



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 11th September, 2014 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;
- J Elliott - Morley South;
- C Gruen - Bramley and Stanningley;
- A Lamb - Wetherby;
- P Latty - Guiseley and Rawdon;
- K Mitchell - Temple Newsam;
- M Rafique - Chapel Allerton;
- K Renshaw - Ardsley and Robin Hood;
- A Sobel - Moortown;
- B Urry - Roundhay;
- F Venner - Kirkstall;

Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
- Mr A Graham - Church Representative (Church of England)
- 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 K Jan - Teacher Representative
- Ms S Hutchinson - Early Years Representative
- Ms T Kayani - Young Lives Leeds
- Vacancy - Looked After Children and Care Leavers

Agenda compiled by:
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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information 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> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 24 JULY 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 24 July 2014.</p>	1 - 6
7			<p>LEEDS SAFEGUARDING CHILDREN BOARD - DRAFT ANNUAL REPORT 2013/14 EXECUTIVE SUMMARY</p> <p>To consider the report of the Head of Scrutiny and Member Development presenting the Leeds Safeguarding Children Board – Draft Annual Report 2013/14 Executive Summary.</p>	7 - 46
8			<p>INCREASING THE NUMBER OF YOUNG PEOPLE IN EMPLOYMENT EDUCATION OR TRAINING</p> <p>To consider the report of the Head of Scrutiny and Member Development and the report of the Director of Children's Services detailing progress made against recommendations in the inquiry into increasing the number of young people in employment, education or training.</p>	47 - 110

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9			<p>LEARNING PLACES FOR LEEDS OVERVIEW</p> <p>To consider the report of the Director of Children's Services which summarises the work undertaken over the last 12 months to ensure this statutory duty is being met to secure sufficient early years and school places for children and young people across the city.</p>	111 - 130
10			<p>DRAFT TERMS OF REFERENCE - RAISING EDUCATIONAL STANDARDS IN LEEDS - LEARNING IMPROVEMENT</p> <p>To receive and consider the report of the Head of Scrutiny and Member Development presenting the draft terms of reference for the scrutiny inquiry into Raising Educational Standards in Leeds – Learning Improvement.</p>	131 - 140
11			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board's work schedule for the forthcoming municipal year.</p>	141 - 164
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Thursday, 16 October 2014 at 9.45am (Pre-meeting for all Board Members at 9.15am)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 24TH JULY, 2014

PRESENT: Councillor J Chapman in the Chair

Councillors D Collins, J Elliott, K Groves,
C Gruen, A Lamb, K Mitchell, M Rafique,
K Renshaw, A Sobel and F Venner

CO-OPTED MEMBERS (VOTING)

Mr E A Britten – Church Representative (Catholic)

Ms A Craven – Parent Governor Representative (Primary)

Mrs J Ward – Parent Governor Representative (Secondary)

CO-OPTED MEMBERS (NON-VOTING)

Ms C Foote – Teacher Representative

Ms S Hutchinson – Early Years Representative

9 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 late information:

- Agenda item 10, Scrutiny Inquiry Report into Cluster Partnerships. (Minute No. 16 refers)

The above information was not available at the time of agenda despatch, but was subsequently made available on the Council's website.

10 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

11 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors P Latty and B Urry and Co-opted Members, Mr A Graham, Ms K Jan and Ms T Kayani. Notification had been received that Councillor D Collins was to substitute for Councillor P Latty and Councillor K Groves for Councillor B Urry.

12 Minutes - 19 June 2014

RESOLVED – That the minutes of the meeting held on 19 June 2014 be approved as a correct record.

13 Children's Services Budget Update and Out-turn for 2013/14

The Head of Scrutiny and Member Development submitted a report which provided information submitted by the Director of Children's Services in order to facilitate the Financial Health Monitoring of Children's Services.

The following information was appended to the report:

- Leeds City Council 2014/15 Budget Report
- Financial Dashboard – 2014/15 Financial Year – Month 2
- Financial Dashboard – 2013/14 Financial Year – Outturn.

The following representatives were in attendance and responded to Members' queries and comments:

- Councillor Judith Blake, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Deputy Director, Safeguarding, Specialist & Targeted Services
- Paul Brennan, Deputy Director, Learning
- Neil Warren, Head of Finance, Children's Services
- Charlotte Foley, Lead Officer for the Built Environment.

The key areas of discussion were:

- The long term strategy for investing in early intervention to reduce the number of looked after children.
- Maximising income through trading.
- Reduction in the numbers of looked after children and the co-ordination of services to support looked after children.
- Social worker vacancies and the impact of service provision.
- £200m national reduction in Education Support Grant announced by the Government.
- The proposed savings identified for the Therapeutic Social Work Team and the intention to provide a more co-ordinated and efficient service. There will not be a reduction in services to children.
- Youth services and the delegated funding to Community Committees. The Scrutiny Board will revisit this in more detail in October 2014.
- Shift in funding sources for the Duke of Edinburgh scheme and the need for the scheme to be self-sustaining.
- Resourcing of adoption function and the achievement of being the 2nd best in terms of performance in the country.

RESOLVED –

The Scrutiny Board (Children and Families):

- a) noted the financial report for 2014/15
- b) noted the outturn summary for 2013/14.

Draft minutes to be approved at the meeting
to be held on Thursday, 11th September, 2014

(Councillor M Rafique arrived at 9.55 am during the consideration of this item.)

14 Children's Services Performance Report

The Deputy Chief Executive and the Director of Children's Services submitted a report which provided a summary of recent performance information. The report also provided proposals for how performance information relating to Children's Services will be shared with the Scrutiny Board over 2014/15.

The following information was appended to the report:

- Indicator Performance for the CYPP indicators as at the end of the most recent financial year
- Children and Young People's Plan Key Indicator Dashboard – City Level May 2014
- Children and Young People's Plan Key Indicator Dashboard – Cluster Level May 2014
- Children's Services Inspections Dashboard May 2014
- June Safeguarding Specialist and Targeted Services Monthly Practice and Improvement Report.

The following representatives were in attendance and responded to Members' queries and comments:

- Councillor Judith Blake, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Deputy Director, Safeguarding, Specialist & Targeted Services
- Paul Brennan, Deputy Director, Learning
- Peter Storrie, Head of Performance & Improvement, Children's Services
- Becky Lawrence, Performance Programme Manager, Children's Services.

The key areas of discussion were:

- The improved NEET figures for Leeds and the need to consider data collated in relation to successful destinations for young people. Also, the need to look at NEET by geographical area to identify which parts of the city require focus.
- The need to raise the profile of the merits and benefits of apprenticeships and recognition that the academic route is not always the best for all young people.
- The success of 'social contracts' with companies in local areas to employ and train young people.

- The level of re-referrals of children and young people to the Children's Social Work service and the significant reduction from 40% to 25% over the past 2 years.
- Powers to challenge schools in order to improve attainment for children.
- Sufficiency of school places in the city. This will be put into the work programme for further debate.
- The format of the report, which the Scrutiny Board agreed is sufficient and welcome.

RESOLVED –

The Scrutiny Board (Children and Families):

- a) noted the most recent performance information.
- b) agreed the format of information is sufficient for future meetings with additional focus on performance issues relevant at that time.

(Councillor A Lamb left the meeting at 11.00 am during the consideration of this item.)

15 Recommendation Tracking - Private Fostering

The Head of Scrutiny and Member Development submitted a report to facilitate the tracking of recommendations made in the Scrutiny Boards inquiry report into Private Fostering.

The following information was appended to the report:

- Recommendation Tracking Flowchart
- Review of Private Fostering Inquiry.

The following representatives were in attendance and responded to Members' queries and comments:

- Councillor Judith Blake, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Deputy Director, Safeguarding, Specialist & Targeted Services
- Sandra Pentelow, Principal Scrutiny Adviser.

The key areas of discussion were:

- The LSCB statement with regard to recommendation 1 – assigned a status of 4.
- The number of reported cases are still low and this is the case nationally. However there has been a significant increase in the number of cases reported in Leeds which demonstrates that the

communication strategy is having an effect. (52 new cases reported in comparison to 14 last year.)

RESOLVED –

The Scrutiny Board (Children and Families):

- a) Acknowledged the significant progress made since last year
- b) Assigned the following statuses:
 - Recommendation 1 – 4
 - Recommendation 2 – 4
 - Recommendation 3 – 4
 - Recommendation 4 – 2

16 Scrutiny Inquiry into Cluster Partnerships

The Head of Scrutiny and Member Development submitted the draft scrutiny inquiry report into Cluster Partnerships for consideration by the Scrutiny Board.

The following representatives were in attendance and responded to Members' queries and comments:

- Councillor Judith Blake, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Deputy Director, Safeguarding, Specialist & Targeted Services
- Jim Hopkinson, Head of Service, Targeted Services
- Sandra Pentelow, Principal Scrutiny Adviser.

The key areas of discussion were:

- Recommendation 6, the inconsistency of the type of Cluster representation and communication at Community Committee meetings and that the mechanism for cluster feedback to Community Committee is very much defined by the committee itself.
- The structure of the director's response and the grouping of recommendations.
- Recommendation 11, the Board was advised that to support succession planning and ensure sufficient expertise it was felt that the LAP role should remain a children's services officer. Alternative suggestions relating to this recommendation were made. The Board highlighted the importance of this recommendation and stated that this role is fundamentally important which needs to be strengthened. Cross council representation will provide cross service focus, break-down silo working and promote thinking about children and families across all departments. Also that the current system, in addition to what is stated in the report, is not sufficiently robust with regard to links and

consistency. The Board voted that the wording of the recommendation remains as drafted as it calls for a review and gives an example of the seniority of officer. There is therefore flexibility and should in the Board's view be fully considered.

RESOLVED –

The Scrutiny Board (Children and Families):

- a) Agreed the Scrutiny inquiry report into Cluster Partnerships
- b) Requested that the director's response be scheduled for October 2014
- c) Requested that progress on recommendations be reported to the Scrutiny Board in April 2015.

17 Work Schedule

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

The draft Scrutiny Board (Children and Families) work schedule for 2014/2015 was appended to the report.

Sandra Pentelow, Principal Scrutiny Adviser, presented the report and responded to Members' queries and comments.

RESOLVED –

- (a) That the contents of the report and appendices be noted.
- (b) That a working group look at Kinship Care in August 2014 if possible.
- (c) That a working group look at SILCs and their relationship with mainstream educational establishments in the New Year if possible.
- (d) That an inquiry into narrowing the attainment gap in early years be scheduled into the work programme in the New Year if possible.

18 Date and Time of Next Meeting

Thursday, 11 September 2014 at 9.45am in the Civic Hall, Leeds
(Pre meeting for Board Members at 9.15am)

(The meeting concluded at 12.15pm)



Report author: Sandra Pentelow
Tel: 0113 2474792

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 11 September 2014

**Subject: Leeds Safeguarding Childrens Board – Draft Annual Report 2013/14
Executive Summary**

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 Purpose of this report

1.1 Leeds Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004 and 'Working Together to Safeguard Children (2010)'. It is independently chaired and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the City.

Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children
- To ensure the effectiveness of that work

1.2 Attached is the draft executive summary of the Leeds Safeguarding Children Annual Report 2013/2014 for consideration by the Scrutiny Board (Children and Families). The draft report highlights the degree of progress made over 2013/14 and the challenges arising for 2014/15.

2.0 Recommendations

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

- Consider and note the information contained within the draft LSCB Annual Report and make recommendations to support and challenge the LSCB as deemed appropriate.

3.0 Background documents¹

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.



Leeds
Safeguarding
Children Board

DRAFT

FOR THE LSCB 18/9/2014

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LSCB ANNUAL REPORT 2013/14 EXECUTIVE SUMMARY





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Summary and whole system analysis

Challenges for 2014/15

Jane Held, Independent Chair of Leeds Safeguarding Children Board

Foreword

I am delighted to be able to report positively about the work of the Leeds Safeguarding Children Board in 2013/14 and set out the progress made locally over the year.

Whilst there is a lot to do and many challenges ahead, the report demonstrates the way in which, working together and as individual agencies, partners are improving how well they protect children and young people and safeguard their welfare.

We know that it is crucial that everything we do is informed by the views, aspirations, and experiences of children and young people.

I am even more pleased to be able to highlight the work of the Student LSCB and the young people who are members of it. They have challenged us, worked with us, set their own key priorities and, over the year, influenced what we do and how we do it.

One aspect stands out from the 2013/14 year; Leeds is a city that is ambitious for its children and young people. In addition it has:

- Sustained stable leadership with a shared vision across the system,
- A multi-agency commitment to shared principles, behaviours and ways of working
- Steadily improved the way in which it responds to and meets the needs of children, young people, their families and communities.

This report shows how that collective ambition and strong leadership is beginning to have an impact on the outcomes achieved for its children and young people. This approach is underpinned by:

- Increasing self awareness
- A culture of “high support, high challenge”
- A very real focus on continuous improvement and a learning based approach

The LSCB too is steadily improving in its ability to both support that progress and actively scrutinise and challenge it. Whilst there is a lot still to do, and a long way to go, the Report demonstrates the degree of progress made over the year and the challenges arising for 2014/15.

The more we improve, the more we realise just how much more we have to do. In particular we know that we have a lot more to do to ensure that every day, everywhere in Leeds, adults listen to, respond to and take into account children’s own wishes and feelings. Over the next year this is one of our key challenges.

Despite the challenges, I am able to say with some confidence that in Leeds, children’s welfare is a priority for every organisation and that safeguarding children and young people is central to being a Child Friendly City. I look forward to constant improvement in the year to come.

Introduction



Leeds Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004. It is independently chaired (as required by statute) and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the City. Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children and young people
- To ensure the effectiveness of that work.

Working Together (2013) requires each Local Safeguarding Children Board to produce and publish an Annual Report evaluating the effectiveness of safeguarding in the local area. The guidance states

that the Annual Report 'should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action'.

The Report should:

- Recognise achievements and progress made as well as identifying challenges
- Demonstrate the extent to which the functions of the LSCB are being effectively discharged
- Include an account of progress made in implementing actions from Serious Case Reviews
- Provide robust challenge to the work of the Children's Trust Board.

This Executive Summary Report summarises the progress made by Leeds LSCB in 2013/14 through and with its partners and analyses the effectiveness of:

- Safeguarding arrangements in the city
- The LSCB itself in supporting and coordinating safeguarding arrangements and in monitoring and challenging those who provide them.

It is a summary of the full Annual Report which is available on the LSCB website and follows the expected format. There are significant amounts of additional information attached to the full report as appendices.

Context and strategic overview

Leeds as the second largest city council in England is an exciting, vibrant and forward looking city, with a diverse population and a large and growing population (183,000) of children and young people. Children's services in the city are also varied and energetic and there is a wide range of opportunities for children and young people to grow up as fulfilled, well rounded adults.

The city has strong and capable leadership with a growing sense of shared purpose and endeavour across the city's many partners. It has recently acknowledged that to achieve its priorities for economic regeneration it also has to invest in social regeneration and in particular, in its children and young people.

Within that context the City's services for children and young people have been on a steady journey of improvement. Assessed as inadequate by Ofsted in 2009, each year since has seen a step change in the quality and effectiveness of its services. Improvement has been driven through:

- The City's ambition to become a Child Friendly City
- The Children and Young People's Plan, which has provided stability, sustained focus and strength of purpose based on shared principles
- The use of a restorative practice approach (working *with* children, young people and their families)





Implementing the Children and Young People's Plan

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The Children's Trust partnership is now operating the final year of the current Children & Young People's Plan (2011-15) which provides an overarching strategic direction to the development of services across the city. The Plan is made up of five outcomes, that Children in Leeds:

- Do well at all levels of learning and have the skills for life
- Are active citizens, who feel they have voice and influence
- Choose healthy lifestyles
- Have fun growing up
- Are safe from harm, which involves
 - Helping children and young people to live in safe and supportive families
 - Ensuring that the most vulnerable are protected.

The objectives of the Plan are clear, with an appropriate focus on keeping children and young people safe from harm. There is partnership agreement that the safeguarding system needs to be 'rebalanced' in order to improve outcomes for children and young people.

A strong focus on key issues is maintained through the monitoring of three 'obsessions' which serve as proxy indicators for the effectiveness of the whole system:

- A reduction in the number of children and young people who need to be 'looked after'
- An improvement in school attendance
- A reduction in the number of young people not in education, employment or training.

This is underpinned by a strong commitment to the use of 'outcomes based accountability' to evaluate the

approach. It reflects the partnership's commitment to safely and appropriately reducing the need for statutory intervention by providing children and young people with 'the right service at the right time' through the development of effective Early Help and preventative services. This approach has been supported by the LSCB, through Annual Reports (2011, 2012, 2013) and challenges to the Children's Trust Board to 'rebalance the safeguarding system' accordingly.

As a key stakeholder the LSCB will contribute during 2014/15 to the development of a new Children & Young People's Plan from April 2015 linked to a new Strategic Plan of its own.

Challenges for the Public Sector

The Public Sector continues to face the twin challenges of financial restriction and increasing demand for services. The LSCB held a workshop for partners in February 2014 to review the potential impact of budget constraints on the planning and delivery of services for children and young people. The workshop identified the following challenges and opportunities:

Challenges:

- To maintain a proactive approach and avoid becoming overly reactive
- To ensure that 'the child's voice' is heard around the table as well as that of adults
- To re-iterate an understanding that poor outcomes for children will have a negative impact on outcomes for adults
- To address poor parenting and its impact on outcomes for children and young people.

Opportunities:

- To promote and support collaborative work across agencies
- To maintain the focus on prevention and highlight the cost / benefits for the adult system of improved outcomes for children and young people
- To influence commissioning / budget decisions in order to consider the impact on the system as a whole as well as for single agencies
- To work more closely with Public Health colleagues
- To promote a collective approach to improving quality of interventions and impact on outcomes for children and young people.

Challenges for Partners

In their contributions to the LSCB Annual Review Process partner agencies have identified the key challenges that they are facing and the steps that they are taking to respond to them. They are focusing on maintaining robust safeguarding arrangements within the context of budgetary pressures and organisational change and restructure. Significant progress is identified in implementing more 'joined up' multi-agency services such as:

- The Early Help Approach;
- The Think Family Protocol;
- The Children's Services Front Door
- The Children and Young People's Housing Plan.

There is a clear commitment across the partnership to:

- Ensuring that lessons learnt from Serious Case Reviews and Local Learning Lessons Reviews are acted upon and that the impact of changes to practice and multi-agency working is monitored.
- Increasing 'the voice of the child' in practice and for the experience and views of children and young people to inform the development of services.
- Further developing robust audit processes to monitor the quality of practice and evaluate its impact on outcomes for children and young people
- Ensuring that staff continue to have access to comprehensive and high quality safeguarding training
- Learn from audits and quality assurance work to improve practice.

There is consistency in the challenges identified by each partner for 2014/15; to progress responses to children and young people who:

- Are sexually exploited
- Go missing from home, care, school or 'view'
- Are trafficked
- Live in the context of compromised parenting
- Are at risk of radicalisation
- Are at risk of forced marriage





The effectiveness of safeguarding arrangements in Leeds

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In order to evaluate the effectiveness of arrangements to safeguard and promote the welfare of children and young people in Leeds, evidence is drawn from a wide range of sources which are analysed together to assess the whole system:

- Engagement with children and young people
- Monitoring and reviewing services
- Performance management and quality assurance of safeguarding services and practice
- Applying learning from research.



Engagement of children and young people

Work to engage with children and young people has steadily progressed over the year. The Voice and Influence sub group (the 'Student LSCB') has continued to input in a variety of ways to the work of the Board, whilst steadily gaining an identity in their own right. Partner engagement with children and young people has also increased, for example through the take-over day and other initiatives.

The Annual Conference 2013 ("Let Me Speak Will You Listen?") was entirely based on listening to and involving young people and the Student LSCB assisted with designing and facilitating the day.

The Student LSCB have also done a range of things to engage with their peers in the city, including questionnaires designed to assess the impact of the West Yorkshire child sexual exploitation campaign. Children and Young People in the city who are looked after have responded to a questionnaire about the services they receive from the Independent Reviewing Service, which indicates, overall, that the service is received positively by them.

How this work is influencing individual practice is less clear. The restorative approach to practice in the city means the engagement of children and young people in

the services being delivered to them and their families. It is clear that a lot is happening to achieve this, particularly through a strong focus on the child's wishes, feelings and views. This focus has been particularly emphasised through the Strengthening Families approach to child protection processes and the development and expansion of Family Group Conferencing Services. However, these initiatives have yet to be evidenced in much of the practice across the city.





Monitoring and reviewing

In 2009 an announced Ofsted inspection judged safeguarding services in Leeds to be 'inadequate' and the authority was subsequently made the subject of a statutory improvement notice. Since this point the partnership has viewed itself as being on an 'improvement journey'. This is based on political and professional co-operation and has generated a coherent and sustainable strategic plan to improve: multi-agency working; services and; outcomes for children and young people.

In October 2011 Ofsted judged services to be 'adequate' with indications there was good capacity to improve and the improvement notice was removed. External Inspections and Reviews have continued since.

Whilst the Local Authority arrangements have not been reviewed in 2013/14 a number of other partners have been. These inspections collectively indicate a trajectory of improvement across the system.

Whilst this is encouraging, it is clear everyone recognises how much more there is to do. In addition the Jimmy Savile investigations, subsequent review and recent reports have identified other areas of concern in terms of safeguarding, nationally and locally. Over the next year we need to maintain the trajectory of improvement, build on our successes and recognise what we need to do next.

Child deaths and serious incidents

The work of the Child Death Overview Panel demonstrates that child deaths are decreasing in Leeds, which is encouraging. The Serious Case Review Sub Committee is ensuring that serious incidents are being actively used to inform learning and practice improvement. In 2013/14 one Serious Case Review and one Local Learning Lessons Review were initiated and progress has been made in addressing issues raised through these and previous Reviews eg,

1. Promoting more effective approaches to risk management and assessment of children and young people with complex needs. These issues were highlighted in a key note speech and workshop at the LSCB Annual Conference in June 2013 and LSCB training on 'Vulnerability and Risk' has been revised and updated.
2. Improving understanding and multi-agency responses to the impact on children and young people living in the context of 'compromised parenting' (domestic violence, parental substance mis-use, mental health issues and learning disability). The revised Leeds 'Think Family Protocol' was launched at the LSCB Annual Conference in June 2014. The protocol will be implemented in 2014/15.

A review in September 2013 of the lessons identified and actions taken from the 5 Learning Lessons Reviews in 2011-13 identified 7 themes:

- To provide more consistent services for care leavers.

- To ensure that statutory reviews of children and young people who are looked after, effectively scrutinise and robustly challenge the care plans in place.
- To continue to develop a partnership approach to adolescent self-harm and thoughts of suicide.
- To ensure a consistent response to young people who become homeless.
- To develop and further expand 'Early Help' services.
- To ensure that appropriate support and oversight is maintained when a child or young person is 'stepped down' from being the subject of a child protection plan to being subject to a child in need plan.
- To promote a more rigorous child focussed approach to the analysis of 'risk' and 'need'.

The progress made in implementing those themes was reviewed again in May 2014 and there was evidence of good progress in terms of practice change. Work is continuing, enhanced by other reviews by Dr Emily Munro, Dr Mark Peel and others. All this activity has identified that the learning has been practically and effectively applied in the areas of statutory reviews, the provision of early help, and services to care leavers. However, there is much still to do to improve care leaver services, to manage homelessness amongst young people more effectively, and to address the rising incidence of adolescent self harm and emotional difficulties.

Allegations against professionals

The number of allegations made against professionals is broadly in line with previous years and the expectations for the year. The Local Authority Designated Officer service was expanded in 2013/14 to improve responses and this has had a positive impact on practice. 431 allegations were dealt with in the year, of which 40% led to a multi-agency allegations management meetings. The service has identified some key areas for improvement in 2014/15 including:

- Improving the involvement of children and young people
- Strengthening the follow up from single agency investigations
- Improving the ICT and Information Management systems

Services for vulnerable children and young people

Services to children and young people who are 'looked after' in the city continue to improve with increased stability of placements and the development of the Independent Reviewing Officer role. This is resulting in more contact with children and young people prior to statutory reviews and challenge to ensure that care planning is effective and timely.

Given the LSCB's interest in young people's self harming behaviour in recent years, attention has been given in 2013/14 to monitoring the related number of emergency admissions to hospital (238) and attendance at A & E (208). These represent a (non statistically significant) increase on 2012/13 and on-going monitoring will provide a measure of the impact of multi-agency initiatives to address this behaviour.

Whilst the approach to Child Sexual Exploitation has improved significantly there is a lot still to do to ensure services are effective and to better identify those children and young people who are missing from home, school, or view. In addition child in need plans require more attention (an in-depth audit is planned in 2014/15), and we need to better understand how practitioners approach and assess the analysis of both risk and need through evaluating the Children's Social Work Services Single Assessment process which was introduced during the year.

Private Fostering was the subject of an inspection in 2008 which judged the arrangements in Leeds to be inadequate. In 2012/13 the Council's Scrutiny Board led an Inquiry into the arrangements which identified the progress made and made further recommendations. In 2013/14 reports indicate that progress is continuing and

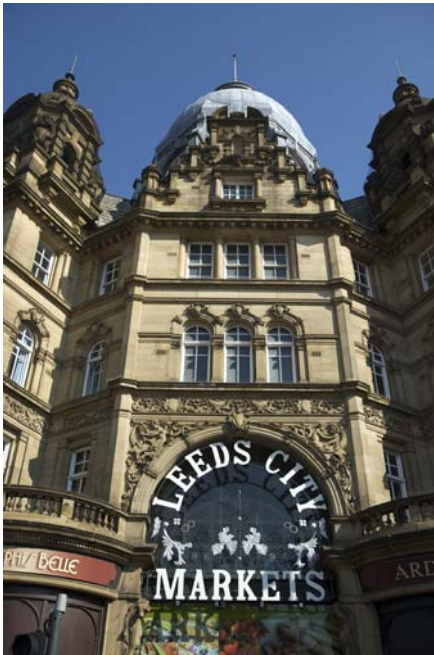
increased activity is taking place as a consequence, with a rise in notifications and open cases to children's social work services. A full audit of cases is planned for 2014/15 and the findings will be reported to the LSCB.

Safeguarding in Secure Settings is a key feature for Leeds, with 2 establishments within the city; Wetherby Young Offender Institution and Eastmoor Secure Children's Home. Improvements in practice are evidenced in both settings over 2013/14, and there is a lot of work underway to address the range of challenges identified as a consequence of the significantly improved oversight and co-ordination of services led by the secure settings sub group.

The death of Child V whilst in custody has had a profound impact on practice in Wetherby YOI and across the wider system. Wetherby has identified a range of challenges for 2014/15 which are highly influenced by the need to:

- Manage the impact of staff and budget reductions and maintain high quality care
- Address increased levels of violence within the setting
- Target interventions as a result of the "Transforming Youth Custody" agenda
- Improve consultation with families and the need to deliver the training plan.





Education settings

Significant progress has been made in terms of safeguarding in Education Settings. The city invests in supporting safeguarding in its early years settings, schools and colleges, and the whole city approach to children and young people is organised through the school based and school led cluster arrangements. The City's Education establishments play a key role in safeguarding and promoting the welfare of children and young people and are closely monitored and regulated.

Schools continue to work well with the Council and other services, particularly in their funding and support for cluster working which continues to make a positive difference to local working and the development of a comprehensive Early Help Approach across the city. The establishment of the LSCB Education Reference Group in 2013/14 will facilitate improved communication between the Board and education establishments. 100% of schools returned their S175 Audit in 2013/14 which identified a high level of compliance with statutory requirements and areas for improvement for individual establishments.

Multi-Agency working to deliver “the right service at the right time”

Most importantly the framework and structures for multi-agency practice (25 clusters, three localities and a multi-agency “front door” for contacts and referrals) are now established and embedded as the key building blocks for meeting children, young people, their family's and

community's needs. The Board has played a key role in supporting and challenging the way in which services are delivered and co-ordinated, and a central role in the development of the “Front Door”. This has been crucial in terms of rebalancing the system and ensuring that children and young people are supported in the right way at the right time, to stay safely and appropriately with their families where possible.

The approach is underpinned by:

- A strong shared performance framework which provides an understanding of both need and the response to that need in each cluster and locality.
- The Front Door Strategic Group which monitors, supports and challenges the multi-agency practice within the front door, (contact and referral service) as well as the way partners make contacts and referrals
- The ongoing use of the Strengthening Families model of child protection practice
- The developing and expanding use of family group conferencing
- An expectation that all practitioners work within the principles of restorative practice, which :
 - Has begun to create a more consistent as well as coherent approach to front line practice
 - Manages risk through recognising the strengths of a family as well as vulnerability.

All the evidence indicates that this approach has begun to create a common standard of practice and a consistent approach to keeping children and young people safe and meeting their needs effectively.



Performance Management and Quality Assurance of Safeguarding Services

Ensuring the effectiveness of multi-agency working to safeguard and promote the welfare of children and young people is one of the two LSCB core functions.

The Board has developed a comprehensive overview of the quality, timeliness and effectiveness of multi-agency practice facilitated through the LSCB Performance Management System which is based on three components:

1. Monitoring partner compliance with the statutory

requirement to have effective safeguarding arrangements in place

2. A Performance Management Framework based on the strategic priorities of the Board and including measures from the national Children's Safeguarding Performance Information Framework.
3. A multi-agency Quality Assurance and Audit Programme

This system complements and feeds into the Leeds Framework for Learning and Improvement which helps to promote a culture of continuous improvement across the partnership.

The LSCB uses a range of sources to assess the performance and quality of safeguarding work with the collation and analysis undertaken through the Annual Performance Report, which was received by the Board on 26.06.14.

Section 11 Duty to safeguard audits

One of the primary tools for understanding effectiveness is the Annual S11 Audit (S175/S157 audits in education settings). Section 11 of The Children Act 2004 requires Local Safeguarding Children Boards to ensure that organisations have safeguarding arrangements in place, which are overseen and audited by senior managers, trustees and management committees. A full self assessment of statutory partners' compliance with S(11) responsibilities was undertaken in May / June 2014 using the new on line tool that has been developed as part of the LSCB website.

The Board has received 11 S11 Audits from statutory partners, with 2 still being progressed. There is, overall, 90% compliance with the requirements. Areas for improvement have been identified and are being acted upon. They include:

- The engagement of children, young people and their families in the planning and development of services
- Children and young people being made aware of their right to be safe from abuse.

- More consistent staff attendance on child protection and safeguarding training.

The 100% return from schools has identified a number which were outside their three-yearly staff refresher training cycle, all of which have now been resolved. In addition, all 55 Children's Centres, as well as the Early Start Leadership Team, the Family Support and Parenting Team, the Health and Wellbeing Service and the Teenage Pregnancy and Parenthood Team have also completed their audits, and have prioritised for action the need to

- Regularly review and ratify their internal policies
- Ensure staff are trained in safer recruitment practice.

The next step is to build on these audits and use the collective intelligence gained from them to better inform the City's Joint Strategic Needs Assessment and to support the new Strategic Children and Young People's Plan.

A series of partner challenge events are planned for the Autumn of 2014 where partners will challenge and be challenged on audit outcomes, the robustness of evidence and how learning is resulting in improvement. This facilitates partner agencies not only to better understand how well they comply with statutory requirements but also, and more importantly, what difference they are making as a consequence.



The LSCB Performance Management Framework

The Performance Management Framework collates data from across the partnership about safeguarding activity. Established in 2011 and refreshed annually, it is based on an 'Outcomes Based Accountability' approach, asking three questions:

1. How much did we do?
2. How well did we do it?;
3. Did it make a difference?

The child's journey through the safeguarding system

This:

- Reviews information about how the safeguarding system responds when concerns are identified and raised about vulnerable children and young people
- Throws light on how children and young people become the subject of statutory intervention
- Evaluates the extent to which Early Help, preventative services are employed to reduce need.

The Children's Services 'Front Door'

A key stage in a child's journey are the processes, assessments and decisions made at the Children's Services 'Front Door' where concerns about safety and wellbeing are raised through contact from partners. An external review in 2010 identified the need to revise and strengthen the operation of the Children's Services Duty and Advice Team in order to ensure that children and young people receive 'the right service at the right time'.

A new team was established in 2012 which has developed a multi-agency approach through the inclusion of experienced staff from key partners (Police and Health). Improved processes include:

- Decision making informed by multi-agency information and input
- Advice and guidance to partners about preventative services where statutory intervention is not appropriate
- Weekly multi-agency referral review meetings which sample decision making (eg where concerns about physical or sexual abuse have not resulted in statutory intervention).

Indications are that the impact of these new arrangements has been positive in 2013/14:

- There has been an increase in the number of 'conversations' between professionals about children and young people where there are concerns and the appropriateness of 'requests for service' has improved as a consequence (eg the overall proportion of referrals about incidents of domestic violence has reduced from 19% in July 2013 to 11% in February 2014)
- The rate of re-referrals accepted (within 12 months) has reduced from 30% in March 2013 to 24% in March 2014
- The proportion of requests for service resulting in a referral being accepted by CSWS for statutory intervention has remained constant at 40%
- Responses given to the 60% of referrals which were not accepted for statutory intervention

included:

- Advice and information provided (81%)
- Recommendation for an Early Help Assessment (CAF) to be undertaken (8%)
- Sign posting to another agency (7%).

Early Help

Crucial to ensuring that children and young people receive the right service at the right time is the development and implementation of the Leeds 'Early Help Approach' which was launched by the LSCB in April 2014 (available on the LSCB website). It builds on steady progress over 2013/14 to increase by 37% the number of Early Help Assessments (formerly known as Common Assessments or CAFs) completed to 1187. Developments in 2014/15 such as the 'Think Family Protocol' (launched in June 2014 and available on the LSCB website) and the expansion of Family Group Conferencing are designed to further embed this positive direction of travel. The LSCB will be auditing the quality of Early Help Assessments in 2014/15.



Children and young people subject to a child protection plan

Following the Ofsted inspection in 2009, when concerns were raised that Leeds was not initiating a sufficient number of statutory child protection interventions, the number of children and young people subject to a child protection plan rose steadily from 511 to a peak in August 2011 of 1171. The introduction of the Strengthening Families approach helped to stabilise this rise and manage a gradual (and carefully monitored) reduction in overall numbers which has been sustained in 2013/14 from 993 to 759 in March 2014 (48/10,000 of the population). This is close to the Integrated Safeguarding Unit target of 45/10,000, compares well with the performance of 'Core Cities' but remains significantly higher than for statistical neighbours (39/10,000).

The largest cohort subject to Plans are children aged 0 -5 (with 17% aged 0 -1 yr). The proportion of Black Minority Ethnic children on plans reflects the makeup of the wider community but the number of children and young people with a disability is statistically low (8 in March 2014). The Integrated Safeguarding Unit is working with the Children's Health and Disability Team to review whether child protection processes are being accessed appropriately for this vulnerable group.

The timeliness of initial child protection conferences was good prior to the introduction of a new electronic recording system in Children's Services in the autumn of 2013. This disrupted the processes involved and led to a significant deterioration in performance. Much has been done to improve the system subsequently. In addition the duration of plans is beginning to reduce (from 52 children on plans for 2 years or more in 2012/13 to 14 at the end of 2013/14), although the

number of repeat periods a child is the subject of a plan for a second or subsequent time has remained the same.

The voice and influence of children through active participation in the child protection process is still not good enough and is a priority for 2014/15; as is improved multi-agency attendance at conferences. A range of pieces of work are underway to address this.

The effectiveness of multi-agency Child Protection Plans is a particular focus for the LSCB. Audit activity (16 cases reviewed April – November 2013) identified a gradual improvement, with 1 (6%) being judged 'outstanding', 4 (25%) 'good', 8 (50%) 'requires improvement' and 3 (19%) 'inadequate'. Whilst it is important to note that the audits did not identify any children and young people suffering or at risk of suffering immediate 'significant harm' these findings strengthened the commitment to improving multi-agency working in this area. The LSCB and Integrated Safeguarding Unit have delivered partnership and cluster briefings / workshops on: SMART planning, involvement of children and young people, professionals challenging each other and recording core group meetings. The impact of these initiatives will be monitored through practitioner surveys and audits in 2014/15.



Children and young people who are looked after

The number of children and young people 'looked after' in Leeds had been steadily increasing since 2005, with the most significant rise coming between November 2009 and November 2010 when the numbers rose from 1370 to 1434. In March 2012 the numbers reached 1475. This trend has resulted in significant pressure on the budgets of agencies working with children and young people who are looked after and, given research findings, indicates poor outcomes for this vulnerable group of children and young people.

For these reasons, safely and appropriately reducing the numbers of children and young people who need to be 'looked after' is a priority for the partnership. This has been accepted as one of the three 'obsessions' by the Children's Trust Board.

The number of children and young people looked after reduced in 2013/14 from 1377 (89/10,000) to 1353 (87/10,000), continuing a gradual downward trend and representing an 8% reduction over a period of 2 years.

Work undertaken by Children's Social Work Service identified that the age group 0-4 yrs constituted the highest number of receptions 'into care' (60% compared to 40% nationally) in 2013/14 and that children under 1 year made up 36%. This has resulted on a focus on exploring appropriate and safe alternatives to care and has contributed to a reduction in this cohort in the second half of 2013/14.

Of those looked after, the overwhelming majority (62%) are placed with foster carers, with 14% in Kinship Care arrangements and 9% placed with parents. 12% of children and young people who are

looked after are in 'long distance' external placements.

The introduction by Children's Services of the new recording system (Framework-i) has disrupted process management and data collection in the second half of 2013/14. Available information indicates:

- A significant reduction in the number of children and young people who have experienced 3 or more placements moves in the year (from 103 in March 2013 to 40 in March 2014).
- A slight increase in health needs assessments undertaken in timescales (from 85% in March 2013 to 89% in March 2014) and a slight reduction in the timeliness of dental checks (from 71% in March 2013 to 61% in March 2014)
- Prior to the introduction of Framework-i 92% of statutory reviews took place on time, falling to 87% in the second half of the year. Work is being undertaken to improve the effectiveness and efficiency of review planning processes and to further develop the relevant functions of Framework-i.
- During April to September 2013 83% of children looked after met with the Reviewing Officer prior to their reviews and 44% attended the review meetings. Work is ongoing to promote and improve children and young people's engagement in the review process.
- Work is being undertaken in 2014 to obtain feedback from parents about their experience of attending statutory reviews.

The Independent Reviewing Service, based in the Children's Services Integrated Safeguarding Unit, has a quality assurance responsibility for children and young people who are looked after. The Service annual report for 2013/14 identifies:

- That 93% of care plans are up to date and there is evidence that adopting SMART planning principles results in good progress being made.
- The need to capture the input from partners into reviews (to be developed in 2014/15)
- That in 16% of cases concerns were raised with Children's Services Service Delivery Managers to resolve issues about progress being made in implementing care plans. The concerns largely related to statutory visits, permanence planning, children's views and pathway plans.

LSCB multi-agency audit activity (April - November 2013) indicates that the quality of services provided for children and young people who are looked after is high (40% judged 'outstanding', 60% judged 'good') with areas of improvement being identified regarding the timeliness of permanence planning and the consistency of Personal Education Plans.



Children and Young People suffering or at risk of Sexual Exploitation

Significant progress is being made in increasing understanding of and responding to the nature and scale of child sexual exploitation in Leeds. The response in Leeds is based on a partnership approach, with input and support from many agencies:

- West Yorkshire Police have established a dedicated officer post to work with vulnerable young people in children's homes
- Barnardos are funding a post to work with vulnerable care leavers
- BLAST are working with boys and young men
- ISIS are supporting girls and young women
- Parents Against Child Sexual Exploitation (PACE) in partnership with Virtual College have launched a national interactive online information package for parents.

During 2013/14 the LSCB Child Sexual Exploitation sub group has led the increased co-ordination of services across the partnership and developed a comprehensive strategy (available on the LSCB website) and action plan, which includes:

- The implementation of a comprehensive referral and assessment process and a check list produced for practitioners
- Awareness raising amongst professionals, children and young people, families and communities.
- Close links with neighbouring authorities in West Yorkshire to facilitate a regional approach and engagement with the West Yorkshire Police 'Know the Signs' campaign.

- The Student LSCB (voice and influence sub group) has developed materials for a child and young person facing awareness raising campaign which was launched in August 2014.

The number of recorded CSE cases has increased from 85 in 2012/13 to 157 in 2013/14 and there have been 33 Police investigations culminating in 9 court cases and 7 convictions. In March 2014 there were 107 open cases with 67% aged 15-16yrs and from a predominantly White British background.

Children and Young People who go 'Missing'

There were 1845 incidents of children and young people reported 'missing' from home or care in 2013/14 relating to 551 children. This compares with 1117 incidents in 2012/13 relating to 456 children and young people and reflects improving collection and collation of data rather than an increase in actual numbers of children missing.

The LSCB Child Sexual Exploitation & Missing sub group has identified that a broader definition and more proactive approach is required in order to respond effectively to children and young people who go missing. This is an area for increased attention in 2014/15. An action plan has been developed for implementation and the West Yorkshire and the local procedures are being updated to take account of new national guidance and practice developments.



Quality Assurance and Audit

In order to monitor and evaluate the quality of partnership and single agency working, the LSCB draws on a variety of audits and surveys including:

- The LSCB Quality Assurance and Audit Programme
- The LSCB Chair's audits of partners
- The findings of audits undertaken 'in house' by partners.

LSCB Audits

Alongside reviewing the quality of services provided for priority vulnerable groups of children and young people (eg effectiveness of Child Protection Plans & Care Planning for children 'looked after') the LSCB also undertakes multi-agency audits of specific issues or to evaluate the implementation / impact of actions resulting from Serious Case Reviews and Local Learning Lessons Reviews. In 2013/14 findings from the following 4 audits were considered by the Board:

1. The Teenage Parent's Pathway Audit
2. Audit of Specialist Inclusion Learning Centres (SILCS)
3. Audit of the influence children and young people have on the development of services
4. Audit of the implementation of actions from SCR Individual Management Reports

All four audits identified areas of strength and areas for development. Overall the following areas for improvement have been identified:

- To ensure that recommendations from Reviews are progressed in a more consistently timely manner
- To review the relevance of recommendations in the context of agency restructures and changes in service provision
- To improve the consistency with which agencies analyse the effectiveness of implemented recommendations and their impact on outcomes for children and young people,
- To operate more effective processes within the business unit which escalates concerns when information from partners regarding recommendations is not forthcoming.

LSCB Chair Audits

The LSCB Chair has undertaken a programme of "light touch" audits of partner agencies. Overall these have identified that:

- Case file management systems can be complex and the ability to retrieve relevant safeguarding information can be quite challenging. In four of the audits IT systems were identified as having some impact on how efficiently safeguarding information is stored and retrieved.
- Four audits identified that the voice of the child was not clearly recorded or evidenced.





Partner Agency Audits

In 2013/14 the LSCB Partner Agency Audit Register became fully established, providing an overview of the extensive auditing work being undertaken 'in house' across the partnership. Overall the following themes can be identified:

Strengths:

- Increasing participation of children and young people in Child Protection and Looked After processes
- A gradual increase in the engagement of GPs with Child Protection Conferences (aided by a new report format and telephone conversations with Conference Chairs)
- Good engagement in Multi Agency Risk Assessment Conference processes
- Robust systems and processes in Health for safeguarding children and young people
- Health targets achieved for Health Needs assessments, record keeping and Sudden Unexpected Death In Childhood processes
- Improvements in the quality of referrals to Children's Social Work Services
- Improving consistency and quality in Cafcass private and public law practice.

Areas for multi-agency improvement:

- To strengthen the quality of assessments*
- To improve Child Protection Core Group functioning
- To improve the timeliness of Child Protection Conferences*

* Two of these areas were identified as issues in the 2011 Ofsted Inspection and remain as areas for further improvement in 2013/14. Plans are in place to address these issues in response to the audit work.





Applying learning from research to practice:

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An important part of the Leeds Improvement Journey is the harnessing of expertise, research findings and external challenge in order to ensure that services are designed and planned on a solid evidence base. There are a number of initiatives currently being facilitated through Children's Services.

In Leeds it had been recognised previously that services to care leavers is an area in need of improvement. In light of this Dr Emily Munro, Senior Research Officer at the Thomas Coram Research Unit, has undertaken a detailed evaluation of care leaving services in Leeds, this evaluation was concluded in June 2013.

Following the report being finalised by Dr Emily Munro a detailed action plan / work programme aimed

at improving the service. Dr Munro will undertake a review of her work later in 2014 to look at the progress made.

From January 2013 – June 2013 children's social work senior managers undertook an in-depth analysis of research in relation to care planning and permanency with professor Mike Stein and Professor Nina Biehal who are acknowledged experts in the field of looked after children and care leavers. One of the sessions focussed specifically on Care Leavers and a review of all of the recent research in this field. Following this piece of work specific briefings were held with front line staff in the 13+ teams by Professor Mike Stein and Emily Munro who also delivered some bespoke training for the 13+ teams in relation to improving outcomes for care leavers; this received

very positive feedback from staff and was implemented.

Professor Stein and Dr Munro are also working with a small group of care leavers and care leaver staff to develop a pathway planning app which care leavers would be able to access from mobile phones, tablets or PCs. This app would allow young people to be more actively be involved in the pathway planning process and to take more ownership of their own plans. A group of young people have reviewed existing apps focussing on pathway processes and the young people's views to date are that the Leeds app is much more ambitious than others.



The effectiveness of the Leeds Safeguarding Children Board

The LSCB, in meeting its statutory requirements and progressing an ambitious business plan needs to be well organised and the efforts of its members effectively co-ordinated.





How the Board undertakes its work

During 2013/14 the LSCB has met bi-monthly, with the Executive meeting on intervening months. LSCB Annual Review Meetings have taken place in July 2013 and 2014 to consider the Annual Report and review the effectiveness of LSCB structures and ways of working. Attendance by partner organisations at LSCB Board meetings has remained positive (79% by primary representatives) and authorised deputies attend as required. The Chair of the LSCB takes up poor attendance as necessary with the relevant agency chief executive.

The work is largely undertaken through the 12 sub groups and is heavily reliant on the input of staff from all partner agencies through:

- Sub, reference and task groups
- The multi-agency training pool
- Contributing to Serious Case Reviews and Local Learning Lessons Reviews
- Engagement in the Quality Assurance and Audit programme

Sub, reference and task groups meet on a regular basis to monitor and progress their components of the Business Plan. Established sub groups meet at least bi-monthly, with additional sessions arranged as required. Reports of work undertaken and decisions made are provided for each Board meeting. During the year the LSCB also developed:

- An Education Reference group to develop closer links with schools and FE colleges to provide a conduit for sharing information and learning
- The Secure Settings reference group to consider the safeguarding issues for this particularly vulnerable group of children and young people
- A Front Door Strategic Group to ensure oversight of initiatives to promote a complementary approach for Adult and Children's Services
- A SUDIC Strategic reference group to provide multi-agency oversight of the responses to the unexpected deaths of children and young people.

Progress on the objectives and tasks within the LSCB Business Plan are monitored through Executive Group meetings and reported on a regular basis to

the Board. As part of the Annual Review a report on progress against the Business Plan 2013/14 indicated that

- 87% (136) of tasks had been completed or were proceeding on time
- 6% (9) of tasks were progressing but had slipped against timescales
- 7% (11) of tasks showed no progress (and their continued relevance was reviewed in the development of the Business plan for 2014/15).

The commitment shown by agencies and their staff is testament to the seriousness with which the LSCB is viewed and the shared intent across the partnership to improve multi-agency working, services and outcomes for children and young people. Section 9 of the full report contains a significant amount of detail about the Board's effectiveness.

Co-ordinating the work of local agencies to safeguard children and young people

An important contribution to the work of the LSCB is made through the development of policies and procedures for use by professionals across the partnership. The Policy and Procedures sub group leads this work, in collaboration with the West Yorkshire Consortium, which ensures that a set of consistent regional procedures are maintained for partners who work across the region. Work taken forward in 2013/14 includes:

- Maintaining oversight of the implementation of Working Together 2013 (eg the development of the new Children's Social Work Service Single Assessment process "Child and Family Assessment").
- Development of the Leeds Early Help Approach:
 - Guidance for all practitioners has been produced through the 'Right Conversations, Right People, Right Time' document
 - Partners have disseminated information to their staff using a video which explains the concept of early help (video is on LSCB website)
 - Partner and LSCB co-ordinated training has been updated to incorporate the new approach
 - The LSCB 'dispute resolution process' has been updated and re-named the 'Concerns Resolution Process'.
- Revision and updating of the 'Think Family Protocol'. Launched at the LSCB Conference in July 2014 this is an on-line resource and will be implemented through 2014/15.

Ensuring the effectiveness of work to safeguard children and young people

This requires the LSCB to have a comprehensive overview of the quality, timeliness and effectiveness of safeguarding practice across the partnership and to challenge where improvements in performance are required. This is provided primarily through the LSCB Performance Management System, the Child Death Overview Panel and findings from Serious Case and Local Learning Lessons reviews. Regular reports are provided to the Board. The Annual Performance Report provides the basis for the analysis of the Effectiveness of Safeguarding Arrangements that is the focus of this report.



Responding to Challenges

Progress on the challenges set for 2012/13 and (the then) emerging Challenges for 2013/14 from the LSCB Annual Review Process were presented to and accepted by the Children's Trust Board in June 2013, with the final Annual Report being received in September. The LSCB Chair, or her representative, has attended all Children's Trust Board meetings in 2013/14, ensuring an input into the monitoring of the progress of the Children and Young People's Plan. The LSCB Annual Report was presented to:

- The Health and Wellbeing Board
- The Local Authority Chief Executive through the Corporate Leadership Team
- The Children and Families Scrutiny Board
- The Assistant Chief Constable, West Yorkshire Police

In the Annual Performance Report in June 2013 the LSCB set eight challenges to the Children's Trust Board for 2013/14. A summary of progress received in May 2014 indicates that local services are continuing to make good progress in rebalancing the safeguarding system in Leeds. These successes have been well supported through a range of new services and better multi-agency working. Key areas of progress include:

- Expansion of key early help services such as the Family Group Conferencing teams.
- Better permanence planning for children and young people who are looked after
- Increased use of adoption and alternative orders such as Special Guardianship Orders
- Continued strengthening of local cluster

working – e.g. new models of work between targeted services and social work piloted in East Leeds.

Work to improve support for families facing the biggest challenges and with the highest needs is making good progress. The revised Think Family Protocol was launched in June 2014, building on the successful work to agree and develop the revised approach to Early Help. Other key areas of progress include:

- Development of restorative approaches to support and challenge these families, such as the expansion of Family Group Conferencing.
- Continued success of local intensive family support services and the re-commissioning of the Family Intervention Service
- Commissioning of new services for families affected by Domestic Violence.

All local partners are working together well through the LSCB Child Sexual Exploitation subgroup. A very thorough and wide-ranging action plan has been developed with the input and support of all key agencies and work is now progressing across all areas, from identification, to support, disruption and prosecution. This is identified as a priority area for further development in 2014/15.

Services for older young people that are at risk of poor outcomes have made very strong progress over the past year. In particular, Children's Care Leaving services have been reformed and refocused with new leadership. Extensive external support and challenge through a partnership with leading academic experts has informed these developments and contributed to staff development. Improvements have been well supported through the Multi Agency Looked After Partnership, with particularly good joint working with Housing.

The Sudden Unexpected Death in Childhood reference group will be working with a local charity

Elliot's Footprint in 2014/15 to review and help develop bereavement services for families who have experienced the sudden unexpected loss of a child. This will complement two reviews commissioned by the NHS to consider support for parents experiencing a still birth and wider bereavement services.

Managing risk safely and appropriately

The LSCB and its partners have been very conscious of the need to manage risk effectively during a period of change that is part of the 'improvement journey'. Considerable thought and effort has been expended in ensuring there are layers of checks and safeguards around key processes and decisions. These include:

- Children's Services Duty and Advice. 2013/14 saw continued strengthening of the Duty and Advice team, with additional input from the Police and NHS to ensure effective information sharing and shared decision making,
- Weekly Referral Review Meeting. This multi-agency meeting of senior leaders closely scrutinises a sample of contact, referrals and decision-making processes each week to evaluate the safety of decisions made.
- Head of Service Decision and Review (HOSDAR), Joint Agency Decision and Review Panel (JADAR) and Permanence Panels. These groups of senior managers review key decisions of entry to care, placements and permanence planning to ensure rigour and the effectiveness of decision-making
- Quality assurance and audit activity in key services has been expanded significantly, including:

- New approaches to case file auditing in social work and targeted services
- Integrated Safeguarding Unit Quality Assurance checklists to review all Child Looked After reviews and Child Protection conferences
- The LSCB multi-agency Quality Assurance and Audit Programme
- Other activities including use of external challenge from leading academics, surveys and observation of practice.

The Council now works with all commissioned services to help them undertake S.11 audits and then act on the findings. The contracting team are increasing support and challenge in this work by engaging the expertise of senior managers from the Integrated Safeguarding Unit and LSCB in this work. NHS commissioners work to include safeguarding in all parts of their commissioning cycle. Further work is needed to develop a common performance management framework across commissioned services. The Council and NHS will work with the LSCB to develop this approach over the next year.

Voluntary, Community and Faith organisations

The LSCB engages with Voluntary, Community and Faith organisations in the city through the Third Sector Reference Group. The group works to raise awareness across the Sector of key safeguarding issues and responsibilities, signposting organisations to the dedicated section on the new LSCB website. During 2013/14 the group has engaged with:

- Faith organisations (through a pilot in liaison with local community officers in the LS10 and LS11 areas of the city)

- Community groups (through LCC Housing Development Officers)
- Sports clubs (through the West Yorkshire Sport forum).

Learning and Improving

The LSCB seeks to actively lead the partnership in identifying areas of safeguarding working and practice that need to be improved and to ensure that action is taken as a result. This work is co-ordinated through the Leeds Framework for Learning and Improvement which was updated in July 2013 and has been embedded over 2013/14. Its key elements are:

- A partnership approach to learning and improving
- Transparency and public accountability
- Responsibilities of partners
- Learning methodologies (including responding to child deaths and undertaking Serious Case Reviews and Local Learning Lesson Reviews
- Planning and implementing improvements
- Disseminating lessons learnt and changes required
- Monitoring the impact of changes made.

The Annual Review

The Annual Review offers an opportunity for the Board to step outside of its busy schedule of business meetings in order to:

- Consider the emerging findings of the Annual

Report "Evaluating the Effectiveness of Safeguarding in Leeds" for the previous year

- Reflect on how well it is working to provide strategic leadership for the partnership
- Assess the impact that it is having on improving outcomes for children and young people.

The Review is based on three elements:

- A360 degree review of the Chair's leadership
- A formal self assessment questionnaire
- Discussion and debate at the annual review meeting.

The Review in July 2014 indicates that whilst the Board is well led and demonstrates high support, high challenge in its own behaviour, the voice and influence of children and young people needs to feature more prominently. In addition the Board identified three other key areas for development:

- More needs to be done to work more effectively with other key strategic bodies (Children's Trust Board, Health & Wellbeing Board, Adult Safeguarding Board and Safer Leeds Executive); to build on the developing 'shared agenda' to help and protect children, young people and their families
- The LSCB and partner agencies needs to ensure the effective dissemination of key safeguarding messages to front line staff and managers
- Further improvement is required in the presentation of performance information in order to make it fully accessible and understandable to Board members.

In the light of the Review the Board has prioritised a series of challenges for 2014/15 which are set out in the final section of this summary.





Summary and whole system analysis

For the LSCB in discharging its responsibility to evaluate the effectiveness of the safeguarding system as a whole, and to evidence the impact this is having, it is helpful to address a series of questions:

- Are we doing the right things?
- Are we making sufficient progress?
- Are we managing risk safely and appropriately?
- Is the LSCB making sufficient progress?
- What Impact is the Board having?

Are we doing the right things?

The Partnership has responded to previous Ofsted inspections of multi-agency safeguarding arrangements and practice through embarking on an 'Improvement Journey'. This is based on an ambitious but sustainable strategic plan underpinned by political and professional support and co-operation.

The objectives of the Leeds Children and Young People's Plan (2011-15) are clear, with an appropriate priority focus on keeping children and young people safe from harm. There is partnership agreement that the safeguarding system needs to be 'rebalanced' to in order to improve outcomes for children and young people by intervening earlier and more effectively in the life of a problem. This involves:

- A restorative approach to working with children, young people and their families
- An early help approach to providing 'the right service at the right time'
- A reduction in the need for statutory intervention.

There is consistency across the partnership about the challenges for the coming period and a commitment to a culture of continuous improvement. This involves identifying lessons and taking action to improve practice, multi-agency working and outcomes for children and young people.

Are we making sufficient progress?

Good progress continues to be made to address the recommendations from previous Ofsted inspections. The introduction of a new Children's Services electronic recording system in the Autumn of 2013 was a significant step forward. However, the associated inevitable dislocation of processes has resulted in a temporary disruption of performance collation and reporting around other issues identified for improvement by Ofsted (eg the timeliness of Child Protection Conferences). Overall, partners report positive judgements from external inspections carried out during 2013/14

There is evidence of increasing:

- Multi-agency working in implementing the priorities of the partnership (eg Early Help, Think Family Protocol, Children's Services' 'Front Door', Children & Young People's Housing Plan)
- Engagement with faith organisations, community groups and sports clubs.
- Commitment by partners to engage more fully with children and young people in both the planning and delivery of services and in individual case work. There is a clear consensus that more needs to be done to ensure that the 'voice of the child / young person' becomes central to all that we do.

An evaluation of the progress being made by the partnership to address its safeguarding objectives is informed by key performance information about the

system as a whole (detailed above). There is evidence of:

- Increasing 'conversations' between professionals. This is helping to reduce the need for statutory intervention by promoting more timely 'early help', preventative multi-agency working.
- The continuing gradual rebalancing of the safeguard system, resulting in fewer children and young people requiring statutory intervention.
- Considerable effort being made to ensure that for those who do require statutory intervention interventions are undertaken in a timely and effective manner and result in positive outcomes for children and young people
- Progress being made to address the needs of particularly vulnerable groups of children and young people (eg those in secure settings, privately fostered, at risk of sexual exploitation). However, it is clear that more needs to be done ; and is planned for 2014/15.

Are we managing risk safely and appropriately?

Assessing and managing risk is a key responsibility in safeguarding children and young people and is doubly important during a period of whole system change.

Assurance that change is being managed in a careful

and safe manner is provided by:

- Performance information indicating that the reduction in the need for statutory intervention continues to be gradual and is being balanced by an increase in Early Help, preventative services.
- Oversight of decision making at the Children's Services Front Door
- LSCB audit findings for children and young people who are looked after
- Monitoring of the implementation of action plans from Serious Case Reviews and Local Learning Lessons Reviews.

Areas for improvement identified in 2014/15 include:

- Safeguarding Services for C&YP with complex needs
- Embedding improvements in the effectiveness of multi-agency child protection plans
- Children and young people living in the context of compromised parenting
- Care Leavers and young people who become homeless
- Adolescent self harm and suicide
- Step down from Child Protection Plans to Child in Need Plans
- The analysis of risk and need.

Is the LSCB making sufficient progress?

The Review of the Business Plan for 2013/14 indicates that good progress is being made to address the priorities set by the Board and that an ambitious plan has been set for 2014/15. The Annual Review has identified many positives in how the Board is operating, including

- The leadership of the Independent Chair
- The development of the Student LSCB
- The provision of information for Board members, although the presentation of performance information needs to be further simplified and made more accessible
- Improving communication and the use of the new website
- Its increasing self awareness of its strengths and weaknesses, which needs to be developed further to facilitate more consistent challenge within meetings and fuller engagement of all partners in the work of the Board.

What Impact is the Board having?

The implementation of the comprehensive Leeds Learning & Improvement Framework has brought together:

- The safeguarding lessons learnt from the full range of the work of the LSCB and partners
- The actions that are being taken to improve services
- The impact on practice, multi-agency working and outcomes for children and young people.

The LSCB acknowledges that evidencing impact on processes remains more straightforward than for outcomes and is seeking to express its improvement objectives more clearly in terms of required outcomes. Nevertheless, it is possible to identify some broad improvement in outcomes for children and young people in Leeds to which the LSCB and its constituent partners have contributed eg:

- The continuing trend in the reduction in the

number of child deaths

- The reduction in children and young people requiring statutory intervention
- An increasing number of children and young people are being engaged with by services at an earlier stage in the life of the difficulties that they are experiencing.

The Board can also evidence the impact that it has in providing a strategic lead for the partnership eg:

- Increasing the accountability of partners for their safeguarding arrangements and practice
- Raising the profile of safeguarding children and young people across the wider Leeds Partnership (adult and children's services)
- Disseminating key safeguarding messages.
- Leading the development of key multi-agency initiatives (eg the Early Help Approach and the Think Family Protocol) and supporting the establishment of a multi-agency 'Front Door'
- Taking a lead in improving the competence, knowledge and confidence of the children's workforce in safeguarding and promoting the welfare of children and young people through multi-agency training, briefings and conferences
- Ensuring that policies and procedures are updated in line with national developments and local development of practice.

Whilst the Board can evidence making progress and making an impact across the partnership, the Annual Review has identified that more needs to be done. A number of areas for improvement are incorporated in the challenges the Board has set itself for 2014/15.





Challenges for 2014/15

From the Annual Review Process and the Annual Performance Report the LSCB has identified a series of challenges for itself and for other Strategic Bodies to be addressed in 2014/15. These are designed to maintain and increase the momentum for positive change in the development and delivery of services to safeguard and promote the wellbeing of children and young people.

Challenges to strategic bodies for 2014/15

To the Children's Trust Board

The following 8 challenges for 2014/15 were presented to and accepted by the Children's Trust Board on 26 June 2014:

- 1) To strengthen the 'voice of the child' in:
 - The planning and evaluation of services
 - Engaging in the delivery of services provided for and with them (particularly in statutory processes eg Child Protection Plans and care planning for children and young people who are 'Looked After').
- 2) To develop and embed the Leeds 'Early Help Approach' to assist front line staff in ensuring that children and young people receive 'the right service at the right time'.
- 3) To implement and embed the revised 'Think Family Protocol' in order to promote more integrated multi-agency working in responding to children and young people living in the context of 'compromised parenting' (where there are adult issues of domestic violence, substance mis-use, mental health problems and learning disability).
- 4) To maintain the momentum in developing effective multi-agency services for Care Leavers with a focus on commissioning a wider and more flexible range of services to include other troubled and transient young people in the city.

- 5) To further promote the co-ordination of effective multi-agency Child protection Plans through SMART planning, engagement with parents, children and young people and appropriate professional challenge.
- 6) To better understand the incidence and nature of adolescent mental ill-health, self harm and suicidal thoughts in order to establish a more co-ordinated partnership response.
- 7) To build on the increasing understanding of the nature and prevalence of child sexual exploitation in Leeds and across West Yorkshire to:
 - intervene effectively with children, young people, their families and communities
 - reduce the incidence of abuse and support those who have become victims.

A particular focus should be on developing the multi-agency response to the linked issue of children and young people who 'go missing' (from home, care, school, and universal services).

- 8) To use the reviews being undertaken of bereavement services for families who have suffered the death of a child or young person to ensure adequate availability and accessibility.

To the Health & Well Being Board, the Safer Leeds Partnership and Adult Safeguarding Board

Two of the challenges to the Children's Trust Board, where co-operation and co-ordination between adult and children's services is essential, require the engagement of these three strategic bodies:

- To implement the 'Think Family Protocol' (which promotes more 'joined up working' in responding to vulnerable children, young people and adults).
- To improve the availability and accessibility of bereavement services where children and young people have died.

Challenges the LSCB is setting itself for 2014/15

These challenges are set out within the framework of the Strategic Plan (2011-15) and have been incorporated into the Business Plan for 2014/15.

LEAD, LISTEN & ADVISE

- To provide more clarity and focus to the priorities of the Board
- To maintain the momentum in developing closer partnership working at both strategic and operational levels and to promote a culture of 'problem solving'
- To ensure that all services (Adults' and Children's) embed the safeguarding of children and young people at the heart of what they do
- To improve communication across the partnership and particularly with practitioners and first line managers
- To further develop the co-ordination of safeguarding activity across the partnership and be satisfied about the quality of services through engagement with:
 - The Education Sector (LSCB Education Reference Group)
 - Faith and Community groups (Third Sector Reference Group)
- To further develop and expand the role of Lay Members and the influence of children and young people within the work of the Board
- To review the engagement of Adult Mental Health Services with young people
- To consider how to respond effectively to issues of radicalisation, child trafficking, FGM and forced marriage.

KNOW THE STORY;

CHALLENGE THE PRACTICE

- To more comprehensively hold partners to account through the operation of the Performance Management System and the Learning and Improvement Framework
- To consider how performance and monitoring data can be most effectively presented and used to inform partner s/ other strategic boards' development of services for children and young people and to support Board Members in becoming more challenging of each other
- To undertake a more comprehensive evaluation of the effectiveness of 'Early Help' work undertaken through Clusters
- To review the use and effectiveness of 'Child in Need' Plans and 'step down' processes from Child Protection Plans
- To audit the quality of support offered to Care Leavers
- To consider how to monitor and evaluate the quality and outcomes of safeguarding services for particularly vulnerable groups of children and young people (eg those in secure settings, those at risk of sexual exploitation, those with complex needs)
- To ensure that factors identified in the deaths of children and young people are disseminated across the partnership and inform practice when working with families
- To review and analyse the data regarding self-harm to evaluate the impact of recent partnership initiatives.

LEARN & IMPROVE

- To support and drive the embedding of new, more effective ways of multi-agency working in order to improve outcomes for children and young people
- To develop a framework and simple coherent multi-agency tools and evidence based models of interventions to support practitioners to provide Early Help more effectively
- To review, revise and further develop the partnership's approach to children and young people who become missing (from home, care, education and universal services), with a particular focus on: the under 5's and children who are home educated, and to include consideration of related challenges (eg trafficking, child slavery, sexual exploitation, forced marriage, female genital mutilation).

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 11th September 2014

Subject: Increasing the Number of Young People in Employment Education or Training

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 explains the information to be presented to the Scrutiny Board (Children and Families). Following the previous Scrutiny review into Increasing the Number of Young People in Employment Education or Training published on the 14th of March 2013 information is presented which provides progress information in accordance with recommendations made. In addition the Scrutiny Board requested on the 19th of June 2014 that additional specific NEET information be brought for consideration and debate.
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.
 - Consider overall progress against the desired outcomes identified by the Board.
 - With regard to Section 2.1 of this report and the information to which it refers, make recommendations as deemed appropriate.

1 Background information

- 1.1 On the 19th Of June 2014 the Scrutiny Board (Children and Families) raised concerns about positive destinations with regard to employment, education and training for SEN and Care Leaver groups. In addition the Board also expressed a desire to explore NEET figures at a local level. It was acknowledged that the city picture is much improved however concern was raised that there are still particular areas of the city where NEET is still a significant problem. The Director of Childrens Services was requested to provide this information in addition to providing an update on progress following the Scrutiny Boards inquiry into Increasing the Number of Young People in Employment Education or Training.
- 1.2 With regard to the Scrutiny Boards inquiry report, agreed on the 14th of March 2013, the Board received the Director of Childrens Services response to the recommendations made at the July 2013 meeting followed by the first comprehensive update on progress at the October 2013 meeting. The information contained in the appended report represents progress made since October 2013.
- 1.3 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 Main issues

2.1 SEN, Care Leavers and Local NEET Information

- 2.1.1 Information relating to positive destinations with regard to employment, education and training for SEN and Care Leaver groups is detailed in the report of the Director of Children's Services appended to this report, in paragraphs 3.22, 3.23 and annex 3. NEET information configured at a cluster level is detailed in paragraphs 3.9, 3.68 and annex 1.

2.2 Recommendation Tracking

- 2.2.1 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 A. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 2.2.2 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 are set out within the table at Appendix B.

3 Corporate Considerations - Consultation and Engagement, Equality and Diversity/Cohesion and Integration, Resources and Value for Money

- 3.1 Details of any consultation, impact on equality areas and significant resource and financial implication linked to the Scrutiny recommendations will be referenced in the report of the Director of Childrens Services appended to this report.

4 Recommendations

4.1 Members are asked to:

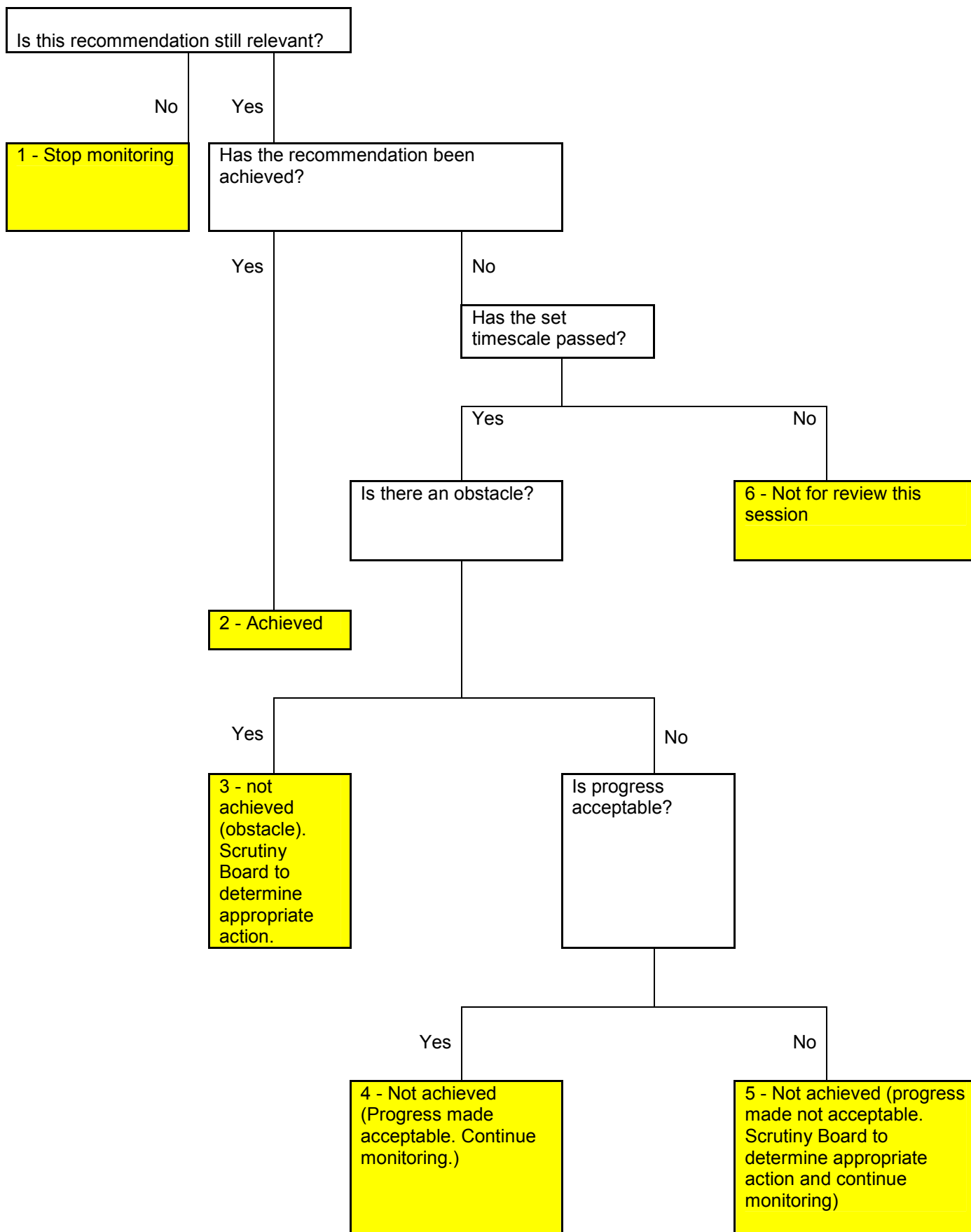
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
- Note the recommendations where satisfactory progress is being made.
- Consider overall progress against the desired outcomes identified by the Board.
- With regard to Section 2.1 of this report and the information to which it refers, make recommendations as deemed appropriate.

5 Background documents¹

- 5.1 Report of the Director of Children's Services to the Children and Families Scrutiny Board 'Directors Response – Scrutiny Inquiry into Increasing the Number of Young People in Employment, Education or Training,' 25th of July 2013
- 5.2 Update Report of the Director of Children's Services to the Children and Families Scrutiny Board 'An update on progress in relation to increasing the Number of Young People in Employment, Education or Training' 10th October 2013.

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 Increasing the Number of Young People in Education, Employment or Training (September 2014)

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	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1</p> <p>That the Director of Children’s Services incorporates destination measure information for Leeds as part of the performance monitoring information. This information to be provided to the Scrutiny Board (Children and Families) on an annual basis.</p> <p>(To be incorporated into Dec 2014 performance report)</p>	6	
<p>Recommendation 2</p> <p>That the Director of Children’s Services defines and implements a clear cross sector city wide strategy for tracking the destinations of young people and engaging with those who fall into the ‘Not Known’ category to ensure that appropriate support can be provided.</p>	2 or 4 Annex 2	
<p>Recommendation 3</p> <p>That the Director of Children’s Services provides a report to explain how Youth Contract Funding has been utilised and the direct impact this funding has had on creating EET opportunities for young people.</p>	2 Para 3.38	

<p>Recommendation 4</p> <p>That the Director of Children’s Services works in partnership with the Clusters to ensure that area based NEET data is analysed to identify those that are at risk of being NEET and sustained NEET to facilitate efficient targeting of resources.</p>	<p>2 or 4</p> <p>Para 3.9</p>	
<p>Recommendation 5</p> <p>That the Director of Children’s Services undertakes a review of the IAG support provided by Schools since September 2012 and reports the outcomes to the Scrutiny Board (Children and Families).</p>	<p>4</p> <p>Para 3.55 onwards</p>	
<p>Recommendation 6</p> <p>That the Director of Children’s Services works with Clusters across the City to share good practice and establish programmes in primary schools which reduce the risk of NEET, such as the concept of ‘World of work Wednesdays’. Such programmes should also be adapted to suit the needs of young people in secondary education.</p>	<p>4</p> <p>Verbal update</p>	
<p>Recommendation 7</p> <p>That the Director of Children’s Services investigates with secondary schools and employers how the curriculum/education system in Leeds can be enhanced in order to better prepare and equip young people with the skills they need for the work opportunities that are here today and will exist in the future.</p>	<p>4</p> <p>Para 3.37 onwards.</p>	
<p>Recommendation 8</p> <p>That the Director of Children’s Services investigates how opportunities can be brokered between all schools and businesses to provide opportunities for young people to meet inspirational role models, raise awareness about career prospects and raise aspirations.</p>	<p>4</p> <p>Para 3.41 and 3.42</p>	

<p>Recommendation 9</p> <p>That the Director of Children's Services reports back to the Scrutiny Board in October 2013 on the success of the Learning for Parents pilot and the future provision of this support across the city.</p>	<p>4 Verbal update</p>	
<p>Recommendation 10</p> <p>That the Director of Children's Services investigates how support can be expanded to raise the aspirations of parents and equip them with the skills to support their children to achieve from foundation years onwards.</p>	<p>4 Verbal update</p>	
<p>Recommendation 11</p> <p>That the Director of Children's Services investigates how improvements can be made to ensure parents/carers are equipped with sufficient information to help their young people to make the right education, employment or training choices.</p>	<p>4 Para 3.54</p>	
<p>Recommendation 12</p> <p>That the Director of Children's Services works in partnership with other Council departments, schools, voluntary organisations, businesses and partners to determine a model and strategy which will mobilise the city to reduce the number of young people who are NEET or at risk of becoming NEET.</p>	<p>4</p>	
<p>Recommendation 13</p> <p>That the Director of Children's Services facilitates the provision of data and information for organisations to rapidly identify those whose NEET status is 'not known' or those who are at risk of becoming NEET in order to secure appropriate education employment or training destinations for young people.</p>	<p>2 Para 3.64 and Annex 6</p>	

Report of Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 11th September 2014

Subject: An update on progress in relation to increasing the Number of Young People in Employment, Education or Training

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 Children and Families Scrutiny Board conducted an investigation into the support available in Leeds in order to reduce the risk of young people not accessing appropriate employment, education or training, also referred to as NEET.
2. The Board conducted its inquiry over three sessions involving a range of key stakeholders and two visits to speak to young people undertaking courses provided by Igen and Leeds City College.
3. This led to the production of a Scrutiny Inquiry Report in March 2013 containing 13 recommendations and a subsequent response from Children’s Services in July 2013.
4. The recommendations included a request for an update on progress in October 2013 and a further update in September 2014.

Recommendations

5. The Board are requested to note and comment on the progress to reduce the risk of young people not accessing appropriate employment, education or training.

1 Purpose of this report

- 1.1 This report provides a detailed progress update on a number of key areas of activity to increase the number of young people in employment, education or training.

2 Background information

- 2.1 The Scrutiny Board was tasked with carrying out a piece of work on each of the three Children and Young People's Plan (CYPP) obsessions. The third of these related to reducing the number of young people not in employment, education or Training (NEET).
- 2.2 The focus of the inquiry was on the support available in Leeds in order to reduce the risk of young people aged 16 to 19 years old becoming NEET and help them access appropriate employment, education or training.
- 2.3 During the course of the three sessions the inquiry received written and verbal evidence from a range of key stakeholders involved in supporting young people including council services, schools, FE colleges and igen. This was supported by two visits to speak to young people undertaking courses provided by igen and Leeds City College.
- 2.4 This led to the production of a Scrutiny Inquiry Report in March 2013 containing 13 recommendations and a response from Children's Services in July 2013.
- 2.5 The Scrutiny Inquiry Report also requested a progress update on a number of key areas of activity to reduce NEET to be presented to Scrutiny Board in October 2013 and a further report on progress in September 2014.

3 Main issues

3.1 The Leeds strategy and model to reduce NEET (Recommendation 12)

- 3.2 Our performance in reducing the number of young people Not in Education, Employment or Training (NEET) is a powerful indicator of our overall success in educating and supporting young people. If young people fail to make a successful transition to further learning, employment and adult life, it is likely to have major consequences for their future economic wellbeing. To successfully address NEET and achieve our ambition to become a child friendly NEET free city we must tackle a range of complex inter-related issues affecting the most vulnerable. Our work with young people around the development of the Child Friendly City, our review of post-16 provision, the development of the Leeds Youth Offer and the major programmes that are now underway around the Devolved Youth Contract Programme and Families First initiatives are coming together to provide a cohesive package of opportunity to achieve our ambition for all young people aged 16-19 to be productively engaged in education, employment or training.

- 3.3 The Raising of the Participation Age (RPA) means young people now remain in education or training until the end of the academic year in which they turn 17. This will raise to their 18th birthday in September 2015. In addition to efforts to increase participation in education or training we are also focusing on providing employment opportunities and ensuring young people have the skills to succeed in the workplace. Ensuring there are jobs for all our young people will be a major challenge over the coming years.
- 3.4 **NEET & Not Known Performance Update**
- 3.5 There is evidence we have started to turn the curve with regard to reducing NEET/increasing progression to education, employment and training and reducing Not Knowns, see Annex 1. There is currently a particular focus on ensuring that no young person aged 16-19 is NEET for over 6 months by autumn 2015 as the first stage in delivering on our ambition to become a NEET free city.
- 3.6 Whilst there are around 180 more young people NEET in June 2014 compared to June 2013, there have been dramatic decreases in the number of young people with a not known status by around 600. This means that at this current time we can be more confident in the accuracy of our NEET data than in earlier reporting periods.
- 3.7 The number of young people whose status is not known was down to a record low of 2.9% in June 2014; see Table 2, Annex 1. This is just over half the number of young people with a not known record compared to the same month last year and around a third of the equivalent national rate of 8.6%. Our success in getting not known down to this level has been a dedicated collective effort involving igen, schools, colleges, the council and other partners. Our processes and procedures are now more robust and we can go forward with confidence around the quality of our data. On this measure for June 2014 Leeds ranks joint 21st of 150 local authorities.
- 3.8 This substantial reduction in not known rates has impacted on the NEET rate in Leeds, as inevitably some young people with an expired status have been identified as NEET.
- 3.9 Table 9 shows the change in NEET and not known levels by cluster over the last 12 months. From the 25 clusters, 7 clusters have a reduction in the number of young people who have a status that is not known, and have not experienced an increase in the number of young people who are NEET. These clusters are: Alwoodley, Ardsley/Tingley, Bramley, Brigshaw, EPOSS, Morley and Seacroft Manston. Clusters that have seen an increase in both the number of young people who have a not known status and the number of young people who are NEET are ESNW, NEXT and Pudsey. Specific activities and initiatives, and how and when it is targeted locally to support young people who are NEET or at risk of becoming NEET, is detailed and monitored through Area Level NEET action plans, led by igen.
- 3.10 The DfE use data from the reporting period between November and January each year as their key measure of local authority performance and this data is shown in Table 4. They also indicate where local authorities have particularly high rates of

young people with a not known status. For 2013 data (November 2013 – January 2014) the DfE flagged 36 local authorities where the proportion of young people whose current activity was not known was more than 50% above the England average. A high not known rate serves to artificially suppress the reported NEET rate, and this means that comparison of NEET rates with just under a quarter of local authorities in the country is not a valid exercise.

- 3.11 It should be noted that of the young people who are included in the NEET figures at any particular time, around 300-400 will not be available to the labour market due to medical reasons, or because they are caring for young children or have other caring responsibilities. In addition 50-60 young people who already have a date agreed to start work or further training will remain recorded as NEET for a short while longer. At the current time around 1200 of the NEET group are those young people who are actively seeking education, employment or training. These groups are shown in table 5 of the appendix of performance data.
- 3.12 Around a quarter of the NEET group have been NEET for fewer than three months. Our focus is on working with the 'sustained NEET' group, who have been NEET for more than six months and at the end of June 2014 there were 958 young people (57.5%) of the NEET cohort in this group. Sustained NEET rates by cluster are shown in Table 8.
- 3.13 The rate of participation in learning in Leeds was 84.2% in June 2014 compared to a national average of 81.1% and a rate among statistical neighbour authorities of 83.3%, see Table 3. This positive picture is important as we move towards a situation as a result of the Raising of the Participation Age where by 2015 young people under the age of 18 will not be able to be in a job that does not include the equivalent of at least one day per week of learning. Leeds ranked 85th of 150 local authorities on this measure in June 2014. On this measure, comparison against the performance of other local authorities is more reliable, as this measure is not distorted by large numbers of not known records.
- 3.14 We will increasingly report the rate of young people in learning alongside the NEET rate as the DfE have previously stated they would start they would move away from measuring NEET to measuring Participation as the Raising of the Participation Age was implemented.
- 3.15 As a city, we will continue to focus on ensuring that no young person aged 16-19 is NEET for over 6 months by Autumn 2015 as the first stage in delivering on our ambition to become a NEET free city.
- 3.16 The last NEET Scrutiny progress report lay out and explained the key areas of work taking place across the city to help reduce NEET and showed how these link together to form a comprehensive and coherent model and strategy to reduce NEET across Leeds. These are summarised in Annex 2. This update report provides progress on these areas along with providing information on new initiatives, such as Head Start and Fair Chance. This report also provides information on work underway to introduce Health Education and Care plans for young people in the city who have Special Education Needs or a Disability (SEND). Detail on progress with supporting children who are looked after or care leavers into positive learning or employment destinations post 14 and 16 is also

included. This work is reflected in detail in the Care 2 Work Progress Plan in Annex 3.

3.17 **Learning Offer**

3.18 **Post-16 Learning infrastructure (Recommendation 12)**

3.19 The local authority recently shared with Schools, Governors and Councillors members the “School Sixth Forms in Leeds: A Discussion Document for Post 16 Learning in Leeds 2014-2020” document and held an event for Heads/Principals, Governors and Councillors on 23rd July. There is no prescription in the collaborative solutions outlined in the document. However, solutions that could improve the future economic sustainability and student outcomes in sixth forms are needed. The document described potential solutions identified by the Council for each area of the city.

3.20 The document also made the case for and against collaboration. These were:

Argument for Retaining an Independent Sixth Form	Argument for Collaborating in a Joint Sixth Form Centre
Teacher recruitment is easier if post-16 teaching is on offer.	Teachers can be better paid in more economically sound provision and thus more easily recruited.
Sixth formers can act as “ambassadors” in school. Year 11 students have something to aspire to.	Year 11 students can show greater maturity as the eldest in school. The interactions between pre-16 and post-16 students are not always positive in school.
Having sixth formers in school can inspire year 11.	The opportunity to go to “college” can be motivating.
Teachers benefit from the challenge of having some teaching of more academically challenging material	Teachers become more specialised and thus more expert rather than thinly stretched.
Teachers can be motivated to get better results in year 11 to boost sixth form numbers	The most able staff may be teaching sixth formers, to the detriment of year 11. The pressure to recruit may result in biased careers advice to students.
A school with a sixth form is more attractive for recruitment to year 7	A school with guaranteed places in a strong collaborative sixth form will be more attractive
The pastoral care of students is better informed from their previous years in school	Students benefit from a ‘fresh start’ and the ability to leave behind earlier aspects of their childhood and be more “grown up”
The ethos of the school is improved by having sixth formers present	Students become more mature and self-reliant in a “college” environment

It is proposed that the local authority co-ordinates the development of collaborative solutions across the city and engages interested partners in developing the proposals further. A summary of the proposals can be found in Annex 4.

3.21 University Technical College (UTC)

The first UTC in Leeds will open its doors in the city in 2016. The new school for 14 to 18-year-olds will specialise in manufacturing and Engineering. The project has been led by major employers including Kodak UK, Agfa, Unilever, Siemens and Grant Thornton. It has the backing of Leeds City Council, Leeds University, Leeds City College and the city's chamber of commerce.

3.22 Special Educational Need & Disabilities (SEND)

The new legislation brought in as part of the Children and Families Act 2014 will ensure young people with Special Education Needs will receive a coherent and joined up plan from the age of 0-25 through the introduction of Education Health (EHC) and Care Plans. The EHC Plans will ensure that a young person's education and learning better prepares them for the transition into adulthood and an appropriate positive destination; whether that be into further learning, employment, independent or support living, or a meaningful adult life.

The local authority is working closely with key partners such as Health, Schools, College, training providers and others to implement the necessary changes. Conversion to EHC Plans will begin from September 2014 over a 3 year phased period. The local authority has already worked closely with the education sector to develop a coherent local offer and to implement a fair and equitable process for funding Post 16 learning, with the new process being implemented from September 2014.

The implementation of the EHC Plans, focused on destination and outcome led pathways for young people, will ensure services and learning provision are better planned and young people's needs are better met. Plans to establish a post 16 (HNS) providers forum are in development with a view to increasing the numbers of young adults with SEND accessing the world of work when they leave post 16 provision.

3.23 Children Looked After and Care Leavers – Care 2 Work

3.24 As of March 2014, Leeds City Council's Children's Services has given greater emphasis to the work around supporting Children Looked After (CLA) and Care Leavers into further education and employment. This area of work is the responsibility of the Care 2 Work Group, which reports strategically into the MALAP Education to Employment sub group. The Care 2 Work Group brings together staff from Leeds City Council's Children's Services, DWP, Employment and Skills, Children's Services Social Care, Leeds City Council HR, and Igen with the specific aim of improving the numbers of CLA / Care Leavers entering Education, Employment and/or Training (EET). This work is monitored and evidenced in the Care 2 Work Plan (see Annex 3) and the group are working to

successfully obtaining the nationally accredited Care 2 Work Quality Mark for Leeds.

- 3.25 The work of the Care 2 Work group to date has been wide and varied as this is the first time such a plan has been enacted. A comprehensive training plan has been delivered to Children's Services Social Care staff to up-skill and enable them to effectively support and sign post Children Looked After / Care Leavers on their case load into positive post 14 and post 16 destinations. A Readiness for Work programme was piloted in July 2014, to prepare our NEET 18-21 year old care leavers to take the next step to EET. This was a very successful pilot and work is now being undertaken to integrate opportunities of work experience within Leeds City Council, in order that such care leavers will then be in an excellent position to apply for Leeds City Council jobs when they arise. It is envisaged that the Readiness for Work programme will then be mainstreamed as a continual rolling programme. Collaborative work is also underway with Leeds City Council HR to identify employment opportunities and Apprenticeship placements for care leavers prior to those jobs being externally advertised. Early success is evidenced in the two Admin Apprentices recruited in August 2014. This success will now serve as a positive promotion to other service directorates and that work will continue to report to the Care 2 Work group.

In terms of data, the C2W group has identified a number of reporting strands which, prior to this year, have not been prioritised. The first area of work has been to reconcile data between systems (Framework-I and Insight). This work has enabled there to be massive strides forward in being able to track which Children Looked After /Care Leavers have just left Year 11 or Year 12, and do not have an offer of learning or employment with training for September (September Guarantee). For those young people who do not have an offer, a collective targeted approach is being taken by Igen and their social worker to swiftly work with them to help them secure an appropriate learning or employment with training destination. As an additional element of support to this age group, all Children Looked After/Care Leavers were offered free places on the National Citizenship Service programme for this summer, enabling to positively engage with other young people and build crucial skills in readiness for post 16/17 learning and/or employment.

3.26 ATA and Apprenticeship Hub

- 3.27 The Leeds ATA and Apprenticeship Hub are now into year two of a three year programme funded through the City Deal (ending September 2015).
- 3.28 The ATA continues to trade as a company limited by guarantee and is jointly owned by the Council and Leeds City College. The ATA supports the creation of new apprenticeship opportunities involving small and medium sized (SME) employers that would otherwise be unable to take the business risk of employing an apprentice directly. Effectively operating as an employment agency, the ATA directly employs apprentices who are hired to host employers where they will complete their apprenticeship.
- 3.29 The Apprenticeship Hub is part of the Employment & Skills service and works across the city to drive up the number of apprenticeships. It works in partnerships

with training providers and offers support, guidance and information to businesses and young people about apprenticeships.

- 3.30 The Hub and ATA jointly coordinate and deliver wide ranging SME and young person engagement programmes and are supported to by a network of apprenticeship and business ambassadors.
- 3.31 Staff from both teams attend regular business events and network meetings to promote opportunities. The teams have good relationships with business organisations including Leeds Chamber of Commerce. The Hub works with sector bodies and sector skills councils and has enabled support and brokerage services to businesses in the city across the manufacturing, cultural, creative and digital, legal and professional business services sectors.
- 3.32 Articles in local press including About Leeds and Professional Magazine have also helped to increase awareness.
- 3.33 The Hub and ATA deliver a school engagement programme which ensures school and college leavers receive information about accessing an apprenticeship as a career progression route. Activity within schools includes delivering year group presentations, workshops, stands at careers events and bespoke events e.g. exam result day information sessions.
- 3.34 The school engagement programme continues to grow and the Hub has to date delivered in 31 out of 37 Leeds high schools. In addition, noticeboards have been made for every high school so they can establish a dedicated Apprenticeship area with delivery and fitting supplied by the Hub. The school engagement programme aims to achieve a long-term increase in apprenticeships numbers across the city.
- 3.35 The Hub delivers four high profile events during the year, one in each of the three locality areas and a large central summer event. The 2014 summer event was held in June at the town hall. 63 businesses and training organisations exhibited and the event attracted over 1700 delegates. The importance and demand for these events continues to grow.
- 3.36 To date 136 young people have been supported into apprenticeships with the Hub and ATAs support and 238 businesses have committed to take on an apprentice.

3.37 Employability Support Activity (Recommendations 3,6,7 and 8)

3.38 Devolved Youth Contract Programme

The Devolved Youth Contract Programme for 16 and 17 year olds was devolved from the nationally procured programme under City Deal in May 2012. The Youth Contract has recently been approved by Cabinet Office to continue until March 2016 in order to allow as many young people as possible to be supported to achieve a 6-month sustained progression in EET. Year 2 has been characterised by steady progress, with programme elements being established as 'business as usual', alongside strong partnership-working arrangements.

As we enter Year 3, we have nearly completed recruitment with 1,032 young people currently on programme. Currently, 661 of these young people have

progressed to employment, education or training, with the majority of young people entering Further Education (see Appendix 3 for further details). To date, we have successfully supported over 30% of the Youth Contract cohort through to their 6-month sustained progression point. This represents a successful transition for a significant proportion of the hardest to help young people in Leeds, including those with experience of housing issues, child protection, in care/care leavers, pregnancy/teen parents, learning difficulties and/or disabilities and mental health issues.

- 3.39 In Leeds we deliver the Youth Contract programme primarily through our targeted IAG provider (igen) working in partnership with the Education Business Partnership. Young people are recruited to the programme and allocated a key worker who will help them make a successful transition. They are encouraged to choose from a range of activities designed to respond to their needs and help them achieve progression. Options include mentoring (business or peer mentor), group assessment centres, mock interviews, business visits, and work placements within an overall 'Set for Success' programme. Businesses supporting the programme include organisation such O2, Kodak and Leeds Federated Housing.
- 3.40 The key features of the programme in Leeds which have helped us achieve good results already are:
- Being able to ensure that Youth Contract Support Programme activity is a coherent part of a wider city-wide strategy around creating employment opportunities and reducing the number of young people not in employment, education or training (NEET)
 - Strong, pre-existing partnerships between the main service provider and voluntary/third sector offering specialist expertise
 - Well-developed employer links through the Education Business Partnership enabling us to engage businesses extensively in the programme and put an emphasis on helping young people to become 'work-ready' and link to live opportunities in the labour market
 - The sustained relationship with an experienced key worker to provide both support and challenge
 - An emphasis on achieving measurable outcomes, for example by carrying out pre- and post-programme skills audits. This is supported by a 'payment by results' approach, with the final payment made when a young person has been in a sustained placement for six months or more (a strong indicator that a lasting transition has been achieved)
 - A core programme complemented by locality-based innovation projects led by area teams, for example, provision of targeted mental health counselling and outward bound residential programmes

The national evaluation of the Youth Contract highlighted higher achievement rates of young people into and sustaining EET through the City Deal locally designed and delivered programme than the nationally procured provision.

3.41 **Education Business Partnership offer to schools**

3.42 The council's Education Business Partnership (EBP) has reviewed and enhanced their offer to schools. The Team currently offers an extensive range of opportunities to schools and academies for young people to engage with people from businesses to enhance their employability and enterprise skills. These include interactive sessions by business leaders and employees to raise aspirations and understanding of particular career opportunities; structured visits to local businesses; mock interviews and mentoring programmes. In addition the EBP has designed a range of sector related programmes which are delivered in partnership with employers at their place of business and include: Retail in Action, Hospitality in Action, Utilities in Action, O2 Girls into Digital Communications and O2 Learn to Code programmes.

Schools that have purchased tailored programmes for delivery in 2014 include to date: Allerton High, Benton Park, Boston Spa, Cardinal Heenan, City of Leeds, Corpus Christi, Guiseley; John Smeaton, Lawnswood, Mount St Mary's, Priesthorpe, Ralph Thoresby, Roundhay, Royds, Temple Moor, Leeds East Academy, South Leeds Academy, Leeds City College. A further 10 schools access the standard employer led programmes: Wetherby, Brigshaw, Rodillian, Cockburn, Bruntcliffe, Morley Academy, Co-op Academy, Woodkirk, Pudsey Grangefield and Horsforth.

3.43 A number of schools access programmes for primary and secondary education via other providers such as The Ahead Partnership and the Prince's Trust.

3.44 **Support to employment**

There are a wide range of other programmes and initiatives in place across the city to assist young people in securing employment. These include national Youth Contract programmes to encourage and incentivise employers to recruit young people including academies and work trails as well as local interventions:-

- **Sector work based academies** targeted to Jobseeker Allowance claimants are delivered through Jobcentre Plus in conjunction with local partners. These provide pre-employment training, work experience and a guaranteed interview with an employer and participants retain their benefits while on this short programme. Sector initiatives reflect the current recruitment needs of employers and therefore vary, but the Leeds Teaching Hospital Trust regularly recruits to its Apprenticeship vacancies and Clinical Support posts throughout the year through this mechanism.
- **The Work Programme** contracted by DWP is delivered through prime contractors Ingeus and Interserve across West Yorkshire. 18-24 year olds in receipt of Jobseekers Allowance for more than 6 months are referred to the Work Programme. It offers an individually tailored programme of support for up to 2 years.
- **A Work Trial** supported by Jobcentre Plus enables an employer to try out a potential employee before offering them a job. For the employer it reduces the risk and cost of recruitment. Work trials must be for jobs of 16 hours or more

a week and last at least 13 weeks. This enables Jobseeker Allowance claimants to take part on a voluntary basis and retain their benefits while participating.

- The National Apprenticeship Service and the Leeds Apprenticeship Training Agency offer the **Apprenticeship Grant for Employers (AGE)** of £1,500 to support businesses to recruit individuals aged 16 to 24 into an apprenticeship. AGE 16 to 24 targets employers with less than 1000 employees, who are new to Apprenticeships or have not enrolled a new recruit or existing employee onto an Apprenticeship programme in the previous 12 months.
- The Council's Employment and Skills service provides **Jobshop** services across the inner city through One Stop and Joint Service Centres. Matrix accredited Information, Advice and Guidance is provided, including support to create an e-mail account, undertake job search, developing CVs and applications, interview and assessment centre preparation and access to adult skills provision. Customers can access a wide variety of job and Apprenticeship vacancies including those secured by the Council through employment and skills obligations placed on developers through S106 planning agreements and on contractors seeking to deliver services on behalf of the Council above specified thresholds.
- The Council's **Work@Leeds** programme completed its final cohort on 30 May 2014. In total, the programme supported 103 NEET young people into work experience and 42 NEET young people into employment. Programme outcomes are continuing to be monitored and it is therefore expected that job outputs will increase. Work@Leeds has been subsumed by Head Start, a LCR funded training and work experience programme for 18 -24 year olds.
- **Head Start** launched on 31st March 2014 and aims to provide 815 young people who have been unemployed for six months with two weeks training and four weeks work experience. Key worker support will be provided to all programme participants by Igen, the Council's delivery partner. Key workers will support young people to overcome any barriers that affect their ability to gain and sustain employment. Training is delivered by Leeds City College and covers a range of skills development including customer service, team building, communication, CV writing and interview technique. The Council is providing a large number of work placements and is also working with employers across Leeds to open up new opportunities. A range of employers are currently working with the programme from large multi-nationals such as Premier Inn to local independents. Through key worker support and the Council's Jobshop provision, young people are being supported to gain permanent and sustainable employment. 326 young people are expected to gain employment over the two year programme with 245 of those sustaining employment for at least six months.
- **Talent Match** is a Big Lottery funded programme that is being coordinated locally by Voluntary Action Leeds (VAL) and delivered by Third Sector providers. Talent Match will work with 18 -24 year olds who are furthest from the labour market, including: those that have been NEET for over 12 months;

unknown NEETs and priority groups including, BME; ex-offenders; travellers; lone parents and those with mental health issues. Key worker support is central to Talent Match and outcomes include a range of supported interventions including progressions into employment and supported work placements. The Council is supporting this programme through partner meetings and locally coordinating employer engagement.

- The **Fair Chance** fund will support vulnerable, homeless NEET young people aged 18 - 24 into housing, education and work. It is one part of a new funding package announced by Government in April 2014 which also includes the Youth Engagement Fund, explained in paragraph 3.8. The funding will test Social Impact Bonds (SIBs) as an innovative way of solving complex social problems. SIBs are a payment by results system that will see investors fund interventions to prevent young people from becoming NEET. Payments will only be made if initiatives are successful and positive outcomes are achieved.

3.45 Youth Engagement Fund

3.46 Leeds, Bradford and Wakefield local authorities, with the backing of Leeds City Region, have come together to submit a proposal for the Youth Engagement Fund which is being commissioned by DWP. The aim is to build on the experiences and successes of the DfE-funded Devolved Youth Contract. The proposed programme will focus on tackling the most significant and recurring issues which prevent young people from making progress. Key among these issues are mental health problems, ranging from depression, anxiety and social isolation through to self-harming and attempts at suicide. The programme aims to support young people in making the journey to greater emotional, social and career resilience.

3.47 The priority aims for young people on the programme will be:

- Diversion from a pathway to offending
- Development of emotional resilience/coping skills
- Raising aspirations
- Developing the confidence and skills to connect voluntarily with support services
- Encouraging entrepreneurialism where an aptitude for self-employment is identified
- Increasing work readiness.

3.48 The proposed programme will work with participants typically between 1 and 2 years, based on the individually assessed needs of each young person. It will consist of three key phases;

1. Sign Up – self-awareness, mind-set shift and commitment to entering the next phase
2. Wise Up – personal development and growth of skills
3. Step Up – personal/educational achievements and realising of first aspirations

- 3.49 In the first phase the emphasis would be on more intensive one to one support and challenge, integrated with pastoral care/ learner support already available in schools, colleges and offsite learning settings. Where necessary this could involve referral for psychotherapeutic interventions.
- 3.50 The Second phase would offer the opportunity for positive activities, many in a group or team context. This is particularly where we see potential for smaller, specialist VCSE organisations to add value, innovation and inspiration. Alongside this mentoring support will continue to be offered, including peer mentoring.
- 3.51 In the final phase the onus would shift to the individual being supported to engage with education, employment or training and sustain this progression. By now participants may be ready to engage with more arms-length support, include regular check-ins, e.g. by text or through online forums.
- 3.52 This approach will allow us to plan longer-term help with vulnerable and hardest to reach young people from groups such as: at risk of offending/young offenders; those with child protection plans; looked after young people; persistent absentees; offsite learners; refugees/asylum seekers; young people at risk of child sexual exploitation (CSE); those with no fixed abode; young parents and young carers.
- 3.53 The joint initial expression of interest was submitted to the DWP on 14th August 2014. Invitations to Tender will be sent to short-listed bidders 2nd October with a deadline of responses to the DWP by 28th November. Contracts will be awarded in early 2015 and service commencement from spring 2015.
- 3.54 Careers Education, Information, Advice and Guidance (Recommendations 5, 9, 10, 11)**
- 3.55 Leeds Pathways**
- The Leeds Pathways website is being redeveloped and brought into the Council. This will be launched to schools, other organisations working with young people (aged 14-24) and their parents and carers on 1st September 2014. The aim is to ensure young people receive up to date information with regards to key sectors and job opportunities within Leeds as well as enabling all year 11 students to apply for Post 16 courses. Interactive services are now fully operational and working successfully. Through the website we are promoting summer 'clearing' opportunities for year 11 students who are not yet fixed up. We are also offering schools and colleges support and training at the start of the autumn term to ensure they are aware of, and confident in using, the full set of online resources. The training will have a great focus on utilising the resources to support young people into Apprenticeships and work. Training will be integrated with other offers including CPD activities available through the Careers Network. We have also developed a range of online training modules located in the Teacher and Professional area to introduce the wider young people's workforce to the principles of IAG for young people and signposting to relevant resources.
- 3.56 Information, advice and guidance (IAG) self-assessment**

- 3.57 The new revised statutory guidance for governing bodies and school leaders and staff '*Careers guidance and inspiration in schools*' was published at the end of April 2014 and replaced previous versions issued in March 2012 and March 2013 and will be reviewed on an annual basis. It provides more detail on why schools (and local authorities that maintain pupil referral units) must (by law) secure independent careers guidance for young people, what they must do to comply with their legal responsibilities in this area, and the role of the governing bodies and head teachers in shaping the offer.
- 3.58 It provides greater clarity on the legal requirements around information sharing with the Local Authority. The work undergone in the city to support this is detailed later in this report.
- 3.59 The new duties now state very clearly that schools should ensure pupils are informed about the options available to them at post 14, not just post 16. Such as: GCSE's; options offered by local university technical colleges and studio schools; opportunities for 14 year old enrolments at local colleges. Details of Leeds City College's 14-19 Apprenticeship Academy is available on their website and on Leeds Pathways <http://leedspathways.org.uk/courses>. The local authority supported a mailing in June about the academy to all year 9 students. This goes some way in supporting schools in meeting this element of the duty. Children's Services are working closely with schools so they are aware of the infrastructure changes, detailed in section 3.18, planned in the city for post 14 and post 16 provision.
- 3.60 Finally, the duties put a large emphasis on the evaluation and monitoring of advice and guidance. Ofsted, through the thematic review, found that very few schools did this well. In 2013/14 the Local Authority devised and launched the CEIAG Self-Assessment Tool to support schools and colleges in understanding their duties and enable them to identify what they do well and in what areas they need further support. This has now been updated to reflect the new duties published in March 2014. A number of schools have already completed the Self-Assessment Toolkit and are supporting CPD sessions in September 2014 run via the Careers Network. Completed Self-Assessments have also highlighted other areas where schools would like to receive peer to peer support. These include data and tracking of young people and effective ways of engaging parents in CEIAG. CPD workshops covering these areas will be run by schools and Children's Services in the new academic year.
- 3.61 Overall, a number of different approaches to the careers duties are emerging, including purchasing services from careers guidance suppliers through the list developed by the council, and internal arrangements where schools are either employing trained careers/personal advisers or retaining an existing member of staff to deliver careers guidance.
- 3.62 The Careers Network, led by Children's Services, has run for another year and has been well attended by schools. Evaluation of the network has been rated by attendees as either Good or Excellent, and therefore it has been agreed to run the Network for another year free of charge to schools and colleges. The network has been an excellent platform for a buddying system where schools and colleges share good practice and deploy innovative ways of meeting their IAG duties.

3.63 Igen Targeted IAG Services & Families First

Our targeted information, advice and guidance provider igen have continued to provide specialist staff dedicated to working with young people in care, young offenders, young people with special education needs and teenage parents. They also provide intensive support for young people who are experiencing multiple barriers to EET in year 11 and post 16, along with staffing and resourcing their street level Connexions Centre at Eastgate and associated online interactive services.

It is important to note, due to a reduction in funds from central government, the Connexions Service in Leeds has experienced a reduction in budget of 48% over the last three financial years. However, during this time, there has been considerable progress made in reducing the number of young people with a Not Known status, with it reaching an all-time low of 2.4% in July 2014. The reduction of Not Known has been incorporated as a key element of the Targeted Information Advice and Guidance contract that igen were successful in securing.

Further to budget cuts already experienced, a further reduction of 15 % from April 2015 means that Leeds City Council will be unable to maintain the current level of funding per annum on supporting Year 11 targeted IAG services in schools. However, in order to ensure a smooth transition and the best chance of the excellent IAG work continuing in the future, Leeds City Council are proposing to fund 50% of the cost of the current Year 11 service delivered in schools for the 2015/16 financial year, if schools agree to match this contribution. We are currently collating responses from school head teachers about these proposals, and Igen and Children's Services will work with schools over the next year to move to these new arrangements.

Igen also have a small Families First contract where they are working with families who have a young person who is NEET. This provides confidence that there is synergy between how the need for targeted services for young people is being identified and has enabled targeted resources to be pooled effectively to work with families.

At the end of July, Aspire-i Ltd took over igen Ltd, thus the TIAG contract will novate to aspire-i. The takeover provides some new opportunities, including: bringing together of universal (chargeable) and targeted IAG services under one umbrella, and a direct link up with the National Careers Service as it is developing.

3.64 Youth Hub & Youth Information Hub

Planning is underway for future delivery of services to young people in the city centre. Moves to integrated working are already taking place through the interaction of staff delivering different services within the Connexions Centre. Work is being undertaken to identify additional staff teams that could deliver from the centre and look at new ways of working, including how initial greetings of young people happen and signposting / referral mechanisms within the centre.

This will be undertaken by different services and front line staff working together in a solution focused way to develop new ways of working to deliver services more effectively to young people accessing city centre premises.

3.65 Data (Recommendations 2, 4, 13)

An overview of the data that is collected and shared to support the monitoring and tracking necessary to support the reduction of NEET rates is included as Annex 6.

3.66 Tracking young people with a not known status

The reduction of 'Not known' has been incorporated as a key element of the Targeted Information Advice and Guidance contract held by igen. The contract includes an element of payment by results based on reducing the level of 'Not known'. igen are taking a lead role in coordinating activity across a wide range of partners and have introduced a number of initiatives that have continued to bring down 'Not known' to record levels.

3.67 NEET Data Board and Data Sharing Agreements with Partners

Partners across the city continue to come together with Children's Services to form the NEET Data Board. Since the removal of Universal IAG services and associated tracking contracts, the Board have focussed on developing a tracking calendar and agreeing key data that needs to be shared with partners in order to identify those young people who are NEET and vulnerable of becoming NEET. Throughout the last academic year the local authority has worked closely with schools and colleges to try and lessen the data burden experienced by schools in previous years in regard to September Guarantee, and to enhance the quality of our reporting back to the DfE. A review of the new process will take place with schools and colleges at the next Careers Network meeting in October 2014.

The NEET Data Board have also managed to secure a data sharing agreement with the DWP so they are able to provide Leeds local authority contact details for any young people who currently have a status of Not Known, yet may be making a claim.

In addition, a city wide data sharing agreement has been drawn up between schools and colleges to allow the direct transfer of information about young people to support their transition to Post 16 learning. A new Privacy statement has also been agreed and distributed to schools to encompass the changes required by law in regard to Raising of the Participation Age. Both of these have enabled the 'Move on' process (detailed below) to gain momentum and be ready for implementation.

3.68 Data sharing within clusters

3.69 Reports showing NEET data at a local level are now regularly distributed to clusters and areas. This data is central to informing the use of Youth Contract Cluster Innovation Funding and area-level NEET plans.

3.70 A 'Moving On' process will also be established in each of the areas (ENE, WNW, SSE) that will involve periodic "Learning Destination Meetings" between Schools,

Connexions Targeted Service, Target Support Services, and learning providers. These parties will work together on a task and finish basis each academic year to identify and encourage the take-up of a suitable learning pathway for young people. The 'Moving On' process will be implemented on an area basis and will focus on groups of schools in areas of highest NEET. Two groups of schools will be identified in each area. The young person will be offered a detailed 1:1 discussion, facilitated by the school, with the nominated learning provider to discuss the offer of learning. At this stage the young person may opt to explore alternative routes and providers, if the initial offer is not found to be appropriate.

3.71 If the young person chooses to take up the offer, his/her progress will be followed through the enrolment process, making a start on the provision and the initial phase of learning. Providers will feedback progress to the school or Connexions.

3.72 The proposal is to introduce the Moving On process on a phased basis:

- End September 2014: Pilot the Moving On process for recently enrolled Year 12 students (17/18 year olds) at Leeds City College.
- February – April 2015: Run the Moving On process in nominated schools for Year 11 students at risk of not making a successful transition to further learning.
- End September 2015: Expand the FE Moving On process to cover all FE colleges and Year 13/14 students (18/19 year olds).

3.73 Destination measures

3.74 In September 2015, the Destination Measures for Key Stage 4 and Key Stage 5 will be used for the first time in school performance tables. Over the past two years the Destination Measures have been published, but not used for judgements by Ofsted. The latest data shows the percentage of the 2010/11 Key Stage 4 cohort going to, or remaining in, an education or employment destination in 2011/12 and the percentage of students in 2010/11 who entered an A Level or other Level 3 qualification, going to, or remaining in, an education or employment destination in 2011/12.

3.75 After the end of Key Stage 4 proportionally fewer young people in Leeds went on to a sustained education, employment or training destination compared to national rates. However after the end of Key Stage 5 a higher proportion of Leeds young people went on to a sustained education, employment or training destination than did so nationally.

3.76 This data relates to activity from three years ago, so is best understood as a baseline measure and future annual releases will allow trend data to be compiled.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.2 The scrutiny process underpinning this report meant that members were able to have face to face consultation with schools, FE colleges, IAG providers, council services and young people. The recommendations are based on their engagement in this process.
- 4.3 Children and young people were involved in the process of awarding the contract for the targeted information, advice and guidance service that began in April 2013.
- 4.4 The process underpinning the recent scrutiny inquiry into NEET meant that members were able to have face to face consultation with schools, FE colleges, IAG providers, council services and young people.
- 4.5 The NEET Data Board have consulted with schools and colleges to make improvements to tracking and September Guarantee Processes.
- 4.6 The Apprenticeship Information Evening held on 26th June, took into account feedback on questionnaires from previous events run by the Leeds Apprenticeship Hub and consultation with schools, colleges and other Apprenticeship Providers.
- 4.7 Young People continue to play a key role in the development of Leeds Pathways and have recently been involved in the production of video clips for the website, and the design and naming of the Youth Information Hub.

5 Equality and Diversity / Cohesion and Integration

- 5.1 Some young people are statistically more likely to be NEET such as 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, young carers, pregnant young women, homeless young people and those living away from their family. NEET rates vary significantly in different areas of the city, with the areas of highest NEET levels closely correlating with the areas of greatest deprivation. The purpose of all the strategic and operational activity associated with increasing participation in employment, education or training is to reduce the inequalities that prevent young people from making a successful transition from school.

6 Council policies and City Priorities

- 6.1 NEET is one of the three Children's Services obsessions. It is a multi-faceted issue that in some way links to almost every aspect of partnership activity across the city including the work of all five high level boards of the Leeds Initiative, not least the Sustainable Economy and Culture Board. It also relates directly to the partnership work at a Leeds City Region level, particularly around employment and skills, and business development and innovation.

7 Resources and value for money

- 7.1 The investment on increasing the number of young people in employment, education and training is partly a spend to save model, as it will lead to a reduction in future welfare spending. It will also have a positive impact on the economy leading to a consequent increase in council income.

8 Legal Implications, Access to Information and Call In

8.1 There are no relevant legal implications to this response to this report.

9 Risk Management

9.1 Increasing participation employment, education and training is vital to the economic and social success of the city. Failure to deliver on this priority would have serious consequences for the economic prosperity and social fabric of the city.

9.2 It has been confirmed by the DfE that the Devolved Youth Contract will cease in April 2015. Whilst an extension to claim outputs has been granted, there will not be any further funding in addition to that already secured. It is hoped that the joint bid to the DWP for the Youth Engagement Fund will be successful and will enable us to build on the success of the Devolved Youth Contract.

9.3 As the Council's statutory duties have come to focus increasingly on the targeted group of vulnerable young people, separate services have converged and collaborated on this group. The Youth Offer has been restructured during the past year and the Connexions Service has undergone reductions over a number of years as it will continue to do so. Efforts to ensure the data used to track young people is accurate and shared timely is ever more crucial to enable resources to be deployed to targeted front line services swiftly.

9.4 There are a number of consequences to this changing landscape. The question of how we engage, for instance, with the voluntary sector in delivering services in the future is at risk of being dealt with on a piecemeal basis. There is a risk of gaps in services opening up because changes are not being planned holistically.

9.5 Colleagues in Children's Services recognise this issue, and have produced an initial report requesting a mandate for a review of all support services for young people. Discussions are taking place with Heads of Service and Service Leads to ensure that all relevant services are taken into account. The mandate will go to the council's Children's Services Leadership Team for discussion and approval before any change project starts.

10 Conclusions

10.1 Only through all partnership groups and individual partners fully appreciating their role around reducing NEET will we be able to achieve our ambition as a city for all young people aged 16-19 to be productively engaged in education, employment or training.

There is clear evidence that we have started to turn the curve with regard to increasing participation/reducing NEET, but there is still a long way to go if we are to deliver on our ambition to become a NEET free city. The work igen and partners across the city have undertaken to reduce the number of young people in the city with a not known status is a tremendous success. The figures submitted to the DfE in August (July performance) show's NEET as 7.4 %. Whilst this is an increase of 95 young people compared to the same month last year, those young

people with a Not Known status is at a record low of 2.4%; 566 young people less than in the same month in 2013. As a city we are in a far better situation than in previous years as we have confidence in the data, and have a better understanding of where our young people are and how we can help and support them into learning or employment. We look forward to continuing to reporting on our success as a city around increasing participation in employment, education and training.

11 Recommendations

- 11.1 The Board are requested to note and comment on the progress to reduce the risk of young people not accessing appropriate employment, education or training.

12 Background documents¹

- 12.1 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.

Annex 1: Performance Tables

Tables 1 to 7 contain city-wide data and tables 8 to 10 contain cluster level data.

Data is shown below for the last two years; from June 2012 to June 2014. Returns in September of each year cover the most unreliable reporting period, as this is when a third of the cohort (Year 11 leavers) join. For this reason, data from each September is omitted from these tables.

Table 1: Rates of young people who are NEET, June 2012 – June 2014

	Leeds (number)	England	Statistical neighbours
June 2012	7.0% (1,603)	5.9%	8.1%
July 2012	7.3% (1,668)	6.3%	8.8%
August 2012	7.5% (1,714)	6.6%	10.2%
September 2012	Data not included		
October 2012	7.0% (1,582)	6.0%	6.9%
November 2012	5.9% (1,353)	5.8%	6.9%
December 2012	6.0% (1,374)	5.8%	6.7%
January 2013	6.6% (1,490)	5.7%	6.8%
February 2013	6.3% (1,437)	5.6%	6.8%
March 2013	6.2% (1,401)	5.6%	6.8%
April 2013	6.4% (1,432)	5.9%	7.3%
May 2013	6.7% (1,501)	5.9%	7.3%
June 2013	6.7% (1,501)	5.9%	7.4%
July 2013	7.2% (1,603)	6.6%	8.5%
August 2013	7.8% (1,744)	7.2%	9.5%
September 2013	Data not included		
October 2013	6.4% (1,397)	5.3%	6.3%
November 2013	6.4% (1,427)	5.2%	6.4%
December 2013	6.9% (1,540)	5.3%	6.5%
January 2014	6.9% (1,559)	5.3%	6.5%
February 2014	7.2% (1,620)	5.3%	6.5%
March 2014	7.2% (1,645)	5.3%	6.5%
April 2014	7.2% (1,647)	5.3%	6.6%
May 2014	7.3% (1,675)	5.4%	6.6%
June 2014	7.4% (1,685)	5.5%	6.6%

Table 2: Rates of young people whose status is not known, June 2012 – June 2014

	Leeds (number)	England	Statistical neighbours
June 2012	8.9% (2,153)	8.8%	6.9%
July 2012	7.6% (1,841)	11.0%	9.7%
August 2012	7.8% (1,878)	11.9%	15.8%
September 2012	Data not included		
October 2012	23.9% (5,653)	22.5%	11.6%
November 2012	11.5% (2,713)	13.1%	8.4%
December 2012	10.6% (2,506)	10.6%	6.7%
January 2013	7.6% (1,778)	8.7%	5.4%
February 2013	7.0% (1,636)	8.2%	5.3%
March 2013	6.7% (1,578)	7.9%	5.7%
April 2013	5.9% (1,382)	7.1%	5.2%
May 2013	5.7% (1,332)	7.2%	5.4%
June 2013	5.5% (1,283)	7.2%	5.4%
July 2013	5.5% (1,284)	12.6%	10.6%
August 2013	8.4% (1,986)	16.6%	14.4%
September 2013	Data not included		
October 2013	16.8% (3,840)	19.9%	11.8%
November 2013	8.3% (1,899)	11.1%	7.5%
December 2013	7.1% (1,630)	9.0%	6.3%
January 2014	5.7% (1,313)	7.5%	4.9%
February 2014	4.6% (1,054)	7.1%	4.6%
March 2014	3.5% (819)	6.9%	4.5%
April 2014	3.2% (749)	7.2%	4.8%
May 2014	3.4% (801)	7.4%	5.3%
June 2014	2.9% (687)	8.6%	4.4%

From April 2013 the DfE changed the way that not known records are kept which contributed to a reduction in the proportion of the cohort recorded as not known.

All EET statuses have an 'expiry date.' If the expiry date passes and no update is input on the system then the young person is classified as having an expired status, which means that their current activity is not known. The 'current situation not known' category will also include some young people who cannot be contacted, and a small number who were contacted but who refused to disclose their current activity.

Until April 2013 NEET statuses also had an expiry date and if these records became expired then they too were counted in the not known total. From April 2013 NEET statuses do not have an expiry date, the record for young people who are NEET stays as NEET until they are known to have moved into an EET destination.

Table 3: Rates of young people in learning, June 2012 – June 2014

	Leeds (number)	England	Statistical neighbours
June 2012	79.7% (19,306)	79.3%	80.1%
July 2012	79.8% (19,325)	76.8%	76.4%
August 2012	79.2% (19,180)	76.2%	69.6%
September 2012	Data not included		
October 2012	68.6% (16,242)	69.4%	78.7%
November 2012	81.2% (19,136)	77.0%	80.2%
December 2012	81.7% (19,245)	79.0%	73.0%
January 2013	82.7% (19,453)	80.2%	82.2%
February 2013	83.0% (19,519)	80.8%	82.3%
March 2013	83.1% (19,544)	81.1%	82.1%
April 2013	83.4% (19,593)	81.0%	81.3%
May 2013	83.1% (19,540)	81.0%	80.9%
June 2013	83.1% (19,541)	80.9%	80.8%
July 2013	82.6% (19,428)	75.4%	74.8%
August 2013	79.1% (18,609)	71.1%	70.7%
September 2013	Data not included		
October 2013	75.2% (17,168)	72.6%	78.7%
November 2013	81.1% (18,525)	79.5%	81.6%
December 2013	81.6% (18,626)	81.0%	82.3%
January 2014	82.5% (19,001)	82.0%	83.4%
February 2014	83.1% (19,140)	82.2%	83.5%
March 2014	84.2% (19,655)	82.4%	83.6%
April 2014	84.4% (19,685)	82.2%	83.4%
May 2014	84.4% (19,665)	82.4%	83.3%
June 2014	84.2% (19,634)	81.1%	83.3%

To benchmark national performance, the DfE use an average of data from November, December and January of each year. Table 4 shows the annual result for the last seven years.

The annual data for 2010 and earlier is based on the old definition of how young people were included in the cohort. Before April 2011 the measure of young people in education was based on the location of the educational institution rather than the residency of the young person. The age was those over statutory school age and under 19, so young people left the cohort on their 19th birthday. This data is not therefore comparable with annual NEET reporting for 2011 onwards.

Table 4: Annual NEET performance, 2007 to 2013

	Leeds	England	Statistical neighbours
2013	6.7%	5.3%	6.4%
2012	6.2%	5.8%	6.7%
2011	8.1%	6.1%	7.8%
2010	8.3%	6.0%	7.4%
2009	8.2%	6.4%	8.4%
2008	9.5%	6.7%	8.5%
2007	10.0%	6.7%	8.7%

The data in table 5 shows how activity varies across each year group in the 16-19 cohort, and also breaks down the NEET group into those who are available for work or training and the smaller proportion of young people in this group who are not currently able to work or study.

Table 5: Breakdown of current activity (NEET / EET / Not Known sub-categories) by year group for June 2014.

	Year 12	Year 13	Year 14	Total
Cohort total	7644	7840	7824	23308
EET total	7154	7100	6671	20925
In education, post Year 11	6653	5947	4508	17108
School sixth form	3313	2659	483	6455
Sixth form college	750	653	108	1511
Further education	2531	2593	1974	7098
Higher education	4	6	1763	1773
Part time education	10	15	35	60
Gap year students	1	4	140	145
Full time education - Other	44	17	5	66
Employment	289	947	2058	3294
Apprenticeship	208	559	819	1586
Employment combined with accredited training/part time study	24	124	415	563
Employment without training	34	127	459	620
Employment with non-accredited training	8	71	196	275
Temporary employment	2	4	12	18
Part time employment	12	55	136	203
Self employment	0	6	19	25
Self employment combined with part time study	0	1	2	3
Working not for reward combined with part time study	1	0	0	1

	Year 12	Year 13	Year 14	Total
Training	209	204	105	518
EFA funded work based learning	167	170	60	397
Other training (e.g., private training organisations)	41	30	25	96
Training delivered through the Work Programme	N/A	3	19	22
Traineeships	1	1	1	3
Re-engagement provision	3	2	0	5
NEET group	428	532	698	1658
Available to labour market	371	410	497	1278
Working not for reward	7	3	8	18
Not yet ready for work or learning	11	6	10	27
Start date agreed	25	22	19	66
Seeking employment, education or training	328	379	460	1167
Not available to labour market	57	122	201	380
Young carers	2	6	5	13
Teenage parents	21	71	98	190
Illness	18	26	51	95
Pregnancy	9	16	39	64
Religious grounds	0	0	0	0
Unlikely to be economically active	1	0	0	1
Other reason	6	3	8	17
Other (not EET or NEET)	8	12	18	38
Custody	8	12	18	38
Refugees/Asylum seekers	0	0	0	0
Current situation not known	54	196	437	687
Current situation not known	2	3	6	11
Cannot be contacted	17	90	174	281
Refused to disclose activity	2	6	44	52
Currency expired - EET	33	96	205	334
Currency expired - Other	0	1	8	9

All EET statuses have an 'expiry date'. If the expiry date passes and no update is input on the system then the young person is classified as having an expired status. NEET statuses do not have an expiry date, the record for young people who are NEET will stay as NEET until they move into an EET destination. The expiry periods are detailed below:

- Full time education - 12 months from last confirmation. Cannot be extended beyond the end of the course. For those in higher education this can be extended to two years.
- Employment with training (including apprenticeships) - 12 months from last confirmation. Can in certain circumstances be extended to two years for those 18 and over.
- Training - 6 months from last confirmation. Cannot be extended beyond the end of the course
- Temporary employment; part time learning; part time employment; gap year students - 4 weeks after date of review
- Custodial sentence/asylum seekers/refugees yet to be granted citizenship - 4 weeks after date of review

Table 6: Percentage of 2010/11 Key Stage 4 cohort going to, or remaining in, an education or employment destination in 2011/12

	England (state- funded mainstream)	Leeds
Number of students	557,360	7,880
Overall percentage going to a sustained education ¹ or employment / training destination	89%	87%
Sustained education destination	86%	83%
Further education college	33%	28%
Other FE provider	4%	5%
School sixth form	37%	40%
Sixth form college	12%	9%
Apprenticeships ²	5%	7%
Sustained employment and/or training destination	2%	2%
Employment with training	1%	1%
Other employment	1%	1%
Other training	-	-
Not recorded in the measure		
Destination not sustained ³	6%	7%
Destination not sustained / Recorded NEET ⁴	3%	4%
Activity not captured in data ⁵	2%	2%

1 - Participation in a destination must be sustained for two terms - To be included in the measure, young people have to show sustained participation in an education or employment destination in all of the first two terms of the year after they completed Key Stage 4 or took A level or other level 3 qualifications (October 2011 to March 2012).

2 - Destination not sustained - This includes students where for the majority of the six month period, the student was in education or employment/training but did not have continuous participation from October to March. Some of these young people may also have been reported as NEET for fewer than three months.

3 - Destination not sustained/ recorded NEET - This includes students who were in education or employment/training but did not have continuous participation from October to March and had three or more months reported NEET. It also includes those with no education or employment participation but did have a record of being NEET.

4 - Activity not captured - These young people may have been attending an independent school missing from DfE data, a Scottish or Welsh college or school, have left the country, been in custody or their whereabouts not known.

5 - "-" means the percentage is less than 0.5% but greater than 0%.

Table 7: Percentage of students, in 2010/11, who entered an A Level or other Level 3 qualification going to, or remaining in, an education or employment destination in 2011/12

	England (state-funded schools and colleges)	Leeds
Number of students	335,490	4,280
Overall percentage going to a sustained education or employment / training destination	74%	78%
Sustained education destination	67%	69%
Further education (FE) college	9%	7%
Other FE provider	3%	4%
School sixth form	2%	3%
Sixth form college	1%	2%
Apprenticeships	4%	6%
UK higher education institution (HEI)	53%	53%
Top third of HEIs	16%	14%
Of which: Oxford or Cambridge	1%	-
Russell Group (excluding Ox/Cam)	11%	12%
All other HEIs	35%	36%
Other HE providers	2%	3%
Sustained employment and/or training destination	6%	8%
Employment with training	4%	4%
Other employment	3%	4%
Not recorded in the measure		
Destination not sustained	9%	7%
Destination not sustained / Recorded NEET	2%	3%
Activity not captured in data	15%	12%
Recorded as UCAS acceptance for deferred entry	1%	-

Footnotes as per table 6.

Table 8: Sustained NEET showing the number of young people who have been NEET for over 3 months and 6 months as at June 2014

Cluster	Total NEET	NEET 3 months +		NEET 6 months +	
		No.	Percentage	No.	Percentage
ACES	89	65	73.0	49	55.1
Aireborough	32	26	81.3	18	56.3
Alwoodley	26	23	88.5	13	50.0
Ardsley and Tingley	11	7	63.6	5	45.5
Beeston, Cottingley and Middleton	98	70	71.4	62	63.3
Bramley	116	91	78.4	75	64.7
Brigshaw	30	24	80.0	20	66.7
C.H.E.S.S.	94	68	72.3	46	48.9
EPOSS	14	7	50.0	5	35.7
ESNW	28	20	71.4	14	50.0
Farnley	58	52	89.7	40	69.0
Garforth	17	15	88.2	11	64.7
Horsforth	18	16	88.9	10	55.6
Inner East	209	155	74.2	110	52.6
Inner NW Hub	65	52	80.0	36	55.4
J.E.S.S	187	139	74.3	96	51.3
Morley	41	35	85.4	28	68.3
N.E.X.T.	40	27	67.5	22	55.0
NETWORKS	57	41	71.9	29	50.9
OPEN XS	53	40	75.5	31	58.5
Otley/Pool/Bramhope	16	13	81.3	10	62.5
Pudsey	53	43	81.1	36	67.9
Rothwell	55	48	87.3	34	61.8
Seacroft Manston	150	119	79.3	91	60.7
Templenewsam Halton	77	55	71.4	44	57.1
Total	1666	1278	76.7	958	57.5

Table 9 shows the change in NEET and not known levels by cluster over the last 12 months. NEET figures at cluster level are adjusted. This means that a certain proportion of EET young people whose status has expired are assumed to be NEET and another proportion are assumed to be EET. These proportions are added to the number of young people known to be NEET to give the adjusted NEET figure. For this reason, the sum of unadjusted cluster NEET figures will always be lower than the city-wide adjusted NEET total that is used by the DfE.

Table 9: NEET and not known by cluster in June 2013 compared to June 2014

Cluster	NEET in June 2013		NEET in June 2014		Not known in June 2013		Not known in June 2014		NEET change	Not known change
	No.	%	No.	%	No.	%	No.	%		
ACES	76	11.3	92	12.4	43	6.1	28	3.7	+16	-15
Aireborough	30	3.0	32	3.3	27	3.7	17	1.7	+2	-10
Alwoodley	33	4.9	28	4.4	19	2.7	10	1.6	-5	-9
Ardsley and Tingley	19	3.3	14	2.5	21	3.7	20	3.5	-5	-1
Beeston, Cottingley and Middleton	85	7.8	97	8.8	54	4.8	35	3.1	+11	-19
Bramley	116	10.5	116	10.4	54	4.8	24	2.1	0	-30
Brigshaw	35	4.6	32	4.0	20	2.6	13	1.6	-3	-7
C.H.E.S.S.	69	7.9	94	9.6	39	4.5	26	2.6	+25	-13
EPOSS	17	2.2	15	2.1	25	3.1	9	1.2	-2	-16
ESNW	26	3.6	31	4.3	12	2.0	14	1.9	+5	+2
Farnley	57	10.0	62	11.0	26	4.4	19	3.3	+5	-7
Garforth	16	2.5	18	3.0	20	3.0	12	2.0	+2	-8
Horsforth	16	2.9	17	3.2	15	2.8	8	1.5	+1	-7
Inner East	167	11.8	200	12.8	95	6.3	41	2.6	+33	-54
Inner NW Hub	61	7.2	67	7.6	36	4.1	31	3.5	+6	-5
J.E.S.S.	153	12.2	192	14.3	90	6.7	45	3.3	+39	-45
Morley	48	4.1	44	3.6	50	4.3	17	1.4	-4	-33
N.E.X.T.	32	3.0	38	3.3	12	1.2	19	1.7	+6	+7
NETWORKS	49	6.2	56	7.0	22	3.2	14	1.8	+7	-8
OPEN XS	40	11.4	52	13.3	23	6.4	5	1.3	+12	-18

Cluster	NEET in June 2013		NEET in June 2014		Not known in June 2013		Not known in June 2014		NEET change	Not known change
	No.	%	No.	%	No.	%	No.	%		
Otley/Pool/Bramhope	13	2.2	16	2.7	19	3.8	9	1.5	+3	-10
Pudsey	47	3.5	56	3.9	32	2.4	37	2.6	+9	+5
Rothwell	51	6.1	57	7.0	28	3.4	14	1.7	+6	-14
Seacroft Manston	155	10.0	153	9.8	72	4.4	37	2.3	-2	-35
Templenewsam Halton	62	6.9	79	8.8	37	4.0	24	2.7	+17	-13

Where a young person's address is not known, they are given the default address of the igen centre, which is located within the JESS cluster. These cases have been removed from cluster level analysis, so reporting is not skewed for this cluster.

Table 10 shows the number of young people in each EET and NEET sub-category, disaggregated by cluster. This data is from June 2014. Instances of fewer than 5 young people in a particular category are suppressed for data protection purposes.

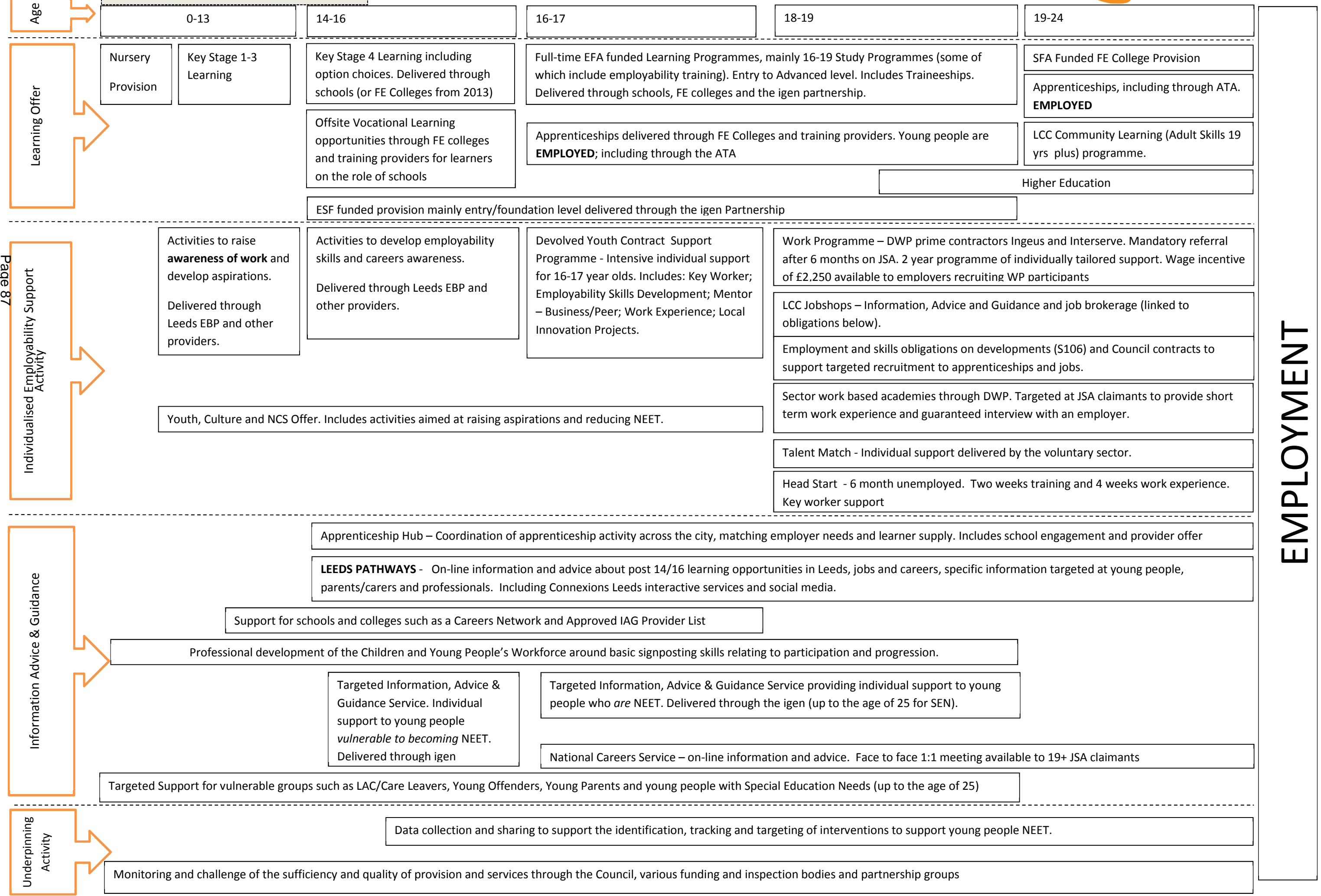
Table 10: Number of young people in each NEET / EET / Not Known sub-category by cluster, June 2014

Cluster	EET: Education post Year 11	EET: Employment	EET: Training	NEET: available for work	NEET: unavailable for work	Not known: status expired	Not known: current situation not known	Other: custody
ACES	523	90	25	68	23	15	13	<5
Aireborough	790	144	6	26	5	13	<5	<5
Alwoodley	537	56	7	20	7	10	0	<5
Ardsley and Tingley	428	100	5	10	<5	16	<5	0
Beeston, Cottingley and Middleton	785	176	23	67	28	27	8	<5
Bramley	751	192	43	83	31	20	<5	<5
Brigshaw	570	181	5	22	9	11	<5	0
C.H.E.S.S.	765	62	47	67	26	16	10	8
EPOSS	590	104	<5	12	<5	9	0	0
ESNW	578	93	12	24	6	13	<5	<5
Farnley	377	98	13	50	11	16	<5	0
Garforth	470	98	<5	15	<5	8	<5	0
Horsforth	462	47	7	15	<5	6	<5	0
Inner East	1100	182	51	155	43	26	15	<5
Inner NW Hub	669	92	24	49	16	26	5	0
J.E.S.S	881	179	64	144	45	34	11	7
Morley	937	221	13	34	9	14	<5	<5
N.E.X.T.	1002	77	7	29	8	13	6	<5
NETWORKS	632	75	21	44	11	12	<5	<5
OPEN XS	284	39	14	41	11	<5	<5	<5
Otley/Pool/Bramhope	502	72	<5	10	5	9	0	0

Cluster	EET: Education post Year 11	EET: Employment	EET: Training	NEET: available for work	NEET: unavailable for work	Not known: status expired	Not known: current situation not known	Other: custody
Pudsey	1094	227	25	48	6	31	6	<5
Rothwell	608	125	9	43	13	11	<5	<5
Seacroft Manston	1055	283	49	116	35	26	11	5
Templenewsam Halton	631	143	23	64	13	19	5	<5
Total	790	144	6	26	5	13	<5	<5

NOTE: RPA duty by 2013 all 17 years olds to be in education or training, by 2015 18 year olds.

THE JOURNEY TO SUSTAINED EMPLOYMENT



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From Care2Work

Employability Support Work Plan

ONGOING ACTIONS

The work plan template is designed to enable you to demonstrate your commitment as a corporate parent and outline what steps you are taking as a local authority to improve the employability of care leavers; furthermore it provides an opportunity to record where progress is being made. The work plan is also part of the process for applying for the From Care2Work Quality Mark.

This work plan template is linked to the statutory guidance for local authorities 'Planning transitions to adulthood for care leavers' and other related guidance. You can find out how the work plan objectives are mapped against statutory guidance here:

<http://resources.leavingcare.org/uploads/f53e04b12b1791bfc8436c5d30354c33.doc>

From Care2Work is funded by the Department for Education and led by the Catch22 National Care Advisory Service. The project aims to support local authorities improve the support and opportunities offered to young people in and from care, and help develop the employability skills that will lead them into employment.

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Employability Support - Work Plan for Leeds City Council Local Authority

CONTACTS - Who are the lead contact and the strategic lead for From Care2Work in the local authority?

	Lead contact	Strategic lead
Name	Jackie Roper	Gail Webb
Job title	Children's Services Lead for LAC from Education to Employment	(Lead for MALAP sub group for Education to Employment for LAC/Care Leavers)
Area of responsibility		Virtual Head
Address	Adams Court	Merrion House
Office number	0113 395 2806	
Mobile number	07891 270 324	
Email address	Jackie.roper@leeds.gov.uk	

Who is involved in the progression of this development plan other than the lead contact and strategic lead?

NAME	Job title/role in creating employability opportunities for care leavers	E-mail
Michael Clarke		
Keith Lander		
Gary Milner		
Sally Lowe		
Sheila Duxbury		
Lynne McLaughlin		
Jane Hopkins		
Andy Pickering		
Date work plan completed		Date to review work plan

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COMMITMENT

Objective/Driver: 1. Employment and skills strategies and other strategic planning across the local authority, incorporate a corporate parenting commitment to improve the employability of care leavers.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **Strategic partnerships broader than children’s services.**
- **Employability of care leavers referenced in the local authority’s strategic plans.**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
1a) To ensure the work of the C2W group is promoted and embedded as part of the Leeds Safeguarding Children Board – Education Reference Group.	Jackie Roper		a) CLA and Care Leavers real time attendance at alternative provision is more traceable.	A
1b) To link with the ‘Missing Education Missing Out’ task group	Jackie Roper		b) Representatives on task group are from Childrens Services (Education and Social Care, Targeted Service), Employment and Skills, Jobcentre +/DWP, Igen	A

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COMMITMENT ctd

Objective/Driver: 2. Ensure the social care workforce has an understanding of building employability and career planning, so that appropriate next steps are reflected in individual pathway plans.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **Steps to improve the skills of the workforce in employability and career planning**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
	Overall Lead: M Clarke			
2a) Carry out training needs analysis of PAs in 13+ and Connexions teams	MC/LM	03//14	a). 2/4/14 -MC - Identified that PAs need to know what's out there.(See training below).	A
2b) Make skills training/development opportunities available for both Connexions and LAC/Care Leaver PAs. CPD programme for 13 + teams to develop IAG skills.	MC/LM	03//14	<p>b). 17/3/14 – Agreed to train all Care Leaver PAs + train at least 1 lead PA/champion per Area (to be identified after training event) – include champions in progressions/IAG practitioner meetings. LM, MC, SD to plan.</p> <p>26/3/14 – At meeting of SD/LM/MC it was agreed that Connexions/School to Work Transition team would:</p> <ul style="list-style-type: none"> - organise 2 hours of training for 60 advisers/social workers in MCs team (3 sessions for 20 people each on different days and at different times) at Connexions Centre. Training could be modelled on event in April for members/governors, incl awareness raising of all progression services, programmes and resources. Doodle to be used for booking training slots. <p>28/4/14 - update: MC sent over possible dates avoiding key hols – June best.</p> <p>22/5/14 – update. Training to be delivered by SD, Gwen, Lead PA for Connexions, CLA Specialist advisors.</p> <p>At 3/6/14, 38 staff were trained. Mop up session to be put on 23/6/14 for 23</p> <p style="text-align: right;">Training dates: 28/5/14</p>	A

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		29/5/14 3/6/14 + mop up on 23/6/14	staff who were unable to do original training dates. 27/6/14 update: Positive feedback from CLA staff attending training. Positive feedback also from Connexions trainers. 28/4/14 –update: JR/SD to decide whether to deliver training via Jeanette Scott (Foster Carers Service Delivery Manager) or Workforce devpt. 22/5/14 – update: JR met Jeanette and supervising social workers to be involved in training – 21/6/14 at Hough Lane. 2/4/14 - MC provide names of staff to SD by 4/4/14. Also incl input from; Jobs & Skills and Offsite learning staff. Focus on networking as well as training. SD/LM to confirm date. 28/4/14 –update: DONE 22/5/14 – update: training to run 7,8 July.. Further training to be given to those who will be lead contacts	
2c) Put on other training/information sessions for social workers who are allocated to work with foster carers.	MC/LM	25/6/14	c) IAG training to be delivered for supporting Social Workers for Foster Carers for NW team. 27/6/14- JR gave positive feedback from training held on 25/6/14. JR to plan future training at Fostering Managers meeting at Hunslet Hall. Plan to roll out drop in sessions for Foster Carers. Suggestion of creating a Foster Carer IAG checklist for aged 12-19 (25). Who to lead this? 27/6/14 – future action should be to set up a network for professionals to share practice (see now action 2j).	A
2d) Put on other training/information sessions for residential care staff.		2014: 7/7, 8/7 17/7, 18/7 9/2014 to 7/2015	d) Training for IAG has been arranged for 80 residential care staff over 4 days at Carr Manor Primary. Plan for 14/15 academic year to create at least 1 IAG ‘champion’ per residential home to be nominated by care home Service Lead. Champions will undergo continual training and be res	A
2e). Identify a collaborative working approach of Connexions and LAC/Care Leaver PAs.	MC/LM/SD		e). 26/3/14 – Meeting of SD/LM/MC where it was agreed :	A

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		03/14	<p>i) Michael to discuss with Sal/Rob how best to provide professional advice via a named contact to Connexions area managers on appropriateness of particular referrals to social care; monthly quality check of referrals on an area basis proposed. Contact Centre Professional Helpline number to be recirculated as well.</p> <p>2/4/14 - Cxions PAs from Cardigan centre will help coordinate better work with Care Leavers on area basis incl visiting CSW Care teams. CSW LAC Area Managers to link up with Connexions Area Managers. LM provide good eggs.</p> <p>28/4/14 – update: MC will be the contact. 27/6/14 – update: LM reported positive working between PAs and Connexions PAs. Development needed in work with 18-22.</p> <p>ii) To explore potential for shared group work (Social Care/Connexions), e.g. over the summer holidays for those in Year 10, to maximise impact and make best use of limited resources (model of Herd Farm project work within the Youth Contract could apply). Clusters could be asked to contribute to costs.</p> <p>28/4/14 – update: SD to raise at Participation & Progression meeting.</p> <p>22/5/14 – update from SD: Not viable to do week residential at Herd Farm (already booked). Alternative proposal (to be consulted at PAs training) is to select 10 Care Leavers, involve in ½ day employability taster session led by EBP; invite to Inspiring Futures Event to meet employers (PAs to support); Follow up group with National Careers Service at Connexions Centre.</p> <p>27/6/14 – 18 Care Leavers referred from CLA team for 3 day 'Ready for Work' programme.</p> <p><u>29/7/14 – update: See evaluation of Ready for Work programme sent out by SD 16/7/14. 9 to 12 completed.</u></p> <p><u>To follow longer term impact of those who completed. MC via staff to follow up non-attenders/non completers to identify reasons. MC will encourage PAs to door knock/ accompany yp on initial days of a programme.</u></p>	
2f). Initially trial a joint working approach between Connexions and LAC/Care Leaver PAs through the use of the Hub in particular	MC/LM/SD	03//14	<p>f).28/4/14 – update: note that Eastgate developing as an interim Hub.</p> <p><u>29/7/14 – update from SD: SD is sending out communications to Social Care PAs advertising 'Opportunities Day' at Connexions Centre on 22/8/14. SD and LM meeting Paul Bollom &RM 4/8/14 – re interim arrangement for the Youth Hub and for Social Care presence in the Connexions Centre. To include young people and staff's consultation e.g on practicalities as part of interim 1st phase.</u></p>	R

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2g). Igen and LCC workforce development to develop support pack around for Year 9+ , 16+ and HE applications regarding options choices post pathways. The support pack is for foster carers, care staff in residential homes, CSW Pas. Make hard copy and section on Pathways available for above staff.	LM/Andy Lloyd	03/14	g)	R
2h). Ensure the Hub at Eastgate will support integrated working and care leaver progression	LM, RM, Sue Pennycook		h). Remove this action as it is a developmental idea	R
2i). Commissioning EBP to provide Mentors for CLA	Jackie Roper/Julie Pocklington		i) 6/14 - Commissioning brief scoped out. Schools in high need have been identified. Feedback from schools on past mentoring has been considered as part of re-commissioning process.	A
2j) Develop an IAG network for identified champions from Social Care Services	Sally Lowe, Jackie Roper		j)	R

OPPORTUNITIES

Objective/Driver: **3**. Operational processes allow care leavers to access a range of employability opportunities

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **A range of employability opportunities that are offered to care leavers**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
3a). To develop a clear online route for CLA/Care Leavers to access employability opportunities from LCC and others via the ' Young Person's Online Gateway ' (see also Objective 6i) .	Sheila Duxbury	?	a). See also Objective 6. <u>29/7/14 – (update from SD) - pages being set up and populated. Gwen has emailed contributors for what they want to include. Deadline 1/8/14.</u>	A
3b) Employability skills development (from Year 9) through Education Business Partnership	Jackie Roper	?	b)	R

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3c) Work experience – guarantee of a place with the Council for all LAC and if required post 16. Arranged via HR.	Keith Lander/ Emma Wyatt	?	c) <u>Update 29/7/14 - : Corporate HR developing mini action plan to improve and clarify offer.</u>	R
3d) Guarantee of an interview of any job within the council where the Care Leaver meets the criteria via Corporate HR.	Keith Lander/ Emma Wyatt	?	d). <u>Update 29/7/14 - Corporate HR developing mini action plan to improve offer. 3 jobs made available for CLs. CLA service seeking nominations from PAs to apply/be interviewed</u>	R
3e) Youth Offer to arrange guaranteed place for National Citizenship Service up to age 17	Jackie Roper/ Jean Ellison	?	e)	A
3f) Establish priority place model across existing Employment and Skills delivered and commissioned activity	<u>Jane Hopkins</u>	?	f) In place for 18-24 Headstart programme (Michelle Law), Devolved Youth Contract and Work @Leeds opportunities. The city's Talent Match programme (Gary Blake) will also comply.	A
3g). To develop and publish an offer of skills, apprenticeship, employment for LAC.	Jane Hopkins, Jackie Roper	?	g) 2/4/14 – Bus pass – MC to develop free bus pass for those young people who are seeking work or attending training. <u>29/7/14 - An offer drawn up in May/June 14 by JC+ for 18-24 as part of Youth Contract. Offer to go onto online gateway.</u>	A
3h) Undertake data analysis of need of Yr 11 / 12s with a target to map this against the PEP and ensure suitability	JR/ MC/ SL	?	h)	R

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3i) Leeds Rhinos potential bid – Youth Engagement Fund 18-24 new monies.	?	?	i)	R
3j) Ensure any future delivered or commissioned programmes include a priority model	?	?	j) Exploring opportunities within ESIF and Youth Engagement Fund and the Fair Chance Fund. <u>Update 29/7/14: From SD – Youth Engagement Fund bid is developing for submission to govt on 18/8/14. Focus of bid will be on 14-16 and 16/17 and on building emotional resilience. CLAs will be one of the target groups.</u>	R

OPPORTUNITIES ctd

Objective/Driver: 4. Financial policies and procedures clearly identify how young people will be supported with education, training and employment.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **A Financial policy that prioritises support for education, training and employment and incentivises engagement in ETE.**
- **Higher education bursary available to all eligible young people.**
- **Clear information about financial entitlements that support ETE, and how they can access this, is available to all young people.**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
4a). To examine with schools how Pupil Premium is used to address LACs needs.	Jackie Roper/ Gail Webb, SD.	From April 14	a). 2/4/14 - Sue Ayres done paper and June 2014 currently in consideration by CSLT. .	R
4b) To consider any amendment required to current/future Connexions contract.	GM/SD	As required	b) 2/4/14 - Subject to scale of work being undertaken (SD). To be updated at future meeting. <u>28/7/14 – update: SD in discussion with key partners.</u>	R
4c) To clarify Financial policy	Michael Clarke	?	<u>27/6/14 – update from MC: - MC to send link to current policy. MC/JR to meet on this section 4</u>	R

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4d) MC to analyse and measure the financial support package for students accessing post 16 education and training.	Michael Clarke	?	d) MC/RM/JR attended 20/6/14 (termly) HEART's Looked After Young People's Steering Group to keep informed of national policy changes.	R
4e) Link to MALAP Care Leavers Plan of producing a Guide for Care Leavers of opportunities and financial support available.	Michael Clarke / Paul Skidmore	? MC to check		R

OPPORTUNITIES ctd

Objective/Driver: 5. The move on plans, or current accommodation, support care leavers to take up or maintain education training and employment opportunities.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **A process in place to ensure accommodation maximises education, training and employment opportunities when young people leave care.**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
5a). The 'Staying Put Policy' enables CLA to remain with Foster Carers until 21 (will be due to extend including in residential homes).			a) <u>29/7/14</u> - MC to send link for Staying Put Policy	A
5b) The 'Pathway Plan' incorporates a section about moving on, also includes a 'Passport to Independence' as a checklist of a variety of skills gained including a section on education, training and employment. This is completed with the Care Leaver by a Social Care professional (e.g Social Worker, PA, Foster Carer, Residential worker, Housing Support worker). CLA service needs to launch the Passport and roll out training.	Michael Clarke/Rob Murray	Nov 2014	b) <u>29/7/14</u> - MC to provide link to The Pathway Plan	A
5c) Weekly meetings are held between Social Care and Housing Options and Flagship and supported housing providers for planning ahead for moving on accommodation for young people.	Michael Clarke	Ongoing	c) Any outcomes/figures?	A
5d). In addition to a Care Leaver's Social Care Worker, intensive levels of support (e.g Flagship consortium, 3 rd Sector) is provided to young people for pre-tenancy support, support whilst living independently and post tenancy	Michael Clarke	Ongoing	d) Any outcomes/figures?	A

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support				
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SUPPORT

Objective/Driver: 6. The local authority ensures all looked after children and care leavers get career planning support within the pathway planning process that raises their aspirations throughout their transition to adulthood.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **Young people involved in the development of their pathway plans.**
- **Career information, advice and guidance is provided to care leavers.**
- **Clear goal setting and action planning for Education, Training and Employment.**
- **Practical and emotional support is provided during the opportunities offered**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
6a). Delivery of Information Advice and Guidance to all LAC/Care Leavers through schools and Targeted IAG Connexions Contract with Igen. Specific support inc information around GCSE/option choices (yr 9); post 16 choices (yr 10); applications to colleges/apprenticeships (from yr 11).	SD/ LM/ schools		a). <u>29/7/14</u> – Update from SD: Connexions have reviewed needs of CLA with Schools for 2014/15 and will do same annually. Identified CLA will be on caseload accordingly.	
6b) Targeted support and IAG to those Care Leavers who are vulnerable to becoming NEET and those who have become NEET from aged 16 – 21/25.	SD/ LM		b) <u>29/7/14</u> - See above (ie part of case load if identified as vulnerable)	
6c) Support from Connexions and Schools around HE applications/personal statements from aged 17.	Schools		c)	
6d) Social Work (named) support from CSWS 13+team for LAC until aged 18 particularly leading on Personal Education Plan (PEP).	MC		d)	R
6e) non Social Work PAs (named) Support from CSWS 13+ team for Care Leavers from aged 18 particularly leading on Personal Education Plan (PEP).	MC		e)	R
6f) Check with schools, support work they are doing with identified LACs/Care Leavers and if schools have identified any as possible NEET	LM	10/3/14	f) 2/4/14 – LM sampled J Smeaton. All LAC are on Connexions caseload except 1 who is out of area and 1 who is sorted. Connexions will ask schools to identify LACs and ask	G

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			why they are not referring to Connexions. Nb. Each school should have a LAC contact.	
A range of specific actions to improve communication and information:				
6g) Identifying named IAG/progressions contact for Carers as well as for specifically Connexions advisor.	Schools/LM		g)	G
6h) to raise awareness and signpost LAC/Care Leaver PAs to existing info via young person's online gateway.	SD		h) 17/3/14 – revised this action from 'developing' pack to 'raise awareness (DONE – see opposite). <u>29/7/14 – (From SD) - Will do this action as part of eventual launch.</u>	A
6i) Develop and provide regular update/bulletin for carers.	MC		i)	R
6j) Disseminate update/bulletin via PAs to individual Carers and Carer Groups.	MC /Jeanette Scott (CSW LAC)		j) 2/4/14 – SD to discuss with Adam Quesne (AQ) to improve interactive. 22/5/14 – update from SD: SD spoke to AQ – web service can support online interaction for common interest groups but early days. Happy to set up group for foster carers – nb as a future development activity..	R
6k) Review parent/carers area of Leeds Pathways website.	SD		k) <u>29/7/14 – (from SD:) All being done as part of redesign of site.</u>	A
6l) To consider further improving use of wide range of modern new technology (inc social media) for young people and also Carers	MC	July 2014 (report)	l)	R
6m) Review and introduction of on line PEPs	??		m) (Andy Muhgan – consultant reporting to Gail Webb)	R
6n) Introduction of mentoring programmes targeted at key points in LAC/Care Leaver's education, to raise aspirations and support engagement	JR/MC /Julie Pocklington	Sept 2014	n) Spec drafted for EBP to support students of differing ages, support needs and therefore different mentor types working with CLA/Care Leavers at various frequencies and focus according to need. There will be specific outcomes and reporting milestones.	A

SUPPORT ctd

Objective/Driver: 7. Information is available to young people so that they are fully aware of the choices and options available to them and how they will be supported to access these.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- Processes in place so that all young people get a copy of their pathway plan that sets out personal ETE commitment from the local authority.

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- Information is provided about the range of choices, options and opportunities available
- Information about the support from the local authority or other agencies.

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
7a) Helpline and named contact for foster carers of all children LAC and and over 18.	? & SD		a). 28/4/14 – update: Leeds Pathways/Council website (young people’s Gateway) could host a special link page. Provide a contact within Igen as named lead for foster carer – propose to be Cxions Area Manager. SD to raise at Participation and Progression Group.MC to check if RM aware of Young People’s Gateway (SD to circulate the schematic). Continue having Cxions Advisors available in each wedge’s LAC 13+ teams. 22/5/14 – update from SD: agreed with RM and Paul Skidmore that the landing page will have info/advice/resources for CLA/Care Leavers. To consult with PAs via training. SD to meet Paul Skidmore.	R
7b) Link to MALAP Care Leavers Plan of producing a Guide for Care Leavers of opportunities and financial support available	MC		b) 28/4/14 –see action /progress a) above.	R
7c) To develop the Pathway Plan to make specific reference to the Care Leaver’s Charter	MC		c) ??	R
Any current processes in place for this section 7 –info from Michael CLarke/CSWS LAC service?????????				

SUPPORT ctd

Objective/Driver: 8. Processes are in place to support young people aged 21 to 25 who ask for assistance from the local authority with education or training under the provision of the Children and Young Persons Act 2008.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **An assessment process for young people returning to request support is in place.**
- **A policy around level of service, how to resume contact and how support will be provided.**

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- A process to inform young people when their case is closed about the support available and how to access it.

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
8a). Social Care to examine existing good practice and develop for Leeds a standard closure process . Link this closure process with the Online Gateway. (A case is usually closed at aged 21 unless a Care Leaver is in education, training or have additional needs (including in custody) at which point young people would have support until 25	Michael Clarke	Dec 2014	a)	R
8b) Standard Assessment process in place for returning to support			b) <u>29/7/14</u> - MC to provide link	R
8c) Policy for resuming contact(see a)			c)	R

MONITORING

1. Objective/Driver: **9**. Clear information, referral and monitoring systems are in place to manage employability opportunities for care leavers.

To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- **Analysis of the ETE status and activities of young people inform local authority work plans.**
- **Employability opportunities created are linked to analysis of young people's needs.**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
9a) Provide to Connexions a full list of Care Leavers in Year 11 (followed by those LAC in years 9 and 10). To be identified ideally by school.	RM to LM via GW		a). <u>17/3/14</u> - Yr 11 Care Leavers received by LM. LAC yrs 9&10 to follow. <u>28/4/14</u> - DONE	G
9b) Provide updated 16-21/25 details to Connexions via GW	MC		b). <u>17/3/14</u> - LM received 16-19 yr old data. 19-24 to follow. <u>28/4/14</u> - DONE	G
9c) Check against CCIS if LAC/Care Leavers are on Connexions caseload	LM		c). <u>17/3/14</u> - Check done by LM and sent (paper) to JR. LM to send electronic version. <u>2/4/14</u> - 16-19 Neet cohort analysed and 19+. Yr 11 analysis is in progress.	G

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			Post 19 list to be sent from MC to Alison France (JC+) via Gwen and returned to identify Post 19 NEETs onto Head Start. 28/4/14. DONE	
9d) (Diane Terren) to send monthly update from Connexions to CLA Service (MC) to cascade to relevant LAC area teams to update Fi.	LM & MC		d).17/3/14 –MC & LM to share PA names per LAC/care leaver. JR shared schedule for cleansing data and to update Fi by 11/4/14. Extra admin to be deployed by MC into each of the 6 teams/Area Support Managers.	G
9e) Provide intended destinations of current Care Leavers.	SL/LM/MC		<p>e). 17/3/14 – SL/LM/MC - Check the intended destinations of LAC/Care Leavers against full list which is due in.</p> <p>28/4/14 – update: From MC - all Care Leavers now updated on Fi. Unclear if destinations are fully updated. JR and MC and SL to meet to look at Fi list and NEET list particularly focusing on which Yr 11s have got/not got Sept Guarantee(end April).</p> <p>28/4/14 - MC to have 6 month PEP review take place when Sept Guarantee milestone is being reached.</p> <p>26/3/14 – at meeting of :SD/LM/MC it was agreed:</p> <ul style="list-style-type: none"> - to focus any additional Connexions effort on the subset of LAC in Years 9 and 10 who would otherwise struggle already (nb Cxions already visit this cohort albeit not part of their contract; a particular priority is to support those young people in residential care and not attending school. 28/4/14 - staff also need supported. - to work out how to support 50 or so young people in learning outside Leeds. <p>2/4/14 –For those LAC in yr 11 and not with connexions, Gwen to ask Colin Fenwick to send to MC the schools return list. 28/4/14 – update: MC not received yet.</p> <p><u>29/7/14 –update from SL - In general Sept guarantee has been received from schools and currently being up loaded to Insight. Recently received from colleges the Sept offers (inc those on roll) and will get these monthly. These also currently being uploaded to Insight. Sept Guarantee reports to be available from start of Aug. Also currently updating Insight with the CLA and CL cohort. Nb delay has been due to designing an export tool to export data from Fi and another to import tool into Insight. 170 CLs and 30 CLAs (from Year 7) have been identified as not matching from Fi to Insight. Glenn Simpson (is identifying which of the 170 are with Leeds LA then new records will then be created where appropriate). After this we can the report on NEET, NK and Sept Guarantee for CLs and CLA.</u></p> <p><u>29/7/14 - List of CLs identified in the above report , needs to be shared with MC's team for PAs to follow up – SL to do.</u></p>	A
9f) Tracking - fully up to date information around the Care Leaver cohort shared with all relevant partners through Framework –i/Insight/DWP including	Claire		f). 27/6/14 – update from SL: CLA will be uploaded from Fi to Insight with exceptions to ensure Care Leavers/CLA are identified. Plan to provide sept guarantee (for year 11)	R

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direct access to Frameworkki for igen LAC Pas (LCC – Data Team).	Walker/SL/MC		report 2 nd week of July, Aug, Sept.2014. SL provide to LM and MC for their staff. Will also provide Year 12 (ie aged 17) offer report (in Oct 2014). LM can pick up any NEET for Youth Contract. Activity survey also to be produced in Nov for CLA.	
9g) Consider how information is passed back ie data flow from Insight to Frameworkki.	SL /JR/MC/		g) 2/4/14 – Currently transfer data via globalscape but pursue link between Insight and Fi. 29/7/14 – update from SL - MC, SL and JR to meet to establish a tracking calendar and info transfer process – consider 13+ teams having read only access to Insight .	R
9h) Monitoring and tracking of academic data for pre-16 and 16-19/25. Monitoring of educational progress to be shared with all relevant partners.	JR/SL/MC		h). 2/4/14 – predicted grades for LACs.	R
9i) Monitor and track LAC/Care Leaver cohort re September Guarantee	?		i). See h)	A

MONITORING ctd

Objective/Driver: 10. Feedback from young people is included in monitoring and evaluation.
 To achieve the **From Care2Work Quality Mark** you must have in place or be working towards:

- Processes that capture feedback from young people to monitor and evaluate the employability opportunities and support available.**

Milestones / Actions	Lead (bold)	Time scale	Progress (latest updates shown by <u>date and underlined</u>)	RAG rating
???????????????? MC Feedback from Care Leaver Group?	MC			R

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Annex 4 – Post 16 Infrastructure Collaboration

East Area

(11-18) Schools Involved: The Co-operative Academy of Leeds (CO), David Young Community Academy (DY), E-ACT Leeds East Academy (LE), John Smeaton (JS) (plus Corpus Christi (CC) and Mount St Mary's (MSM).

Recommended future action	<ul style="list-style-type: none"> • LA to convene discussions with local schools and partners to identify way forward in establishing a Post-16 Centre.
	<ul style="list-style-type: none"> • Work with identified partners to progress to application for establishing a Post-16 centre through the preferred route.

Inner North West Area

(11-18) Schools Involved: Lawnswood (L); Ralph Thoresby (RT)

Recommended future action	<ul style="list-style-type: none"> • Schools develop the Post-16 joint offer for 2014/15 and beyond.
	<ul style="list-style-type: none"> • LA to work with schools to further develop governance arrangements including creating a joint sixth form centre for Ralph Thoresby and Lawnswood schools.

Inner West Area

(11-18) Schools Involved: Leeds West Academy (LW), Swallow Hill (SH)

Recommended future action	<ul style="list-style-type: none"> • LA to work with each school to identify future action to collaborate with appropriate partners.
	<ul style="list-style-type: none"> • Implementation of collaborative arrangements with identified partners to provide clear academic and vocational pathways for students.

North Area

(11-18) Schools Involved: Allerton Grange (AG), Allerton High (AH), Carr Manor (CM), Roundhay (R) (plus Cardinal Heenan (CH), City of Leeds (CL))

Recommended future action	<ul style="list-style-type: none"> • LA to co-ordinate discussion between the schools and key partners to agree sustainable way forward for the future.
	<ul style="list-style-type: none"> • LA to work with schools to further develop future arrangements including issues of governance and consider firmer models of delivery as partnership matures.

North East Area

(11-18) Schools Involved: Boston Spa (BS), Wetherby (W)

Progress to date/future actions:

Recommended future action	<ul style="list-style-type: none"> • LA to work with each school to identify future action to collaborate with appropriate partners.
	<ul style="list-style-type: none"> • Implementation of collaborative arrangements with identified partners to provide clear academic and vocational pathways for students.

North West Area

(11-18) Schools Involved: Abbey Grange (AG), Benton Park (BP), Guiseley (G), Horsforth (H), Otley Prince Henry's (OPH), St Mary's Menston (SMM)

Recommended future action	<ul style="list-style-type: none">• Schools, college and other partners to continue discussions to establish mechanism for developing advanced and specialist vocational provision.
	<ul style="list-style-type: none">• LA to work with schools and college to further develop vocational options with a view to supporting the establishment of new vocational provision in the area.• Form a collaborative partnership with a memorandum of agreement around sharing and supporting sixth form provision across the schools.

Outer East Area

(11-18) Schools Involved: Brigshaw (B), Garforth (G), Temple Moor (TM)

Recommended future action	<ul style="list-style-type: none">• LA to co-ordinate discussion between the schools and key partners to agree sustainable way forward for the future.
	<ul style="list-style-type: none">• LA to work with schools to further develop future arrangements including issues of governance and consider firmer models of delivery as partnership matures.

Pudsey Area

(11-18) Schools Involved: Crawshaw School (C), Priesthorpe School (P) and Pudsey Grangefield School (PG)

Recommended future action	<ul style="list-style-type: none">• LA to assist working group in identifying possible routes for establishing a Post 16 centre.
	<ul style="list-style-type: none">• Progress to an application for establishing a Post 16 centre which serves the three schools, and which is open to applicants from elsewhere.

South Area

(11-18) Schools Involved: Bruntcliffe (B), Farnley Academy (F), Morley Academy (M), Rodillian (Rod), Royds (Roy), South Leeds (SL), Woodkirk (W) (plus Cockburn (C))

Recommended future action	<ul style="list-style-type: none">• Review of position in the South when outcome of 16-19 Free School application is known.
	<ul style="list-style-type: none">• LA to facilitate discussions between schools and colleges to provide a coherent academic and vocational offer for all learners across the south.

Annex 5

Progression Routes for young people on the Devolved Youth Contract

Since September 2012, 1,032 young people have started on the Devolved Youth Contract in Leeds. The data below shows the progression routes of all young people (as of today 19/08/14) who have progressed or achieved their 6-month sustained progression point – 661 and 316 young people respectively. As a percentage of the total number of young people on the contract, including a high proportion of new starts in September, this accounts for a 64% rate of quality progressions for young people.

The majority of young people have so far progressed to EFA funded Work-Based Learning (38%), FE College courses (19%), or Other Training (21%), with further young people starting Apprenticeships (9%) or entering Employment (13%). Many of the EFA funded Work-Based Learning opportunities are flexible-start, short courses run through the Leeds Learning Links providers, which individually tailor programmes for each young person to address functional skills as well as providing work experience opportunities, alongside their chosen course of study.

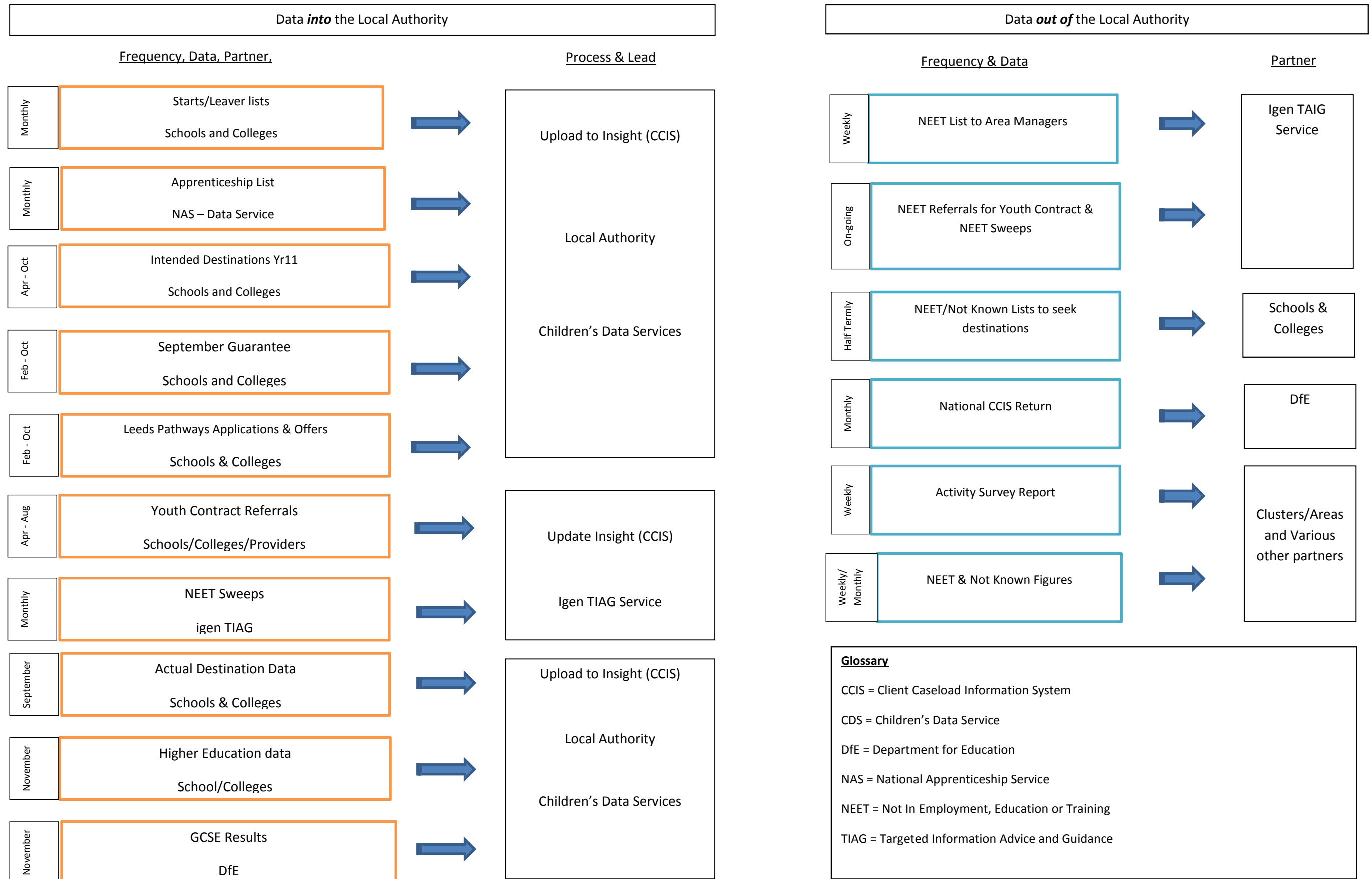
At the 6-month sustained progression point, the majority of young people are further suited to undertake different qualifications and are more college and apprenticeship ready. As the young people will have been on the Youth Contract for approximately nine months to a year, some are now ready to take up employment opportunities. At the 6-month point in their journey, the majority of young people are entering Further Education (33%), EFA funded Work-Based Learning (31%), Employment (14%) or Apprenticeships (10%).

Initial EET Progressions	% of YP
Apprenticeship	9%
EFA funded Work Based Learning	38%
Employment	13%
Further Education	19%
Other training	21%

6 month Sustained Progressions	% of YP
Apprenticeship	10%
EFA funded Work Based Learning	31%
Employment	14%
Further Education	33%
Other training	13%

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Data Flow into and out of the Local Authority for 16-18 Year Olds



Partners across the city have come together with Children's Services to devise a NEET Data Board. Since the removal of Universal IAG services and associated tracking contracts, the Board have focused on developing a tracking calendar and agreeing key data that needs to be shared with partners in order to identify those young people who are NEET and vulnerable of becoming NEET. Igen are presently working closely with Children's Services on a data cleansing exercise to ensure any duplicate records or data anomalies on CCIS are eradicated and client records reflect as accurately as possible the current status of young people in Leeds. Thus ensuring igen is able to plan and deploy the commissioned TIAG service as effectively as possible. (version 3.0 S.Lowe)

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Report of Director of Childrens Services

Report to Scrutiny Board (Children and Families)

Date: 11th September 2014

Subject: Learning Places for Leeds Overview



Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes	<input 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

All children and young people should be able to achieve well at school, from the earliest years through primary and secondary education, no matter what their background. The goal of the education system in Leeds is to enable all young people to have the best opportunities and to gain the right qualifications for rewarding employment and independence as they become young adults. Securing good quality learning places in every community is essential for every young person to have the best start in life.

Leeds City Council has a statutory duty to ensure the provision of good quality learning places and to secure an appropriate balance locally between education supply, demand, choice and diversity. It is the role of the City Council to plan, organise and commission learning places in Leeds in a way that raises educational standards, manages fluctuations in pupil numbers and creates a diverse community of good schools. The Authority seeks to exercise this function in partnership with children and families, elected members, diocesan education boards, governing bodies of schools, head teachers, local communities and other key stakeholders.

Planning for changes in demand for education places is an important function which can only be fulfilled locally, at a level above the individual schools. Estimating school places is a complex process and rapid shifts in demographic changes, economic conditions, patterns of migration, parental preference patterns, and house building create uncertainties that require robust methodologies and responsive implementation. It is imperative that the best information on housing, access to services, economic development and regeneration are brought together, alongside data held by other agencies, to inform the future needs for school places. Planning for learning needs to take

into account the requirement to provide a learning offer across a wide age spectrum from eligible 2 year olds right up to 17 year olds.

This overview summarises the work undertaken over the last 12 months to ensure this statutory duty is being met and outlines the challenges we must meet in future.

Recommendations

Scrutiny Board is asked to:

- Note the information contained within this report.

1 Purpose of this report

1.1 This overview summarises the work undertaken over the last 12 months to ensure this statutory duty is being met and outlines the challenges we must meet in future.

2 Background information

2.2 Learning Place Pressure

2.3 The latest DfE figure of eligible 2 year old places needed in Leeds is 4200 new places. The expectation is that around 80% of families will want to take up a place, especially as this is a new offer so we have set a target of 3360 places to open and filled by January 2015 at the latest. At September 2013 take up of places was 981. At July 2014 take up of places was 1763 and a further 1062 places were in development.

2.4 Free early education places, for 3 and 4 year olds, can be accessed in a variety of settings across the city. These include school nurseries, private nurseries, pre-school groups and childminders. The take up of places as at Summer 2013 was 15011, 95% of eligible children. The data for Summer 2014 is not yet available however, take up as at Summer 2013 is consistent with the number of children who have taken up early education places in previous years. The increasing demand for early education places in the last 12 months has been met across a range of provisions in the city. To meet the demand for additional places over the coming year (2014 to 2015), a further 171 places have been approved. This will provide flexibility and offer choice to families.

2.5 Following a decade of rapidly increasing birth rates from a low of 7,500 to a peak entering reception this September of 10,202, there is now some fluctuation in the births. There are just around 10,000 due to enter reception in September 2015, 2017 and 2018, however there are 10,350 due to start in September 2016. These fluctuations are taking place in different areas of the city leading to the need for some 'bulge cohorts' where we may not require a permanent increase in places, with some continued permanent increase still necessary in some areas. Additionally in some areas the increases in house building is placing increasing pressure on all year groups and not just those entering reception.

2.6 For secondary places, the pressure from current known birth rate began to impact in the South for September 13 admissions to Year 7, and this year schools in the

area offered 135 additional places ahead of the confirmation of the opening of the Ruth Gorse Free school which offered 95 places this year. Once their new building is ready in two years time the intake number will rise to at least 240. A combination of expansion and new schools will be required to meet the rising demand from 2016 when the increases begin to be most notable in our secondary schools.

2.7 The following table shows the areas where further bulge primary school places, have taken place this year. These are in addition to any permanent expansions that were also planned for this year, including the two new schools, Nightingale Academy and Lane End Primary.

Table 1

SCHOOL	AREA	Receptio n Bulge cohort	Total admitted in bulge year
Allerton CofE	Alwoodley	30	90
Calverley CE	Calverley	15	60
Carr Manor Primary	Chapel Allerton	30	90
Green Lane Academy	Garforth	10	60
Greenmount Primary	Holbeck	15	75
Grimes Dyke	Swarcliffe Whinmoor	30	60
Guiseley Infants	Guiseley / Yeadon / Rawdon	30	120
Hawksworth CofE	Guiseley / Yeadon / Rawdon	3	18
Hawksworth Wood	Kirkstall	20	50
Hunslet Carr	Hunslet	10	60
Manston St James	Seacroft	30	90
Pudsey Park Spring	Pudsey	15	60
Primrose Hill	Pudsey	15	60
Raynville Primary	Bramley	30	90
Roundhay Through School	Roundhay	30	90
St Bartholowmews	Armley / Wortley	15	90
Thorpe Primary	Ardsley / Tingley	30	60
West End Primary	Horsforth	30	60
Bramley Primary	Bramley	20	60

Beecroft	Kirkstall	15	45
Iveson	Adel / Cookridge	15	60
Boston Spa St Mary's	Boston Spa	4	24

2.8 Specialist places

2.9 Since 2009 there has been an increase in the demand for places for children with SEND (specialist educational need) in both in mainstream and in specialist provision. It is projected that places required in specialist educational provision will continue to rise from 1147 in 2012, to approx. 1600 in 2016. Places in Leeds Specialist Inclusive Learning Centres specifically are projected to increase to 1300 by 2016.

2.10 Most notable rises can be observed in the areas of cognition and learning needs (13.6% rise in 4 years); and complex communication difficulties and ASC (18.7% rise in four years). Increasing numbers are accessing funding for multiple needs (386 in 2012, 252 in 2009, 53% rise). Demand for services is significantly greater in the south and in central Leeds.

2.11 Places approved

2.12 Since the Basic Needs programme began in 2009, 1238 additional reception places have been approved, with a further 105 for which a statutory notice has been published prior to a final decision. In addition, 200 new specialist places have been approved from September 2015, 150 at the North East SILC (Woodhouse) and 50 at the South SILC.

2.13 Childcare Places

2.14 The Childcare Act 2006 requires local authorities to secure sufficient childcare for the needs of working parents of children up to 1st September after their 14th birthday, or until they reach the age of 18 in the case of children with a disability. This must be sufficient to meet the requirements of parents who require childcare in order to enable them to take up or remain in work or undertake education or training which could reasonably be expected to assist them to obtain work.

2.15 Childcare is offered in a range of settings across Leeds. This includes governor led provision on school sites, private nurseries and childminders. Whilst childcare is not available on all school sites, the majority of schools offer access to childcare, in some cases provision is shared between a number of schools.

2.16 A survey of provision across all schools is due to be completed by the middle of September. From September 2014, Local Authorities will be required to actively encourage all schools to offer childcare from 8 a.m. to 6 p.m. each day. This survey will form the baseline for the first phase of work required to ensure that all families have the opportunity to access childcare.

2.17 Families with disabled children have reported that it is challenging to find a provider with the appropriate expertise to care for their child, therefore making it

difficult for them to access training or work. The Children and Families Act passed in March 2014 makes wide ranging reforms to services for children and young people, including services for children and young people with special educational needs and disabilities. The publishing of a 'Local Offer' is one of the requirements of the Act. From September 2014 Local Authorities will be required to publish information about ALL services in the area for children and young people with special educational needs and disabilities in one website. This will include information about the childcare options available to parents including the range of expertise in settings to support children with SEN (special educational needs).

2.18 To enable the Local Authority to comply with this requirement and gather the information required, all childcare settings have been asked to provide information regarding the range of expertise in their setting to support children with SEN. This will be published along with other information in relation to the Local Offer. A survey of parents of disabled children is also underway, information from this survey will be used to inform work with providers to develop provision to meet any gaps.

2.19 Primary and Secondary Admissions

2.20 There are now national closing dates for applications and for making offers. Secondary applications must be submitted by 31 October and offers are made on 1 March. In Leeds 84% of parents were offered their first preference school (the same as last year) and 95% were offered one of their top three (94% last year). There were 7707 places allocated, a rise from 7568 last year.

2.21 Primary applications must be submitted by 15 January each year and offers are made on 16 April. In Leeds 85% (84% last year) were offered their first preference with 94% (same as last year) offered one of their top three preferences. There were 9355 places allocated which is an increase from 9154 at the same point last year.

2.22 Free Schools

2.23 Currently five Free Schools now operate in Leeds. The Lighthouse School Leeds which offers secondary provision for up to 50 young people aged 11 to 19 with an autistic spectrum condition (ASC) or related communication disorder.

2.23.1 Leeds Jewish Free School is secondary provision established on the site of the existing Brodetsky primary school. It has an Orthodox Jewish designation and provides 25 places per year group. The secondary provision is being supported by Rodillian Academy.

2.23.2 Khalsa Science Academy. The Sikh community have opened a non-faith based 1FE primary school with a Sikh ethos. Initially it has opened on next to the Temple in Chapeltown, but they are working with the Education Funding Agency to find a permanent location for the school.

2.23.3 Schools Partnership Trust (SPT). The proposal is to open one free school, which will be run across three sites, in Doncaster, Grimsby and Leeds. The school will provide alternative provision for students with behavioural needs and some with

mild autism across the 4–19 age range, with 460 places in total across the three sites. The site in Leeds is at Gelderd House.

- 2.23.4 The Ruth Gorse Academy. The plan for the Ruth Gorse Academy is being led by the Leeds Sustainable Development Group (LSDG), in partnership with the Gorse Academies Trust – a charitable company which already oversees the Morley and Farnley Academies in Leeds. The Ruth Gorse Academy will have 1580 pupils when full. In their first year they have 95 year 7 places based in temporary accommodation on the Morley Academy site.

The Gorse Academies Trust has expressed an intention to permanently establish the academy on a site to the South of the city centre at Black Bull Street.

- 2.24 We meet monthly with both the Education Funding Agency and the DfE and receive updates of any applications made to establish further free schools in the city and to coordinate basic need planning with the national Free School programme. We continue to engage potential education providers to work together to ensure that any new provision created is available in those areas of the city with the greatest need and is joined up with our existing place planning.

- 2.25 We have been notified of one potential Free School to open in September 2015 with is the Temple Learning Trust which is considering a through school on the site of the former East Leeds Leisure centre and adjacent land. The reception intake is planned to open in 2015.

2.26 Post 16 Provision

- 2.27 The Local Authority are continuing to work closely with schools, colleges and training providers to consider the future configuration of Post 16 provision across Leeds. Increasing funding pressures, improving outcomes for young people and helping to meet basic need are driving the focus to review existing Post 16 provision.

- 2.28 There is no prescription in the approaches being considered and schools and colleges are considering various options that could improve the future economic sustainability, learner outcomes and helping to meet basic need. Options being considered include collaboration on subject delivery, formal and informal joint Sixth Forms, closure of sixth form provision and establishing new separate sixth form provision.

3 Main issues

- 3.1 As birth rates fluctuate there is a need to balance carefully the need for temporary and permanent places. This is for two reasons: firstly to ensure that the limited capital funding available is targeted appropriately, and secondly to minimise the likelihood of over-provision in an area which then leads to less popular schools becoming vulnerable. There is still an anticipated city wide need for a minimum of 405 permanent places required in primary just to meet the birth rate increases. Appendix A describes the pressures moving forward.

3.2 As the increases are now beginning to impact on the availability of secondary school places careful consideration is being given to the existing capacity, the potential changes to sixth form provision in the city and the emergence of free schools. The cost of a new secondary school is in the region of £20m or more and where necessary may also require the purchase of suitable land. The annual allocation of funding to meet Basic Need from central government has been in the region of £18m.

3.3 Attached at appendix B is the project dashboard from the end of August 2014 which provides costs and status reports on each of the current building projects that are currently underway to meet the need for permanent places. This highlights that costs can vary significantly between projects dependant on the local factors and ease with which some land can be built upon and sites that provide more significant challenges. Contractor costs are rising which is affecting the ability to estimate accurately project costs and projections are being modified to take account of this.

4 Corporate Considerations

4.1 Detailed in the 'Learning for Leeds – Setting our strategic direction for ensuring sufficient good quality school places' report which was seen and agreed by the Executive Board in July 2013.

4.2 Consultation and Engagement

4.3 All permanent expansions of school places include a public consultation. The legislation was changed in January 2014 to no longer require a statutory consultation in an effort to speed up the process of school place changes. As a consequence a paper was taken to Executive Board to outline the process of consultation that would take place.

4.4 Once the need to increase the number of places has been identified a stakeholder engagement event is held based on the Outcomes Based Accountability methodology. A range of interested stakeholders is invited including ward members, head teachers, governors, early years providers, neighbourhood forum representatives, Diocesan representatives, and local parents. The output from this event is then posted online and a discussion forum is created. From this specific expansion proposals are identified and a short period of public consultation, where face to face drop in sessions are held at the local schools affected, takes place. A summary of this whole range of consultation is then taken in a paper to Executive Board for permission to publish a statutory notice which offers a further 4 week representation phase.

4.5 More generally Basic Need workshops have been held for ward members in every Area Committee during the last 12 months to share a wide range of data for their specific wards. This has supported a clearer shared understanding of the issues in each area and later in the autumn term updates will be provided.

4.6 Equality and Diversity / Cohesion and Integration

- 4.7 An EDCI screening tool is carried out for every school expansion, and where necessary a full impact assessment.
- 4.8 **Council policies and City Priorities**
- 4.9 The proposals are being brought forward to meet the Council's statutory duty to ensure there are sufficient school places for all the children in Leeds. Providing places close to where children live allows improved accessibility to local and desirable school places, and thus reduces the risk of non-attendance.
- 4.10 A key objective within the Best Council Plan 2013-2017 is to build a child friendly city. The delivery of pupil places through Basic Need is one of the most baseline entitlements of a Child Friendly City. A good quality school place contributes to the achievement of targets within the Children and Young People's Plan such as our obsession to 'improve behaviour, attendance and achievement'. It is therefore important that when bringing any proposal forward, there is a degree of certainty that any change would not have a negative impact on the teaching and learning.
- 4.11 In addition, "Narrowing the Gap" and "Going up a League" agenda and is fundamental to the Leeds Education Challenge. A key area of monitoring in primary schools is the key stage 1 to 2 value added scores and these are considered in each proposal.
- 4.12 A further objective of the Best Council Plan 2013-2017 is to ensure high quality public services. We want to promote choice and diversity for parents and families and deliver additional school places in the areas where families need them. Meeting this expectation while demonstrating the five values underpinning all we do is key to the basic need programme.
- 4.13 **Resources and value for money**
- 4.14 Funding for new school places is provided by government in the form of an annual basic need capital grant allocation and this has previously been supplemented with bid rounds for targeted funding. The funding provided to local authorities is rationed by government based on the projections of places required nationally and locally. Some funding adjustments are made to the allocations to fund the national Academy and Free School programmes.
- 4.15 Last year the allocation amounted to £11.3k per primary place and £14.2k per secondary place which would provide £2.38m for 210 primary places (1 one form of entry provision) or £17.85m for 1,260 secondary places (equivalent to a secondary school with six forms of entry). The DfE scorecard which has been issued for the first time this year shows that Leeds which is one of the best performing local authorities for the value for money on basic need schemes spent on average £16.34k per primary place on new build schools (£17.16m on 1,050 places). For all school places provided (including temporary and expanding existing schools) the average cost for Leeds is £8.77k per place.
- 4.16 The discrepancy between funding provided by government and the cost of new places is most noticeable where new schools or large expansions have to be delivered. This appears to be because the DfE assumes that abnormal costs and

site costs will be met by local authorities and these costs are not generally assumed to be covered by these funding allocations. The DfE has recommended a standardised set of designs for new schools and extensions and will expect council's to adopt these or at least to pursue built solutions which use industry standard low cost elements to reduce the overall cost of new places.

4.17 The basic need programme consists of schemes which are shown in Appendix B

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

4.19 The processes that have been and will be followed are in accordance with the Education and Inspections Act 2006 as set out in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007, and amended by School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.

4.20 **Risk Management**

4.21 Projects to deliver new places in schools are routinely carry a range of risks from their inception and it is essential that the council continues to review its approach to ensure the risks can be effectively managed. Risks will arise from a number of causes for example because project delivery timescales are limited, most school sites are constrained, funding is very limited and because new school places must be available from the respective Autumn term (September) to meet the council's statutory duty.

4.22 Timescales on projects tend to be constrained because of the nature of predicting when demand for places (arising from increasing birth rates, net inward migration or increased housing) will be sufficient to justify the permanent school places. The new centralised demographic projections team and a corporate approach to decision making will assist with ensuring there is a pipeline of deliverable schemes.

4.23 Basic need projects can be further complicated by issues with existing school sites or for the need to find sites for new schools in the right locations. An expansion at a school must be planned to minimise disruption on teaching and safeguarding and should be designed so that the operational effectiveness of the school is not degraded. Achieving planning consent for new school places is often complex and requires detailed local consultation, good liaison with planning and highways and innovative designs. In some areas new schools must be planned and where possible this is done using existing council sites but in future it may be necessary to acquire land for new schools. A cross council approach to dealing with site issues is already in place and this will be enhanced through a strategic project management group allowing proper escalation of issues and risks and most importantly to problem solve and deliver solutions when risks materialise.

5 **Conclusions**

5.1 An outline strategic approach and key principles have been agreed by the Executive Board.

- 5.2 Since the Basic Need Programme began in 2009, 1238 additional reception places have been approved, with a further 105 for which a statutory notice has been published prior to a final decision.
- 5.3 The outcome of the latest primary admissions round was positive with 85% of parents (84% last year) offered their first preference and 94% (same as last year) offered one of their top three preferences
- 5.4 The outcome of the latest secondary admissions round was positive with 84% of parents were offered their first preference school (the same as last year) and 95% were offered one of their top three (94% last year).
- 5.5 We are working with the EFA and DfE to coordinate basic need planning with the national Free School programme.

6 Recommendations

Scrutiny Board is asked to:

- Note the information contained within this report.

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.

BASIC NEED PROGRAMME DASHBOARD



Why we need to act (School Place Requirements)

The demand for school places is increasing mainly due to increases in birth rates. Need is initially for primary places but there are already pressures on secondary provision in South and East

Primary

	2015	2016	2017	2018
Total places secured	9,943	9,943	9,943	9,943
City wide places required (SCAP)	9,840	10,370	10,145	10,067
Places under consultation / stat notice and FS at pre – approval stage	45 + 60FS	60	0	0
Localised places needed	16FE	27FE	21.5FE	21.5FE
Localised places still to be secured	14.5FE	25FE	21.5FE	21.5FE
Number of Planning Areas with pressures	16	22	22	22

Secondary

	2015	2016	2017	2018
Total places secured	8,444	8,516	8,516	8,516
City Wide places required (SCAP)	8,286	8,594	8,956	9,209
Places under consultation / stat notice and FS at pre - approval stage	0	0	0	0
Localised new schools needed	0	1 INE	2 OE OS	3 IE IW OS
Localised places still to be secured	295	455	230	130

Overall RAG Status of the Programme



Justification for Programme Manager RAG Status Assessment

The assessment for the overall programme is rated as Amber. Key issues are being reported which has resulted in a number of schemes reporting a substantial increase from the previous estimate. Some schemes have reported continue to show an increase in project costs, leading to the undertaking of a value engineering exercise.

- Highways issues resulting from the proposed scope of works which may lead to an increase in project associated costs, e.g. Horsforth Broadgate PS - an increase in pupil places will lead to an increase in congestion and a lack of space for parent pick up in the area. This could result in the need to provide a solution which may have budget consequences.

Basic Need Programme Overview

DELIVERY - 27 BN schemes in development and delivery (This includes those schools where places will be created in phases)

GOVERNANCE - Outcome of statutory notice on proposals to expand Guiseley Infant & Nursery School and St Oswald's C of E Junior School
 Outcome of consultation on a proposal for the expansion of Immaculate Heart of Mary Catholic Primary School
 Outcome of consultation on a proposal for the expansion of Gledhow Primary School

SCHEMES IN CONSULTATION - Adel Phase 1 consultation. Options include expanding Adel Primary School from 1 forms of entry to 1.5 forms of entry (30 to 45 places in reception)
 Expand Adel St John The Baptist C of E Primary School from 1 forms of entry to 1.5 forms of entry (30 to 45 places in reception)

PIPELINE SCHEMES - Towards the end of Sept 2014: OBA event for Burmantofts area and East Leeds extension

Key Risks and Issues Affecting the Programme	Actions	Lead and date for resolution
The number of resources allocated to the Programme are insufficient resulting in compromises being made which will affect service delivery	A paper has been drafted by the Chief Procurement Officer which seeks approval to recruit additional resources to support the Basic Need Programme. The recruiting process is currently underway.	To be determined - ongoing
The upturn in the construction market is resulting in an increase in tender prices and a lack of competition as Contractors become more selective about the kinds of work they will undertake.	Work closely with NPS and other partners to monitor trends within the market so that these can be factored. Check and challenge pre-tender estimates produced by NPS and other partners to ensure that they are realistic. Ensure that projects are 'attractive' to the market and are able to drive competition, e.g. procuring schemes jointly will increase the value of the projects making them more 'attractive' to the market.	To be determined - ongoing



Overall RAG Status							
Green - On schedule and/or no problems being encountered							
Amber - Some problems being encountered which management need to be aware of.							
Red - Substantial problems being encountered which require management action and they are impacting on cost, time and quality.							
Deliverability—D							
Planning—P							
Funding—F							
Operational— O							
RAG		Scheme		RAG		Scheme	
D	P	Allerton Bywater, Phase 2 (TW / NW)		D	P	Little London / Woodhouse, Phase 3 (PH / NW)	
F	O			F	O		
D	P	Allerton C of E (TW / NW)		D	P	Moor Allerton Hall DAHIT Provision, Phase 2 (DD / NW)	
F	O			F	O		
D	P	Asquith Primary School, Phase 3, New Build (PS / NW)		D	P	Morley Newlands 2013 (DD / NW)	
F	O			F	O		
D	P	Barwick in Elmet (DF / NW)		D	P	NE SILC (West Oaks) (PS)	
F	O			F	O		
D	P	Beeston PS 2013 P2 (TW / NW)		D	P	Nightingale Primary Academy (CS / NW)	
F	O			F	O		
D	P	Bramley St Peter's 2013, Phase 2 (TW / NW)		D	P	Pudsey Primrose Hill PS 2015, Phase 1 & 2 (DD / NW)	
F	O			F	O		
D	P	Calverley C of E PS 2015 (DD / NW)		D	P	Pudsey St Joseph's 2015 (DF / NW)	
F	O			F	O		
D	P	East Ardsley PS 2014, Phase 3 (PS) / NW		D	P	Robin Hood PS 2014 (CT/TW / NW)	
F	O			F	O		
D	P	East Moor Secure Children's Home (DD / NW)		D	P	Rufford Park Primary School, Phase 2 (PS / NW)	
F	O			F	O		
D	P	Farsley Farfield PS 2014, Phase 3 (PS / NW)		D	P	Sharp Lane PS 2014 (TW / NW)	
F	O			F	O		
D	P	Farsley Springbank JS 2015, Phase 2 (DF / NW)		D	P	South Leeds (Lane End PS) (MM / NW)	
F	O			F	O		
D	P	Farsley Westroyd Infant School, Conversion to Primary School (DF / NW)		D	P	South SILC (Broomfield) (PS / NW)	
F	O			F	O		
D	P	Horsforth Broadgate PS 2015 (DP / NW)		D	P	St Oswald's JS 2015, P2 (DP / NW)	
F	O			F	O		
				D	P	Tranmere Park Primary School (TW / NW)	
				F	O		

2014 Bulge Cohort Summary

School and Places	Design & Cost Report Approval Date w/c	DCR Approval Sought / Obtained	Start on site W/C	Type of works (Internal Remodelling, Temporary Accommodation)	Work undertaken by	RAG Status
Manston St James (30)	02/07/2014	£110,943	21/07/2014	Internal Remodelling	Academy sponsor with financial contribution from Children's services	AMBER
Thorpe Primary (30)	02/06/2014	£49,440	21/07/2014	Internal Remodelling	School	GREEN
Bramley Primary (20)	09/06/2014	£50,896	21/07/2014	Temporary Accommodation	Portakabin	AMBER
Grymes Dyke (30)	09/06/2014	£52,159	21/07/2014	Temporary Accommodation	Portakabin	GREEN
Guiseley Infants (30)	09/06/2014	£73,407	21/07/2014	Temporary Accommodation	Portakabin	RED
Carr Manor (30)	16/06/2014	£42,347	21/07/2014	Internal Remodelling	CEL	GREEN
Hawksworth Wood (10)	16/06/2014	£30,719	21/07/2014	Internal Remodelling	CEL	GREEN
Raynville (30)	16/06/2014	£49,916	21/07/2014	Internal Remodelling	CEL	AMBER
Roundhay Through School (30)	16/06/2014	£64,917	21/07/2014	Internal Remodelling	CEL	GREEN
St Bartholomew's (15)	16/06/2014	£82,865	21/07/2014	Internal Remodelling	School	AMBER
Hunslett Carr (10)	07/07/2014	£180,721	21/07/2014	Internal Remodelling	CEL	AMBER
Allerton CofE (30)	17/07/2014	£172,483	21/07/2014	Internal Remodelling	CEL	AMBER
Horsforth West End (30)	07/07/2014	£245,779	21/07/2014	Temporary Accommodation	Portakabin	RED

Work Allocated to	Value (£)	Total Number of Schemes	Number of Schemes RED
CEL	£541,103	6	2
Portakabin	£422,241	4	Number of Schemes AMBER
School	£132,305	2	6
Sponsor	£110,943	1	Number of Schemes GREEN
TOTAL	£1,206,592	13	5

Guiseley Infants RAG rating RED due to planning decision and local interest.
Horsforth West End RAG rating RED due to the complexity of the site and the works.

All DCRs have been approved.
The total number of change requests to date is 11. The value of the change requests is approximately £10,300

2014 Bulge Cohort Summary



Key Risks and Issues affecting the Programme	Actions	Lead and date for resolution
Programme timescale is insufficient resulting in places not being available for September 2014	The remaining DCRs are being prepared in advance of costs being returned to ensure minimal delays in submitting and obtaining approval. Additional resource has been allocated to support the programme.	ES/CG Review due Aug 2014
Planning timescale is unachievable resulting in places not being available for September 2014	Pre-planning advice sought, comments incorporated into cost model and project scope. Currently proceeding at risk due to the 8 / 12 week planning approval window.	ES/CG Review due Aug 2014
Individual project budget exceeds £250k and requires 'Call-in' resulting in delays and therefore places not being available for September 2014.	This relates to Hunslett Carr & Horsforth West End. However the scope of works have been set to ensure it remains within the Council's Financial Procedures Rules . Ongoing checks to ensure these do not exceed the Council's FPR limits are and will continue to be undertaken throughout the duration of the project to ensure compliance.	ES/CG Review due Aug 2014
Opening up works uncover unknown condition issues	Surveys have been commissioned where necessary as advised by NPS, due to the tight overall programme an element of risk has had to be accepted. Individual scheme contingency has been set to reflect this outlying risk.	ES/CG Review due Aug 2014

UIFSM Summary Phase 1



Phase 1 Programme schools	DCR approval date	DCR approval sought / obtained	Start of Programme	Completion	Type of Works	Works undertaken by	RAG Status
126 schools (This includes 11 Phase 2 schools) out of 167 maintained schools	1 st May 2014	£1.685m total £600k for Phase 1 schools	1 st May 2014	1 st September 2014	Cost of kitchen equipment, installation and associated works	CEL, Catering Leeds	AMBER

Key Risks and Issues Affecting the Programme	Actions	Lead and date for resolution
Schools providing access	All schools provided access information. An emergency contact list is also held. Property maintenance are contacting and rearranging work schedules where necessary to ensure work is completed in time. Review weekly.	Anne Cowling 28/07/2014
Lead in times for the order and installation of equipment /appliances not met	Installation works take place in schools in advance of equipment delivery where possible. All kitchen equipment orders approved through the DDN process are up to date.	Anne Cowling Review in weekly project progress meetings
Supplier failure re ordering of equipment	Equipment delivery is on going and thus far on schedule. Catering Leeds are regularly communicating with the main suppliers are ready to escalate where delivery might be slow due to competing pressure on suppliers from other local authorities.	Anne Cowling Review in weekly project progress meetings

UIFSM Summary Phase 2

Phase 2 Programme schools	DCR approval date	DCR approval sought / obtained	Start of Programme	Completion	Type of Works	Works undertaken by	RAG Status
12 Schools	1 st May 2014	£1.685m total £1.46m for Phase 2 schools	1 st May 2014	1 st September 2015	Capital works: Remodelling of kitchens	TBC	Red

Key Risks and Issues Affecting the Programme	Actions	Lead and date for resolution
Cost exceeds current budget allocation	Further work to define scope of works for individual schools under Phase 2 is ongoing. An assessment of the overall programme will be discussed at the next from the Project, Risk & Control group.	Steve Hoggart 31/10/2014
Programme timescale not deliverable within the 6 weeks holiday period	Further discussions have been scheduled with Contractors with a view to seeking assurance over delivery. A further update will be provided after the meetings have been concluded.	S. Hoggart 31/10/14

2014 2YO Capital Programme

Children's Centre	Number of places	Construction cost estimate	Funding source	DCR Approval date	Start on Site	Completion	Comments & RAG Status
Harehills	80	£12,000.00	SUG only	N/A	04/08/2014	10/09/2014	Programme rec'd 19/6/14
Gipton North	40	£40,000.00	SUG only	N/A	14/07/14	27/09/14	Programme rec'd 19/6/14
Gipton South	32	£30,000.00	SUG only	N/A	21/07/14	10/10/2014	Programme rec'd 19/6/14
Richmond Hill	20/24	£67,131.00	Capital only	w/c 16/06/2014	21/07/14	30/09/14	DCR approved - Order placed with CEL Need confirmation of programme from CEL
Windmill	78	£151,633.00	capital only	w/c 16/06/2015	21/07/14	05/09/14	DCR approved - Order placed with CEL Need confirmation of programme from CEL.
Osmondthorpe	42/48	£46,700.00	SUG only	N/A	16/06/14	25/08/14	Additional £3k required to complete works. CEL to confirm. Order raised. Sufficient SUG available.
Cottingley	16	£15,000	SUG only	N/A	23/06/14	01/09/2014	Programme delayed – additional £8k required to complete works – SUG available
Quarry Mount	40	£30,343.91	SUG only	N/A	21/07/14	01/09/2014	Additional £3k required to complete works. SUG available.
Armley Moor	80	£128,849.00	Capital only	TBC	16/06/16	26/09/14	Programme rec'd 19/6/14
Chapeltown	20	£6,000.00	SUG only	N/A	26/05/14	30/05/14	Works completed
Hawksworth Wood	32	£26,000.00	SUG only	N/A	21/07/14	11/08/14	Additional £18k required to complete works. SUG available.
Kentmere	32	£26,736.52	SUG only	N/A	21/07/14	28/08/2014	Order has been placed.
Bramley	40	£28,000.00	SUG only	TBC	15/08/14	TBC	Scheme scope agreed and price reduced from £75k to £28k. Order placed.
New Beverley	48	£26,000.00	SUG only	N/A	05/08/14	15/09/14	AK confirmed no Cap Funding req'd. Scheme agreed and order placed.
Burmantofts CN	63	£293,000.00	320.1k Cap 20k SUG	14/05/2014	15/08/14	15/12/14	Acceptance letter not yet received. Tender report will need to be sent & TA report submitted for approval prior to works contract being let.
City & Holbeck	48	£95,600.00	67.1K Cap 48k SUG	w/c 16/06/2014	28/08/14	17/11/14	VAT queries to be resolved. Iain Priest liaising with Taxation team.
Whitecote Primary	80	£121,400.00	Capital only	19/06/2014	07/07/14	01/09/14	Rec'd signed DDN. Letter and T&C's sent to KA (head)
Rose Lund Centre	TBC	£16,000.00	SUG only	TBC	TBC	TBC	ON HOLD – costs are currently higher than anticipated.
Hunslet	TBC	TBC	TBC	TBC	TBC	TBC	Scope to be agreed
Shepherds Lane	TBC	TBC	TBC	TBC	TBC	TBC	Scope to be agreed
Seacroft	TBC	TBC	TBC	TBC	TBC	TBC	Scope to be agreed
Castleton	20	TBC	TBC	TBC	TBC	01/09/2015	Scope to be agreed
Hollybush	20	TBC	TBC	TBC	TBC	01/09/2015	Scope to be agreed

Key Issues		
Scheme	Issue	Actions (incl. Responsibility and Date for Resolution)
Horsforth Broadgate PS 2015—RIBA Stage C (Outline Proposals)	Close liaison with highways to agree the scope of work is ongoing, but there are significant concerns with regards congestion and lack of space for parent pick up in the area. These issues could affect the decision on expansion, could be cost prohibitive and may mean failure to achieve planning permission. The suggested solutions may be difficult to procure	Continued liaison with highways and planning and escalation to management as required Action—drawing of car parking layout required urgently—David Stainsby Date 8/08/14 (outstanding)
Little London / Woodhouse	Tenders have been returned over budget for both the school and community centre. The community centre needs resolving to allow the school project to proceed	A value engineering exercise has resulted in a list of cost savings to be captured with in a re tender exercise. Re-allocation of costs have been agreed with Children's Services, Environments & Housing and Re-generation to bring the projects within budget. Environments & Housing and Re-generation have agreed to £100,000 additional funding for the CC/NHO elements. Action Owner—PPPU / City Development Date for Resolution—29th August 2014
Asquith Primary School (PFI)	Contractual negotiations are progressing well, however an early order is required to allow the programme to be maintained prior to PFI funder approval.	A contract in place and signed by SPV. Action Owner - PPPU/Childrens Services Date of Resolution—29/08 SPV to sign off the TA report Action Owner —PPPU Date of Resolution—19th Sept
Primrose Hill Calverley C of E	Key milestones have been reviewed and it has been identified that the completion date may not be met.	A revised programme and procurement route is being developed and the potential for temporary accommodation to mitigate the delay is being considered Action Owner—PPPU / Children Services Date for Resolution—29th August 2014

Key Programme Risks	
A programme risk workshop is currently being arranged	
Key programme Risks are :	
Increase on construction costs	
Resource issues across the team	
Consistency of communication of messages—internal and external.	
Delays on pupil places and impact on individual areas for future pipeline schemes	

Overall RAG Status					
Green - On schedule and/or no problems being encountered					
Amber - Some problems being encountered which management need to be aware of.					
Red - Substantial problems being encountered which require management action and they are impacting on cost, time and quality.					
Deliverability—D Planning—P Funding—F Operational— O					
RAG	Scheme		RAG	Scheme	
Schemes delivering 2014					
D	P	Allerton Bywater, Phase 2 (TW / NW)	D	P	Asquith Primary School, Phase 3, New Build (PS / NW)
F	O		F	O	
D	P	Allerton C of E (TW / NW)	D	P	East Ardsley PS 2014, Phase 3 (PS) / NW
F	O		F	O	
D	P	Beeston PS 2013 P2 (TW / NW)	D	P	Farsley Farfield PS 2014, Phase 3 (PS / NW)
F	O		F	O	
D	P	Morley Newlands 2013 (DD / NW)	D	P	Nightingale Primary Academy (CS / NW)
F	O		F	O	
D	P	Robin Hood PS 2014 (CT/TW / NW)	D	P	Rufford Park Primary School, Phase 2 (PS / NW)
F	O		F	O	
D	P	Sharp Lane PS 2014 (TW / NW)	D	P	Tranmere Park Primary School (TW / NW)
F	O		F	O	
Schemes delivering 2015					
D	P	Bramley St Peter's 2013, Phase 2 (TW / NW)	D	P	NE SILC (West Oaks) (PS)
F	O		F	O	
D	P	Little London / Woodhouse, Phase 3 (PH / NW)	D	P	South Leeds (Lane End PS) (MM / NW)
F	O		F	O	
D	P	South SILC (Broomfield) (PS / NW)	D	P	East Moor Secure Children's Home
F	O		F	O	
Schemes in development to complete in 2015					
D	P	Barwick in Elmet (DF / NW)	D	P	Calverley C of E PS 2015 (DD / NW)
F	O		F	O	
D	P	Farsley Springbank JS 2015, Phase 2 (DF / NW)	D	P	Farsley Westroyd Infant School, Conversion to Primary School (DF / NW)
F	O		F	O	
D	P	St Oswald's JS 2015, P2 (DP / NW)	D	P	Horsforth Broadgate PS 2015 (DP / NW)
F	O		F	O	
D	P	Moor Allerton Hall DAHIT Provision, Phase 2 (DD / NW)	D	P	Pudsey Primrose Hill PS 2015, Phase 1 & 2 (DD / NW)
F	O		F	O	
			D	P	Pudsey St Joseph's 2015 (DF / NW)
			F	O	

Next Milestones and Timescale RAG Status

Green - On schedule and/or no problems being encountered

Amber - Some problems being encountered which management need to be aware

Red - Substantial problems being encountered which require management action and they are impacting on cost, time and quality.

Milestone / RAG	Scheme	RAG	Scheme
Schemes delivering 2014			
Completion On Site (28/11/14)	Allerton Bywater, Phase 2 (TW / NW)	Early Order (18/08/14)	Asquith Primary School, Phase 3, New Build (PS / NW)
Completed (In Defects)	Allerton C of E (TW / NW)	Contract Award (01/09/14)	East Ardsley PS 2014, Phase 3 (PS) / NW
Completion on Site (28/09/14)	Beeston PS 2013 P2 (DP / NW)	Completion on Site (22/08/14)	Farsley Farfield PS 2014, Phase 3 (PS / NW)
Completion On Site (01/03/15)	Morley Newlands 2013 (DD / NW)	Completion of Phase 1 on Site (26/08/14)	Nightingale Primary Academy (CS / NW)
Completion of Phase 1 on Site (22/08/14)	Robin Hood PS 2014 (CT / NW)	Completion On Site (09/09/14)	Rufford Park Primary School, Phase 2 (PS / NW)
Completion On Site (01/01/15)	Sharp Lane PS 2014 (DP / NW)	Completed (In Defects)	Tranmere Park Primary School (TW / NW)
Schemes delivering 2015			
Completed (In Defects)	Bramley St Peter's 2013, Phase 2 (TW / NW)	Completion On Site (03/08/15)	NE SILC (West Oaks) (PS)
Contract Award (29/08/14)	Little London / Woodhouse, Phase 3 (PH / NW)	Completion On Site (01/09/15)	South Leeds (Lane End PS) (PS / NW)
Completion On Site (26/04/15)	South SILC (Broomfield) (PS / NW)	Completion on Site (01/12/14)	East Moor Secure Children's Home (DD / NW)
Schemes in Development to complete in 2015			
Completion of Stage C (tbc)	Barwick in Elmet (DF / NW)	Completion of Design + Submit Planning (08/08/14)	Calverley C of E PS 2015 (DD / NW)
Completion of Design + Submit Planning (15/08/14)	Farsley Springbank JS 2015, Phase 2 (DF / NW)	Completion of Design + Submit Planning (15/08/14)	Farsley Westroyd Infant School, Conversion to Primary School (DF / NW)
Submit ATS (Sept 14)	St Oswald's JS 2015, P2 (DP / NW)	Completion of Design + Submit Planning (08/09/14)	Horsforth Broadgate PS 2015 (DP / NW)
Start on Site (11/08/14)	Moor Allerton Hall DAHIT Provision, Phase 2 (DD / NW)	Completion of Design + Submit Planning (01/09/14)	Pudsey Primrose Hill PS 2015, Phase 1 & 2 (DD / NW)
		Planning Approval (03/09/14)	Pudsey St Joseph's 2015 (DF / NW)

Project Name	ATS budget (£)
Allerton Bywater Phase 2	2,035,338
Allerton C of E	414,600
Asquith Primary School Phase 3 - New Build	2,895,100
Beeston PS 2013 P2	1,115,300
East Ardsley PS 2014 Phase 2 & 3	1,024,714
Farsley Farfield PS 2014 Phase 3	186,800
Morley Newlands 2013	7,011,300
Nightingale Primary Academy (Phase 2)	8,056,300
Robin Hood Primary	1,201,500
Rufford Park Primary School Phase 2	1,429,900
Sharp Lane PS 2014	2,141,200
Tranmere Park Primary School	119,867
Total for schemes delivering 2014	27,728,819
Bramley St Peter's 2013 Phase 2	96,900
Little London / Woodhouse Phase 3	7,253,000
NE SILC (West Oaks)	10,526,800
South Leeds (Lane End PS) Phase 2	7,205,100
South SILC (Broomfield)	4,071,100
East Moor Secure Children's Home	12,550,000
Total for schemes delivering 2015 with ATS	41,702,900
Project Name	Allocated Budget (£)
Barwick in Elmet	300,000
Calverley C of E PS 2015	2,500,000
Farsley Springbank JS 2015 Phase 2	2,850,000
Farsley Westroyd Inf conversion to Primary	960,000
Horsforth Broadgate PS 2015	3,250,000
Moor Allerton Hall DAHIT provision Phase 2	300,000
Pudsey Primrose Hill PS 2015 Phase 1 & 2	1,750,000
Pudsey St Joseph's 2015	1,500,000
St Oswald's JS 2015 P2	1,900,000
Total for schemes in development to complete in 2015	15,310,000
Total for all schemes with budget allocations	84,644,819

Scheme Overviews

<p>Allerton Bywater</p> <ul style="list-style-type: none"> The contractual position exposes the Council to substantial programme and cost risk, but is currently being managed. Completion date agreed with the school as November (+10 weeks) and contingency plan instigated to convert small hall into a teaching space for September. A large number of significant changes have been required to the design. A summary of changes is being developed and costs associated with them and is currently not included in the reported budget section of this report
<p>Allerton C of E</p> <ul style="list-style-type: none"> Minor defects which are being actioned with NPS
<p>Asquith Primary School (PFI)</p> <ul style="list-style-type: none"> The DCR is now approved. Works for Sept 2014 intake has now commenced Contractual negotiations are progressing well, however an early order for the modular unit is required to allow the programme to be maintained prior to PFI funder approval. A separate report has been now approved by Children services. Technical information from the SPV contractor remains outstanding which may cause further delay to funder approval
<p>Barwick in Elmet</p> <ul style="list-style-type: none"> Feasibility report received and approved work has commenced with the Stage C design
<p>Beeston Primary School</p> <ul style="list-style-type: none"> Currently on site with significant summer works, additional asbestos has been found which will not affect the programme The completion date for 01st Sept (classrooms) and 10 September (Hal) is at risk as there is no float the programme, but is being reviewed as works progress Additional drainage works currently estimated at approx. £120k have commenced on site. This is not currently reflected in the budget summary a review of the costs is progressing to establish a revised project cost
<p>Bramley St Peter's</p> <ul style="list-style-type: none"> No known issues
<p>Calverley C of E</p> <ul style="list-style-type: none"> NPS and PPPU have reviewed the design with the school and re-configured elements of the design a way forward has been agreed. Key milestones have been agreed with NPS The construction haul road is proposed to be located on non council land, a formal agreement of the scope of the works and the liabilities associated with the permanent works to be left needs to be agreed with external parties. The scope of the project relies on the current assumptions associated with the haul road being agreed which leaves the project budget unconfirmed until formal agreement is reached. Work is ongoing to secure City Development colleagues are leading. Key milestones have been reviewed and it has been identified that the completion date may not be met. A revised programme and procurement route is being developed and the potential for temporary accommodation to mitigate the delay is being considered Fire Alarm and kitchen refurb work will commence prior to the main works to assist the programme.
<p>East Ardsley (PFI)</p> <ul style="list-style-type: none"> DCR now approved which reflects the increased construction budget submitted though the tender process and evaluation of the tenders continue prior to final agreement Commercial negotiations ongoing with the SPV and works commenced for the Summer 2014 intake, tender acceptance report is being drafted for Children Services approval at the end of August
<p>East Moor Secure Children's Home</p> <ul style="list-style-type: none"> The Scheme is remaining on programme. Affordability concerns are being assessed by the project team.
<p>Farsley Farfield</p> <ul style="list-style-type: none"> The project is currently on site The contractor has informed LCC that consequential improvements under Part L of the building regulations is required which has been estimated as an increase of £14k An assessment of the overall budget is being undertaken to establish the current budget position
<p>Farsley Springbank JS</p> <ul style="list-style-type: none"> Refer below as both schools procured as one scheme
<p>Farsley Westroyd Infant School</p> <ul style="list-style-type: none"> Farsley Westroyd and Springbank projects procurement process has been amended to provide early contractor involvement to mitigate the risk of buildability issues and assist in a shortened procurement period. Tenders have now been received and being evaluated The current costs are significantly over the budget allocated current assessment is £700k, PPPU have reported these costs and will assess with Children services how collectively we should proceed
<p>Horsforth Broadgate PS</p> <ul style="list-style-type: none"> Close liaison with highways continue to agree the scope of work is ongoing, but there are significant concerns with regards congestion and lack of space for parent pick up in the area. These issues could affect the decision on expansion, could be cost prohibitive and may mean failure to achieve planning permission The suggested solutions may be difficult to procure The design for the church car park remains outstanding

Scheme Overviews

<p>Little London / Woodhouse</p> <ul style="list-style-type: none"> Authority to Spend was secured at Executive Board on 25 June 2014. A second enabling works package has been signed off in order to engage Wates Ltd earlier than programmed and will allow Wates to start on site set up Tenders have been returned over budget for both the new school element and the community centre/NHO and a value engineering exercise is currently being undertaken. An updated Activity Schedule has been issued capturing the re-allocation of costs between schemes ensuring both projects can proceed. A re tender exercise capturing VE savings and cost re allocation will be carried out late August with the aim of contract award early September 2014. A delay to contract award will lead to an already tight programme and may ultimately extend the completion date beyond Sept 2015
<p>Moor Allerton Hall DAHIT Provision</p> <ul style="list-style-type: none"> Civic Enterprise Leeds (in house provision) are being commissioned to progress the summer works DCR has been revised and re-submitted to Children services for approval
<p>Morley Newlands</p> <ul style="list-style-type: none"> Construction of main building is now complete, transition and handover work in progress to ensure schools can occupy and use the new building in September.
<p>NE SILC (West Oaks)</p> <ul style="list-style-type: none"> A construction delivery programme has been received from the contractor and this indicates overall project delivery is on target but there is no float left in the construction programme. Furthermore demolition and asbestos works have been delayed due to vandalism to Blenheim House which may delay construction works but awaiting further information from Contractor about likelihood and impact. An enabling package has been approved to allow further technical due diligence to be progressed prior to contract award A further task order has been requested to allow the manufacturing of the building to continue prior to contract award. Costs and the necessity of this order are being assessed
<p>Nightingale Primary Academy</p> <ul style="list-style-type: none"> On programme to deliver Phase 1 Early Years accommodation for September 2014 Issues with the ventilation strategy are currently being resolved with the contractor and M&E consultant. The project remains on programme and additional costs will be met from client contingency.
<p>Pudsey Primrose Hill PS</p> <ul style="list-style-type: none"> NPS / PPPU have reviewed the design with the school and amended it to reflect some operational issues raised Key milestones have been reviewed and it has been identified that the completion date may not be met. A revised programme is being developed and the potential for temporary accommodation is being considered
<p>Pudsey St Joseph's</p> <ul style="list-style-type: none"> The July DCR has been removed from the agenda and placed in October forward plan The current budget is reported as exceeded, a value engineering review is progressing to assess this
<p>Robin Hood PS</p> <ul style="list-style-type: none"> Tenders have been received in excess of the approved authority to spend, however the DCR has now been approved after a value engineering exercise The contractor has started on site and is currently reporting no cost or programme issues
<p>Rufford Park Primary School (PFI)</p> <ul style="list-style-type: none"> The programme remains at risk however a contingency has been agreed with the head teacher Highways have yet to confirm a timetable for the works which may require consultation with planning
<p>Sharp Lane PS</p> <ul style="list-style-type: none"> This project is on site and remains on budget and programme Planning discharge and building control calculations remain outstanding
<p>South Leeds (Lane End)</p> <ul style="list-style-type: none"> Works have commenced on site Changing room designs have commenced in consultation with end users, the school and LCC colleagues
<p>South SILC (Broomfield)</p> <ul style="list-style-type: none"> An enabling task order has been approved and works have commenced on site The school have requested that a public right of way be diverted for operational reasons. The principal of this has been agreed by officers but this has not been budgeted for, plans are due to be submitted and priced shortly A further task order has been requested to allow the manufacturing of the building to continue prior to contract award. Costs and the necessity of this order are being assessed
<p>St Oswald's JS</p> <ul style="list-style-type: none"> There are areas of unallocated land within the development boundary which the Diocese need to make an application to claim prior to tender in Oct 14. The Diocese are resolving. Planning has been submitted, ATS expected to be submitted to the Sept 14 Exec Board
<p>Tranmere Park Primary School</p> <ul style="list-style-type: none"> In defects liability period. No known issues

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 11th September 2014

Subject: Draft Terms of Reference – Raising Educational Standards in Leeds-Learning Improvement

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. Summary of Main Issues

- 1.1 Leeds City Council has an ambition to be the best council in the UK: fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful. The vision encompasses the aim to be a Child Friendly City by 2030. The methodology for delivering this vision is defined in The Children and Young Peoples Plan which details five headline outcomes one of which is that Children and Young People will do well at all levels of learning and have the skills for life.
- 1.2 At its meeting on the 24th April 2014, the Scrutiny Board was presented with the Annual Standards Report (Early Years Foundation Stage, Primary & Secondary Schools). The report summarised the achievement of learners in Leeds at all Key Stages, including Early Years Foundation Stage in 2013. It also outlined the action taken by the Council to fulfil its responsibilities to support, monitor, challenge and intervene as necessary.
- 1.3 Debate at this meeting highlighted that:
 - Across all key stages of learning, standards are improving year on year but they are not as high as desired. Rates of improvement in the city were described as strong, but gaps between Leeds and the national position still need to be closed. The pace of improvement also needs to be accelerated.
 - There has been an improvement in the number of good and outstanding schools and early years settings, but there are still some that fall below the floor standards or are vulnerable in terms of inconsistent results. The Board

questioned the level of challenge to schools and was advised that the council is taking strong action to provide the appropriate support, challenge and intervention.

- The number of vulnerable learners is proportionately higher either due to deprivation, special educational needs, because they have recently arrived from overseas or have English as an additional language.
- At Early Years Foundation Stage, overall attainment is closely in line with national performance and above or in line with many statistical neighbour authorities, however in Leeds, the attainment gap between the lowest achievers and the average is a major challenge, which the Scrutiny Board agreed needs to be addressed. The Board felt that the timescales for the roll out of narrowing the gap programmes needed to be further clarified.

1.4 Prior to the report being presented to Scrutiny, Executive Board had stated that the Director of Children's Services is required to produce a report regarding the challenge which exists in respect of the attainment gap between the lowest achievers and the average at the Early Years Foundation Stage, the actions which are currently being taken and further actions which could be taken to address the gap. This is yet to be submitted to a future meeting of the Executive Board.

2. Scope of the Inquiry

2.1 Considering the information presented in April 2014, the Scrutiny Board at its meeting on the 19th of June 2014 resolved to undertake an inquiry looking at the Learning Improvement Service and the impact, influence and value of this service in raising educational standard in the city and narrowing the attainment gap, particularly in early years.

2.2 The purpose of the inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

- Strategies and systems in place to secure learning improvement with Learning Providers for children and young people from the age of 2 years.
- Improving outcomes for Children and Young People by identifying:
 - a) the quality of service provided by and the performance of the Learning Improvement Service
 - b) the impact the Learning Improvement Service is having on learning providers across the city to improve educational standards
 - c) the effectiveness of the Learning Improvement Service in narrowing the gap in attainment and progress and ensuring children and young people are ready for learning.
 - d) if Learning Improvement Service intervention and operation in Leeds is providing good value for money and is sustainable going forward
- The extent of collaborative, supportive and productive relationships between the Learning Improvement Service and Learning Providers.

2.3 During 2012/2013 the Scrutiny Board (Children and Families) conducted an inquiry into Raising Attainment in Maths and English. The scope of the inquiry covered:

- The approach of educational establishments to teaching maths and English
- Leadership, strategies and systems for improvement

- Teaching methods, skills and capacity
- Targeted maths and English support for children and young people, monitoring progress, tracking improvement and target setting
- Assisting parents and carers to support children and young people in maths and English education

Elements of this inquiry considered raising educational standards and recommendations relating to improvement were made by the Scrutiny Board. Progress against these recommendations is still under review by the Board. The recommendations from this inquiry are attached as appendix 1 in order to minimise duplication of effort in undertaking the inquiry into of Learning Improvement.

- 2.4 Additional guidance has been sought from the Deputy Director, Learning Skills and Universal Services and the Head of Learning Improvement in order to recommend areas of focus for the inquiry.

3. Desired Outcomes and Measures of Success

- 3.1 In conducting the Inquiry the Board wishes to reflect on the value and impact of the Learning Improvement Service and identify what positive outcomes the service provides for families, children and young people. The Scrutiny Board will endeavour to establish if robust strategies are in place and sufficient challenge and intervention measures are implemented which have resulted in clearly improved educational standards in the city. In addition the Scrutiny Board will seek to establish what targeted measures are put into place to support Learning Providers who are operating in challenging circumstances and also to narrow the gap in attainment and progress.
- 3.2 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 3.3 Following the inquiry the Scrutiny Board will publish its report which will identify clear desired outcomes. These will be reflected in the recommendations made. The director or organisation to whom the recommendations have been made will be responsible for monitoring the impact of each recommendation and for advising the Scrutiny Board accordingly as the Board reviews progress.

4. Comments of the relevant Director and Executive Member

- 4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

5. Timetable for the inquiry

- 5.1 It is anticipated that the inquiry will take place over three sessions. The length of the inquiry and range of evidence to be collected is however subject to change by agreement of the Board.

5.2 In relation to this inquiry, it is suggested that the Board follow a similar approach to that successfully adopted for its inquiry into Cluster Partnerships where the Board could visit 'case study' areas in place of, or in addition to, a formal Scrutiny Board meeting. This would provide the opportunity for Board Members to visit schools who have engaged with, or sought the assistance of, the Learning Improvement Service to speak to education practitioners, governors and parents before reconvening for a round table discussion about their findings. The schools to be visited are yet to be determined by the Scrutiny Board.

6. Submission of evidence

6.1 Session 1 – November 2014

Improving educational outcomes

- Statutory requirements for Leeds City Council regarding improving standards of education, including non-maintained schools.
- Strategic plan for learning improvement (including partnership arrangements, commissioning, brokerage)
- School Improvement Ofsted Framework (including previous Learning Improvement Service Ofsted inspection reports for Leeds, (if any))
- Schools and Learning Provider data and how this is used.
- Arrangements for monitoring, challenge, intervention and support
- Identification of underperforming Learning Providers and reacting to this.
- Learning Improvement Service relationships with Learning Providers and Supporting Leadership and management in schools (reference Maths and English Inquiry)
- Learning Improvement Service relationship with school governors to ensure there is strong governance and challenge in schools.
- Learning Improvement Service relationship with Clusters and Community Committees to drive improvement in target areas

6.2 Session 2 - February 2015

Narrowing the Gap

- Annual performance report 2014
- Data sets and analysis for Leeds and the presentation of particular challenges including narrowing the gap in attainment and levels of progress
- Learning Improvement Service role in promoting 'Ready for learning' from Early Years and supporting attainment, language, behaviour and communication skills
- The role of the Learning Improvement Service in:
 - a) narrowing the gap in educational attainment and progress from early years onwards.
 - b) increasing opportunities and removing barriers for vulnerable learners from early year onwards
- Narrowing the Gap delivery of programs, results and/or anticipated impact

6.3 **Session 3 - March 2015**

Sustainability and Value of the Learning Improvement Service

- Value of the Learning Improvement Service to Learning Providers, Partners, and Leeds City Council.(referring also to visits to schools)
- Identification of the alternative resources utilised by Learning Providers to evaluate where performance can be improved.(referring also to visits to schools)
- Alternative School Improvement delivery models in other authorities, how effective are they and what can we learn?
- Targeted school improvement work and how improvement services are deployed in schools– case studies and impact.
- The use of available funding and how this is used to maximise impact and focus on areas of greatest need.
- Measuring and assessing the impact of the Learning Improvement Service – methodology and current evaluation.
- Sustainability, the continuation strategy in an environment of reducing resource.

7. Witnesses

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

- Education Practitioners and School Governors
- Members of the Childrens Trust Board
- Elected Members
- Early years providers and representatives
- Head of Learning Improvement
- Closing the Gap Lead
- Learning Improvement Advisors and Lead officers
- Stakeholders and Partners
- Contractors
- Other Local Authority Representatives
- Deputy Director of Children's Services(Learning Skills and Universal Services)
- Director of Children's Services
- Parents
- Children and Young People

7.2 The Board will always seek to include the views of children and young people and their parents and carers as evidence to its inquiries wherever possible and practicable.

8 Corporate Considerations

8.1 Consultation and Engagement

Where the board deems it appropriate to undertake in consultation in order to conduct the inquiry or gather necessary evidence consultation could be undertaken.

8.2 Equality and Diversity / Cohesion and Integration.

- 8.2.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.2.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.2.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

8.3 Council Policies and City Priorities

This inquiry will assist in achieving outcomes and priorities as defined in the Children and Young Peoples Plan 2011-2015 and the Child Friendly City Priority Plan.

8.4 Resources and Value for Money

There is no resource or value for money implications relating to this report. At the conclusion of the inquiry any identified impact will be reported in the final inquiry report.

8.5 Legal Implications, Access to Information and Call In

None

8.6 Risk Management

There are no risk implications relating to this report. At the conclusion of the inquiry any identified risk will be reported in the final inquiry report.

8.7 Recommendations

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

- 8.7.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.
- 8.7.2 Note that the terms of reference may incorporate additional information during the inquiry should the Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

8.8 Background documents¹

None

DRAFT

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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Appendix 1 – Recommendations – Raising Attainment in Maths and English

Desired Outcome – To break to link between deprivation and low attainment by learning from schools that have achieved in challenging circumstances.

Recommendation 1 – That the Director of Children’s Services in collaboration with Cluster Partnerships undertakes detailed analysis of schools who are achieving in challenging circumstances to identify the source(s) and reasons for their success which may then assist other schools in similar challenging circumstances. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – To improve attainment in Maths and English for vulnerable children.

Recommendation 2 – That the Director of Children’s Services undertakes an investigation and detailed analysis to identify the underlying issues that create barriers to achievement in Maths and English for vulnerable children in Leeds. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – To ensure that all pupils attain a GCSE maths or English qualification which reflects their potential and supports their continued education or chosen profession.

Recommendation 3 – That the Director of Children’s Services scrutinises the early entry policies for maths and English GCSE examinations for secondary schools in Leeds to ensure that policies are not counterproductive to pupil attainment. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – Improving the transition experience for pupils, to secure continuity of learning and improved maths and English attainment.

Recommendation 4 – That the Director of Children’s Services investigates the viability of collaborating with schools in the design and implementation of city wide standardised reporting format for feeder schools to provide consistent high quality information to secondary schools to aid the transition process. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – Improving the transition experience for pupils, to secure continuity of learning and improved maths and English attainment.

Recommendation 5 – That the Director of Children’s Services facilitates dialogue and action at the appropriate level/forum to reinforce the importance of providing accurate and realistic pupil information to secondary schools throughout the whole transition process. The Director is requested to advise the Scrutiny Board of the proposed process for facilitating dialogue in the Directors response.

Desired Outcome – Understand the Local Authority support and interventions that are the most effective in improving the delivery of maths and English education.

Recommendation 6 – That the Director of Children’s Services evaluates the improvement in education provision as a result of traded service and School Improvement Service engagement and identifies which interventions and support are the most effective in driving improvement forward. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – Ensuring that all schools in Leeds are aware of the resources and support that can be accessed to facilitate improved pupil attainment in maths and English.

Recommendation 7 – That the Director of Children’s Services investigates how the service can be effective in raising awareness about the benefits of Teaching School Alliance membership and making more extensive use of National, Local and Specialist Leaders of Education with Headteachers and Governors. The Director is requested to provide a progress report to the Scrutiny Board at the April 2014 meeting.

Desired Outcome – Identify the underlying issues that create barriers to learning and the practical action required to overcome the challenges currently in place.

Recommendation 8 – That the Director of Children’s Services investigates how Leeds City Council and the YorksITSA can utilise project funding to research Maths and English attainment in Leeds and the action required for improvement. The Director is requested to advise the Scrutiny Board about the progress of the investigation in the Directors response.

Desired Outcome – To utilise the principals learned via strategies and projects, implement and embed them in day to day practice across the city to facilitate improved educational outcomes for pupils in maths and English.

Recommendation 9 – That the Director of Children’s Services reviews the intervention strategies and projects implemented in schools and school collaboratives across the City to identify successful outcomes. Plus, also investigates how, working collaboratively with schools, the effective processes can be expanded and embedded in the city to effectively narrow the gap in Maths and English attainment. The Director is requested to provide a progress report to the Scrutiny Board in April 2014.



Report author: S Pentelow
Tel: 24 74792

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 11th September 2014

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 is the minutes of Executive Board for 16 July 2014

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

4. Background papers¹ - 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.

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Draft Scrutiny Board (Children and Families) Work Schedule for 2014/2015 Municipal Year

Schedule of meetings/visits during 2014/15			
Area of review	19 June	24 July – Full	August
Inquiries		Board Agree Reports* Cluster Partnerships	
Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)	Consider potential areas of review		
Budget		Budget Update 2014/15	
Policy Review			
Recommendation Tracking		Private Fostering Inquiry (LSCB and Director of CS)	
Performance Monitoring		Performance Report	
Working Groups			

*Prepared by S Pentelow

Draft Scrutiny Board (Children and Families) Work Schedule for 2014/2015 Municipal Year

Schedule of meetings/visits during 2014/15			
Area of review	11 September – Full	16 October – Full	13 November – Full
Inquiries	<u>Agree scope of review for **</u> 1) Learning Improvement Service	<u>Agree scope of review for **</u> 2) Kinship Care <u>Inquiry Response</u> Cluster Inquiry <u>Board Agree Reports*</u> Interim School Transport	Evidence Gathering Learning Improvement Service
Recommendation Tracking		Maths and English Inquiry	
Policy Review	Basic Need Update and sufficiency of Early Years Provision		Free School Meals a) Update on supply of meals to infant age children. b) Promoting take up of fsm for all school age children.
Performance Monitoring	NEET a) recommendation tracking b) supporting Care Leavers c) geographical challenges SEN- preparing for and providing a destination in EET Leeds Safeguarding Children – Draft Annual Report	Youth Offer – performance, consistency and delivery since the delegation of responsibility and budgets to Community Committees Implementing the Children and Families Act – update?	
Working Groups	Working Group – School Transport – 11 th Sept		

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* Prepared by S Pentelow

Draft Scrutiny Board (Children and Families) Work Schedule for 2014/2015 Municipal Year

Schedule of meetings/visits during 2014/15			
Area of review	18 December – Full	29 January	26 February
Inquiries	<u>Evidence Gathering</u> Directors Response Interim School Transport Inquiry	<u>Evidence Gathering</u> School Visits – Learning improvement ?	<u>Evidence Gathering</u> Learning Improvement Service (to include Annual Standards Report: Early Years Foundation Stage, Primary & Secondary Schools Provision)
Budget	Initial Budget Proposals 2015/16 and Budget Update		
Policy Review		School Transport Policy? (Ex B date?) a) Review outcomes of working group b) Legal/Equality checks c) Reflect on progress since inquiry d) Agree Scrutiny report/recommendations to Executive Board	
Recommendation Tracking		External Placement Inquiry Private Care Home Inquiry	Attendance Inquiry
Performance Monitoring	Performance Report	Child Poverty – Progress report Child Poverty Strategy/ Child Poverty Outcomes Group	Social Services Care System update and impact report.
Working Groups	Working Group – School Transport	Working Group – Inquiry Evidence Gathering	Working Group – Inquiry Evidence Gathering

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Draft Scrutiny Board (Children and Families) Work Schedule for 2014/2015 Municipal Year

Schedule of meetings/visits during 2014/15			
Area of review	19 March	23 April	May
Inquiries	<u>Evidence Gathering</u> Learning Improvement Service	<u>Board Agree Reports</u>	
Budget and Policy Framework?			
Recommendation Tracking		Cluster Inquiry Progress Report	
Performance Monitoring		Partnership Review – CTB a) Recommendation tracking b) membership c) Structures d) City priorities	
Working Groups			

Need to schedule:

Ofsted inspection information

LTHT report following the Jimmy Savile investigation – feedback from Safeguarding Boards (joint work with HW&ASC Scrutiny Board)

Updated – 1st September 2014

*Prepared by S Pentelow

Key: SB – Scrutiny Board (Children and Families) Meeting

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 16TH JULY, 2014

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

SUBSTITUTE MEMBER: Councillor J Procter

26 **Substitute Member**

Under the terms of Executive and Decision Making Procedure Rule 3.1.6, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter.

27 **Late Items**

There were no late items as such, however, prior to the meeting the following had been circulated to Board members for their consideration:

- An updated version of the covering report relating to agenda item 23 entitled, 'Citizens@Leeds: Update on Tackling Financial Hardship Proposition' (Minute No. 48 refers);
- An Equality, Diversity, Cohesion and Integration Screening form associated with agenda item 13 entitled, 'Community Centre Review and Pricing Arrangements' (Minute No. 38 refers);
- Larger scale plans appended to agenda item 12 entitled, 'Proposal for Civic Hall Accommodation Review' (Minute No. 37 refers).

28 **Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Grand Theatre', Councillor Yeadon drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management.

With regard to the same item, Councillor J Procter drew the Board's attention to his position as a member of the Leeds Grand Theatre and Opera House Board of Management and also a Board member of Northern Ballet, which was a principle user of the Grand Theatre. In addition, Councillor Wakefield drew the Board's attention to his position as a Board member of Opera North, which was also a principle user of the Grand Theatre (Minute No. 44 refers).

Further declarations were made at later points in the meeting. (Minute Nos. 43 and 44 refer).

29 Minutes

RESOLVED – That the minutes of the previous meeting held on 25th June 2014 be approved as a correct record.

30 Matters Arising from the Minutes

Minute No. 7, 25th June 2014 – ‘Transfer of the Former Fir Tree Primary School, Linfield Drive, Leeds 17 to the Khalsa Education Trust’

Responding to an enquiry regarding the progress of a further report being submitted to the Board in respect of the former Fir Tree Primary School, it was noted that meetings on such matters were currently being scheduled, and that the report would be submitted to the Board at the earliest opportunity when all relevant discussions had taken place.

TRANSPORT AND THE ECONOMY

31 Response to Deputation - Morley Heritage Centre

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 regarding a permanent location for Morley Heritage Centre.

RESOLVED –

- (a) That the deputation request to Council be noted;
- (b) That it be noted that the Council does not have at this time vacant and suitable accommodation in Morley Town Centre, but that it is possible that the asset review of Morley may identify suitable space;
- (c) That the request made by the deputation be referred to the Outer South Community Committee, in order to consider whether there is local support to fund this initiative should Leeds City Council, or other accommodation be identified;
- (d) That the actions required to implement the decision be noted together with the fact that the Chief Asset Management and Regeneration Officer will be responsible for the implementation of such matters.

32 Review of the Leeds Visitor Centre

The Director of City Development submitted a report which provided a summary of the research and analysis undertaken to review the future options for the Leeds Visitor Centre service. The report identified a proposal which would achieve both the approved budget saving and would also increase the effectiveness and efficiency of the service. In addition, the report sought approval to vacate the current premises and pursue the option to relocate the Leeds Visitor Centre to the Art Gallery Shop and Café located on The Headrow, Leeds.

Four potential options were outlined within the submitted report. One was to cease the current service, whilst the other three remaining options considered different locations from which it could operate.

The Board considered a number of issues including: the current location of the centre and whether it was best placed to maximise the service it provided, the rapid shifts in technology and the evolving way in which people now obtained information, the increased commercial offer which was now being provided from within the Leeds City train station and the discussions which had been held with Network Rail in respect of such matters and whether further negotiations should be held with the organisation.

In conclusion, the Board highlighted the excellent service that was provided by the staff working at the Visitors Centre.

RESOLVED –

- (a) That approval be given to vacate the existing Leeds Visitor Centre premises at the city station on account of the expiry of the current lease;
- (b) That the proposal to integrate the Leeds Visitor Centre with the Art Gallery Shop and Café located on The Headrow, Leeds, be agreed;
- (c) That as a consequence of the resolutions above, the Council bring the service back in house as part of the move and as part of the proposed integration of the service, outlined within the submitted report;
- (d) That it be noted that the Director of City Development has delegated authority to finalise contractual terms associated with the expiry of the current lease and to establish appropriate interim arrangements for the transfer of the service to the new premises;
- (e) That it be noted that the Head of Strategic Planning, City Development, will be responsible for the implementation of the agreed resolutions, as detailed above.

33 Leeds Bradford Cycle Superhighway (including 20 mph zones) Design and Cost Report

The Director of City Development submitted a report which sought approval to implement the Leeds Bradford Cycle Superhighway Scheme, as detailed within Appendix A to the submitted report, at a total estimated cost of £21,239,000. The report highlighted that such costs would be funded from the West Yorkshire Combined Authority 'City Connect' Programme budget of £29,261,000 which included a Department for Transport grant of £18,052,000 and £10,894,000 from the West Yorkshire Local Transport Plan fund.

The Board received an update on the extensive consultation exercise which was ongoing with local residents and local businesses with respect to the project. It was highlighted that the Council was aware of concerns which had been raised in respect of the proposals and the Board was assured that every effort was being made to mitigate those concerns.

RESOLVED –

- (a) That the scheme, as described within the submitted report, be approved;
- (b) That £21,239,000 be injected into the City Development Capital Programme;
- (c) That approval be given for the invitation of tenders and subject to the tender sums being within the tendered budget, that approval and authorisation also be given to the award of the Contract to undertake the construction of the scheme;
- (d) That authority be given to incur expenditure of £21,239,000, comprising works costs of £19,349,000 and design/ supervision costs of £1,890,000 funded by West Yorkshire Combined Authority 'City Connect' programme budget;
- (e) That it be noted that the Chief Officer Highways and Transportation intends to enter into an agreement with City of Bradford Metropolitan District Council to undertake works on their highway.

CHILDREN AND FAMILIES

34 Outcome of consultation to increase primary school places in Leeds

The Director of Children's Services submitted a report which sought permission to publish statutory notices for proposals brought forward to meet the local authority's duty to ensure sufficiency of school and early years places.

RESOLVED –

- (a) That approval be given to publish the necessary statutory notices to:
 - (i) Expand Castleton Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2016;
 - (ii) Expand Hollybush Primary School from a capacity of 420 pupils to 630 pupils with an increase in the admission number from 60 to 90 with effect from September 2016, and also change the lower age limit from 3 to 2 with effect from January 2015;
- (b) That it be noted that the Capacity Planning and Sufficiency Lead is responsible for the implementation of such matters.

35 Proposed changes to the Children's Services transport policy - discretionary post 16 SEN transport

Further to Minute No. 113, 6th November 2013, the Director of Children's Services submitted a report providing an update on the review of Children's Services Transport Policy and discretionary provision for those with Special Educational Needs aged between 16-25. The report also sought permission to

begin a new public consultation exercise between October and December 2014 and also sought approval for the introduction of an Interim Children's Services Transport Policy.

It was brought to the Board's attention that this proposed decision would defer savings from within the Children's Services budget for at least this current financial year and that any further decision in respect of the policy would be subject to the outcome of the consultation exercise.

RESOLVED –

(a) That the following be approved for post-16 SEN students currently in receipt of discretionary funding:-

(i) That in partnership, and with the assistance of Scrutiny, a further consultation exercise be undertaken to consider future discretionary provisions for 16-25 year olds; to run between October and December 2014 with, in due course, a follow up report providing specific recommendations being submitted to the Board for consideration;

(ii) The introduction of the Interim Children's Services Transport Policy, as appended to the submitted report, to be effective between 01 September 2014 and 31 August 2015.

(b) That it be noted that the officer responsible for implementation of such matters is the Strategic Investment Contracting and Procurement Lead.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

36 Leeds Parking Supplementary Planning Document: Production and Consultation

Further to Minute No. 75, 5th September 2012, the Director of City Development submitted a report providing details of the content and scope of the draft Leeds Parking Supplementary Planning Document (SPD) and which sought approval for the undertaking of formal public consultation on the content of the SPD, following the template as set out in the Council document "SPD Production Procedural Requirements".

The Board noted the comments made in respect of the submitted report and highlighted that any matters raised as part of the consultation process would be duly considered and be used to inform the further development of the Leeds Parking SPD prior to adoption.

RESOLVED –

(a) That the contents of the draft Leeds Parking SPD, as appended to the submitted report, be noted;

(b) That the progression of the SPD for the purposes of statutory public consultation prior to adoption as a council policy, be approved;

- (c) That the following be noted:-
- (i) the stages required to implement the decision as outlined in Appendix 2 to the submitted report;
 - (ii) the proposed timescales for implementation as outlined in Appendix 2 to the submitted report; and
 - (iii) that the Head of Transport Planning will be responsible for the implementation of such matters.

37 Proposal for Civic Hall Accommodation Review

The Deputy Chief Executive submitted a report which presented the context and outlined the options available with respect to improving the provision of the Council's main public meeting space within Civic Hall. The report highlighted the inadequacies of the current provisions for large public meetings in the Civic Hall and as such, the report sought authority to spend £550,000 for the redevelopment of the new Committee Room from the Civic Hall Backlog Maintenance/ Adaptations scheme in the Capital Programme, which would enable these works to be carried out as part of the larger programme to redevelop the 1st Floor West Wing of Civic Hall.

Larger scale versions of the plans appended to the submitted report had been circulated to Board members prior to the meeting for their consideration.

Responding to concerns raised by a Member, it was highlighted that the proposals looked to address the inadequacies of the current public meeting facilities within Civic Hall, address the concerns from members of the public which had been raised and would form part of the broader Changing the Workplace initiative.

RESOLVED – That authority to spend £550,000 for the redevelopment of the new Committee Room from the Civic Hall Backlog Maintenance/ Adaptations scheme in the Capital Programme be approved, which will enable these works to be carried out as part of the larger programme of Changing the Workplace works to redevelop the 1st Floor West Wing of Civic Hall.

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

38 Community Centre Review and Pricing Arrangements

The Assistant Chief Executive (Citizens and Communities) submitted a report outlining proposals regarding the next phase of the review into the Council's provision of community centres. In addition, the report sought approval to bring forward proposals on the future extent of the portfolio and the outcomes which it would deliver in order to support the 'Best City' and 'Best Council' aims. Finally, the report also invited the Board to endorse revised pricing arrangements for lettings in the Community Centres which aimed to support

their sustainability, subject to consultation being undertaken with Community Committees.

A completed Equality, Diversity, Cohesion and Integration proforma in respect of the submitted report had been circulated to Board members prior to the meeting for their consideration.

Responding to an enquiry, the Board was provided with further information regarding the three price points which had been proposed, together with the proposal that 'free lets' would be determined by the Community Committee based upon local priorities.

A Member made reference to the differing approaches which were required in terms of the running and maintenance of the range of community centres in different locations, and it was suggested that further consideration be given to such matters in the future.

RESOLVED –

- (a) That the Assistant Chief Executive (Citizens and Communities) conducts a full review of the Council's portfolio of community centres in respect of the benefits and costs to the local community, with specific proposals being brought forward for the purposes of consultation;
- (b) That the revised pricing policy, as set out in the submitted report be endorsed, subject to the Assistant Chief Executive (Citizens and Communities) consulting with Community Committees prior to proposed implementation of the changes with effect from 1st September 2014.

CLEANER, STRONGER AND SAFER COMMUNITIES

39 Green Deal Communities Grant Update

The Director of Environment and Housing submitted a report regarding the injection of £4,943,000 of the Green Deal Communities funding into the capital programme as per the Council's agreement with the Department for Energy and Climate Change and providing an update on the £2,660,000 of works to be undertaken through the grant in Leeds (noting that the remaining £2,283,000 was to be spent within our neighbouring City Region Authorities).

In addition, the report also provided an update on the latest developments of the Green Deal ECO (Energy Companies Obligation) scheme, including the Green Deal Home Improvement Fund and how this could enhance the improvements offered under Wrap Up Leeds ECO/Green Deal Communities Fund.

RESOLVED –

- (a) That it be noted that the Energy and Climate Change Manager is responsible for progressing the Green Deal Communities work which is due to be completed in June 2015.

- (b) That approval be given for the Board to continue to promote Wrap Up Leeds ECO, particularly within the Green Deal Communities areas and in respect of the additional support available for measures such as solid wall insulation.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

40 Response to Deputation - Leeds City of Dance

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 entitled, "Leeds – City of Dance" and in respect of the ambition to make Leeds the top UK city for dance.

RESOLVED –

- (a) That it be recommended that the Leeds City of Dance brand and message features prominently in future city marketing campaigns undertaken by and on behalf of the city;
- (b) That it be recommended that the City Council incorporate the message that Leeds is a 'City of Dance' in its own key messages and communications channels, as follows:
 - (i) explore the cost and feasibility of external way-finding to dance facilities in the city;
 - (ii) adding endorsements of the 'City of Dance' to the Council's website and other relevant promotional material;
 - (iii) being alert to, and taking any opportunity that presents itself to further the profile of Leeds as the 'City of Dance';
 - (iv) work with external partners to use the 'City of Dance' message and brand to promote the city;
 - (v) request the Chief Officer for Culture and Sport to explore with the Arts Council additional ways of promoting the vision of Leeds 'City of Dance'.
- (c) That it be noted that the Principal Officer Culture and Sport will be responsible for the implementation of the related proposals by the end of December 2014.

41 Programme for the Commemoration of the First World War

The Director of City Development submitted a report outlining the programme which had been developed by the Council, but in many cases in collaboration with partners across the city, for the commemoration of the First World War.

RESOLVED –

- (a) That the Council's programme for the commemoration of the First World War, as it stands so far and as detailed in the submitted report and Appendix 1, be approved;
- (b) That the partnership working, as outlined within the submitted report, be endorsed;
- (c) That approval be given for the programme to be developed over the four years of the Centenary;
- (d) That it be noted that the Project Officer Culture and Sport will be responsible for the implementation of such matters, as outlined within paragraphs 3.5 and 3.6 of the submitted report.

42 Leeds Town Hall - Capital Development

The Director of City Development submitted a report which sought approval to undertake a feasibility study in order to address the key challenges and opportunities facing the Leeds Town Hall, with the intention that the feasibility study would help to inform a proposed application to the Heritage Lottery Fund (HLF) for grant support to assist in the proposed improvement of the Grade 1 Listed Building.

Members highlighted the value of the Town Hall both as a building and as a venue, and noted that the proposed development works would address the essential maintenance issues, improve existing facilities and increase public access. It was emphasised however, that should the proposed works be undertaken, then the benefit from and usage of the Town hall would need to be maximised.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That the Director of City Development be authorised to undertake a feasibility study to address the key challenges and opportunities facing the Leeds Town Hall, with a view to submitting an application to the Heritage Lottery Fund and other funding sources as appropriate to support the proposed improvement works;
- (c) That the actions required to implement the proposals be noted, together with the fact that the Chief Officer Culture and Sport will be responsible for the implementation of such matters.

43 Grants to Cultural Organisations

The Director of City Development submitted a report providing background information on the 'arts@leeds' and 'Leeds Inspired' grant scheme, in order to determine appropriate levels of support in future years. In addition, the report sought approval for the continuation of the 'Leeds Inspired' grant scheme and the proposed amendments to the 'arts@leeds' grant scheme. Finally, the report sought agreement to a budget for the next 3 years and also to bring in

line several funded cultural activities into the 'arts@leeds' portfolio, with the aim of ensuring transparency, monitoring and value for money.

Responding to an enquiry, the Board received clarification on the rationale behind, and the potential implications arising from the proposal to introduce a maximum grant application level. Members also received an update on the ongoing contact that the Council was having with those bodies which organised the larger events across the city in respect of the proposals.

RESOLVED –

- (a) That the continuation of a 3-year grant funding programme to cultural organisations, be approved;
- (b) That in principle approval be given to the total funding allocation to this scheme as detailed within paragraph 2.11 of the submitted report;
- (c) That simplification of the Council's arts funding by incorporating the historical support for Leeds West Indian Carnival, Leeds Reggae Festival, the Irish Festival and Yorkshire Sculpture Triangle into the scheme, be approved;
- (d) That the proposed timescales be agreed, with grant application deadlines in October and decisions in January, in order to enable arts organisations to forward plan, and that a revision to the application and monitoring form also be agreed;
- (e) That an increase in the minimum level of grant from £1,000 to £2,000 be approved, and that a maximum application of £750,000 be enforced.

(At the commencement of this item, Councillors J Procter, Wakefield, Ogilvie, Yeadon and P Gruen drew the Board's attention to their respective positions on the Boards of organisations which could potentially be in receipt of grants or be involved in the grants application process, to which the submitted report referred)

44 Grand Theatre

Further to Minute No. 24, 25th June 2014, the Director of City Development and the Deputy Chief Executive submitted a joint report which provided an overview of the various options available to deliver a sustainable future for the Grand Theatre. In addition, the report sought approval to examine the current options in greater detail, with a proposal that a further report be submitted to Executive Board later in the year.

A number of concerns were raised by a Member in respect of the contents of the submitted report. In response, the Board noted that the purpose of the report had been to present the range of options available with regard to the future operation of the company, as noted at the 25th June 2014 Board meeting. In addition, responding to a further enquiry, the Board received details on the current position regarding the profit or loss made by the three

individual venues managed by the Leeds Grand Theatre and Opera House Trust Ltd.

Members welcomed that Scrutiny Board (Sustainable Economy and Culture) was scheduled to undertake a piece of work on this matter, and it was also requested that any further work undertaken on this issue was done so on a cross-party basis.

RESOLVED –

- (a) That the current financial performance of Leeds Grand Theatre and Opera House Trust Ltd and the potential options for future governance arrangements, be noted;
- (b) That approval be given for the Chief Officer Culture and Sport to commence further detailed work on the proposals, including the consultation outlined in the submitted report with the various stakeholders and also reflecting the comments made during the consideration of this matter, with a view to submitting further recommendations to Executive Board later in the year.

(During the consideration of this item, Councillor Mulherin drew the Board's attention to the fact that she had been a member of the Leeds Grand Theatre and Opera House Board of Management until she stepped down from the position at the conclusion of 2013/14 municipal year)

ADULT SOCIAL CARE

45 Care Act (2014)

The Director of Adult Social Services submitted a report providing a summary of the key elements of the Care Act 2014. The report also considered the implications of the new burdens and statutory responsibilities for the Council and its partners in respect of care and support.

Responding to a Member's enquiry, the Board was provided with further information on the 'Surrey model', as referenced within the submitted report and the current projections regarding the financial implications for Leeds arising from the Care Act reforms. Furthermore, it was agreed that Board Members receive briefings, as appropriate, on the wider financial implications arising from the introduction of the Care Act, with a view to cross-party working being developed on such matters in the future. In addition, it was noted that the relevant Scrutiny Board would be involved in this area of work and that a Members' seminar had been scheduled on such matters.

RESOLVED –

- (a) That the provisions of the Care Act (2014) and the potential impacts for Leeds, be noted.
- (b) That the progress made to date in preparing for the reforms be noted.

- (c) That the initial Equality Screening and the requirement for an Equality Impact Assessment, be noted.
- (d) That the Scrutiny Board (Health and Wellbeing and Adult Social Care) be requested to oversee the consultation and engagement requirements, including the Equality Impact Assessment.
- (e) That a further progress report be submitted to the Board in March 2015.
- (f) That it be noted that the Chief Officer, Social Care Reforms is responsible for the implementation of such matters.

46 Capital Scheme for Adult Social Care Information Management & Technology to support the implementation of the Care Act 2014

The Director of Adult Social Services submitted a report regarding the implications of the Care Act 2014 to Leeds City Council and the associated development and change required to information management and technology systems to support a successful implementation. The report noted that the changes to the information management and technology systems would require an investment of £1,652,000 and Executive Board was requested to approve the release of £608,000 to supplement the identified funding of £1,044,000.

Responding to an enquiry, the Board received further detail on the proposals and clarification on the need for the investment into the information management and technology systems, which was due to the new requirements arising from the introduction of the 2014 Care Act.

RESOLVED –

- (a) That the significant change which the Care Act means for the Council and the resultant need to invest in information management and technology systems in order to enable the Council to fulfil its statutory duties and continue to provide quality care and support services to the citizens of Leeds, be noted.
- (b) That the amount of change currently being undertaken within Leeds, both within the Council and with Health and external partners be noted, together with the fact that the Care Act may have an impact on the scope and delivery timescales of the related change programmes.
- (c) That the release of £608,000 additional funding in order to supplement the identified funding of £1,044,000 to implement the information management and technology change necessary to enable the successful implementation of the Care Act within Leeds City Council, be approved.
- (d) That it be noted that the officer responsible for progressing the implementation of this programme of work is the Chief Officer, Resources and Strategy within Adult Social Care.

- (e) That following the Board's approval of the funding, it be noted that the delivery of this programme of work will commence in July 2014 for a period of 2 years.
- (f) That it be noted that the current funding estimates are based upon recently published consultation guidance which will be subject to change until October 2014. However, it also be noted that the Council needs to invest in the design and development of the information management and technology solutions now, if the Council is to meet the first phase of the Care Act implementation deadline of 1st April 2015.

FINANCE AND INEQUALITY

47 Citizens@Leeds: Update on the Accessible and Integrated Services Proposition

Further to Minute No. 118, 6th November 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the work undertaken to date in delivering the initiatives detailed in the previous report around Accessible and Integrated Services for the citizens of Leeds. In addition, the report also outlined the activity which had been identified to take place in 2014/15 to further deliver the Council's aspirations for this proposition.

Members welcomed the update, providing details of how the progress made had positively impacted upon the provision of accessible and integrated services in their respective communities.

RESOLVED –

- (a) That the progress made to-date in delivering the initiatives identified in the November 2013 Executive Board report for the Accessible and Integrated Services proposition be noted.
- (b) That the activity planned for 2014/15 to embed this proposition more fully across the city be agreed.
- (c) That a further update report be submitted to the Board in six months (January 2015) from the Assistant Chief Executive (Citizens and Communities) on the progress achieved.

48 Citizens @ Leeds : Update on Tackling Financial Hardship Proposition

Further to Minute No. 118, 6th November 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the developing approach being taken to tackle poverty and deprivation and detailed information on the pilots underway to help tackle financial hardship amongst specific groups. In addition, the report sought approval for an Annual Advice Plan that would incorporate the work of the Advice Leeds Consortium, set out the aims for the current year and put in place arrangements to support the delivery of advice in future years. Additionally, following the previous

approval of an action plan to tackle high costs lending, the report also provided an update on progress against the plan and presented information on the launch of a high profile campaign aimed at generating city-wide support for taking a stand against high costs lenders.

An updated version of the cover report had been circulated to Board Members prior to the meeting for their information.

The Board noted the case studies detailed within the submitted report linked to the 'multi-storey flats initiative' and highlighted the benefit of such initiatives, not only working with individuals to identify the right package of support, but also, where appropriate, to help improve their employment prospects.

Members noted the recent proposals made by the Financial Conduct Authority (FCA) to cap payday loan rates and highlighted the significant work which the Council continued to undertake in this field. In response, the Board noted that a briefing outlining the FCAs proposals would be prepared for Members and furthermore, it was requested that a report on such matters be submitted to the next meeting of the Board for consideration.

RESOLVED –

- (a) That the information on the first year impacts of the welfare reforms that came into effect from April 2013 be noted;
- (b) That the launch of the pilots to tackle financial hardship among specific groups be noted and that a further update be submitted to the Board once the pilots have concluded;
- (c) That the Annual Advice Plan be approved;
- (d) That the progress being made in relation to high cost lending in the city be noted;
- (e) That the policy statement on tackling high cost lending in the city, as set out in paragraph 3.27 of the submitted report, be approved; and
- (f) That a report be submitted to the next meeting of the Board regarding the proposals recently announced by the FCA regarding a cap on payday loan rates.

49 Illegal Money Lending Team - Progress Report

Further to Minute No. 10, 19th June 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing information on the activities of the Illegal Money Lending Team within Leeds, together with an updated action plan.

The Chair thanked the Scrutiny Board (Safer and Stronger Communities) for the inquiry it had undertaken into this subject and the resultant recommendations it had produced.

RESOLVED –

- (a) That the contents of the submitted report be noted and that approval be given for the Board to continue to receive annual reports on the activities of the Illegal Money Lending Team within the Leeds city area;
- (b) That the authority delegated to Birmingham City Council to undertake investigations and institute proceedings against illegal money lenders operating within the Leeds district be extended from March 2015 to 31 March 2019.

50 Localised Council Tax Support Scheme

Further to Minute No. 140, 18th December 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing information on the likely costs and implications of maintaining the current Council Tax Support Scheme for 2015/16. The report also provided information on alternative schemes that would support people moving into work and incentivise households to engage with the Council to help improve work prospects. In addition, the report sought agreement to develop and consult upon a potential new Council Tax Support Scheme which would be based around high levels of support and high levels of challenge, with a focus on supporting people into work, given the issues created by the current scheme.

It was highlighted that the proposals detailed within the submitted report included maintaining the existing protection for the most vulnerable, but also to look to provide greater incentives and support for households on improving their employment prospects.

RESOLVED –

- (a) That the issues created by the current approach to our Council Tax Support scheme and the need therefore to consider alternative approaches, be noted;
- (b) That approval be given for officers to undertake further work on options 2 and 3, as outlined within the submitted report, and to develop and consult upon a potential new Council Tax Support scheme, which is based around high levels of support and high levels of challenge, with a focus on supporting people into work;
- (c) That confirmation be given that funding for the 2015/16 Council Tax Support Scheme will be retained at the budgeted level for 2014/15;
- (d) That the detail of developing a potential new scheme for the purposes of consultation be delegated to the Assistant Chief Executive (Citizens and Communities), with the decision to consult upon a new scheme being made following discussions with the relevant Executive Members and which would be eligible for call-in. It also be noted that any consultation would need to take place within the timescales set out within paragraph 2.3 of the submitted report.

- (e) That a report be submitted to the Board in December 2014 outlining the outcome of the consultation exercise and making a recommendation based upon that consultation for the adoption of a new Council Tax Support scheme for 2015/16.

51 Financial Health Monitoring 2014/15 - First Quarter Report

The Deputy Chief Executive submitted a report presenting the Council's projected financial health position for 2014/15 after three months of the financial year. As Budget Monitoring was a continuous process throughout the year, the submitted report reviewed the position of the budget after the first quarter and commented upon the key issues impacting on the overall achievement of the budget for the current year.

It was noted that the £3.3million overspend currently projected did not take account of the financial implications arising from the decision to undertake a further period of consultation to consider future discretionary provisions for 16-25 year olds or any potential costs associated with a Supreme Court legal judgement brought against Cheshire West and Chester Council.

The Board also noted that the next financial health report would provide further detail on the overspend projections and also on proposals regarding ways in which such potential overspend could be addressed.

RESOLVED – That the projected financial position of the authority after the first quarter of 2014/15, be noted.

52 Treasury Management Outturn Report 2013/14

The Deputy Chief Executive submitted a report providing a final update on the Treasury Management Strategy and operations for the period 2013/14.

RESOLVED – That the Treasury Management outturn position for 2013/14 be noted, together with the fact that treasury activity has remained within the treasury management strategy and policy framework.

53 Capital Programme Quarter 1 Update 2014-17

The Deputy Chief Executive submitted a report providing an update on the capital programme position as at June 2014. The report included an update of capital resources, progress on spend and a summary of the economic impact of the capital programme.

It was noted that the next Capital Programme update report intended to provide an update on the outcomes of the review taking place which looked to reprioritise existing resources in order to ensure that the programme continued to contribute towards the delivery of the Best Council Business Plan.

RESOLVED – That the latest position on the General Fund and Housing Revenue Account (HRA) capital programmes be noted.

HEALTH AND WELLBEING

54 Local Government Declaration on Tobacco Control

The Director of Public Health submitted a report regarding the current situation in respect of smoking in Leeds. In addition, the report also provided a brief on the Local Government Declaration on Tobacco Control and sought the Board's endorsement of the Declaration.

RESOLVED –

- (a) That the Local Government Declaration on Tobacco Control be endorsed.

- (b) That it be noted that the Director of Public Health is responsible for the implementation of the Local Government Declaration on Tobacco Control.

DATE OF PUBLICATION: FRIDAY, 18TH JULY 2014

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 25TH JULY 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 28th July 2014)

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