realistic and have to be delivered within the budgetary constraints imposed by the corporate drive to secure annual efficiency savings and maintain low levels of council tax. These are key challenges for the Council and its partners but do ensure that its ambitions are challenging, but realistic.
- 36** The Council has demonstrated good community leadership in balancing the needs of the business sector in regenerating the city together with the supporting infrastructure. It is also ensuring the needs of its more deprived communities are addressed through social regeneration projects. Through the Leeds initiative and active involvement in area forum, councillors have helped shape the vision for the city and also been involved in making difficult decisions. These have included residential and nursing homes for the elderly closures, school closures, rebuilding programmes and changing the eligibility criteria for adult services. Overall these decisions have been managed well and have resulted in better services. There are good outcomes including the provision of many regional facilities in the city and the recent sale of the Leeds/Bradford airport to attract suitable investment for the expansion of facilities and the financial benefits this brought partners. Other regional agencies regard the Council as providing good regional leadership including Government Office and the Regional Development Agency. Overall the Council is effectively helping to shape the future of the city and region while ensuring it has the infrastructure to support planned regeneration that the whole city benefits from.

Prioritisation

- 37** The Council is performing well in this area. It has established priorities that reflect local needs, support the Council's ambitions and respond to regional and national agendas. A robust delivery framework is in place to ensure that resources are allocated to priority areas. There is a strategic approach to diversity and vulnerable people and hard to reach groups are effectively engaged. Overall the Council knows what matters most to local people and concentrates its efforts accordingly.
- 38** Priorities clearly reflect the key challenges, needs and context of a large and diverse area. These priorities are outlined within the current corporate plan (2005-2008) and support the ambitions contained in the community strategy. Priorities are grouped under seven themes and include creating a leading city in Europe with an international reputation, reducing health inequalities and the impact of poverty on health and targets for reducing unemployment to groups receiving benefits or living in deprived areas. Priorities are reviewed through the annual council plan to reflect changing community needs while councillors are involved in reviewing priorities within their own portfolio areas and strategically through the executive. The Council's localised approach through good use of neighbourhood intelligence, area forums and ongoing targeted engagement is a notable strength. At a strategic level regional partners are effective in ensuring a coordinated approach to regional prioritisation. This allows the Council to remain focused on issues such as regional housing growth or transport infrastructure and more local issues including breaking down barriers to get people into employment.
- 39** Priorities reflect local needs. In addition to the seven corporate priorities there are five specific priorities which local communities have identified as areas for improvement. These include repairing roads and pavements and creating more activity for teenagers. Priorities are effectively publicised with outcomes reflecting key community and internal interests including value for money. Each priority area is well defined and has a series of measurable short and medium term targets and outcomes which are regularly monitored and translated into the Council's strategies.
- 40** There is effective engagement with most sectors and stakeholders to ensure that priorities meet the diverse needs of different communities. For example, effective dialogue with specific local communities enabled them to generate suggestions to improve their neighbourhoods which were then actioned. Other more strategic examples include dialogue with the business, environmental, voluntary sectors and local communities on regenerating east and south east Leeds which will bring investment of an estimated £1 billion over the next 20 years. Ongoing engagement with all sectors and levels within the community using different mechanisms is a particular strength. This has resulted in good action planning, stronger networks and improved results such as implementing local projects that are having a real impact in improving local communities.

- 41 The Council has a strong strategic approach to equalities. It has a well established corporate equalities board supported by an equalities team. Engagement takes account of the need to target hard to reach groups for example with disabled people on the provision of adaptations to Council services to meet their specific needs. Effective engagement with some groups including older people and migrant workers has informed the Council and its partners on further actions required to support these sectors of the community. There is a clear and comprehensive equalities strategy with action plans to improve its approach externally but also internally in raising a wider awareness with staff of dealing with customers from diverse backgrounds. Overall, there is an integrated approach to targeting diverse groups and individuals and involving them in shaping services which more closely reflect individual needs.
- 42 Partners and stakeholders are effectively engaged in setting priorities and realistic but challenging targets. Through the Local Area Agreement (LAA), good and sustained focus is placed on tackling both local and national issues and partners work together to drive solutions through setting targeted outcomes. For instance, criminal activity has been high in Leeds and as a result of targeted activity in partnership there has been significant reduction in recent years. The Council has led engagement with the community and partners to develop priorities for negotiations with Government Office on targets for the new LAA. Stakeholders have also contributed to other strategies and plans to develop realistic, outcome based targets, for example, to reduce health inequalities. Staff are also involved in target setting at a service level, ensuring realistic service targets are set based on the knowledge and experience of those delivering services. Priorities are clearly understood by external stakeholders and staff and are reinforced through effective communication. This contributes to a shared ownership of what the Council is trying to achieve.
- 43 Robust financial, planning and performance management frameworks are used to maintain a strong focus on delivery of priorities. The medium term financial strategy is aligned with the current corporate plan with intention to update this to support the new combined community and corporate plan. Through an effective approach to value for money and efficiency savings the Council has focused resources towards priority areas including reducing criminal activity, creating a better environment for people to live in and targeting frail and vulnerable older people to receive higher levels of care. Performance management also supports the delivery of priorities through effective monitoring of progress and target setting. As a result there is a clear framework and understanding to ensure effective allocation of resources to priority areas.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

Capacity

- 44 The Council is performing well in this area. There is strong corporate governance, effective financial management and staff and councillor capacity is good, enhanced by a strategic approach to project management and notable practice in procurement. Risk management and ICT are supporting the delivery of customer focused services. Partnership working is strong in most areas. There are some weaknesses including the lack of consistent challenge through scrutiny and the lack of a developed corporate approach to workforce planning. However, overall the Council uses its resources very effectively and is seeking to further increase capacity through an internal modernisation agenda.
- 45 Councillors and officers are clear about their roles and responsibilities. This is enhanced by good and effective working relationships. The Council's joint leadership approach works well with clear internal and external leadership and decision making which is based on community outcomes and not along political lines. Portfolio holders provide good leadership in their areas of responsibility and champion some cross-cutting areas, including diversity. This enables effective engagement of councillors in making strategic and policy decisions, allowing officers to focus more on operational issues. The Council has transparent and broadly effective decision-making processes. Portfolio holders are openly accountable for the delivery of service and cross-cutting targets. There are sound arrangements for ethical governance with an active standards committee which is promoting greater awareness of governance and standards at its meetings. Councillor skills are developed through induction, specific targeted training and the Council has achieved charter mark status for its training framework including personal development plans for portfolio holders. This is building on the already strong capacity of councillors to play an active part in the decision the making process.
- 46 Overview and scrutiny is improving but not delivering a consistent and effective challenge. Call in arrangements are not as effective as they could be, which has resulted in few call ins in recent years. While scrutiny has been enhanced by using policy boards which allow a broader range of councillors to get involved in policy making decisions these are currently operating inconsistently. Some boards effectively challenge at a policy development stage while others are not challenging at this stage which has resulted in scrutiny not providing consistent challenge in this area.

- 47** There is a very strong focus on financial management and financial control is good. Councillors, managers and staff give high priority to balancing budgets and achieving value for money (VFM). The Council is aware of its relative costs and performance. Activity-based budgeting focuses managers' attention on delivering VFM in their services and achieving substantial efficiency savings of around £70 million over the past two years. Costs are low for some services, complemented by good and improving performance. Where the Council has increased costs this is commensurate with improving services. The Council ensures that its resources are used cost effectively.
- 48** The Council's financial plan is robust and underpinned by effective management and control. The medium-term financial planning process ensures resources are linked to current priorities and that the Council is aware of potential future funding shortfalls. The Council is developing longer term financial planning to support the longer term community strategy and align with the revised priorities. Effective monitoring ensures that resources support priorities and areas of underperformance, for example, reducing criminal activity or improving planning services. No significant departmental overspends have occurred in recent years and the Council has been very successful in leveraging external funding particularly through PFI schemes. For example, in the building of new schools to support improved educational attainment and street lighting which is impacting on reduced crime and fear of crime. The Council is managing its risks through a strategic approach and service risk registers which identify key operational and generic risks. A corporate approach to project management and notable practice in the Council's regional approach in procurement is further enabling it to make best use of capacity. This helps the Council focus its resources on areas of greatest need and maximise outcomes for the community.
- 49** Staff capacity is good and supported by a strategic approach to human resource (HR) management which links to the Council's priorities. The Council has a people strategy and action plan to ensure a more strategic and consistent approach to personnel policy. It achieved organisation wide investors in people (IIP) in 2001 and then also attained the IIP Leadership and Management Standard in 2005 demonstrating a strong commitment to developing its staff supported by effective internal communications. Management capacity is being increased through a more structured approach to management based competency and leadership training. A recent staff survey indicates high levels of staff satisfaction while good progress is being made on the implementation of the new single status job evaluation scheme. Capacity is further supported through flexible working policies, reduction in sickness absence and generally effective recruitment and retention which enhances the Council's capacity to deliver its priorities.

- 50** Some aspects of corporate personnel policy and workforce planning are not consistently implemented. In some departments the implementation of personnel policies has been inconsistent through local interpretation. This is being strengthened through personnel department restructuring which is already impacting on a more consistent approach. There are departmental workforce plans but the Council has yet to implement a corporate approach to workforce planning across the organisation or externally with partners. As a result the Council cannot be sure that it is shaping its staffing resources to meet its long term ambitions.
- 51** The Council makes good use of IT, particularly to improve customer access to services. This is guided by a highly effective strategic approach and a considerable investment improving the functionality of internal systems. Key elements are the customer contact centres and interactive website which has been externally accredited. Use and satisfaction with the telephone contact centre has steadily increased and face to face service centres enable good access across the city to a wide range of services. IT systems are used effectively to support performance management information through an accessible system and also through systems to share partner information on performance. Access to IT is improving for all sectors of the community and is resulting in greater take up of services via the website. This helps users to access services remotely, which is particularly relevant for people living in outlying areas or in deprived communities where local access reduces the need to travel.
- 52** Strong and well developed partnership working is a particular strength and is central to delivery of the Council's aims across all sectors. The Council seeks to work and engage with partners in all areas of its activities and is considered as an effective partner by most external stakeholders. Of the many examples, there are notable achievements in the integration of services in the Leeds safer partnership or the maturity and effectiveness of the Leeds Initiative. Other notable areas are the Council's partnership working with neighbourhoods through area forums and plans, and the joint working on the redevelopment of the city which is resulting in large amounts of inward investment. The Council has developed a strategic approach to partnership working through use of service level agreements (SLAs) while capacity is being built in the voluntary sector through direct Council support enabling the delivery of many services, particularly for older people through this sector. This demonstrates commitment to build stronger and effective arrangements that are responsive to local needs and increase capacity both for the Council and its partners.

Performance management

- 53 The Council is performing well in this area. A clear, open culture of performance is in place engaging partners, councillors, senior managers and understood by key staff. This is supported by an effective performance management framework which enables the Council to focus not only on service improvements and performance indicators but cross-cutting issues including diversity and customer focus. Monitoring is systematic and focussed with appropriate involvement of councillors and senior managers with the Council making good use of customer feedback to drive improvement. Performance management with partners is strong, supported by the alignment of Council and partners' plans and a clear approach to monitoring outcomes led by the Council. There is not yet a consistent approach to managing the performance of individuals in the Council. Overall performance is improving in most priority areas and where it is not, action is being taken to address it.
- 54 Performance management with partners and data sharing is strong and is part of the performance culture. At a strategic level the LAA and performance group on the Leeds Initiative manage performance against agreed targets and challenge areas of underperformance. The Council uses detailed information on its most deprived neighbourhoods to target resources, in partnership, to reduce inequalities. A good example is in Community Safety where there is integrated working and use of performance systems with West Yorkshire Police which has helped to significantly reduce crime levels and improve community safety. This model of working is beginning to take effect in other areas of the Council including children and younger people's health.
- 55 There is a strong performance culture in the Council which is supported by robust performance management and reporting arrangements. The Corporate plan and LAA provide a focus, setting priorities for action and monitoring performance against these. Quarterly reports provide very clear data on areas of poor performance or exceptions and describe action that has been taken. These reports include helpful trend information and data quality indicators which help drive improvement in poorer performing areas and enable councillors and managers to take appropriate actions. There is clarity on responsibilities for tackling under-performance through the LAA code of governance and within the Council. As a consequence performance is reviewed at the appropriate stage within a clear internal framework and at a wider partnership level. Under-performance has been targeted in key areas such as street cleanliness where LAA and corporate plan targets were set for improvement, additional resources allocated and performance has improved which has been recognised by residents.

- 56** Councillors are effectively engaged in performance management. Performance reports are considered by the executive, overview and scrutiny and relevant scrutiny boards, which are increasingly able to demonstrate their impact in some areas. Scrutiny does appropriately challenge poor performance in key areas. A recent example is the children and young people's scrutiny board's investigation into adoption. This focused on speeding up the process and increasing the pool of people willing to adopt which has resulted in a marked increase in adoption rates. Other examples of using performance information to improve outcomes include the use of road casualty information in specific neighbourhoods and the use of local data to reduce deprivation particularly around crime and grime. There is regular performance review between portfolio holders and the appropriate corporate or operational directors enabling councillors to challenge performance across the Council effectively.
- 57** Senior managers have clear targets and these are regularly reviewed to ensure progress but this is not consistently in place throughout the organisation. Appraisals for front line staff are more focused on development needs and there is a lack of consistency for the review and setting of individual targets and objectives. Target setting is predominantly SMART but there are a limited number of areas where this is not the case. In addition, the presentation of service plans was up until this year inconsistent. Inconsistencies in target setting and presentation of service plans do not support the embedding of a performance culture to all areas of the Council.
- 58** The Council uses intelligence and customer feedback to improve performance. Good use is made of benchmarking with similar organisations to drive improvement while performance is effectively reported to the public through Council publications, the website and other media. Customer feedback is used to improve performance corporately and departmentally. For example, customer feedback has been used in city services to improve performance of bulky waste collections resulting in a significant fall in complaints. Complaints are logged centrally and recurring themes are identified and addressed. Yearly comprehensive satisfaction surveys are carried out with residents which allow a detailed analysis of responses down to a neighbourhood level, analysis of trends and assessment of the impact of initiatives. There is effective use of external challenge to drive improvement through use of consultancy and effectively responding to recommendations contained in inspection and audit reports. This has included using consultancy to help create a service prioritisation model and Leeds University to measure deprivation trends to help target resources and drive improvement.

What has been achieved?

- 59** The Council is performing well in this area, and can show significant achievement across the shared priority areas. Key achievements, linked to local ambitions of 'going up a league' and 'narrowing the gap' include raising economic prosperity, reducing inequalities in specific communities, improving housing, improving educational attainment and significantly reducing crime levels. Other achievements include supporting independent living for the elderly with high standards of social care, and a regional approach to promoting cultural activities with nationally and regionally important facilities including the relocation of the Royal Armouries to the city. However the Council has not achieved all it wants in some areas, for example, there has been a widening of the gap in some communities around health inequalities and although there has been significant investment in the planning service, performance remains below average, although improving. Achievements show a regional focus but also reflect local need and this is a significant strength of the approach taken by the council.
- 60** Partnership working to improve community cohesion is successful with reductions in anti social behaviour and the fear of crime. Customer contact centres and an accessible web site are improving access to services for all areas of the community. There have been notable developments in some areas around healthier communities where there are good examples of partnership working and successful outcomes including smoking cessation. However, a strategic approach for reducing health inequalities has yet to be implemented. The delivery of services to older people has improved with innovative approaches in partnership, improving the quality of life for the over 65s but the Council has yet to implement a strategy of supporting the over 50s. Overall, the Council is performing well to meet the needs of children and young people and the capacity of the Council to improve based on its track record is good.
- 61** A strong approach to working in partnership has meant that many of the achievements are jointly owned. There are very strong links with the voluntary sector and the Council is using its expertise and experience to further promote capacity-building and target consultation to diverse communities. This has resulted in greater accessibility and more focused service delivery to meet the needs of particular communities. The Leeds Initiative is particularly strong and achieving real outcomes for the community supported by improved joint performance management and data sharing. Joint working and the introduction of some integrated budget arrangements are delivering more efficient joint service delivery particularly around community safety. The achievements testify both to the Council's effective work in partnership and to its own efforts.

Sustainable communities and transport

- 62 The Council has a good strategic approach to sustainable communities, focussing with its partners on moving up a league economically and narrowing the gap between its best performing and most deprived areas. This is consistent with the long-standing 'Vision for Leeds'. It has set ambitious targets for moving its already thriving economy up a league and taking its place amongst the top performing European cities; although how this will be measured has yet to be defined. At a national and regional level, the Council is helping to develop the profile of the region and it has gained support with partners for Leeds as the driver and focus of the city region's economy with successful outcomes including the sale of the Leeds/Bradford airport.
- 63 Employment levels in Leeds are high with 59,000 new jobs created in Leeds in the last decade. This reflects a 15 per cent increase which is above the national average. Income levels are high relative to other core cities and increasing. This reflects the strong record of the city in attracting new employers in both the public and private sectors. Gross Value Added to the economy has increased above national average levels, and levels of multiple deprivation are also reducing as a result.
- 64 The Council and partners have not yet made a significant impact on their target to reduce worklessness. The number of people on key working age benefits has not come down in the most deprived areas. The Council has established commissioning arrangements with partners to target the key groups and areas, based on shared detailed analysis. There are examples of best practice of working with the private sector such as the job guarantee scheme agreed with retail employers. The Council has shown leadership through initiatives such as the Contact Leeds Academy which trains and employs long-term unemployed people in its call centre. Actions such as these are starting to have an impact but long term worklessness remains a key issue for the city.
- 65 The Council has made good progress towards the decent homes standard, and is being proactive in addressing the needs of a growing and increasingly diverse population. The Arms Length Management Organisations (ALMOs) for housing are working well with the Council on ambitious regeneration schemes such as the East and South East Leeds project (EASEL). Although the Council is achieving targets in line with its housing and planning strategies, affordable housing remains a challenge, particularly in the more prosperous areas of the city. The Council has revised its Supporting People strategy to ensure the needs of vulnerable people can be met. However, progress in moving people from temporary accommodation is slow. Residents' satisfaction with the Council on housing remains in the bottom quartile and satisfaction has declined steeply amongst the BME community. However, overall the Council is meeting need for most.

- 66 The Council recognises the importance of the private sector to the continuing prosperity of the city. The stock of businesses registered for VAT increased by 4.7 per cent and has played a significant role in attracting new businesses to invest. It has also recognised the role it can play in reducing burdens on business, for example by procurement geared to local businesses. While its own planning performance has been significantly below average it has recently invested in this area and performance has improved to just below the national average. The majority of private sector investment has been in the city centre, and this has not always benefited more deprived communities. However, over the past two years this has changed, through the City Growth Initiative, and now through the Local Enterprise Growth Initiative programme. These programmes target investment in enterprise at the most deprived communities across the city for example, in Gipton. The Construction Leeds Partnership has helped train over 250 local people with 56 being placed into jobs, and over 650 local people have been helped into work in the health sector by the Council and NHS Trusts working in partnership.
- 67 Public sector investment in Leeds is helping to reshape communities affected by deprivation. Six primary care schemes have been completed under local improvement finance trust arrangements (LIFT) across the city with a further six to be completed in 2008. The Council is working closely with Yorkshire Forward on major housing, transport and business developments in Holbeck Urban Village and Aire Valley.
- 68 The Council is making adequate progress on environmental issues and climate change. It is developing a strategic approach to creating a sustainable environment in the city but this is at an early stage. It has a waste strategy in place, an approach to climate change is being developed and it signed the Nottingham Declaration in June 2006. However, it has not yet embedded sustainability into its planning processes. There has been good impact on reducing waste and steady progress with recycling but this still remains bottom quartile when compared to other councils. Green spaces in the city have received significant investment, particularly parks, resulting in increased visitor numbers and improved satisfaction. Air quality has improved.
- 69 There is a good focus on cultural activity and facilities. This builds on established venues and events with a national reputation such as the West Yorkshire Playhouse and Leeds International Pianoforte Competition, and now reflects the diversity of the city's population. Over £150 million in capital investment is now underway, including the refurbishment of the City Museum and plans for an Arena while the relocation of the Royal Armouries was the first by a major national collection. Marketing Leeds is the city's destination marketing agency, created by a partnership between the public and private sectors and it is achieving success in marketing the city on the basis of its cultural and leisure attractions, as well as its retail strength. As a result, the city is increasingly seen as an attractive destination for visits and stays.

- 70** The Council has worked well with partners to integrate its planning around transportation with some good outcomes. It has secured private sector investment for the East Leeds link road, and has an effective private sector partnership for highway design. Over 100,000 people commute into the city each working day, and there has been a good focus on improving their journey by the city and neighbouring councils. The inner ring road is now nearing completion. There has been significant investment in Leeds Central Station. Use of bus priority lanes is extensive on key routes. As a result, there has been improvement in the use of public transport, although there remains a recognised need to develop the public transport strategy further in the wake of the bid for a 'Supertram' being rejected. The Council has further plans developed to meet these future challenges, for example by bus-only routes to link the Aire Valley with neighbouring deprived areas, and through giving priority to multi-passenger car use on the East Leeds Link.

Safer and stronger communities

- 71** The Council and its partners have made significant progress in the reduction of crime and the fear of crime. There is a strategic approach to safer and stronger communities which is clear and outlined in community and Council priorities. The Council has taken a leading role in helping to reduce crime. This has resulted in 86 per cent of crime indicators improving and overall crime has reduced by 23.6 per cent over the last three years, although crime still remains high when compared nationally. This is reflected in the fear of crime which although reducing remains slightly above the national average.
- 72** The Council and its partners understand the impact of its services on the delivery of community safety priorities and outcomes. This has been achieved by targeting resources to specific areas and effective integrated working with police and other agencies. The Leeds Safety Team is an integrated team of Council and police staff which focuses resources, effectively sharing data while ensuring all Council and police services work together to support community safety. Another example is Operation Champion which targeted high priority areas and local communities in reducing criminal activity and antisocial behaviour by addressing key environmental issues over a three day period in a partnership. This has resulted in a reduction in criminal activity in all the 17 community areas targeted.

- 73 Partnership working and a targeted approach have resulted in reductions in crime and increase in reassurance. The latest residents' survey shows that people feel safer with a seven per cent increase in people feeling safer walking alone at night and less people are concerned with anti social behaviour. The city centre is covered by a comprehensive CCTV system which has contributed to a reduction in incidents while many of the city's car parks meet the safer car parks standard. Responding to residents' consultations, the Council has worked closely with the police introducing Police Community Support Officers (PCSOs). There are currently 392 PCSOs of which 170 are funded by the Council. They have been involved in dealing with 3,175 incidents, spending 85 per cent of their time working in local communities. The Council has implemented a scheme which has helped support the victims of crime, reduce burglary and identified vulnerable people. A dedicated officer has given practical support and advice on replacing locks and improving security to almost 3000 properties. These schemes not only support the victims of crime but also helped reduce burglary by 50 per cent since 2003/04.
- 74 The Council and its partners have good arrangements in place to deliver initiatives to reduce antisocial behaviour (ASB) which is a clear priority in the Safer Leeds strategy and is resulting in positive outcomes. The most recent residents' survey indicates that residents feel the level of ASB is reducing after a number of years of increases. Good partnership working and community engagement was recognised when Leeds became a Respect Action Area in 2006 giving the Council more resources to increase enforcement and family support. A dedicated antisocial behaviour unit has led and developed extensive partnership working and community engagement. Activities are based around prevention, enforcement and victim support which demonstrates that a rounded approach to ASB is in place illustrated by the effective use of ASBOs. There is also a range of prevention schemes for example, an alley-gating scheme and investment in improved street lighting. The Council have an ASB dedicated hotline which has received 6,500 calls since April 2005 and is helping to target activity and provide effective response to individuals, partner agencies and local communities. Acceptable behaviour contracts are also used avoiding the need for further action in many cases.

- 75** The Council has introduced several initiatives which are having a positive impact for those effected by drug and alcohol abuse. There is a good understanding of local needs and partners in the Drug and Alcohol teams to co-ordinate activity in line with clear targets set out in the Safer Leeds strategy. A Drug Intervention Programme was set up in 2003 and over 3,800 people have accessed the programme with 79 per cent retained in treatment for over twelve weeks. There is specific targeting of vulnerable groups such as fast tracking prostitutes into the programme. Access to intensive support from a support worker and offender manager is available for those who continue to commit crime and this is reducing re-offending. The Council and partners have targeted alcohol related violence in the city centre including extending the existing pub watch scheme, taxi marshals and better late night transport resulting in a 19 per cent reduction in alcohol related violent crime. The Council has recently developed an alcohol misuse strategy for 2007-2010 which ensures that the existing multi agency approach which articulates the Prevention, Control and Treatment strategy and delivery mechanisms and links to 'well being' strategies integrating the activities of the Council and its partners.
- 76** Good progress is being made on improving road safety. The number of people killed or seriously injured on Leeds' roads is the lowest since 1987 and has reduced by 22 per cent since 2001. The Council through a variety of schemes has succeeded in reducing child casualties and is on track to achieve its 2010 target. The targeted campaign in primary and secondary schools where accident rates were particularly high has been successful and has reduced by around 50 per cent with the programme now being taken up by other schools in the city.
- 77** Up to date and well resourced emergency arrangements are in place working across the Council and partners, which were fully tested in recent flooding. There are good co-ordinating activities and evacuation arrangements with the business community as part of its voice alert system to avoid traffic build up during an emergency. The Council published award winning guidance which resulted in a good response during the floods. It works with other partners in West Yorkshire in developing the Community Risk Register. This is backed up by a Leeds-wide register which links directly to the Council's operational and strategic risk register and ensures an integrated approach to Council and community risk.
- 78** The Council has a strong and progressive approach to building community cohesion. There are policies and procedures in place for addressing disadvantage and the Council uses community engagement to inform its approach to building stronger communities. The Council is developing its approach to monitoring and measurement and has published a report on progress in strengthening community cohesion illustrating many positive outcomes. Other positive outcomes include the Community and Civic Pride awards, the streets are cleaner with one disadvantaged local community winning Silver Gilt Award in the 2007 Britain in Bloom. There is a positive response to safer communities with the Council and its partners' approach to arrests connected with the London bombings with public reassurance, communication and positive engagement with local communities. This has had an ongoing positive impact and there were no major public order/racial incidents after the arrests.

Healthier communities

- 79 There is not a consistent approach to reducing health inequalities across the city. Whilst there are good plans in place services are not consistently provided across the city, partnership working at a strategic level is under developed and there has yet to be an impact on reducing health inequalities. For example the gap in life expectancy between the wealthiest and poorest communities has slightly widened over the last ten years. Overall many health indicators are average when compared nationally but this disguises significant inequalities in the most deprived areas. Priorities are focussed on tackling these inequalities and are reflected in the Leeds Health and Well being plan, Council's corporate plan and LAA. Specific vulnerable groups have been identified in areas of deprivation and although there are many initiatives these have yet to show a significant impact.
- 80 The Council and its health partners are currently developing their strategic approach to partnership working. The city is now served by one primary care trust (PCT), replacing five, which is now facilitating interagency working and starting to develop from a low base a strategic and consistent city wide approach to health care. The Healthy Leeds partnership provides strategic direction and shared priorities are clear. These are articulated in the Leeds Health and Well being plan which is linked to the Council's corporate priorities and the vision for Leeds. Plans are based on a detailed assessment of needs, shared data and research which is targeting action. There are five clear priority areas supported by detailed strategies linking both to the Council's and partnerships' detailed plans. The Council and PCT have recognised the need to strengthen commissioning and a new joint commissioning approach not possible under the previous configuration of PCTs is planned. This is intended to re-focus services and better target resources to those in need in the future.
- 81 There is a range of initiatives to promote healthy lifestyles which is improving the health of some targeted groups. The Council has developed capacity in the voluntary sector supporting a network of 43 neighbourhood schemes across the city many with a specific health improvement focus. There are good examples where hard to reach groups including BME are targeted using these schemes which is starting to impact on better health. The Council is working with the PCT to produce a unified approach to community development, so services are consistent and are provided where needed. It is taking a systematic approach to promoting healthy lifestyles in its children's services with positive outcomes. It is also improving decent homes, participation in physical activity by children and access to better heating for vulnerable elderly residents.

- 82** There is a proactive approach to improving some areas of poor health including smoking cessation. There has been significant progress with 31 per cent increase in people quitting smoking and there is a high degree of compliance with the Health Improvement and Protection Bill. There has also been good progress in reducing obesity in children and young people. However, there are some areas of health where progress has been slow; for example, there is limited success in reducing teenage pregnancies which are higher than the national average. There is a strategic approach to mental health with good engagement with users in developing a shared vision and planning service delivery but this has yet to be embedded.
- 83** Partnership working is good in many operational areas. There are a number of new co-located teams and joint posts in children's services to support joint working and policy development while adult services are moving towards a similar model. There are a range of services provided in partnership including mental health services for children which has had positive outcomes and good links to the Youth Offending Service to facilitate prompt referral. There are 23 Children's centres with a further 27 planned to be completed in 2008 providing multi disciplinary family support with centre based and outreach services. The Council has been pro-active in using the voluntary sector to increase capacity such as the eight dementia cafes which enable better access to health and social care. This demonstrates a commitment by the Council and its partners to a shared agenda to tackling health issues in a co-ordinated way.

Older people

- 84** There is good provision of adult social care with the service rated as two-star (good) by the social care inspectorate. With specific reference to older people, the primary focus has been targeted at care for the most vulnerable older people, and this has been enhanced by the necessary, but difficult decision to re-assess the eligibility criteria in order to use available resources for this group more effectively.
- 85** The consequence of this is that the Council and its partners have not developed a strategic approach to people over 50 years which goes beyond health and social care. Consequently, much of the very good work which is currently benefiting older people is having less impact than it could. Although it is encouraging that there are three older people's champions representing the three main political groups, their impact is also reduced because there is no agreed strategy to guide their respective roles. The Council has not evaluated the cover provided by the voluntary sector and other partners and is therefore not in a position to know if provision is consistent across the city. This is also hindering negotiations over financial support for the sector and highlights the lack of a strategic approach for older people.

- 86 The Council and its partners have delivered good outcomes against its ambitions to promote and support the independence of older people. In the city, 99.5 per cent of service users are supported and maintain independent living. Stretching targets to improve the take up of direct payments from a low base have been built into the new business plan. The Keeping House project, involving older people, has resulted in over 2000 older residents receiving practical support for basic domestic chores such as shopping and gardening, from a range of voluntary and quality assured private providers. The number of supported housing units has increased, increasing access to independent living.
- 87 Partnership working, especially with the voluntary sector, is a key strength and is playing a full role in supporting older people through a range of services. Examples include the neighbourhood networks, which are supported by £1.7 million investment by the Council. There are lunch clubs and cultural and social activities to support older people in the community and improve their quality of life.
- 88 The Council has a good approach to engagement with older people and involving them in service development through various means such as the Older People's Forum and the Older People's Reference Group. A significant investment, in excess of £300,000 over three years, has enabled older people to provide the Council with feedback on issues which are important to them. This involved using a range of consultation methods which led to the Council being part of the Link Age pilot programme providing good access to information. As a result the Council knows what is important to older people and is shaping its service around effective engagement. For example, the Leeds Dignity Campaign used inputs from older residents in its successful bid to access £1 million of dignity in care funding for older residents in care homes with the condition that residents decide how the money is spent.
- 89 Services provided through partnership with the health sector are improving and the primary care trust now employs a health specialist for older people which is helping integrate service provision. The Heart Watch scheme is embedded in some of the Council's leisure centres which has resulted in four million visits last year. Healthy Being Centres have been placed in community centres and there is joint commissioning for the Cardiac Phase 3 preventative project, mainly for males aged 50+ at risk of myocardial infarction.
- 90 There has been an increase in the range of intergenerational activities through the Neighbourhoods for all Ages project which has largely been driven by older people's groups and particularly in BME groups where actions are supporting community cohesion. The Council has developed the 'Building Bridges' intergenerational programme in twenty of its schools - recognition of which has resulted in it winning a 2007 Euro-cities award.

Children and young people

- 91 Outcomes for children and young people in Leeds are good because of the impact of recent and rapid improvements. Standards at Key Stages 1 and 2 are in line both with similar authorities and national averages. There were considerable improvements in attainment at Key Stage 3 in 2006, and the average points score in all three core subjects increased. GCSE results continue to improve. The proportion of students achieving five or more GCSEs at grades A* to C is increasing faster than nationally and is now in line with that found in similar authorities. However, despite this, many young people are still leaving school without any GCSE passes. Attainment at AS and A-level is low in around half of schools with sixth forms and in the tertiary college.
- 92 Service management in Leeds is good. Recently introduced innovative Children's Trust arrangements have stepped up the pace of change and improvement. The team of senior leaders and managers is determined and energetic, with a clear shared vision and long-term strategy. Services are characterised by high levels of staff commitment. A significant number of new strategies have been introduced. These are being implemented effectively and good early progress is being made. Key joint appointments, between health and children's services, have strengthened joint working and 'locality enablers' are supporting multi-disciplinary arrangements on a more local level. Good performance management systems are being developed that align with those of partner agencies. Effective joint commissioning strategies are ensuring value for money.
- 93 The combined work of all local services in securing the health of children and young people is good overall. CAMHS offer good support to vulnerable groups, including looked after children and those with learning difficulties and/or disabilities. Good links between CAMHS and the youth offending service facilitate prompt referral and treatment of young offenders with mental health needs. An effective Healthy Schools programme has achieved Beacon status. Most schools provide a good range of sports activities. National targets to reduce the number of mothers smoking at the time of delivery have been met. Rates of teenage pregnancy are high.
- 94 Children and young people appear safe and arrangements to ensure this are adequate and improving. The LSCB is developing well and partnership working is increasing. All children on the child protection register are allocated qualified social workers. The quality of reviews varies and some core assessments are not produced within the required timeframes. The number of looked after children and young people has remained steady following a significant earlier increase in unaccompanied asylum seeking children. Placement stability for looked after children is good. The number of children in residential care is low and compliance with national standards in children's homes has improved recently.

- 95 The impact of all local services in helping children and young people to enjoy their education and to achieve well is good overall. School improvement work is effective and focused. Early years provision continues to be a strength. There has been a considerable reduction in the number of permanent exclusions from school. A wide range of innovative strategies have been introduced to improve attendance and there is evidence of improvement, although the number of unauthorised absences in secondary schools remains too high. There is a very good range of recreational activities and voluntary learning provision for young people to enjoy.
- 96 The impact of all local services in helping children and young people to contribute to society is good. Leeds has been at the forefront of a number of initiatives to support the personal and social development of young people. A well-established and effective mentoring scheme is in place to support children and young people from disadvantaged areas and from minority ethnic backgrounds. The Investors in Pupils Award and the Stephen Lawrence Educational Standard both originated in Leeds and are nationally recognised for developing engagement and supporting cultural change. Very good efforts are made to involve young people who are traditionally hard to reach. The number of anti-social behaviour orders has been more than halved over the last three years. The number of first-time offenders is falling, but there is still a high proportion of looked after children and young people involved in the youth justice system.
- 97 The impact of all local services in helping children and young people achieve economic well-being is adequate. There are clear signs of improvement in some areas of work. There is very good support for families. Childcare provision is expanding at a faster rate than in comparable authorities. Partnership working and collaboration is very good at 14 to 16 but less well developed at 16 to 18. Good progress has been made with the online prospectus and common applications. The integrated youth service is re-engaging many young people in education, employment and training, improving attendance and raising attainment. The proportion of young people aged 16 to 18 in education, employment and training improved by 5 per cent in 2007, a figure greater than the national average. The proportion of young people not in education, employment and training whilst reducing is high for 19 year olds, young people with learning difficulties and/or disabilities, and for some Black and minority ethnic groups. Good progress has been made on providing decent housing for children and young people, and Leeds has an excellent record for providing suitable accommodation for care leavers.
- 98 The capacity of council services to improve is good. The council made a bold but considered decision in creating innovative management arrangements for children's services. These arrangements are strong and are beginning to have a positive impact so that, although many outcomes for children and young people are currently at or below national expectations, the overall trajectory is very positive. Recent improvement rates have been rapid and are better than those of statistical neighbours in many areas of service provision.

Appendix 1 – Framework for Corporate Assessment

- 1 This corporate assessment was carried out under section 10 of the Local Government Act 1999, under which the Audit Commission has power to inspect local authorities' arrangements for securing continuous improvement. The results of the corporate assessment contribute to the determination of the overall CPA category for an authority, which the Audit Commission is required to assess and report on under section 99 of the Local Government Act 2003.
- 2 The Council's self assessment provided a key resource in focusing the assessment activity which included consideration of:
 - key documentation, including the Council's improvement plan;
 - updated performance indicators and performance data; and
 - interviews and meetings attended.
- 3 The assessment for Leeds City Council was undertaken by a team from the Audit Commission and took place over the period from 3 to 14 December 2007.
- 4 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for improvement planning by the Council.

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Corporate Assessment Actions 2008

Extract relating to Scrutiny Board (Children's Services)

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Capacity				
<ul style="list-style-type: none"> Inconsistency of Scrutiny Committees and their challenge role. Call-in arrangements are not as effective as they could be. 	All actions reside within the Council Business Plan 2008-11	<p>Programme of external training for Scrutiny Board Members to be undertaken during 2008/09</p> <p>Revised Call In and Scrutiny arrangements agreed for 2008/09</p>	Nick De La Taste	
Achievement in Healthier Communities				
Limited success at reducing teenage conceptions.	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Ian Cameron Rosemary Archer	
Achievement in Children and Young People				
Too many young people leave school without any GCSE passes.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
Pass rates at AS & A2 are low in some schools.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
Quality of children's reviews varies and some core assessments are not produced within required timescales.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
Number of unauthorised absences in secondary schools remains too high.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
There is still a high proportion of looked after children and young people involved in the youth justice system.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
NEET is high for 19 year olds, young people with learning disabilities and for some BME groups.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

* Plans in development

Joint area review

Leeds Children's Services Authority Area

Review of services for children and young people

Audit Commission
Healthcare Commission
HM Crown Prosecution Service Inspectorate
HM Inspectorate of Constabulary
HM Inspectorate of Prisons
HM Inspectorate of Probation
Ofsted

Age group: All

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Introduction

1. The most recent Annual Performance Assessment (APA) for Leeds City Council judged the council's children's services as good, and its capacity to improve as good.
2. This report assesses the contribution of local services in ensuring that children and young people:
 - at risk or requiring safeguarding are effectively cared for
 - who are looked after achieve the best possible outcomes
 - with learning difficulties and/or disabilities achieve the best possible outcomes.
3. The following investigations were also carried out:
 - the quality of services provided and the outcomes achieved by children and young people using Child and Adolescent Mental Health Services (CAMHS)¹
 - the impact of the partners' 14–19 strategy in improving outcomes for young people.

Context

4. Leeds is the second largest metropolitan authority in the country and includes some of the wealthiest and most deprived areas in England. It has an urban centre with a surrounding ring of small towns, villages and countryside. Despite rising prosperity in recent years, areas of significant and multiple disadvantage remain and there are sharp and significant differences between some areas as a result. Almost 11% of the population are from Black and minority ethnic groups, with particular concentrations in Beeston, Harehills and Chapeltown. The proportion of local people in different faith communities is broadly similar to the national average, with the exception of the relatively large Jewish and Sikh communities.

5. The population is almost 750,000, of which 180,000 are children and young people between the ages of 0 and 19. This represents 23.8% of the total population. Recent falling birth rates and other demographic change have resulted in the number of young people in the city declining. However, unlike many other cities, the population of Leeds is growing. Most recently, there has

¹ CAMHS delivers services via a national four-tier framework. Most children and young people experiencing mental health problems will be seen at Tier 1. This level of service is provided by practitioners who are not mental health specialists, such as GPs, health visitors, school nurses and teachers. At Tier 2, practitioners tend to be CAMHS specialists, such as primary care workers, psychologists and counsellors. At Tier 3, practitioners are specialised workers, such as community health workers, child psychologists, or psychiatry out-patient services for more severe and complex and persistent disorders. Tier 4 services are provided for young people with the most serious problems through, for example, highly specialised out-patient and in-patient units.

been a significant increase in the number of children and young people who are members of migrant or asylum-seeking families, or unaccompanied asylum-seeking children and young people. These demographic changes mean the proportion of children and young people from Black and minority ethnic communities is higher in the 0–19 population than in the population as a whole.

6. Leeds City Council and partners have recently established Children's Trust arrangements with six component parts. Leadership of this is provided by the Director of Children's Services Unit (DCSU), one of the component parts. Through this unit, the Director of Children's Services (DCS) leads on strategic commissioning and provides support to all partners. Council run children's services are Early Years, Youth Services and Children and Young People's Social Care. Education Leeds (EL) is a separate company wholly owned by the council. These services work with the DCSU and other services under the partnership banner of Children Leeds (CL).

7. Pre-16 education is provided by 28 children's centres; 220 primary schools, of which 141 have nurseries; 38 secondary schools (33 with sixth forms); one academy; six Specialist Inclusive Learning Centres (SILCs); five pupil referral units (PRUs); 242 private or voluntary nurseries and crèches; 917 registered childminders and 198 out-of-school providers.

8. Post-16 education and training is provided by six general further education colleges, of which four specialise around specific subject areas; two specialist colleges, including one designated a higher education institution; one sixth form college; 33 schools with sixth forms and 16 work-based learning providers.

9. There is one Entry to Employment (E2E) consortium, which is led by Future Pathways as the main contractor with delivery via a further 11 sub-contractors, supporting places for up to 1,000 learners per year. Adult and community learning, including family learning, is provided by Leeds City Council at over 230 locations across the city, providing courses for over 14,000 learners per year.

10. Five Primary Care Trusts (PCTs) were merged into one on 1 October 2006 to form Leeds Primary Care Trust. This PCT commissions and provides all primary health care and CAMHS. It is coterminous with the city council area. The main provider of children's acute hospital services is the Leeds Teaching Hospital Trust. NHS ambulance services throughout the city are provided by the Yorkshire Ambulance Services NHS Trust which was formed in July 2006. The Yorkshire and the Humber Strategic Health Authority was also formed in July 2006.

11. Children's social care services are provided by around 500 foster care households supporting 892 children and young people. The council provides 13 children's homes offering 104 places and commissions five other children's homes from external providers. There are four family resource centres. One secure children's centre provides 36 places (34 of which are contracted to the Youth Justice Board). There are 37 field social work teams. Additional specialist secondary support includes Pathway Planning (leaving care), the Children's

Asylum and Refugee Team (CART), the 0-16 CAMHS team, and Fostering and Adoption.

12. There is one young offender institution in the area at Wetherby. Services to children and young people who are at risk of offending or have offended are provided through the Leeds Youth Offending Service.

Main findings

13. The main findings of this joint area review are as follows:

- The contributions of local services to safeguard children and young people and to provide them with a safe environment are adequate. The Local Safeguarding Children Board (LCSB) is increasingly providing effective strategic leadership and there are good arrangements for sharing information and for professional development and training. The area has begun to tackle effectively the timeliness of some core assessments and initial child protection conferences. The quality of assessments of children's cases undertaken by professionals is often good, but occasionally electronic files are not updated quickly enough and this hinders the quality of recording overall.
- The contributions of local services to improve outcomes for looked after children are adequate. Multi-agency work to support families is good. A major strength is the good short and long term placement stability. This is enabling many looked after children to succeed at school, particularly at the primary phase. However, the slow pace of change in the past is still impacting on educational achievement for those aged 14 and over. Health outcomes are improving strongly but immunisation rates lag further behind. Opportunities for looked after children to influence and shape services are good, but although their involvement in reviews is improving rapidly, it is still below the national average. Services to support unaccompanied asylum - seeking children are improving well.
- The contributions of local services to improve outcomes for children and young people with learning difficulties and/or disabilities are good. An effective strategic plan for inclusion demonstrates a good level of child-centred planning and service provision. Early years settings and children's centres provide good access and support for children and their parents/carers. The progress children and young people make in schools is usually good according to Ofsted inspections. Absence and exclusion rates are reducing.
- The contribution of CAMHS provision to improve outcomes for children and young people is good. The supporting emotional health and well-being strategy is having a very positive impact in schools. Local access to services is improving and there have been significant

reductions in waiting times. The area is beginning to collate information on the range of services needed for children and young people from Black and minority ethnic groups. This is in response to a steep rise in numbers in these groups in the 0–19 population.

- The contribution of the partner's 14 to 19 strategy in improving outcomes for young people is adequate. Partnership working and collaboration have improved for young people aged 14–16 but are patchy for those aged 16–18. An online prospectus and common application process are assisting young people in gaining access to a wider range of opportunities. The Youth Service makes a significant contribution to the re-engagement of many young people who had previously been disengaged from education and training although the proportion of young people not in education, employment or training is high. Young people have a good involvement in shaping and determining local services through a range of forums.
- Service management and capacity to improve further are good. Leeds undertook 'a root and branch' review of its services for children in 2006 to help drive forward improvements. The innovative Children's Trust arrangements have stepped up the pace of change and are having a positive impact. Despite some outcomes being below national expectations, the overall trajectory of improvement is positive overall and improvement compares favourably against statistical neighbours in many areas of service provision. The rate of improvement has yet to impact fully on outcomes for some children in low performing secondary schools.

Grades

4: outstanding; 3: good; 2: adequate; 1: inadequate

	Local services overall
Safeguarding	2
Looked after children	2
Learning difficulties and/or disabilities	3
Service management	3
Capacity to improve	3

Recommendations

For immediate action

The local partnership should:

- ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area
- ensure all initial child protection conferences happen on time and all core assessments are of good quality
- reduce the number of fixed-term exclusions for looked after children.

For action over the next six months

The local partnership should:

- ensure the electronic case record system (ESCR) provides a fixed and permanent audit trail of entries made
- improve the proportion of looked after children in education, employment and training at age 16 and 17
- reduce the proportion of pupils who leave school with no qualifications
- increase the rate of progress made by pupils in low-performing secondary schools
- establish the mental health needs of the increasing number of 0-19 Black and minority ethnic population.

For action in the longer term

The local partnership should:

- complete the review of 14–19 provision and address the issues involving small school sixth forms, excessive competition and duplication of provision and the low outcomes for some vulnerable groups
- ensure there is sufficient good quality education and training for young people who offend.

Equality and diversity

14. The council and its partners are taking an active community leadership role in promoting equality, diversity and community cohesion. There is wide commitment and activity from all local partners on the shared aim of 'narrowing the gap'; this is clearly identified as an underpinning priority within the city's Children and Young People's Plan (CYPP). Leeds has successfully developed approaches to equality that are informing and developing practice nationally. The council has achieved Level 3 of the Local Government Equalities Standard. City-wide partnerships, such as Together for Peace, that work with inter-faith groups and have good relationships with the police have enhanced community cohesion. The Stephen Lawrence Education Standard and the Inclusion Chartermark have helped schools and children's centres to promote equality and inclusion and engage learners, families and wider communities in promoting equality and inclusion. The local Gypsy, Roma and Traveller service is leading national work to empower this vulnerable group. EL has won an award from the Home Office for its work with newly arrived refugee and asylum-seeker pupils and families. The Breeze Youth Festival and Talking Leeds DVD, for example, enable children and young people with learning difficulties and/or disabilities and those from a wide range of communities and backgrounds to mix and take part in positive activities. The fundamental role of parents and families is recognised, for instance, through the work of the Shantona Women's Group, which works with Bangladeshi heritage women to offer support for them and their families through welfare advice, budgeting and health promotion.

Safeguarding

Inadequate



Adequate

X

Good



Outstanding



15. **The contribution of local services to improving outcomes for children and young people at risk or requiring safeguarding is adequate.**

Major strengths	Important weaknesses
<p>Good collaborative work to develop local preventive safeguarding procedures.</p> <p>Effective single point of contact for social care enquiries and referrals – Contact Leeds.</p> <p>A high proportion of initial assessments undertaken.</p>	<p>The quality of some assessments undertaken by social workers.</p> <p>Some core assessments and child protection conferences do not happen within the agreed timescales.</p> <p>The computer system does not ensure a secure audit trail of entries made.</p>

Effective accident reduction programme. The quality of, and access to, safeguarding training.	
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16. Effective action on accident prevention ensures children and their carers are aware of risks to their safety. For example, the road accident education scheme is targeted in areas of the city identified by police accident data. Schools in these areas have participated in an intensive programme of education, training and publicity. This has had a positive impact, reducing the total number of child casualties in road traffic accidents by 39%. The number of children aged 0–15 killed or seriously injured has reduced by 44% from the 1998 baseline average. This is better than the national average.

17. Action taken to ensure children and young people are provided with a safe environment is good. Most schools provide good support to help pupils develop their knowledge and skills to keep themselves safe. Good initiatives have been introduced to tackle bullying and racial harassment in schools. Most of the children contributing to a recent national survey reported feeling safe around their communities.

18. The Breeze scheme is a good initiative providing a wide range of safe activities for a large number of children and young people. It also signposts children and young people to positive activities offered by youth, leisure and cultural providers. Some play areas encourage children's physical and creative development well but children reported that some are poorly lit, vandalised, and contain hazardous discarded items, such as used syringes. Strategies to tackle anti-social behaviour generally are having a strong impact. The use of anti-social behaviour orders has been more than halved over the last three years as a result. Services have been successful in reducing the number of first-time entrants into the youth justice system from the 2004/05 baseline, with prevention schemes running across the city. Re-offending rates have also reduced by 10% for the period 2002-2005.

19. Agencies are increasingly coordinating support services effectively to improve the emotional and social well-being of children. For example, social care staff contribute to shaping action plans for extended school services. A wide range of universal services and specialist projects is available across the city. One example is the CHIVA (Children in Vulnerable Accommodation) project, which is working well to improve the safety and well-being of young people who are homeless, of Traveller heritage, refugees or asylum seekers, and those who have experienced domestic violence or have run away from home.

20. Services to minimise child abuse and neglect are adequate overall and improving. Local access to screening and intervention services for children under-five is good. This is primarily aimed at supporting parents through a network of children's centres which have close links with health visitors and GP

surgeries. Screening tools to assess the quality of early maternal bonding are used by Health Visitors, and effective arrangements are in place to ensure that all children under 11 have an identified health visitor and GP. The work of children's centres is being extended to include more targeted family support. This is beginning to have a positive impact, for example, in preventing family breakdown through early intervention. The Common Assessment Framework (CAF) has been successfully piloted in one area and agencies across the city are becoming increasingly involved. The programme is on target for implementation in March 2008.

21. Contact Leeds provides an effective first point of contact for referrals to social care. It gives immediate advice or signposts a high proportion of enquiries to universal services. This results in families gaining access to services they need and has reduced unnecessary referrals and repeat referrals to social care services. Compared to similar councils, a higher proportion of children referred to social care receive an initial assessment of their needs. This is a strength. A range of measures, such as quarterly refresher training led by social care managers, and honest feedback ensure quality and consistency and are leading to service improvements.

22. Inspectors scrutinised ten case files in detail and randomly selected a wide range of others. The standard of assessment and review practice in many was good and there were clear signs of improvement in quality covering the last few years. However, some case files are not consistently good, particularly those involving a range of agencies. The electronic recording system does not create a fixed and permanent record to ensure a secure and accurate evidence trail. Historically, a number of child protection performance indicators have been well below average compared with performance in similar councils. Over the last two years, performance has improved well in two important areas. Timescales for initial assessments are now better than the national average. Those for core assessments are improving rapidly from a very low baseline although they remain below the national average. Local management information available at the time of the inspection confirms the improving trend is continuing. Most professionals are positive about the way referrals to social care are acted upon, but some report that their views were not sufficiently taken into account.

23. Children who are the subject of child protection plans are safe and are allocated to suitably qualified and trained social workers. The area is aware that it needs to eradicate any delay between a formal enquiry starting and an initial child protection conference and subsequent child protection conference reviews to discuss risk and make decisions. The number of children on the child protection register has increased since 2006, and the rate is now in line with comparators. This suggests that thresholds for child protection have been too high in the past but are now at an appropriate level.

24. Good progress has been made in developing the LSCB. The appointment of an experienced LSCB manager in April 2007 has accelerated this. The independent chair has brought wide experience and strengthened independent oversight and direction. The LSCB is well managed. A comprehensive business

plan has been approved and sets out an appropriate work programme. This includes plans to appoint an independent author for serious case reviews, systems for the board to monitor safeguarding arrangements and the involvement of children and families in the safeguarding processes. Unfortunately, some organisations are not yet represented on the board, such as those working with asylum seekers and East Moor Secure Unit.

25. The LSCB is proactive in reviewing and updating inter-agency policies and procedures. For example, new guidance on thresholds is to be introduced shortly and compliance with private foster regulations has now been implemented. Good collaborative work is taking place with other councils to develop West Yorkshire procedures for safeguarding, with benefits arising from a unified approach across the region. There are some good arrangements for sharing information between agencies to promote safeguarding, such as access to police records. The partnership has identified the information-sharing protocol between the police and social care services in cases of domestic violence needs to be improved and this features in the LSCB business plan.

26. Safeguarding of children and young people with learning difficulties and/or disabilities is good. There are clear procedures to guide staff in relation to invasive care and managing challenging behaviour. However, the information booklet for parents and foster carers makes no reference to the length of time children are allowed to be missing and does not include contact telephone numbers. The guidance on permissible forms of control in children's residential care has not yet been updated in accordance with legislation.

27. Services are effective in establishing the identity and whereabouts of children and young people. Policies and procedures surrounding children missing from education were implemented in September 2006 and highlighted by the government office as best practice in the region. There has been a strong focus on developing effective preventative services, resulting in a reduction in the number of children registered as missing from education.

28. The quality and coverage of safeguarding training is good, with strong links to local universities. Action plans from serious case reviews have been effectively incorporated into training. There are good arrangements for monitoring the effectiveness of training, including high compliance in participant evaluations, and follow-up after three months to analyse the impact on practice. Requirements for schools and services to have designated teachers for safeguarding are met, and staff with this responsibility feel well supported and supervised.

29. Recruitment practices within the council are sound. Procedures are up to date, based on national guidelines and this includes arrangements for vetting staff working in the voluntary, community and faith sector. An audit of partner agency compliance with inter-agency recruitment and selection procedures, conducted by the LSCB manager, is due to be completed in January 2008. Procedures for Criminal Records Bureau (CRB) checks are being implemented

across all services, although it was noted that a few CRB renewals for staff in a particular service are outside the procedural timescale.

Looked after children and young people

Inadequate ☐ Adequate ☒ X Good ☐ Outstanding ☐

30. The contribution of local services to improving outcomes for looked after children and young people is adequate.

Major strengths	Important weaknesses
<p>Good placement stability that is contributing well to improving outcomes.</p> <p>High quality support for carers and professionals.</p> <p>Successful early intervention programmes to prevent family breakdown.</p> <p>Good work with young unaccompanied asylum seekers.</p> <p>Good accommodation, support and re-engagement by care leavers at age 19.</p>	<p>Poor participation of looked after children in their reviews.</p> <p>The increasing number of fixed-term exclusions.</p> <p>The relatively high proportion not in education, employment or training at age 16 and 17.</p>

31. Meeting the demands of the large population of looked after children and young people and those with multiple and complex needs presents a real challenge for the city. The range of placement options is very well developed with most children and young people placed locally and numbers in residential care are low. These are important strengths. The proportion of looked after children fostered by relatives or friends and those in foster placements or placed for adoption is good. These placements are managed very well leading to good placement stability. Foster care and family centre support for young mothers and their babies is good. Looked after children and young people with multiple and complex needs have their needs met very well.

32. Action taken by CL to avoid the need for children and young people to become looked after is adequate. The rate of looked after children per 10,000 population aged under 18 in 2006/07 was significantly higher than statistical neighbours and the national average. CL recognised rates were too high and gave this issue prominence in the current CYPP. It has stabilised the numbers carefully, taking care to ensure that the level of risk to the children and young people falls within acceptable levels. This is an important turning point,

particularly as it coincides with an increase over the last two years of unaccompanied asylum seeking children.

33. Health outcomes for looked after children are adequate. Services are increasingly working effectively with each other and targeted work is leading to improved outcomes. Support for carers who are responsible for children with behavioural difficulties, and links with CAMHS, are good. Sexual health advice is being targeted effectively and is helping to reduce the proportion of looked after young women who experience an unwanted pregnancy. The rate of teenage pregnancies is now in line with rates experienced by all children in the city. The proportion of looked after children who had their teeth checked and received an annual health assessment improved in 2006 from 74% to 80%, although this remains slightly below the national average of 84%. The rate of immunisations is low at 58% when measured against the regional performance average of 72%. This outcome is a key target for improvement for the local partnership.

34. Looked after children and young people appear safe. Overall, performance to ensure looked after children live in safe environments and are protected from abuse and exploitation is adequate. Performance on the compliance of children's homes with national minimum standards has historically been weak, but there has been rapid and significant improvement to address this. For example, the percentage of residential staff achieving a Level 3 qualification is now good. Performance on the proportion of looked after children who were reviewed on time during 2006/07 was low at 34% when measured against the performance of statistical neighbours at 91%. Capacity for this work has been increased and local evidence shows there has been a rapid and significant improvement to 60%

35. Services to meet the needs of unaccompanied asylum seekers are improving rapidly. The recent growth in the number of unaccompanied asylum seekers requiring accommodation has put considerable strain on capacity, leading to some young people being placed in temporary placements. The CL partnership, recognising a step change was needed to address the rapidly changing pattern of need, acted swiftly to resolve this by commissioning residential accommodation and purchase of foster care placements. Schools and colleges are working very well with other agencies to meet the educational needs of unaccompanied asylum seekers and other new arrival children and young people. The EL Refugee and Asylum Seekers New Initiatives team achieved Beacon status in its 2005 star rating assessment by the Home Office for its work in this area. Looked after children and young people have access to good social and leisure opportunities.

36. A comprehensive strategy to improve educational outcomes for looked after children has been implemented. Targeted work, such as mentoring and the Stepping Stones programme, has raised young people's aspirations. Nearly 70% of looked after children sat at least one GCSE or equivalent exam last year. This is better than the national average and demonstrates a continuing upward trend since 2003/04. In 2006/07, the proportion of these young people

who achieved at least one GCSE at grade A*–G or a GNVQ was in line with similar authorities. However, the number achieving five or more GCSEs at grades A*–C was slightly below the achievement of statistical neighbours and the national average. These figures are significantly below the level achieved on average by children and young people who are not looked after in the city.

37. Attendance at school has improved and is now better overall than in similar authorities and the national average. Attendance in primary schools is good and there is effective transition support to the secondary phase. However, attendance in some secondary schools deteriorates, particularly at Key Stage 4. The rate of permanent and fixed term exclusions are high but showing signs of improvement as a result of a range of recently introduced initiatives.

38. Opportunities for looked after children to make a positive contribution are adequate. Aspects of corporate parenting have been strengthened leading to improvements. This is supported by the results of a recent survey completed by head teachers. The Corporate Carers' Plan sets out a strong commitment which guarantees that the views of looked after children are taken into account in what the council does at all levels. There are many examples of looked after children influencing the shape of services and this is supported by robust commissioning arrangements, for example in the children's rights service. However, the proportion of looked after children and young people who communicated their views at their statutory review during 2006/07 was significantly lower than statistical neighbours and this is an important weakness. Local data suggest that there has been recent rapid improvement.

39. Independent visiting services provide good services to support some children in residential and foster placements and a recent increase in staffing has improved capacity. The proportion of looked after children who are in the criminal justice system has reduced, but the number of offences committed by those in the system has increased and this featured as an area for improvement in the most recent APA. Recent data suggest services are beginning to make a positive difference.

40. Just over half of looked after children stayed in full-time education after leaving Year 11 and this has remained static for the last three years. Although the proportion of looked after children who are not in education, training or employment aged 16 and 17 has reduced since 2004 it is still high. However, the proportion of looked after young people who are re-engaging with education, employment and training improves by the time they reach age 19, with a very good level of take-up being realised. Programmes such as Stepping Stones have helped raise the aspirations and as a result, 40 care leavers are currently attending university, five of whom are studying at Masters Level. Ongoing support for care leavers is a strong feature. The proportion of care leavers living in suitable accommodation is very good. At 92.6%, this is higher than both the level in similar authorities and the national average. Care leavers spoken to during the course of the inspection confirmed that their needs are being met very well.

Children and young people with learning difficulties and/or disabilities

Inadequate ☐Adequate ☐Good ☒Outstanding ☐

41. The contribution of local services to improving outcomes for children and young people with learning difficulties and/or disabilities is good.

Major strengths	Important weaknesses
<p>Good strategic plan for inclusion that is being well implemented.</p> <p>Good access for children with learning difficulties and/or disabilities to mainstream provision.</p> <p>Strong child-centred practice.</p> <p>Several examples of well-targeted work producing good outcomes for children with learning difficulties and/or disabilities.</p> <p>Low numbers of children with learning difficulties and/or disabilities permanently excluded.</p>	<p>No comprehensive register of children with a disability.</p> <p>The variable quality of some respite care.</p>

42. The partnership is making good progress in developing and implementing its inclusion strategy for vulnerable children and is increasingly effective in managing difficult behaviour and meeting needs. The Leeds Inclusive Learning Strategy (LILS) builds on work begun with earlier plans, including 'No Child Left Behind'. A significant number of schools have been adapted to enable disabled access and to provide care facilities which cater for complex health needs. As a result, since 2003, no family in the city has been denied a place for their child in a local mainstream school.

43. A good range of services is available to children with learning difficulties and/or disabilities in the early years of their care and education. The development of children's centres across the city ensures access and inclusion for children with physical disabilities. Early identification of children with sensory impairment and the consequent improvements to their language and communication skills is helping to improve the educational outcomes for these children. Speech and language therapy services are highly regarded by users, although demand currently exceeds supply. A draft service-level agreement for the provision of speech and language therapy services aims to address this and

make further improvements. Other targeted work, including the Catch Up literacy programme, Lexia Trial, and Talking Maths, demonstrate solid evidence of improving achievements for children as a result of planned support and intervention. The improvements include impact on learning, as well as social and emotional outcomes such as motivation and confidence. In spite of the significant challenges to learning for some of these young people, it is clear that teachers and other staff in mainstream schools, with the support and leadership of senior staff, are determined to facilitate inclusion and tailor programmes to meet individual needs and to secure some degree of accredited achievement where possible.

44. Schools are working well in partnership with all agencies to reduce the numbers of children with learning difficulties and/or disabilities who are excluded. Pupil planning teams and re-inclusion panels are having a positive impact. There have been no permanent exclusions of children with learning difficulties and/or disabilities from primary schools and SILCs throughout the last three years. This compares very well to the performance of comparator groups. Fixed-term exclusions are also reducing but are still higher than found in similar authorities and nationally in secondary schools. In 2007, authorised absence rates for children with learning difficulties and/or disabilities fell and were in line with the Leeds average. Ofsted school inspections show that provision for children with learning difficulties and/or disabilities is good in most schools and in the SILCs and PRUs. Pupils make good or outstanding progress in more than half of the schools inspected. Recent improvements, particularly in the SILCs, in the provision and use of data, including for those whose achievement is most appropriately measured by P scales², is now secure and is allowing children's progress to be tracked across a variety of measures.

45. The great majority of children with learning difficulties and/or disabilities are educated successfully within mainstream settings. Good adaptations made to many schools enable physical access, and good levels of additional resources provided by the authority ensures a wide range of educational and care needs are met. Young people attending mainstream schools report positively upon their experiences. Most parents express satisfaction with provision, and services in children's centres attract particularly high rates of satisfaction according to local surveys. The re-designation of special schools as SILCs, together with the implementation of area management boards and service clusters, are delivering increasingly effective access to good quality provision. However, planning for post-16 training provision for young people with learning difficulties and/or disabilities is not well developed and consequently there are currently insufficient opportunities for them to engage in work related learning.

46. Advisory and other support services, including clinical and educational psychology, make an effective contribution to meeting the needs of children and young people with learning difficulties and/or disabilities. Special educational needs coordinators have access to good quality professional

² *P scales: a national scheme used in schools to recognise and assess small steps in learning made by pupils with more severe and complex special educational needs who work below National Curriculum Level 1.*

development opportunities and to good support through their cluster arrangements and EL, although they report they would welcome the opportunity to access support through a city-wide network. Leadership teams in schools and centres are using external support well to challenge, reflect and enhance their practice and improve outcomes for children. An effective web-based management information system has enhanced the quality of self-assessment in relation to provision for young people with learning difficulties and/or disabilities.

47. In conjunction with its work to promote inclusion, CL works hard to improve the quality and timeliness of statutory processes. The overall proportion of children who are the subject of a statement of educational need is reducing in line with national trends and remains below the national average, which is good. Performance in complying with statutory timescales for completing SEN assessments within 18 weeks which has been poor since 2003 improved considerably in 2006-7 when the city's performance was above national levels.

48. The Early Years Funding for Inclusion (EYFFI) provides an effective framework for assessing and allocating additional support for children. This, together with the CAF and budget-holding lead professionals, demonstrates how the partnership is reducing bureaucracy, streamlining mechanisms for assessing children's needs and making clear decisions about the allocation of additional support and funding.

49. A small number of children with very complex needs are placed outside Leeds. Arrangements are reviewed but there is scope to further enhance independent scrutiny, particularly where contact with a family is infrequent. CL has engaged well with schools and other learning centres to implement strategic and operational changes in services. As a result, leadership teams in schools and centres feel empowered and make important contributions to the achievement of service ambitions. A spirit of purposeful collaboration is palpable. These improvements bring tangible benefits for children. For example, in one PRU the rate of reintegration has risen from one student to 16 during the year.

50. A dedicated service managed through the East SILC provides education to children in hospital or at home. Appropriate action is being taken to ensure that children and young people receive an integrated service, with good support from health professionals. Health to Education Notifications provide robust arrangements to alert mainstream services with early and prompt information regarding the diagnosis of health-related needs. There are good arrangements for multi-disciplinary CAMHS and provision is good overall, although access to Tier 3 services remains a challenge for both parents and professionals.

51. Young people with learning difficulties and/or disabilities have good opportunities to contribute to their school's decision-making, for example through reviews and through their school council. The disabled child integrated assessment is an outstanding multi-agency tool developed in Leeds. This helps

professionals actively enable and encourage children with learning difficulties and/or disabilities to participate in the identification and assessment of their needs and effectively helps them to express any fears or worries they might have. Opportunities for young people to contribute to service-level strategic decisions are more limited. There is a range of targeted services to support and engage children with learning difficulties and/or disabilities in leisure and recreational opportunities. These include regular weekend activities and holiday play schemes. A disability sports development officer effectively promotes inclusion in physical education and school sports.

52. The Parent Partnership Services is well resourced and parent support advisors provide an important source of information and support to parents. There is good evidence of their effectiveness in helping resolve disputes or disagreements. For example, the majority of parents who initiate an appeal to a tribunal decide to withdraw following advice, support and information.

53. A range of respite and care support services that include residential, family and home-based services are in place. A review of short-break services is planned as a result of feedback from parents and carers to ensure availability matches need and demand. The Community Nursing Team provides a good range of effective care and support to children at home and through specific units such as the Hannah House respite care service. There is good attention to individual care needs, and individual plans and care arrangements seen during the inspection reflect this. However, a few plans for children attending universal services did not fully reflect the extent of practice and provision involved, and some are not refreshed when new evidence about need or outcome emerges. Over 90 children have their care arrangements managed very well through direct payments. This provides a good degree of flexibility and control for children and their families. Plans are reviewed appropriately and good efforts are made to link separate planning and review arrangements.

54. The quality of some residential respite services is variable. CL is aware of this and has well-developed plans to re-provision two units under the Private Finance Initiative (PFI). However, the first will not be available until 2010. Whilst there is no current waiting list for respite care and other services, there is no comprehensive data regarding the overall population of children with a disability in the city. Some parents make the point that a register of disability would provide opportunities to secure improved communication, enhance information, and enable CL to engage in more comprehensive consultation with parents and young people about their specific needs.

55. There are some excellent examples of support for children making the transition from primary to secondary school and between children's centres, schools and SILCs. A dedicated transitions team takes referrals for young people aged 14–18 years old and team members attend reviews in Years 9 and 11. For the children requiring a transition plan, over 90% have one.

Other issues identified for further investigation

Child and Adolescent Mental Health Services (CAMHS)

56. The quality of services provided and the outcomes achieved by children and young people using Child and Adolescent Mental Health Services (CAMHS) is good.

Major strengths	Important weaknesses
<p>High priority given to mental health and emotional well-being by all agencies.</p> <p>Well-established and very effective multi-agency approach to CAMHS.</p> <p>Good CAMHS strategy.</p> <p>Development of locally based services resulting in improved access.</p>	<p>No plan in place to address the changing needs caused by demographic change.</p>

57. The mental health and emotional well-being of children and young people is given a high priority by all agencies. A recent needs assessment together with a multi-agency agreement on priorities and joint commissioning arrangements are strengths which have resulted in a coherent framework for services at Tiers 2, 3 and 4. Good progress has been made in securing 24-hour access to assessment for those at serious risk, including young people who self-harm. Good links with the youth offending service enable prompt referral for those with mental health needs. Support for most vulnerable groups, including children and young people with learning difficulties and/or disabilities, are good.

58. Children and young people can self-refer to a range of services in various settings, including the Healthy Young People in Schools service, and the Market Place, where screening and further referral to local Tier 2 teams and specialist, city-wide Tier 3 services takes place. Other services, such as the Cardigan Centre, also have an outreach function and work closely with Connexions personal advisers. Current activities to improve protocols to develop further access routes into Tiers 2 and 3 from Tier 1, and to increase the number and use of community-based locations, for example GP surgeries, are appropriate and well focused.

59. Multi-agency and multi-disciplinary working around the needs of individual children is good. Multi-agency referral management meetings successfully agree the level and nature of intervention for complex cases. The Therapeutic Social Work Team provides dedicated, specialist support in regular consultative sessions to staff and carers of children who are looked after and adoptive families. This has contributed well to good placement stability. Two clinical psychologists provide specialist support and advice for children and young people with learning difficulties and/or disabilities.

60. A review of assessment models has resulted in significant reductions in the waiting times for access to CAMHS at Tiers 2 and 3. Fast track arrangements are in place for children and young people who have an allocated social worker. A GP-led service, which links well to CAMHS and adult mental health services, provides treatment and support to young people experiencing early onset psychoses and also offers support to their families.

61. Individually developed and mutually agreed liaison and handover arrangements are in place to support the transition from CAMHS to adult services. However, difficulties remain for some young people who have enduring needs requiring continued support through to adult services, and also for newly referred young people over the age of 17 who are supported through adult services.

62. A far-sighted, multi-agency strategy supporting emotional health and well-being at Tier 1 has been developed, and consultation on the detail of its implementation within schools and similar settings is taking place. This is being implemented within the wider context of the Healthy Schools Agenda, for which Leeds has achieved Beacon Authority (2007/08) status, employing a holistic approach to emotional health. This includes improving the confidence and self-esteem of children and young people. Several successful initiatives are underway to support this and these are having a positive impact on personal and social health. They have been developed in consultation with children and young people and their parents. Examples include the school meals strategy and activities such as the Wake up and Shake Up programme which promotes sport and exercise through play.

63. There are impressive examples of work in educational settings with young people at risk of exclusion from school, with additional support from Tier 2 CAMHS where needed. This is directed at changing dysfunctional patterns of behaviour. Early indications are that these initiatives have significant potential for improving outcomes for children by increasing life chances and reducing the costs associated with anti-social behaviours, although baselines to measure and evaluate the impact of these services are not yet fully developed.

64. Inequalities of access and outcomes, particularly for children and young people of Black and minority ethnic heritage in healthcare and in mental health services, are well understood. However, whilst these needs are understood because of robust needs analysis, at present there is no plan to address the increasing demand caused by demographic change within the city.

The impact of the 14–19 strategy in improving outcomes for young people

65. **The impact of the partners' 14–19 strategy in improving outcomes for young people is adequate.**

Major strengths	Important weaknesses
<p>Good improvement in the proportion of pupils achieving five or more GCSEs at grade A*-C.</p> <p>Very effective re-engagement of young people in education and training through youth service activity.</p> <p>Good involvement of young people in the shaping of services.</p> <p>Extensive range of effective 14–16 collaborative provision.</p> <p>Well targeted projects, which have improved engagement and progression for some groups of young people.</p> <p>Good and some outstanding support for learners as identified in Ofsted inspections.</p>	<p>Above average proportion of young people leave school with no qualifications.</p> <p>Few schools have taken up the careers education and guidance monitoring arrangements provided by Connexions.</p> <p>High proportion of young people not in education, employment and training and whose situation is unknown.</p> <p>Low attainment at AS and A2 in half of schools with sixth forms and in the tertiary college.</p>

66. Since the Ofsted 16–19 area-wide inspection of Leeds in 2002, the partners have made good progress in addressing report recommendations, for example: establishing effective 14–19 consortia arrangements, widening choice at 16, introducing vocational provision in schools and improving access to and participation in higher education. However, progress has been slower for some vulnerable groups, in raising attainment at Key Stage 4 and increasing participation in education, employment and training.

67. The 14–19 strategy correctly identifies the issues and challenges facing the city. It has the full support of key partners and stakeholders who are signed up to its vision, aims and actions. Annual operating plans are well developed and effectively address local needs. Progress towards targets is regularly reviewed. The 14–19 strategy group, with its sub-groups and local delivery partnerships, effectively involve all stakeholders and providers. The Skills Board has begun to engage employers much more effectively and the approach towards the development and delivery of 14–19 diplomas has greatly improved. A network of 14–19 local delivery partnerships provides a good local focus, enabling curriculum developments and provision to address the needs of young people in their local communities. Providers receive good support from the 14–19 team at EL.

68. Plans to reconfigure further education in Leeds are underway. The Learning and Skills Council proposal to merge five colleges is out to public consultation. Previous reviews have concluded that people and communities do

not benefit as well as they should from post-16 education and training. Some parts of the city do not have sufficient further education provision, whilst others have duplication and competition. The location of academies is currently being decided and will be followed by a full review of 14–19 provision, which is intended to address the issues of small school sixth forms, excessive competition and duplication of provision.

69. An extensive range of 14–16 collaborative provision has been developed through good partnership working between schools, colleges and other providers. Vocational pathways cover all subject sector areas, provide for a wide range of abilities, and progression rates are high. Achievement on young apprenticeships is good. Most schools have developed a range of in-house vocational provision and much of this is good. However, some of the provision for post-16 learners is duplicated in colleges, where very good resources already exist. Schools within delivery partnerships are collaborating well to improve the range of subjects at AS and A-level but the involvement of colleges is limited. Well-targeted projects effectively promote re-engagement, and raise attainment and progression for some vulnerable groups. The learning on most alternative programmes is highly personalised, flexible and responsive.

70. There were considerable improvements in attainment at Key Stage 3 in 2006. The average points score in all three core subjects increased. GCSE results continue to improve. The proportion of students achieving five or more GCSEs at grades A* to C, is increasing faster than nationally and is now in line with achievements in similar authorities. However, despite this a higher proportion of young people leave school without any GCSE passes than is found in similar areas. Attainment at AS and A-level is low in around half of schools with sixth forms and in the tertiary college.

71. The proportion of students with a statement of special educational need achieving 5+ A*-C in 2007 exceeded that found nationally. Outcomes for pupils from Black heritage backgrounds have improved over the last three years as a result of effective strategies but progress has been from a low level. Consequently, gaps in attainment remain for some specific Black and Minority Ethnic groups especially for pupils at Key Stages 3 and 4. Strategies to support the diverse range of language needs of the increased volume of young asylum seekers and economic migrants arriving in schools have been stretched over the last six months, due to the sudden increase in demand and the range of different languages these young people speak. Training provision for young people who offend is insufficient to meet their needs and participation is low.

72. The proportion of young people achieving Level 2 by age 19 is below the national average and statistical neighbours. The proportion achieving Level 3 by age 19 is below the national average but in line with statistical neighbours. Success rates for 16–18 year-old learners in colleges are satisfactory and improving. Progression rates from the E2E programme are high. Good improvements have been made to overall success rates on apprenticeships and advanced apprenticeships, which are now satisfactory. Participation in work-based learning is low and declining. The Aimhigher programme is particularly

effective in raising aspirations and attainment for a wide range of 14–19 learners. Progression to higher education is good and increasing.

73. The school improvement service provides appropriate challenge and support. Attainment is low in a significant number of schools although only one of the 39 secondary schools is below the 2007 floor target. A rigorous approach to improving attendance has recently brought about good improvement and a focussed partnership approach has achieved a good reduction in the number of permanent exclusions. Over the last year the high levels of fixed term exclusions have started to reduce.

74. Ofsted inspections of colleges, SILCs and PRUs have judged teaching to be good overall. Learners receive good and in some cases outstanding support from teachers, tutors and support workers in schools, colleges, SILCs and PRUs.

75. Young people have a good involvement in shaping and determining local services through a range of local forums. For example, as a result of consultation with young people the city wide transport policy has been revised to provide subsidised bus fares which enable young people to move around freely between education and training providers. This is a sound basis for the delivery of 14 – 19 diplomas.

76. Good priority has been given to the development of the integrated youth service. Funding has been increased and is being used very effectively. This has resulted in a significant increase in the numbers of young people being reached through a range of very effective integrated youth service projects. For example, a youth service worker is based in every secondary school. This has contributed significantly to the re-engagement of many young people who had previously disengaged from education, employment and training which is improving attendance and raising attainment.

77. Good progress has been made in producing an online prospectus and a common application process is currently being piloted. The new standards for careers education and guidance have been implemented in schools but too few have taken up the monitoring arrangements provided by Connexions. The Government's September Guarantee, that all young people should be made an 'offer of learning' after they complete Year 11, has been achieved and take-up is good.

78. The proportion of young people aged 16–18 in education, employment and training improved by 5% in 2007, bringing it in line with statistical neighbours. The proportion of young people not in education, employment and training whilst reducing is high for 19 year olds, young people with learning difficulties and/or disabilities, and for some Black and minority ethnic groups. Partners' ability to address this weakness effectively has been constrained by limited data on some vulnerable young people whose destination is not known. Robust action currently being taken to address this weakness by the DSCU provides early indications that corrected data will show reductions in both the proportion of young people who are not in education, employment and training

and the proportion of young people whose education, employment or training situation is not known.

Service management



Capacity to improve



79. The management of services for children and young people is good. Capacity to improve further is good.

Major strengths	Important weaknesses
<p>Good strategic management and Children's Trust arrangements.</p> <p>Good senior leadership and a strong sense of direction and vision.</p> <p>Determined and enthusiastic workforce.</p> <p>Good financial management and value for money.</p>	<p>Despite improvements in recent years, some outcomes, particularly for young people aged 14 and over, are below those of similar areas.</p> <p>Not all initial child protection conferences happen on time and not all core assessments are of good quality</p>

80. APAs in recent years judged service management and capacity to improve as good. The partnership's innovative approach to strategic management and Children's Trust arrangements are developing well, beginning to add value, and are well aligned to the key ambitions of the council and its partners. The DCSU, senior managers, elected members and partners are providing a strong sense of direction coupled with a realistic view of the significant challenges facing the city.

81. The level of ambition is good. The Children's Trust arrangements are innovative. The six elements of CL have rapidly agreed their respective roles and are making a difference under the strategic leadership of the DCSU. Major stakeholders, including the voluntary sector and Children's Trust staff, are actively involved in developing the children's services agenda. The ambitions of the CYPP link neatly into the long-standing Vision for Leeds, with its underpinning corporate and community strategies. These, and the comprehensive needs analysis, recognise diversity and equalities issues, and

much of the work of partners is directed at the overarching aim of 'narrowing the gap'.

82. Many aspects of Children Leeds' ambition for children and young people are building on the well-established No Child Left Behind programme of change. This is a challenging and ambitious long-term approach to tackle a range of concerns and is showing significant impact, especially in improving the inclusion and attainment of primary school pupils. Sustainability has been improved by significant investments in relevant service areas, such as parental support staff, social workers and CAMHS psychologists. The current focus is on translating priorities into activities at a local level through five local CYPPs that are targeting preventative inter-agency support down to individual need. Significant investments in 'locality enablers' to coordinate the activity within each of the five plans, as well as increased resources for the successful area management boards and fund-holding lead professionals, are all able to demonstrate impact in improving the well-being of children and young people locally.

83. The commitment to include all young people, including those with learning difficulties and/or disabilities and looked after children, is strong and has clearly informed ambitions. A recent powerful example was the way in which young people played a significant role in shaping aspects of the city's public transport plans. Following this success, the children and young people's scrutiny committee formed a shadow scrutiny committee of young people which is developing its own work programme on issues decided by the young people themselves, giving them a direct route into policy making at council level.

84. Prioritisation is good. Improving the lives of children and young people is seen as the central pillar to the realisation of the council's ambitions to be a leading city on the European stage. The original CYPP was a good starting point for the development of children's services. The thorough and honest review of that plan has brought about a sharpening of priorities, which has enabled partners to focus more clearly on identifying their respective roles. This clarity has enabled 'hosting' agreements, whereby some priorities are owned and driven by individual partners within the Children's Trust arrangements. Although ultimate accountability rests with the DCSU, hosting has ensured full buy-in from partners, with good alignment of priorities within the CYPP. This is most clearly evident in the good outcomes in preventative work, including reduced road accidents and reductions in anti-social behaviour. There has been less impact, however, on health-related issues such as teenage pregnancies and childhood obesity, where until recently the health capacity has been weaker. In a similar vein, until recently the partnership has lacked a forceful agent to drive through the 14–19 strategy and this has slowed down the rate of improvement for some outcomes for young people in this age group.

85. Children's views have been used to shape priorities, for example in raising the profile of bullying as an issue to be tackled and developing the city wide transport policy. The CYPP contains an appropriate balance between local and national priorities; and the focus on developing local solutions through the five separate plans is a sensible approach given the size of the city. The recently

introduced corporate approach to service planning is improving consistency and there are clear links between projected outcomes, timescales and accountabilities. While there are secure links between service and financial priorities, these are not always explicit in planning documents. However, the integrated strategic commissioning board (ISCB) is taking an ever-increasing role in directing significant pooled resources into areas of high priority as agreed by the Children's Trust.

86. Capacity is now good. The council made a bold but considered decision in creating innovative management arrangements for children's services in 2006. These are beginning to deliver improved outcomes in some important areas, for example social care and in the headline GCSE rate. Direct operational responsibility has been given to chief officers, enabling the director, with a small team, to act strategically in a commissioning role. The arrangement is bedding in well, with roles and accountabilities increasingly well understood by stakeholders. The leadership offered by this arrangement is good, operating on several levels, including the encouraging signs through hosting that partners are being enabled to lead on key areas of work. The council is using this as a model to transform the strategic management capacity across all its service areas. Effective political leadership is also offered by two experienced senior portfolio holders and a support team of four backbenchers. The children and young people scrutiny function is also adding value, with wide representation, a clear focus on key issues and performance, and a good tracking system to ensure that recommendations are followed through.

87. The council has demonstrated its ability to make and stick to difficult decisions, particularly evident through its extensive school rationalisation programme, and in its decision to continue with the EL partnership. Project management is strong for major initiatives, with recent capital projects completed on time and within budget. The introduction of the CAF demonstrates effective use of training, financial planning and consultation, and effective working relationships are now in place.

88. Financial management and value for money are good, which accords with the rating of the external auditor. Expenditure is below that of other core cities and outcomes are generally better. Mechanisms to ensure value for money are adequate and in line with those found in statistical neighbours; there is good work in ensuring schools stick to agreed levels of financial balances. Resources are shifted to meet emerging priorities, for example considerable effort is being directed at improving the capacity to provide good outcomes for increasing numbers of migrant workers and asylum seekers. Commissioning is developing rapidly and has already had a significant impact on improvements in both CAMHS and speech and language therapy services. As part of budget planning for the financial year 2008/09, the ISCB requested partners to allocate funding to a 'new initiatives fund'. As a result of the partners' response to this request, the ISCB will have an initiatives fund of around £1.2 million for the 2008/09 financial year including a significant contribution on a match funding basis from the Leeds schools forum.

89. CL has many skilled people with the determination and enthusiasm to deliver its priorities. Morale is good. There are only minor areas of staff shortage. A sound workforce development strategy is in place to tackle those issues of recruitment and training needed to implement the ambitious agenda of creating local integrated teams. Capacity building is helping to sustain the voluntary sector as a major provider, although a strategic approach in the health service is underdeveloped as the newly established PCT tries to clarify exactly what the voluntary sector is currently providing. Shortcomings in capacity, such as staff to complete looked after reviews, have also been recognised and are being addressed using additional resources.

90. The approach to performance management across the Children's Trust arrangements is good. It has built on earlier strengths within the separate elements of the Trust and arrangements are well underway to having a unified system. For example, protocols have been arranged and a joint database is in construction between EL and the PCT.

91. There are good systems in place for regular reporting and challenge on performance at all levels in most areas of work. Service improvements, led by good performance management, include significant reductions in waiting times for access to CAMHS, permanent exclusions and a stabilising of the numbers of children in the looked after population. Although there has been improvement in attainment at most key stages, improved outcomes have yet to feed through forcefully to the 14 to 19 age group. In a similar way, despite good recent improvement, assessments undertaken by some social workers remain of variable quality.

92. There is good leadership of the scrutiny function within children's services. Portfolio holders and officers are subject to regular challenge on service performance. Young people are active participants in the scrutiny process for example through enquiries into sexual health and adoption and secondary school achievement. The use of staff appraisals for professional development is consistently good. The council has accepted that, corporately, the use of appraisals to drive individual performance is more variable, and is taking appropriate steps to rectify this.

93. The impact of children's voices on shaping service delivery is a strong feature overall. It is noteworthy that the EL Refugee and Asylum Seekers New Initiatives team achieved Beacon status in its 2005 star rating assessment by the Home Office for its work to meet the needs of unaccompanied asylum seekers. This work is developing further through the overview and scrutiny committee, which has embarked on a wide-ranging project to improve the situation further.

94. Capacity for further improvement is good. CL has demonstrated its ability to remedy weaknesses and respond to internal and external evaluation. Operating as a Children's Trust, it has built on strengths within the partnership and is effectively tackling identified shortcomings. Improvements are clearly recognised by partners. The director, senior managers and other partners are

providing a strong sense of direction coupled with a realistic view of the significant challenges they face. Service planning is improving, with good project management arrangements for major initiatives. There is evidence of resources shifting to meet new priorities. The workforce strategy has the potential to develop the skills needed by integrated teams. There is a clear focus on providing value for money.

Annex A

MOST RECENTLY PUBLISHED ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN LEEDS CITY COUNCIL

Summary

Leeds City Council delivers a good level of service overall for children and young people. The capacity for further improvement is good and children's services are well led and managed. Good progress has been made in bringing together professionals from across the partnership to deliver high quality services that are built around the needs of children and young people. There has been significant change within the council's social care arrangements and some of these have yet to have a full impact on outcomes for children and young people. However, the council is making a good contribution in all other outcome areas in a city facing social and economic challenges.

The full APA can be found at:

http://www.ofsted.gov.uk/reports/pdf/?inspectionNumber=3097&providerCategoryID=0&fileName=\\APA\\apa_2007_383.pdf

Annex B

CORPORATE ASSESSMENT ACHIEVEMENT – CHILDREN AND YOUNG PEOPLE

1. Outcomes for children and young people in Leeds are good because of the impact of recent and rapid improvements. Standards at Key Stages 1 and 2 are in line both with similar authorities and national averages. There were considerable improvements in attainment at Key Stage 3 in 2006, and the average points score in all three core subjects increased. GCSE results continue to improve. The proportion of students achieving five or more GCSEs at grades A* to C is increasing faster than nationally and is now in line with that found in similar authorities. However, despite this, many young people are still leaving school without any GCSE passes. Attainment at AS and A-level is low in around half of schools with sixth forms and in the tertiary college.
2. Service management in Leeds is good. Recently introduced innovative Children's Trust arrangements have stepped up the pace of change and improvement. The team of senior leaders and managers is determined and energetic, with a clear shared vision and long-term strategy. Services are characterised by high levels of staff commitment. A significant number of new strategies have been introduced. These are being implemented effectively and good early progress is being made. Key joint appointments, between health and children's services, have strengthened joint working and 'locality enablers' are supporting multi-disciplinary arrangements on a more local level. Good performance management systems are being developed that align with those of partner agencies. Effective joint commissioning strategies are ensuring value for money.
3. The combined work of all local services in securing the health of children and young people is good overall. CAMHS offer good support to vulnerable groups, including looked after children and those with learning difficulties and/or disabilities. Good links between CAMHS and the youth offending service facilitate prompt referral and treatment of young offenders with mental health needs. An effective Healthy Schools programme has achieved Beacon status. Most schools provide a good range of sports activities. National targets to reduce the number of mothers smoking at the time of delivery have been met. Rates of teenage pregnancy are high.
4. Children and young people appear safe and arrangements to ensure this are adequate and improving. The LSCB is developing well and partnership working is increasing. All children on the child protection register are allocated qualified social workers. The quality of reviews varies and some core assessments are not produced within the required timeframes. The number of looked after children and young people has remained steady following a significant earlier increase in unaccompanied asylum seeking children. Placement stability for looked after children is good. The number of children in residential care is low and compliance with national standards in children's homes has improved recently.

5. The impact of all local services in helping children and young people to enjoy their education and to achieve well is good overall. School improvement work is effective and focused. Early years provision continues to be a strength. There has been a considerable reduction in the number of permanent exclusions from school. A wide range of innovative strategies have been introduced to improve attendance and there is evidence of improvement, although the number of unauthorised absences in secondary schools remains too high. There is a very good range of recreational activities and voluntary learning provision for young people to enjoy.

6. The impact of all local services in helping children and young people to contribute to society is good. Leeds has been at the forefront of a number of initiatives to support the personal and social development of young people. A well-established and effective mentoring scheme is in place to support children and young people from disadvantaged areas and from minority ethnic backgrounds. The Investors in Pupils Award and the Stephen Lawrence Educational Standard both originated in Leeds and are nationally recognised for developing engagement and supporting cultural change. Very good efforts are made to involve young people who are traditionally hard to reach. The number of anti-social behaviour orders has been more than halved over the last three years. The number of first-time offenders is falling, but there is still a high proportion of looked after children and young people involved in the youth justice system.

7. The impact of all local services in helping children and young people achieve economic well-being is adequate. There are clear signs of improvement in some areas of work. There is very good support for families. Childcare provision is expanding at a faster rate than in comparable authorities. Partnership working and collaboration is very good at 14–16 but less well developed at 16–18. Good progress has been made with the online prospectus and common applications. The integrated youth service is re-engaging many young people in education, employment and training, improving attendance and raising attainment. The proportion of young people aged 16–18 in education, employment and training improved by 5% in 2007, a figure greater than the national average. The proportion of young people not in education, employment and training whilst reducing is high for 19 year olds, young people with learning difficulties and/or disabilities, and for some Black and minority ethnic groups. Good progress has been made on providing decent housing for children and young people, and Leeds has an excellent record for providing suitable accommodation for care leavers.

8. The capacity of council services to improve is good. The council made a bold but considered decision in creating innovative management arrangements for children's services. These arrangements are strong and are beginning to have a positive impact so that, although many outcomes for children and young people are currently at or below national expectations, the overall trajectory is very positive. Recent improvement rates have been rapid and are better than those of statistical neighbours in many areas of service provision.

Annex C

SUMMARY OF JOINT AREA REVIEW AND ANNUAL PERFORMANCE ASSESSMENT ARRANGEMENTS

1. This joint area review was conducted using the arrangements required under Section 20 of the Children Act 2004. It was carried out by a multi-disciplinary team of inspectors from Ofsted, the Healthcare Commission and the Audit Commission. The review was undertaken according to the requirements of the *Framework for the inspection of children's services*.

2. The review was linked to the contemporaneous corporate assessment of the local council by the Audit Commission and these findings, plus aspects of the most recent APA, are represented in the relevant part of the corporate assessment report.

3. This review describes the outcomes achieved by children and young people growing up in Leeds and evaluates the way local services, taken together, contribute to their well-being. Together with the APA of children's services, joint area reviews focus on the extent to which children and young people are healthy, safe, enjoy and achieve, make a positive contribution, and are well prepared to secure economic well-being. This review explores these issues by focusing on children with learning difficulties and/or disabilities, children who are looked after, children at risk or requiring safeguarding and a few additional investigations. It evaluates the collective contribution made by all relevant children's services to outcomes for these children and young people.

4. The review took place in two stages consisting of an analysis stage (where recorded evidence was scrutinised) and a two-week fieldwork stage (where inspectors met children and young people, parents and carers and those who deliver services for them).

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Draft External Audit Plan 2008/2009

Extract relating to Scrutiny Board (Children's Services)

Significant risks identified	Mitigating action by audited body	Residual audit risk	Action in response to residual audit risk	Link to auditor's responsibilities
Children and Young People: progress needs to be demonstrated in the Council's working arrangements at a local level.	Recently introduced innovative Children's Trust arrangements have stepped up the pace of change and improvement.	Yes	We will follow up our work undertaken in 2007 to include the delivery of outcomes at a local level.	KLOE 5.1 The Council currently achieves good value for money.

Corporate Governance and Audit Committee – Draft Work Programme 2008/2009

Extract relating to Scrutiny Board (Children's Services)

Item	Description	Responsible Officer
September 30th 2008		
Children's Services	To receive a report of the Director of Children's Services responding to the Committee's resolution at their meeting on 19 th March 2008 – to detail accountabilities at a local level.	Director of Children's Services Rosemary Archer

Internal Audit Plan 2008/2009

Extract relating to Scrutiny Board (Children's Services)

Value for Money Reviews
Learning Disability – Transitional Processes (jointly with Adult Social Care)
Transport
Payments for Skills
Children's Home Placements

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS Extract relating to Children's Services

For the period 1 July 2008 to 31 October 2008

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
School Devolved Formula Capital Budgets 2008/09 To seek approval to carry out capital works and incur expenditure at Leeds schools, to be funded by Devolved Formula Capital grant.	Director of Children's Services	1/7/08		Design and Cost report	Director of Children's Services
Major Refurbishment and General Building Works 2008/09 To authorise the incurring of £2,000,000 of expenditure in respect of Major Refurbishment and General Building Works Programme.	Director of Children's Services	1/7/08		Design and Cost report	Director of Children's Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Care of Looked after Children - Independent Fostering Agencies Award of a framework contract to various Independent Fostering Agencies	Chief Officer - Children and Young People's Care	1/7/08	Full tender exercise involving looked after young people	Panel Report	Director of Children's Services
Funding for the Development of New Childcare Places and Extended Services To inject £11.4 million over 3 years into the Children's Services Capital Programme and give authority to incur this expenditure.	Executive Board (Portfolio: Children's Services)	16/7/08	Education Leeds, Children's Services, Providers and Stakeholders city-wide.	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Independent Living PFI Project Approval of the revised scope and affordability of the Independent Living Project for Children's Services.	Executive Board (Portfolio: Children's Services)	16/7/08	To seek approval to proceed to implement the Children's Independent Living Project as a City Council Change to the wider Independent Living Project, with a revised scope and affordability position to that previously considered by Executive Board.	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Managing Pupil Numbers at Swallow Hill Community College</p> <p>Approval of the strategy proposed to manage the excess in pupil numbers in the existing Wortley High School building, and approval of the capital injection of £1.19m to meet the cost of required refurbishment and ICT works.</p>	Executive Board (Portfolio: Children's Services)	16/7/08	School & Temporary Governing Body	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Bankside- Provision of Newly Built School</p> <ul style="list-style-type: none"> To note the content of the report detailing the proposed scheme to provide new build school at Bankside Primary School. Give in principle approval to proceed with the scheme and develop the design. 	Executive Board (Portfolio: Children's Services)	16/7/08	Consultation already undertaken includes public meeting with Governors, parents, school users and community in attendance. Future consultations include full ward councillor briefing, full consultation with governing body, school users including parents, pupils and community users, and other Council Services.	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Increased admission limit at Harehills Primary School To permanently increase the admission limit from 60 to 90 pupils per year.	Executive Board (Portfolio: Children's Services)	16/7/08	Public consultation took place during 2007. Report will consider any representations following publication of statutory notice.	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Options appraisal- Reprovision of East Moor Secure Children's Home Agreement to capital expenditure for building new secure children's home on a different site	Executive Board (Portfolio: Children's Services)	16/7/08	Asset Management Board	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Contract for Intensive 7 Day Family Support Award of Contract	Chief Officer - Early Years and Youth Service	1/9/08	Client Department	Contract Award Report	Director of Children's Services

EXECUTIVE BOARD

WEDNESDAY, 11TH JUNE, 2008

PRESENT: Councillor R Brett in the Chair

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

Councillor J Blake – Non-voting advisory member

1 **Exempt Information - Possible Exclusion of the Press and 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 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 15 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information on the basis that disclosure of the information could prejudice the Council's position in commercial negotiations if the PFI credits are allocated and the project proceeds.
- b) Appendix C to the report referred to in minute 5 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that this is information relating to the financial or business affairs of the parties identified in the report and of the Council. In the circumstances it is felt that any negotiations which have already taken place should not be in the public domain prior to any future competitive process as this may prejudice commercial interests. The Council acknowledges 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.
- c) Appendix 3 to the report referred to in minute 23 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that since the proposed means of disposal will be through inviting offers for the property by public auction, then it is not in the public interest to disclose this information at this point in time as this could undermine this method of inviting bids and affect the integrity of disposing of property 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 have access to information

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

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.

- d) Appendices E, F and G to the report referred to in minute 24 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that its non disclosure outweighs the public benefit of disclosure as disclosure could seriously prejudice the outcome of future commercial dealings relating to this matter and could result in the Council suffering financial loss.
- e) A second report referred to in minute 7 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains financial and other confidential information relating to the Caddick and unsolicited offers. This information relates to the financial or business affairs of those particular companies, and of the Council. 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 was obtained either through the negotiations with Caddick, which were conducted on a confidential basis, or in relation to the unsolicited offer, from the letter of offer which was made to the Council on a confidential basis, then it is not in the public interest to disclose this information at this point in time as to do so could lead to further competing bids from these companies or from the market generally, and in turn this would undermine the process for disposing of this site which the Council selects and affect the integrity of the disposal process. 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 currently there is a greater public interest in ensuring that the site is disposed of in a fair and equitable manner with no party gaining a commercial advantage over another by having details of the likely level of other offers. Consequently, it is considered that in all the circumstances the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

2 Declaration of Interests

Councillors A Carter, J L Carter, Finnigan, Golton, Harker, Harrand, Smith and Blake declared personal interests in the item relating to the Primary Capital Programme (minute 14) as Primary School Governors.

Councillor Wakefield declared personal interests in the item relating to Leeds Local Enterprise Growth Initiative (minute 26) as a member of the Catalyst project and in the items relating to the Joint Area Review (minute 11) and the review of the Children and Young People's Plan (minute 12) as a member of the Learning and Skills Council.

Councillor Harrand declared a personal interest in the item relating to Small Industrial Units (minute 24) as an unpaid director of an organisation occupying such a unit.

3 Minutes

RESOLVED – That the minutes of the meeting held on 14th May 2008 be approved.

ENVIRONMENTAL SERVICES

4 Deputation to Council - West Yorkshire Animals in Need seeking to ban the giving of goldfish as prizes

The Director of Environment and Neighbourhoods submitted a report responding to the deputation from West Yorkshire Animals in Need to Full Council on 9th April 2008. The report detailed the Council's current position with regard to this issue and offered proposals to strengthen that position.

RESOLVED – That approval be given to the insertion of a suitable clause in the land licenses provided to operators of events and fairs, to specifically prohibit the giving of goldfishes as prizes.

DEVELOPMENT AND REGENERATION

5 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 providing a full response to the deputation from local residents to Full Council on 16th January 2008, following the holding response submitted to Executive Board on 12th March 2008.

Following consideration of appendix C 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- That the conclusions of the report be noted and

- (a) That the principle of any public greenspace requirement associated with a residential scheme, to comply with UDP Policy, being mainly provided at Ford House Garden be supported
- (b) That, over and above what is required by UDP Policy, and subject to it being affordable to the Council support be given to negotiations for the acquisition of the land south of Victoria Road, for use as informal greenspace, through a negotiated agreement, and that officers be authorised to continue to investigate this with the school.
- (c) That it be further noted that any proposal that the Elinor Lupton Centre become a licensed premises would not be supported by this Board and that the proposed use of the sports hall and swimming pool by a private operator with a 'community access agreement' would be supported by this Board.

(Councillor Finnigan declared a personal interest in this matter as a member of Plans Panel (East))

6 Deputation to Council- Retailers and Residents of Morley regarding the number of Charity Shops in Morley Shopping Centre

The Director of City Development submitted a report responding to the deputation from Retailers and Residents of Morley to Full Council on 9th April 2008.

RESOLVED-

- (a) That the Morley Mayor and traders be advised that, Leeds City Council, whilst sympathetic, is not disposed, at this stage, to support a national campaign to change national planning legislation, but will continue to support town and district centres through a range of positive interventions.
- (b) That discussions be held with other local authorities via the Local Government Association with a view to identifying any commonality of view and that a further report be brought to this Board on the outcome of those discussions.

7 Quarry Hill, Leeds 9

Referring to minute 34 of the meeting held on 11th June 2003, the Director of City Development submitted a report advising of the current situation relating to the disposal of the Council owned site at Quarry Hill.

Following consideration of the second 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 the Director of City Development be authorised to complete the disposal of land at Quarry Hill to Caddick Developments Limited on the terms reported, subject to the adjustments set out in the report.
- (b) That all decisions relating to the disposal of this site at Quarry Hill be delegated to the Director of City Development.

NEIGHBOURHOODS AND HOUSING

8 Activity in the Private Rented Sector regarding Energy Efficiency

The Director of Environment and Neighbourhoods submitted a report on the current position and activity in relation to energy efficiency measures within the private rented sector.

RESOLVED –

- (a) That the proposed actions to promote energy efficiency measures in the private rented sector as contained in paragraph 5.0 of the report, and which build on those undertaken to date, be approved.
- (b) That the discretionary elements of housing benefit provisions be examined to determine whether they could be used in a manner which

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

would provide an incentive to landlords to improve energy efficiency in their properties.

9 Update on the Supporting People Programme

The Director of Environment and Neighbourhoods submitted a report providing an update on developments relating to the Supporting People programme since the Audit Commission inspection in January 2007.

RESOLVED – That the report be noted and that the Director of Environment and Neighbourhoods report to this Board on proposals for any changes to current governance and funding arrangements relating to the Supporting People programme once the Communities and Local Government Department confirm what changes they intend to make to the delivery of the programme.

10 Under Occupation in Council Housing

The Director of Environment and Neighbourhoods submitted a report providing details of the extent of under-occupation in Leeds, and proposing that new incentive schemes be developed to encourage under-occupying Council tenants to move to smaller properties to promote best use of housing stock. The report also clarified how the Leeds Arm's Length Management Organisations should use Ground 16 powers under the Housing Act 1985 to move under-occupying tenants who have succeeded to a Council tenancy following the death of the tenant.

RESOLVED –

- (a) That approval be given to expenditure of up to £300,000 in 2008/09 on encouraging under-occupiers in the largest stock to move to more appropriately sized accommodation.
- (b) That the available legal powers to manage under-occupation be used in accordance with section 3.3.5-6 of the submitted report.
- (c) That a further report be brought to the Board in February 2009 providing a detailed action plan with targets on how incentives for under-occupation can be adopted for 2009/10.

CHILDREN'S SERVICES

11 Leeds Joint Area Review

The Director of Children's Services submitted a report advising of the outcome of the inspection and of the formal requirements on actions arising from the inspection.

RESOLVED – That the outcome of the Joint Area Review and resultant actions to be undertaken be noted and that the Action Plan in that respect be brought to the July meeting of the Board.

12 The 2008 Review of the of the Children and Young People's Plan

The Director of Children's Services submitted a report presenting the 2008 review of the Children and Young People Plan and seeking endorsement of the revised Plan.

RESOLVED - That the 2008 Children and Young People's Plan Review be approved and endorsed.

13 Carlton Primary School - School Hall Extension

The Chief Executive of Education Leeds submitted a report on a proposed new build extension to Carlton Primary School to provide a new hall and kitchen, and associated remodelling works.

RESOLVED –

- (a) That the design proposals be approved and that authority be given to proceed with an extension to Carlton Primary School to provide a new hall and kitchen, and associated remodelling works;
- (b) That expenditure of £1,008,000 from capital scheme 14130 be authorised.

14 Primary Capital Programme Strategy for Change

The Chief Executive of Education Leeds submitted a report on the proposed strategic approach towards renewing primary schools, including prioritisation of need, within the first four years, and on the proposed Strategy for Change prior to final submission to the Department for Children, Schools and Families.

RESOLVED-

- (a) That the Strategy for Change formal submission to the DCSF, to ensure capital funding is received by Leeds, be approved
- (b) That specific proposals for school projects for the first two years of the programme will be considered by this Board in due course and in accordance with usual procedures.

LEISURE

15 Endorsement of Expression of Interest for PFI Credits for Holt Park New Leaf Well Being Centre Project

The Director of City Development submitted a report on an Expression of Interest for the Holt Park New Leaf Wellbeing Project submitted to the Department of Health.

Following consideration of the appendix to this 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 the content of this report be noted and that the submission of the Expression of Interest for the Holt Park New Leaf Wellbeing Project be endorsed.
- (b) That approval be given to the combining of the Well Being Leisure Project with the New Leaf Well Being Centre Project, under the Education PFI Project Board should Credits be allocated for the project.

ADULT HEALTH AND SOCIAL CARE

16 Deputation to Council - Access Committee for Leeds Regarding Disability Inclusion Through Meaningful Involvement

The Director of Adult Social Services submitted a report responding to the deputation from the Access Committee for Leeds to Full Council on 9th April 2008.

RESOLVED

- (a) That the report be noted
- (b) That elected members and officers be supported and encouraged to work with the Independent Disability Council on a broad range of issues concerning disabled people.
- (c) That the widest possible participation in the debate on the future of social care, which is being undertaken by the government over coming months be supported and encouraged.
- (d) That the City Council's commitment to consultation and engagement with disabled people, in particular in addressing the major challenges to independent living arising from demographic change and the increasing costs of personal care, be confirmed.

17 Income for Community Care Services - Proposals for Consultation

The Director of Adult Social Services submitted a report setting out the current position of the review of income for non-residential adult social care services and on proposals for consultation on options.

RESOLVED-

- (a) That the contextual information outlined in the report and how it impacts on the contributions review be noted.
- (b) That the context for the consultation process be supported as the need to generate more income from service user contributions to improve our ability to invest in social care services and to support fairness, equity and consistency
- (c) That the contributions options set out in section 8.4 of the report be approved as the basis of stakeholder consultation.

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

18 Safeguarding Vulnerable Adults in Leeds

The Director of Adult Social Services submitted a report on the work underway in the city to strengthen arrangements designed to ensure that vulnerable adults in Leeds are adequately safeguarded.

RESOLVED-

- (a) That the report be noted in relation to the revisions to the Safeguarding Adults structures in the City and that the content of the annual report 2007/08, attached to the report be also noted
- (b) That the overall arrangements for Safeguarding Adults in the City be referred to the Scrutiny Board (Adult Social Care) so that consideration

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to be held on Wednesday, 16th July, 2008

can be given to the terms of an enquiry designed to test the strength and efficacy of Safeguarding work conducted across the partnership.

CENTRAL AND CORPORATE

19 Council Business Plan 2008-2011

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report providing information on the development, approach and broad content of the Council Business Plan 2008-11, and seeking endorsement of the plan prior to its formal approval by Full Council.

RESOLVED

- (a) That the Council Business Plan 2008-11 as attached at Appendix 1 to the report be endorsed
- (b) That the Assistant Chief Executive (Planning, Policy and Improvement) be authorised to update and complete the Council Business Plan with any outstanding information prior to its submission for approval to Full Council on 2nd July 2008.
- (c) That Council be recommended to approve the Council Business Plan 2008-11 at their meeting on 2nd July 2008.

20 Corporate Assessment 2008

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report detailing the outcome of the Corporate Assessment Inspection and highlighting the main findings and key issues for action.

RESOLVED -

- (a) That the Corporate assessment report and the action plan as attached at appendices 1 and 2 to the report be noted.
- (b) That the proposals outlined in the report for monitoring delivery of the action plan be noted.

21 Ward Based Initiatives 2008/2009

The Director of Resources submitted a report on a proposed Ward Based Initiative scheme to allow Elected Members to sponsor capital projects within their respective Wards

RESOLVED – That the report be noted and that expenditure of £990,000 be authorised, subject to approvals in line with procedures set out in the Guidance Notes attached to the report, and subject to an amendment to those notes to make clear the sums of money which can be awarded to such schemes.

22 Financial Performance - Outturn 2007/08

The Director of Resources submitted a report on the Council's financial performance for the year ending 31st March 2008, prior to submission of the annual accounts to the Corporate Governance and Audit Committee for approval, and subject to Audit.

RESOLVED -

- (a) That the report be noted
- (b) That £300,000 be transferred to the contingency fund in 2008/09 in accordance with paragraph 3.4 of the submitted report
- (c) That the additional contributions to and the creation of, earmarked reserves of £3,800,000 in respect of the HRA be agreed as outlined in the HRA report attached at Appendix 1 to the report
- (d) That the creation of two new General Fund earmarked reserves as outlined in paragraph 3.5 of the report be agreed
- (e) The Board noted that right to buy capital receipts that are not required in 2007/08 to fund the HRA capital programme have been used to fund the general fund, thereby reducing borrowing costs with compensating resources to be returned to the HRA programme in 2008/09.

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

DEVELOPMENT AND REGENERATION

23 Deputation to Council -Muslim Society of Leeds regarding the future of Bentley Primary School

The Director of City Development submitted a report responding to the deputation from the Muslim Society of Leeds to Full Council on 9th April 2008.

Following consideration of appendix 3 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- That the request from the Muslim Society of Leeds to acquire the former Bentley Primary School for community purposes be noted, but that the proposed sale on the open market in support of the Council's capital programme proceed as soon as possible in this financial year.

24 The Future Ownership and Management of the Council's Small Industrial Unit Portfolio, St Ann's Mills/ Abbey Mills, Kirkstall and the Investment and Agricultural Property Portfolios

The Director of City Development submitted a report providing an update on the outcome of the partnering / marketing exercises for the SIU portfolio and for St Ann's Mills / Abbey Mills, Kirkstall and setting out the outcomes in the context of the current Capital Programme pressures.

Following consideration of appendices E, F and G 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-

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

- (a) That the Board notes:
 - (i) the failure to identify a suitable partner to manage the Council's SIU portfolio
 - (ii) the failure to identify a suitable partner and to receive a credible offer for St Ann's Mills, Kirkstall
- (b) That disposals in support of the Capital Programme be agreed as follows:
 - (i) selected miscellaneous investment properties as detailed in Appendix E Tables 3a and 3b of the report
 - (ii) the farm buildings and gardens, but not the associated farm land, of the agricultural properties detailed in Appendix E Table 2a.
 - (iii) the selected small industrial unit properties detailed in Appendix E Table 1a (including St Ann's Mills, Kirkstall), subject to discussion with ward members on details relating to the proposed Ledston Luck disposal

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

25 City Centre Vision Conference

The Director of City Development submitted a report advising of the outcomes arising from the City Centre Vision Conference held in January and recommending how best to take forward the issues and ideas that emerged.

RESOLVED-

- (a) That the successful outcome of the City Centre Vision Conference and the ongoing work regarding the arena, funding and the removal of street clutter be noted
- (b) That officers investigate the feasibility of implementing the 'Big Ideas' from the Conference and the work as proposed in section 5.0 of the report
- (c) That the Council work with and consult the Leeds Initiative and other partnership groups to help develop more detailed proposals
- (d) That an annual update on overall progress be brought back to this Board in January 2009 and that reports on individual projects be brought back at the appropriate time.

26 Sharing the Success: Leeds Local Enterprise Growth Initiative (LEGI)

The Director of City Development submitted a report on progress made on the implementation of Sharing the Success, the Leeds LEGI programme.

RESOLVED-

- (a) That the programme as commissioned to date by the programme Board be endorsed

- (b) That decisions on expenditure in line with the approved Officer Delegation Scheme be taken by the Director of Development in consultation with the LEGI Board
- (c) That further annual reports on progress in implementing the LEGI programme be brought to the Board.

27 Kirkgate Market Development Strategy Update

Further to minute 274 of the meeting held on 18th May 2005, the Director of City Development submitted a report detailing the outcome of the public consultation regarding Kirkgate Market and inviting consideration of the alternatives available for moving the preferred redevelopment option forward.

RESOLVED-

- (a) That the results of the public and tenant and trader consultation be noted and that development proposals continue to be advanced on the basis of those set out in the consultation document and on the basis of the accord shown in the public, tenant and trader opinions as set out in section 3 of the report;
- (b) That the informal discussions with the Leeds Partnership be noted;
- (c) That the commencement of an initial three month period of exclusivity with the Leeds Partnership in order to identify a suitable development option for Kirkgate Market be approved;
- (d) That officers bring back a further report to this Board detailing the outcome of the discussions with the Leeds Partnership.

DATE OF PUBLICATION	13 TH June 2008
LAST DATE FOR CALL IN (5.00 PM)	20 TH June 2008

(Scrutiny Support will notify Directors of any items Called In by 12 noon on Monday 23rd June 2008)

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Scrutiny Board (Children's Services)

Outstanding issues from 2007/08

Education Standards

- The final report from the inquiry completed in April 2008 will come to the Board in July for agreement.
- Last year the Board made a strong recommendation that an inquiry is prioritised in 2008/09 on those entering the education system.

Responses to Scrutiny Inquiry reports

- The response to the statement on Inclusion published in April 2008 will come to the Board in July.
- The response to the inquiry on services for 8-13 year olds will come to the Board in September.

David Young Academy

- In January 2008, the Principal of the Academy invited Members of the Board to visit the Academy at the beginning of its new school year (June/July) to talk to Year 7 pupils about their experience of transition.

Teenage Conception

- The Scrutiny Board (Health and Adult Social Care) published a Statement from the Teenage Pregnancy Working Group in April 2008. It recommends that further scrutiny, in the form of a full inquiry, be carried out into teenage conceptions during the municipal year 2008/09.

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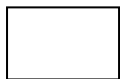
Report of the Head of Scrutiny and Member Development

Scrutiny Board: Children's Services

Date: 26 June 2008

Subject: Determining the Work Programme for 2008/09

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

☐

Community Cohesion

☐

Narrowing the Gap

☐

1.0 Purpose of Report

1.1 The purpose of this report is to determine the Board's work programme for 2008/09.

2.0 Introduction

2.1 The previous agenda item provided inputs to assist the development of the Board's work programme for the coming year. Having considered the written information and having discussed relevant issues with Executive Members and the Director of Children's Services, the Board is now asked to consider formulating a draft work programme.

2.2 In formulating work programme the Scrutiny Board shall consider;

- how any proposed inquiries meet the Inquiry Selection Criteria (attached as appendix 1)
- whether the programme can be adequately resourced and timetabled.

2.3 A skeleton work programme is attached as appendix 2.

3.0 Recommendation

3.1 Members are requested to consider the content of the Board's work programme for the coming year.

SCRUTINY BOARD PROCEDURE RULES GUIDANCE NOTE 7

INQUIRY SELECTION CRITERIA

1.0 INTRODUCTION

- 1.1 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an Inquiry, to:

Consider how a proposed Inquiry meets criteria approved from time to time; and

Consult with any relevant Director and Executive Member

- 1.2 This is to ensure that Scrutiny Boards, when agreeing to undertake an Inquiry, have considered carefully the reasons for that Inquiry, its objectives, whether it can be adequately resourced in terms of Member and Officer time and have sought the views of the relevant Director and Executive Member.
- 1.3 The decision whether to undertake an Inquiry or not rests with the Scrutiny Board.

2.0 INQUIRY SELECTION CRITERIA

- 2.1 At the time of deciding to undertake an Inquiry, the Scrutiny Board will refer to the Inquiry Selection Criteria within this Guidance Note and formally identify which of the agreed criteria the proposed Inquiry meets. The Board will also record the comments of the relevant Director and Executive Member. This process will be recorded in the Scrutiny Board minutes.

INQUIRY SELECTION CRITERIA

Scrutiny Board

Inquiry Title

Anticipated Start Date

Anticipated Finish Date

The Inquiry meets the following criteria

- It addresses the Council's agreed Strategic outcomes by reviewing the effectiveness of policy to achieve strategic outcomes as defined by the Leeds Strategic Plan ☐
- Shaping and developing policy through influencing pre-policy discussion ☐

It fulfils a performance management function by

- Reviewing performance of significant parts of service ☐
- Addressing a poor performing service ☐
- Addressing a high level of user dissatisfaction with the service ☐
- Addressing a pattern of budgetary overspends ☐
- Addressing matters raised by external auditors and inspectors ☐
- Addresses an issue of high public interest ☐
- Reviews a Major or Key Officer decision ☐
- Reviews an Executive Board decision ☐
- Reviews a series of decisions which have a significant impact ☐
- Has been requested by the Executive Board/Full Council/Scrutiny Advisory Group ☐
- looks at innovative change ☐

Comments of relevant Director and Executive Member

Date

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Scrutiny Board (Children's Services)
Work Programme 2008/09

Item	Description	Notes	Type of item
Meeting date – 17 July 2008			
Formal responses to Scrutiny Board recommendations	To receive the formal response to the following statement: <ul style="list-style-type: none"> Inclusion 		MSR
Recommendation Tracking	This item track progress with previous Scrutiny recommendations on a quarterly basis		MSR
Children and Young People's Plan	To consider the board's input to the development of the second Children and Young People's Plan for Leeds		DP

Scrutiny Board (Children's Services)
Work Programme 2008/09

Item	Description	Notes	Type of item
Meeting date – 18 September 2008			
Formal responses to Scrutiny Board recommendations	<p>To receive the formal response to the following final inquiry report:</p> <ul style="list-style-type: none"> • Services for 8-13 year olds • Education Standards 		MSR
Performance Management	Quarter 1 information for 2007/08 (April - June)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Recommendation Tracking	This item track progress with previous Scrutiny recommendations on a quarterly basis		MSR
Ofsted Inspections	Biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM

Scrutiny Board (Children's Services)
Work Programme 2008/09

Item	Description	Notes	Type of item
Meeting date – 16 October 2008			
Meeting date – 13 November 2008			
Performance Management	Quarter 2 information for 2008/09 (July-Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Recommendation Tracking	This item track progress with previous Scrutiny recommendations on a quarterly basis		MSR

Scrutiny Board (Children's Services)
Work Programme 2008/09

Item	Description	Notes	Type of item
Meeting date – 11 December 2008			
Meeting date – 8 January 2009			
Meeting date – 5 February 2009			
Performance Management	Quarter 3 information for 2008/09 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Recommendation Tracking	This item track progress with previous Scrutiny recommendations on a quarterly basis		MSR
School performance and Ofsted Inspections	Annual report on school performance and biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM

Scrutiny Board (Children's Services)
Work Programme 2008/09

Item	Description	Notes	Type of item
Meeting date – 5 March 2009			
Meeting date – 2 April 2009			
Annual Report	To agree the Board's contribution to the annual scrutiny report		

Key:

RFS – Request for scrutiny
 RP – Review of existing policy
 DP – Development of new policy
 MSR – Monitoring scrutiny recommendations
 PM – Performance management
 B – Briefings (including potential areas for scrutiny)

Working Groups			
Working group	Membership	Progress update	Dates
Young People's Scrutiny Forum – Protecting our Environment	Members of Leeds Youth Council and ROAR	Terms of reference agreed April 2008 Currently taking evidence	

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