



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 13th December, 2012 at 9.45 am

(A pre-meeting will take place for ALL Members of the Board at 9.15 a.m.)

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
B Gettings - Morley North;
C Gruen - Bramley and Stanningley;
A Hussain - Gipton and Harehills;

A Khan - Burmantofts and Richmond Hill;
A Lamb - Wetherby;
P Latty - Guiseley and Rawdon;
M Rafique - Chapel Allerton;
K Renshaw - Ardsley and Robin Hood;
A Sobel - Moortown;
B Urry - Roundhay;
-

Co-opted Members (Voting)

- | | |
|----------------|--|
| Mr E A Britten | - Church Representative (Catholic) |
| Vacancy | - Church Representative (Church of England) |
| Ms A Craven | - Parent Governor Representative (Primary) |
| Ms J Ward | - Parent Governor Representative (Secondary) |
| Ms N Cox | - Parent Governor Representative (Special) |

Co-opted Members (Non-Voting)

- | | |
|------------------|---|
| Ms C Foote | - Teacher Representative |
| Ms C Raftery | - Teacher Representative |
| Mrs S Hutchinson | - Early Years Representative |
| Ms T Kayani | - Leeds Youth Work Partnership Representative |
| Ms J Morris-Boam | - Young Lives Leeds |

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 Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services 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>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 8TH NOVEMBER 2012

1 - 8

To confirm as a correct record, the minutes of the meeting held on 8th November 2012 .

7

THE IMPLICATIONS OF ACADEMIES FOR THE LOCAL AUTHORITY AND EDUCATION IN GENERAL

9 - 20

To receive and consider the reports of the Director of Children's Services which provides information on the impact of academy developments upon the work of the Local Authority and education in general.

8

FINANCIAL HEALTH AND BUDGET PROPOSALS 2013/14 - CHILDREN'S SERVICES

21 - 82

To receive and consider a report from the Head of Scrutiny and Member Development and appended financial reports which details Initial Budget Proposals for 2013/14, Budget Update Month 7 and School Funding Reforms 2013/14.

9	QUARTER 2 PERFORMANCE REPORT 2012/13	83 -
	To receive and consider the joint report of Report of Assistant Chief Executive (Customer Access and Performance) / Director of Children's Services which provides a summary of performance against the strategic priorities for the council relevant to the Children and Families Scrutiny Board.	102
10	CHILDREN'S SOCIAL WORK: IMPROVEMENT PLAN	103 -
	To receive and consider the report of the Director of Children's Services which provides an overview of progress in Leeds over the past year and a summary of recent audit and quality assurance activity.	146
	(Appendix B – to follow and will be issued as late supplementary information)	
11	RECOMMENDATION TRACKING - EXTERNAL PLACEMENTS	147 -
	To receive and consider a report from the Head of Scrutiny and Member Development which sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of External Placements published on the 28 th of February 2012.	156
12	RECOMMENDATION TRACKING - IMPROVING SCHOOL ATTENDANCE	157 -
	To receive and consider a report form the Head of Scrutiny and Member Development which sets out the progress made in responding to the recommendations arising from the previous Scrutiny review in Improving School Attendance published on the 26 th of April 2012.	172
13	WORK SCHEDULE	173 -
	To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work schedule for the remainder of the current municipal year.	208
14	DATE AND TIME OF NEXT MEETING	
	09.45am, Thursday 17 th January 2013.	

Agenda Item 6

SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 8TH NOVEMBER, 2012

PRESENT: Councillor J Chapman in the Chair

Councillors C Gruen, A Hussain, A Khan,
A Lamb, P Latty, M Rafique, K Renshaw,
A Sobel and B Urry

CO-OPTED MEMBERS (VOTING):

Mr E A Britten – Church Representative (Catholic)

Ms A Craven – Parent Governor Representative (Primary)

Ms J Ward – Parent Governor Representative (Secondary)

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote – Teacher Representative

Ms C Raftery – Teacher Representative

Mrs S Hutchinson – Early Years Representative

Ms J Morris-Boam – Young Lives Leeds

70 Chair's Opening Remarks

The Chair welcomed all in attendance to the November meeting of Scrutiny Board (Children's and Families).

71 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept the following supplementary items, which were not available at the time of agenda despatch:

- Briefing Note – Early Intervention Grant and Funding for the provision of the Free Nursery education entitlement for Vulnerable 2 Year Olds prepared by the Head of Finance (Children's Services) (Agenda Item 7)(Minute 75 refers)
- Learning Skills and Universal Services – Powerpoint presentation slides (Agenda Item 7)(Minute 75 refers)
- 2011/12 Early Years Foundation Stage Profile outcomes by cluster (Agenda Item 7)(Minute 75 refers)

The documents were not available at the time of the agenda despatch, but subsequently made available to the public on the Council's website prior to and after the meeting.

72 Declaration of Disclosable Pecuniary and Other Interests

The following significant interest was declared at the meeting:-

- Councillor B Urry in his capacity as a Governor at Roundhay St John's Church of England School (Agenda Item 7) (Minute 75 refers)

Draft minutes to be approved at the meeting
to be held on Thursday, 13th December, 2012

73 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillor B Gettings, Ms T Kayani (Co-opted Member) and Ms J Morris-Boam (Co-opted Member).

The Principal Scrutiny Adviser also informed the meeting that Councillor J Blake, Executive Member (Children and Families) and Mr N Richardson, Director of Children's Services had also conveyed their apologies due to prior engagements.

74 Minutes - 11th October 2012

RESOLVED – That the minutes of the meeting held on 11th October 2012 be approved as a correct record.

75 Scrutiny Inquiry - Foundation Years - providing the best start in life for Children to succeed – Session 3

Referring to Minute 66 of the meeting held on 11th October 2012, the Head of Scrutiny and Member Development submitted a report which provided information relating to session 3 of the Board's inquiry into looking at foundation years (age 0-5) and how services in Leeds were provided to promote the best start in life for children, to equip them with the skills to succeed and promote their social mobility.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Domestic Violence Action Plan for Leeds 2012/13 (Appendix A refers)
- Foundation Years – providing the best start in life for children to succeed – Session 3 – Report of the Director of Children's Services (Appendix B refers)

In addition to the above documents, copies of the following supplementary information was also circulated at the meeting:

- A copy of a briefing note entitled 'Early Intervention Grant and Funding for the provision of the Free Nursery education entitlement for Vulnerable 2 Year Olds prepared by the Head of Finance (Children's Services)
- Learning Skills and Universal Services – Powerpoint presentation slides
- 2011/12 Early Years Foundation Stage Profile outcomes by cluster

The Chair welcomed the following officers to the meeting:-

- Sue Rumbold, Chief Officer (Partnership, Development and Business Support), Children's Services
- Andrea Richardson, Head of Early Years Help Services, Children's Services
- Liz Bradley, Early Years and Foundation Stage Improvement Manager, Children's Services
- Neil Warren, Head of Finance, Children's Services

- Lisa Smith, Childrens Centre Manager, Children's Services
- Collette Kurylo, Children's Centre Manager, Chapeltown, Children's Services
- Michelle de Souza, Community Safety Manager, Children's Services
- Joanna Smith, 4Children who ran the City and Hunslet Children's Centre

The Principal Scrutiny Adviser informed the meeting that Session 3 of the inquiry would focus on the following specific areas:

- Leeds Education Challenge – Foundation Stage: Children's Services and Cluster approach to the three prime development areas:
 - personal, social and emotional development
 - communication and language and
 - physical development
- Progress since the Education Standards – Entering the Education System inquiry 2009
- Early Years Foundation Stage (September 2012) Legislation changes
- Free early education – take up of places for 3 and 4 year olds, increasing take up and engaging parents
- Extension of free early education to 2 year olds (September 2013) – Preparation, promotion and strengthening the quality of providers

Prior to discussing Session 3 of the inquiry, the Chair invited Michelle de Souza, Community Safety Manager to briefly discuss the domestic violence support question raised at the last meeting.

She focused on the following three specific areas:

- The fact that domestic violence was triggered when women become pregnant and the support available from midwives and health visitors in this regard
- The work undertaken with the Children's Centres and the information available on domestic violence
- The therapeutic support available for children who had emotional problems as a result of domestic violence

The key areas of discussion were:

- Clarification of the high risk factors and the support available for siblings with specific reference to the work undertaken in this area by MORAC
- Clarification if domestic violence was more evident in areas of deprivation or high unemployment
- Clarification of the work undertaken to date towards verbal and physical violence to teenage girls who were seen as a vulnerable group in this area
- The mental and emotional support available for children and young people who have witnessed domestic violence

Liz Bailey, Early Years and Foundation Stage Improvement Manager presented a brief powerpoint presentation on 'Learning Skills and Universal Services' which focused on the attainment gap in Leeds.

Andrea Richardson, Head of Early Years Help Services highlighted the key issues contained within the report and supporting documents and to assist the Board with their deliberations of the inquiry, representatives from three Children's Centres were present to provide additional information.

The Principal Scrutiny Adviser read out a statement from Jane Middlebrook, Manager of Kaleidoscope from the Private Nursery sector regarding the relationship/involvement between private providers and clusters.

The key areas of discussion were:

- Concerns expressed that there was not enough early years spaces available, especially in East Leeds
- The need for the Board to be supplied with more information on the Early Year's take up
- The concerns expressed that families were struggling to pay travelling expenses to transport children to other areas of the city for childcare
- Clarification of the three questions relating to the attainment gap in Leeds and the need for the Board to be supplied with more details on the proportion of settings and on what challenges were available as part of the representations being made by the Core Strategy
(The Head of Early Years Help Services responded and agreed to provide a breakdown of data on a ward by ward basis in relation to 2, 3 and 4 year olds)
- The need for a working group to be established to address the information raised at today's meeting
- Clarification of the SEN's involvement within the process
- Clarification of the number of 4 year olds who would be in the 20% cohort of low attainment
(The Head of Early Years Help Services responded and commented on the assessment criteria. She agreed to provide more information on the figures via the Principal Scrutiny Adviser)
- Clarification of the support available to parents in relation to the 5 year old provision
- The concerns expressed about the language and literacy issues that existed for children and how the authority engaged with parents
- The funding issues for free early years provision within the different sectors of Leeds
- The need for the Board to be supplied with more detail on cross sector meetings to include numbers of attendees, information on provides and the evaluation criteria
(The Early Years and Foundation Stage Improvement Manager responded and agreed to provide this information via the Principal Scrutiny Adviser)
- Clarification of the pilot take up figures

- Concern about attainment gap data in the JESS and C.H.E.S.S clusters
- The need for a Health Visitor to inform parent of the 'Breeze' at the nine month assessment stage and for records to be undertaken
- The need for developers to be make contribution via Community Infrastructure Levy to the Early Years provision
- Clarification if there were enough Outreach Workers within the area's of need

Neil Warren, Head of Finance to made a brief presentation on the Early Intervention Grant and Funding for the provision of the Free Nursery education entitlement for Vulnerable 2 Year Olds.

The key areas of discussion were:

- Clarification of the protocol in relation to the two year old grant money going into the Dedicated Schools Grant
(The Head of Finance responded and outlined the estimated figures and agreed to report back further information on this issue via the Principal Scrutiny Adviser)
- Clarification of the protocol for the two year old grant being identified for vulnerable children for two years and what would happen in year three
- Concern about the overall requirement to provide an expanded service without any additional funding
- Clarification if the Core Offer was guaranteed for a year or by term .
- The need to consider devising a standard form for any child who was accepted into a school as apart of the transition arrangements

RESOLVED –

- a) That the contents of the report, appendices and supplementary information be noted.
- b) That a vote of thanks be conveyed to those officers in attendance for their contribution and input into Session 3 of the inquiry.
- c) That a working group be established in either December 2012/January 2013 to address the specific issues raised at today's meeting and that in the interim period, Board Members be requested to forward any further/ or unanswered questions to the Principal Scrutiny Adviser for dissemination to relevant officers.

(Councillor A Khan joined the meeting at 10.15am during discussions of the above item)

(Councillor A Hussain left the meeting at 12.10pm during discussions of the above item)

76 Recommendation Tracking – Improving School Attendance
(Due to time restraints, this item was withdrawn until the next meeting on 13th December 2012)

77 Recommendation Tracking – External Placements
(Due to time restraints, this item was withdrawn until the next meeting on 13th December 2012)

78 Draft Scrutiny Inquiry Final Report – Safeguarding Children – Private Care Homes

The Head of Scrutiny and Member Development submitted a report which requested that the Board consider and agree their report following its inquiry into Safeguarding Children – Private Care Homes.

Appended to the report was a copy of a document entitled ‘Draft Scrutiny Inquiry Final report Safeguarding Children – Private Care Homes – 8th November 2012’ for the information/comment of the meeting.

The Chair welcomed the following officers to the meeting:-

- Sue Rumbold, Chief Officer (Partnership, Development and Business Support), Children’s Services
- Martin Sellens, Head of Planning Services, City Development

The Principal Scrutiny Adviser presented the report responded to Members’ queries and comments.

The key areas of discussion were:

- To remind the Board that some planning constraints are a national issue
(The Chair confirmed that representation had already been made to the Children’s Minister on this issue)
- Clarification that the Childrens Residential Home Charter was being progressed under the banner of being a Child Friendly City
(The Chief Officer (Partnership, Development and Business Support), Children’s Services responded on this issue)

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That approval be given to the Board’s report following its inquiry into Safeguarding Children-Private Care Homes as now outlined.

79 Work Schedule

The Head of Scrutiny and Member Development submitted a report which detailed the Scrutiny Board’s work schedule for the current municipal year.

Appended to the report for Members’ information was the current version of the Board’s work programme; a copy of Executive Board minutes of a meeting

held on 17th October 2012 and an extract from the Forward Plan of Key Decisions for the period 10th September 2012 to 24th October 2012.

The Principal Scrutiny Adviser presented the report responded to Members' queries and comments.

In her presentation, the Principal Scrutiny Adviser referred to the working group established to look into outstanding issues in relation to the Board's Inquiry on 'Foundation Years – Providing the Best Start in Life for Children to Succeed – Session 3' (Minute 75 refers) and confirmed that she would contact Board Members to arrange a convenient date and time in December 2012/January 2013.

The Principal Scrutiny Adviser also referred to the Youth Review Working Group to consider the views and recommendations of the group in response to the report of Damien Allen, NOHA Associates 'The Leeds 'Youth Offer' – findings and propositions. She requested any further suggestions/recommendations on the notes of the meeting to prepare a report for submission on this issue to the Executive Board at the January 2013 meeting.

The key areas of discussion were:

- With regard to Foundation Years, the need for the Board to be more challenging towards the attainment gap in Leeds and as a result the working group should focus on the issue of knowing where the quality of settings were located. In addition the need for the working group to look a research work undertaken by the universities
(The Principal Scrutiny Adviser responded and agreed to look into this issue)
- The need for the Board to see copies of the minutes of the Children's Trust Board

RESOLVED –

- a) That the work schedule be approved.
- b) That the copy of Executive Board minutes of a meeting held on 17th October 2012 and an extract from the Forward Plan of Key Decisions for the period 10th September 2012 to 24th October 2012 be noted.
- c) That the Principal Scrutiny Adviser be requested to prepare a report to the Executive Board at the January 2013 meeting on 'The Leeds 'Youth Offer' – findings and propositions' in accordance with the recommendations made by the Youth Review Working Group.
- d) That the Principal Scrutiny Adviser be requested to include minutes of the Children's Trust Board within the work schedule.

80 Date and Time of Next Meeting

Thursday 13th December 2012 at 9.45am in the Civic Hall, Leeds with a Pre meeting for Board Members at 9.15am.

(The meeting concluded at 12.30pm)

Report of Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: The Implications of Academies for the Local Authority and Education in General.

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

1.0 Summary of main Issues

1.1 Children and Young People’s Services have been asked to provide the Scrutiny Board with a report that addresses issues relating to the impact of academy developments upon the work of the Local Authority and education in general. Over recent years, due to governmental and notably coalition policy, there has been a significant increase in the number of schools converting to academy status both nationally and in Leeds. The current Leeds academy position in primary and secondary phases is summarised in this report together with some information on the national position. The report also presents information to the Scrutiny Board on how academies differ from local authority maintained schools, associated corporate implications and raises awareness to the Board for other options for structural change of schools.

1.2 At this time, insufficient data exists to attribute improved student outcomes purely to structural changes such as the transfer of a school to becoming an academy. Some indications suggest that increased accountability and more intensive support provided in some academy chains is proving to be effective, but this aligns with the provision to both maintained schools and academies receiving additional support and intervention through programmes such as the City Challenges and upon which the Leeds Education Challenge is based.

1.3 Mass transfer of schools to academy status threatens the financial capacity over time of the Local Authority.

2.0 Recommendations

The Scrutiny Board (Children and Families) is recommended to:

a) Note and consider the information contained within this report, and make recommendations as deemed appropriate.

b) Consider if further scrutiny is required and incorporate this into the work schedule of the Scrutiny Board

c) request further investigations to be carried out by Leeds Children's Services that take into account all options for schools considering or being expected to consider becoming an academy and the impact upon the school and the wider community that it serves in order to:

- appreciate the full implications of costs and resources on Leeds Children's Services
- inform the development of a comprehensive Leeds position statement on structural change that guides improvements in schools' standards and effectiveness and meets the needs of all young people educated in Leeds.

1.5 Purpose of this report

1.6 Children and Young People's Services have been asked to provide the Scrutiny Board with a report that addresses the following issues which have been captured from discussions with members and the Board itself:

- what an academy actually is, what makes them different from other types of local authority maintained schools
- what the budgetary implications are for the authority and schools as schools move to academy status
- why schools might opt to move to academy status (either by choice or by DfE requirement), what the short and long term benefits/detriments are
- the relationship between academies and the local authority
- the impact this may have on pupil exclusions and admissions
- in real terms how academies, both nationally and in Leeds, perform and their achievement rates since becoming an academy (i.e. is there any evidence that suggests that there is any accelerated improvement in outcomes for children once schools became academies) An analysis of school performance and their Ofsted outcomes for the past few years so that comparisons can be
- what happens if/when academies fail?
- other options for structural change of schools.

2.0 Background Information

2.1 *Primary provision total: 219 primary schools + 5 SILCs (2 – 19 years) + 1 PRU*

Primary LA maintained: 216

Primary academies total: 3 = 1%

Primary converter academies (2): Manston St James Church of England Primary School, Garforth Green Lane Primary School

Primary sponsored academies (1): Park View Academy (formerly Cross Flatts Park Primary School)

2.2 *Secondary provision total: 38 secondary + 5 SILCs (2 – 19 years) + 1 BESD SILC + 2 PRUs*

Secondary LA maintained schools: 24

Secondary academies total: 14 = 37% (not incl. SILCs and PRUs)

Secondary converter academies (8): Abbey Grange Church of England, Crawshaw School, Horsforth School, Garforth Academy, The Morley Academy, Otley Prince Henry's Grammar School Specialist Language College, Rodillian School, Woodkirk Academy.

Secondary sponsored academies (6): David Young Community Academy, The Farnley Academy, The Co-Operative Academy, Leeds East Academy, Leeds West Academy, Leeds South Academy

2.3 Leeds currently has 8 academy sponsors working in the city: Diocese of Ripon and Leeds, LEAF Academy Trust, The Co-operative, The Gorse Academies Trust, Schools Partnership Trust Academies, Academies Enterprise Trust, E-ACT and United Learning.

3.0 Main issues

3.1 What an academy actually is, what makes them different from a Local Authority run school?

3.1.1 There are two types of academy:

3.1.2 *Sponsored academies* are usually set up to replace “under-performing schools”.

3.1.3 *Converter academies* are higher attaining schools that have chosen to convert to academy status.

3.1.4 In all cases, the main differences between academies and Local Authority maintained schools are:

- Funding: Whilst academies receive the same level of per-pupil funding they also receive additional funding to cover the services that are no longer provided for them by the Local Authority and they are directly funded from the Education Funding Agency (EFA)
- Academies have the ability to set their own pay and conditions for staff and do not have to comply with national or local agreements;
- Academies have additional freedoms around the delivery of the curriculum, they do not have to deliver the National Curriculum; and
- Academies have the ability to change the lengths of terms and school days away from local agreements such that their school terms and school days can be out of synchronisation with surrounding schools.

3.1.5 Each school to academy conversion process brings about the Transfer of Undertakings (Protection of Employment) (TUPE) transfer of all staff except the headteacher (at the discretion of the sponsor). It also provides a lease (for 125 years) of all land and assets to the academy trust from the Local Authority. In these cases Leeds City Council takes on the function of the landlord.

3.1.6 Academies are required to follow the law and guidance on admissions, special educational needs and exclusions as if they were maintained schools.

3.1.7 Academies are required to establish an academy trust that is a charitable company limited by guarantee (the liability of the members is set at £10 in the model Articles of Association). The Trust has two layers of governance:

- the members, who operate at a strategic level with ultimate control over the direction of the Academy Trust, and
- the governors (often referred to as the directors or trustees) with responsibility for day-to-day operation of the Academy Trust. The principles of governance are similar in academies as in maintained schools, but the governing body is accountable to the academy trust. Academies are required to have at least two parent governors. Representation of the local authority is not required on the governing body.

3.2 What the budgetary implications are for the authority and schools as schools move to academy status

Changes in school funding arrangements

3.2.1 The DfE removes the Local Authority Central Spend Equivalent Grant (LACSEG) from the Local Authority and this grant is then paid to academies. This is in recognition of the fact that as independent schools they no longer automatically receive a number of services from local authorities but must make appropriate provision for them.

3.2.2 The DfE is to transfer the block grant that funds the Local Authority's central education services to the DfE from 1.4.2013. This will then be split in real time pro-rata to pupil numbers attending academies and maintained schools. This will require immediate in-year reductions to many Local Authority central education functions as schools become academies. The rate per pupil for 2013/14 is not yet known but is estimated at £150. Therefore, a secondary school with 1000 pupils will require the local authority budgeting for £150,000. By the end of 2012/13 Local Authority funding for central education functions will be reduced by about £3 million per year.

Implications of funding changes for the Local Authority

- 3.2.3** Leeds Children's Services (For example, Personnel and HR, Finance, governor support services, healthy schools, Artforms, Sports Development, Legal services and Learning Improvement) currently trade some improvement and support programmes. The potential exists to lose trade if schools become academies and no longer wish to continue buying-in as a result of sponsors developing their own support and improvement capacity. Currently trade with schools and academies is developing across all aspects of LA services and is a feature of Budget Plus proposals over the next four years to ensure viability of services to all schools in Leeds. Marketing these services is developing.
- 3.2.4** We are encouraging all Leeds academies to choose to buy-in to Leeds' multi agency cluster arrangements and Area Inclusion Partnerships (AIPs), however they are not compelled to.
- 3.2.5** For a school becoming a sponsored academy, any deficit budget balance on closure reverts to the Local Authority any surplus is transferred to the academy. There has almost always been a deficit and so represents a non recoverable cost to the Council. In the case of schools that become converter academies they retain their balances whether deficit or surplus.
- 3.2.6** For new academies, the Local Authority continues to be funded through the Dedicated Schools Grant (DSG), but the DfE then remove funding equal to what the Local Authority would fund the academy and a share of Local Authority central expenditure. This assumes that most of our services funded through the schools budget shrink pro-rata to pupil numbers transferring to academies.
- 3.2.7** In addition to the ongoing revenue costs for academies there is a cost to the authority arising from each school to academy transfer, in that, legal agreements are required to facilitate the transfers, as well as additional costs to Leeds Children and Young People's Services arising from officers' time. These costs include;
- a. In the case of schools which are not subject to Public Funded Initiative (PFI) arrangements, these are more straight forward in that they consist of a lease of the school property, costs in relation to supporting the TUPE process for staff, and a Commercial Transfer Agreement (CTA) which deals with staff and asset transfers. The standard CTA form (supplied and required by the DfE) contains some fairly onerous TUPE indemnities which go beyond the actual requirements of the TUPE regulations. Leeds' position (in line with most other local authorities) in relation to the terms of the CTA on more recent conversions has been to only offer obligations which reflect the TUPE requirements. The average cost of legal work on non-PFI conversions is between £6-10k.

b. The Local Authority retains contractual responsibility and risk if a PFI school becomes an academy. In this case, for the PFI schools that convert, additional agreements are required to deal with the fact that the City Council remains counterparty to the PFI agreement and is responsible for continuing to administer it for the benefit of the academy (this is because the arrangements cover more than one school and cannot be partially terminated). The additional agreements include a deed of variation in respect of which the City Council is obliged to pay the PFI contractor's (and funders) legal costs. Otherwise they are based on standard forms which have been drawn up to ensure that the DFE can step in and back up any indemnity or loss caused to the City Council by the academy putting us in breach of the PFI agreement. There has been a national disagreement over the extent of the indemnities offered by the DFE on these transactions after they changed their standard approach in 2011. This disagreement is still on-going. However after further discussions it is hoped these issues can be resolved shortly for future conversions. The average legal costs for PFI school conversions currently exceed £40k, plus £15k funder legal costs. It is hoped once the indemnities point is agreed and due to other details already implemented the costs will reduce to less than £40k, plus funder costs. In order to reduce the impact of these substantial costs upon the Local Authority a series of negotiations with the DFE have led to the following proposals being developed as a way forward to mitigate costs on these transactions:

- The DfE have agreed to fund the cost of external legal fees incurred by the PFI funders and their lawyers to undertake due diligence.
- The LA has asked DFE to fund a sum of £25k for each PFI conversion in addition to this (this equates to the amount the academy itself receives for legal costs)
- The LA propose to seek a £10k contribution from each converter academy from their funding of £25k (non-PFI schools)

3.2.8 The Local Authority retains responsibility for providing SEN funding where 'attached' to individual pupils. However, SEN funding is changing in terms of what the Local Authority provides and what is topped-up for the individual children. Should an academy refuse to admit a child with high level special needs the responsibility for the child would revert to the Local Authority. This is an area that Scrutiny may wish to consider in light of funding changes.

3.2.9 There are potential additional admissions and transport costs if an academy adopts changed admission arrangements. However, if transport costs increase due to a change in the school day, academies must bear the cost or transport could be removed.

3.2.10 The removal of funding for academies from the Local Authority is detrimental to the Local Authority VAT partial exemption calculation due to the removal of academy budget funding from the Local Authority.

3.2.11 An academy is obliged to insure the buildings. Leeds City Council does not have the resources to check that the buildings have been adequately insured or continue to be insured (yet the Council continues to have a vested interest in these buildings as landlord).

3.3 Why schools might opt to move to academy status (either by choice or by DfE requirement), what the short and long term benefits/detriments are

3.3.1 A governing body of a school judged to be outstanding by Ofsted and which is above the floor standards may pass a resolution to convert to academy status.

3.3.2 The Secretary of State for education expects all schools deemed to be under-performing (below the floor standards or in an Ofsted category) to transfer to sponsored academy status.

3.3.3 There is, therefore, some pressure on school governing bodies to transfer to academy status, be they highly attaining schools or those schools that are either below the floor standards or in an OFSTED category.

3.4 The relationship between academies and the Local Authority

3.4.1 Leeds Children's Services is committed to establishing a learning partnership with all providers serving the interests of all children in Leeds. A Leeds academy sponsor network is being established to ensure robust links are maintained between the Local Authority and academies. In essence this is a family of Leeds schools working together regardless of status for the best outcomes for children and young people. The vast majority of schools and academies in Leeds are committed to this vision. In order to do this we are determined to avoid the fragmentation of education provision in Leeds. The quality of relationships between the Local Authority and individual academies varies from academy to academy. Recent international studies of successful education systems identify that collaboration is much more effective in raising standards than competition. These are the underpinning principles of the Leeds Education Challenge and the development of a school led school improvement system hence the secondments of headteachers to work within the Local Authority and establishment of the "4Heads". 4Heads is a brand for the work of the seconded headteachers as they work to challenge and support schools-led school improvement.

3.4.2 The Local Authority has no power of direction over an academy.

3.5 The impact this may have on pupil exclusions and admissions

3.5.1 Academies are required to follow the law and guidance on exclusions as if they were maintained schools. The new (September 2012) guidance to schools removes any requirement to inform the Local Authority of any fixed term exclusion. This means that our data on fixed term exclusions could become less reliable in future if more schools choose not to inform us of them.

3.5.2 Permanent exclusions last year in Leeds improved greatly and are now lower than ever before. In 2011-12 there were 23 permanent exclusions compared to 70 four years ago. In large part this is due to Area Inclusion Partnerships (AIPs) working hard to identify and implement alternatives to exclusion. Leeds academies currently benefit from these partnerships and support alongside our maintained schools.

3.5.3 All Leeds academies have adopted admissions policies that are in line with the Leeds policy that includes “nearest distance” as a prioritisation criteria. The Local Authority has no power of direction over an academy.

3.6 How academies perform nationally and the achievement rates of Leeds academies

3.6.1 The Evaluation of the City Challenge Programme report, (DfE, June 2012) analysed the impact of strategies for improving schools. It concluded that intervention strategies such as those deployed within the City Challenge programme were effective in improving all schools both academies and maintained schools. The report indicated that there was insufficient evidence that transfer to academy status of itself was an effective form of school improvement.

3.6.2 The performance of Leeds academies is subject to a full review and report as part of the annual standards report presented to Children’s Trust Board and Leeds City Council Executive Board in February 2013.

3.7 What happens if/when academies fail?

3.7.1 Sponsors and governors of converter academies are held directly accountable to the Department for Education for improving the performance of their schools. The Secretary of State has powers to end the funding agreement i.e. remove the sponsor, and put in place new sponsorship arrangements. The Local

Authority has no powers of intervention for underperforming academies and yet are still judged on their performance, which is one of the criticisms of the newly published Ofsted league tables. Academies are subject to Ofsted inspections under same framework as that of maintained schools.

3.8 Other options for structural change of schools

3.8.1 Other options to academy conversion are available for consideration by schools, governing bodies and the local authority. These are:

- A school federation is a formal and legal agreement by which any number of schools share a governing body which is formally reconstituted. Federations can involve a mix of primary, special and secondary schools of any type or size.
- Trust schools are state-funded foundation schools which receive extra support (usually non-monetary) from a charitable trust made up of partners working together for the benefit of the school.
- Co-operative Trust Schools are the same as trust schools with specific links to the Schools Co-operative Society and the Co-operative College which can provide organisational and educational support to both maintained and non-maintained schools.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Further collaboration is required across Children and Young People's Services, Corporate Governance, Resources and City Planning to establish a greater understanding of the implications of structural change of Leeds schools.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The issue of how to ensure that all children receive equal opportunities of the same highest standards of provision across all Leeds schools needs to be further addressed.

4.2.2 The issue of how all Leeds schools work together to ensure the benefits of community cohesion and social integration needs to be further addressed.

4.3 Council policies and City Priorities

4.3.1 A comprehensive (academies, trusts, federations) policy statement based on the values of Leeds City Council and the mission of the Leeds Education Challenge may be required

4.4 Resources and value for money

4.4.1 Service/Officer costs, recovery costs of past conversions, new trading implications, demonstration of school improvement data, land transfer (assets maintenance).

4.5 Legal Implications, Access to Information and Call In

4.5.1 Land transfer (assets maintenance).

4.6 Risk Management

4.6.1 Land transfer issues, PFI indemnities, checking maintenance of leased buildings, communications on safeguarding information, exclusions, admissions, SEN duties, equal opportunities.

5.0 Conclusions

5.1 At this time, insufficient data exists to attribute improved student outcomes purely to structural changes such as the transfer of a school to becoming an academy. Some indications suggest that increased accountability and more intensive support provided in some academy chains is proving to be effective, but this aligns with the provision to maintained schools receiving additional support and intervention through programmes such as the City Challenges and upon which the Leeds Education Challenge is based.

5.2 Mass transfer of schools to academy status threatens the financial capacity over time of the Local Authority.

6.0 Recommendations

6.1 The Scrutiny Board (Children and Families) is recommended to:

a) Note and consider the information contained within this report, and make recommendations as deemed appropriate.

b) Consider if further scrutiny is required and incorporate this into the work

schedule of the Scrutiny Board

c) request further investigations to be carried out by Leeds Children's Services that take into account all options for schools considering or being expected to consider becoming an academy and the impact upon the school and the wider community that it serves in order to:

- appreciate the full implications of costs and resources on Leeds Children's Services
- inform the development of a comprehensive Leeds position statement on structural change that guides improvements in schools' standards and effectiveness and meets the needs of all young people educated in Leeds.

7.0 References

- 7.1** 3.6.1 *Evaluation of the City Challenge programme*, DfE Research Report DFE-RR215, June 2012¹

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report author: Sandra Newbould
Tel: 24 74792

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: Financial Health Monitoring Children’s Services- Initial Budget Proposals for 2013/14, Budget Update Month 7 and School Funding Reforms 2013/14

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

Summary of main issues

1. The purpose of this report is to inform Members of the financial health of Children’s Services after seven months of the financial year 2012/13 (appendix A) and to also present the initial 2013/14 budget proposals relevant to the Scrutiny Board’s portfolio (appendix B).
2. The Scrutiny Board (Resources and Council Services) will be taking the Executive’s Initial Budget proposals (complete report) on the 17th of December. This Board will raise any specific questions or statements on behalf of the Scrutiny Board (Children and Families) with regard to budget proposals for that Directorate.
3. Any conclusions/observations and recommendations that are made by Scrutiny Board (Resources and Council Services) will be fed back to Executive Board prior to full Council which will incorporate the views of each of the Scrutiny Boards within a composite statement, as in previous years.
4. Also attached for the information of the Scrutiny Board is the report due to be presented to the Executive Board on the 12th of December which details reformed arrangements for School Funding for 2013/14 (appendix C)
5. The Director of Children’s Services and the directorate’s Head of Finance have been invited to today’s meeting to present the attached information and address any further questions from the Board.

Recommendations

6. Members are asked to:

- (a) note the projected financial position of Children's Services after seven months of the financial year 2012/13.
- (b) consider the initial 2013/14 budget proposals relevant to the Scrutiny Board's portfolio.
- (c) note the reformed school funding arrangement for 2013/14

Background documents

7. None¹

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Report of the Director of Resources

Report to Executive Board

Date: 12th December 2012

Subject: Financial Health Monitoring 2012/13 – Month 7 report

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

Summary of main issues

1. The purpose of this report is to inform members of the financial health of the authority after seven months of the financial year in respect of the revenue budget and the housing revenue account. A separate report on the Capital Programme can be found elsewhere on this agenda.
2. Action is taking place across all areas of the Council to ensure that the budget is delivered and it is clear that significant savings are being delivered in line with the budget, but nevertheless at this stage of the financial year an overall overspend of £1.2m is projected compared to £1.3m reported at month 6. Detailed directorate reports are included at Appendix 1.
3. Members are asked to note the projected financial position of the authority after seven months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.
4. At month 7 the HRA is projecting a surplus of £0.5m.

Recommendations

5. Members are asked to note the projected financial position of the authority after seven months of the financial year 2012/13.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's projected financial health position for 2012/13 after seven months of the financial year.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after seven months and comments on the key issues impacting on the overall achievement of the budget for the current year.

2. Main Issues

- 2.1 After seven months of the financial year an overspend of £1.2m is projected, as detailed in Table 1 below.

Table 1

		(Under) / Over Spend for the current period					Previous Month (Under) / Overspend
Directorate	Director	Staffing £000	Other Spend	Total Expenditure £000	Income £000	Total Under /Overspend £000	£000
Adult Social Care	Sandie Keene	(429)	1,455	1,027	(1,025)	2	49
Children's Services	Nigel Richardson	(2,209)	(93)	(2,302)	2,233	(69)	(82)
City Development	Martin Farrington	222	983	1,205	65	1,270	1,109
Environment & Neighbourhoods	Neil Evans	(101)	648	547	356	903	766
Resources excluding Commercial Services		(385)	687	302	(843)	(541)	(521)
Commercial Services		290	1,713	2,004	(1,654)	350	349
Resources	Alan Gay	(94)	2,400	2,306	(2,497)	(191)	(173)
Legal Services	Catherine Witham	(143)	62	(81)	79	(1)	0
Customer Access and Performance	James Rogers	38	(25)	13	(14)	(1)	(1)
Total		(2,717)	5,432	2,715	(803)	1,913	1,668
Corporate issues							
Debt						(700)	(400)
Total						1,213	1,268

- 2.2 Full details of directorate variations and proposed actions to help achieve a balanced budget are attached at Appendix 1.
- 2.3 There is little change from the directorate position reported at the half year and there are no new issues arising. The projected underspend on debt financing costs is £700k compared to £400k reported last month.
- 2.4 It should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk and directorates have been reminded of the need to achieve a balanced budget at the year end.

3. Corporate Considerations

3.1 Consultation and Engagement

3.1.1 This is a factual report and is not subject to consultation

3.2 Equality and Diversity / Cohesion and Integration

3.2.1 The Council's revenue budget for 2012/13 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 22nd February 2012.

3.3 Council Policies and City Priorities

3.3.1 The 2012/13 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

3.4 Resources and Value for Money

3.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

3.5 Legal Implications, Access to Information and Call In

3.5.1 There are no legal implications arising from this report. In accordance with part 4 (f) of the Council's Constitution (Budget and Policy Framework Procedure Rules) Executive Board shall be entitled to vire across budget headings subject to value limits set out in the Financial Procedure Rules. There are no requests this month.

3.6 Risk Management

3.6.1 The Council has prepared and maintained a financial risk register for a number of years. The register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored on a regular basis. The scoring matrix is as follows:

Probability		Impact	
Score	Description	Score	Description
1	Rare	1	Insignificant £0-£499k
2	Unlikely	2	Minor £500-£999k
3	Possible	3	Moderate £1000-£1499k
4	Probable	4	Major £1500-£1999k
5	Almost Certain	5	Highly Significant Over £2m

Corporate Rating

P	I	Total Score	Corporate Rating
1	1	1	Low
1	2	2	Low
2	1	2	Low
3	1	3	Low
2	2	4	Low
4	1	4	Low
5	1	5	Low
1	3	3	Medium
2	3	6	Medium
3	2	6	Medium
4	2	8	Medium
5	2	10	Medium
2	4	8	High
1	4	4	High
1	5	5	High
2	5	10	High
3	3	9	High
3	4	12	High
4	3	12	High
5	3	15	High
3	5	15	Very High
4	4	16	Very High
4	5	20	Very High
5	4	20	Very High
5	5	25	Very High

3.6.2 The register shows that at month 7 there are still no very high risks, two high risks and no increasing risks, as follows:-

Risk	Key Budget Impacted	P	I	Rating
Capital receipts available to pay credit arrangements	Cross Cutting -All	2	5	High
Section 278: Risk that due to economic climate, receipts may not pick up.	Cross Cutting - All	2	4	High

4. Recommendations

4.1 Members of the Executive Board are asked to note the projected financial position of the authority after seven months of the financial year.

5 Background documents¹

5.1 There are no background documents relating to this report.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Directorate Children's Services

		(Under) / Over Spend for the current period											Previous Month		
Traffic Light	Service	Chief Officer	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital £000	Appropriations £000	Total Expenditure £000	Income £000	Total Under /Overspend £000	(Under) / Overspend £000
G	Partnership Dev & Business Support	Chief Officer of Partnership Development & Business Support	(303)	0	299	(4)	(15)	42	0	0	0	19	(7)	12	31
G	Learning, Skills & Universal Services	Deputy Director of Learning, Skills & Universal Services	(1,247)	62	213	(30)	336	(174)	(70)	0	0	(909)	918	9	41
G	Safeguarding, Targeted & Specialist Services	Deputy Director of Safeguarding, Targeted & Specialist Services	(104)	81	16	(12)	(314)	(1,477)	80	0	0	(1,730)	1,551	(179)	6
R	Strategy, Performance & Commissioning	Chief Officer of Strategy, Commissioning & Performance	(554)	0	343	(1)	469	0	62	0	0	318	(229)	89	(160)
G	Total		(2,209)	143	871	(46)	476	(1,609)	72	0	0	(2,302)	2,233	(69)	(82)

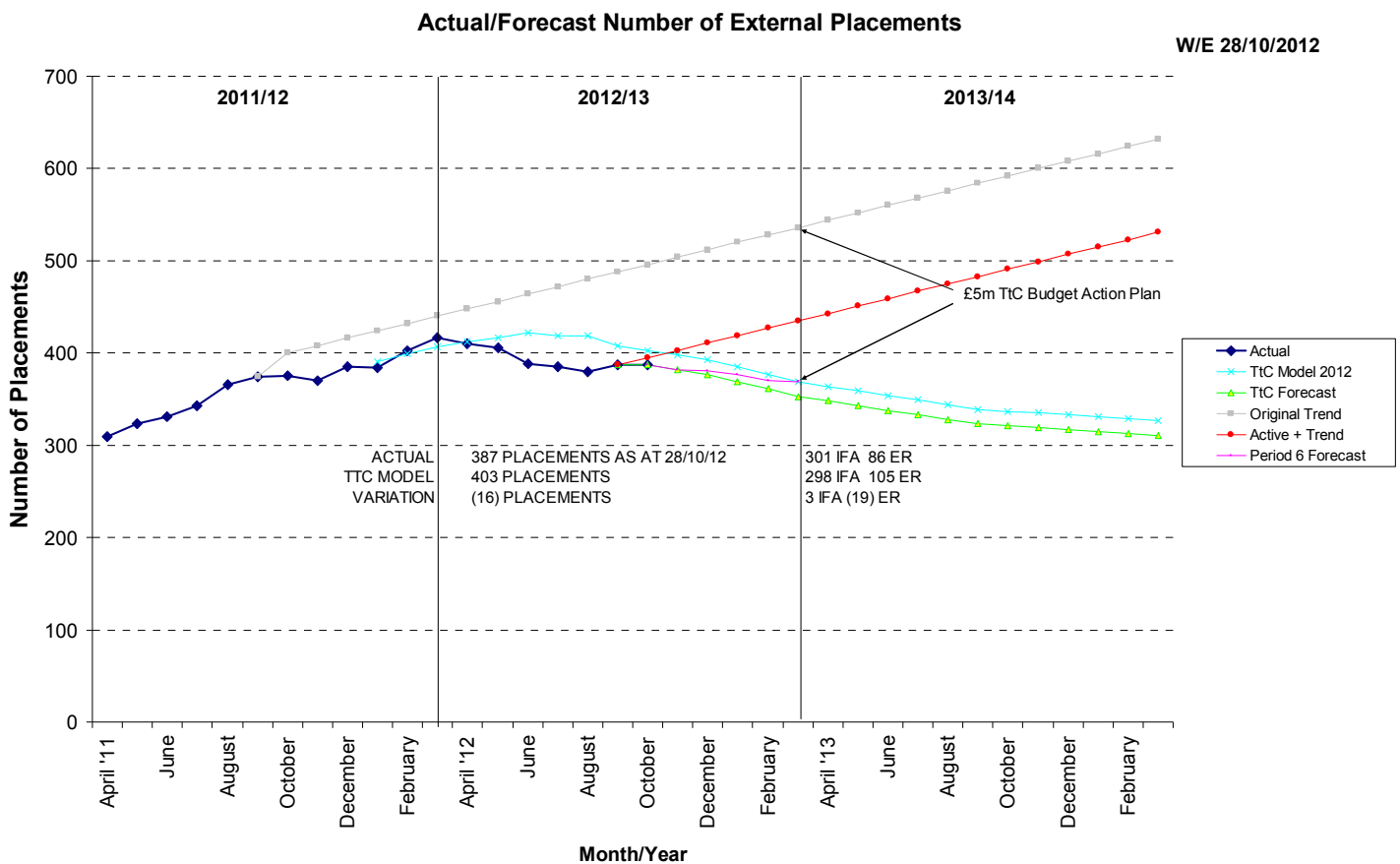
CHILDREN'S SERVICES: 2012/13 BUDGET – MONTH 7 REPORT

1. Overall Budget Position

1.1 As at month 7, the forecast outturn variation for the Children's Services Directorate is a projected underspend of £69k against the net managed budget of £132m. This represents a stable position compared to the previous month 6.

2. Looked After Children

2.1 At the end of October 2012, there were 86 (-1 compared to month 6) children & young people in externally provided residential placements and 301 (+1 compared to month 6) children & young people in placements with Independent Fostering Agencies. These placement numbers continue to compare favourably against the 2012/13 Turning the Curve financial model with overall externally provided placement numbers being -16 [-19 residential and +2 fostering] less than that anticipated in the model. This reduced placement activity reflects the progress made to date and translates through to an end of year forecast underspend of £1.2m. This represents a stable position compared to the previous period and the graph below shows the trend and projections around externally provided placement numbers.



2.2 The forecast underspend on the externally provided placement numbers continues to be mitigated in part by a forecast overspend of £471k for the in-house fostering service [-£14k compared to month 6] which reflects the position that in-house placement numbers have remained buoyant. In addition, there are cost pressures across the budgets that support Care Leavers [£108k], section 17 payments [£248k] and Direct Payments [£80k]. In addition, reflecting reduced placement activity, there is a forecast underspend of £250k across the secure welfare, secure remand and Family Assessment budgets

3. Staffing

3.1 Overall, the staffing budgets are forecast to underspend by £2.2m which is spread across the general fund, grant funded and central schools budgets. This includes a projected saving of £155k on the former Education Leeds pension costs. The forecast underspend on the £97m basic staffing budget is £7.3m which reflects the current number of staffing vacancies across the Directorate. At the end of October, the forecast spend on agency staffing was £6.5m, which represents a £4.8m overspend. The majority of the agency staff continue to be deployed in the social care fieldwork teams. The forecast spend on overtime is £1.39m which is £0.31m above the budget and due to the need to maintain 24/7 cover for vacancies and sickness in the in-house residential homes and the East Moor secure unit. Savings on staffing budgets are being made across a number of services/teams including the City Learning Centres [-£0.1m], Children's Centres [-£0.16m], Family Workers [£0.26m], Youth Service [-£0.1m], leadership and management [-£0.4m], integrated safeguarding unit [-£0.2m] and a range of targeted services (including slippage on the Families First programme).

4. Income

4.1 The £2.2m projected variation across the income budgets is due in the main to slippage on the Families First (Troubled Families) grant which reflects the part-year implementation in 2012/13 and the carry-forward of the attachment fees to 2013/14. This is in line with the spending plan for the programme and also the grant funding criteria. The forecast income from nursery fees is £4.4m which is £0.2m less than the budget, although this is offset by additional nursery education grant funding for 2, 3 and 4 year old childcare places. There is a projected variation of £0.9m against the Central Schools budget which reflects underspends across the various centrally provided services.

Neil Warren
Head of Finance (Children's Services)
5th November 2012

Report of the Director of Resources

Report to Executive Board

Date: 12th December 2012

Subject: Strategic and Financial Plan 2013/14 to 2016/17 including Initial Budget Proposals for 2013/14

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

Summary of main issues

This Report sets out the Initial Budget Proposals for 2013/14 within the context of developing a financial plan for the period 2013/14-2016/17 which is designed to deliver the Council's "best council" ambition, but recognising that there will be further significant reductions in the level of funding available to the authority.

The Council to date has managed to achieve £145m savings over the past 2 years and it is very likely that the next four years will bring further challenges and it is therefore important that there is a very clear direction to inform decision making. By the end of 2016/17 compared to 2010/11 it is forecast that the Council will need to save around £285m and will be a smaller organisation employing a lot less staff. Many of the services we currently provide, we will not provide at all or will be provided by others. This will require many challenging decisions to be taken over the next four years.

Over the four year planning period, although we have a broad understanding of the magnitude of the reductions the council will face, there is uncertainty as to precise figures, and this also applies to 2013/14 as the Local Government Finance Settlement is not due to be announced until late December 2012. Recognising this uncertainty as to the Council's funding for 2013/14, the Initial Budget Proposals need to be seen as a step in the context of a longer term financial plan. The proposals for next year include significant reductions across a broad range of services totalling £51.3m and includes net reductions in staffing equating to 388 ftes by the end of 2013/14.

Recommendation

The Executive Board are asked to agree this report as the initial budget proposals for 2013/14 and for them to be submitted to Scrutiny and for wider consultation.

1.0 PURPOSE OF THIS REPORT

- 1.1 In accordance with the Council's constitution, the Executive is required to publish initial budget proposals two months prior to adoption by full Council, which is scheduled for the 27th February 2013. Importantly, the initial budget proposals for 2013/14 are presented within a longer term financial plan for the Council, setting out how resources will be aligned to the Council's "best council" ambitions for the 4 year period up to 2016/17.
- 1.2 Subject to the approval of the Executive Board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 15th February 2013. It will also be made available to other stakeholders as part of a wider and continuing process of consultation.
- 1.3 In accordance with the Council's Budget and Policy Framework, decisions as to the Council's budget are reserved to Council. As such, the recommendation at 11.1 is not subject to call in, as the budget is a matter that will ultimately be determined by Council, and this report is in compliance with the Council's constitution as to the publication of initial budget proposals two months prior to adoption.

2.0 THE NATIONAL AND LOCAL CONTEXT

- 2.1 The setting of the Council's annual budget has to be done within a context of both new policy agendas being set by the Government and unprecedented reductions in public spending as part of the Government's plans to eliminate the nation's budget deficit by the end of the current Parliament. These spending plans were initially set out in the Government's emergency Budget of June 2010 and in their October 2010 Comprehensive Spending Review. This set out to reduce public spending by £81bn between 2011/12 and 2014/15, with local government funding from central government falling by 20% in cash terms over that four year period, equivalent to a reduction of 28% taking into account their forecast of inflation. In addition, it was clear from the Spending Review that the cuts for local government funding would be front loaded over the four years.
- 2.2 To date the Council has been able to respond successfully to the reduction in government grants, achieving savings of more than £90m in 2011/12 and setting a budget to bridge a funding gap of £55m for 2012/13. Since April 2010 the full time equivalent of around 1,800 staff have left the Council, which excluding school based staff, represents a 12.5% reduction in the Council's workforce. As part of this reduction the Council has reduced its number of senior officers (JNC grade) by 118 over the same period, which equates to a 21% reduction. In addition, over the last two years the Council has reduced spend on non-staffing budgets by around £50m, increased or introduced new charges which have generated additional income of over £4m and reduced our office accommodation space by 237,000 sq. ft. The Council has also closed a number of facilities, including 13 libraries, 1 sport centre, 5 residential homes, 4 day centres, 2 community centres, 1 one stop centre and 3 hostels.

2.3 Executive Board considered a report on the Council's Financial Strategy 2013 to 2017 on the 17th October 2012. 2013/14 is year 3 of the review period, and as set out in the Comprehensive Spending Review, support for local government was planned to reduce by just 0.8%, the smallest reduction in any of the four years. 2013/14 also sees the introduction of the Business Rates Retention Scheme, which although complex and operating within the context of the Government's deficit reduction plans, does enable local authorities to retain some of the benefit of growth in local business rates. The October report provided information about how the new business retention scheme will work and also new local government spending control totals for 2013/14 and 2014/15. As illustrated in Table 1 below, these new spending totals mean that local government is now facing further significant reductions of £1.2 billion for 2013/14 and £1.7 billion for 2014/15, over and above those implied by the 2010 Spending Review, although an element of the New Homes Bonus will be received by the Council in accordance with the scheme.

Table 1

	2012/13 £m	2013/14 £m		2014/15 £m	
CSR	23,385	23,196	-0.8%	21,856	-5.8%
1% Pay Award Cap		-240		-497	
New Development Deals		-20		-20	
Fire Grants		-49		-50	
Neighbourhood Planning		-15		-20	
Capitalisation (accounting)		-100		-100	
Safety Net		-245		-245	
New Homes Bonus		-500		-800	
	23,385	22,027	-5.8%	20,124	-8.6%

2.4 The report to the board, as well as expressing concern as to the scale of these further reductions, also identified a number of concerns as to the way in which these reductions are being implemented, which will mean that they will likely fall most heavily on the most deprived areas of the country.

2.5 The latest forecast from the Office for Budget Responsibility (OBR) suggest that the deficit in the public finances will not now be eliminated by the end of the current Parliament, and most commentators are now of the view that there will be further real term reductions in public sector spending for both 2015/16 and 2016/17, if not beyond. This was confirmed by reductions in public spending for these years published as part of the Government's 2011 Autumn Statement. These indicative spending totals would normally be translated down to departmental totals through a Spending Review which should take place during 2013.

2.6 In the report on the Financial Strategy 2013 to 2017 the forecast was that by 2016/17 our Government grant will have reduced by around £90m. By making assumptions about other factors, this means that the resource envelope on a like for like basis will be around £60m less by then. Taking account of likely levels of inflation and other spending pressures, including demographic demand, it is

forecast that the funding gap by 2016/17 will be in excess of £140m. These forecasts by their nature are uncertain but nevertheless do provide an order of magnitude as to the scale of the financial challenge facing the Council. The forecast of the 2016/17 resource envelope will be subject to regular review and reporting to Executive Board as more information becomes available, but is also subject to variation resulting from decisions made in the years up to 2016/17.

2.7 It is clear that the financial challenge going forward is likely to be as great as that which the Council has already had to deal with. Whilst a pragmatic approach has to date delivered a robust budget, if the Council is to deliver the required reductions, and at the same time deliver the Council's ambition of being the "best council" in the UK, there is a need to develop and refine a more strategic and longer term approach to the Council's financial strategy, which will in turn inform annual budget setting. In 2011, Leeds undertook a Commission on the Future of Local Government (Executive Board received reports in November 2011, April 2012 and July 2012). The vision from the commission is about a new leadership style for local government, where councils become more enterprising, businesses and other partners become more civic and citizens become more engaged. There are five propositions from the Commission that can be used as a vision for the future of local government. They are: Becoming civic entrepreneurs; Stimulating jobs, homes and good growth; Establishing 21st century infrastructure; Devising a new social contract; Solving the English question (which in this context means making the most of devolved powers to make a difference to local people).

2.8 Another significant part of developing these proposals has been to get feedback from our communities. In 2010 residents were asked to list their priorities for the council's budget in the 'Spending Challenge'. In total over 2,000 responses were received from which the top priorities were:

- Tackle the worst anti-social behaviour first
- Encourage people to recycle and throw less away
- Help people stay in their own homes for as long as possible
- Bring services together and make better use of building
- Work to get local jobs for local people

More recently a 'You Choose' campaign has been launched to engage people in the budget challenges. So far, over a thousand responses have been received from people using the simulator to try and balance the budget by cutting services, introducing ways to save and by generating income. The results of this work will be reported in detail in the final budget report in February 2013, but early indications show that:

- respondents are making proportionately the largest budget reductions to all Culture and Leisure services, and economic and planning-related services.
- All child-related services have received proportionately the lowest budget reductions
- In the 2010 'Spending Challenge' consultation, residents made 'supporting older and disabled residents' a top priority. In 2012, related service areas are, so far, neither the most nor the least 'protected'

- Two income generating proposals were supported by 50% or more of the respondents. These were bulky waste charges and increased income through sports centres.

2.9 As part of the wider “You Choose” consultation, a separate session was arranged to engage with a group of young people on the Children’s Services budget. The group was tasked with saving £14m, and proposed that the majority of savings would have to be made in Children’s social care, whilst putting additional money into preventative and early intervention measures.

3.0 DEVELOPING THE COUNCIL’S FOUR YEAR FINANCIAL PLAN

3.1 Using the Best City ambitions and the future of local government propositions, a Best Council Blueprint for 2013/14-2016/17 has been developed to deliver these ambitions with the aim of becoming an “enterprising council”. This blueprint is at a high level, but is about :

- Demonstrating strong democratic leadership, both city-wide and local
- Achieving city priorities through commissioned and directly provided services
- Having locally responsive, integrated front line services
- Having an enabling corporate centre
- Having a values base, enterprising culture

3.2 A set of organisational values are also in place to underpin and drive individual and collective behaviour. These values are :

- Working as a team for Leeds
- Being open, honest and trusted
- Working with communities
- Treating people fairly
- Spending money wisely

3.3 This clearer longer term approach is aimed at creating some stability and certainty around the budget direction, thereby enabling the Council to continue to manage budget cuts sensitively and methodically whilst working towards the strategic ambition.

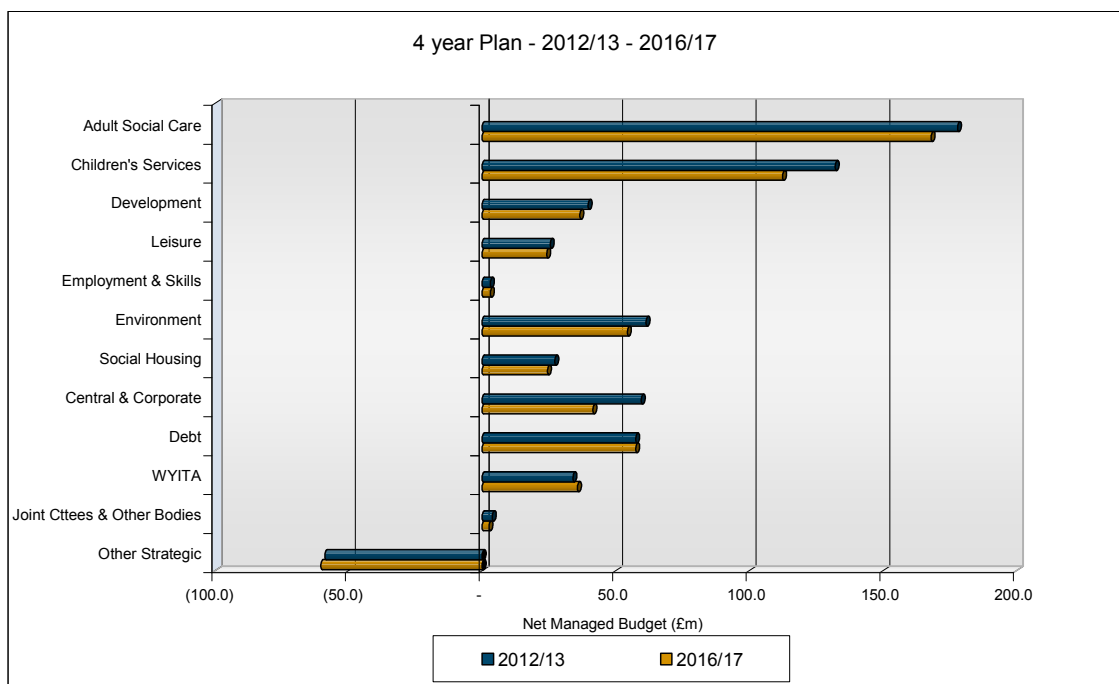
3.4 Based on an exercise to project forward the likely level of resources available to the Council by 2016/17, using the best information available, including forecast public sector expenditure totals published by the government in the 2012 budget announcement, it is forecast that the Council’s net revenue budget will decline by around £60m over the period; in real terms this reduction would amount to £112m.

3.5

Chart 1 below is an attempt to set out what the potential impact of this reduction could have on the Council's activities by 2016/17. The key features of this projection are as follows:

- a) No Council service will have more cash to spend in 2016/17 than in 2012/13, and this will mean at best a real terms reduction of 8.2%.
- b) All other back office functions will be reviewed as part of a business management review and in general support functions will see a cash reduction of 30% over the period.
- c) The plan assumes that the Council will reduce its spend on looked after children by at least 15%, through a range of preventative interventions which will lead to better outcomes for children.
- d) Whilst demographic growth for older people is recognised in the plan, assumptions are also made that cost reductions can be achieved through improved operational efficiencies and the modernisation of services.
- e) A key element of the Council's financial position will be to achieve both housing and business growth in the city. In recognition of this, spend on services such as planning and economic development are protected as far as possible.
- f) In order to maintain the condition of the road network following many years of capital investment, the highway maintenance budget is maintained at current levels.
- g) An increase in spend on transport over the period demonstrates the Council's commitment to the West Yorkshire Transport Fund as set out in the City Deal.
- h) Debt will be maintained as far as possible at current levels, unless further investment leads to further revenue savings, or essential service improvements.
- i) The plan reflects savings arising from the implementation of the Council's waste strategy including savings arising from the construction of a new waste treatment facility.

Chart 1



- 3.6 This four year financial plan can only be as good as the financial projections that it is based on and there continues to be considerable uncertainty around many of the figures. However, the plan itself attempts to provide a broad financial framework within which the Council can make service plans and to indicate the relative financial priorities of the Council.
- 3.7 The plan also provides an opportunity to enter into meaningful dialogue with other partners across the city to identify over the next four years how the combined resources of the Council and its partners can be best utilised in the best interests of the Leeds community.
- 3.8 In order to deliver the Council's services within the funding envelope implied by this plan, there are a number of workstreams which the Council needs to prioritise over the next 12-18 months and approach as a coherent programme delivered at pace. This includes:
- reducing and making better use of the Council's assets
 - maximising the potential for income generation through charging and trading
 - looking at the way the Council is organised including consideration of alternative delivery models
 - implementing a business improvement programme
 - improving the approach to locality working
 - reducing the cost of looked after children through improved early intervention and prevention
 - progressing the better lives programme in Adult Social Care
 - implementing significant changes to the management of waste
 - working with others to drive economic growth in the city and deliver increases in business rates and new homes bonus
 - continue to focus on the values and staff and member development
- 3.9 The following sections set out the initial budget proposals for 2013/14, but these need to be seen within the context of the strategic and financial direction as set above.
- 4.0 ESTIMATING THE FUNDING ENVELOPE FOR 2013/14**
- 4.1 Although the Government's spending review covers four years, the local government settlement confirmed on the 31st January 2011 covered just two years, namely 2011/12 and 2012/13. Taking account of variations in core grants, the settlement meant a cash reduction for the Council in 2011/12 of £51.4m and for 2012/13, £26.4m.
- 4.2 The Council's net revenue budget for 2012/13 was set at £563.1m, supported by the use of £6.9m general fund reserves. Further details of the 2012/13 budget can be found in Appendix 1.
- 4.3 At the time of writing, the Council has not received its finance settlement for 2013/14, and it is not expected until late December 2012. Given this position, the Council's initial budget proposals for 2013/14 have had to be developed based upon an estimate of the grant settlement. This takes account of:

- The new national total for Local Government funding for 2013/14.
- Specific grants transferring into the formula grant system as follows:
 - Council Tax Support Grant
 - Early Intervention Grant (except for funds to provide free education to 2 year-olds)
 - Homelessness Prevention
 - Lead Local Flood Authorities
 - Learning Disability & Public Health Reform Funding
- The transferring out of the formula grant system into a specific grant of £1.218bn nationally in respect to funding for central education functions (LACSEG) , responsibility for which is transferring to DfE. This will used as the basis for reducing funding from Local Authorities in respect to future academy transfers.

4.4 The estimate of these transfers in 2013/14 is summarised in table 2 below:

Table 2

	2012/13 £m	Transfers 2013/14 £m	Variation 12/13 - 13/14 £m
LACSEG	-17.155	-17.155	0
Council Tax Support	46.930	41.610	-5.320
Early Intervention Grant	32.724	23.914	-8.810
Homelessness Prevention	1.040	0.921	-0.119
Lead Local Flood Authorities	0.270	0.146	-0.124
Learning Disability & Public Health	10.227	10.527	0.300
Sub-Total Transfers	74.036	59.963	-14.073

4.5 As well as identifying the transfer from specific grants to formula grant, the above table does also highlight a reduction in these of £14.1m. Generally variations in specific grants will be dealt with within the directorate initial budget proposals, but two are worthy of comment at this point:

- In accordance with the Government's scheme for the localisation of Council Tax benefit in which benefits will be replaced by discounts, the current subsidy from 2013/14 will be replaced by a government grant which is based upon just 90% of the level of Council Tax benefits in 2011/12. The Council's scheme following consultation is the subject of another report on this agenda, and our financial forecasts reflect the recommendations of that report.
- For 2013/14, the Early Intervention Grant is abolished with an estimated £23.914m being transferred to formula grant – a reduction of £8.810m. Whilst an element of this will be transferred to the Dedicated Schools Grant there remains a pressure of £5.4m which will effectively reduce the

funding available locally to support services to our most vulnerable and challenging children and young people. There are specific concerns as to the implications of these changes and these are further discussed within the directorate initial budget proposals.

4.6 Our forecast of formula grant for 2013/14 is £342.946m, which on a cash basis is an increase of £48.168m from 2012/13. However, after taking account of the above net transfer of £59.963m, our estimate is that our formula grant on a like for like basis will reduce by £11.795m, as set out in table 3 below.

Table 3

	£m
Formula Grant 2012/13	294.778
Estimated Formula Grant 2013/14	342.946
Cash variation	48.168
less transfers	59.963
Like for like variation	-11.795

4.7 Clearly until grants are announced it is not possible to confirm these estimates. There is an additional degree of uncertainty as to methodology changes and the updating of data which it has not been possible to factor into our calculations. Several changes are proposed to the formula grant process, which will provide the starting point for the new system. They are:

- changes to the concessionary travel formula;
- a number of changes to sparsity adjustments to help rural areas;
- restoring the Relative Resource Amount to the same absolute level as in 2010/11 which means changing the percentage from -26.6% to -31.3%, with the Relative Needs Amount being held at 83.0%, and the Central Allocation being increased from 46.6% to 48.3% to compensate.

The data used in the calculation of formula grant is to be updated as far as possible. The most important are population data. DCLG proposes using figures derived from the 2011 Census. The Census figures for Leeds has a population of 751,500 in 320,600 households, compared to a population of 788,686 in the latest previous estimates the ONS provided. This is a drop of over 37,000 or 4.71%, when compared to the population estimate included in our current formula grant, and is likely to reduce the funding for Leeds, but this will depend upon the changes relative to others, and also the mix of the population change.

4.8 Under the new funding regime, what would have been formula grant will be split between Revenue Support Grant (RSG) which will come from the Government, and a baseline level of business rates, which will be the starting point for the retention of business rates. Any increase in business rates over and above this

base level or starting figure will then be shared with the Government on a 50:50 basis. Our assessment of RSG and the starting point for business rates for 2013/14 is follows:

RSG	£191.2m
Business Rates base	<u>£151.7m</u>
Total	£342.9m

4.9 In determining the funding envelope for 2013/14 there are a number of other factors and further assumptions that we need to make. These include:

- The withdrawal of the Government's 2012/13 Council Tax freeze grant, which for Leeds was £6.7m and was, unlike the 2011/12 freeze grant, awarded for one year only
- Changes in the Council Tax base - our forecast is for an additional 2,250 properties for 2013/14, either being new or brought back into use. The Council not only benefits from the additional Council Tax raised from these properties, but also through the additional funding provided by the Government in the form of the New Homes Bonus, which for 2013/14 is estimated as an additional £3.4m. In addition, the estimated change in the Council Tax base reflects the proposed changes to the Council Tax discounts for empty properties which has been subject to consultation, but a final decision will be made by Full Council as part of their decision on the Council Tax base.

The impact of these changes are shown in the table below:

Table 4

	£m
Council Tax 2012/13	268.3
Council Tax Base - additional properties	2.6
Council Tax Support - switch from grants	-46.9
Council Tax Support scheme	4.2
Discounts etc	6.4
Council Tax 2013/14	234.5
Cash variation	-33.8
less transfers	41.6
Like for like variation	7.8

- It is assumed that business rates will grow by 2.4% over and above our base line figure, and that our share of this increase will be £3.4m in 2013/14.
- In the current year, the forecast use of General Fund Reserves is £5.4m. In addition, the budget assumed the usage of £11.4m from earmarked reserves. For 2013/14, only £1.2m of these earmarked reserves will be available. It is assumed that, in order to maintain General Fund reserves above the minimum level, which has been calculated as £17m, the 2013/14 budget will be supported by £3.0m, as shown in the table below. This is dependent upon delivering the current year within the approved budget and the Council will continue to review its level of reserves in the light of its risk based approach to assessing the adequacy of its reserves.

Table 5

	2012/13 £m	2013/14 £m
Balance 1st April	25.4	20.0
/less net usage in year	-5.4	-3.0
Estimated Balance 31st March	20.0	17.0

- 4.10 For 2011/12 and 2012/13, the Council Tax freeze grant received by the Council was equivalent to the amount that would be generated by increasing council tax by 2.5% in each year. On 8th October 2012, the Government announced a further Council Tax freeze scheme for 2013/14. However, local authorities that take up the offer will receive a grant equivalent to a 1.0% increase in council tax, and will receive it for both 2013/14 and 2014/15. Any authorities that do not take up the offer will be limited to an increase of 2%, excluding levies. Any authority wishing to exceed a 2.0% increase would need to hold a referendum.
- 4.11 The initial budget proposals assume that the Council accepts the Council Tax freeze grant, but this will be subject to further review once the settlement is announced and the detail of precisely how the cap will be calculated is known. On the assumption that a council tax freeze is accepted, the Leeds element of the Council Tax for 2013/14 will be as detailed below (the precepts for Police and Fire are matters for the Police and Crime Commissioner and the Fire authority to determine).

Table 6

	2012/13 £	2013/14 £
Band A	748.99	748.99
Band B	873.82	873.82
Band C	998.66	998.66
Band D	1123.49	1123.49
Band E	1373.15	1373.15
Band F	1622.82	1622.82
Band G	1872.48	1872.48
Band H	2246.98	2246.98

4.12 Although the Council has not received its financial settlement, based upon the above, our best estimate of the funding envelope for 2013/14 is a reduction of £15.7m, summarised in table 7 below:

Table 7

Change in Resources:	£m
Government Funding:	
RSG/NNDR	11.8
2013/14 Council Tax Freeze Grant	-2.3
Withdrawal of 2012/13 Council Tax freeze grant	6.7
	16.2
Properties	
New Homes Bonus	-3.4
Tax Base	-2.6
	-6.0
Locally Determined	
NNDR growth	-3.4
Council Tax	-5.2
Change in Use of Reserves	14.1
Sub-Total	5.5
Total reduction	15.7

5.0 INITIAL BUDGET PROPOSALS 2013/14

- 5.1 This section provides a strategic overview of the initial budget proposals for 2013/14. Further detailed information is provided in Appendix 2 as to how the proposals relate to individual directorates.
- 5.2 After taking into account provision for a 1% pay award, essential price inflation and unavoidable directorate pressures the funding gap is estimated at £51.3m.

Table 8

	Pressures £m	Savings Options £m	Net £m
Reduced Resources	15.7		
Inflation	7.9		
Adult Social Care	7.2	-9.4	-2.2
Children's Services	10.8	-18.3	-7.6
City Development	2.3	-6.0	-3.7
Environment & Neighbourhoods	3.7	-6.3	-2.6
Central & Corporate	1.6	-6.5	-5.0
Debt	2.0		2.0
Strategic - general procurement		-2.0	-2.0
Investment of New Homes Bonus	0.1		0.1
Reduction in contingency fund		-1.5	-1.5
Other efficiencies		-1.2	-1.2
	27.6	-51.3	-23.6
Total	51.3	-51.3	0.00

5.3 The key pressures are as follows:

- 5.3.1 General Inflation of £7.9m - After taking account of further reductions in staff numbers, the initial proposals for the 2013/14 budget provide for a 1% growth in staffing budgets; this reflects an assumption that following two years of a general pay freeze, there will be a need to provide for an increase in staff pay in line with the Government's funding assumptions. Despite cost inflation currently running at 2.6% (September 2012), no provision will be made for inflation on running cost budgets, other than where there are specific contractual commitments and in the cost of utilities.
- 5.3.2 An inflationary allowance has been applied to the level of fees and charges and this is estimated to generate an additional £1m. There are a number of specific proposals where it is felt that the market will bear an above inflationary increase.

These are detailed in the attached Appendix 2 and overall they are forecast to generate additional income of £1.3m.

- 5.3.3 An assumption has been made that the Government will increase the price of allowances in respect of the Carbon Reduction Commitment Energy Efficiency scheme from £12 per tonne of carbon dioxide emitted to £16 per tonne in 2013/14.
- 5.3.4 Adult Social Care – Demographic factors form a key element of the strategic context for Adult Social Care. People are living longer and consequently an increasing number have higher levels of need. This has been most evident in relation to adults with learning disabilities for some time and for older people, the average cost of care packages to support people living at home continues to increase. More people are also being supported to live at home through increased use of direct payments and personal budgets. The budget proposals include additional provision of £3.8m to address the estimated additional pressures from demography and demand, of which £2.7m relates to people with a Learning Disability. These pressures have been partly offset by a £1.9m saving which will be manifested in the ongoing reduction in residential bedweeks and reduced care packages.
- 5.3.5 Children’s Services – provision of £3.1m has been made for continued investment in SEN support, temporary social work capacity, additional in-house fostering and adoption capacity. From April 2013, Government proposed changes to the core Early Intervention Grant will create a net budget pressure of £5.4m in 2013/14. This will effectively reduce the funding available locally to support services to our most vulnerable and challenging children and young people. Following the progress in 2012/13, the demand-led pressures within the placement budgets are forecast to reduce further into 2013/14 and the proposals include potential savings of £7m around reducing placement numbers and changing the funding mix across the externally provided residential and fostering placement budgets.
- 5.3.6 Health Funding – health funding of £6m was budgeted for in 2012/13 to support Adult and Children’s Social Care. There is no certainty that funding will continue in 2013/14, and a prudent estimate of £3m is included in the initial budget proposals. In addition, the Adult Social Care budget in 2012/13 included additional funding in relation to reablement and other one-off funding, and the fall out of this funding in 2013/14 gives rise to a net reduction of £1m. This is offset by a £2m increase in former NHS social care funding which was transferred to the Council in the 2011/12 budget.
- 5.3.7 Public Health – The public health function will transfer from the Primary Care Trust to the Council from 1st April 2013. The current spend is around £32m and the initial budget proposals assume that the service will continue to receive ring-fenced funding at this level, although this will not be confirmed by Government until late December 2012 as part of the Local Government finance settlement.
- 5.3.8 City Development – the release of Sovereign street for development will result in reduced income of £0.38m, together with a £0.6m reduction in income to reflect income trends due to the continuing economic climate. Additional provision of £0.25m has been made to maintain surplus properties prior to disposal.

5.3.9 Environment and Neighbourhoods – provision has been made for the £8 per tonne increase in Landfill Tax from April 2013. The closure of Quarry Hill car park together with other income reduction amounts to £1.0m.

5.3.10 Welfare Reform - The 1st April 2013 sees the introduction of a number of changes as part of the Government's welfare reform agenda. These include the localisation of Council tax benefit, caps on certain benefits, changes to local housing allowances and the devolvement of the social fund to local authorities. These changes will have implications which will impact upon both the resources of the Council and on workloads.

From April 2013 Council Tax benefit will be replaced by a local scheme of discounts which is being funded through Government grant, but at a level equivalent to just 90% of previous spending on benefits. The government grant towards Council Tax discounts will not be known until the announcement of the Local Government Finance settlement which is not until late December, but our best estimate at this stage is that for 2013/14 the grant will be £41.6m. Based upon previous spending levels this represents a cost to the Council of £5.3m, as the Government are assuming that case loads are declining. A separate report on this agenda deals with these issues in more detail, but this report reflects the recommendation of that report which is for a scheme which overall is estimated to result in a pressure of £1.1m. However, it needs to be appreciated that any in year increases in volumes will fall to be met by the Council.

The way in which the local scheme of Council Tax discounts will operate will be through the Council's tax base, in that there will be more Council Tax demands sent out against which an amount, net of discounts, will need to be collected. The initial budget proposals includes additional provision of £650k within the Revenue and Benefit service to deal with the additional collection burden of the new local discount scheme and also the administration of the social fund which is being devolved to local authorities. In addition £200k is provided within Customer Services to deal with the anticipated additional enquires resulting from the various welfare reforms. The Council will receive some additional government grant towards administering the social fund. It is also felt prudent, at this time, to reduce our assumed collection rate from 99.2% to 99%, although clearly every effort will continue to be made to collect sums due.

5.3.11 Capital Charges – It is currently estimated that as a minimum capital financing costs will increase by around £2m in 2013/14 in order to deal with existing capital commitments. This still assumes the strategy of keeping new borrowing short term to take advantage of low rates and includes a target reduction that will need to be achieved through a combination of:

- A rigorous review of the capital programme beyond the extent of the current review and restricting further capital commitments;
- Funding new commitments through selling assets; and/or, using asset sales to repay debt.

5.3.12 Investment of New Homes Bonus – to help achieve Leeds’ ambitions of growth and prosperity, it is proposed to invest an amount of New Homes Bonus in the housing market. Executive Board approved in September 2012 the development of an investment programme which will use £1.5m of New Homes Bonus to bring empty properties back into use and provide an equity loan scheme targeted at new build properties. This will generate additional New Homes Bonus for the Council, giving a financial return over the life of the scheme. These proposals include provision of £0.1m to fund the borrowing cost of the £1.5m investment.

5.4 Directorate detailed proposals for bridging the £51.3m gap are provided in Appendix 2 but a summary of savings areas is provided below:

5.4.1 Employees – in response to the Spending Review 2010, the Council recognised that it would be necessary to significantly reduce its workforce. The Council has operated a voluntary retirement and severance scheme in both 2010/11 and 2011/12 which has resulted in a reduction in the workforce of 1,795 ftes at the 31st March 2012. The current year’s budget assumed that the equivalent of around 180 ftes would leave the Council (excluding Schools) and a new Early Leavers scheme has recently been launched covering the period up to and including March 2016. Excluding the inflationary impact, staffing reductions of around £4.1m are included in the 2013/14 initial budget proposals.

The Council’s expectation following the Spending Review was that there would be a reduction of around 2,500 – 3000 ftes over the 4 year period 2011/12 - 2014/15.

As in previous years, this will mean that staff will leave the authority from across the whole range of services and it will be necessary therefore to continue to manage this very carefully and make arrangements to retrain and redeploy staff where appropriate.

The initial budget proposals provide for a net reduction in anticipated staff numbers of 388 ftes by 31st March 2014, as shown in Table 9 below:

Table 9

	Increases ftes	Decreases ftes	Net Movement ftes
Adult Social Care	27.1	-216.8	-189.7
Children's Services	146.4	-131.3	15.2
City Development	4.0	-89.0	-85.0
Environment & Neighbourhoods	8.4	-25.7	-17.3
Central & Corporate:			
Commercial services		-15.0	-15.0
Revenues and Benefits	10.0		10.0
Customer Access & Performance	3.0		3.0
Support Services		-109.2	-109.2
Total	198.9	-587.0	-388.0

5.4.2 Procurement – The Council has achieved significant procurement savings since 2011/12, with around £25m being achieved in 2011/12 and a further £15m budgeted for in 2012/13. These savings are being achieved through:

- Contract renewals and renegotiations
- Strict adherence to corporate contract arrangements
- Further contracts put in place where they do not currently exist
- Minimising the number of officers with the authority to commit the Council to further spending, including challenging the need to spend at all
- Cash limiting running cost budgets

In addition to limiting inflation on running cost budgets to essential items only, which is expected to save around £7m in 2013/14, the initial budget includes proposals to save a further £7.5m from procurement activity including:-

- £2.0m within Children's Services from regional framework contracts in respect of externally provided residential and fostering placements as well as savings on other commissioned budgets
- £0.6m in respect of the disposal of recycled materials, the recent retendering of the weedspraying contract and the advancement of the PFI procurement process towards contract implementation
- Budget rebasing and efficiencies

5.4.3 Transport – The Council aims to reduce the cost of transporting children from home to school/college by £2.8m. The current policy includes discretionary provision represented in the availability of free home to school travel to faith schools; post 16 mainstream transport to schools/colleges and also home to school/college transport for young people with special educational needs (SEN) between the ages of 16 and 25. These proposals recognise the need to review, with effect from September 2013, the continuing discretionary provision around mainstream and SEN post-16 transport and also the free provision of transport to faith schools.

5.4.4 Within Environment and Neighbourhoods there is a proposal to implement the alternate weekly collection of recyclable and residual waste. By the end of the year it is anticipated that 150k or 44% of household will receive this enhanced service for the collection of recyclables.

5.4.5 Income - as explained in paragraph 5.3.2 above, the initial budget proposals do include some increases in the level of fees and charges in particular services. In addition, a number of further income sources are included within the detailed directorate proposals at Appendix 2. These are estimated to generate an additional £1.8m.

Within Children's Services, a review of subsidised and traded services, including Learning Improvement and the Music Services, is expected to generate an additional £0.8m, and a proposal to reduce subsidised childcare provision in children's centres through increasing nursery fees by £2 per day is forecast to generate an additional £0.1m.

Within Adult Social Care, consultation in respect of charges for non-residential services is currently underway and it is anticipated that revised charges will be proposed that could generate additional income of up to £0.7m in 2013/14. This reflects Leeds remaining lower than comparator authorities in terms of both levels

of charges and income generation, which in turn reflects on our ability to commission and deliver services at a comparable level with other local authorities.

Within City Development, £0.75m is provided for the possibility of the introduction of charges for permits issued through resident parking schemes which are currently provided free of charge.

Other new sources of income are detailed in the directorate proposals at Appendix 2.

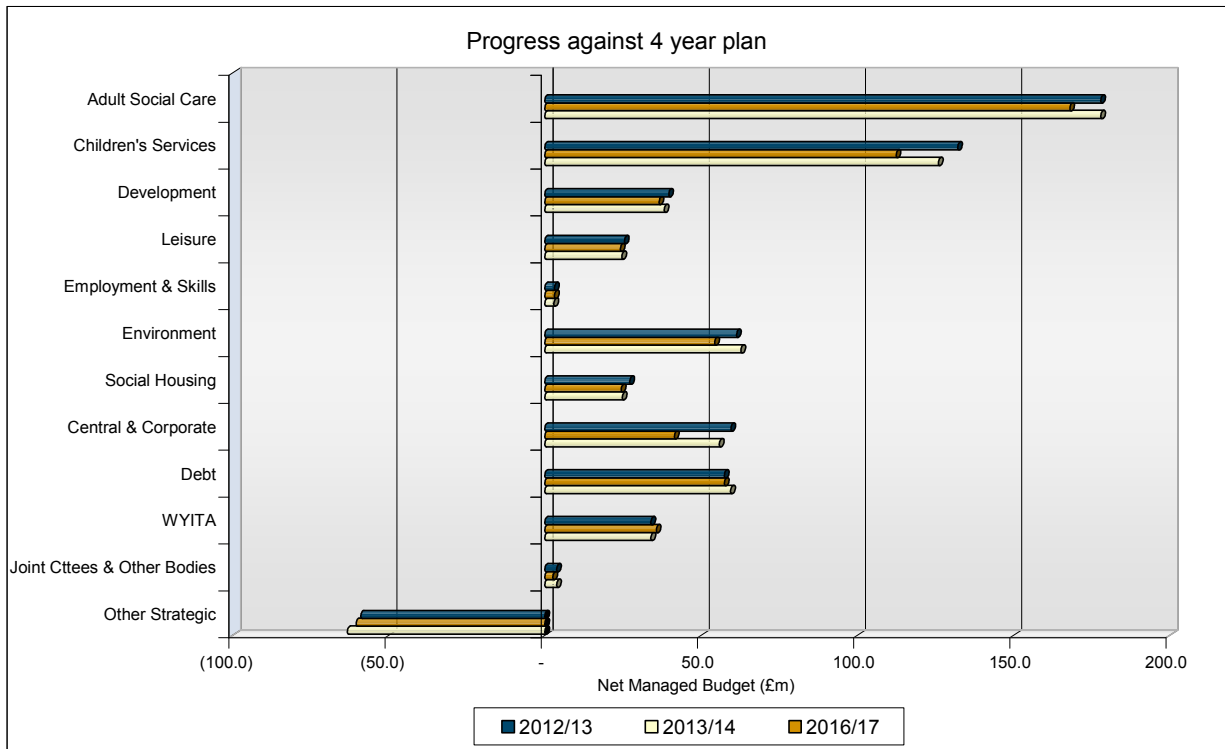
- 5.4.6 The proposals outlined above are reflected in table 10 below which gives a subjective breakdown of the Council's initial budget in 2013/14, compared to 2012/13.

Table 10

	Budget 2012/13 £m	Adjusted 2012/13 £m	Budget 2013/14 £m	%age variation £m
Employees	430.0	430.0	430.6	0.1%
Other running expenses	208.0	208.0	193.8	-6.8%
Capital Charges	58.7	58.7	60.7	3.4%
Payments to External Service Providers	302.6	302.6	295.8	-2.2%
Fees & Charges/Other income	-200.3	-200.3	-206.6	3.1%
Specific Grants	-217.5	-190.4	-192.6	1.2%
Use of Reserves	-18.3	-18.3	-4.2	-77.0%
Net Spend before grants	563.1	590.2	577.4	-2.2%
Funded by:				
Formula Grant	-294.8	-368.8	-342.9	-7.0%
Council Tax	-268.3	-221.4	-234.5	5.9%
Total funding	- 563.1	- 590.2	- 577.4	-2.2%

- 5.4.7 The following graph shows the extent to which the initial budget proposals for 2013/14 make progress towards achieving the Council's intended financial shape for 2016/17 as set out in section 4.

Chart 2



6.0 THE SCHOOLS BUDGET

- 6.1 The Schools Budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the Local Authority Schools Budget. Any under or over spend of grant from one year must be carried forward and applied to the Schools Budget in future years. The Schools Budget comprises of Individual School Budgets delegated to schools, the 15hrs of free early years education for 2, 3 and 4 year olds attending private, voluntary and independent settings, the cost of supporting pupils with high needs and a number of prescribed services and costs in support of education in schools.
- 6.2 The DSG for 2013/14 is to be split into three separate blocks. These will be known as The Early Years Block, The High Needs Block, and the Schools Block.
- 6.3 The Early Years Block will be used to fund the free early education of 3 and 4 yr olds, and the early education of vulnerable 2 yr olds in Schools, Academies and Private, Voluntary and Independent settings. The grant will be based on the number of 3 and 4 yr olds on the January 2013 and January 2014 census, multiplied by a figure of £3,883 per full time equivalent pupil. The funding for the 2013/14 financial year will therefore not be finalised until after the end of the year. Funding for 2yr old provision will be based on a DfE target for 2yr old places.
- 6.4 The High Needs Block will be used to fund Special Schools, Resourced SEN places in Mainstream Schools, Pupil Referral Units and Education other than at School. The funding will be paid as a block grant based on the 2012/13 level of

expenditure on services falling within this block. The 2012/13 baseline for the High needs Block is £53.77m. The baseline will be adjusted for population changes and funding available to the DfE, with additional funding for post 16 SEN responsibilities transferring from the Education Funding Agency.

- 6.5 The Schools Block funds the delegated budgets of Primary and Secondary Schools for pupils in reception to year 11, and a number of prescribed services and costs in support of education in schools. The grant for 2013/14 will be based on pupil numbers in Leeds (including those in Academies) as at October 2012, multiplied by a unit rate of £4,538. It is estimated that pupil numbers will increase by 1,060 year on year and the Schools Block will increase by £4.8m.
- 6.6 The delegated Schools Budget will be allocated to Primary and Secondary Schools including academies through the use of a simplified funding formula. The funding allocated to academies through the funding formula will be top sliced from the Schools Block paid to the City Council.
- 6.7 Pupil Premium - The Pupil Premium grant is paid to the Local Authority to be passported on the individual Schools based on pupils eligible for free school meals or looked after. The government has announced that the grant rate for 2013/14 will be £900 per qualifying pupil. This will deliver a year on year increase of £9m to schools including academies in Leeds.

7.0 HOUSING REVENUE ACCOUNT (HRA)

- 7.1 The HRA includes all the expenditure and income incurred in managing the Council's housing stock, and, in accordance with Government legislation operates as a ring fenced account. Following the implementation of self financing for the HRA from April 2012, and the abolition of housing subsidy, maintaining the sustainability of the HRA places a premium upon sound finances.
- 7.2 The HRA Business Plan, to be received at Executive Board in February 2013, will detail and update members in respect of the delivery of key housing priorities.
- 7.3 The 2013/14 budget will be influenced by the Council's rent strategy that was agreed by Executive Board in February 2012. This adopted policy smoothed the incidence of the rent increases that had been assumed by Government in their debt settlement with the Council following the implementation of HRA self financing in April 2012. It is proposed to increase rents by an average of 5.9% in accordance with the agreed rent strategy.
- 7.4 From April 2013 the impact of the government's welfare reforms in respect of under occupation and universal credit will be felt by Council tenants. It is anticipated that this will have implications for the level of rental income that is receivable by the Council and this will be reflected in assumptions that will have to be made as to how much an additional contribution will have to be made to the bad debt provision. The implementation of welfare reform will also result in increase in turnover as the Council will seek to mitigate its impact by transferring those tenants who request a move, to appropriately sized properties.

- 7.5 Any variation in the rental income stream will impact upon the level of resources that are available to deliver the essential investment strategy to maintain and improve the Council's housing stock.
- 7.6 The Housing investment plan is to be refreshed and will have particular focus on new build, in response to the lack of affordable housing in the city, improving sheltered housing and multi storey properties. In addition the investment strategy will be closely linked to adult care objectives around older person's housing. Investment in Little London and Beeston is expected in the forthcoming financial year.
- 7.7 The HRA budget will be determined against the background of the ongoing review of housing management arrangements that was reported to Executive Board in October 2012, and on which, option(s) for the future governance and delivery arrangements for the management of council housing in Leeds are to be considered at Executive Board in January. The outcome of the review of housing management is uncertain but a key objective will be to deliver efficiencies through the eradication of duplication between ALMOs and the Council.

8.0 CAPITAL PROGRAMME

- 8.1 Over the period 2013/14 to 2015/16 the existing capital programme includes investment plans which total £504m. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing will be included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £3.5bn excluding the value of community assets such as highways and parks, and the Council's debt stands at £2.0bn. For every £1 of debt the Council has assets of £1.75.
- 8.2 When capital investment is funded from borrowing, there is a cost to the revenue budget both in terms of interest and minimum revenue provision. When capital expenditure is funded by borrowing, councils are required to make an annual minimum revenue provision (MRP) charge to the revenue accounts. This is the means by which capital expenditure which has been funded by borrowing is paid for by the council tax payer. In recent years the annual MRP charge has averaged around 4% of the amount borrowed to fund capital and for 2012/13 is around £36m.
- 8.3 Over the next 4 years there is a proposal to get to a position where the Council funded capital programme is restricted to the level of MRP so that the level of borrowing overall does not increase. However, before we can get to that position there are a number of capital investment plans which are either contractually committed or are of strategic importance to the city which the Council will need to provide for, for example Flood Alleviation, Changing the Workplace and New Generation Transport. Borrowing to fund these and other projects will mean that for 2013/14 the revenue cost of debt will need to increase by at least £2m.
- 8.4 There are a number of key annual expenditure programmes which need to be provided for within the capital programme each year. These total £33.7m each year and are shown in the table below. Based on a Council funded capital

programme of £36m per annum, this leaves £2.3m available for new investment. For each additional £1m of capital investment funded by borrowing, a budget of £80,000 per year would be required in the revenue budget. If an additional £1m of revenue budget was available each year, an additional £12m of capital investment could be carried out.

CAPITALISATION / ANNUAL PROGRAMMES	
	£000
Capitalisation	
General Capitalisation	4400.0
PFI capitalisation	830.0
Library Books	700.0
Highway Maintenance	1,500.0
Capital Programme Management	500.0
Annual Programmes	
S278 grant used in revenue	5,000.0
Adaptation to Private Homes	400.0
Contingency	1,000.0
Maintenance of Council buildings	1,500.0
Disabled Facilities Grants	3,930.0
General Refurbishment of Schools	1,500.0
Highways Maintenance	10,000.0
ICT Essential Services Programme	1,200.0
Traffic Management Programme	200.0
Demolition and asbestos removal	1,000.0
Total Annual Programmes	33,660

8.5 A review of all uncommitted schemes within the existing capital programme is being undertaken to draw up a proposed programme for the future based on the debt budget available.

9.0 CORPORATE CONSIDERATIONS

9.1 Consultation and Engagement

9.1.1 As explained at section 2 above the initial budget proposals have been informed through a number of consultations including a 'You Choose' campaign to get people engaged in the budget challenges. Subject to the approval of the board, this report will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 15th February 2013.

9.1.2 Consultation is an ongoing process and residents are consulted on many issues during the year. It is also proposed that this report is used for wider consultation with the public through the Leeds internet and with other stakeholders. Consultation is on-going with representatives from the Third Sector, and plans are in place to consult with the Business sector prior to finalisation of the budget.

9.2. Equality and Diversity / Cohesion and Integration

9.2.1 Leeds City Council has a leading role in the city to promote equality and value diversity. During 2012 work has continued to take place to make equality an integral part of our work and in particular in how we deliver services, how we employ people, how we work with our partners and how we make decisions. This builds on the work that was outlined in last years initial budget proposal report.

9.2.2 The Council's business plan has a cross cutting priority that 'Every year we will be able to evidence that equality issues have been considered in 100% of major decisions'. It is therefore important that in all cases the relevance of equality is determined and where relevant evidence that due regard to equality has been given is included within decision making report. All key and major decisions undertaken by the Council are now subject to a robust qualitative and quantitative analysis process to ensure that relevance to equality has been considered.

9.2.3 In addition the Equality Improvement Priorities 2011 – 2015 were developed and approved. Closer alignment with the Vision for Leeds, the City Priority Plan and the Council Business Plan were built into the development of the priorities and has provided the foundations for a move towards a city wide approach to equality.

9.2.4 This approach sets out the Council's continued commitment to equality. It outlines the council's equality objectives, identifies how progress will be measured and how we will continue to improve and further embed the equality agenda.

9.2.5 A strategic approach to giving due regard to equality has been used to consider the initial budget proposals outlined in this report. This has determined whether or not there is any relevance to equality for all the proposed pressures or savings that have been identified.

9.2.6 Many of the proposals contained in this paper will be subject to separate decision making processes.

9.2.7 Where relevance to equality has been determined further work on each individual proposal will be undertaken within the normal decision making process, which gives due regard to equality through use of screening and equality impact assessments.

9.3 Council Policies and City Priorities

9.3.1 The initial budget proposals seek to ensure that the policies and priorities of the Council are supported by directing financial resources towards the Council's policies and priorities.

9.4 Resources and Value for Money

9.4.1 This is a revenue budget financial report and as such all financial implications are detailed in the main body of the report.

9.5 Legal Implications, Access to Information and Call In

9.5.1 This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the board will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2013 meeting of this board at which proposals for the 2013/14 budget will be considered prior to submission to full Council on the 27th February 2013.

9.5.2 The initial budget proposals will, if implemented, have significant implications for Council policy and governance and these are explained within the report. The budget is a key element of the Council's Budget and Policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and managed by individual directorates.

9.5.3 In accordance with the Council's Budget and Policy Framework, decisions as to the Council's budget are reserved to Council. As such, the recommendation at 11.1 is not subject to call in, as the budget is a matter that will ultimately be determined by Council, and this report is in compliance with the Council's constitution as to the publication of initial budget proposals two months prior to adoption.

9.6 Risk Management

9.6.1 A full risk assessment will be undertaken of the Council's financial plans as part of the normal budget process, but it is clear that there are a number of risks that could impact upon these plans put forward in this report; some of the more significant ones are set out below.

- Demand pressures in Adult Social care and Children's services could be greater than anticipated. In addition, anticipated funding from the health service may not be secured in full
- Reductions in government grants are greater than anticipated. Grant figures for the Council for 2013/14 will not be known until later in the planning period
- Inflation and pay awards could be greater than anticipated
- Other sources of income and funding could continue to decline
- Increase in the Council Tax base could be less than anticipated
- Growth in business rates could be less than anticipated, or base could decline
- Council Tax discounts could be greater than forecast
- The delivery of savings from the Council's transformation agenda and other saving options could be delayed or less than anticipated
- Changes in interest rates could impact upon capital financing charges
- Asset sales could be delayed requiring the Council to borrow more to fund investment

- Impact of Government welfare reforms could have a greater impact upon the delivery of the Council's services than currently anticipated
- Reductions in staffing numbers from early leaver initiatives and natural turnover could be less than anticipated
- Failure to understand and respond to the equality impact assessment

9.6.2 A full risk register of all budget risks in accordance with current practice will be maintained and will be subject to quarterly review. Any significant and new risks are contained in the budget monitoring reports submitted to each meeting of the Executive Board, together with any slippage on savings.

10.0 CONCLUSIONS

- 10.1 This report has shown that the current position continues to be the most challenging faced by local government in post-war period. Government are radically changing the way that local government is financed, but without specific figures the picture remains uncertain. The Council is committed to providing the best service possible for the citizens of Leeds and to achieving the ambition for the city of being the best in the UK. In order to achieve both the strategic aims and financial constraints, the Council will be more enterprising, working with business and partners to be more civic, and working with the public to be more engaged.
- 10.2 The Council's approach to the medium term financial strategy is consistent with previous years in that it is designed to provide an overall financial framework to ensure that the Council's key priorities can be supported within the available funding over the planning period, and to inform the delivery of the Council's annual budget. 2013/14 is the third year of the Spending Review, and the Council is again facing the need to generate savings of £51.3m. The initial budget proposals for 2013/14 set out in this document, subject to the finalisation of the detailed proposals in February 2013, will, if delivered, reduce the Council's spend by the required amount.
- 10.3 In the current budget year the Council needs to save £55m with reductions and pressures combined. For the four year spending review period the expectation is the Council's resources will reduce by around £60m. Reserves have to date helped significantly to meet the financial pressures but for the future the Council will need to be focussed on changing the way services are provided and commissioned and direct spend to counter disadvantage and reduce inequality.
- 10.4 The challenge is significant, and the council has responded well so far, recognising the need to change. For the future the Council will continue to reduce in size, but will aim to become a bigger one in influence, becoming an enterprising council and transforming the way it works with partners and communities. As such the relationship with the people of Leeds will change, but with the ultimate aim of making Leeds a better place to live for all the people of Leeds.

11.0 RECOMMENDATION

11.1 The Executive Board is asked to agree this report as the initial budget proposals and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.

12.0 Background documents¹

12.1 There are no background documents relating to this report.

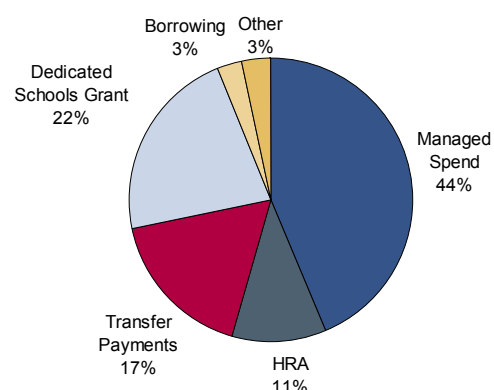
¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

THE COUNCIL'S 2012/13 Budget

The Council's net revenue budget for 2012/13 was set at £563.1m supported by the use of £6.9m general fund reserves. However, the Council actually spends around £2bn each year although the Council does not have full freedom to decide how to spend all of this money because much of it is given by central government as "ring-fenced" grants, which reflect past borrowing decisions or has other legal constraints. This means, for example, that certain funds can only be spent on schools, or on benefit payments, or on council housing. These constrained areas account for 56% of the Council's spending, so any savings can only be delivered from the remaining 44%.

Analysis of Revenue Budget 2012/13

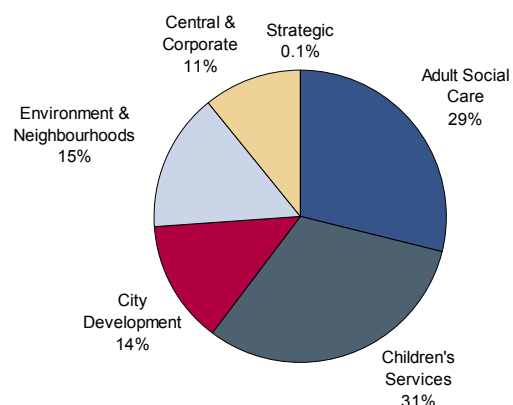
	2012/13 £m
Managed Spend	862.3
Housing Revenue Account (HRA)	215.0
Transfer Payments	341.2
Dedicated Schools Grant	437.6
Borrowing	58.65
Other	64.2
Total	1978.9



The managed expenditure from which savings can be made totals £862.3m, and is summarised by service below:

Managed Spend by Directorate

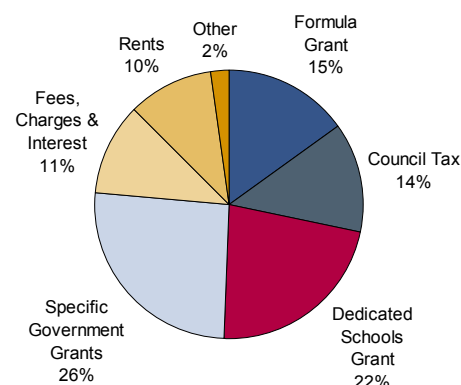
	2012/13 £m
Adult Social Care	249.2
Children's Services	269.9
City Development	118.7
Environment & Neighbourhoods	131.6
Central & Corporate	92.1
Strategic	0.8
Total	862.3



Around 63% of the Council's funding comes from Government as illustrated below, with just 14p in each £1 coming from local Council Tax payers.

Where the money comes from

	2012/13 £m
Formula Grant	294.7
Council Tax	268.4
Dedicated Schools Grant	437.6
Specific Government Grants	510.0
Fees, Charges & Interest	220.9
Rents	201.7
Other	45.6
Total	1,978.9



The Council collects £268.4m each year in Council Tax. The band D level of Council Tax (including Police and Fire precepts) in Leeds is currently £1,306.40, and is the 7th lowest amongst the metropolitan authorities and the second lowest amongst the eight Core Cities.

Initial Budget Proposals Children's Services

There are 180,000 children and young people in Leeds aged under 19 and the Council has a statutory responsibility and a duty to safeguard and promote their welfare. Working in partnership with families, communities, schools, businesses and Children's Trust Board partners, there is a clear and agreed vision for Leeds to be a truly child friendly city, built around a commitment to put the child at the heart of everything we do and where children and young people have voice and influence. Our ambition is for Leeds to be the best city in the country for children to be born, grow-up, learn and have fun, which we will achieve through the delivery of our Children and Young People's Plan (CYPP).

The Children's Trust Board has set out a framework for delivering this vision through the CYPP, which articulates 5 strategic outcomes, 11 priorities and 16 key indicators which, when combined, will help to deliver our ambitions. In addition, the focus on our 3 over-arching strategic 'obsessions', areas where we need unrelenting activity to drive rapid and sustained change, is continuing. These 3 strategic 'obsessions' are;

- Reducing the need for children to become looked after
- Improving behaviour, attendance and achievement
- Increasing numbers in young people in employment, education or training

Within a context of sustained demand for services and consequential financial challenges, 2012/13 has been a year of significant change, progress and improvement across Children's Services. The fundamental restructure is becoming embedded and is helping to deliver real improvements in how services integrate and work together to respond quickly to children's needs and support vulnerable children, young people and families better. In terms of achievements, we have/are;

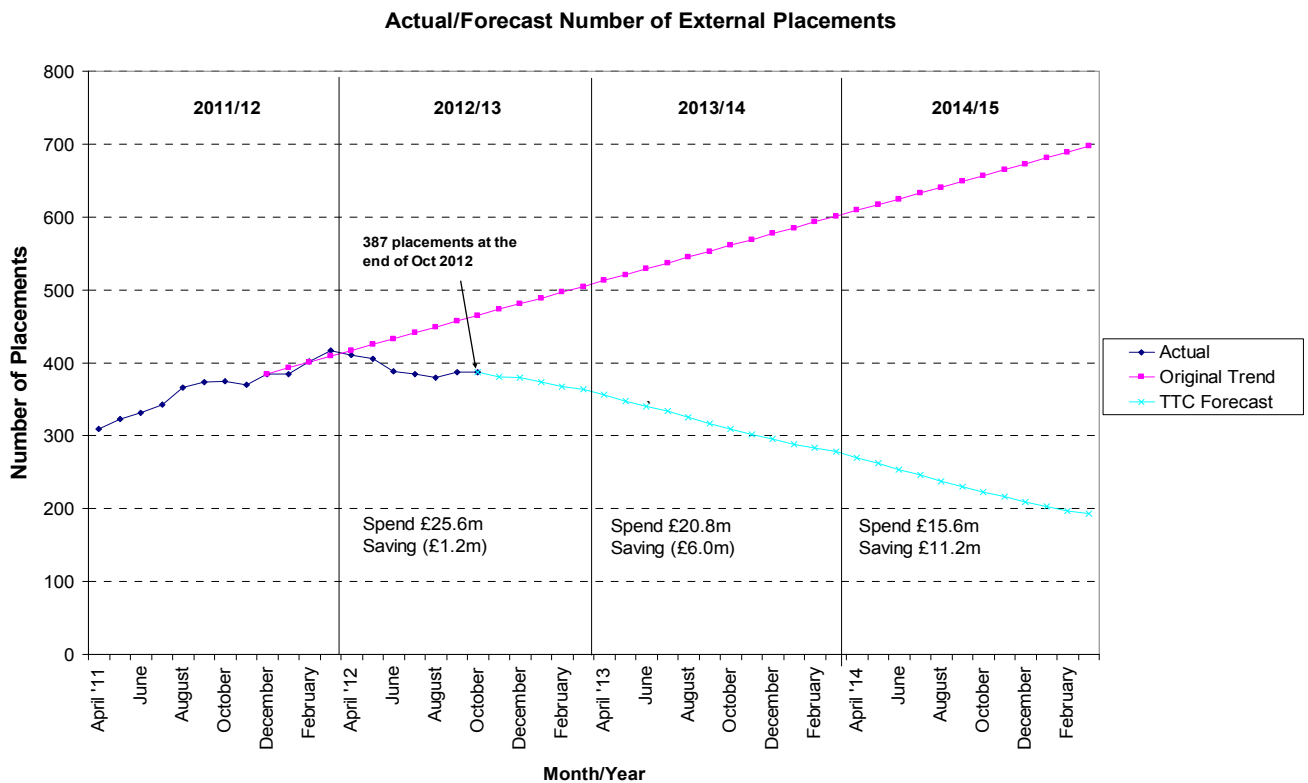
- Helping more children and young people earlier and more effectively, enabling more of them to remain safely with their families rather than entering into the care of the local authority.
- Supporting more children and young people to engage in learning, as demonstrated through our best ever school attendance figures.
- Improved our 'front door' arrangements to improve our help for the children and families who face the biggest challenges and risks, which in turn helps us to manage referrals better and ensure they get the help they need at the right time.
- Restructured our social work teams bringing a stronger focus to our social care support.
- Set-up a new integrated safeguarding unit, new targeted services and voice and influence teams through which we will continue to strengthen the voices of children and families.

What is critical as we move ahead is how we work together across the partnership to deliver improvements at a local level, in every community and in every neighbourhood in Leeds. Restorative practice is key to our new approaches. We know that we can get better outcomes for children and young people when we work with them and their families to come up with safe, shared solutions.

Recognising that the available resources will reduce over the next few years there are significant challenges ahead in terms of how we target resources so that we can continue to improve outcomes for all and in particular our most vulnerable children and young people.

Delivering on the 3 strategic obsessions, and further strengthening our early intervention and preventative services, are key to preventing risks escalating and becoming harder to resolve. Government has rightly raised expectations of standards, particularly in safeguarding, and is driving a wide range of reform across the whole system. This includes a stronger focus on promoting permanence and adoption as a key route to improving the lives of children and young people in care.

Following the progress in 2012/13, the demand-led pressures within the placement budgets are forecast to reduce further into 2013/14 and the proposals include potential savings of £7m (with a further £4.2m in 2014/15) around reducing placement numbers and changing the funding mix across the externally provided residential and fostering placement budgets. These savings recognise the impact of the additional investment into work around prevention and intervention and the changing mix of placement provision through additional investment into in-house provision, special guardianship orders and adoption support. In addition, the proposals include £1.1m of procurement savings arising from the framework contracts for residential and fostering placements that have been negotiated, agreed and implemented across the region. The graph below shows the numbers of externally provided placements over recent years and also the impact of the turning the curve action plan.



From April 2013, Government proposed changes to the core Early Intervention Grant will create a net budget pressure of £5.4m in 2013/14 with a further £1.3m pressure in 2014/15.

In 2012/13, the Early Intervention Grant (EIG) for Leeds in 2012/13 is £32.7m and is used to fund key priority services such as Sure Start Children's Centres, short-breaks and respite provision for disabled children, targeted/specialist information, advice and guidance as well as support for teenage parents and specialist family intervention services. Under Government proposals, the EIG will cease from April 2013 with £1.7bn of the £2.4bn national total (£23.9m for Leeds) being built into formula grant calculations from 2013/14 (£1.6bn in 2014/15, £22.5m for Leeds). Nationally, £534m (£760m in 2014/15) will be 'top-sliced' and transferred into the Dedicated School Grant (DSG) in order to fund the expansion of early learning and childcare for disadvantaged 2-year olds. In addition, Government is intending to retain £300m nationally across both years to fund centrally run initiatives and schemes.

These changes will effectively reduce the funding available locally to fund the services that support our most vulnerable and challenging children and young people. As mentioned above, the estimated net impact for Leeds in 2013/14 is a pressure of £5.4m which recognises the transfer of the existing 2-year old costs to the DSG and some flexibility around grant funding infrastructure development costs, although this flexibility will only be available until 2014/15.

Maintaining and increasing investment across the range of preventative and early intervention services is a cornerstone of the budget strategy and the proposal is therefore to mitigate the immediate impact of the changes by borrowing up to £4m in 2013/14 from school balances. This would then be repaid by March 2017, through savings on the looked after children budgets.

In spite of the changes to the EIG funding, the budget strategy continues to support the strategic obsession around reducing the need for children to be looked after, by maintaining and prioritising resources into preventative and early intervention and to target resources to those vulnerable children and families who need support the most. To this end, an additional £2.5m (£1.7m funded through the Families First programme) has been provided to expand family group conferencing, family support, increase the multi-systemic therapy provision and to continue to invest in targeted locality services.

The current Children's Services Transport Policy was produced following the Education and Inspections Act 2006. The current policy includes discretionary provision represented in the availability of free home to school travel to faith schools; post 16 mainstream transport to schools/colleges and also home to school/college transport for young people with special educational needs (SEN) between the ages of 16 and 25. The budget strategy for 2013/14 and 2014/15 recognises the proposal to cease, with effect from September 2013, the discretionary provision around mainstream post-16 transport and also the free provision of transport to faith schools. These proposals will save £1.3m in 2013/14 with a further £0.9m saving in 2014/15.

Recognising the availability of targeted pupil premium funding to all schools across Leeds, the budget strategy also proposes to cease the provision of school clothing allowances from April 2013, with estimated savings of £0.6m.

As mentioned previously, the Children's Services budget strategy continues to seek to prioritise resources to support the most vulnerable and challenging children, young people and families across Leeds. To this end, the proposals recognise the need to review and reduce discretionary services and as part of this strategy the budget seeks to increase traded income in Learning Improvement and reduce the current net cost of Artforms (including the Music Service). In addition, as part of developing the budget, all budgeted vacant posts have been reviewed across the Directorate and an estimated £0.5m of cost reductions have been included in the budget in respect of take-up of the Early Leavers Initiative. As part of the medium-term strategy around prioritising resources to front-line provision, the budget strategy includes savings of £0.3m in 2013/14 and a further £0.2m savings in 2014/15 around the continuing review of back-office functions.

The proposals contained in the Youth Review seek to end generalist youth provision, restructure the targeted service by September 2013 and commission new targeted youth contracts by April 2014. In addition, a small grants framework will be setup, based around Area Committees, to stimulate the development of activities for young people. The estimated net savings from the Youth Review proposals in 2013/14 are £0.4m with a further £0.7m of savings in 2014/15.

The fundamental reforms to schools funding from April 2013 will potentially have a significant impact on individual school budgets and those services that are currently funded from the central schools budget. These changes include the transfer of the Local Authority Central Spend Equivalent Grant (LACSEG) from the Council's formula grant into a specific revenue grant which, from April 2013, will then be reduced in-year to reflect any maintained schools that become academies from April 2013. A specific report around the changes to schools funding is on the agenda for the Executive Board in December 2012.

Children's Services

Pressures/Savings	2013/14 £m	2014/15 £m	FTEs £m	Is this relevant to Equality & Diversity Y/N
Budget Pressures & Additional Investment				
a) Early Intervention and prevention - provision for the further expansion of preventative and early intervention services as part of the 'Turning the Curve' programme around reducing the need for children to be in care.	0.8	0.7	32.1	Y
b) Early Intervention Grant - net impact from the top-slicing of the EIG to fund the expansion of early learning for disadvantaged 2-year olds.	5.4	1.3	0.0	N
c) Demand-led pressures, including placement sufficiency - continuing additional investment in SEN support, additional temporary social work capacity, additional in-house fostering and adoption capacity, including provision to review fees and allowances as well as additional fostering support.	3.1	0.8	34.7	Y
d) Health Funding	1.5	0.0	0.0	N
	10.8	2.8	66.8	
Savings				
a) Reducing the need for children and young people to be in care - the financial impact from the 'Turning the Curve' programme in terms of reducing the number of looked after children, changing the mix of placement provision and financial contributions	-7.0	-4.2	0.0	Y
b) Home to School/College Transport - work with partners to improve access to children and young people across the City. This will include reviewing the current transport policy with a proposal to cease the provision of discretionary post 16 (mainstream and SEN) home to school/college transport and also transport to faith schools with effect from September 2013.	-2.8	-2.0	0.0	Y
c) School Clothing Allowances - with effect from April 2013, cease the provision of school clothing allowances	-0.6	0.0	0.0	Y
d) Youth Review - implementation of the Youth Review to end generalist youth provision, restructure the targeted service by September 2013 and commission new targeted youth contracts by April 2014. Setup Area Committee based small grants framework to stimulate activities for young people.	-0.4	-0.7	-12.6	Y
e) Procurement savings - estimated savings from regional framework contracts in respect of externally provided residential and fostering placements as well as savings on other commissioned budgets.	-2.0	0.0	0.0	Y
f) Income & cost reductions - review of subsidised and traded services, including Learning Improvement and Artforms.	-0.8	-0.5	-15.0	Y

g) Income - proposal to reduce subsidised childcare provision in children's centres through increasing nursery fees by £2 per day (2.88% above inflation) from April 2013.	-0.1	0.0	0.0	Y
h) Business Support functions - explore opportunities to rationalise back-office functions.	-0.3	-0.2	-7.1	Y
i) Impact of School Funding Changes - recognition of the general fund impact of the school funding reforms, including a provision for a potential in-year reduction of LACSEG funding. Also includes a proposal to borrow of up to £4m from school balances in 2013/14 to offset in part the impact of the reduction in Early Intervention Grant funding.	-2.2	3.2	-14.7	Y
j) Budget rebasing, efficiencies and other staffing savings - review of the base budget reflecting spend/income trends as well as continuing reductions in running cost budgets. In addition, a range of proposals including ongoing vacancy management, provision for a number of leavers under the early leaver initiative and savings on capitalised pensions.	-2.2	0.6	-2.2	Part
	-18.3	-3.8	-51.6	
Total	-7.6	-1.1	15.2	

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Report of The Director of Children's Services

Report to Executive Board

Date: 12th December 2012

Subject: School Funding 2013/14

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

Summary of main issues

1. The DfE requires that all Local Authorities adopt a simplified formula for funding schools from April 2013, using only a limited range of formula factors and proxy indicators set out by the Secretary of State for Education.
2. This is an interim arrangement and the Secretary of State intends to work towards a national formula directly funding all schools and academies in the next spending review period from April 2015.
3. The Schools Forum has been given new powers which cover the following areas
 - To determine that any newly delegated services may be de delegated for Primary and Secondary Schools.
 - To determine whether to establish a centrally retained growth fund to support all schools with in year increases in pupil numbers due to increased admissions limits, and funding to support the class size pledge.
 - To be consulted on the simplified funding formula to be used from April 2013.
4. The Schools Forum continues to be consulted on the use of the Dedicated Schools Grant and centrally retained services funded from it.

Recommendations

5. That the decisions of the Schools Forum on the de delegation of services, provision of a growth fund and support for continued funding for Children's Services Clusters at £5.2m per year over the next three years be noted and that the simplified formula agreed by the Schools Forum is adopted for 2013/14.

1 Purpose of this report

- 1.1 The Secretary of State for Education has determined new arrangements to apply to the funding of Schools from April 2013.
- 1.2 This report is to inform Members of the new arrangements for School Funding and to agree to a new simplified formula to be used to fund Leeds Schools, including Academies, from April 2013.
- 1.3 The report also informs Members of the decisions of the Schools Forum regarding the de delegation of services that must be delegated to schools from April 2013, the provision of a growth fund to provide additional funding in year where schools expand due to increased admission limits.
- 1.4 The report also covers the decision of the Schools Forum to support the continued funding of School based Children's Services Clusters at £5.2m per year over the next three years.

2 Background information

- 2.1 The DfE published draft changes to the School Funding System '**School funding reform: next steps towards a fairer system**', at Easter 2012. The document set out proposals for new arrangements for the use of the dedicated schools grant. The document introduced changes that will have a wide ranging impact on both individual school funding, central functions within the schools budget and the funding of LEA central education functions currently funded from formula grant
- 2.2 In July 2012 the DfE published final arrangements for 2013/14, including details of the funding factors to be allowed in the new system and revised arrangements covering services and budgets to be delegated to schools from April 2013.
- 2.3 In July and August 2012 the DfE provided school level datasets of the information that can be used in the new formula.

3 Main issues

3.1 School Funding Formula

- 3.2 The current funding formula used by all Local Authorities to fund their schools may use any of 37 factors set out by the Secretary of State. The current factors are broad, allowing much local determination as to how they are used and local determination of proxy indicators in the use of the factors
- 3.3 From April 2013 as an interim measure towards the introduction of a national formula to fund all schools simplified formula arrangements must be introduced by all Local Authorities. The new formulae may only use up to 11 factors set out by the Secretary of State. The factors also set out the proxy indicator that may be used under each factor, and the DfE is to provide the school level data to run the new formula. The factors that can be used are:

- A single lump sum for all schools
- A per pupil amount (one amount per Primary pupil, one for KS3, one for KS4);

- An amount per pupil eligible to receive free school meals (FSM), or eligible at any point over the past 6 years;
- An amount per pupil based on banded relative deprivation by postcode using the Income Deprivation Affecting Children Index (IDACI),
- An amount per pupil with English as an Additional Language (EAL), but only in the first three years of school admission;
- An amount per Looked after Pupil;
- An amount per Primary pupil scoring less than 78 points in the early years foundation stage assessment, or less than 78 points, and an amount per Secondary pupil achieving less than a level 3 in both English and maths at Key stage 2;
- Pupil mobility, based on pupils entering schools at non standard entry points;
- National Non Domestic Rates (NNDR) at actual cost;
- Public Finance Initiative (PFI) factor to cover affordability / higher costs;
- Split site allowance;
- Post 16 – where used in 2012/13;
- Exceptional Premises factors agreed by the Education Funding Agency (EFA)

- 3.4 A further important change in the regulations is that Primary and Secondary schools must meet the first £6,000 of additional SEN support costs for each pupil that requires such support from within the resources delegated using the factors above. This change is designed to produce a national common system for the funding of SEN. Under this system all Primary, Secondary and Special Schools together with FE Colleges and Sixth Form Colleges must meet an average of the first £10,000 of support for each pupil / student from a formula driven budget, and the Local Authority will then provide top up funding where the additional SEN support costs for individual pupils are over £6,000 a year. The common figure of £10,000 is based on the expectation that this comprises of £6,000 of additional SEN costs and a basic curriculum cost for all pupils of an average of £4,000. The DfE recognises that the £4,000 figure is an average and that the formula funding of individual schools will be lower and higher than this figure.
- 3.5 Under the current formula arrangements the majority of funding for SEN support is allocated through the Funding for Inclusion (FFI) mechanism. The first £6,000 of support funded through FFI must now be allocated to primary and secondary schools only using the factors in 3.3 above.
- 3.6 The revised funding formula for schools will fund all Primary and Secondary Schools in Leeds including Academies from April 2013. A number of workshops were held over the summer term with members of the Leeds Schools Forum to consider possible formula options and to identify a framework for the simplified formula following the publication of draft arrangements by the DfE. A set of draft options was prepared following confirmation of the funding framework by the DfE in July, and provision of a data set of proxy indicators to be used within the formula in August.
- 3.7 There are a number of principles that have been adopted in the construction of the formula
- The formula should not move funding between the primary and secondary phase other than through changing pupil numbers or where the regulations require it.

- The formula should not increase the funding disparity between the highest and lowest funded schools. It is noted that funding through the pupil premium is estimated to increase by £9m from 2012/13 to 2013/14.
- The single lump sum should be based on a figure to protect small Primary Schools

3.8 Within the above broad principles three options were prepared and all Schools and Academies were consulted on the formula factors to be used, de delegation of newly delegated services and need to establish a growth fund.

3.9 All options explored within the new formula framework lead to redistributions of funding between schools. The models put forward for consultation all lead to redistribution of funding, but gains and losses are to be capped in the next two financial years.

3.10 The results of consultation were reported to the Schools Forum and members of the Schools Forum agreed to the following

3.11 **Newly Delegated Services**

Schools Forum agreed that the following newly delegated services should be de delegated and remain centrally retained for the 2013/14 financial year for both Primary and Secondary Schools : School Contingency Fund, including support for schools in financial difficulty; Staff Cover costs (maternity, JP, magistrates, reserve services); Suspended Staff Cover; Trades Union facilities time cover; School Museum Service; School Library Service (Primary schools only); Free School Meals eligibility Checks; Behaviour Support; Support to underperforming ethnic minority groups and bilingual learners:

Schools Forum agreed that the following services should remain delegated for Secondary Schools, but centrally retained for primary Schools; Licences for Schools,(SIMS, Performing Rights, Copyright Licensing, Education Recording Agency):

Under the new funding arrangements all of the above services must remain delegated to Academies and Special Schools in 2013/14.

3.12 **Growth Fund**

Schools Forum agreed that the Schools Budget should be top sliced in order to provide funding to be allocated to schools where numbers increase in year due to increases in admission limits in order to meet demographic growth. Funding allocated to the Class Size pledge in 2012/13 will be allocated as a lump sum to all Primary schools in 2013/14.

3.13 **Funding Formula**

The Schools Forum agreed with the funding proposals supported by the majority of respondents to consultation. Appendix 1 to this report details the unit values of the funding option and details the proposed arrangements for the use of funding factors approved by the Schools Forum. It should be noted that the data to be used in the 2013/14 formula will not be known until late December.

3.14 **Cluster Funding**

School based Children's Services Clusters have been funded through the Dedicated Schools Grant over the past two years with funding of £5.2m each year. Schools Forum Members had requested assurance over the value for money of cluster partnerships and wished to see evidence that pooling funding in this way has generated additional capacity / resources which improve the overall education outcomes for the money invested than would otherwise be the case.

Following consultation with schools it was noted that clusters are increasingly forming close links with Members and Area Committees and that Governors are also becoming increasingly involved. These developing links are noted in the separate report on this agenda regarding Area Working Findings and Recommendations.

On the basis of consultation responses from schools the Schools Forum agreed that the current level of funding should be retained from the Dedicated Schools Grant for the next three years and continue to be devolved to School based Children's Services Clusters.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Local Authority is required to consult the Schools Forum on proposed changes to the funding formula. All School members of the Forum (Primary, Secondary, Special, Academy, Pupil Referral Unit and Early Years Provider) are able to vote on the formula.
- 4.1.2 The funding formula will be used to fund all Primary and Secondary schools in Leeds, including Academies.
- 4.1.3 In order to inform the members of the Forum of the views of all Schools and Academies within Leeds a consultation document was published and sent to the Chair of Governors of all Schools and Academies. It was also emailed to Headteachers and Bursars/Business Managers. This was backed up by a series of 10 consultation meetings held over mornings, afternoons and evenings across the city. In addition presentations / discussions were also held with the Leeds Primary Heads Forum and the Secondary Heads Forum. These meetings were attended by over 260 Heads, Governors and Bursars/Business Managers.
- 4.1.4 The formula consultation meetings followed on from a series of 7 meetings held in early July to inform Schools of the changes to be brought in.
- 4.1.5 A total of 88 written responses were received which were summarised and reported to the Schools Forum. 70 responses were received by the deadline for papers for the Schools Forum, and a further 18 responses were summarised for the meeting.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The framework significantly simplifies the school funding formula and as a result creates a change in the distribution of funding between individual schools. In

particular the change from FFI to the new formula factors creates a significant level of redistribution of SEN funding.

- 4.2.2 Significant resources within the formula remain targeted towards the support of vulnerable pupils, but may only be targeted using the factors in 3.3. The use of social deprivation indicators through FSM and IDACI, in addition to EAL, prior attainment, looked after status and pupil mobility have all been used within the new formula.
- 4.2.3 Whilst the full range of available formula factors has been used there is a significant redistribution of funding previously allocated through FFI. The impact of this redistribution has been mitigated as follows:
- An overall minimum funding guarantee and cap has been applied to individual school budgets so that no school may lose more than 1.5% in funding per pupil
 - The Local Authority is able to set a maximum number of blocks of £6,000 to be met by each individual school from its formula budget. Above this maximum, additional funding will be provided.
- 4.2.4 An Equality Impact Assessment screening form is appended to this report

4.3 **Council policies and City Priorities**

- 4.3.1 The funding formula supports the Children and Young People's Plan CYPP in ensuring that funding is targeted towards the areas of greatest need. The formula continues to target resources towards schools supporting the most socially deprived communities, and targets additional resources to schools educating pupils with low prior attainment, with English as an Additional Language or who are looked after.

4.4 **Resources and value for money**

- 4.4.1 There is no additional resource implication as the required action is simply to allocate the current School's Budget by the new simplified formula.
- 4.4.2 The draft unit values and indicative allocations to individual schools are based on October 2011 pupil numbers and pupil datasets prior to October 2011, provided by the DfE. The final Dedicated Schools grant for 2013/14 will not be known until late December, together with revised pupil numbers and updated school by school information for the other formula factors.

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

- 4.5.1 The Local Authority must allocate funding to its Schools from April 2013 using a simplified formula which meets the requirements set out by the Secretary of State, following consultation with the Schools Forum. The decision is subject to call in.

4.6 **Risk Management**

- 4.6.1 The Local Authority is required to ensure that it allocates funding to its Schools through a formula that complies with the funding regulations set out by the

Secretary of State. The Education Funding Agency will audit the proposed formula to ensure that it meets the regulations.

5 Conclusions

- 5.1 The Local Authority must implement a funding formula from April 2013 that meets the revised requirements determined by the Secretary of State. Under the available formula factors it is not possible to provide an allocation that does not lead to a level of redistribution. This is a consequence of the simplification.
- 5.2 Whilst the Government intends to work towards the implementation of a national formula funding all schools and academies directly in the next spending review period there is an intention to review the regulations for the 2014/15 financial year.
- 5.3 The effects of the simplified formula are mitigated through the minimum funding guarantee and the ability to provide additional support to schools with high numbers of pupils with high need SEN or in year pupil number growth.

6 Recommendations

- 6.1 Members are requested to note the decisions of the Schools Forum regarding the de delegation of newly delegated services, and the wish to establish a growth fund.
- 6.2 Members are also requested to note the decision of the Schools Forum to support continued funding for Children's Services Clusters from the Dedicated Schools Grant at £5.2m per year over the next three years
- 6.3 Members are requested to approve the simplified funding formula approved by the Schools Forum on 25th October.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Primary Factors	Unit values	Cash allocated	% of total in Primary Sector	Newly delegated services	Secondary Factors	Unit values	Cash allocated	% of total in Secondary Sector	Newly delegated services
AWPU Primary (including reception)	£2,610	£147,420,352	66.8%	£56.32	AWPU Key Stage 3	£3,809	£84,153,020	44.0%	£51.84
Primary FSM	£806	£13,802,868	6.3%	£19.39	AWPU Key Stage 4	£4,258	£65,415,626	34.2%	
Primary IDACI Score 0.2 - 0.25	£91	£409,608	0.2%		Secondary FSM	£1,027	£11,628,731	6.1%	£20.33
Primary IDACI Score 0.25-0.3	£113	£421,233	0.2%		Secondary IDACI Score 0.2 - 0.25	£129	£403,978	0.2%	
Primary IDACI Score 0.3- 0.4	£136	£914,530	0.4%		Secondary IDACI Score 0.25-0.3	£161	£421,677	0.2%	
Primary IDACI Score 0.4-0.5	£181	£1,416,782	0.6%		Secondary IDACI Score 0.3- 0.4	£194	£831,434	0.4%	
Primary IDACI Score 0.5-0.6	£204	£907,409	0.4%		Secondary IDACI Score 0.4-0.5	£258	£1,177,297	0.6%	
Primary IDACI Score 0.6-1.0	£227	£306,580	0.1%		Secondary IDACI Score 0.5-0.6	£290	£742,127	0.4%	
Mobility	£44	£214,292	0.1%		Secondary IDACI Score 0.6-1.0	£323	£252,140	0.1%	
Primary Lump Sum	£150,000	£32,700,000	14.8%		Mobility	£96	£146,591	0.1%	
Looked After Children (all)	£800	£288,020	0.1%		Secondary Lump Sum	£150,000	£5,550,000	2.9%	
Primary pupils- failing to achieve 78 points on EYSFP	£796	£12,998,440	5.9%		Looked After Children (all)	£800	£272,371	0.1%	
EAL first 3 yrs of Education	£541	£3,060,547	1.4%	£67.24	Secondary pupils-failing to achieve (KS2 level 3 English and Maths)	£2,291	£11,603,274	6.1%	
Split Site	specific	£0	0.0%		EAL first 3 yrs of Education	£1,002	£720,006	0.4%	£375.03
Rates funding	specific	£3,112,371	1.4%		Split Site	specific	£0	0.0%	
PFI Factor	specific	£2,418,255	1.1%		Rates funding	specific	£3,399,144	1.8%	
Exceptional Premises Factors	specific	£156,130	0.1%		PFI Factor	specific	£4,404,288	2.3%	
% of targeted / Total	15.8%	£220,547,416	100.0%		Exceptional Premises Factors	specific	£120,880	0.1%	
					% of funding targeted / Total	14.7%	£191,242,584	100.0%	

PLEASE NOTE

1. Illustrative Funding is based on the allocation of the 2012/13 Schools Budget assuming that £2.2m of Class Size Pledge funding is delegated as part of the Primary Lump Sum.
2. Funding is allocated according to a dataset provided by the DfE based on October 2011 pupil numbers
3. Funding is based on the adoption of option B from consultation with schools that transfers an element of targeted funding into the basic entitlement
4. The above Unit values do not include any new delegation - the funding for services to be newly delegated from April 2013 is shown separately above
5. The actual Unit values to be used in 2013/14 funding will depend on data changes and the total Schools Budget available, to be confirmed by the DfE in late December
6. Funding for specific circumstances above follow overpage

The following specific allocations will be made within the simplified formula

Split Site allocation

- Split site Schools should have separate sites at least 1km apart, by the shortest route by motor vehicle and safe walking route.
- Class teaching and learning must take place on both sites. Physically detached administration, detached sporting facilities, nursery units, special units (SEN, behaviour or curriculum), and sixth form provision will not be taken into account.
- At least 15% of the total school roll should be based on the second site, and receive the majority of their timetabled provision there.

Where a school meets the above criteria the following allocations will be made

Primary School – 10% of the formula lump sum allocation
 Secondary School – 20% of the formula lump sum allocation.

It is recognised that the cost of split sites will rise as the distance between sites increases. It is proposed that the above percentages of the lump sum should increase by 1% for each additional kilometre between sites.

e.g. for a Primary School meeting the criteria with sites 2km apart, and an assumed lump sum of £150,000, funding would be $£150,000 \times (10\% + 1\%) = £16,500$.

PFI Factor

The PFI factor is used to provide funding to PFI schools to meet the affordability gap and higher costs.

The affordability gap is calculated as the PFI Unitary Charge less PFI Grant and School Contribution.

In addition to the above calculation a second element to the PFI factor reflects the increased costs where a school operates from both a PFI site and a separate non PFI site. A lump sum is provided to such schools equivalent to the 2012/13 caretaking allocation of £21,220.

Rates Funding

The full cost of national non domestic rates (NNDR) will be funded for premises agreed to be necessary for the delivery of the curriculum.

Exceptional Circumstances

Additional funding will be provided to cover approved rents, where the cost is over 1% of the school budget share

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children' Services	Service area: School Funding
Lead person: Simon Darby	Contact number: 2475178

1. Title: DfE required changes to the School Funding Formula 2013/14

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

The DfE requires that the funding formula used by Local Authorities to fund Schools is simplified to follow new regulations from April 2013.

The current formula may use any of 37 formula factors that have a high degree of local determination. The simplified formula to be used consists of 11 factors and defines the proxy indicators that may be used within each factor.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none">• Eliminating unlawful discrimination, victimisation and harassment• Advancing equality of opportunity• Fostering good relations		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The new formula requires that funding for the first £6,000 of additional support for pupils with SEN is met from the formula budgets of schools. The funding formula to distribute the funding covering this first £6,000 may only use pre determined prior attainment and deprivation indicators in addition to pupil numbers. Schools have some concerns over the impact of the changes on their funding levels and subsequent ability to support pupils with SEN.

Whilst there are changes in the funding formula there are no changes to the underlying legislation that protects the interests of pupils with SEN, and schools will continue to be responsible for the actual provision to pupils.

The funding distribution created through the simplified formula has been compared to the current distribution under the 'funding for inclusion'(FFI) funding mechanism. The new funding arrangements do provide a different distribution with many schools receiving increased or reduced funding. It is this redistribution of funding that leads to concerns.

A series of briefing meetings on the draft DfE proposals were held in early July supported through a briefing paper, and a series of workshops were held with members of the Leeds Schools Forum to determine options for local implementation of the revised formula. Following final determination of the changes to be made to regulations by the DfE a series of formula options were developed in August / September and a draft taken to the Schools Forum on 13th September prior to consultation with all schools.

The detailed consultation paper with formula options was issued to all Schools and Academies (Chairs of Governors, Headteachers and Bursars/Business Managers) and a series of 10 consultation meeting held around the city. Further meetings were held with Secondary Headteachers and Leeds Primary Headteacher Forum.

70 written responses were received from schools by the deadline of 18th October, and all comments and views were reported to the Schools Forum on 25th October.

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

The funding changes could provide a financial disincentive for a Primary or Secondary School to admit additional pupils with High level SEN, as a school will have to meet the

first £6,000 of additional SEN support from its formula allocation.

The proposed changes in the school funding formula provide no change in the promotion of strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, or perception that the proposal could benefit one group at the expense of another.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

The impact of the required changes has been reduced as follows:

Individual school budget changes are to be protected to the maximum extent allowed in that funding will fall by a maximum of 1.5% per pupil at any individual school. It should be noted that total funding across all schools for pupils between Reception and year 11 will increase by 3%, with an average increase of 2% in funding per pupil, including growth in the pupil premium.

The total funding to be targeted to schools through the proxy indicators which correlate with the incidence of SEN, (prior attainment and Social deprivation), will increase year on year.

For each school and academy a maximum number of high needs pupils that should be funded from the delegated budget will be calculated. Above this number of pupils funding will be provided in addition to the formula budget. Additional allocations of £6,000 will be funded from the new High Needs Funding Block.

5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

Please send a copy to the Equality Team for publishing

Date screening completed	29/10/2012
If relates to a Key Decision send to Corporate Governance	
Any other decision please send to Equality Team (equalityteam@leeds.gov.uk)	

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Report author: Robert Wood / Peter Storrie

Tel: 274638 / 43956

Report of Assistant Chief Executive (Customer Access and Performance) / Director of Children's Services

Report to Children and Families Scrutiny Board

Date: 13th December 2012

Subject: 2012/13 Q2 Performance Report

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

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council relevant to the Children and Families Scrutiny Board.

Recommendations

2. Members are recommended to:
 - Note the Q2 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter two performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15, Children and Young People's Plan 2011-15 and City Priority Plan 2011-15.

2 Background information

- 2.1 The City Priority Plan 2011 to 2015 is the city-wide partnership plan which sets out the key outcomes and priorities to be delivered by the council and its partners. There are 21 priorities which are split across the 5 strategic partnerships who are responsible for ensuring the delivery of these agreed priorities. The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.

- 2.2 Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. The partnership contribution to children's elements of the City Priority Plan priorities is led by the Children's Trust Board and through delivery of the Leeds Children and Young People's Plan (CYPP). The City priorities, framed as obsessions, form part of the 11 children's priorities. This report includes a quarter 2 assessment of progress against the Children and Young People's Plan obsessions.

- 2.3 This report includes 3 appendices:

- Appendix 1 – Performance Reports for the 3 City Priority Plan Priorities (these are the same as the “obsessions” from the CYPP)
- Appendix 2 – Children's Services Directorate Priorities and Indicators
- Appendix 3 – CYPP performance update

3 Main issues - Quarter 2 Performance Summary

City Priority Plan

- 3.1 The three **Children's Trust Board obsessions** have continued to show improvement in Q2. The number of looked-after children has dropped by 44 (3%) since the end of the 2011-12 financial year, with September's figure 21 lower (1.4%) than the same month last year. Attendance in Leeds primary schools continues to improve and is now above national and statistical neighbours, with Leeds ranked in the top quartile for primary attendance. There was also an improvement of 1.4 percentage points in secondary attendance and this is now at the highest level ever; whilst this remains lower than national and statistical neighbour authorities, the gap has narrowed. NEET levels remain higher than national (using latest comparative data up to July) but the gap has fallen to one percentage point, compared to 2.1 percentage points a year earlier. Leeds' position nationally in July was in the third quartile of 148 local authorities. Challenges remain (e.g. persistent absence, NEET rates for some key groups) but the intelligence-led and outcomes-focused approach is making a positive

difference and targeted funding on NEETs via the City Deal should continue to drive improvement.

Council Business Plan

- 3.2 **Directorate Priorities and Indicators:** There are 5 directorate priorities and all 5 are assessed as green at Quarter 2.
- 3.3 In terms of performance indicators 4 green, 3 amber and 2 red. Red indicators are:
- percentage of children's homes that are rated good or better by Ofsted
 - percentage of complaints resolved within 20 days
- 3.3.1 **Council Children's Homes:** The percentage of children's homes rated as good or better by Ofsted is currently 36% (with 1 rated as outstanding, 3 good and 7 as adequate). While down from 55% at Q4 there are now no homes rated as inadequate. The current result is the same as at Quarter 1 however, one local authority children's home has improved its grade from good to outstanding. All homes have been inspected within this cycle so this result will not change until spring 2013 when the next round of inspections commence. The framework for inspecting children's homes changed in April 2012 and is more prescriptive with homes being judged more stringently; nationally there has been a fall of 20 percentage points of homes judged as good or better. Reassurance is offered that no serious safeguarding risks have been highlighted and that no overall or headline judgement for any home is inadequate. Improvements are needed around the fabric of some of the buildings and practice improvement is ongoing, including improvements with recording.
- 3.3.2 **Complaints:** Performance on the indicator for complaints responded to within 20 days has improved slightly from Quarter 1 from 55% to 56%. This remains a focus both on timescales and for learning from complaints. Service areas with weakness in response times are being supported and learning from complaints is being integrated into broader quality assurance work to support improved service practice.
- 3.3.3 **Initial and core assessments:** These two indicators have moved from Red at Quarter 1 to Amber at Quarter 2. At quarter 1 performance was lower than usual on the indicators for carrying out core and initial assessments to timescale. This had been caused by backlogs that had arisen as a result of restructuring work to children's social work teams. These backlogs have now been overcome and assessments are now being carried out at close to or above target timescales. Performance in August 2012 was 79.9% for the initial assessment indicator and 90.1% for the core assessment indicator, but because these indicators are cumulative throughout the year, the impact of disruption caused in quarter 1 will continue to have an impact on how performance is reported against these indicators for the rest of the reporting year.

Children and Young People's Plan (CYPP)

- 3.4 Six monthly the Children's Trust Board is provided updates on the 11 priorities in the children and young people's plan. This update is based on two page performance reports as succinct position statement for each CYPP measure, inclusive of the 3 obsessions. A summary of these from the Children's' Trust Board report is attached as appendix 3. The performance reports are available but not included in this report.
- 3.5 At quarter 2 one measure is judged red; 10 are judged amber and 5 are judged green. In addition to progress with the obsessions quarter 2 highlighted improvements in apprenticeships starts and ongoing reductions in teenage pregnancies and in the number of young people that have been convicted of one or more offences. The one outcome judged red relates to Key Stage 4 results. While Leeds results improved marginally in 2012 the rate of improvement was not to the extent desired. This was in part a consequence of issues with the regrading of the GCSE English result. Efforts to improve overall results and narrow performance gaps continue, including focus on individual schools. In future years national direction has the potential to limit any significant increases in the headline GCSE indicator for England with consequences for Leeds.
- 3.6 Quarter 2 highlighted both positive results in 0-11 learning outcomes and areas for focus. Leeds is now in the second quartile nationally for the percentage of children achieving a good level of development at the end of the Early Years Foundation Stage. Pupils in Leeds also continue to make better progress between Key Stage 1 and Key Stage 2 in English and maths than that seen nationally. However while improved the provisional overall Leeds Key Stage 2 result for English and maths is slightly below national levels and the gap measure at the foundation stage between the bottom 20% and the average remains too wide. As part of the Leeds Education Challenge we need to both support learning providers to improve outcomes and to collectively understand the changing make-up and needs of the early years and primary school population, a growing population.
- 3.7 The CYPP performance reports highlight ongoing work to better support children and families, including children at risk. This includes the ongoing success of the Strengthening Families model of child protection conferences, the implementation of the targeted services leader (TSL) role across the city and the implementation of the Families First initiative (the Leeds response to the government's Troubled Families programme) which aims to support families to tackle issues such as worklessness, crime and anti-social behaviour, and poor school attendance. Partnership work continues around our initial response to child protection concerns with a social worker now located at Millgarth Police Station to work with the Police on referrals where there are concerns about domestic violence; and work is underway with Health and the Police to co-locate colleagues from these agencies in the Duty and Advice Team that handles initial child protection inquiries.

Children's Services Inspection

3.8 It is currently anticipated that children's services (in respect of services related to the protection of children) will imminently be subject to an Ofsted inspection under the new inspection framework. A number of authorities have already been inspected under this revised framework which has been recognised as being more stringent and has resulted in some critical reports (4 out of 7 authorities so far have been judged inadequate). Considerable progress has been made over the past 12 months but there is more to do. A nine point plan has been developed to drive the pace of improvement and an Improvement Hub has been established within the directorate in order to lead their inspection preparation.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.4 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

4.3 Council policies and City Priorities

4.3.2 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position. This is in terms of the cross council priority within the Business Plan of "spending money wisely".

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

4.6.2 The Performance Report Cards include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

5 Conclusions

5.1 This report provides a summary of performance against the strategic priorities for the council relevant to the Children and Families Scrutiny Board.

6 Recommendations

6.1 Members are recommended to:

- Note the Q2 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

7.2 Children and Young People's Plan

7.3 City Priority Plan 2011 to 2015

7.4 Council Business Plan 2011 to 2015

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

Children's Trust – Children and Young People's Plan Report Cards Q2 2012-13

Meeting: Children's Trust Board - 5 November 2012 **Population:** All children and young people in Leeds

Outcome 1: Children and Young People are safe from harm **Priority 1:** **Obsession** Help children to live in safe and supportive families

LCC lead: Steve Walker **CTB lead:** Jane Held and Bridget Emery

Why is this a priority: Outcomes for children are better when they are able to live safely within their own family and community. The high numbers of looked after children in Leeds affects the resources available to provide preventative services to support children to live safely within their families.

RAG: Numbers remain high, but lower than 12 months ago **Direction of travel** Evidence of improved service arrangements and of partnership working within clusters **Amber** ↑

Story behind the baseline

Curve: Reduce the number of looked after children

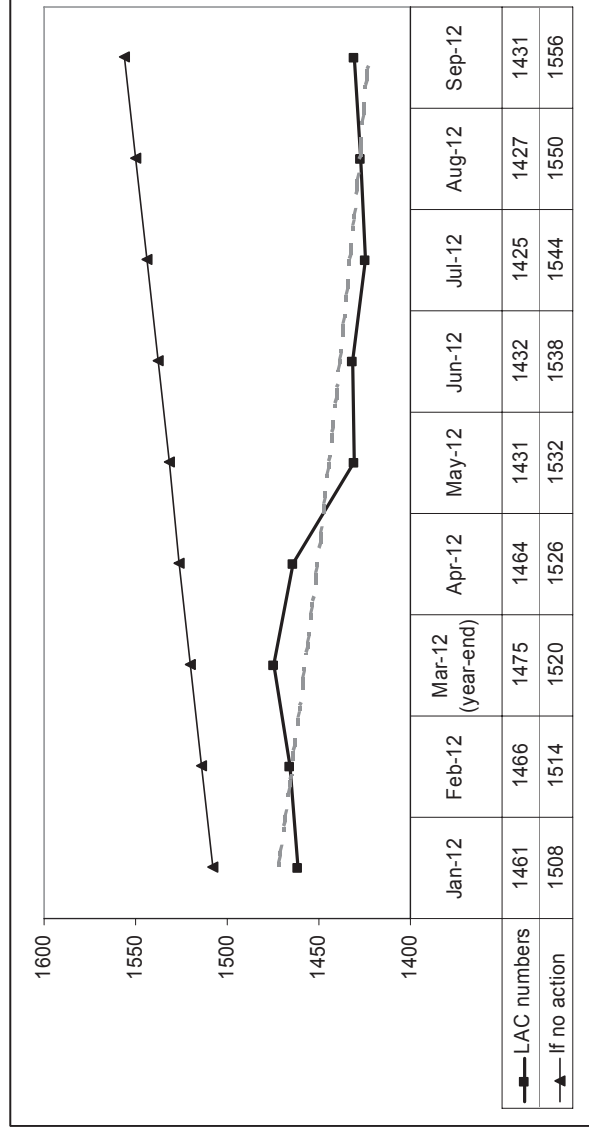
The number of looked after children has dropped by 44 (3%) since the end of the 2011-12 financial year, with September 2012's figure 21 lower (1.4%) than the same month last year.

There has been a significant change in the age of children becoming looked after, with 65% of care starters in the first six months of 2012 being aged under five. This has implications for service planning.

There has only been a limited change in the overall age profile of looked after children, with a change in the proportion of looked after children who are aged under five from 30% in September 2011 to 32% in September 2012. This is explained by the overall age profile of our current looked after population, which is predominantly over five, and the fact that care planning for young children is more driven with a quarter of care leavers in the first six months of 2012 being aged under five.

The downward trend in the number of external residential or independent fostering agency placements continues; there are currently 18 fewer external placements (a decrease of 17.5%) than at the end of 2011-12 financial year.

What do children and young people think The Children's Social Work Service is working with Barnardo's to explore how the voice and influence of looked after children can be strengthened across the service. The voice of children and young people is embedded in service practice especially around reviews.



Children's Trust – Children and Young People's Plan Report Cards October 2012

Children Leads

<p>What we have done</p> <ul style="list-style-type: none"> 95 more contacts (3.7%) were received in September 2012 than September 2011. However, the 'front door' arrangements implemented by the Duty and Advice Team - holding conversations with callers about who is best placed to meet children's needs - saw 343 fewer referrals (a 28% decrease) to Children's Social Work Service when comparing September 2012 and September 2011. Detailed work led by the chief officer and senior managers within Children's Social Work Service has led to fewer external residential placements, ensuring that children and young people are provided with alternative placements, or achieve permanence. Independent reviewing officers meet/observe children and young people before looked after children reviews take place, to ensure children and young people are able to participate in, and influence, their reviews. A foster carer recruitment drive and increased publicity campaign has led to a rise in expressions of interest; a rise in the number of home visits to prospective foster carers; and a steady rise in foster carer approvals. The service has seen a year-on-year net increase in the number of foster carers. Luttrell Crescent children's home received an outstanding rating in all categories of its Ofsted inspection in July 2012. The service has a target for all of its children's homes to be rated as good or outstanding by 2015. The Children's Social Work Service restructure is complete and is becoming embedded. Although still early days, the indications are that it is beginning to have an impact on performance and working relationships. The Youth Service has representatives on children's panel and the Families First initiative. Vulnerable young people are referred for one-to-one and group work to engage them in youth work and learning activities. In Beeston and Holbeck, there are currently 30 referrals (made through clusters, social workers and schools) for a group set up to deal with sensitive issues of neglect, grooming, and drug abuse. 	<p>New actions</p> <ul style="list-style-type: none"> A social worker is now located at Millgarth Police Station to work with the Police on referrals where there are concerns about domestic violence. Work is underway with Health and the Police to co-locate colleagues from these agencies in the Duty and Advice Team. A recruitment process to fill the remaining senior management posts in Children's Social Work Service is underway. It is anticipated that these posts will be filled in the coming months. The service's restructure was completed six months ago. A review of progress so far is underway, which will ensure that the structure is facilitating increased and improved working in clusters, and that safeguarding and preventative work is decreasing the need for children to be taken into care. A further expansion of the Multi-Systemic Therapy service is planned, with funding from the Families First initiative. This would allow for additional recruitment, and an increase in the available service to children on the edge of care or custody. The Youth Service group work model is set up to achieve outcomes to support young people to remain safe. This group work approach will be reviewed, and the model will be replicated across south east Leeds as a preventative measure of targeting specific young people with additional needs and support.
<p>What works locally</p> <ul style="list-style-type: none"> Increasing numbers of children exiting care through better focus on adoption, Special Guardianship Orders, supporting older children into independence, and re-visiting plans for children looked after under voluntary agreements with parents. <p>Partners with a role to play Children and young people, parents, schools, health visitors, family outreach workers, police, voluntary, faith, and community sectors, childcare services, youth offending services, drug and alcohol services, probation, adult services, housing, media, business, general practitioners, transport services, mental health services (Child and Adolescent Mental Health Services).</p>	<p>Data development</p> <ul style="list-style-type: none"> National comparator data for 2011-12 will be available in the Autumn, allowing the service a chance to benchmark against other authorities.

Children's Trust – Children and Young People's Plan Report Cards Q2 2012-13

Meeting: Children's Trust Board - 5 November 2012

Population: Pupils in Leeds schools (Years 1-11)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life

Priority 3a: **Obsession** Improve behaviour, attendance and achievement

LCC lead: Paul Brennan

CTB lead: Keith Gilert and Matthew Ward

Why is this an obsession There are strong links between attendance, attainment, being NEET and youth offending. Particular pupil groups who experience multiple poor outcomes are more likely to have poor attendance, e.g., those living in deprived areas; looked after children; pupils eligible for free school meals; pupils with special education needs and some BME groups.

Primary Green
Secondary Amber

RAG: Improving ratings against national and statistical neighbour averages **Direction of travel:** Local efforts embedding with evidence of impact

Story behind the baseline

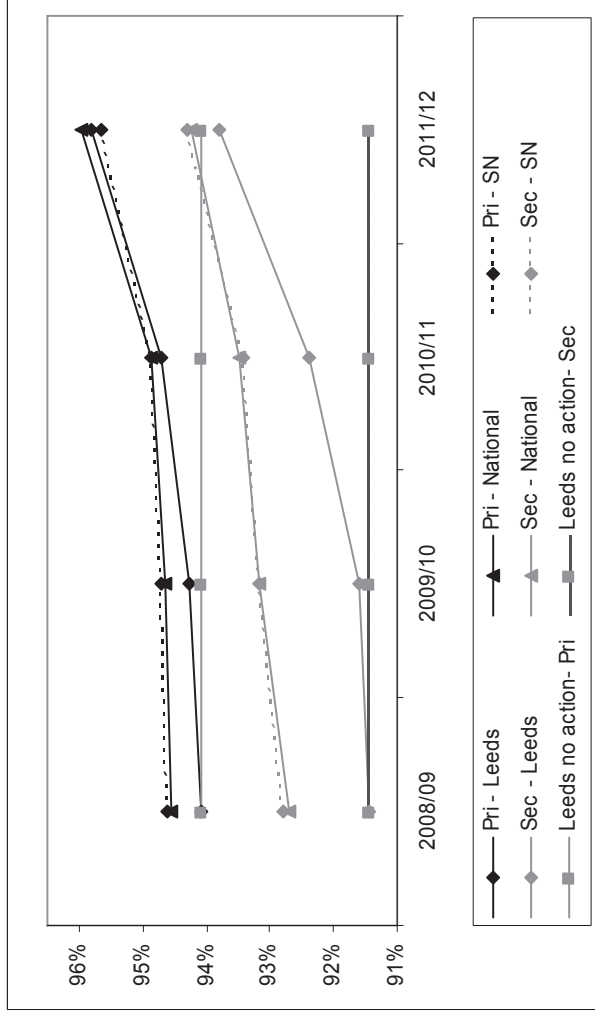
Curve: School attendance rates¹

During the course of the last academic year, schools in Leeds made substantial improvements in overall attendance rates. This is as a result of schools, council and voluntary services working in partnership to tackle poor attendance together in their locality. They are doing this through regular, multi-agency meetings to coordinate and plan support for individual children and families as well as delivering locality-wide interventions that address problems such as mental health, domestic violence, unemployment, crime and anti-social behaviour.

Attendance in Leeds primary schools improved by 1.1 percentage points in 2011/12, more than double the improvement seen in 2010/11. Attendance in Leeds primary schools is now above national and statistical neighbours and Leeds is now ranked in the top quartile for primary attendance.

There was also an improvement of 1.4 percentage points in secondary attendance during 2011/12 and this is now at the highest level ever. Attendance remains lower in Leeds than nationally and in statistical neighbour authorities, but the gap has narrowed and Leeds ranks =121 of 150 local authorities.

7.9% of pupils in Leeds secondary schools missed more than 15% of school in 2011/12. This is a significant reduction from levels of persistent absence in 2010/11 and the rate of improvement was greater in Leeds than nationally and in statistical neighbours. Levels of persistent absence remain higher in Leeds, but the gap has narrowed in 2011/12. However, Leeds remains in the bottom quartile of authorities for this measure. Secondary unauthorised absence is more than three times the rate in Leeds primary schools and accounts for around half of all secondary absence. While reductions over time have been seen, this rate is still higher than national and statistical neighbour levels, so addressing unauthorised absence remains a key part of improving overall attendance.



¹ Most recent data available is half-terms 1-4 2011/12. Data for all previous years in the graph is also half-terms 1-4.

What do children and young people think As part of local research undertaken into the reasons for persistent absence, young people told us that the key factors in absence are: problems at home and with parents; issues with the curriculum and lessons; and bullying was also mentioned as a factor. Groups such as young carers had particular issues affecting their school attendance.

What we have done

- The implementation of the targeted services leader (TSL) role across the city is helping to bring more consistency and focus to how local services work together to tackle issues such as poor school attendance. TSLs are in place either through a Leeds City Council appointed staff member, or through cluster-agreed arrangements, in all but three clusters. TSLs have met with attendance officers in their clusters to agree local priorities.
- Local decision-making through guidance and support meetings has been effective in freeing up attendance officer time so that they can focus their expertise on doing some whole-school improvement work. This positive development is a consequence of cluster staff ‘thinking family’, so that where a family present with poor attendance, among other issues, it is not always an attendance officer who takes on the lead professional role.
- Work has started on actions identified through the 0-11 Partnership Board’s OBA session on attendance. For example, communications are being developed for use by family outreach workers and other children’s centre staff around working with parents to establish good attendance patterns before starting school; with a focus on both the free early education entitlement at children’s centres and also on attendance at NHS appointments. Support materials are also being developed for use by childminders and PVI childcare settings to reinforce the positive message about attendance before children make the transition to school.
- The Youth Service have supported young people with attendance and behaviour difficulties through two ‘Aspiration’ groups run at South Leeds Youth Hub.

What works locally

Strategies to improve attendance are most successful where these are based on working holistically with a family to address all of their support needs, rather than seeing attendance in isolation. Guidance and support meetings enable such holistic responses to be developed.

Partners with a role to play

Children and young people, parents, schools, health visitors, family outreach workers, police, VCFS, childcare services, community groups, drug and alcohol services, probation, adult services, housing services, IAG providers, media, business, Chamber of Commerce, GPs, transport services.

New actions

- Leeds is one of the leading authorities nationally in implementing the Families First initiative (the Leeds response to the government’s Troubled Families programme) which aims to support families to tackle issues such as worklessness, crime and anti-social behaviour, and poor school attendance. As part of this model, TSLs will identify relevant families in their clusters who will be part of the Families First cohort and persistent absence will be one of the criteria used.
- An action identified in the Closing the Gap strand of the Leeds Education Challenge is to improve rates of attendance for BME, SEN and FSM pupils across primary and secondary so that they are in line with the national rates of attendance for these groups by 2014.
- As part of Child Friendly Leeds activity, there are plans to engage businesses in sponsoring schemes to promote good attendance, as well as using businesses who have pledged support for Child Friendly Leeds to become involved in mentoring schemes to improve attendance.
- Further actions being progressed as part of the 0-11 Partnership Board’s OBA action plan include: children under 5 with child protection plans having attendance at children’s centres as part of their plans; attendance officers broadening their remit to include 0-5 work; and parents receiving information right from when a child is newborn about early years and school attendance.
- From January 2013 the delivery of parenting programmes will be targeted at parents where there is a specific need to improve attendance.

Data development

Attendance data is already included in the monthly ‘CYPP dashboard’ that is widely circulated throughout the partnership. This term work will begin to look at circulating attendance data more frequently, to raise awareness about this obsession.

Children's Trust – Children and Young People's Plan Report Cards October 2012

Meeting: Children's Trust Board - 5 November 2012 **Population:** Young people of academic age 16, 17 and 18 (age on 31 Aug)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life **Priority 4a:** **Obsession** Increase numbers in employment, education or training (EET)

LCC lead: Paul Brennan **CTB lead:** Martin Fleetwood and Alison France

Why is this an obsession Being in EET increases young people's confidence, prospects and economic independence and therefore supports the city's overall economic performance. By targeting groups and areas where NEET is a particular challenge, we can raise aspirations and prospects for young people who often have multiple poor outcomes. The current economic downturn presents challenges for young people looking to enter the workplace for the first time.

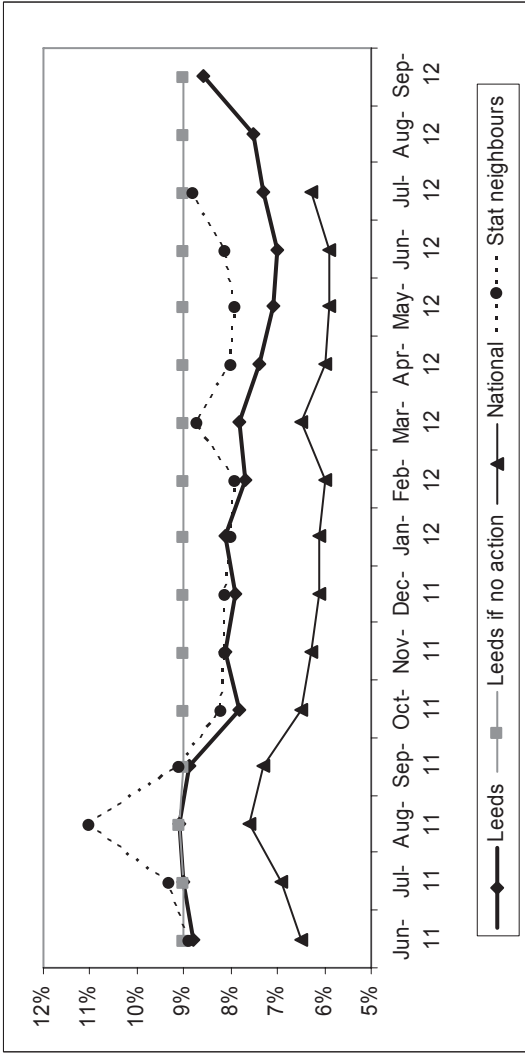
RAG: Third quartile performance **Direction of travel:** Good partnership progress in reducing NEET levels

Story behind the baseline

Curve: Percentage of young people who are NEET (Jun 11 – Sep 12)

At the end of September there were 1691 NEET young people in Leeds (8.6%). This is the "adjusted NEET" figure including some young people whose actual status is not known, but who are assumed to be NEET. National comparative data (available up to July) shows that although NEET levels remain higher than national, the gap has fallen to one percentage point, compared to 2.1 percentage points in July 2011. Leeds' position nationally in July was in the third quartile of 148 local authorities. Nationally NEET levels tend to rise each September as this is when Year 11 leavers join the Year 12 to Year 14 cohort and some learners will not yet have secured a place in further learning. This issue has been complicated this year by the additional dialogue with colleges to move young people affected by the GCSE English grading issue onto appropriate provision. Data on the rate of young people whose status is not known is not yet available for this period and an update will be provided next quarter.

The Raising of the Participation Age (RPA) means that young people will remain in education or training for an additional academic year after Year 11 from September 2013 and until age 18 from September 2015. Planning to reduce the number of young people who are NEET will therefore concentrate on increasing the number of young people in education or training. The July rate of young people in learning (79.8%) was slightly above the national level of 76.8%. Some young people are statistically more likely to be NEET, e.g. some BME groups, those with learning difficulties and disabilities, care leavers, young offenders, poor school attenders, those attending the BESD SILC, PRUs or off-site learning, young parents, pregnant young women, homeless young people and those living away from their family. NEET rates also vary significantly across the city. Targeted and specialist support for young people in these groups, delivered by Prospects, iGen and voluntary, community and faith sector partners, provides support for the most vulnerable young people from these groups who



have specific barriers to engagement in EET that require specialist knowledge and/or interventions.

What do children and young people think 'Careers' is one of the priorities identified by young people for making Leeds a Child Friendly City. You people have come up with a number of suggestions as to how schools could improve careers education, including: starting careers education earlier; linking the knowledge and skills developed in lessons to how they can be used in work or living independently; and organising visits from A-level students or university students for younger pupils.

What we have done

- Supported schools with their new statutory duty to secure independent careers guidance for pupils in Year 9-11. Ongoing support is continuing to be provided, including a Careers and IAG Network and specialist briefing sessions for heads of sixth form. Schools are being encouraged to discuss with the local authority how they will collaborate on tracking young people, NEET prevention and targeted support for vulnerable young people.
- Developed a blended learning offer as part of the IAG workforce development project (professional development activities to expand IAG signposting skills for the wider children and young people's workforce) of online training and a taught session.
- Building on cluster-led work, there has been further locality engagement with NEET prevention, as area management teams have been given a responsibility for reducing the number of young people who are NEET in their areas.
- An RPA project is taking place with off-site learning providers whose learners achieved a 100% success rate at transition from off-site learning to post-16 destinations, to develop a good practice toolkit to increase the likelihood of Year 11 off-site learners progressing in learning, training or employment post-16. Learning providers will start to be trained on using the toolkit from November.

What works locally

The Youth Service, igen and a number of other organisations working with young people, facilitate NEET/Not Known sweeps across the city. Home visits are made, during which as well as being able to identify the present destination of those young people, all receive appropriate guidance and support regarding where they could go for help with EET issues.

New actions

- Youth Contract Funding will be used to enable access for 16 and 17 year olds who are NEET to support such as a key worker; mentoring from business or peer mentoring; a work placement or volunteering opportunity; or support with employability and interview skills.
- Leeds City Council is currently in a procurement process for the delivery of targeted information advice and guidance (IAG) services from April 2013. Young people will have a voice in shaping and developing the service.
- As part of the Talent Match initiative, Leeds City Region will receive £5.7 million of Big Lottery funding (Leeds are likely to receive around £2 million) over a five year period to target young people aged 18-24 who have been NEET for over 12 months. An outline plan for the use of the funding will be submitted in November 2012, with delivery scheduled for June 2013.
- Secondary schools can receive free curriculum planning support from the Education Business Partnership, to determine which enterprise education, careers and work-related learning programmes can best support their young people. This is aimed at ensuring young people are more prepared for the world of work.
- The youth service is using its mobile provision to reach young people who are NEET in outlying areas, for those young people who are not attending regular sessions or accessing guidance and support.

Data development

We have improved the data sets sent to schools and clusters and have new data sharing agreements in place with the Skills Funding Agency, Education Funding Agency, Job Centre Plus and the FE Colleges, all of which are supporting the partnership's drive to reduce number of young people whose status is not known. We have also included challenging not known targets in the specification for the new targeted IAG service, linked to payment by results.

Partners with a role to play Schools and FE colleges, IAG providers, housing providers, the youth service, Prospects, igen and voluntary, community and faith sector partners providers, adult social care, the youth service, Prospects, igen and voluntary, community and faith sector partners

2012/13 Children's Services Directorate Scorecard

Reporting Period : Quarter 2

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	Completed appraisals were reported corporately on 31.08.12 and the Children's completion rate was 97.21% Work is ongoing with managers to ensure the system is ready for the 6 month reviews and that all exemptions are accurately identified and recorded. The deadline for the completion of the 6 month reviews is 21st December. Briefings are scheduled to assist managers with delivering "quality" 6 month reviews. A mandatory e-learning module will be completed by all employees. Appraisal champions have received additional training around the 6 month reviews and comprehensive guidance is available.	Green	Every year 100% of staff have an appraisal	100%	N/A	97%			Neighbourhoods, Planning and Support Services
Staff engagement	The Q2 engagement survey response rate was low at 25% but the overall engagement score was high at 73%. The greatest performance gaps relate to managing change well and good leadership. The highest scoring areas related to my job makes me want to do the best job I can everyday and I feel that the work I do makes a difference.	Amber	Extent to which the council is delivering what staff need to feel engaged	74%	70%	73%			Neighbourhoods, Planning and Support Services
Consultation	Only 20% (1/5) of reports met the criteria. Four reports failed to meet them, all of which failed to say if residents/service users should have been consulted or not, or give detail of any such activity.	Red	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	100%	38%	20%			Leader
Equality	Overall 80% (4/5) reports met the criteria. One report did not provide sufficient evidence to meet the criteria for this indicator as it made no reference within the narrative to an EIA/screening and did not explicitly state how due regard to equality was considered within the proposals. A QA has been undertaken to determine how due regard to equality is considered and there is evidence of this in the reports that met the criteria. The outcomes from the QA exercise will be discussed within the Directorate inform future reports and the report clearance process. This is being addressed by Children's Services through their Equality and Diversity Board.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	92%	80%			Leader
Keep within budget	After 6 months of the financial year, the directorate is projecting an underspend of £82k against the net managed budget of £132m. At the end of September 2012, there were 87 children & young people in externally provided residential placements and 300 children & young people in placements with Independent Fostering Agencies. These placement numbers continue to compare favourably against the 2012/13 Turning the Curve financial model with overall externally provided placement numbers being -21 [-19 residential and -2 fostering] less than that anticipated in the model.	Green	No variation from agreed directorate budget in the year	£0	(£41k)	(£82k)			Leader
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	An example of Children's Trust partnership working in the last quarter is the agreement between the council and the NHS to hold an OBA session to focus on the impact of term-time medical appointments and how these can be managed to minimise the impact on school attendance. A number of no-cost, low-cost ideas have already been formulated. Following a good discussion at the July Children's Trust Board on revised CAF processes, Board members have committed to raise awareness of CAF changes within their own agencies, so that there is a partnership recognition of CAFs as the city-wide model for early intervention work with families. For the quarter 2 round of report cards, Children's Trust Board will operate as small workshops looking at each priority, rather than committee style reporting, to enable partners to focus on action planning.	Green							Children's Services

Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	In recent months the Child Friendly Leeds work has gathered significant momentum. The development of the 'thumbs up' brand has created a strong and distinctive identity that partners can recognise and sign up to. Discussions with a growing number of business and organisations from all sectors are ongoing with a number of high profile pledges and initiatives underway or in development. On 19 July, to coincide with the visit of Her Majesty the Queen, a significant Child Friendly Leeds launch event was staged, with partners from all sectors and elected members invited to City Varieties to see over 100 children and young people perform dance, drama and poetry celebrating children in the city. Hundreds more children and young people lined Briggate for the royal walkabout. The current focus is on maintaining the momentum from this launch and a clear Child Friendly Leeds action plan is being developed with cross-council input and involvement.	Green							Children's Services
Put in place a joined-up children's directorate	The vast majority of children's services staff across the directorate have been aligned to the new structure, with only a few areas of the directorate remaining where review work has not yet been completed. These are the youth offer, the 14 to 19 service and the music service. Review of the sensory service is on hold pending a potential academy transfer.	Green	Complete restructure of children's services	New structures at tier 5 in place by June 2012	Amber	Amber			Children's Services
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	The a Leeds Education Challenge (LEC) Board now has a revised membership and some changes to its governance structure. Meetings held with Primary Headteachers, especially the Landscape for Learning conference held in June, have been particularly successful at engaging many more headteachers in the challenge with a much more positive approach. The LEC has developed the "4Heads" brand for work with Primary schools. This is based on the work of the four seconded primary school headteachers and also has the strap line "For Heads by Heads". The brand has a logo and a website where key documents and updates are located and there are opportunities for virtual networks. In addition the Headteachers have refocused the work of the five strands to become "forums" implying greater engagement and leadership by headteachers, the five fora link more directly to the Ofsted inspection criteria but maintain the original strand work within them. This work will feed directly into the 0-11 partnership. In terms of secondary and post sixteen engagement a similar approach is being developed. The parallel brand has not yet been established but could build on the Leeds Learning Partnership brand that is in place through school improvement.	Green							Children's Services
Develop a high performing and skilled workforce	Appraisals were completed and the majority logged by the end of August 2012. Given the Directorate position at the end of July this reflects the huge effort made by HR and line managers to ensure appraisals were done and recorded. The Q2 engagement results show a decline in response rate across the whole council – in Children's Services the overall response rate was 25%, with the overall engagement score 73%.The top 3 performance gaps have remained the same in all three engagement surveys to date: how change is managed; quality of leadership; and my opinions matter. The new Assessed Year in Employment programme (that replaces the Newly Qualified Social Worker programme) was launched as part of the induction for new social workers. This was done jointly with adult social care and will provide the basis of an ongoing programme of development. Supervisory training for social care team leaders has begun, again in partnership with adult social care, and a new programme of support for experienced social care professionals under the title 'Research in Practice' will go live in early autumn.	Green							Children's Services
			Maintain percentage of children's homes that are rated good or better by Ofsted	100% by 2015	36%	36%			Children's Services
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	82%	84%	84%			Children's Services
			Increase percentage of pupil referral units rated good or better by Ofsted	100%	67%	67%			Children's Services
			Maintain percentage of initial assessments carried out by social care within timescale	80%	72.3%	76.0%			Children's Services
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	85%	69.2%	75.1%			Children's Services
			Increase percentage of children in care with a qualified social worker	100%	99.9%	99.7%			Children's Services

		Maintain percentage of children with a child protection plan with a qualified social worker	100%	100%	100%		Children's Services
		Increase percentage of complaints resolved within 20 days	83%	55%	56%		Children's Services
		Maintain percentage of complaints resolved by the initial investigation ¹	95%	96%	99%		Children's Services

City Priority Plans	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4	Executive Portfolio
Help children to live in safe and supportive families.	Amber	Reduce the number of children in care ²	1432	1431			Children's Services
Improve behaviour, attendance and achievement.	Green	Raise the level of attendance: primary schools ³	95.9%	95.8%			Children's Services
	Amber	Raise the level of attendance: secondary schools ³	94.1%	93.8%			
Increase the levels of young people in employment, education or training.	Amber	Reduce the number of 16- to 19-year-olds who are not in education, employment or training ⁴	7.0% (1603) Not known: 8.9% (2153)	8.6% (1691) Not known data unavailable			Children's Services

Self Assessment

Quarter 2 has seen the launch of Families First Leeds; an initiative funded through the Government's Troubled Families scheme which will tackle anti-social behaviour, improve school attendance, and support parents to move into work over the next three years. Leeds City Council is an early adopter of the scheme and has secured up to £8million in funding over the next three years. It is estimated that around 2,000 families will benefit from the additional support to help reduce offending, improve attainment and raise aspirations.

During quarter 2 national school attendance data was published for the spring term and this shows that for primary attendance Leeds is in the top quartile of local authorities for the first time. This is evidence of the impact of city-wide partnership work to improve attendance and to provide earlier help for families who need support.

Although the percentage of children's homes judged to be good or outstanding has not changed since last quarter, one local authority children's home has improved its grade from good to outstanding. Among other points, the Ofsted report praises the fact that children at the home have full school attendance and are making excellent progress at school. Many of the recommendations and requirements that have been issued to children's homes by Ofsted after this round of inspections have been around arrangements for evaluating the impact of work with children and young people, and around auditing and quality assurance work done by residential home managers, rather than needing to see improvements around the quality of care that young people receive. Even where homes have been judged to be adequate, Ofsted reports have often commented favourably on the quality of relationships between staff and children in the home and described how young people are looked after safely and protected from harm.

The NEET result for quarter 2 is the position as at 30 September 2012. This needs to be understood in the annual cycle of reporting, as September is the month when Year 11 leavers become part of this cohort. Not known data is currently unavailable as returns from schools and colleges about their new starters are being processed, a full update will be given next quarter.

Collaborative improvement work is taking place between the performance service and the customer relations service to identify ways of improving performance on responding to complaints within timescale.

At quarter 1 performance was lower than usual on the indicators for carrying out core and initial assessments to timescale. This had been caused by backlogs that had arisen as a result of restructuring work to children's social work teams. These backlogs have now been overcome and assessments are now being carried out at close to or above target timescales. Performance in August 2012 was 79.9% for the initial assessment indicator and 90.1% for the core assessment indicator, but because these indicators are cumulative throughout the year, the impact of disruption caused in quarter 1 will continue to have an impact on how performance is reported against these indicators for the rest of the reporting year. At the time of reporting there were four looked after children cases that were allocated to social work team managers (who are appropriately qualified) rather than to social workers. These were all cases that were shortly to be transferred to social workers.

Notes

1 - The percentage of complaints resolved within 20 working days can only be calculated 20 working days after the end of each quarter, and complainants have 20 working days after this point to decide if they wish to take a complaint to stage 2.

2 - Snapshot indicator, as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013. Please note that in-year data on the number of looked after children is provisional and is confirmed the following autumn.

3 - The quarter 1 result is for half-terms 1 and 2 of the 2011/12 academic year. The quarter 2 result is for half-terms 1 to 4 of the 2011/12 academic year.

4 - The NEET and Not Known figures reported above are the positions as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013.

Appendix 3 – Children And Young People’s plan summary of 2012-13 quarter 2 performance reports

The table below shows a summary of the performance reports for each priority, and an indication of the difference between performance reported at the end of September 2012 and September 2011.

	Indicator	Summary	Performance		
			Q2 2011/12	Q2 2012/13	Difference
Safe from harm	Obsession: Number of looked after children	The number of looked after children has dropped since the end of the 2011-12 financial year. The Children’s Social Work Service restructure is complete and is becoming embedded. Although still early days, the indications are that it is beginning to have an impact on performance and working relationships. There is evidence of improved partnership working within clusters.	1445 91.3 per 10,000 Sep 2011	1431 89.8 per 10,000 Sep 2012	
	Number of children subject to Child Protection Plans	The Leeds Safeguarding Children’s Board has supported the introduction of the strengthening families approach in child protection conferences. This is becoming embedded, and the number of children subject to a child protection plan is less than at the beginning of 2012.	1111 70.2 per 10,000 Sep 2011	903 58.3 per 10,000 Sep 2012	
Do well in learning and skills for life	Obsession: Primary and secondary attendance	During the course of the last academic year, schools in Leeds made substantial improvements in overall attendance rates. Attendance in Leeds primary schools is now above national and statistical neighbours and Leeds is now ranked in the top quartile for primary attendance. There were also good improvements in secondary attendance, although unauthorised absence at secondary schools remains a concern.	94.7% Primary	95.8% Primary	æ
			92.4% Secondary 2010-11 HT1-4	93.8% Secondary 2011-12 HT1-4	æ
	Obsession: 16-19 year olds who are NEET	The gap to national performance is closing and was down to one percentage point at the last point when comparative data was available. Schools have been supported with their new IAG duties. Youth Contract Funding will be used to enable access for 16 and 17 year olds who are NEET to support such as a key worker; mentoring from business or peer mentoring; a work placement or volunteering opportunity; or support with employability and interview skills.	8.9% Sep 2011	8.6% Sep 2012	
	Foundation Stage good level of development	The Leeds rate of improvement was the same as the national rate, but above the statistical neighbour improvement. Leeds is now in the second quartile of local authorities nationally for this indicator, but Leeds continues to have a large gap between the bottom 20% of pupils and the rest of the cohort.	58% 2010/11 academic year	63% 2011/12 academic year	æ
D	Key Stage 2	Attainment in Leeds has improved on previous years, however the rate of	73%	77%	æ

	Indicator	Summary	Performance		
			Q2 2011/12	Q2 2012/13	Difference
	level 4+ English and maths	improvement was less in Leeds than that seen nationally. Pupil progress between Key Stages 1 and 2 is good, with Leeds performance against this measure being in the top quartile for English and in the second quartile for maths. Good engagement from primary headteachers in Leeds Education Challenge work.	2010/11 academic year	2011/12 academic year - provisional	
	5+ A*-C GCSE inc English and maths	A slight improvement in the headline indicator in Leeds, against a backdrop of static national performance. But the gap to national remains and any further increase against this indicator is unlikely given Ofqual's use of Key Stage 2 prior attainment to curb grade inflation. Partnership improvement activity continues however, with school-based lead professionals supporting teaching and learning networks.	53.7% 2010/11 academic year	54.0% 2011/12 academic year - provisional	
	Level 3 qualifications at 19	No further data available since the last report card. This priority is about creating a workforce that is line with Leeds' aspiration to be the best city in the UK. Child Friendly Leeds communications for parents have included a focus on parents supporting their children with careers advice. A working group will plan how to implement the recommendations of the post-16 review.	51.3% 2010/11 academic year	2011/12 data published in spring 2013	
	16-18 year olds starting apprenticeships	There has been a 12.9% increase in apprenticeship starts from the same period last year, compared to a 1.5% decrease nationally. Success rates by 16-18 year olds in Leeds completing apprenticeships continue to be above national success rates at all three apprenticeship levels. Innovative new projects such as the Apprenticeship Training Agency and an Apprenticeship Hub are being developed.	2006 2010/11 August to July	2264 2011/12 August to July	æ
	Children and families accessing short breaks	Since the Aiming High for Disabled Children programme ended in March 2011, the level of provision has largely been maintained, with only a slight decrease in 2011/12. Projections for 2012/13 show an increase in take-up. A new targeted short breaks service commenced in April 2012, delivered by a partnership of providers led by the North East Specialist Inclusive Learning Centre.	1732 2010/11 financial year	1261 2011/12 financial year	
Healthy lifestyles	Obesity levels at year 6	No new data is available (due December 2012) but the clear message remains that, although rates of childhood obesity have reached a plateau, these are far too high. Children in deprived parts of Leeds are more likely to be obese than children in non-deprived Leeds. The action plan which underpins the Leeds 'Can't Wait' ten year childhood obesity strategy is currently being refreshed.	19.9% 2011/12 academic year	No new data: annual indicator	
	Uptake of free school meals -	Leeds' free school meal take-up is consistently below national levels, with around 4,000 children and young people not taking their entitlement. In the 2011-12	76.8% Primary	76.9% Primary	Pri

	Indicator	Summary	Performance		
			Q2 2011/12	Q2 2012/13	Difference
	primary and secondary	financial year the gaps to national continued to narrow at secondary, but increased significantly at primary. A free school meal training module for frontline practitioners has been created. An OBA action plan is also in place.	67.1% Secondary 2010/11 financial year	68.9% Secondary 2011/12 financial year	Secæ
	Teenage conceptions (rate per 1000)	Teenage conception rates citywide have reduced by 21% since Q4 2008, with a trend of continued reduction. Rates in the majority of priority wards have begun to 'turn the curve' with rates either stabilised or reduced. The Teenage Pregnancy and Parenthood Partnership Board has drafted a new action plan for 13 to 15 year olds which is currently out for consultation.	45.6 June 2010 rolling average	39.8 June 2011 rolling average	
Voice and influence	% of 10 to 17 year-olds committing one or more offence	The number of young people that have been convicted of one or more offences has continued to fall. Protocols both with schools and with the Looked After Sector have been reviewed and revised. They now include the use of restorative alternatives as a way of preventing escalation of minor offences to more serious crimes.	1.5% 2011/12 financial year	1.3% Jul 2011- Jun 2012	
	Children and young people's influence in the community	Voice and influence wishes have been agreed with children and young people through the Child Friendly Leeds programme. A wide range of development work is being undertaken through the Voice and Influence service.	58% 2010/11 academic year	52% 2011/12 academic year	

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Report of the Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: Children’s Social Work: Improvement Plan

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

Summary of main issues

- 1.1 The ‘Supporting Children and Families, Strengthening Social Care’ improvement plan for social work and safeguarding (Appendix A) reviews progress in Leeds over the past year, identifying both areas of success and areas for development. This is supported by a summary of recent audit and quality assurance activity, (Appendix B) which has underpinned the plan. The review of progress identifies key areas of success, e.g. in beginning to ‘Turn the Curve’ in reducing the need for children to be in care; improvements to the quality and timeliness of support for vulnerable children, and investment and reform of social work and wider services. However, the review also identifies.
- 1.2 Whilst there has been considerable progress, the review also highlights areas where further work is needed. Key areas include: strengthening the involvement of children and families; further improving the quality and skills of social workers; and ensuring better support for frontline services.
- 1.3 The improvement plan is organised around nine key strands of work, as set out below:
 - Strengthen the voice and influence of children and young people
 - Improve provision for looked after children and young people
 - Strengthen the role of families

- Develop social work practice
- Improve communication and engagement across social care
- Improve ICT Systems and the estate for social work and families
- Develop peer support and challenge
- Strengthen quality assurance and performance management
- Strengthen Early Help / Early Intervention and Prevention

Recommendations

1. It is recommended that the Board:

- Consider areas where the Board's work can provide support and challenge to the 'Supporting Children, Strengthening Social Care' Action Plan

2 Purpose of this report

2.4 The purpose of this report is to provide the Board with a review of progress and the details of the improvement plan for children's social work and safeguarding.

3 Background information

3.1 Children's social care and safeguarding in Leeds is improving. In 2009, OfSTED judged safeguarding in the city to be 'inadequate'. As a result, the government intervened with a formal Improvement Notice in March 2010. More recent inspections judged that safeguarding practice was getting better and the Council and its partners had good capacity for further improvement. After the last OfSTED inspection of autumn 2011, services were judged to be 'adequate' and the Improvement Notice was lifted.

3.2 Since 2011 there has been significant reform and developments within children's social work and the wider safeguarding system. Council services have been radically restructured and new arrangements such as the Duty and Advice Team and the Independent Safeguarding Unit have been created to strengthen capacity further.

3.3 Local and national policy demand significant change from social work and safeguarding services. Locally, the Children and Young People's Plan and the ambition for Leeds to be a Child Friendly City require new approaches to working restoratively with children, families and communities to improve outcomes. Nationally, the government and OfSTED are rightly raising expectations for social work and safeguarding in light of the Munro Review and the social work reform agenda. This has been shown clearly in recent inspection reports from OfSTED, and in recent speeches and policies from the Department for Education.

4 Main issues

4.4 The 'Supporting Children and Families, Strengthening Social Care' improvement plan for social work and safeguarding (Appendix A) reviews progress in Leeds over the past year, identifying both areas of success and areas for development. This is supported by a summary of recent audit and quality assurance activity, (Appendix B) which has underpinned the plan. The review of progress identifies key areas of success, e.g. in beginning to 'Turn the Curve' in reducing the need for children to be in care; improvements to the quality and timeliness of support for vulnerable children, and investment and reform of social work and wider services. However, the review also identifies.

4.5 Whilst there has been considerable progress, the review also highlights areas where further work is needed. Key areas include: strengthening the involvement of children and families; further improving the quality and skills of social workers; and ensuring better support for frontline services.

4.6 The improvement plan is organised around nine key strands of work, as set out below:

- Strengthen the voice and influence of children and young people
- Improve provision for looked after children and young people
- Strengthen the role of families
- Develop social work practice
- Improve communication and engagement across social care
- Improve ICT Systems and the estate for social work and families
- Develop peer support and challenge
- Strengthen quality assurance and performance management
- Strengthen Early Help / Early Intervention and Prevention

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 The Improvement Plan has been shaped by a wide range of input, including from frontline staff, service managers, partner agencies and feedback from service users, inspections and national experts.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 Key areas of the plan will be subject to targeted equality impact assessment to ensure equal support for all children and communities across Leeds.

5.3 Council policies and City Priorities

- 5.3.1 The improvement plan supports the Council and City Priorities relating to the 'Top 25' Child Friendly Leeds priority and wider priorities for improving outcomes for children and young people.

5.4 Resources and value for money

- 5.4.1 The resource requirements for the improvement plan are contained within the children's services budget strategy.

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 None.

5.6 Risk Management

- 5.6.1 The improvement plan supports mitigation of key corporate and directorate risks, particularly those relating to safeguarding.

6 Conclusions

- 6.1 As the improvement plan makes clear, there has been significant progress over recent years in social work and safeguarding, but there is much more to do to meet the city's ambitions for children and young people.

7 Recommendations

- 7.1 The Board is recommended to:

- Consider areas where the Board's work can provide support and challenge to the 'Supporting Children, Strengthening Social Care' Action Plan

8 Background documents¹

- 8.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Supporting Children and Families, Strengthening Social Care: *A Child Friendly Leeds Action Plan*



Contents

- Foreword
- Introduction
- Context
- Review
- Budget Strategy
- Action Plan:
 1. Strengthen the voice and influence of children and young people
 2. Improve provision for looked after children and young people
 3. Strengthen the role of families
 4. Develop social work practice
 5. Improve communication and engagement across social care
 6. Improve ICT Systems and the estate for social work and families
 7. Develop peer support and challenge
 8. Strengthen quality assurance and performance management
 9. Strengthen Early Help / Early Intervention and Prevention

FINAL DRAFT

Foreword

Staff at all levels express pride in what has been achieved since the last full safeguarding inspection, but also recognise there is much more to do; there is no complacency (OfSTED, October 2011)

Outcomes for the most vulnerable children and young people in Leeds are improving. The local partnership is working together better to safeguard children and young people. We have invested and improved our social care services. Our shared strategy is beginning to help us 'turn the curve'. Children and families' strengths and challenges are being identified earlier and more effective early help is being put in place, improving outcomes and reducing the need for children and young people to enter care. Those who do need extra help and protection are being given quicker, better support from social care.

Despite this progress, we need to do much more. We have a clear ambition to be the Best City for children and young people, a Child Friendly City. We aim to be the Best Council in the UK. At present, despite our hard work and investment, challenges remain and not all our services and all our work meet the standards of the best. Furthermore, the bar is being raised. The Munro Review quite rightly sets out new, higher expectations for social care and partners to work better together, and most crucially to work in new ways that pay more attention to the voice of children and young people. National government and OfSTED are impatient to see evidence of improvement. Lastly, in the context of austerity, children's services need to resolve how to improve the support we offer whilst making efficiencies.

The capacity for improvement is good. The local authority and its partners have made the improvement of safeguarding services for children their highest priority. There is a strong sense of shared responsibility for this work with agreement secured across partner agencies at the highest level.

*The message is that, in Leeds, 'safeguarding is everyone's business'.
(OfSTED, Oct 2011)*

To achieve our ambitions and to meet these new challenges, we need to follow the logic of the statement above. The Council and its partners need to find new ways to continue to safeguard and promote the wellbeing of vulnerable children. Central to our new approach is an emphasis on restorative working, which means that our services will work *with* children, families and communities - building on their strengths and engaging them in finding solutions to make sure all the children and young people of Leeds are safe and thriving.

This action plan sets out our crucial next steps, and how we aim to increase the pace of change over the next eighteen months.

Cllr. Judith Blake
Lead Member – Children's Services

Nigel Richardson
Director of Children's Services



Introduction

The OfSTED inspection of safeguarding and looked after children services in Leeds in December 2009 found that the overall effectiveness of these services were inadequate. As a result of the concerns identified Leeds was made the subject of an improvement notice by the Secretary of State.

An Independent Chaired Improvement Board was established to provide robust external oversight of the implementation of the plan to improve service for vulnerable children.

An unannounced inspection of Leeds City Council's contact, referral and assessment arrangements in January 2011 concluded there had been considerable progress since the last inspection. A subsequent inspection of safeguarding arrangements in September 2011 concluded:

- *The overall effectiveness of services in Leeds in ensuring children are safe is adequate.* Since the last full safeguarding inspection in 2009 the partnership has made significant progress in improving the outcomes for children. The improvement board has very effectively overseen improvements and there is good collaborative working and strong leadership across the Children's Trust Board and the Leeds Safeguarding Children's Board.
- *The capacity for improvement is good.* The local authority and its partners have made the improvement of safeguarding services for children their highest priority. There is a strong sense of shared responsibility for this work with agreement secured across partner agencies at the highest level. The message is that, in Leeds, 'safeguarding is everyone's business'.

As a result of the findings of these inspections the Secretary of State removed the improvement notice for Leeds Children's Services in January 2012.

Since the listing of the improvement notice a number of significant changes have taken place to build on the improvements noted by the inspectors. These include:

- Creating Safeguarding, Specialist and Targeted Services to ensure that vulnerable children receive the right level of service at the right time in a coordinated manner;
- The Children's Social Work Service has been strengthened by the recruitment of an additional 40 social workers and the creation of Advanced Practitioners. Remodelling the service In March 2012 created locality teams. The new model supports greater continuity and better partnership working between social work teams and local services. Specialist Looked After Children's Teams were also established to improve services for looked after children and improve care planning;
- Targeted Service Leaders have been rolled out to all clusters to support improved cluster working;
- 'Advice and Guidance' meetings in clusters are supporting the identification of vulnerable and potentially vulnerable children and the provision of early interventions;
- Children's Services has developed a partnership with a number of nationally and internationally recognised experts to create a framework of external support and challenge (A list of experts is included as appendix A);
- Working with partners and informed by Dr Mark Peel of Leicester University the Common Assessment for Leeds has been remodelled and re-launched;

- The early help offer has been strengthened by the integration of health visiting with Children's Centres to create 25 Early Start Centres;
- The development of a joint commissioning and planning framework to meet the emotional and mental health needs of children and young people;
- The Integrated Safeguarding Unit has been established and is providing robust oversight of planning for children looked after and those subject to a child protection plan;
- Restorative Practices are providing a strong foundation for practice in Leeds. The Family Group Conference service has been strengthened and the Strengthening Families approach to child protection conferences has supported the improved involvement of families in meetings;
- Research by Professor David Thorpe, jointly commissioned by the Leeds Safeguarding Children Board, has been used to remodel the 'front door' of Children's Services to ensure that professionals are able to speak to a qualified social worker about any issues or concerns they have about a child. This development is being taken forward on a multi-agency basis and is being overseen by a reference group from Leeds Safeguarding Children Board.
- The audit framework, which was commended by inspectors, has been strengthened. The case file audit now includes the audit of supervision. A checklist for Independent Reviewing Officers and Child Protection chairs has been developed. Practice Observations have been introduced and a quality assurance report developed;
- Staff from across Children's Services was involved in commissioning a replacement for Electronic Social Care Record (ESCR). A project team has been established to support implementation. The new system will be delivered in April 2013 and will be fully operational from September;
- The Domestic Violence protocol with the Police has been revised and a social worker is now located with the Police and all domestic violence reports are jointly screened.

These changes are beginning to have an impact on practice and, more importantly, on outcomes for the children in Leeds:

Performance in relation to the three obsessions identified by the Children's Trust Board has improved significantly;

- The number of looked after children in Leeds has decreased from 1474 on the 31 March 2012 to 1431 on the 30th of September and is 21 lower than at the same time last year;
- Primary School Attendance in Leeds in 2011/12 improved significantly, resulting in the highest attendance rate ever. Primary school attendance in Leeds was better than the rate seen in similar areas or the national average. Secondary attendance also improved strongly in 2011/12. Whilst the rate remains slightly below (0.5% points) the rate in similar areas or the national average, the strong rate of improvement helped to narrow the gap.
- Towards the end of the last academic year, in June 2012, the number of young people not in work or education was 7%. This rate was lower than that seen in similar areas. Leeds was improving faster than the national trend, thus narrowing the gap with the national average.

The 9 Point Plan

It was identified that the re-structuring of the Children's Social Work Service would involve significant change – of manager, team or location - for 40% of practitioners and the transfer of around 3,000 cases. It was recognised therefore, that in the early part of the year, managers would need to focus their attention in supporting staff and service through the changes and ensuring that children and young people continued to receive a high quality service. For this reason it was agreed that a detailed plan would not be developed until September.

The development of the 9 Point Plan has been informed by:

- A review of our progress over the past year
- Consultation with partners and the framework of external experts;
- The findings from our programme of internal audits and other quality assurance mechanisms;
- The outcome of scrutiny enquiries
- Feedback from managers and staff from across Children's Services obtained through the staff survey, visits by senior managers and the Lead Member and regular meetings with trade unions;
- Input from children and young people

The 9 Point Plan sets out how the Council intends to work with partners to further improve support for families, strengthen social work and deliver improved outcomes for children. The plan sits with the overall context and framework of the Leeds Children and Young People's Plan and sets out how social care services will contribute to the shared vision of a Child Friendly Leeds.

The plan has been developed to respond to a changing context and raised expectations for social work and children's services. Our local strategy and approach is set out in the Leeds Children and Young People's Plan. This sets out the 11 priorities and three obsessions for improving outcomes for children in Leeds. Central to achieving our aims are three new approaches and behaviours: Outcomes Based Accountability, Restorative Practice and promoting the Voice and Influence of children and young people. Outcomes Based Accountability means a new approach to focusing on outcomes (the quality of life for groups of people) rather than processes, supported by a practical shared language and methods to plan and improve together. Restorative Practice also means a change in the way practitioners and services work – changing to work *with* children and families and building on strengths not focusing on problems. Involving children and young people in developing their lives, their services and their city is the final element of our changed approach. Giving children and young people real power and real choices is an end in itself but also important in ensuring that we listen to their views and make the care and support we provide more effective in keeping them safe. These new plans and approaches are encapsulated within and supported by the Council's wider strategy – to recast the way public services, individuals, communities and business work together to improve the quality of life for all in Leeds. This is set out as our ambition to be 'Child Friendly Leeds', the best city for children in the UK.

Leeds' new approach is mirrored in national policy, where significant changes in policy for social work and safeguarding have been informed by the Munro Review. The Review advocates reshaping

safeguarding and social work around the 'journey of the child' through their lives and through support and care. To achieve this Review advocates: better involvement of children; freeing social workers from bureaucracy; developing the skills and professional judgement of social workers and their lead role across children's services. The government has been active in promoting wider change in policy – for example in promoting the importance of *permanence* – settled, stable family placements such as adoption. Above all, the government has rightly made clear its higher expectations for safeguarding and support vulnerable children. OfSTED in turn has reacted to these policy changes and rising standards and adopted a new approach to inspection that changes the focus of inspection from process to outcomes, with a central role for the views of children and families.

The implementation of the 9 Point Plan will be monitored and scrutinised by The Child and Family Scrutiny Panel; The Children's Trust Board and Leeds Safeguarding Children Board; the external expert support and challenge board; Corporate Carers and the Children in Care Council.

The plan is in two parts:

Part One, pages 8 to 14, provides a review of progress structured around the 'journey of the child'.

Part Two sets out the detail of the plan

Reviewing Progress: A lot done, a lot more to do

This section set our assessment of progress and outcomes for the most vulnerable children and families in Leeds. In line with our new approach and national policy, this is structured around the 'journey of the child':

- *Early Help*: this section assesses how well the Council and its partners work together to identify problems at an early stage and provide effective support to risk. This is important as earlier intervention is better for children and families and reduces the cost of escalating problems.
- *Children in Need*: this section assesses the effectiveness of help for those children and families that need extra help from Children's Social Work and other specialist services.
- *Children in Need of Protection*: this section assesses how well the Council works with children, families and other services to protect those children and young people at risk of immediate harm.
- *Looked After Children*: this section consider the effectiveness of services for the over 1,400 children and young people who are Looked After by the Council in Leeds.
- *Moving on – Permanence and Leaving Care*: this section assesses how effective the Council is helping children move on in their lives, in joining new families or in leaving care and living independently.

In addition, there is a final summary that considers the Council's capacity to continue to improve services and support for vulnerable children and families.

Governance Arrangements

The delivery of the plan will be taken forward by the Operational Improvement Group chaired by the Deputy Director (Safeguarding, Specialist and Targeted Services).

The plan will be formally reviewed on a quarterly basis and a progress report will be provided to:-

- The Children's Trust Board.
- Children and Family's Scrutiny Board
- The Leeds Safeguarding Children Board
- Children's Services Leadership Team
- The lead member of Children's Services
- Corporate Leadership Team.




The first report will be provided in March 2013.

Early Help




Early help for vulnerable children and families in Leeds is improving. There is a strong foundation of services for young families in the city's excellent network Children's Centres, now further strengthened by integration of health services to form the 'Early Start' service. Local front line work around 'Clusters' of schools and services is becoming more joined up, established and effective, with example of emerging excellent practice. Importantly, joint working by services *with* children and families is improving through a shared commitment and training in restorative approaches. These developments have been supported by protecting budgets for early help and successfully attracting further funding such as the Troubled Families Initiative to support more investment in evidence based services such as Multi-Systemic Therapy and Family Nurse Partnership. Leeds now has a strong national and international reputation for leading best practice in these new services.

However, challenges remain. Most centrally, despite the progress noted above, too many children and young people in the city continue to need protection or care to safeguard their wellbeing. Levels of need, particularly in deprived areas of the city, continue to be very high and as such demands on social work and other specialist services remain high.




Strengths










	More vulnerable children and families are having their needs met through joined up local services. Referrals to social care are reducing, indicating that local services are becoming more confident and able to meet needs locally. Joined up support through the Common Assessment Framework is meeting the needs of the majority of children and families involved in the programme. Feedback from parents and carers supported through CAF is very positive.
	Joined up working with vulnerable children and families is improving. An academic review of joined up working through the 'Common Assessment Framework' in Leeds concluded that the commitment and approach of the city was excellent, with proportionally more families supported than in similar authorities. The Council has invested in improving leadership and governance for each cluster.
	High quality Children's Centres, now working together with NHS services, provide strong support for young children and their families. 82% of Leeds' Children's Centres are rated as good or outstanding, providing a great resource for helping young families. Children's Centres and health visiting services have merged to create the 'Early Start' service to create a more joined up support for families.

Where we have to Turn the Curve

	We need to further develop the capacity and consistency of locality working. As one might expect, the progress and effectiveness of clusters varies across the city. In addition, the level of need varies markedly between neighbourhoods around Leeds. Some areas need to develop more to be confident and able to support families with significant need without involving social work services.
	We need to further develop the quality and range of targeted preventative services. The Council and its partners have worked well to invest in those evidence based services that can make the most difference to children and families, such as Multi-Systemic Therapy and Family Nurse Partnership. Further work is needed to analyse need and commission services to make sure that the city has the right services in the right place to meet the needs of the most vulnerable families.
	We need to ensure that all children and families are supported through restorative approaches such as Family Group Conferencing. Many staff has been trained in restorative practice and we have successfully piloted teams providing Family Group Conferencing. This is great progress but it is not yet sufficient to meet the needs of all families across the city so we now need to progress with recruitment for more staff to lead this work.

What we will do next

	Continue to support the development of stronger local working in Clusters
	Invest in developing the range and quality of evidence based family support services for the most vulnerable families
	Expand the use of approaches that work with children and families such as Family Group Conferencing




Children in Need	
Support for children in need of extra help from specialist services has been markedly improved through recent reforms to the way services work together. Changes to 'front door' arrangements – (i.e. how children and families first get to access extra help) have had a very positive impact since they were implemented earlier this year. Children and families now receive better, quicker assessment and help, supported by better communication, information sharing and referrals between services and professionals. Better local working means that schools, services and social work managers collaborate more closely in day to day work, and when further help is required the new Duty and Advice team is now the single, central point for all contacts and referrals.	
Strengths	
	Swift responses and assessments for children in need. Leeds has improved the speed of its response to need over recent years. In 2011/12, the city completed more initial and core assessments within timescales than similar authorities and was 10% above the national average for both measures.
	Better referral processes and better referrals. External academic researchers and local partners have provided positive feedback on our new arrangements for managing referrals to social work services. Decision-making is improved, supported by clearer referrals, with more referrals progressing to assessments. All referrals are reviewed by senior officers to quality assure decisions and referrals, and this process shows improving referrals and decision-making.
	Improved support for children and families affected by domestic violence. Domestic violence leads to many of the contacts and referrals for extra help from social care. OfSTED highlighted weaknesses in the way the Council and the Police managed this process in 2011. We have now reviewed arrangements, and put in place stronger joint working supported by a dedicated social worker now located within the police headquarters to provide advice and support on all cases.
Where we have to Turn the Curve	
	We need to further improve support to reduce the number of children with higher levels of need. Better early help is starting to reduce the number of children in Leeds with such significant need that they need the support of social work services. However, the rate is still above that seen in similar areas or the national average. In addition, referral rates and re-referral rates remain high in some areas of the city, indicating more work is needed to improve capacity and joint working in those neighbourhoods.
	We need to improve the quality and timeliness of assessments. Quality assurance work has shown that the quality of social work assessments, whilst generally improving, continues to be too variable and some weaknesses remain. In addition, despite continued good performance that is better than similar areas, the timeliness of assessments has dipped this year following restructuring and therefore further work is needed.
	We need to involve children and families better when assessing their needs. Quality assurance work and management scrutiny shows that, despite improvement, more needs to be done to make sure all children and families are involved more in assessing need and planning care.
What we will do next	
	Invest in a programme of improvement for assessment skills in social work staff
	Work with children and young people to develop new and better ways for involving them in support
	Undertake a targeted programme of support and challenge for areas of the city where rates of referrals and re-referrals are higher

Children in Need of Protection




The Council and its partners are working more effectively to swiftly protect the children and young people who are at immediate risk of harm. In contrast to delays in previous years, the Council and other services now investigate and respond more swiftly than in other cities. This improvement has been made possible by the Council's investment in a new Independent Safeguarding Unit (ISU) which has significantly more capacity and expertise to support child protection. The ISU has further improved support for the children most at risk by developing more effective restorative approaches to safeguarding. This increased capacity and stronger joint working have helped to safely and appropriately reduce the need for children to be subject to a Child Protection Plan.

Despite these improvements, the Council and its partners are determined to improve further. The number of children needing to be subject to a Child Protection Plan must continue to be reduced through better early help and more restorative solutions. Particular help is needed to support those children who need to be helped through a Child Protection Plan more than once – though the numbers are low, these families have complex needs. Lastly, whilst joint working is improved there is more to do to improve the way the 'core groups' of professionals operate to protect these children, and to continue to sharpen the front line practice of the social workers that coordinate this vital work.




Strengths

	Children in need of protection are supported more quickly. The Council and its partners are now very effective at responding quickly when a child is in need of protection. Investigations are initiated swiftly and more Child Protection Conferences take place within timescales than in similar areas or the national average.
	Safeguarding capacity has been strengthened. The Council has invested in creating a much stronger, independent service to support safeguarding in Leeds. The Independent Safeguarding Unit has far greater capacity to support multi-agency work with children at risk.
	Restorative practice is making a difference for children needing protection. The Council has successfully implemented the 'Strengthening Families' approach to helping children in need of protection. This is the largest implementation of this approach in the country and it has worked well to engage children and families more effectively at resolving problems and reducing risk.

Where we have to Turn the Curve

	We need to further reduce the number of children and young people that need the extra safeguarding of a Child Protection Plan. Better support for children has allowed the number of children on a Child Protection Plan to be reduced safely from its peak of nearly 1100 in Autumn 2011 to just over 900 now. However, the proportion of children in Leeds that need such protection is still significantly higher than the rate in similar areas or the national average.
	We need to further improve the quality of joint working to support children with a child protection plan. Our quality assurance has shown that despite good progress across child protection work there are still some weaknesses in the working of 'Core Groups' that bring services together to support children with a Child Protection Plan. Further work is needed to ensure all partners provide timely support and that children and families are better involved in resolving problems.
	We need to reduce the number of children that need the support of a child protection plan for the second or subsequent time. Although the proportion of children that become subject to a child protection plan for a second or subsequent time is in line with the national average, this rate has risen recently and so is a cause for concern.

What we will do next




	Extend the use of restorative working to find ways to provide effective protection for children within their wider family and community.
	Implement an action plan to improve the consistency of the work of the 'Core Groups' that implement Child Protection Plans
	Undertake a detailed review into all cases where children have a second or subsequent Child Protection Plan.

Looked After Children




Leeds has one of the highest populations of Looked After Children in the country, with over 1,400 children and young people in care. Support for these vulnerable children is improving strongly, due to investment in new, dedicated teams to support and manage their care. Investment in these new teams and in recruiting and training extra social work staff has reduced case loads and improved care. In turn, better care from social work teams has improved outcomes for Looked After Children – most crucially attendance and attainment are improving sharply. In addition to improving the capacity of front line social work, further services have been developed. The creation of the new Independent Safeguarding Unit (ISU) has also improved care by ensuring that children and their carers are engaged more regularly in reviewing progress and agreeing new plans. The development of the new Placements Service has improved the quality of fostering and residential placements for Looked After Children.

Despite these important improvements, there is more to do. Now that we have invested in more capacity to support Looked After Children we need to continue to develop the quality of support from these new teams and staff. Central to this will be developing social work practice. This has improved but more needs to be done, particularly around more regular opportunities to involve Looked After Children in better care planning. In addition the residential homes in Leeds need significant reform and investment to become more suitable for the needs of children and to improve the quality of care they provide.




Strengths

	The attendance and achievement of Looked After Children in school is improving. In primary schools Looked After Children's attendance has improved and is better than the city average, and in secondary schools great improvement has nearly closed the gap with the city average. Persistent absence has been significantly reduced. Alongside these successes, and in part due to improving attendance, interim data show that attainment has improved markedly at all key stages. These data suggest results are above the national average at both Key Stage 2 and GCSE, and significantly narrow the gap with the city average.
	Looked After Children are supported by stronger services and better social work. Social work services have been restructured and dedicated teams have been set up to support Looked After Children, with separate specialist teams for those aged 0-12 and those aged 13+. These teams are based across the areas of the city and have strengthening links with wider services through Clusters. The Council has invested in additional staffing, supported by new training programmes and Advanced Practitioners to provide extra mentoring to newly qualified staff. As a result of this investment caseloads have been reduced markedly from well over 25 to nearly 20.
	The care of Looked After Children is more regularly and effectively independently reviewed. The creation of the Independent Safeguarding Unit, and investment in additional Independent Reviewing Officers, has strengthened the quality assurance of care and support for Looked After Children. Crucially, this has allowed more regular and timely reviews, and more involvement of the children and young people in making choices and shaping their own care.

Where we have to Turn the Curve

	We need to improve the quality of residential provision for children and young people in care. Local and OfSTED inspection of residential provision shows improvement but that the majority of care is still not what we would expect.
	We need to further improve the quality of social work practice. Quality assurance shows that although practice is generally sound, there are some weaknesses in care planning and variability in the regular involvement of Looked After Children.
	We need to further improve the quality of planning for education and health. Audit shows that a particular weakness of care planning is in the dedicated plans for promoting education and health.

What we will do next




	Implement a programme of improvements for care planning.
	Invest in improvements to residential home for Looked After Children
	Invest in developing more fostering and adoption placements in Leeds

Moving on – Permanence and Leaving Care




Leeds is successful in achieving 'permanence' in a settled family home for Looked After Children. The proportion of children and young people placed for adoption or other permanent arrangements is well above the national average. The Council's support for adoption is good and improving, with further investment and work to promote adoption and permanent placements underway. Support for Care Leavers has been strengthened in the restructuring of social work, with dedicated teams in each area of the city providing specialist support and care for young people.

Despite this progress support for Care Leavers needs further improvement if it is to match the success of our adoption service. Planning to support Care Leavers is variable and sometimes limited. Too many Care Leavers are not engaged in learning and work and relatively few progress to Higher Education.




Strengths










	Children and young people in Leeds are more likely to be successfully placed for adoption or other permanent placements. The proportion of Looked After Children placed for adoption or other forms of permanence is over a quarter higher than the national average.
	Children and families are well supported through adoption. In 2011 OfSTED rated the Leeds Adoption Service as 'good' with significant strengths and strong management. Work since that inspection has further improved the services.
	The Council has reformed and invested in services for Care Leavers. As part of the restructuring of social work services, specialist teams were set up to support young people aged 13+. These provide support for Care Leavers and have stronger links to wider local services through Clusters.

Where we have to Turn the Curve

	We need to ensure that all young people leaving care are in education or work. The latest data show that over a third of care leavers were not in education or work by the age of 19, well above the average for their peers.
	We need to improve the quality of planning and support for young people leaving care. Quality assurance and case file audits indicate pathway plans are variable and some require improvement to ensure they provide timely, effective support for promoting the wellbeing and independence of care leavers.
	We need to support more young people leaving care to move on to Higher Education. The proportion of care leavers from Leeds progressing to University is much lower than the national average, with only 3% going into higher education compared to a national average of 7%

What we will do next

	We will implement a programme of improved support for Care Leavers to ensure all are in learning or work.
	We will review, update and improve all Pathway Plans that support Care Leavers
	We will develop partnership with Higher Education Institutions in order to increase the number of care leavers entering higher education.

Capacity to Improve	
<p>Leeds has made good progress in recent years and is strongly placed to not just continue to improve but to raise the pace of change. A clear strategy is in place, supported by strong political and professional leadership and effective partnership working. This shared direction, commitment and leadership has enabled significant investment and driven forward change. Central to this improvement has been the opening up of the city to national and international expertise that has supported and informed the development of new restorative approaches, engaged the wider city and shaped the restructuring of new services.</p> <p>This first stage of improvement is now complete, and new services and arrangements such as the new 'front door' are now in place. These changes are starting to make an impact and to improve the lives of vulnerable children, young people and families across the city. The challenge now is to build on these strong foundations and in particular to develop the confidence, quality and leading role of social work in our new restorative approach to supporting children and young people in the city.</p>	
Strengths	
	<p>The ambition of the service, Council and wider city. Leeds' ambition is clear - to be 'The Best City in the UK', and also to be the best city for children and young people. The Council has led national developments in new approaches to entrepreneurial civic leadership, and the impact of this approach is beginning to be seen in initiatives such as Child Friendly Leeds, that is engaging local business and communities in support for the children's agenda. This new approach has been well supported by the effective and open use of external support and expertise, such as international experts in restorative practice, social care and performance management.</p>
	<p>Leadership and partnership in children's services. Political and professional leadership of children's services in Leeds is effective, as noted by OfSTED in 2011. This has been further strengthened over the past year through the recruitment of a new management team within the Council, and improvements within the Safeguarding Board and Children's Trust.</p>
	<p>Investment and reform in improved services. The ambition and leadership of the city and service has not just protected vital budgets for children's services amidst national and local budget cuts but has secured investment from local partners and central government in key areas such as intensive family support. Services have been successfully and radically restructured and integrated in the largest ever reorganisation within the Council.</p>
Where we have to Turn the Curve	
	<p>We need to reform and develop the workforce and leadership of social work services. The social work service has seen significant investment, recruitment and development over recent years but there is more to do. Across the service all need more training on key issues as detailed in the sections above, and also in deepening their knowledge of restorative working. In addition there are two key areas that require additional tailored support: firstly leaders and manager to enable them to lead and manage change more effectively; and secondly extra help for the high numbers of newly qualified staff.</p>
	<p>We need to further develop the use of external support and expertise. Leeds has become much more open to the advice and help of external experts to support and inform change, and more successful in engaging the wider community and business in our agenda. This needs further development, increasing challenge and change and attracting new support and funding.</p>
	<p>We need to reshape our performance and quality assurance around the views and journey of children and young people. National and local performance and quality assurance systems have been overly focused on process and procedures, as noted in the Munro Review. We have made progress in adapting our systems to focus more on quality and the views and experiences of children and young people. In particular we need to strengthen the involvement of children in assessing and improving services.</p>
What we will do next	
	<p>Develop and implement a renewed Workforce Reform and Leadership Development strategy</p>
	<p>Engage outstanding Local Authorities and wider expertise to support and challenge our work</p>
	<p>Develop and implement a revised approach to Performance and Quality Assurance</p>

Resourcing the plan

Implementing this plan will require robust prioritisation of the Council's resources. Public sector funding is facing unprecedented pressures due to the recession and central government's budget strategy. Despite these pressures, the Council has been successful over recent years at targeting investment for social work and wider services for vulnerable children. This funding has been crucial in supporting improvement in services. However, over the period of this plan we aim to increase the pace of change whilst at the same time managing even more significant reductions in Local Authority funding.

In this context, the Council is preparing a medium term 'Invest to Save' budget strategy. This strategy seeks to build on recent progress that has seen better services and better management helping to 'turn the curve' and start to reduce the number of children needing to be in care and the number in high cost external placements. Over the next three years the Council intends to continue to prioritise investment in early help and social work services in the short term in order to reduce longer term costs.

This budget strategy should provide the time, funding and opportunity to further strengthen services that work with the most vulnerable children and families in Leeds. Better, earlier help should help reduce risks escalating and problems becoming embedded. More restorative approaches should help services work better with families and communities to work together in new ways to solve problems and protect children. All local and national research shows that early help and prevention are more cost effective than waiting until problems have become worse and entrenched in the lives of children and families.

The detailed proposals are still subject to ongoing consideration and consultation but in broad terms are as follows:

- *Prioritise investment in early help and prevention:* the Council intends to borrow £4M from existing balances to protect funding for preventative services, and provide an additional £2.5M (including £1.7M from the national Troubled Families initiative) investment in restorative early help services such as Family Group Conferencing, Multi-Systemic Therapy and locality services.
- *Protect Social Work budgets:* the budget proposals aim to seek to protect core social work budgets as much as possible. The Council aims to do this by protecting children's services budgets where possible, and within children's services making the majority of savings in services other than social work. Significant savings are planned in youth and education services and additional savings through making back office functions more efficient.
- *Reduce the need for expensive external placements:* the budget strategy is supported by better management and commissioning of residential and fostering placements. These should deliver £7M of savings by March 2014, with additional savings of up to £1M through better regional commissioning of placements.

1 - Strengthening the voice and influence of children and young people:

- Children and young people receiving services have a positive relationship with a named and consistent worker
- Children and young people are able to contact their worker or another named person easily and whenever they need to
- Children and young people's views influence the plan for their care and have choices in the services they receive
- Children and young people have opportunities to inform the development of services
- Children and young people have the opportunity to influence the recruitment of staff and the training they receive
- All children and young people have access to a trusted adult who will work as their independent advocate

	Priority	Lead	Action	Milestones
1.1	Ensure children are observed if under 5 and spoken to if over 5 prior to their LAC review and that children over 10 years are spoken to before their ICPC or Review Conference and that younger children's views and wishes are sought appropriately	Carol Carson	<ul style="list-style-type: none"> • Monthly report LAC • Pilot Child Protection project – preparation stage 	<ul style="list-style-type: none"> • Ongoing • Live Jan 2012
1.2	Ensure all children have a consistent social worker	Sal Tariq	<ul style="list-style-type: none"> • See recruitment and retention section below • Renew transfer protocol from cluster team to LAC team • Implement new arrangements 	<ul style="list-style-type: none"> • Jan 2013
1.3	Strengthen arrangements for involving children and young people in developing services	Vicki Marsden	<ul style="list-style-type: none"> • The 'have a voice council' will have regular discussion and debate with head of social care at the have a voice council meeting. This includes 'have a voice council' age 12+ and 'care leavers have a voice council' age 16+. • A system for all LAC will be developed to ensure all voices of LAC are represented at the 'have a voice council'. • Information will be shared with the Leeds Youth Council and have a voice council. Members will work together to increase involvement in the shaping of 	<ul style="list-style-type: none"> • Head of social care receives and acts upon issues with young people every quarter. • All LAC will be aware of the have a voice council by DEC 2012. • LYC and 'have a voice council' members will link together by Dec 2012. • Social care will be aware and improve services in highlighted areas. Head of social care will feedback to CYP • Leeds Promise Booklet promoted and CYP aware of the promise

			<p>services. Members can sit on both councils.</p> <ul style="list-style-type: none"> • Service delivery manager of the children's rights service to meet monthly with head of social care to discuss ongoing themes and issues for LAC. • Launch of the Leeds Promise for LAC under 10. • Children's Rights Service to receive list of all LAC in Leeds every month to continue communication and ensure up to date. • Case reviews will include the voice and influence of the child in care plans and be evidenced clearly. • An annual survey to all LAC will take place to capture their experience of being a Leeds LAC. • An advocacy service for children at child protection conferences will be piloted 2012/13 	<p>Dec 2012. The promise has been sent to LCC graphics to be redesigned under CFL. Expected date of completion 30 Nov.</p> <ul style="list-style-type: none"> • All LAC will have information about the children's rights service. • The voice of cyp in care will be evidenced in care plans Oct 2012. • By January 2013 feedback from the annual survey will be collated and reported. • January 2013 a pilot project will start. April 2013 children and young people will report back about the experience and the difference it has made
1.4	Improve complaints and customer services processes	Josie Warwick	<ul style="list-style-type: none"> • New protocol being put together which will ensure all officers involved in complaints will be aware of their responsibilities and support available. There will be a clearer tracking system and an agreed escalation route if cases are not resolved within timescales and to correct standards. • The customer access program will be used to identify where we can change processes to meet the changing needs of our customers and work more effectively with partners. • A number of customer service modules 	<ul style="list-style-type: none"> • New protocol in place by November 2012/ • Phase two being implemented throughout 2013 • 01.10.12

			produced and published to all staff in customer service week.	
1.5	Review and strengthen current advocacy arrangements	Carol Carson	<ul style="list-style-type: none"> All LAC will meet with the children's rights service or receive a pack when first entering care. They will receive information about the service and how the advocacy service can support them and involvement in the 'have a voice council' at their choice Commissioning for CP conferences 	<ul style="list-style-type: none"> Monthly report to go to corporate Carers – numbers not themes
1.6	Review and strengthen the role of Corporate Carers	Wendy Winterburn	<ul style="list-style-type: none"> Review terms of reference and seek approval from Corporate Carers Implement renewed Corporate Carers structures 	<ul style="list-style-type: none"> Corporate Carers sign off revised terms by December New structure in place by Jan 2013. New approach reviewed by Jul 13
1.7	Reform MALAP to improve multi-agency joint working	Wendy Winterburn	<ul style="list-style-type: none"> Review arrangements Introduce new arrangements 	<ul style="list-style-type: none"> November 2012 January 2013
1.8	Develop new ways for children and young people to get information and keep in touch using online and mobile technologies	Girish Solanki & Jon Nevill	<ul style="list-style-type: none"> Work will begin with Core logic regarding accessing a 'Child's Portal' through their Framework solution. This has potential to allow CYP (LAC) to access part of their record and contact their SW. This of course has potential for use to CYP who are involved with the CIN & CP process. Direct work and consultation has begun with a group of CYP who are LAC, at the appropriate time this will continue. 	<ul style="list-style-type: none"> The 'Child's Portal' will become part of the 'second phase' of development with Core logic. However scope will be developed from April 2013 onwards. Ongoing throughout the implementation and system build of Framework
1.9	Ensure the new ESCR system captures the voice of the child and enables practitioners to follow their journey	Jon Nevill	<ul style="list-style-type: none"> First and foremost the specific assessment process (Child & Family Assessment) and all plans that will be built into the system starts with the principal of being able to capture the child's voice. This will be in Framework's 'Best Practice Configuration' and has been 	<ul style="list-style-type: none"> System build and social work practice training, May 2013 onwards. Go live date anticipated to be September 2013.

			<p>completed with a number of other LA's and in conjunction with the Munro Review.</p> <ul style="list-style-type: none"> • First and foremost this is a social work practice issue and not an IT systems solution. Significant practice training will be linked into the formal systems training as it is planned and rolled across the CSWS. • Framework 'Best Practice configuration' has been thoroughly evaluated by a significant number of social work practitioners and their managers along with colleagues from the wider Children's Services. All staff has been unanimous in the view that Framework offers substantial and significant improvements and enables practitioners the tools to capture the child's journey. 	<ul style="list-style-type: none"> • April 2013-September 2013 • November 2012-September 2013; with various in built 'check points' to the system build.
1.10	Hold a LAC Celebration Event	Vicki Marsden	<ul style="list-style-type: none"> • To be planned with the In Care Council • VIC team working in partnership with children's rights service and have a voice council to plan the event. 	<ul style="list-style-type: none"> • May 2013

2 - Improve provision for looked after children and young people:

- At the point where a child becomes looked after or where they need to change their current placement, there is a choice of placement and they are matched with one that is appropriate to their needs
- Looked after children and young people have a placement that is as close to their family and community as possible and appropriate
- All looked after children and young people are placed in high quality placements. All residential provision should be rated by OfSTED as good or better
- All Leeds residential provision is underpinned by restorative philosophy and practices, are small, homely and have a consistent and well trained staff group with whom children and young people can form positive relationships

Page 128

	Priority	Lead	Action	Milestones
2.1	Increase the number of Leeds foster carers	Sarah Johal	<ul style="list-style-type: none"> • Reviewing the fees and allowances to carers. • Ongoing campaigns and marketing booked through to may 2013. Specific recruitment campaigns in the autumn for caring for babies and specific recruitment for permanency • Increase and widen use of social media • Extend telephone enquiry line into the evening. • Explore alternative ways to ensure a 24/7 response to enquiries. • Develop the business links to develop the benefits to carers/ rewards etc. New post created 	<ul style="list-style-type: none"> • Level 2 increase in January; full implementation of amended allowance and fee structure by April 2013 • Review impact of recruitment campaigns and retarget appropriately • November 2012 • December 2012 • January 2013 • November 2013
2.2	Complete a review of existing fee and allowances structure for foster carers	Sarah Johal	<ul style="list-style-type: none"> • Review existing payments • Implement new payment scheme 	<ul style="list-style-type: none"> • Review complete by March 2013 • New payments in place by April 2013
2.3	Complete a review of staffing arrangements within the fostering and adoption service including the support available for private fostering and special guardianship	Sarah Johal	<ul style="list-style-type: none"> • Complete review • Implement new structure 	<ul style="list-style-type: none"> • Review complete by March 2013 • New structure in place by April 2013
2.4	Develop a corporate and city offer to Leeds foster carers	Sue Rumbold	<ul style="list-style-type: none"> • Child Friendly City – foster friendly employers, free transport, max card? • Holding Turning the Curve event for 	

			CSLT.	
2.5	Develop a new approach to promoting kinship care	Sarah Johal	<ul style="list-style-type: none"> • Undertake an action research project with academic partners and outstanding local authorities to develop options for promoting care • Pilot new approach • Evaluate and roll-out approach if successful • CSDMs meeting: <ul style="list-style-type: none"> ○ Review kinship care arrangements and decision making framework and mechanisms to cut down time spent and repetition 	<ul style="list-style-type: none"> • Research project complete, proposals agreed by April 2013? • Pilot completed by Mar 13 • New model adopted citywide from April 2014
2.6	Complete a review of current residential provision and plan a program of improvement in order to deliver the vision for residential children's homes.	Sal Tariq	<ul style="list-style-type: none"> • Review statement of Purpose – identify those homes that need this • Clarity of future role of residential • Develop model for buildings 	<ul style="list-style-type: none"> • December 2012 • January 2012 for homes for disabled children
2.7	All residential staff to have completed training in Restorative Practices and Therapeutic Crisis Intervention	Andy Lloyd	<ul style="list-style-type: none"> • Ensure that all residential staff has received high quality training around restorative practice. 	<ul style="list-style-type: none"> • 95% trained by April 2013 (to date 165 staff Level 1 trained – 33 staff Level 2 trained – 59 staff booked for Spring).
2.8	Close the gap between the learning outcomes of LAC/Care Leavers and their peers	Alun Rees	<ul style="list-style-type: none"> • Review the impact of interventions used by the 'Virtual School for LAC' on learning outcomes • Develop a sustainable strategy for the QA of Personal Education Plans 	<ul style="list-style-type: none"> • 'Annual LAC Outcomes report for Corporate Carers in December 2012 • Quality assure all Personal Education Plans by mid-December 2012 • Review and re-issue guidance to social care staff by end-Oct 2012 • Revised monitoring and QA in place from January 2013
2.9	Close the gap between the EET outcomes of Care Leavers and their peers	Alun Rees	<ul style="list-style-type: none"> • Ensure appropriate monitoring of EET status of care leavers • Develop a sustainable strategy for the 	<ul style="list-style-type: none"> • Provide clear 'service offer' from specialist LAC Connexions PA's to 13+ LAC Teams and support

			QA of Pathway Plans	<p>Team Managers with operational leadership of PA's during interim period prior to letting of new IAG contract by November 2012</p> <ul style="list-style-type: none"> • Regular reporting of 'LAC-EET' status from January 2013 • Review and re-issue Pathway Planning guidance to social care staff as part of the review of Nov 2012 • Audit Pathway Plan compliance for all care leavers by mid-December 2012
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FINAL DRAFT

3 - Strengthen the role of families:

- We will be clear with families about any concerns we may have and what needs to be done to resolve these.
- All services provided are underpinned by a restorative approach that works with families to achieve safe and appropriate solutions for the issues that they face.
- Wherever a statutory intervention is being considered, such as a child protection conference or a child becoming looked after, the family will be offered a family group conference.
- The views of families are used to inform future service planning and commissioning

	Priority	Lead	Action	Milestones
3.1	All social workers have completed training in Restorative Practice	Andy Lloyd	<ul style="list-style-type: none"> • 182 Social Workers already trained to level 1. 150 on the waiting list. 	<ul style="list-style-type: none"> • Offer sufficient Level 1 training through Spring 2013 to ensure a target of 90% of Social workers training by April 2013
3.2	Increase the family group conferencing offer across the city to enable all families where there are concerns that a child under 5 may become looked after to be offered a family group conference	Jim Hopkinson	<ul style="list-style-type: none"> • Develop revised procedures for identification of families and request for service pathways • Implement family group conferencing expansion project plan. 	<ul style="list-style-type: none"> • Jan 2013 • March 2013
3.3	Develop mechanisms to gather the views of families on services to inform future service planning and commissioning	Vicki Marsden	<ul style="list-style-type: none"> • A standard questionnaire will be developed for families who have/are receiving social care services 	<ul style="list-style-type: none"> • A 6 month/annual review will collate all views of service users (families) reporting to contracting and commissioning to shape services.
3.4	Ensure the new ESCR system captures the voice of the child and family and enables practitioners to follow their journey	John Nevill	<ul style="list-style-type: none"> • See above and below. • Specific types of interventions to be utilised within the assessment process and built in to the 'Best Practice Configuration' of Framework, for example the strengthening families model. Rolled out through the engagement of the system build by social work staff and the training for all staff required. 	<ul style="list-style-type: none"> • November 2012 to go live date
3.5	All plans are informed by and take account of the views of the child and family	Sal Tariq	<ul style="list-style-type: none"> • Incorporate into the appraisal system 	

4 - Developing social work practice:

- All staff in Safeguarding, Specialist and Targeted Services feels valued, supported and engaged in improving the service and outcomes for children and young people.
- The service has clear leadership that provides them with direction and a sense of purpose.
- All staff receive the high quality training, supervision and support they need:
 - To develop their skills and expertise.
 - To deliver a high quality service.
 - To have ownership of the service.
 - To take pride in their work.
- All staff experience Leeds Children's Services as a good place to work.
- The Leeds Practice Guarantee offers a wide range of support and a clear career development pathway that enables all staff to progress their career and reach their potential with Leeds.
- Leeds becomes a first choice employer for newly qualified and experienced staff

Page 132

	Priority	Lead	Action	Milestones
4.1	Ensure all staff receive regular, high quality supervision and appraisal	Sal Tariq	<ul style="list-style-type: none"> • Provide training and support for managers and staff • Embed supervision audit programme 	<ul style="list-style-type: none"> • First audit cycle completed by Nov 2012, reports to CSLT and Lead Member • All staff trained in appraisals by Dec 2012 • 100% staff have appraisals and reviews
4.2	Create a leadership development programme specifically for Social care leaders in the first instance with a future plan of widening out to partners.	Andy Lloyd	<ul style="list-style-type: none"> • Continue team manager modular programme • Identify cohort of aspiring leaders • Develop middle manager programme and accelerated leadership development programme 	<ul style="list-style-type: none"> • Develop a coherent Team manager programme by December 2012 with roll out through 2013.
4.3	Continue to improve support for NQSWs	Andy Lloyd	<ul style="list-style-type: none"> • Develop and Implement in 2012/13 Assessed and Supported Year of Employment (ASYE) programme of induction, support and learning • Deliver ongoing support for the NQSWs 	<ul style="list-style-type: none"> • Review with NQSW ASYE, July 2013 • Implement any changes

			<p>and their Team Managers, particularly around assessment and PCF</p> <ul style="list-style-type: none"> • Develop and support Advanced Practitioners to enable them to effectively mentor NQSWs 	
4.4	Pilot the role of Principal Social Worker	Steve Walker	<ul style="list-style-type: none"> • Research proposal developed • Research commissioned • Report on outcomes 	<ul style="list-style-type: none"> • Mid November 2012 • 1st December 2012 • 30th June 2012
4.5	Develop professional peer networks to provide advice and support to develop practice	Andy Lloyd	<ul style="list-style-type: none"> • Pilot skill share events to share best practice • Develop 'expert groups' of social workers with specialist experience and knowledge to advise their peers • Develop best practice exemplars and promotional materials from within the service • Create a peer mentoring and coaching scheme 	<ul style="list-style-type: none"> • 4 skill share events take place by July 2013. Feedback positive • 2 expert groups in place by July 2013 • Materials on case writing and recording developed by April 2013 • Coaching scheme in developed by April 2013 with initial pilot scheme running by that date.
4.6	Extend partnerships with leading academics and Universities to promote better, evidence informed, practice	Sal Tariq	<ul style="list-style-type: none"> • Pilot expert seminars with local HEIs • Create online resources directory of research, e-learning etc. • Define programme of work on developing front line practice with York University SPRU • Manage delivery of SPRU development programme • Complete work with Prof Thorpe on 'Front Door' arrangements • Complete with Dr Mark Peel on CAF and early help arrangements • Agree programme of work with Research in Practice • Agree programme of work with Making Research Count • Promote making research count and Research in practice development 	<ul style="list-style-type: none"> • 8 expert seminars completed by July 2013. All social workers attend at least 2 • Online resources directory created in SharePoint by Jan 2013 • SPRU programme complete by June 2013. Audits and supervision demonstrate improved practice. • Complete work with Prof Thorpe 2013. • Complete work with Dr Peel's March 2013. • All social workers signed up to making research count and research in practice. 50% to have taken up learning

			<ul style="list-style-type: none"> opportunities to all staff Explore potential for ongoing formalised partnership between local authorities and universities on city-region or Yorkshire wide basis 	<ul style="list-style-type: none"> opportunities HE Partnership proposals finalised by July 2013
4.7	Develop a clear career pathway that sets out the expectations of social work staff at all levels but also their entitlements in relation to their professional support and development in the Practice guarantee	Paul Harris	<ul style="list-style-type: none"> Work with stakeholders to develop Leeds Practice Guarantee, including: pay; conditions; support; training; action research; sabbaticals Consult and negotiate with staff, managers and trade unions on career pathway proposals Support programme for managers to identify stress and support 	<ul style="list-style-type: none"> Consultation and Implementation of new career structure for Social Workers by April 2013 Staff absence due to sickness reduced to nearer corporate target of 8.5 days. Pathways for team managers and unqualified staff in place March 2014.
4.8	Develop a recruitment and retention programme for social work staff	Paul Harris	<ul style="list-style-type: none"> Work with regional social work employers to promote recruitment Developing relationship with HEI to broaden recruitment pools for newly qualified social workers Improve pastoral support programme for social workers, including: stress management; emotional resilience joint workshops with Occupational Health; promote use of Care First counselling service 	<ul style="list-style-type: none"> Spend on agency staff reduced Ratio of applicants to jobs improved Staff turnover reduced Staff absence reduced
4.9	Establish clear mechanisms for staff at all levels to have contact with senior management and executive member	Wendy Winterburn	<ul style="list-style-type: none"> Agree regular cycle of senior leaders and elected members meeting front line staff at team meetings and in office visits Set up processes for online communication and sharing of views 	<ul style="list-style-type: none"> Process agreed October 2012. All staff and sites visited at by December 2012 SharePoint site developed by March 2013 Engagement survey results improving by April 2013

4.10	Hold an annual social work conference to celebrate and acknowledge the role of social work in supporting vulnerable children in Leeds	Steve Walker	<ul style="list-style-type: none"> • Develop proposals for conference timing, sponsorship, speakers etc • Promote and prepare for event 	<ul style="list-style-type: none"> • Proposals agreed by Dec 2012 • Event completed by March 2013. • Feedback positive from attendees
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FINAL DRAFT

5 - Improving communication and engagement across social care

- There are robust systems in place that ensure that staff is aware of service developments and plans that enable them to contribute to these.
- There are systems in place that keep staff up to date with developments in policy and practice at local, regional and national levels.
- All staff has access to up to date practice guidance, research and local good practice examples.
- There is regular engagement between leaders and front line staff

	Priority	Lead	Action	Milestones
5.1	Establish a planning framework and timetable for developing the service plan for Safeguarding Specialist and Targeted services the enables and supports the involvement of staff in the process.	Claire Walker	<ul style="list-style-type: none"> • Develop new framework in partnership with stakeholders at all levels across service • Engage service in planning for 2013 onwards 	<ul style="list-style-type: none"> • Framework agreed by March 2013. • Wide range of staff engaged in service planning for 2013/14 • Feedback from staff at all levels positive
5.2	Put in place clear communication framework that keeps staff up to date with service developments and enable them to contribute to the process.	Catherine Wright	<ul style="list-style-type: none"> • Develop proposed framework for strong two-way internal communications, in line with best practice • Consult with key groups, such as social care service delivery managers group to develop and deliver final framework • Link into regional children's social work matters campaign, in particular, the recent insight work 	
5.3	Maintain our contract with research in Practice and develop relationships with the Centre for Child and Family Research at Loughborough University and the Social Policy Research Unit at York.	Research in practice - Andy Lloyd SPRU (York) – Sal Tariq CCFR (Loughbrough) – Steve Walker	<ul style="list-style-type: none"> • See section on professional and practice development above 	<ul style="list-style-type: none"> • Develop and deliver a robust and comprehensive Workforce Development offer.

6 - Improving ICT Systems and the estate for social work and families:

- Social workers are happy with the ICT systems and satisfied that they support their work effectively
- Ensure that back office systems are fit for purpose and service delivery
- All ICT systems change is well-managed and led by professional needs
- Social workers' case recording system is fast, simple and easy to use, reflecting the needs of practitioners.
- Social workers have the appropriate ICT hardware to support them in carrying out their roles
- ICT support for the case recording system and front line staff is swift, responsive and customer focused
- There is a well established training programme
- All social work staff is located in offices which provide them with a good working environment.
- Social work teams are co-located with the services and agencies that support them to carry out their role wherever possible
- Social work teams are located in offices and with other services that are most helpful to local families
- The social work estate has high quality ICT and secure file storage

Page 137

	Priority	Lead	Action	Milestones
6.1	Develop a clear vision for co-location of social work teams and a plan to implement this	Steve Walker	<ul style="list-style-type: none"> • Consult with wide range of stakeholders: staff, partners; clients on options for change • Complete report setting out vision for change 	<ul style="list-style-type: none"> • Consultation complete by June 2013 • Report complete by September 2013
6.2	Review all existing accommodation in line with new vision	Steve Walker	<ul style="list-style-type: none"> • Organise workshops between Social Work Leadership Team, Estates teams and relevant partners to review accommodation and options for change 	<ul style="list-style-type: none"> • Workshops complete by January 2013.
6.3	Re-locate social work teams from Roundhay Rd or re-furbish the premises.	Viv Buckland	<ul style="list-style-type: none"> • Alternative accommodation found 	<ul style="list-style-type: none"> • Staff moved to new premises by 31.03.13.
6.4	Implement programme to relocate/refurbish all area offices	Viv Buckland	<ul style="list-style-type: none"> • Steve Walker (or representative) to provide outline accommodation requests for follow up. • Requests will be part of the CS AMP and facilitated through LCC AMB 	<ul style="list-style-type: none"> • March 2013
6.5	Ensure all offices have the appropriate ICT and equipment that staff need to do their job	Girish Solanki	<ul style="list-style-type: none"> • Ensure all relevant staff have secure GCSx email • Develop options for Electronic Document and Record Management 	<ul style="list-style-type: none"> • GCSx emails in place for all staff by Oct 2012 • EDRMS system in place by implementation of new core logic

			<p>System to better manage files and automate management of paper records, post etc.</p> <ul style="list-style-type: none"> Continue Web and Intranet Replacement Programme to provide social care staff with opportunities for sharing information; networking and better online access to council information 	<p>IT system.</p> <ul style="list-style-type: none"> SharePoint resources available to social care staff by March 2014. Staff satisfied with ICT provided
6.6	Ensure that the replacement to ESCR is developed with input from staff at all levels	John Nevill	<ul style="list-style-type: none"> Significant engagement with a large number of staff at all levels has already begun throughout the evaluation process. This will continue throughout the implementation and system build with all areas within CSWS and the wider Children's Services Directorate. 	<ul style="list-style-type: none"> December 2011-May 2012 approximately 60 frontline staff and their managers have been actively involved in the procurement process. November 2012-September 2013 continued involvement and engagement with all the above staff to build and support the training (both system and practice training).
6.7	Ensure that the replacement ESCR meets the needs of practitioners	John Nevill	<ul style="list-style-type: none"> Practitioners are actively involved in the system build of Framework to be in use within Leeds CSWS and the wider Children's Services. At each point of the social work process (i.e. contact & Referral) specific Business Leads, supports and the Core Team of social work staff will be involved in the system build on behalf of the colleagues. Significantly the CSCS Project along with the social work practitioners has actively been involved in choosing the Core logic as the Leeds new ESCR. We already know and are confident that Core logic's system (Framework) is significantly more user friendly and client 	<ul style="list-style-type: none"> This work will begin in full from November 2012 and will be completed by May 2013.

			sensitive that the current Leeds ESCR.	
6.8	Implement the new system by September 2013, and formally review impact in April 2013	John Nevill	<ul style="list-style-type: none"> Implement new ESCR, including: training; development; infrastructure etc 	<ul style="list-style-type: none"> New ESCR live from September 2013 Staff satisfied with new system Staff time required by new system lower than existing system Case file audits demonstrate improved case recording
6.9	Review social worker's requirements in relation to mobile working	Girish Solanki	<ul style="list-style-type: none"> Pilot use of tablet computers with social work staff Work with new ESCR supplier to ensure new database accessible securely from mobile devices 	<ul style="list-style-type: none"> Tablet pilot in Osmondthorpe and MST teams complete by June 2013. Core Logic ESCR available on mobile devices by March 2014.
6.10	Re-locate the ISU staff to three area bases with rooms to facilitate more effective locality working and the strengthening families framework and Provide venues for LAC reviews and Child Protection Conferences which facilitate the Strengthening Families approach and the participation of children and families	Carol Carson Steve Walker and Viv Buckland	<ul style="list-style-type: none"> Develop financial model with Estates 	<ul style="list-style-type: none"> June 2013

7 - Developing peer support and challenge:

- Service development in Leeds is influenced by external expertise, best practice and robust evidence
- Leeds has well established links to regional, national and international expertise and best practice
- Leeds contributes to the improvement of services in other authorities
- Leeds is an active participant in research, pilots new approaches and has a reputation as a learning organisation

	Priority	Lead	Action	Milestones
7.1	Have a peer review of looked after children's services led by North Lincolnshire	Sue Rumbold	<ul style="list-style-type: none"> • Set up meeting arranged to agree timetable and scope of review and challenge • 13th Dec - Mick Gibbs (N Lincs) with Steve Walker and Sal Tariq 	<ul style="list-style-type: none"> • December 2012 set up. • March 2013, review completed.
7.2	Peer challenge of our 'front door' arrangements by the Wirral	Steve Walker	<ul style="list-style-type: none"> • Framework for review agreed with Wirral • Peer challenge takes place 	<ul style="list-style-type: none"> • 9th November 2012 • June 2013
7.3	Use input from the Family Rights Group to inform the development of our family group conference offer	Jim Hopkinson	<ul style="list-style-type: none"> • Develop revised request for service and identification procedures. • Work with family rights group to develop best practice with expanded family group conferencing service. 	<ul style="list-style-type: none"> • March 2013 • Jan 2013
7.4	Work with Paul Nixon and Mike Dooley to develop the Leeds approach to restorative practice	Andy Lloyd	<ul style="list-style-type: none"> • Meet with Paul Nixon and Mike Dooley when they visit Leeds in November 2012 • Work with colleagues to develop the Leeds way to RP • Develop and deliver a training programme for all CS staff and partners to understand and encourage them to embrace the principles of RP 	<ul style="list-style-type: none"> • Nov 12 • By March 13 • From April 13 and ongoing
7.5	Develop a joint research post with the Centre for Child and Family Research at Loughborough University	Steve Walker	<ul style="list-style-type: none"> • Preliminary discussions • Job descriptions developed and formal arrangement with Loughborough in place • Post in place 	<ul style="list-style-type: none"> • 30th October 2012 • End January 2013 • 1st March 2013

8 - Strengthening quality assurance and performance management:

- Performance and quality assurance is owned by everyone in children's services.
- We have robust systems in place that enable us to assess the cost effectiveness and impact of our services.
- We have a robust performance quality assurance framework that includes qualitative and quantitative measures.
- Performance management information will be used to inform strategic planning, service development, resource allocation, training and commissioning.
- Performance information including information on budgets will be available in 'real time' to team managers and practitioners.
- The views of service users are integral to service evaluation and development.

	Priority	Lead	Action	Milestones
8.1	Review social care (operational) performance management arrangements; in response to service changes and national direction.	Peter Storrie	<ul style="list-style-type: none"> • Review key performance indicators and where presented to better represent journey of the child, with data development where needed • Social Care performance framework renewed, articulated and operating 	<ul style="list-style-type: none"> • Revised monthly report January 2013 • Revise framework drafted by February 2013 with details on standard performance products / processes their ownership, intended use and reporting schedule. • Revised framework operational from April 2013
8.2	Review social care case file and supervision audit arrangements; in response to service changes and national direction	Sal Tariq Peter Storrie	<ul style="list-style-type: none"> • Review file audit process and outputs, agreeing programme for 2013 	<ul style="list-style-type: none"> • Revised service report and new leadership summary report following Q3 audits - February 2013 • Agree audit programme, file selection, audit responsibilities for 2013-14 – February 2013
8.3	Review and strengthen the voices of the child in quality assurance	Vicky Marsden	<ul style="list-style-type: none"> • Collate existing efforts and identify any gaps • Agree 2013 arrangements for user led engagement 	<ul style="list-style-type: none"> • Map existing engagement and learning from engagement – January 2013 • Produce options for 2013/14 – March 2013
8.4	Strengthen evaluation around the child's journey and service quality. To include evidence of the child's voice and to ensure effective learning from all audits and intelligence. Inclusive of both social care	Peter Storrie	<ul style="list-style-type: none"> • Establish directorate level quarterly evaluation process and summary report around the journey of the child 	<ul style="list-style-type: none"> • Workshop held led by external support - October • Pilot activity quarters 3 and 4 • Fully operational from 2013/14 quarter one

	processes and early intervention and family support work.			
8.5	System reporting needs are met in terms of robust social care performance data that meets operational management, statutory returns and intelligence requirements. Both in terms of current practice and with the implementation of the new case management/IM system.	Clare Walker David Blake Peter Storrie	<ul style="list-style-type: none"> • System reporting provides practitioners and managers with required operational performance information from day 1 • Statutory return processes reviewed and systemised within the directorate • System recording, DQ and reporting processes support all statutory returns • Systems facilitates extraction of data for intelligence and analysis purposes both through set reports and bespoke reporting capacity 	<ul style="list-style-type: none"> • Task and finish groups around system reporting / statutory returns established. – November <ul style="list-style-type: none"> • Plan for ongoing statutory returns and 2012-13 returns in place – December • Agreement on management of 2012-13 returns and 2013-14 recording for statutory returns in the context of new system - February <ul style="list-style-type: none"> • Improved process for adoption returns in place for Q3 Analysis of reporting requirements for new system undertaken with gaps identified – January 2013 • Core Logic and Leeds City Council business intelligence reporting solutions in place for new system - September 2013 • Development of dashboards and reports for all live operational information requirements to be available from day 1 of new system. – September 2013 • Development of reports and query tools for performance accountability and analysis; ongoing work plan agreed for post September developments - September 2013
8.6	Work with and support the LSCB to provide and share multi-agency audits, performance reports and QA work.	Bryan Gocke & Sal Tariq		<ul style="list-style-type: none"> • Regular LSCB audits undertaken to inform practice. November 2012 onwards.

8.7	Ensure performance reporting to members contains a focus on child protection and safeguarding	Peter Storrie	<ul style="list-style-type: none"> Review and revise council business plan actions and measures Deliver spring area committee cycle strengthening the local context 	<ul style="list-style-type: none"> CBP updated – April 2013 Agree how local context will be embedded in area committee reports – December Deliver spring reports March 2013
8.8	Leeds to play active role in regional children's performance work	Peter Storrie	<ul style="list-style-type: none"> Engage in regional network Support establishment of regional model for self evaluation Support regional data sharing including in year monitoring of provisional KPIs. 	<ul style="list-style-type: none"> Initial sharing and baseline position in January Leeds self evaluation from 2013 to reflect regional model – May 2013 Data sharing - ongoing
8.9	Continued development of performance arrangements around early intervention and prevention	Peter Storrie	<ul style="list-style-type: none"> Early Start performance reporting established Families first performance reporting established Review provision and reporting of CAF and cluster early intervention/targeted services performance measures 	<ul style="list-style-type: none"> Early Start reporting schedule and data development agenda established in conjunction with health colleagues – January 2013 Quarterly Early start reports from Q3 city & cluster including process for locality dissemination - February 2013 Families First performance group and work programme established – December 2013 Families First PBR framework in place – January 2013
8.10	Support development of Complex Needs service performance framework	Peter Storrie	<ul style="list-style-type: none"> Development of Complex Needs performance materials for CHAD and SEN Robust service performance processes operating 	<ul style="list-style-type: none"> Review existing practice and agree improvement activity – February 2013
8.11	Improve coordination and presentation of Looked After Children's outcomes	Peter Storrie	<ul style="list-style-type: none"> Agree and deliver regular reporting of Looked After Children's Outcome indicators, complimenting placement dashboard 	<ul style="list-style-type: none"> Scope existing performance indicators, where and when available – from Q4 April 2013

9 – Strengthening Early Help / Early Intervention and Prevention:

- We have strong local partnerships managing effective clusters
- We have a clear strategy for Early Intervention and Prevention shared by all partners
- We have a comprehensive offer of evidence informed services for all vulnerable children and their families
- We have a shared understanding of thresholds, processes and services

Page 144

	Priority	Lead	Action	Milestones
9.1	Carry out a needs analysis to identify the medium term needs of vulnerable children and their families across the city	Jim Hopkinson	<ul style="list-style-type: none"> • Complete an audit of CAF's and cluster 'Top 100' lists. 	<ul style="list-style-type: none"> • March 2013
9.2	Complete the update of the Early Intervention and Prevention Strategy and guidance documents and then undertake training, communication and engagement work with staff and partners	Jim Hopkinson	<ul style="list-style-type: none"> • Complete strategy and share with Children's Trust Board. 	<ul style="list-style-type: none"> • Jan 2013
9.3	Commission expanded services for early help including Family Group Conferencing, Multi-Systemic Therapy, Signpost Family Intervention Programme and Family Intervention Service	Jim Hopkinson	<ul style="list-style-type: none"> • Complete commissioning and expansion plans relating to Family Group Conferencing, Multi Systemic Therapy, Signpost Family Intervention Program, Under 10's Family Intervention Services and Over 10's Family Intervention Service. 	<ul style="list-style-type: none"> • July 2013
9.4	Undertake a programme of work to strengthen cluster working, area committees and wider local services using exemplars of effective cluster working	Jim Hopkinson	<ul style="list-style-type: none"> • Work with cluster elected members and local authority partners to develop best practice. 	<ul style="list-style-type: none"> • March 2013 - ongoing
9.5	Ensure that all clusters operate a quality top 100 methodology, complemented by support and guidance procedures	Jim Hopkinson	<ul style="list-style-type: none"> • Support clusters and targeted services leaders to operate to developed best practice models and regularly audit quality. • Measure impact and track progression and reasons for re-referrals 	<ul style="list-style-type: none"> • March 2013
9.6	Complete integration of Children's Centres and Health Visitors teams in 25 clusters.	Andrea Richardson	<ul style="list-style-type: none"> • 25 cluster teams have undergone induction training around information sharing and team building. • Have set up allocation meetings to share case 	<ul style="list-style-type: none"> • Completed October 2012

			<ul style="list-style-type: none"> loads and identify families in need. Dashboard devised and beginning to collate cluster and CUI data. Early start handbook produced and circulated 	
9.7	Identify lead social worker linked to each Early Start team	Andrea Richardson	<ul style="list-style-type: none"> Identify lead social workers identified in South and East. West is? Pathway from social work teams to early start teams for pre birth referrals in place. Support package for families in development. 	<ul style="list-style-type: none"> Completed September 2012 Referral pathway in place October 2012.
9.8	Develop methodology for identification, pre-birth of those who are vulnerable and implement parenting support	Andrea Richardson	<ul style="list-style-type: none"> Revised the pre-birth pathway across a range of agencies. Discussions with services including substance abuse, mental health a number of strands in development. 	<ul style="list-style-type: none"> October 2012 multi agency group identified key issues for development, earlier referral for midwives to early start teams and review substance abuse protocol.
9.9	Ensure that support staff working in clusters receive high quality supervision and appraisals	Jim Hopkinson	<ul style="list-style-type: none"> Complete audit of need with clusters commenced through Leeds Education Challenge. Roll out training on programme on supervision and training to all clusters 	<ul style="list-style-type: none"> January 2013 March 2013
9.10	Strengthen awareness and understanding of short breaks for children with complex needs offered at cluster level and how to access them	Barbara Newton	<ul style="list-style-type: none"> Communicate details of short breaks leads in the three areas Communicate information on the cluster / NE SILC coordination of short breaks Raise awareness of short breaks via local cluster meetings etc 	

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: Recommendation Tracking – External Placements

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of External Placements published on the 28th of February 2012.
2. The Scrutiny recommendation tracking system allows the Scrutiny Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

Recommendations

3. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
 - Note the recommendations where satisfactory progress is being made.

Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of External Placements.

1 Background information

- 2.1 It was agreed in June 2011 that the Childrens and Families Scrutiny Board that the first major piece of work for 2011/12 would be an inquiry on which would look into reducing the need for children to be looked after by the local authority.
- 2.2 At its meeting in February 2012, the Scrutiny Board agreed a report summarising its observations, conclusions and recommendations.
- 2.3 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 2.4 The Board considered progress against recommendations at the meeting on the 26th of July 2012. The Board concluded that recommendations 2,3,5,8,11 and 12 were complete and therefore no further tracking is required.

2 Main issues

- 3.1 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.2 To assist Members with this task the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.
- 3.1.2 The Executive Board Member for Children's Services has been consulted on the response to the recommendations.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

3.3 Council Policies and City Priorities

3.3.1 This section is not relevant to this report.

3.4 Resources and Value for Money

3.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report does not contain any exempt or confidential information.

3.6 Risk Management

3.6.1 This section is not relevant to this report.

4 Conclusions

5.1 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations. Progress in responding to those recommendations arising from the Scrutiny review of External Placements is detailed within the table at Appendix 2 for Members' consideration.

5 Recommendations

6.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
- Note the recommendations where satisfactory progress is being made.

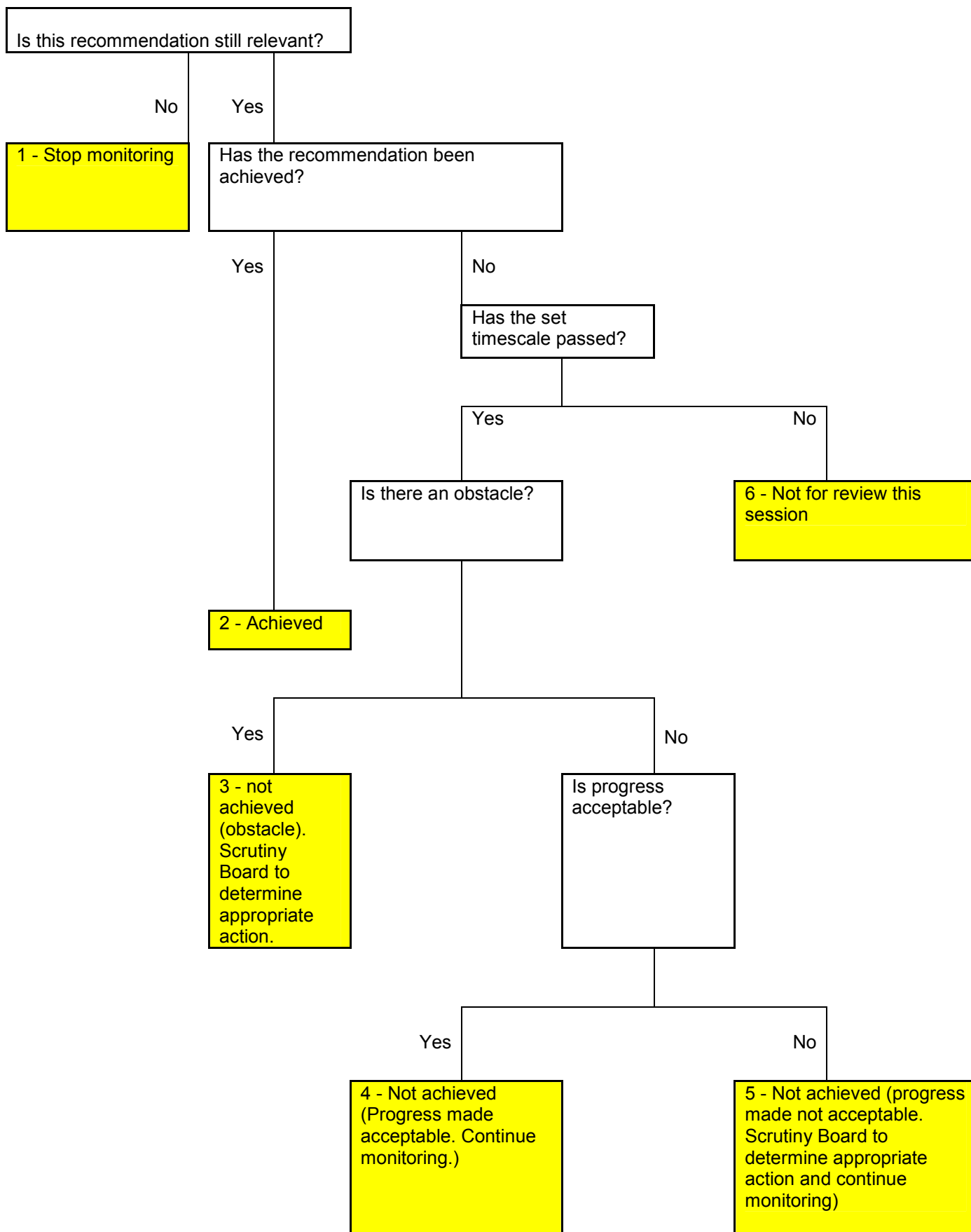
6 Background documents¹

6.1 Report of the Head of Scrutiny and Member Development to the Children and Families Scrutiny Board – Inquiry on External Placements 9th February 2012

6.2 Report of the Director of Children's Services to the Children and Families Scrutiny Board 'Response to Scrutiny inquiry report – external placements' 26th April 2012.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



Review of External Placements Inquiry (February 2012)

Categories

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
Page 1 Recommendation 1 That the Director of Children’s Services reports back to us on how local communities can be more proactively engaged in the support to vulnerable families.	26th July position: The ambition for Leeds to be a Child Friendly City is predicated on getting the whole city community behind children. The strategy to develop more cluster based services supported by local schools, Early Start Centres and Children’s Social Work Teams is intended to support this ambition at a local level by providing a framework that enables services to be developed locally in response to the needs of children and families in the communities in which they live. Arrangements to support cluster working already have some community engagement through the involvement of elected members, school governors and third sector partners. It is hoped that as cluster working develops, supported by Targeted Service Leaders who are being rolled out across the City, communities will become more involved and engaged in supporting vulnerable children for example by volunteering, mentoring, peer support, fostering and informing the development of services. We will be exploring with clusters the feasibility of having community	4	

	<p>engagement as an element of cluster plans.</p> <p>Current Position: Targeted Service Leaders are now in place in all of the 25 clusters. We are in the process of recruiting in the two clusters that do not currently have a Targeted Service Leader.</p>	2	
<p>Recommendation 4 That the Director of Children’s Services reports to us in July 2012 with an update on progress against each of the key milestones in the programme plan, the majority of which are due to have been achieved by then.</p>	<p>26th July position:</p> <p>Overall good progress is being made in implementing the <i>Turning the Curve</i> Action Plan and the early indications are, as detailed in the response to recommendation 2, that the actions taken to date are having an impact on the number of looked after children.</p> <p>Current Position: We have continued to make positive progress in relation to <i>Turning the Curve</i>. There are fewer looked after children now than at the same time last year and we have made significant reductions in the number of looked after children in external residential placements.</p>	4	
<p>Recommendation 6 That the Corporate Carers group explores the potential to arrange social events and opportunities for foster carers and children to develop networks.</p>	<p>26th July Current position:</p> <p>Officers are working with the Corporate Carers to look at opportunities to develop social events for foster carers and children.</p> <p>Current Position: A Foster Carer appreciation event has been arranged on Saturday the 3rd of November at St Chads at Headingley. The event, which is open to carers from across Leeds, will include activities for both children and carers. A further event is being arranged for Christmas and more events will be held in the new year.</p>	4	2

<p>Recommendation 7 That the Director of Children’s Services reviews the payment structure for foster care with particular reference to the impact of the differential between in-house and independent fostering agency rates and reports to the Scrutiny Board with the outcome of this review in July 2012</p>	<p>26th July position:</p> <p>A review of the payment structure for Leeds foster carers has been completed and a number of options for increasing fees have been identified. It is planned that we will consult with carers on these options over the Summer and implement the new arrangements in September. The review of the arrangements has taken account of the payments made to carers by Independent Fostering Agencies, neighbouring authorities and the significant increase in the number of babies and young children becoming looked after in Leeds. It is recommended that a full report is presented to the Committee on the outcome of the consultation in September.</p> <p>Current position: Following consultation with carers we have agreed to undertake further work on the current payment structure. A working group with foster carers is being established and this will report on the options to carers in January 2013 and the revised structure will be in place from the 1st of April 2013.</p>	<p>4</p> <p>4</p>	
<p>Recommendation 9 That the Director of Children’s Services works with the Director of Environment and Neighbourhoods to secure support from the ALMOs to meet the accommodation needs of foster carers.</p>	<p>26th July position:</p> <p>The directors of children's services and environment and neighbourhoods and their senior leadership teams meet regularly. There is already a protocol in place with environment and neighbourhoods and ALMOs which ensures that foster carers and kinship carers have priority status. Children’s services have established good links with Housing ALMOs and are working with them to identify suitable properties to support the redesign of residential services.</p> <p>Current position: We continue to work closely with colleagues in the environments and neighbourhoods directorate. For example,</p>	<p>4</p> <p>4</p>	

	<p>since the last meeting we have increased the funding available to support vulnerable children through housing options by £50,000</p>		
<p>Recommendation 10 That the Director of Children’s Services reports back to us in July 2012 on what formalised input foster carers should have into the review process for children they care for, and how improvements can be made to ensure that their input is considered in practice.</p> <p>Page 154</p>	<p>26th July position:</p> <p>Foster carers are an integral part of the team that supports looked after children. As the individuals involved in caring for the child on a day to day basis for sustained periods foster carers bring an important and unique perspective to the looked after child’s statutory review.</p> <p>The role and contribution of foster carers to the statutory review process is set out in the statutory guidance and regulations which support the Children Act 1989.</p> <p>In Leeds foster carers are supported to contribute to the statutory reviews of children in their care through completing a consultation record, which uses a series of questions and headings to assist the carer to structure their thoughts on the child’s progress and any comments they have on how the care plan for the child should be developed. Similar consultation records are completed by the child, parent and social worker. The completed consultation records are send directly to the Independent Reviewing Officer who is responsible for reviewing the care plan for the child and ensuring that it is meeting their needs. Foster carers also attend the review meeting to ensure that they are able to give their views. Independent Reviewing Officers are aware of the important role that foster carers plan in the lives of looked after children and should chair the meeting in such a way that ensures that the views of foster carers are heard and given proper consideration. Following a period where a number of agency staff were used Leeds has been successful in recruiting a number of permanent Independent Reviewing Officers.</p>	<p>4</p>	

	Current Position: Since the last meeting the Deputy Director (Safeguarding, Specialist and Targeted Services) has attended two foster carers through Foster Carer Support Meetings to obtain feedback directly from carers. He has given a commitment to carers to meet with them regularly and to report back to them on any issues they raise with him.	2	
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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: Recommendation Tracking – Improving School Attendance

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review in Improving School Attendance published on the 26th of April 2012.
2. The Scrutiny recommendation tracking system allows the Scrutiny Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

Recommendations

3. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
 - Note the recommendations where satisfactory progress is being made.

Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review into Improving Attendance.

1 Background information

- 2.1 The Scrutiny Board (Children and Families) was tasked by Council with carrying out a piece of work this year on each of the three Children and Young People's Plan (CYPP) obsessions. The second of these relates to school attendance.
- 2.2 At its meeting in April 2012, the Scrutiny Board agreed a report summarising its observations, conclusions and recommendations.
- 2.3 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 2.4 The Directors Response was presented to the Scrutiny Board at the meeting on the 26th of July 2012. Having considered the response the Board accepted that recommendation 5 could not be implemented by the Director of Children's Services as a zero tolerance policy to term time holiday absence is unlawful and can potentially expose schools/the authority to legal challenge.

2 Main issues

- 3.1 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.2 To assist Members with this task the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.
- 3.1.2 The Executive Board Member for Children's Services has been consulted on the response to the recommendations.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

3.3 Council Policies and City Priorities

3.3.1 This section is not relevant to this report.

3.4 Resources and Value for Money

3.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report does not contain any exempt or confidential information.

3.6 Risk Management

3.6.1 This section is not relevant to this report.

4 Conclusions

5.1 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations. Progress in responding to those recommendations arising from the Scrutiny review into Improving School Attendance is detailed within the table at Appendix 2 for Members' consideration.

5 Recommendations

6.1 Members are asked to:

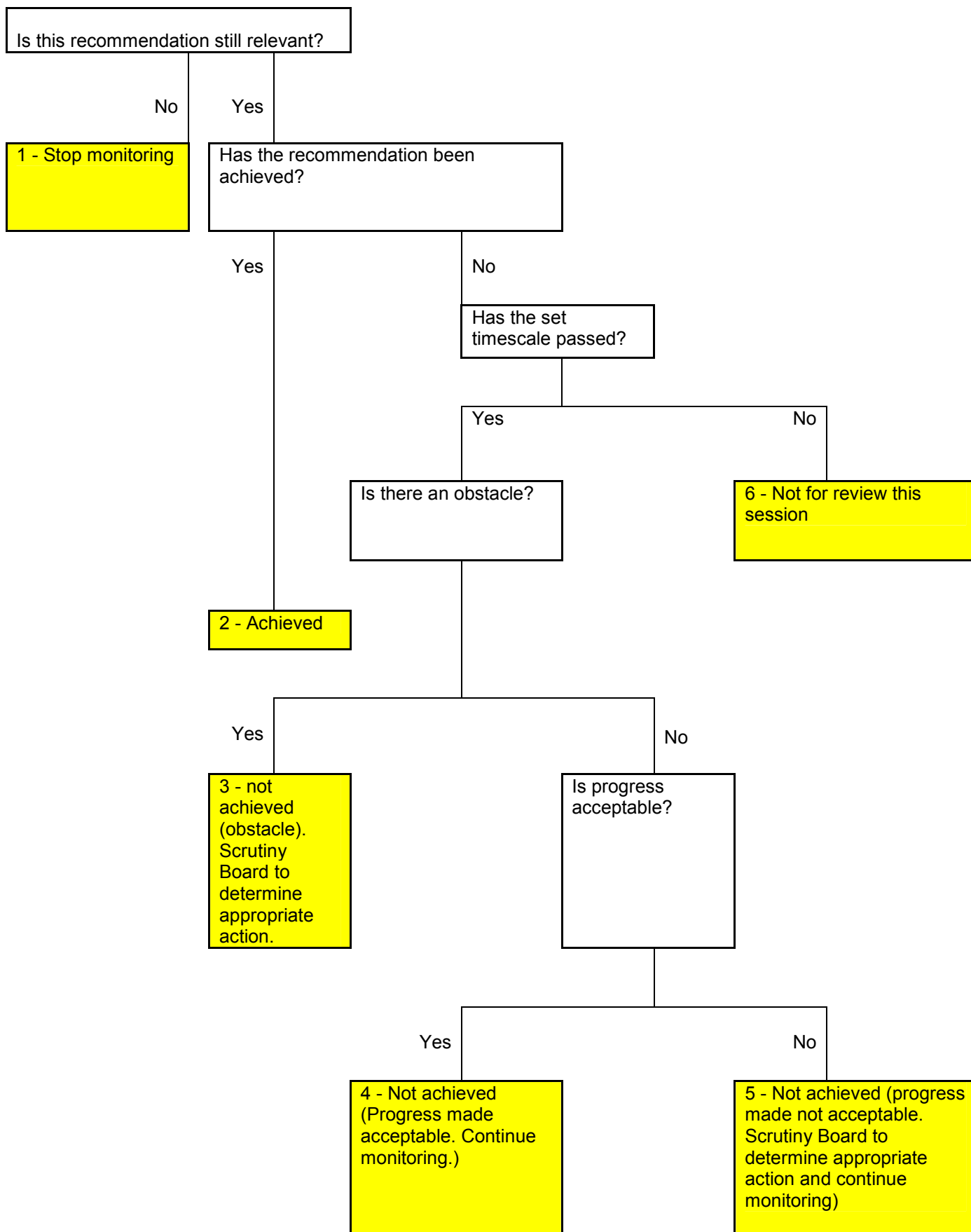
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
- Note the recommendations where satisfactory progress is being made.

6 Background documents¹

- 6.1 Report of the Head of Scrutiny and Member Development to the Children and Families Scrutiny Board – Scrutiny Inquiry Final Report Improving School Attendance 26th April 2012
- 6.2 Report of the Director of Children's Services to the Children and Families Scrutiny Board 'Directors Response Scrutiny Inquiry into Improving Attendance' 26th July 2012.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



Review of Improving School Attendance Inquiry (April 2012)

Categories

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1 - That the Director of Children's Services continues to engage with all schools not under Leeds City Council Control, including Academies to ensure continued positive working relationships and continued persistent absence data collection.</p>	<p>Directors Response: LCC and Children's Services continue to use tools such as the dashboards to drive ownership of data at cluster/partnership levels. The Targeted Services locality model requires clusters to reflect aspirations around the numbers of CAFs undertaken, school attendance etc which tie in the commitment of all schools in achieving those aspirations.</p> <p>Current Position: Work on-going as recommended. Sponsors are engaging in discussions with the authority prior to conversion and agreeing with the need for continued engagement in cluster-led activity as the model for support for vulnerable children and families.</p>	2	
<p>Recommendation 2 - That the Director of Children's Services engages with School Governors to establish a special responsibility for one Governor in each</p>	<p>Directors Response: There is a specific training briefing for governors on attendance, available through the governor support unit and guidance has been issued to governors about utilising the</p>		

<p>school which includes challenging the attendance performance of the school and maintaining a focus on reducing absence levels.</p>	<p>committee framework to monitor and challenge attendance throughout the course of the school year. The advantage of the committee framework is embedding a shared understanding of attendance across the whole of the governing body. In schools with good attendance, distributive leadership across the whole organisation generates shared ownership. Schools with poor attendance often place responsibility for attendance with one particular role e.g. assistant headteacher, head of pastoral etc. Targeted Services regularly communicate to governors through the governors bulletin with respect to attendance and the role all governors can play in supporting their school improve policy and practice in order to raise attendance.</p> <p>Current Position: Governor training on attendance is being delivered in the New Year and Targeted Services will be taking the opportunity to support the governor’s marketplace event.</p>	<p>4</p>	
<p>Recommendation 3 - That the Director of Children’s Services formulates a strategy for targeting and improving school attendance during year 1, whilst promoting pre-school the benefits of good attendance.</p>	<p>Directors Response: The reconfiguring of Children’s Services and the development of the Early Help teams offers opportunities for improving integration and communication between Targeted and Universal services, including Children’s Centres.</p> <p>The development of Guidance and Support meetings in clusters is also engaging Children’s Centre managers in identifying families in need and planning appropriate assessments and interventions that build the “team around the family”. These processes drive approaches that go beyond the statutory school-age framework.</p> <p>Work is on-going with commercial radio partner, Radio Aire and Magic in developing a package of key messages to, potentially, be broadcast across the city/region which reinforce the importance of attendance even in the pre-school/primary phase.</p> <p>Analysis has also revealed that the rate of absence due to holidays</p>		

	<p>in term time (whether the school has agreed or not) is 3 times higher in the primary phase, which requires a response that addresses parental attitudes to the early curriculum and its importance in sequential learning.</p> <p>Data recently released by the Department for Education shows that primary attendance in Leeds matches national averages and exceeds that of our statistical neighbours. The on-going development and maturation of the newly reconfigured services is expected to consolidate and continue this positive trend.</p> <p>In addition, the newly established 0-11 Partnership Board has identified this is a particular area for development. To develop a city wide strategy for all early years providers an OBA session is to be held on 6th July 2012 from which a plan of action will be drawn up in time for the new school year in September.</p> <p>Current Position: The 0-11 Partnership board now has an action plan following on from the OBA event in July with named action holders.</p>	2	
<p>Recommendation 4 - That the Director of Children's Services works in collaboration with the clusters to identify the siblings of persistently absent children who are approaching school age in order to ensure support is in place from day one of their education.</p>	<p>Directors Response: The development of good Guidance and Support processes in clusters is enabling quality and appropriate information sharing about children in their family context. Representation at the meetings by Children's Centre managers, primary and secondary staff plus a range of services contributes to a "team around the family" approach.</p> <p>The 0-11 Learning Partnership are also holding an Outcomes Based Accountability workshop across the directorate where a key strand for the focus for the population of 0-11 year olds in the city will be both school attendance and the engagement of parents and carers of younger children with their local children's centre. The increase in the childcare offer for 2 year olds also offers a cross-cutting strategic development where predictors of poor attendance are poverty and</p>		

	<p>parental attitudes/aspirations.</p> <p>Through the targeted services offer, clusters are also committed to increasing the number of Common Assessments completed. A quality assessment will identify siblings within the family and also whether or not the lead professional will need to draw in a wider range of services to bring about change for families in need.</p> <p>Current position: The roll out of the Early Help Teams is increasing the strategic capacity at a local level to drive such processes as Top 100 and Guidance and Support, both of which are aimed at providing early intervention in problems. Clusters are embedding whole-family approaches to needs, and the Families First data has been released which is also informing clusters of families with a range of problems.</p>	2	
<p>Page 10 Recommendation 6 - That the Director of Children's Services engages with National Health Service providers and General Practitioners in Leeds to identify how absence from school for health appointments could be reduced.</p>	<p>Directors Response: A small scale information gathering exercise in the CATTs (Ardsley and Tingley) cluster was undertaken during the Easter term to investigate what types of medical appointments children are missing school for. The findings have been shared with School Health, the lead for Emotional Health and Well-Being in the West North West and the Head of Commissioning Children and Families in NHS Leeds.</p> <p>Next steps planned are to repeat the investigation in a more inner-city/deprived area of the city and to try to expand the data captured to the number of appointments not attended, whether GP appointments were routine or responsive to illness and to establish if children returned to school in the afternoon – the greatest majority of appointments were during the morning.</p> <p>An Outcome Based Accountability workshop with Children's Services and partners in health is planned for the next academic</p>		

	<p>year. Preliminary discussions have already generated no-cost, low-cost ideas such as community paediatrics including text in their appointment letters advising parents that their child will be able to return to school following their appointment; for GP practice managers to be advised of school holidays to offer routine appointments during these periods which could also increase the likelihood of children attending the appointments.</p> <p>Current position: Open XS cluster have agreed to undertake an investigation into the types of medical absence across schools in the cluster. This represents a much more diverse locality with much higher levels of deprivation.</p>	4	
<p>Recommendation 7 - That the Director of Children's Services works in collaboration with the Cluster Chairs to undertake a review of the attendance improvement and family support service configuration. The purpose of this review would be to identify if there is sufficient resource appropriately allocated to each cluster.</p>	<p>Directors Response: Allocation of AIO resource is based on level of need which is a combination of the numbers of persistent absentees and the distribution of Targeted Services.</p> <p>Therefore clusters with the highest need in terms of Targeted Services will have the correspondingly higher level of AIO resource. The status of the schools in the cluster also has a bearing as academies are funded directly for the provision of support services for attendance and therefore do not receive any non-statutory provision from the local authority.</p> <p>Family Support Workers are school/cluster based staff and not a provision of service made by the local authority.</p> <p>The Family Intervention Service (FIS) that is provided by Children's Services is accessed by the Children Leeds Panels, at present. All cases that have been through Guidance and Support where it is felt that this level of intensive family support is now required can be referred for consideration of support (which includes Multi-Systemic Therapy, Signpost, commissioned FIS and Children's Services FIS). This resource is not allocated to clusters but through the integrated</p>		

	<p>processes, beginning with a CAF.</p> <p>This service has also been restructured and its capacity increased.</p> <p>In the past, the distribution of the attendance service has been reviewed annually to accommodate changes in patterns of absence across the city. However, this necessitated the movement of staff which schools and services reported to be highly disruptive to the development of working relationships and caused discontinuity in the service to families.</p> <p>It is the view of the director that current arrangements need a significant period of time to embed and grow and that regular review of the dashboard and other data will continue to inform decisions about how resource is distributed.</p> <p>Current Position: Not for review at this session.</p>	6	
<p>Recommendation 8 - That the Director of Children's Services establishes as part of the Youth Offer Review the possibility of providing Youth Service support for young people, who are persistently absent, from school from the age of 11 years.</p>	<p>Directors Response: The Youth Service priority age range is 13-19 (25) However, support is available from 11+ where there is identified need. Addressing persistent absenteeism and increasing engagement with young people most at risk of entering care or being NEET are priorities for the youth Service from age 11.</p> <p>Current Position: Targeted work with 11+ continues. The city-wide Youth Offer review is on-going.</p>	4	
<p>Recommendation 9 - That the Director of Children's Services engages with our neighbouring local authorities and schools within Leeds not in local authority control to explore the potential for co-ordinated planned school closure dates for holiday</p>	<p>Directors Response: Historically, different authorities set their key term and holiday dates around the manufacturing industry and factory closures, therefore, distinct patterns have emerged over time.</p> <p>The DfE continues to move towards more autonomy for schools and the freedoms permitted academies and free schools to determine</p>		

<p>periods and teacher training days.</p>	<p>their own school calendar are also factors which have an impact on maintained schools. For example, academies are not required to adhere to the minimum number of days that the school should be open to pupils (190), whereas maintained schools are bound by this.</p> <p>(It was clarified to the Board at the July 2012 meeting that this recommendation is agreed and action would be undertaken on this recommendation.)</p> <p>Current Position: The response from neighbouring authorities has not offered scope to develop this recommendation further. Other authorities have cited the academy programme as one factor where consistency has not been possible within authority, reflecting a similar challenge to that experienced in Leeds. As more schools in Leeds move to closer partnerships and trusts, there is likely to be closer correlation between dates. The through-school model also provides cross-phase solutions.</p>	3	
<p>Recommendation 10 - That the Director of Children's Services works in collaboration with Cluster Chairs to identify gaps in specialist support and investigate which organisations are accessible to provide a comprehensive support network. In addition to also ensure that awareness is raised about supporting organisations in localities for relevant LCC and cluster based employees.</p>	<p>Directors Response: Children Leeds have recently re-launched an updated Practitioner's Handbook and the Family Hub which provides information on how to work with services and agencies, as well as identifying who the right service for a particular need might be.</p> <p>Part of the role of the Targeted Service Leader is act as both broker of and developer of local services that can provide family support and the attendance of representatives from the voluntary sector at both cluster JCC and Guidance and Support is actively encouraged.</p> <p>On analysis, the Outcomes Based Accountability workshops that have been undertaken in all clusters reflect a high degree of engagement with services beyond the Children's Services directorate and show the level to which local intelligence is securing key collaborative partnerships.</p>		

	<p>Current Position: All of the 25 clusters now have a Targeted Service Leader who is developing the networks of agencies, including third sector, who can contribute to delivering the team around the family model.</p> <p>Targeted services leaders and clusters are using information from assessments to identify needs and commission appropriate services e.g. through the Youth Contract, funds for targeted work for 16/17 year old NEETS are being used to identify additional support to engage those young people in training or work opportunities by identifying their particular needs.</p>	2	
<p>Recommendation 11 - That the Director of Children's services investigates the problems associated with transient neighbourhoods. In addition, investigates how the schools admissions system for Leeds could be adapted in our most deprived wards to ensure parents can place their children in schools close to their homes and siblings.</p>	<p>Directors Response: The problem of transient neighbourhoods is one that is limited to a small number of localities in the city, Inner East being one of these. The cluster have undertaken an Outcomes Based Accountability workshop for a host of services/agencies to look at this issue in their locality, which has a particular focus on the impact and needs of the Roma community.</p> <p>A pathfinder project has already begun to allow schools to accept applications directly from parents for in year admission transfers. The aim is to reduce the amount of time taken to find school places for children and young people. All schools will be managing admissions in this way by September 2013. There is a small working group of specialists within Children's Services considering the impact of admissions on children missing education particularly in transient neighbourhoods where there is a high degree of mobility between schools.</p> <p>We will continue to seek to provide additional permanent and temporary school places in areas where families are not always able</p>		

	<p>to secure a place at a reasonable local school. We want all children to have access to a good local school.</p> <p>Current Position: The pathfinder was to be implemented in all schools by September 2013 but as the pathfinder project has been so successful it is to be rolled out across the city after the October 2012 half term holiday. A number of temporary solutions were also implemented at schools in Inner East and Inner South, two of the most deprived wards, for September 2012 and further proposals for permanent expansions will be brought forward.</p>	4	
<p>Recommendation 12 - That the Director of Children’s service in collaboration with Cluster Chairs identifies the most effective way of sharing case information with stakeholders involved in the support of Children and their families, whilst adhering to required data protection legislation and safeguarding requirements.</p>	<p>Directors Response: There is an on-going review of ESCR and investigation into the procurement of a suitable solution which will need to provide a consistent case management tool for services and practitioners which will maximise the effectiveness and timeliness of communication and understanding about children and families and those who are working with them.</p> <p>The Targeted Service Leaders and Area Heads of Targeted Services are available to support clusters in developing robust information sharing agreements which safeguard children without causing unnecessary barriers to communication and intervention by services.</p> <p>There have been preliminary discussions as to how access to the Children’s Services pupil database (not ESCR) could be extended to a range of practitioners that could include school SENCOs, Family Intervention Service and cluster based staff such as Family Outreach Workers.</p> <p>The Troubled Families initiative will also map out and test the information sharing protocols between the authority and clusters/partnerships/services.</p>		

	<p>Current Position: Staff working across 9 clusters are now able to make use of the Synergy Gateway to both access child records to view and also to add notes in respect of actions and interventions and this model is being rolled out across the remaining 16 clusters. This is enabling practitioners to see which other services are engaged in work with children and also reducing the need to hold information about children in multiple locations.</p> <p>The Families First Information Sharing agreement has also enabled a much wider discussion across agencies in respect of families and households causing concern to a range of agencies that covers worklessness and crime and anti-social behaviour.</p>	4	
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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 13th December 2012

Subject: Work Schedule

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

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

2 Main Issues

2.1 A draft work schedule is attached as appendix 1. The work programme has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

2.2 Also attached as appendix 2 and 3 respectively are the minutes of Executive Board for 7th November 2012 and the Council's current list of forthcoming key decisions of relevance for this Scrutiny Board .

3. Recommendations

3.1 Members are asked to:

- a) Consider the draft work schedule and make amendments as appropriate.
- b) Note the Executive Board minutes and list of forthcoming key decisions.

4. **Background papers**¹ - None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
Inquiries		<u>Agree scope of review for **</u> 1) Private/Independent Care Homes 2) Private Fostering	<u>Evidence Gathering</u> Private/Independent Care Homes Private Fostering <u>Agree scope of review for **</u> 4) The best start – providing good foundations in early life for children to succeed
Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)	Consider potential areas of review		
Budget Update		Budget 2012/13	
Care Home Review		Deferred report from April plus update	
Scrutiny Inquiry – Directors Response		<ul style="list-style-type: none"> • Attendance, Child Poverty, Service Redesign • Young People engagement in Culture (SEC Board – for info only)* 	
Recommendation Tracking		External Placements Inquiry	
Performance Monitoring	Quarter 4 Performance Report		
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge		Youth Services- 26 th of July @2pm – Ken Morton Lead	Call In – Young Carers Working Group – 5 th September 10am – Civic Hall

Page 175

* Prepared by S Newbould

Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year

Schedule of meetings/visits during 2012/13			
Area of review	September	October	November
Inquiries	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed <u>Agree scope of review for **</u> 3) Education Challenge – supporting children to achieve in Maths and English	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed <u>Board Agree Reports*</u> <ul style="list-style-type: none"> • Private/Independent Care Homes
Exec Board Request for Scrutiny	Basic Need 2012: Carr Manor and Roundhay: All Through Schools Revised Costs		
Recommendation Tracking			
Performance Monitoring	Quarter 1 performance report	Leeds Safeguarding Children – Annual Report	
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge		<ul style="list-style-type: none"> • Youth Services – 2nd October @2pm – Ken Morton Lead • Youth Services – 18th October @2.30pm – Ken Morton Lead 	

Page 176

* Prepared by S Newbould

Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
Inquiries		<u>Directors Response</u> <ul style="list-style-type: none"> • Private/Independent Care Homes • Young Carers <u>Board Agree Report*</u> <ul style="list-style-type: none"> • Private Fostering 	<u>Report to be Agreed*</u> <ul style="list-style-type: none"> • Increasing the number of young people who are in EET <u>Inquiry 3rd Session</u> Education Challenge – supporting children to achieve in Maths and English
Budget	Initial Budget Proposals 2013/14, Budget Update and School Funding Reforms		
Academies	The Board to consider the implications of Academies for the Local Authority and Education in general.		
Recommendation Tracking	<ul style="list-style-type: none"> • Attendance Inquiry • External Placement Inquiry 	<ul style="list-style-type: none"> • Service Redesign Inquiry* • Pre 2012 outstanding recommendations* 	
Performance Monitoring	Quarter 2 performance report Children's Social Work Improvement Plan	Common Assessment Framework- To consider if improvement have been established with a view to increasing the number of CAF's undertaken. – Lead Steve Walker	
Working Groups 1) Child Poverty 2 Social Services Care System 3) Education Challenge inquiry	Inquiry Education Challenge – supporting children to achieve in Maths and English	Inquiry - Education Challenge – supporting children to achieve in Maths and English. Foundation Years Inquiry – Wrap up	Social Services Care System Child Poverty Update and Recommendation Tracking

* Prepared by S Newbould

Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
Inquiries	<u>Report to be Agreed*</u> The best start – providing good foundations in early life for children to succeed <u>Directors Response</u> Private Fostering	<u>Directors Response</u> <ul style="list-style-type: none"> • The best start – providing good foundations in early life for children to succeed • NEET Report <u>Reports to be Agreed*</u> Education Challenge – supporting children to achieve in Maths and English	
Partnership Review - Children's Trust Board	To review the performance of the Children's Trust Board.		
Budget and Policy Framework		Children and Young Peoples Plan – to be agreed by Council July 2013	
Recommendation Tracking		<ul style="list-style-type: none"> • Attendance Inquiry • Service Redesign Inquiry • External Placement Inquiry • Pre 2012 outstanding recommendations 	
Performance Monitoring	Quarter 3 performance report		
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge Inquiry		Child Poverty Update and Recommendation Tracking	

Need to schedule Ofsted report

Updated 5th December 2012

* Prepared by S Newbould

EXECUTIVE BOARD

WEDNESDAY, 7TH NOVEMBER, 2012

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, M Dobson, S Golton,
P Gruen, R Lewis, L Mulherin, A Ogilvie,
and L Yeadon

Councillor J Procter – Substitute Member

99 Substitute Member

Under the terms of Executive and Decision Making Procedure Rule 2.3, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

100 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 3 to the report referred to in Minute No. 111 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained within the Appendix relates to the financial or business affairs of a particular person, 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 through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. 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 about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendix 1 to the report referred to in Minute No. 112 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained within the Appendix relates to the financial or business affairs of a particular company, and of the

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th December, 2012

Council. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. 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.

- (c) Appendix 4 to the report referred to in Minute No. 113 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained within the Appendix relates to the financial or business affairs of a particular person, 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 through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. 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 about the nature and level of consideration 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.

101 Late Items

There were no formal late items, however, it was noted that prior to the meeting Executive Board Members had received copies of documents detailing the respective comments of Scrutiny Board (Sustainable Economy and Culture) and Scrutiny Board (Health and Wellbeing and Adult Social Care), following both Boards' consideration of the LDF Core Strategy, 3 appendices which detailed further proposed changes to the LDF Core Strategy Pre-Submission Draft and also an updated version of the associated Key Diagram. All such documentation was to be considered as part of agenda item 17, 'LDF Core Strategy: Pre-Submission Changes for Consultation' (Minute No. 115 refers).

102 Declaration of Disclosable Pecuniary and Other Interests

The Chief Executive declared an interest in respect of the matters relating to agenda item 14, entitled, 'Sovereign Street Development Proposals – Update', as a close personal friend was a partner of one of the organisations involved in the development proposals (Minute No. 112 refers).

103 Minutes

RESOLVED – That the minutes of the meeting held on 17th October 2012 be approved as a correct record.

RESOURCES AND CORPORATE FUNCTIONS

104 State of the City Report 2012

The Assistant Chief Executive, Customer Access and Performance submitted a report which presented the second annual State of the City report for Leeds. In addition to highlighting the emerging issues arising from the State of the City document, the covering report proposed that Executive Board recommend to full Council that the State of the City document be received at its meeting on 28th November 2012.

RESOLVED –

- (a) That the issues emerging from the submitted State of the City Report 2012 be noted.
- (b) That Members of Full Council be recommended to receive the State of the City Report 2012 at its meeting on 28th November 2012.

105 Making Leeds a LGBT Friendly City

The Assistant Chief Executive (Customer Access & Performance) submitted a report detailing the work undertaken to date in response to the White Paper Motion considered by Full Council on 28th March 2012 regarding the Leeds lesbian, gay, bisexual and transgender (LGBT) community. In addition, the report outlined a range of proposals which would support the work being undertaken to make Leeds an LGBT Friendly City and which also recognised the contribution that the LGBT community made to the city's success.

Members welcomed the wide range of proposals within the submitted report which were aimed at promoting Leeds as an LGBT Friendly City and reiterated the importance of the city as a whole being inclusive and welcoming to all communities. However, in discussing the report, Members did emphasise that whilst they noted further work was being undertaken on the specific issue of a potential Gay Quarter in the city centre, they would not be supportive of any proposals which would create a sense of segregation for any part of the city centre.

RESOLVED – That the proposals identified within the submitted report, which will support work to make Leeds an LGBT Friendly City, be agreed in principle, subject to the comments made at the meeting regarding further work in regard to a potential Gay Quarter.

106 Social Fund Replacement Scheme

The Director of Resources submitted a report which sought approval for the development and implementation of a local scheme of welfare assistance using funding which would be devolved to local Councils by the Department of Work and Pensions in April 2013.

Responding to a specific request, officers assured the Board that every effort would be made to ensure that the administration associated with the delivery of the Social Fund was as efficient as possible, and that officers would

endeavour to administer the process for less than the administration funding levels which would be received from Government.

In conclusion, the Chair requested that a letter be forwarded on behalf of Executive Board to Government seeking clarity around the proposed funding arrangements in respect of the scheme for 2015/2016 onwards.

RESOLVED –

- (a) That the funding devolved to Councils be used to develop a local welfare assistance scheme.
- (b) That the proposed scheme, as outlined within the submitted report, be approved, with final scheme details being submitted following further consultation.
- (c) That a further report be submitted to the Board in January 2013 detailing the outcomes of the consultation exercise, outlining proposals on funding allocations to the various elements of the final scheme and providing an update of progress made in setting up the associated administrative arrangements.
- (d) That a letter be forwarded on behalf of Executive Board to Government seeking clarity around the proposed funding arrangements in respect of the scheme for 2015/2016 onwards.

107 Discretionary Housing Payment Policy

The Director of Resources submitted a report providing information on the impact of the Housing Benefit changes which were scheduled to come into effect from April 2013, together with details of the additional Government funding which would be introduced and was aimed at supporting certain groups to manage the change. In addition, the report considered the likely demand for additional funding support and included a proposed policy for the assessment and award of support for those groups affected by the changes.

The Board noted the liaison work which had been undertaken by the ALMOs in respect of tenants, highlighted the further liaison work which was to be undertaken and it was emphasised that every effort would be made to ensure that all of those affected would have access to an effective multi-agency support network.

Members highlighted the increased demand on the provision of support and advice which had already been experienced, and was further expected to be experienced by the Council and other agencies as a result of the reforms, and it was requested that further work be undertaken to monitor such demand levels against current resources. In addition, reference was made to the health and wellbeing implications arising from the reforms which were being experienced, both by those affected by the changes and also by the frontline staff supporting them.

With regard to the proposals regarding Elected Member involvement in the appeals process, it was requested that further discussion be had in respect of the political composition of the Elected Members involved.

RESOLVED –

- (a) That the expected impact of the benefit changes, coming into effect from April 2013, be noted.
- (b) That the policy for the award and assessment of Discretionary Housing Payments for 2013/14 be approved.
- (c) That further work be undertaken to monitor the demand levels for the provision of support and advice against current resources, which are experienced by the Council and other agencies as a result of the reforms.
- (d) That further discussion be had in respect of the political composition of the Elected Members who would be involved in the appeals process.

108 Treasury Management Strategy Update 2012/13

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2012/2013, which was approved by Executive Board on 10th February 2012.

RESOLVED –That the update on the Treasury Management borrowing and investment strategy for 2012/2013 be noted.

109 Financial Health Monitoring 2012/13 - Month 6 Report

The Director of Resources submitted a report setting out the Council's projected financial health position for 2012/2013 at the half year stage.

Responding to a specific enquiry, the Board received further information regarding the current position in respect of income levels generated by planning and building fees.

RESOLVED – That the projected financial position of the authority after six months of the financial year be noted.

110 Capital Programme Update 2012-2015

The Director of Resources submitted a report providing an update on the financial position for 2012/2013. In addition, the report outlined the current position regarding capital resources, detailed a summary of schemes which had been upgraded from 'Amber' status to 'Green' since July 2012 and provided a summary of progress made on some major schemes within the programme. The report also included a specific recommendation regarding the 'Fulfilling Lives Investment Programme'.

Members welcomed the use of a Department of Health grant to support the Fulfilling Lives programme.

RESOLVED –

- (a) That the latest position on the General Fund and Housing Revenue Account capital programmes be noted.
- (b) That the transfer of schemes from the 'Amber' to the 'Green' programmes, as set out within section 3.3 of the submitted report be noted.
- (c) That the use of £765,000 of Department of Health grant in 2012/13 and 2013/14 be approved to support the 'Fulfilling Lives Programme', of which £185,000 will be injected into the capital programme when confirmed in December 2012.
- (d) That approval be given to the injection into the capital programme of £3,500,000 of S106 contributions in order to support the NGT scheme.
- (e) That approval be given to the allocation of £350,000 from the capital contingency scheme to provide for demolition and asbestos removal works on void properties.
- (f) That it be noted that funds allocated to the Lower Albion Street upgrade are no longer required and that approval be given to a scheme being developed for the upgrade of Commercial Street.
- (g) That approval be given to the allocation of £50,000 from the Economic Initiative scheme, which together with a £50,000 private sector contribution will provide for a £100,000 refurbishment of Bond Court.

DEVELOPMENT AND THE ECONOMY

111 Disposal of Richmond Court Hostel, LS9,' to Yorkshire Housing for affordable housing redevelopment.

The Director of City Development submitted a report setting out the options considered for the redevelopment of the Richmond Court site and which sought approval to dispose of the site in order to facilitate the redevelopment of the combined sites to provide 37 units of family accommodation, 18 of which would be provided on the Richmond Court site.

Following consideration of Appendix 3 to the submitted 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 sale of Richmond Court to Yorkshire Housing at a less than best consideration, as detailed within exempt appendix 3 to the submitted report, be approved in order to facilitate the redevelopment of a new affordable housing scheme of 37 units of family accommodation.

112 Sovereign Street Development Proposals - Update

Further to Minute No. 76, 5th September 2012, the Director of City Development submitted a report providing an update on the offers received in response to the marketing of development plots B and C, Sovereign Street, and which also sought approval to progress with the recommended preferred developer and occupier, as identified within the exempt appendix to the submitted report, for the development of Plot C.

Responding to a Member's enquiry, it was emphasised that the development of a public realm green space at Sovereign Street still remained a priority, whilst officers undertook to provide the Member in question with further information on the delivery of the green space development.

Following consideration of Appendix 1 to the submitted 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 recommended negotiated Heads of Terms with the developer, as outlined within the exempt appendix to the submitted report, be approved.
- (b) That an exclusivity agreement for a period of six months on plot C, be granted to the occupier, in order to allow all parties sufficient time to conclude the legal documentation.
- (c) That authority be delegated to the Director of City Development in order to negotiate the final detailed Heads of Terms.

113 Disposal of Stratford Court, School Lane, Chapel Allerton to Unity Housing Association for Redevelopment.

The Director of City Development submitted a report setting out the options considered for the future of the Stratford Court sheltered housing scheme and which sought approval for the disposal of Stratford Court to Unity Housing Association in order to facilitate the development of a new affordable housing scheme on the site aimed at persons aged 55 and over.

Following consideration of Appendix 4 to the submitted 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 disposal of Stratford Court to Unity Housing Association, at a less than best consideration and on the terms outlined within the exempt appendix to the submitted report be approved, in order to facilitate the redevelopment of a new affordable housing scheme comprising of 30 x 2 bedroom apartments for persons aged 55 and over.

- (b) That it be noted, in light of resolution (a) above, the Director of Environment and Neighbourhoods will suspend lettings and agree decant of the Stratford Court sheltered housing scheme.

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

114 Response to Deputation - 12th September 2012 Council Meeting - Leeds Youth Fight for Jobs

The Director of Environment and Neighbourhoods submitted a report in response to the deputation presented to Council on 12th September 2012 by the 'Leeds Youth Fight For Jobs' organisation, which was in relation to the housing situation faced by young people in the city.

By way of an introduction to the report, the Board received information regarding the actions being taken to improve affordable housing provision in the city, together with the actions being taken to stimulate the housing market.

RESOLVED – That the contents of the submitted report be noted.

115 LDF Core Strategy - Pre-submission Changes for Consultation

Further to Minute No. 197, 10th February 2012, the Director of City Development submitted a report presenting the proposed pre-submission changes to the Publication Draft of the Leeds Development Framework (LDF) Core Strategy and the accompanying Sustainability Report, which had arisen from the consultation exercise undertaken. In addition, the report sought the Board's agreement to submit the documents to full Council for the purposes of formal approval and submission to the Secretary of State for independent examination.

Prior to the meeting, Executive Board Members had received copies of documents detailing the respective comments of Scrutiny Board (Sustainable Economy and Culture) and Scrutiny Board (Health and Wellbeing and Adult Social Care), following both Boards' consideration of the LDF Core Strategy. In addition, Board Members had also received three appendices detailing further proposed changes to the LDF Core Strategy Pre-Submission Draft, together with an updated version of the associated Key Diagram.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services highlighted the further proposed changes which had been circulated to Board Members prior to the meeting and also proposed one further amendment, specifically that Colton was not categorised within the Pre-Submission Draft document as a 'Town Centre'.

Responding to a specific enquiry raised in respect of the term 'sustainability' and its relationship with the Strategy, emphasis was placed upon the importance of ensuring that future developments were sustainable. In addition, the Board was informed that a Sustainability Appraisal had been undertaken in respect of the Strategy, in order to ensure that any developments which were delivered as part of the Strategy were in line with the Council's sustainable principles.

Members discussed the levels of opportunity for Elected Member involvement during the Strategy's compilation, and it was highlighted that attempts had been made throughout the process to ensure that the correct balance was struck between ensuring that comprehensive consultation was undertaken, whilst also moving the Strategy forward.

Board Members thanked all of those officers involved for the work they had undertaken throughout the preparation of the LDF Core Strategy document, together with all Elected Members who had contributed to the process.

In conclusion, the Chief Executive emphasised the ambitious nature of the Core Strategy, and highlighted the need for the development community to work in partnership with the Council in moving forward with the principles of it. In addition, the Chief Executive echoed the comments which had been made regarding the importance of ensuring that future developments were sustainable, specifically highlighting the work being undertaken around the delivery of appropriate infrastructure.

RESOLVED –

- (a) That the pre-submission changes to the Publication Draft of the Core Strategy as detailed within the submitted report and appendices, the further appendices circulated prior to the meeting and via the specific proposal made at the meeting, namely that Colton is not categorised in the Pre-Submission Draft as a 'Town Centre', be approved, together with the sustainability report (addendum).
- (b) That Council be recommended to approve the Publication Draft Core Strategy and the sustainability report for the purposes of submission to the Secretary of State for independent examination pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004.
- (c) That approval be given to a further period for representations to be provided on the pre-submission changes, and that any further representations received be submitted to the Secretary of State at the time the Publication Draft Core Strategy is submitted for independent examination.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute)

(The resolutions referred to within this minute were not eligible for Call In, as the Development Plan Document which incorporates the LDF Core Strategy, is part of the Budgetary and Policy Framework. Therefore, the ultimate determination of such matters are reserved to Council, in line with the Council's Budget and Policy Framework Procedure Rules)

116 Scrutiny Inquiry into Affordable Housing by Private Developers

Further to Minute No. 38, 18th July 2012, the Director of City Development and the Director of Environment and Neighbourhoods submitted a joint report responding to the recommendations of the former Scrutiny Board (Regeneration), following the Inquiry undertaken by the Scrutiny Board into Affordable Housing by Private Developers.

Responding to a specific enquiry, officers provided the Member in question with further information on the process by which different types of affordable housing stock could be delivered in Leeds in order to meet demand.

RESOLVED – That the responses to the Scrutiny Board’s recommendations, as set out within section 3 of the submitted report, be agreed.

117 Leeds Supporting People Programme

The Director of Environment and Neighbourhoods submitted a report providing an update on the Leeds Supporting People Programme, focussing upon the recent key changes to the overall funding of the programme, the funding within each of the programme’s main sectors and the effect of such matters upon the design and delivery of the housing support services for a range of client groups.

Members emphasised the importance of the work which continued to be undertaken as part of the Leeds Supporting People Programme, and the positive impact it had upon the quality of people’s lives.

RESOLVED – That the progress, challenges and key achievements of the Leeds Supporting People Programme, be noted.

CHILDREN'S SERVICES

118 Annual Admissions Round 2012

The Director of Children’s Services submitted a report providing statistical information on school admissions into Reception Year, Year 7 and also into Junior School for September 2012. In addition, the report considered the impact of the changes being made to the co-ordination of In-Year Transfers, which were scheduled to come into force from 2013, as a result of the new Admissions Code which came into effect in February 2012.

Responding to a specific enquiry raised, Members were provided with further information on the ways in which the pathfinder project, undertaken in preparation for the forthcoming introduction of new application arrangements, had been successful.

The Board also noted the current position regarding the recent establishment of an all party working group which had been tasked with considering issues in respect of basic need requirements.

RESOLVED – That the information on the annual admission round 2012, as detailed within the submitted report, be noted, including:-

- The percentage of applications for places in September 2012 where the first preference was offered was 84.1%, with 95.2% being offered one of their first three preferences;
- The reducing number of appeals for secondary school places and in year applications with an increase in the number of primary appeals; and
- The continuing success of the online application system.

119 Design and Cost Report for East Moor Secure Children's Home

Further to Minute No. 59, 22nd July 2009, the Director Children's Services submitted a report which sought approval in respect of the proposals associated with the development of the new East Moor Secure Children's Home.

Responding to a specific enquiry, officers undertook to provide the Member in question and the relevant Ward Members with a briefing in respect of the timescales involved around when the balance of the land, arising from the development, would become available.

RESOLVED –

- (a) That the capital proposals for the new East Moor Secure Children's Home, as outlined within the submitted report, be approved.
- (b) That £12,550,000 be injected into the capital programme.
- (c) That programme expenditure of £12,550,000 from capital scheme number 15629/000/000 be authorised.
- (d) That expenditure of £397,600 from capital scheme number 15629/COM/000 for previous design development work be authorised.

120 Leeds Safeguarding Children's Board - Annual Report on the Effectiveness of Safeguarding Arrangements for Children and Young People in Leeds

The Director of Children's Services submitted a report which highlighted the progress being made by, and through the Leeds Safeguarding Children Board (LSCB) to improve safeguarding children practice in Leeds.

Jane Held, Independent Chair of the Leeds Safeguarding Children Board was in attendance. She provided an introduction to the report, highlighted the key themes arising from it and responded to the subsequent questions raised by the Board.

Members thanked the Chair of the Leeds Safeguarding Children Board for the valuable work it continued to undertake, which had enabled positive progress to be achieved in respect of safeguarding practices in Leeds. The strong relationship which was developing between the Leeds Safeguarding Children Board and the Children's Trust Board was highlighted, however, despite the positive progress made, both Members and the Chief Executive emphasised

that there would be no complacency in this area and that the issue of safeguarding children would remain a key priority.

RESOLVED –

- (a) That the contents of the LSCB Annual Report for 2011/2012, together with the comments made during the meeting, be noted.
- (b) That the challenges for 2012/2013, as detailed within the submitted report, including those accepted by the Children’s Trust Board, be noted.

LEISURE AND SKILLS

121 Delivering Employment and Business Opportunities through the Council's procurement

The Director of City Development and the Director of Resources submitted a joint report setting out proposals regarding the introduction of an explicit policy for the inclusion of employment and skills obligations within all Council contracts where the value of the contract is greater than £100,000, and where it could be shown to offer appropriate value for money.

Responding to Members’ enquiries, the Board emphasised the need for the initiative to be monitored, in order to ensure that it was performing effectively and also to ensure that the proposed contract value of £100,000 was appropriate. As a result, it was requested that further reports were submitted to future meetings as and when appropriate, in order to provide Members with the opportunity to monitor the performance of the initiative.

RESOLVED –

- (a) That the Board’s support be given to a policy for Employment and Skills obligations to be considered in contracts where the value of the contract is over £100,000, and where it is shown to offer appropriate value for money.
- (b) That further reports be submitted to future Board meetings as and when appropriate, in order to provide Members with the opportunity to monitor the performance of the initiative.

DATE OF PUBLICATION: 9TH NOVEMBER 2012

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 16TH NOVEMBER 2012

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 19th November 2012)



**LIST OF FORTHCOMING KEY DECISIONS
For Scrutiny Board (Children and Families)**

10 September 2012– 3 December 2012

What is the ‘List of Forthcoming Key Decisions’?

The ‘List of Forthcoming Key Decisions’ is a list of the key decisions the Authority intends to take from 10th September 2012 onwards. The document is updated as often as required. Details of each key decision will be available to the public at least 28 clear days before the decision is due to be taken.

What is a ‘Key Decision’?

A key decision, as defined in the Council’s Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising one or more wards.

Article 13 of the Council’s Constitution provides more details about which decisions will be treated as key decisions.

What does the ‘List of Forthcoming Key Decisions’ tell me?

This document gives information about:

what key decisions are due to be taken by the authority
when those key decisions are likely to be made
who will make those decisions
what consultation will be undertaken
the documents that will be considered by the decision maker, where these can be accessed, and how other documents which may become available to the decision maker at a later date can be requested

Who takes key decisions?

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

Who can I contact?

The contact details of a lead officer are provided for each key decision listed in the Plan. In addition, the last page of this document gives a complete list of all Executive Board members. If you are unsure how to make contact, please ring Leeds City Council on 0113 222 4444 and staff there will be able to assist you.

How do I get copies of the documents being considered by the decision maker?

This document lists the documents (meaning any report or background papers, other than those only in draft form) which will be taken into consideration by the decision maker in relation to any key decision.

The agenda papers for Executive Board meetings¹, and the documents being considered by officers taking key decisions², are available five working days beforehand on the Council's website (using the links below) and from the following address:

Governance Services, 4th Floor West, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 39 52194 / Fax: 0113 3951599

Email: cxd.councilandexec@leeds.gov.uk

¹ <http://democracy.leeds.gov.uk/ieListMeetings.aspx?CId=102&Year=2012>

² <http://democracy.leeds.gov.uk/mgDelegatedDecisions.aspx?bcr=1&DM=4>

If you wish to obtain copies or extracts of any other listed documents you should contact the lead officer for the particular key decision named within this document. Other documents relevant to the key decision may be submitted to the decision maker at any time before the decision is made. If you wish to receive details of those documents as they become available, please contact the lead officer for the particular key decision named within this document.

Sometimes the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

Where can I see a copy of the ‘List of Forthcoming Key Decisions’?

This document can be found on the Leeds City Council website.

About this publication

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If you do not speak English and need help in understanding this document, please phone: 0113 22 4444 and state the name of your language. We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की जरूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिए) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود تہمتان (انٹر پریٹر) سے رابطہ کریں گے۔

LIST OF FORTHCOMING KEY DECISIONS

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Framework Agreement for the Procuring of fixed play ground equipment including MUGAs, teen shelters and skateboard BMX equipment Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1st March 2012 with the option to extend for a further 2 years if so required.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/10/12</p>	<p>Parks and Countryside, Procurement Unit.</p>	<p>Tender Returns</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Implementing a new children's services structure through the restructure of existing provision To take one or more decisions in connection with the proposals for the new structure including the restructure of existing provision.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Staff, Trade Unions</p>	<p>Delegated Decision Report and relevant structure charts</p>	<p>Nigel Richardson, Director of Children's Services nigel.richardson@leeds.gov.uk</p>

<p>Schools devolved formula capital budgets 2012/13 Approval to carry out capital works and incur expenditure at Leeds schools, to be funded by Devolved Formula Capital Grant.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Schools (excluding VA schools and Academies)</p>	<p>Design and cost report</p>	<p>Charlotte Foley, Lead Officer for the Built Environment charlotte.foley@leeds.gov.uk</p>
<p>Troubled Families Programme Approval of initial spending profile for Troubled Families programme. Approximately £2.3 million will be made available to Leeds from the DCLG in 2012/13 to work with families to positively impact on a range of issues including worklessness, crime, anti-social behaviour and school attendance.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Consultation on the direction of travel of the troubled families programme, including an outline of an options appraisal for spending have been presented to Corporate Leadership Team, Children's Service Leadership Team, Children's Trust Board, Safer Leeds Executive and the Troubled Families Programme Board.</p>	<p>Programme Board Mandate, Troubled Families Financial framework, Options Appraisal (to follow)</p>	<p>Jim Hopkinson, Head of Service - Targeted Services jim.hopkinson@leeds.gov.uk</p>
<p>Youth Contract: Support for 16-17 year olds who are not in education, Employment or Training To approve £815k of fully funded expenditure into the Children's Services 12-13 budget.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Elected Members</p>	<p>Funding Letter</p>	<p>Ken Morton, Head of Service - Young People & Skills ken.morton@leeds.gov.uk</p>

<p>Youth Inclusion Projects, Inclusion Service, Substance Misuse Treatment To agree the waiver of Contract Procedure Rule 13 to enter into contracts for the provision of: Youth Inclusion Projects; Inclusion Services; and Substance Misuse Treatment.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Children's Services Directorate, Procurement Unit, Chief Officer Concerned</p>	<p>Proposals from the existing contracted providers</p>	<p>Iain Dunn, Strategic Category Manager iain.dunn@leeds.gov.uk</p>
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<p>Award of contract for Targeted Information, Advice and Guidance (IAG) Service for young people The award of a contract to the successful applicant in the procurement of a Targeted IAG Service for young people. Contract for 1st April 2013- 31st March 2015, with 3 extension periods of 1 year.</p>	<p>Director of Children's Services</p>	<p>1/11/12</p>	<p>Children's Services Leadership Team – w/c 26/11/12. Consultation that has already taken place:</p> <ul style="list-style-type: none"> • An event for stakeholders, including elected members, to be involved in planning to shape the new service took place in January 2012. • A soft market testing exercise has been conducted with the market place to seek their views on contracting models. • Consultation took place with young people Feb – April 2012. • Consultation with voluntary sector representatives from Young Lives Leeds on 25th July 2012. 	<p>Contract award report</p>	<p>Mary Brittle, Commissioning Programme Manager (Learning & Skills) mary.brittle@leeds.gov.uk</p>
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<p>Inclusion Support for Disabled children, young people and parent carers Request to award a 3(+1+1) year contract from 1st April 2013 for the provision of the Leeds Inclusion Support Service to the successful bidder following competitive tendering exercise</p>	<p>Director of Children's Services</p>	<p>1/11/12</p>	<p>Extensive consultation with stakeholders, including disabled children and their families has been undertaken. Further consultation will take place with providers as part of the procurement exercise. Regular briefings will take place for the Executive and Lead Member for Children's Services.</p>	<p>Delegated Decision Report</p>	<p>Paul Bollom, Head of Commissioning and Market Management, Children's Services paul.bollom@leeds.gov.uk</p>
<p>Education Funding Agency Grant Agreement The signing of the grant agreement with the Education Funding Agreement to fund the maintained schools 6th form provision, bursaries and post 16 SILC provision.</p>	<p>Director of Children's Services</p>	<p>21/11/12</p>	<p>Procurement Unit, Legal Services</p>	<p>Grant agreement</p>	<p>Iain Dunn, Strategic Category Manager Iain.Dunn@leeds.gov.uk tel: 07891 271662</p>

<p>Extension of contract with North East Specialist Learning Centre (NE SILC) for the provision of short breaks for disabled children Invocation of Contract Procedure Rules 25.1 to extend the contract with NE SILC for the provision of short breaks for disabled children until 31st March 2014. This contract started on 1st April 2012 and is for 12 months, with the option to extend by a further two 12 month periods.</p>	<p>Director of Children's Services</p>	<p>Not before 10th/12/12</p>	<p>None</p>	<p>Extension report</p>	<p>Paul Bollom, Head of Commissioning and Market Management, Children's Services paul.bollom@leeds.gov.uk</p>
<p>Initial Budget Proposals / Medium Term Financial Plan Agreement to the proposals for the allocation of available resources to support the delivery of the council's spending priorities for 2013/14 and 2014/15, and agreement to the indicative position for the following two years. The final budget proposals will be presented to Full Council in February for approval.</p>	<p>Executive Board Portfolio: Leader of Council</p>	<p>12/12/12</p>	<p>In accordance with the Council's constitution, consultation will be undertaken with stakeholders.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Doug Meeson, Chief Officer (Financial Management) doug.meeson@leeds.gov.uk</p>

<p>Outcome of consultation on expansion of school places for 2014 Permission to publish statutory notices for the proposals</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>12/12/12</p>	<p>The report will summarise the formal statutory 6 week consultation period held 11 June to 27 July 2012 with prescribed consultees and other local stakeholders. This includes area committees and all ward members city wide.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Stuart Gosney, Capacity Planning and Sufficiency Lead stuart.gosney@leeds.gov.uk</p>
<p>Schools Funding - Changes to the way schools are funded To agree the new factors to approve school funding formula's</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>12/12/12</p>	<p>Schools Forum, Governing Bodies</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Simon Darby, School Funding and Initiatives Team Leader simon.darby@leeds.gov.uk</p>

<p>A strategic review of the Leeds " Youth Offer" To delegate a budget from April 2013 to Area Committees so that they can commission activities (places to go, things to do for young people) which engage young people. To restructure the Youth Service and end their 'generalist' role within the overall Youth Offer, to have a clearly defined delivery role, which better meets more targeted need, whilst enshrining the significance of professional youth work. To determine if resource available for youth work which meets more targeted need should be subject to competition</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>9/1/13</p>	<p>A consultant has conducted an elected member led review engaging with over 40 stakeholders sessions with elected members, young people, staff and voluntary and community faith partners. The principles and propositions from the review will be widely circulated with responses fed into the review.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Ken Morton, Head of Service - Young People & Skills ken.morton@leeds.gov.uk</p>
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<p>Little London Primary School - Project to deliver additional capacity on existing site</p> <p>Approval for remodelling of existing school to provide additional teaching spaces to accommodate additional pupil numbers. Approval is sought to incur expenditure of approximately £675,000 (costs to be confirmed prior to submission of DCR).</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>15/2/13</p>	<p>Consultation regarding detailed work has been and will continue to be undertaken with the school. Public and Ward Member consultation has taken place on re-provision of the space at facility in the new school building and the community centre. Consultation will take place as part of the formal planning application to site a temporary unit at the school during the period of the works.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>James Saunders, Built Environment Programme Manager</p> <p>james.saunders@leeds.gov.uk</p>
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<p>Morley Newlands Primary School. Construction of new 3FE primary school to replace the existing 2FE primary school as part of the Basic Need Programme Approval sought to incur expenditure of approximately £9,450,000 including fees for the reconstruction of a 3FE primary school (costs to be confirmed prior to the submission of DCR).</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>15/2/13</p>	<p>Consultation regarding the detailed work has been and will continue to be undertaken with the school. Public and Ward Members consultation has taken place and will continue throughout the development. Consultation will take place as part of the formal planning application which has been submitted on 16th November 2012.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>James Saunders, Built Environment Programme Manager james.saunders@leeds.gov.uk</p>
<p>Annual consultation on school admissions arrangements for September 2014 To approve the school admissions arrangements for 2014, in order to meet a statutory deadline of 15th April 2013.</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>13/3/13</p>	<p>Consultation to take place between Friday 30th November and Friday 25th January 2013.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Lesley Savage, Senior Planning Manager lesley.savage@leeds.gov.uk, 0113 24 75577</p>

<p>Beeston Primary School - Project to Deliver Additional Accommodation to Support Increase in School Capacity Approval for extension to existing school to provide additional teaching spaces and hall space. Approval is sought to incur expenditure of approximately £1,269,000 (costs to be confirmed prior to submission of DCR).</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>24/4/13</p>	<p>Consultation regarding the detailed work has been and will continue to be taken with the school. Public and Ward Member consultation has taken place and will continue. Consultation will take place as part of the formal planning application which is expected to be submitted during December 2012</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>James Saunders, Built Environment Programme Manager james.saunders@leeds.gov.uk</p>
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MEMBERSHIP OF THE EXECUTIVE BOARD

Executive Board Portfolios

Leader of Council

Deputy Leader and Executive Member for Children's Services

Deputy Leader and Executive Member for Neighbourhoods, Planning and Support Services

Executive Member for Leisure and Skills

Executive Member for Development and the Economy

Executive Member for the Environment

Executive Member Adult Social Care

Executive Member

Councillor Keith Wakefield

Councillor Judith Blake

Councillor Peter Gruen

Councillor Adam Ogilvie

Councillor Richard Lewis

Councillor Mark Dobson

Councillor Lucinda Yeadon

Executive Member for Health and Well Being

Councillor Lisa Mulherin

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

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