



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 26th February, 2015 at 9.45 am

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

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)
- Ms J Hazelgrave - Parent Governor Representative (Special)

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

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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>	
1			<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 - 18 DECEMBER 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 18 December 2014.</p>	1 - 8
7			<p>APPOINTMENT OF CO-OPTED MEMBER FOR LOOKED AFTER CHILDREN AND CARE LEAVERS</p> <p>To consider the report of the Head of Scrutiny and Member Development which recommends the appointment of a co-opted member to the Scrutiny Board.</p>	9 - 12
8			<p>TRANSFORMING CHILDREN'S SOCIAL WORK IN LEEDS & FRAMEWORKI POSITION UPDATE</p> <p>To consider the report of the Head of Scrutiny and Member Development which provides an update on progress regarding the services for children, young people and families in Leeds.</p>	13 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>RAISING EDUCATIONAL STANDARDS IN LEEDS - LEARNING IMPROVEMENT INQUIRY</p> <p>To consider the report of the Head of Scrutiny and Member Development which outlines the third session of the inquiry into Learning Improvement.</p>	27 - 66
10			<p>WORK SCHEDULE</p> <p>To receive the report of the Head of Scrutiny and Member Development outlining the work programme for the 2014/15 municipal year.</p>	67 - 106
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>Thursday, 19 March 2015 at 9.45am (Pre-meeting for all Board Members at 9.15am)</p> <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> <ol 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, 18TH DECEMBER, 2014

PRESENT: Councillor J Chapman in the Chair

Councillors J Elliott, C Gruen, A Lamb,
P Latty, K Mitchell, M Rafique, B Selby,
A Sobel and C Towler

CO-OPTED MEMBERS (VOTING)

Mr E A Britten – Church Representative (Catholic)
Mr A Graham – Church Representative (Church of England)
Mrs J Ward – Parent Governor Representative (Secondary)

CO-OPTED MEMBERS (NON - VOTING)

Ms C Foote – Teacher Representative
Ms T Kayani – Young Lives Leeds

46 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

47 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors K Renshaw, B Urry and F Venner and Co-opted Members, J Hazelgrave, S Hutchinson and K Jan. Councillor K Renshaw was substituted by Councillor C Towler and Councillor F Venner was substituted by Councillor B Selby.

48 Minutes - 13 November 2014

RESOLVED – That the minutes of the meeting held on 13 November 2014 be approved as a correct record.

49 Youth Activity Funding

The Head of Early Help Services (Children's Services) and Area Leader (Corporate), Citizens and Communities submitted a report which presented a response to questions raised by the Scrutiny Board (Children and Families).

The following information was appended to the report:

- 2013/14 Budget and project data for each Community Committee
- 2014/15 Budget and project data for each Community Committee

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)
- Councillor Peter Gruen, Executive Member (Neighbourhoods Planning and Personnel)
- Nigel Richardson, Director of Children's Services
- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Rory Barke, Area Leader (Corporate)
- Andrea Richardson, Head of Service, Early Help
- Jean Ellison, Youth Offer Lead.

The key areas of discussion were:

- The resolution of initial problems with the new scheme over the past few weeks and how the delegation to Community Committees can be improved.
- Positive proposals to improve the inclusion of Children and Young People in decision making and supporting the right projects, whilst balancing this with Community Committee objectives and priorities.
- The work to be done to develop voluntary and community sector involvement across all communities and make them aware of the funding available.
- The future direction of Community Committees and the delegation of responsibility and resources. Collaborative working between departments and Community Committees.
- Budget management and surplus and the investment in youth activity. The Board were advised that there is a formula for distribution of funds and spend is closely monitored. Community Committee champions have an important role to ensure that investment is being made effectively.
- Quality assurance and the variation of the quality of service provided across localities. It was stated that good practice in localities should be shared city wide. The Board were advised that quality assurance and improvement will remain a function of Children's Services. A cross council steering group has been set up which includes wider council partners with regard to the provision of youth activities.
- That the proposal to integrate the youth offer team to work in the localities will support quality assurance, commissioning and engagement processes.
- Youth panels in some areas are working better than others, further work is to be done to improve.

RESOLVED –

The Scrutiny Board (Children and Families)

- a) noted the content of the report and endorsed the proposals on page 6 of the agenda.
- b) requested Universal Youth Activity budget information be provided at a later date for each Community Committee which reflects the year end position for 2014/15.

50 Universal Infant Free School Meals

The Director of Children's Services submitted a report which provided an update on the implementation of Infant Free School Meals (UIFSM), overall free school meal take up/promotion and how this links to reducing poverty.

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)
- Nigel Richardson, Director of Children's Services
- Andrea Richardson, Head of Service, Early Help
- Anne Cowling, Healthy Schools co-ordinator
- Mandy Snaith, Head of Catering and Cleaning
- Helen McLeod, Healthy Eating Advisor
- Stephen Hoggart, Asset Planning Manager.

The key areas of discussion were:

- The new capital fund pot announced by the Government. A bid has been made to the Education Funding Agency and any funding allocation will be known in January 2015.
- With regard to uptake of school meals, there is no definitive data as yet however the Board were advised that the impact at the 190 Catering Leeds sites demonstrates a significant uptake in key stage 1 , some sites 100%. The knock on effect to uptake of school meals at KS2 is around 7% which is a bigger increase than anticipated.
- Healthy eating, and free school meals as part of the obesity prevention agenda. The Board were advised that there is no national or international guidance of what works. The impact of UIFSM will provide valuable information.

RESOLVED –

The Scrutiny Board (Children and Families)

- a) Noted the information provided.

- b) Requested data on update of free school meals once census information has been collated early in 2015.

(Councillor M Rafique left the meeting at 10.45am and Councillor A Lamb joined the meeting at 10.50am.)

(At 11am the Scrutiny Board and all attendees observed a one minutes silence in memory of those killed at the school in Peshawar)

51 Financial Health Monitoring Children's Services- Budget Update Period 7 2014/15 and Budget Proposals for 2015/16

The Head of Scrutiny and Member Development submitted a report which provided a Children's Services budget update for period 7, 2014/15. The budget proposals for 2015/16 were also brought before the Scrutiny Board for consideration.

The following information was appended to the report:

- Children's Services Financial Dashboard - 2014/15 Financial Year Month 7 (April to October)
- Initial Budget Proposals 2015/16 Directorate Children's Services.

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)
- Nigel Richardson, Director of Children's Services
- John Bywater, Principal Financial Manager

The key areas of discussion were:

- Period 7 £3.6m budget pressures due to placements of looked after children. There has been a change in referral patterns recently following the publicity generated by Rotherham. The aim is to reduce this pressure by the end of the financial year.
- 2015/16 budget. The strategy is working, more needs to be done around partnership working and co-location. There is a requirement to make a saving of £16m with additional pressures that may be carried forward from 2014/15. Since 2010 direct funding the Children's Services has reduced and funding direct to Schools has increased.
- The development of services that Schools can buy back from the local authority.
- The requirement for a fundamental restructure to support locality working with Clusters and partners.
- The size and scale of Children's Services which will be smaller.
- The need for greater focus on targeted and specific support, early prevention and intervention, narrowing the gap and learning improvement, learning and skills.

RESOLVED –

The Scrutiny Board (Children and Families):

- a) Noted the financial position for period 7 2014/15

- b) Considered the budget proposals and confirmed that no feedback is required to the Scrutiny Board (Resources and Council Services) for consideration.

52 Performance update for April to September 2014

The Director of Children's Services and Deputy Chief Executive submitted a report which provided a summary of performance information relating to the first two quarters of the 2014/15 financial year.

The following information was appended to the report:

- Indicator performance for the CYPP indicators as at the end of September 2014 (quarter 2)
- Children and Young Peoples plan key indicators dashboard – city level September 2014
- Children and Young Peoples plan key indicator dashboard – cluster level September 2014
- Safeguarding Specialist and Targeted Services September monthly practice 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)
- Nigel Richardson, Director of Children's Services
- Peter Storrie, Head of Performance Management and Improvement
- Chris Hudson, Principal Performance Officer.

The key areas of discussion were:

- The positive performance of the department in general, the challenge is now pace of change.
- Significant improvement in school attendance. Improvement is still required in unauthorised and persistent absence at secondary level.
- Improvement in NEET figures and reducing the number of 'not knows'
- The general improvement in learning performance. There is however a mixed pattern of achievement. FSM children achievement needs to be improved.
- The impact of the 'first results' measure for the GCSE's achievement indicator
- Improvement in dental checks for looked child after children and child protection conferences
- Apprenticeships, the decline in numbers that have started and how this could be enhanced

RESOLVED – The Scrutiny Board (Children and Families) noted the performance information presented.

Draft minutes to be approved at the meeting
to be held on Thursday, 26th February, 2015

(Councillor M Rafique re-joined the meeting at 11.40 during this item.)

53 Children and Young Peoples Plan - Scrutiny and the Budget and Policy Framework

The Head of Scrutiny and Member Development submitted a report which outlined the process for developing the Budget and Policy Framework and the role that Scrutiny has in its development. The Director of Children's Services submitted a report which set out the intention to consult with stakeholders on the development of the CYPP 2015 – 2019.

The following information was appended to the report:

- Our vision, obsessions, outcomes, priorities and indicators (including indicators under review)
- Challenges

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

- Councillor Jane Dowson, Deputy Executive Member (Children and Families)
- Nigel Richardson, Director of Children's Services
- Peter Storrie, Head of Performance Management and Improvement.

The key areas of discussion were:

- The momentum that the current CYPP has generated. The aim to maintain consistency going forward and the basic proposition of Child Friendly City, the five outcomes and priorities.
- The current debate around extending the number of obsessions, potentially to include early start and ensuring children are ready to learn.
- Relationships with partners and the influence of a city wide plan.
- The Board requested that the following be included in the key indicators/ priorities
 - a) ensuring that young people are ready to work
 - b) reducing the attainment gap in Leeds, in particular for disadvantaged children, including pupil premium children and groups where underachievement is more prevalent.
 - c) improving child and adolescent mental health support

RESOLVED –

The Scrutiny Board (Children and Families) considered the information provided and recommended that the following be included in the key indicators/ priorities:

- a) ensuring that young people are ready to work

- b) reducing the attainment gap in Leeds, in particular for disadvantaged children, including pupil premium children and groups where underachievement is more prevalent.
- c) improving child and adolescent mental health support

The above will be reported to Executive Board for consideration with the draft Children and Young Peoples Plan 2015-2019.

54 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 and the Executive Board minutes for 19 November 2014 were appended to the report.

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

RESOLVED –The Scrutiny Board (Children and Families) noted the content of the report and agreed the revised work programme.

55 Date and Time of Next Meeting

Thursday, 29 January 2015 – The Scrutiny Board will be visiting a number of Schools to discuss learning improvement as part of the learning improvement inquiry

The next full meeting of the Scrutiny Board will take place on 26 February 2015 at 9.45am in the Civic Hall, Leeds. (Pre meeting for Board Members at 9.15am)

(The meeting concluded at 12.30pm)

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Report author: Sandra Pentelow
Tel: 2474792

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th February 2015

Subject: Appointment of Co-opted Member for Looked After Children and Care Leavers

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. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. This report provides guidance to the Scrutiny Board and seeks agreement for the appointment of a co-opted member for Looked After Children and Care Leavers.

Recommendation

2. Members are asked to agree the appointment of Charlee Bewsher, as the co-opted member for Looked After Children and Care Leavers from the 26th February 2015 and recommend to the Scrutiny Board (Children and Families) that this membership continues for 2015/16

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal agreement for the appointment of a co-opted member to the Board representing Looked After Children and Care Leavers.

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, at this moment in time Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Considering this criteria, in June 2014 the Scrutiny Board determined that a member for Looked After Children and Care Leavers should be co-opted onto the Scrutiny Board.
- 3.4 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. It is normal practice to seek a nomination through representative partnerships. In this case representation has been considered and made by MALAP (Multi-Agency Looked After Children Partnership).

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The guidance surrounding co-opted members was previously discussed by the Scrutiny Chairs when it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and City Priorities

4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.15 above, when Scrutiny Boards are considering the appointment of a co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Recommendations

5.1 Members are asked to agree the appointment of Charlee Bewsher, as the co-opted member for Looked After Children and Care Leavers from the 26th February 2015 and recommend to the Scrutiny Board (Children and Families) that this membership continues for 2015/16

6.0 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.

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26 February 2015

Subject: Transforming Children’s Social Work in Leeds & Frameworki position update

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 attached report provides an update on progress in the services for children, young people and families in Leeds with a focus on the ongoing transformation of children’s social work service. On the 8 February 2014 the Scrutiny Board received an update in the implementation of Frameworki. This report facilitates additional debate on the current position relating to implementation and operation of this system.

2. Main Issues

2.1 The ESCR case management system, which had been in place in Leeds for a number of years, was deemed not fit for purpose by Ofsted in their inspection of Children’s Services in 2009. In order to address these concerns, and those raised by members of staff who used the system, the Council agreed to commission a replacement for ESCR. After a comprehensive procurement process, which included input from staff from across all areas of Children’s Services, the decision was made to purchase the Frameworki system provided by Corelogic. The new system went live on 11 November 2013. A report providing information relating to implementation progress was provided to the Scrutiny Board on the 8 February 2014.

2.2 The attached report was presented to the Executive Board for consideration on the 11th of February 2015. This report provides an update on the transformation of Children’s Social Work in Leeds and enables the Scrutiny Board to consider progress and future proposals (including Frameworki) and where appropriate make recommendation.

3 Corporate Considerations

3.1 Consultation and Engagement

The Board will undertake consultation where it is deemed appropriate.

3.2 Equality and Diversity / Cohesion and Integration.

3.2.1 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.

3.2.2 Equality and diversity will be a consideration throughout the Scrutiny process and due regard will be given to equality through the use of information, written and verbal, outcomes from consultation and engagement activities.

3.2.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform processes.

3.2 Council Policies and City Priorities

The consideration of Children's Social Work in Leeds seeks to improve outcomes for children and young people as defined in The Children and Young Peoples Plan.

3.3 Resources and Value for Money

There is no resource or value for money implications relating to this report.

3.4 Legal Implications, Access to Information and Call In

None

3.5 Risk Management

None

4.0 Recommendations

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

- a) Note and consider the report of the Director of Children's Services to the Executive Board on the 11 February 2015 and the verbal information presented to the Scrutiny Board on the 26th of February 2015
- b) Make recommendation as deemed appropriate

5.0 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.

Report of Director of Children’s Services

Report to Executive Board

Date: 11th February 2015

Subject: Transforming Children’s Social Work in Leeds – Progress and Further Developments



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

Summary of main issues

1. In line with our ongoing commitment to keep Executive Board informed of key developments in Children’s Services, this report provides an update on progress in services for children, young people and families in Leeds with a particular focus on the ongoing transformation of children’s social work services. It highlights Leeds’ success in being awarded £4.85 million from the Department for Education’s (DfE) Innovation Fund and the work taking place as a result of this. It also outlines further improvements planned across the service that will sit alongside the innovation fund to create system-change throughout the city.
2. This is an important point in time for Children’s Services in Leeds. The ambition to become a child friendly city is becoming increasingly recognised and embedded, both within Leeds and amongst a wider national and international audience. This will be underpinned by an updated Children and Young People’s Plan, to be launched shortly, which will reaffirm a multi-agency commitment to our shared vision, approach, outcomes and priorities.
3. An Ofsted inspection of services for children in need of help and protection, children looked after and care leavers; and the effectiveness of partnership working, including the Leeds Safeguarding Children Board, is taking place at the time of writing this report. It will conclude on Wednesday 11th February. Though the report will not be published for some time, it will provide a valuable additional contribution to informing our further development of the service. Wider transformation is required and underway

to respond to the changing levels and distribution of government funding for local services.

4. Within this context the innovation fund award is particularly timely. It will enable Leeds to build on progress made in recent years and create a 'step-change' in implementing different ways of working with vulnerable families. The fund is being used to: strengthen early intervention and quality of practice by rolling out restorative practice training to more than 6000 multi-agency colleagues; significantly expand the use of family group conferencing to facilitate better outcomes and experiences for many more vulnerable children and families; and commission services that complement a restorative approach by working with families in ways that give their members the strength to change their own behaviours. The speed and scale of implementation needed will be a challenge and require cross-council and multi-agency support, but the potential impact for the city could be genuinely transformational.
5. Alongside this, a continuing programme of improvement and progress across safeguarding, specialist and targeted services in the city aims to embed and enhance a more flexible, effective and customer-focused system that puts the child at the heart of all the work that affects them. Through the ongoing development of Leeds' nationally leading Families First project; the creation of more accessible and co-ordinated 'front door' and emergency duty services; improved quality across the homes and facilities that house vulnerable children and young people in Leeds; tailored changes to services for particular vulnerable groups; and an ongoing programme of workforce training and development, Leeds will create a children's social work service that reflects the scale of ambition for our children and young people.
6. It is timely to update Executive Board on this work and seek support for the continuing progress of the service transformation.

Recommendations

7. Executive Board is recommended to:
 - (i) Note the success of Leeds Innovation Fund bid and support the activity as a result of the fund that will signal a step-change in the use of restorative approaches for working with vulnerable families in Leeds
 - (ii) Endorse the wider work planned to develop children's social work in Leeds as part of our ambitions to make Leeds the best city for children and young people to grow up in, noting in particular the proposals to enhance the role of the corporate carers group.

1 Purpose of this report

- 1.1 In line with our ongoing commitment to keep Executive Board informed of key developments in Children's Services, this report provides an update on progress in services for children, young people and families in Leeds with a particular focus on the ongoing transformation of children's social work services. It highlights Leeds' success in being awarded £4.85 million from the Department for Education's (DfE) Innovation Fund and the work taking place as a result of this. It also outlines further improvements planned across the service that will sit alongside the innovation fund to create system-change throughout the city.

2 Background information

- 2.1 The Children's Social Work Service in Leeds has been on a journey of incremental improvement over a number of years. Through the ambition to make Leeds a child friendly city and with the multi-agency support of the Children and Families Trust Board and the Leeds Safeguarding Children Board, the service began a fundamental transformation of its work with vulnerable children, young people and families. A re-organisation of the service; stronger focus on 'doing the simple things better' and having timely, quality conversations; investment in workforce training and development; and crucially a focus on incremental change built on a strong, objective evidence base – have all contributed to a more confident, secure and forward-thinking service.
- 2.2 In recent years the Leeds approach to work with vulnerable families has become more defined, with a clear rationale behind it. This approach is twofold: firstly, emphasising the value of behaving restoratively throughout our work. Working restoratively means doing things *with* families rather than for them or to them because it gives families greater ownership of decisions that affect them and fosters the strength to change. Secondly, focusing on the continued importance of 'family' as the most important influence on a child's safety and well-being and as such the most significant utility in the social and economic regeneration of the city.
- 2.3 This restorative, family-focused approach has increasingly guided Children's Social Work practice and decision-making across Leeds. Rather than looking immediately to the child protection system when there are concerns about a child, practitioners, both in social work and other services are increasingly looking for safe, appropriate, alternative family-centred solutions to meet the child's needs. A restorative practice leadership and training programme for the Children's Social Work workforce has given practitioners the skills and confidence to hold the difficult conversations that can unlock the deeper cause of difficulties within families and the wider range of solutions that may be available. The council's investment in expanding the family group conferencing service from a small team to a city-wide initiative has created the means by which alternatives to state care, utilising the involvement and support of wider family and friend networks, can increasingly be explored and facilitated.
- 2.4 These developments have seen a number of positive outcomes for families and the city. More than 100 children and young people who would previously have

been placed into care have been supported to stay safely and appropriately with their wider family. Quality of practice, decision-making and recording is improving and significant financial savings have been achieved for the city – the £1 million investment in family group conferencing has produced approximately £4 million in savings and the significant overall reduction in the number of looked after children in Leeds (down by 123, or 8.6%) since the launch of the Children and Young People’s plan, has contributed to further additional savings on top of this.

2.5 Alongside this focus on reducing the need for children and young people to be taken into care, Leeds has also worked to improve support for arrangements where the wider family do step-in and take on a role in the child’s care. These family and friends (kinship) care arrangements become increasingly important as our restorative approach and family group conferencing model becomes more embedded. We are proactively looking to enhance support for this group, many of whom are grandparents, by creating a stronger package of assistance to them and working with national organisations to raise the profile of this work within government and beyond. Leeds has published a clear ‘Family and Friends Care’ policy outlining the support available, we are working on developing a number of measures, such as free legal and financial advice to carers. We have developed partnerships with businesses to give these carers more help and incentives and our Director of Children’s Services Chairs the national cross-Government working group on Family and Friends Care that is making recommendations to Ministers about how to take this work forward.

2.6 Together, these strands of work have demonstrated the potential to provide a different type of social work service, one that keeps children safe by orientation towards ‘family support’ rather than the prevailing English orientation towards ‘child protection’. The opportunity now offered by the innovation fund is to expand and embed this model in Leeds to bring about lasting, wholesale system change that both improves outcomes for families and also offers potentially significant savings for the state.

3 Main issues

Family Valued: The Leeds Innovation Fund Proposal

3.1 Leeds has been awarded £4.85m of the innovation fund to embed wide-scale culture and practice change, creating a more family support oriented model, by enabling practitioners to use restorative techniques that work *with* children, young people to safely and appropriately find their own solutions to the difficulties they face *before* the need for more significant social care intervention. With the fund, our aim is that across the city we can realise the following entitlement for children, young people and families in Leeds:

- *The default behaviour of children’s services in all its dealings with local citizens/partners and organisations will be restorative - high support with high challenge*
- *Children’s Services in Leeds will ensure that families, whose children might otherwise be removed from their homes, are supported to meet and develop an alternative plan before such action is taken*

- *In all other cases where there are concerns about the safeguarding or welfare of a child or children, we will work safely and appropriately with the family to support them in helping to decide what needs to happen*

- 3.2 To make this possible we must work right across the people and organisations in our children’s workforce to implement a common language and approach that creates a more consistent, higher quality experience for the citizens of Leeds. Implementing restorative practices across the city will make that possible and our ambition is to train more than six thousand staff to an appropriate level in these techniques and ensure they are used daily throughout work with children, young people and families to address issues earlier in the life of the problem.
- 3.3 At the forefront of this restorative programme will be an expansion of family group conferencing (FGC) FGC’s into areas where there is significant potential to change outcomes and referral patterns. Current capacity enables the service to carry out approximately 550 conferences a year, which are primarily focused on children in Leeds facing a child protection conference and families subject to a pre-birth assessment. With the innovation fund we will double this capacity and expand Family Group Conferences into more areas of practice where we believe they can make a positive difference. In particular, where appropriate to do so we will use family group conferences to address incidents of domestic violence, creating an environment for perpetrators to acknowledge their behaviour and for a package of help that supports victims and children and reduces the likelihood of reoffending to be put in place. This in turn will support the city-wide breakthrough project on reducing domestic violence. We will draw on national and international expertise to design this service and work closely with service users.
- 3.4 As we make these changes we will make sure we offer and commission the right services to meet the needs emerging from restorative, family-centred approaches, ensuring the right support is in place so that when the extended family and friends do take on more responsibility they do not do it alone. The fund includes £800,000 to put this additional capacity in place.
- 3.5 The Leeds Innovation Fund Proposal is bold and ambitious. It will require a concerted effort, flexibility in processes (such as recruitment) and commitment across our partnership to maximise its potential. A programme office and governance arrangements are being put in place and this will include regular reports to the Children and Families Trust Board and a timely update to Executive Board. Evaluation is a key part of the innovation fund model and the Department for Education allocate Leeds an evaluation partner to work alongside us to test the learning from implementation. A ‘coach’ allocated by the Department will also work with Leeds to support and monitor progress and report regularly to the DfE.

Wider Developments in Safeguarding, Specialist and Targeted Services

- 3.6 The innovation fund work on embedding a restorative approach throughout our work with vulnerable families is part of a wider plan to be the best city for children and young people to grow up in. Several areas of work reported previously to Executive Board are continuing and will also support these ambitions. These include:

Families First

- 3.7 Strong progress continues to be made on the Families First (troubled families) programme, for which Leeds is recognised as being a nationally leading authority. We anticipate that by May 2015 Leeds will be able to report that all 2190 (100%) of the families that we have worked with through the first phase have achieved 'turn around' and as a result of this success, Leeds has been chosen as an early adopter for phase 2, working with a further 1000 families.

Support Children with Complex Needs

- 3.8 A previous report to Executive Board outlined the changes needed in services for children and young people with complex needs in response to the Children and Families Act. Implementation of these changes is becoming more embedded with the use of education, health and care plans replacing the previous statement of special needs and the increasing use of personalised budgets to provide tailored support for vulnerable children. The Leeds local offer online tool is in place to provide families with information about the support available in their local area.
- 3.9 A key area for development is further investment into the three Children's Health and Disability (CHAD) teams to continue strengthening quality of practice, particularly where there are both child protection and disability issues for the child. This will include supplementing the Advanced Practitioner role, training in specialist assessment skills, quality assurance and managerial oversight and reflective supervisory practices.

Specialist Inclusive Learning Centre and Pupil Referral Unit Provision

- 3.10 Priority also continues to be given to the work to improve provision for pupils at the city's pupil referral units and those with behavioural, emotional and social difficulties. In line with the report to Executive Board in December 2013 The vision is to provide smaller centres under one governance and leadership. These centres will be responsive to the continuum of needs of learners with social, emotional and mental health rather than specifically around key stages. This will ensure the flexibility and scope to offer personalised programmes, including therapeutic interventions. This structural solution will meet the changing and evolving needs of this cohort of young people whilst offering consistency in provision.
- 3.11 Progress is ongoing to move this work forward. The local authority is working with the DFE and partners to form an academy Trust through which to sponsor the provision. There are local headteachers, Leeds City College, and academy sponsors who are interested in coming together to form such a trust. The proposal is for the existing BESD SILC to close in August 2016, with new provision being commissioned to open in September 2016. An academy sponsor will be sought and it is anticipated that the new Leeds Trust will have been approved and able to bid to run the new academy. Discussions are being held with private providers to secure additional places in the short to medium term to facilitate this speedy resolution. Alongside this an appropriate site for the new provision is being sought.

Progress across Children's Social Work Services

- 3.12 In addition important developments are taking place to continue making improvements for looked after children in Leeds and children's social work practitioners, these include:

Frameworkki:

- 3.13 The use of Frameworkki is now much more embedded across the workforce having been implemented and rolled out to 1400 users in November 2013. The user base has since grown to over 2000. The implementation represented a significant business change for the service and users have been supported throughout the embedding of the system. Practitioners can now see the full journey of the child in one place and this supports effective decision making.
- 3.14 Within the next 12 months and as was always the intention, a business case will be developed to upgrade Frameworkki to Mosaic. This upgrade will again involve business change and the timing will be determined by business readiness and the broader improvement journey of the service. Mosaic will provide additional functionality to help practitioners and further support the safeguarding of children and young people. The business case will also incorporate plans to further develop our reporting capability to ensure that practitioners and managers have ready access to a greater range of information at any point in time. More details will be provided for Executive Board at an appropriate point in the future.

Ongoing Workforce Training and Development

- 3.15 Social workers in Leeds have benefited from an enhanced programme of training and support in recent years. Leading academics have worked directly with teams to introduce research and practice that informs their approach, a wider training package is in place including a restorative leadership programme and restorative practice training for all social workers. This will be further enhanced by the training strand of the innovation fund. An annual social worker's conference draws on national and international best practice and creates a focal point for learning throughout the year.
- 3.16 In February a scheduled series of academic lectures for Leeds social workers will begin the further spread of best practice and encourage ideas, debate and a learning culture across the service. A number of specific training programmes are being introduced to address key areas: building on the investment made already this will include reflective supervision, with a particular focus on how to develop the quality of practice and recording, and care planning training. A focus will be placed on helping practitioners understand issues around 'neglect' and 'safeguarding children with disabilities' with specific attention being given to assessment skills around this group. Tailored leadership training for the managers of residential homes is also in development to address the specific issues and opportunities for this cohort.

More flexible, integrated services

- 3.17 The improvements made to the duty and advice 'front door' services in Leeds have been a key factor- in underpinning better outcomes for vulnerable children and families. The service has already benefitted from bringing social work, police and health colleagues together to ensure a more integrated response to referrals. In the coming months we plan to develop that model further. A move to the fourth floor at West Gate for the 'front door' service will enable the expansion of this model. Third sector and adult social care colleagues, alongside specialists in domestic violence, will add to the existing complement of duty and advice colleagues to provide an even more holistic and responsive service able to refer families to a wider range of appropriate services.
- 3.18 We recognise that many requests for support from social care are not made during conventional 'office hours'. Our aspiration therefore is to provide an emergency duty team supported and equipped to handle referrals quickly and effectively, whenever they are made. Whilst we are confident that children and young people are kept safe by our existing out of hour's service, following feedback from families and partners and in view of data that indicates that there is often a peak in referrals during the early evening time, we are in the early stages of exploring how resource can be allocated more closely to reflect this.

Better Quality Settings

- 3.19 The quality of the facilities that home vulnerable children and young people is an important factor in creating the right environment for learning and development. Likewise the environment that practitioners work in has an impact on the morale and approach they take. Leeds is enhancing quality in key settings:
- 3.20 The new Adel Beck facility has now opened. It replaces East Moor Secure Children's Home. Adel Beck has state of the art technology for both security and teaching and learning and is designed to provide young people with a living and learning environment that is safe, secure and encourages and inspires positive change. Adel Beck's new Programmes and Development Team will provide Care and Interventions programmes based on the individual needs of children and young people.
- 3.21 Work is continuing to rationalise and improve the children's home estate across the city. Leeds' strategy to create an estate of more suitable and tailored smaller homes is progressing, in 2014 Leeds two biggest children's homes (Inglewood and Wood Lane) were closed and are being replaced with new homes that will be opened during February 2015. We are also consulting on the closure of Bodmin Road. The remit of all homes is being reviewed to bring them into line with the wider remit and approach of the children's social work service, for example two homes will be tailored to older children in care to support them to make a smoother transition into adulthood, another home is being linked more closely to the foster care team to prevent repeat foster care breakdowns, a further team will be linked with the multi-systemic therapy team. In this way our provision can be tailored more specifically to children and young people's unique needs. The management structure of the homes is being reviewed with a view to putting

social work managers in place across the estate. The views of young people are being sought throughout this improvement process.

- 3.22 For practitioners themselves there have been several important office moves in recent months that provide much more modern and suitable facilities and are enabling teams to work more closely together. All teams have now been moved out of the Roundhay Road accommodation and relocated. A number of teams that were previously dispersed – fostering, adoption and the looked after children team - have been brought together at Kernel House. This is a model that we are looking to replicate across the city. The Children’s Social Work leadership team has been relocated from Merrion House to St Georges House and sits alongside the wider Children’s Services Leadership Team.

Educational attainment of looked after children

- 3.23 The ‘virtual school’ for looked after children plays a key role within our overall offer of support to vulnerable children and young people. To continue our progress on improving outcomes in this area, we have put in place a plan to grow and strengthen this part of the service so that children in care receive more individual support and are more closely monitored throughout their education. Further review and investment in this area will ensure that statutory obligations around the support for this cohort are met.

Support for care leavers

- 3.24 Leeds has recognised that support for young people leaving care and moving into adulthood is a priority for the service. With input from leading expert Professor Emily Munro, a significant amount of work has been done over the past year to enhance this and plans to build on this progress are ongoing. The entire service structure has been reviewed and improved with a particular emphasis on creating a more multi-agency response to supporting care leavers that includes health, housing, welfare rights and transitions, with significant progress in this area. We are now placing a renewed focus on education, training and employment and are seeking to achieve the ‘care to work’ charter mark. This will be complemented by a review of pathway planning. Young people who are or have been in care will become more involved in the service itself. We are looking to recruit two young people with this experience to become part of the team and have a direct input into the future offer. A care leaver conference is being planned for October 2015 to take place during care leaver week (21st – 28th October).

Child Sexual Exploitation (CSE) Hub

- 3.25 Under the oversight of the Leeds Safeguarding Children Board, Children’s Social Work Services and West Yorkshire Police have been working together for some time to strengthen the service and response around child exploitation, more recently taking into account the significant implications from events in Rotherham. The cost and resource for supporting young people at risk of CSE has been reviewed and as a result work is now taking place to establish a multi-agency CSE hub for Leeds that will include social workers, the police, health, youth justice workers and the third sector. Alongside this, additional provision for young people at high risk of CSE will be identified within Leeds existing residential provision and

an enhanced arrangement for oversight and monitoring of CSE cases is being implemented. Leeds is working with partners across the region and beyond to progress a co-ordinated response to the full range of issues that accompany CSE concerns.

A stronger corporate parenting model

- 3.26 All of the developments outlined in this report require the leadership and support of elected members. The corporate parenting role continues to be crucial and the corporate carers group are at the forefront of this work. In December 2014 a report to the Corporate Leadership Team proposed a number of changes to strengthen the role of corporate carers, drawing on national best practice. CLT approved all of these proposals, which were subsequently endorsed by Corporate Carers at their January meeting. They include:
- (i) Corporate Carers Group be renamed as 'Corporate Parenting Board'
 - (ii) Meetings to be structured around the Care Promise
 - (iii) Agree a clear strategy and priorities for improvement, with an annual report
 - (iv) The content of meetings be restructured to strengthen the role and impact, this will include inviting senior officers, including the Chief Executive of the Council, Chair of the Safeguarding Children Board and Chair of the Health and Well-being Board to attend meetings on a timetabled basis through the year to outline their role in supporting children in care.
 - (v) Themed meetings that invite wider key partners to account for their role in improving outcomes for children in care.
- 3.27 These changes will come into effect at the next Corporate Carers meeting and the Chief Executive of the Council has requested to attend to support this work. Together they will give corporate parenting a greater profile and impact.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 As reported previously to Executive Board, a city-wide consultation on the new Children and Young People's Plan for Leeds has recently been completed. This has endorsed the continuation of the overarching strategy for children's services in Leeds. In developing the details of the work strands within the innovation fund and the wider service changes the voices and views of service users will be integral to the process.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no implications under this heading.

4.3 Council policies and City Priorities

- 4.3.1 Leeds has made a city-wide commitment to becoming a child friendly city. Our aspiration within this is to provide the best quality services to vulnerable children and young people. In recent years clear progress has been seen in the approach to children's social work services, creating more restorative, family focused and

evidence-based practice and culture. The innovation fund and the wider developments outlined in this report will enable an acceleration of this progress and a potential step-change in the breadth and impact of our approach.

4.4 Resources and value for money

4.4.1 The Leeds Innovation Fund bid combines £3.71 million of existing spending plans with £4.85 million of additional DfE investment to create a total investment of £8.56 million. The details of this are outlined in the table below:

Leeds Innovation Bid - Programme Budget Summary

	£'000s								
	2014/15			2015/16			TOTAL		
	Leeds	DfE	Total	Leeds	DfE	Total	Leeds	DfE	Total
Set Up Costs	0	60	60	0	130	130	0	190	190
Workforce Development Costs	50	60	110	153	1,263	1,415	203	1,323	1,525
Family Group Conferencing Costs	179	25	204	1,210	1,545	2,755	1,389	1,570	2,959
Targeted & Specialist Service Costs	303	0	303	1,819	800	2,619	2,122	800	2,922
Programme Team Costs	0	46	46	0	275	275	0	321	321
Scaling Costs	0	0	0	0	245	245	0	245	245
Evaluation Costs	0	0	0	0	400	400	0	400	400
TOTAL COSTS	532	191	723	3,182	4,658	7,839	3,714	4,848	8,562

4.4.2 The wider use of FGCs in Leeds has already contributed to a significant reduction in looked after children numbers. An investment of approximately £1m in our FGC service has yielded estimated savings of £4m. Conservative projections detailed in the bid indicate that further expansion leading to ongoing reductions in looked after children numbers could return savings of almost £7m per year as the model becomes embedded. In addition there are potential financial benefits to wider partners if the expansion of family group conferencing into wider areas leads to a reduction in, for example incidents of domestic abuse, or re-offending when young people leave secure accommodation.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no implications under this heading.

4.6 Risk Management

4.6.1 The innovation fund has been awarded to Leeds on the basis that it will be spent between February 2015 and March 2016. The Leeds proposal is ambitious and wide-ranging in terms of the number of organisations involved and the pace at which the programme needs to be implemented. A clear programme plan is in place, with a programme manager being recruited and governance arrangements developed to oversee the work. A risk-assessment was produced as part of the bidding process. It is essential therefore that the programme receives support from multi-agency partners and across the council to meet the challenging deadlines and realise the scale and potential of the innovation.

5 Conclusions

5.1 This report has provided Executive Board with an update on a number of important developments for Children's Services in Leeds. This is a key point in time: the successful innovation fund bid, the launch of a new Children and Young People's Plan and the reorganisation of the service in the context of the changing financial landscape, all offer opportunities to continue progressing our child friendly city ambitions. Alongside this, the next stage of developments across safeguarding, specialist and targeted services will enhance the support to the most vulnerable children, young people and families in Leeds. Implementing these changes requires an ongoing city-wide effort and it is critical therefore that the prioritisation of children's services improvement across our partnerships continues.

6 Recommendations

6.1 Executive Board is recommended to:

- (i) Note the success of Leeds Innovation Fund bid and support the activity as a result of the fund that will signal a step-change in the use of restorative approaches for working with vulnerable families in Leeds
- (ii) Endorse the wider work planned to develop children's social work in Leeds as part of our ambitions to make Leeds the best city for children and young people to grow up in, noting in particular the proposals to enhance the role of the corporate carers group.

7 Background documents¹

7.1 None applicable

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

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26 February 2015

Subject: 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

1.0 Purpose of this report

- 1.1 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.
- 1.2 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 standards in the city and narrowing the attainment gap, particularly in early years.
- 1.3 Terms of reference were agreed by the Scrutiny Board on the 11 September 2014.
- 1.4 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.

2.0 Submission of evidence – February 2015 Meeting

2.1 The Scrutiny Board has requested information on the following areas at this meeting:

a) Improving Educational Outcomes

- Remainder of information timetabled in November 2014
- Children's Peer Challenge 2014

b) Narrowing the Gap

- Learning Improvement Service role in promoting 'Ready for learning' from Early Years and supporting attainment, language, behaviour and communication skills. In addition increasing opportunities and removing barriers for vulnerable learners from early year onwards
- Leeds for Learning: Talk Matters
- Closing the Gap – Secondary Oracy Programme

The Annual performance report 2014, which includes attainment and narrowing the gap data, originally timetabled for the February meeting is now tabled for the meeting on the 23rd of April 2015 to co-ordinate with presentation to Executive Board

2.2 In addition to information attached, evidence will also be submitted verbally to the Board. Further inquiry sessions are also scheduled for March (working group) and April 2015.

2.3 In February the Scrutiny Board followed a similar approach to that successfully adopted for its inquiry in 2013/4 on Cluster Partnerships. Case study areas were identified and visited instead of a formal Scrutiny Board meeting. Board Members visited 4 schools and had the opportunity to talk to practitioners. This evidence and information collated by members of the Board in their role as School Governors will be scheduled for discussion at the working group in March 2015.

3 Corporate Considerations

3.1 Consultation and Engagement

The Board will undertake consultation where it is deemed appropriate in order to conduct this inquiry or gather necessary evidence.

3.2 Equality and Diversity / Cohesion and Integration.

- 3.2.1 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.
- 3.2.2 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.
- 3.2.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 3.2.4 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.

3.3 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.

3.4 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.

3.5 Legal Implications, Access to Information and Call In

None

3.6 Risk Management

None

4.0 Recommendations

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

- a) Note and consider the documented information provided and presented verbally to the Board on the 26 February 2015.
- b) Make recommendations as deemed appropriate.
- c) Note that the terms of reference may incorporate additional information to extend the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence during this session.

5.0 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.

Making Leeds a child friendly city



Early years improvement within learning
improvement, integral to....
Learning, skills and universal services

- The Early Years improvement strategy and implementation
- Support, advice, guidance
- Challenge and intervention
- Early years Improvement team
- Categorisation of settings and childminders

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Leeds a child
friendly city**



The scale of Early Years provision in Leeds

- Childminders, nurseries, playgroups, children's centers, pre schools...
- Universal offer, traded offer
- Bespoke support for settings, individuals and groups
- Communication-website, twitter, Early Years resource base
- Leadership support

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Leeds a child
friendly city**



Examples of effective EY improvement

- Closing the gap work
- Successful movement of EY settings to Good or better
- Developing leadership capacity in settings
- Improving progress data
- Support for Early years in schools

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Priorities for Early Years

- Continuing to improve quality of EY settings –Ofsted and beyond
- Quality provision and practice for all children (SEN, 2 year olds)
- More children reaching a good level of development (GLD)
- Accelerating progress of vulnerable groups to close the gaps
- Sharing good practice between schools, settings and partners

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Partnerships

- Range of targeted partnerships
- Partnerships facilitated and supported by Learning improvement teams
- Inner East Development Project
- Catholic Partnership of Schools
- Schools sharing and developing good practice

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Partnerships supporting vulnerable learners

- Developing capacity in schools
- Arooj Collaborative
- EMA Hub partnerships

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Partnerships supporting vulnerable learners

- Talk Matters
- Oracy Programme
- EAL networks
- EAL Reviews

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Supporting children of Gypsy, Roma and Traveller origin

- Early years
- Primary
- Secondary
- GRT Hub programme
- Welcome Group

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Governor Support Service

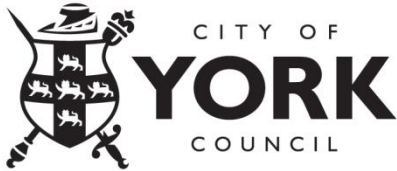
- SLA
- Clerking
- Training, Advice, Guidance and Support
- Reconstitution
- OFSTED

**Making
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Governor Support Service (cont..)

- Briefings
- Forum
- Conference
- Full training programme
- Peer Challenge



Nigel Richardson
Director of Children's Services
Leeds City Council

Children's Services, Education and Skills

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Email: sara.thorn@york.gov.uk
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Our Ref: JS/sat
23 December 2014

Dear Nigel

Children's Peer Challenge: Leeds, December 2014

Thank you for taking part in the eighth Children's Services Peer Challenge activity in the region and the fourth peer challenge to have school improvement as its focus. As you know, the Peer Challenge focussed on your chosen theme of the effectiveness of support and challenge for school governance arrangements in Leeds.

Your preparatory work for this Peer Challenge was extensive and was immensely helpful in enabling the peer challenge team to focus its activity appropriately. The team received a really good welcome and excellent co-operation and support throughout the process. It was evident to us all that all those we met were interested in learning and continued development.

We agreed to send you a letter confirming and elaborating on our findings as presented at the end of the Peer Challenge process.

It is important to stress that this was not an inspection. A team of peers used their experience to reflect on the evidence you presented through documentation, conversation and observation. We hope their conclusions, captured in our final presentation to you and in this report will assist you in your on-going improvement.

Director: Jon Stonehouse

www.york.gov.uk

1. Background

The Peer Challenge process developed for Children's Services across Yorkshire and the Humber builds on the peer review model that was developed by the Local Government Association (LGA) and all 15 local authorities are engaged in the process. Across the region two key areas of focus have emerged: local authority arrangements to safeguard and look after children and local authority processes for securing school improvement. All local authorities have chosen one of these focus areas for their Peer Challenge.

In order to support the Peer Challenge process all local authorities have nominated key members from their senior leadership teams including their Director of Children's Services (DCS) to be trained in the Peer Challenge process and to lead Peer Challenges.

2. Process

The Peer Challenge in Leeds was led by Jon Stonehouse, Director of Children's Services, Education and Skills, City of York Council. He led a team comprising Pete Thorpe, Assistant Director, Education, North Lincolnshire Council and Roz Danks, Head of Access Services, North East Lincolnshire Council. The process was managed and coordinated by Rob Mayall (SLI Manager, Yorkshire and the Humber).

The team of three peer challengers spent a total of nine person days working in the local authority collecting evidence with which to frame their findings and drawing together their conclusions. This activity took place on Monday, Wednesday and Friday, the 8th, 10th and 12th December, 2014. Prior to the Peer Challenge on-site activity, Leeds shared a wide range of information with the team to support its preparations and there were two team meetings.

The Peer Challenge process included: desk based analysis of documentation, interviews with the Portfolio holder for Children's Services and the Scrutiny Chair, the Director for Children's Services and the Chief Executive. A range of focus groups enabled a sample coverage of internal and external partners. In total, there were 16 activities with approximately 40 participants including representation from schools and governing bodies. This was a small range of activities and sample size which needs to be

noted when you are considering our conclusions. However, we were still able to develop and triangulate nearly 150 strengths and areas for development.

Initial findings were presented to the senior managers of the local authority on 12 December. In collaboration with the local authority, the team had identified five headings which provided a framework for the challenge and under which our final presentation of strengths and areas for development were grouped. The team also identified some overarching themes/issue.

3. Detailed Findings

3.1 *Overall Effectiveness of the governor support service*

Strengths

- Highly valued Governor Support Service (GSS)

A view, consistently expressed by stakeholders was of a valued, respected and effective service. The clerking service was noted for particular praise, with references to their knowledge, impartiality, skill and reliability.

‘The clerking service is fantastic’

Processes which allowed for escalation where concerns exist about the effectiveness of governance, the introduction of a skills audit and work to support the re-constitution of governing bodies were also examples shared with us of the service’s effectiveness. Mention was also made of a reduction in governor vacancies as an indicator of the impact of the GSS.

- Significantly improved GSS

A theme throughout the peer challenge was the step change in the last two years or so. This equally applied to the effectiveness of the GSS, which was seen to be more confident, with a stable workforce, a greater knowledge of schools and the ‘bigger picture’ and an integral link with the Learning and Improvement Service, making its activities more joined up with a broader school improvement agenda and creating the potential for more timely intervention.

- Diverse range of methods used to support governors

The clerking service has already been mentioned, but the governors and head teachers we spoke to value the range of

support: telephone support available, noted as specific and flexible, multi-agency workshops and to customised training and governor bulletins were all referenced.

'always there'... 'brilliant to work with'... 'support is excellent'

- Recognition of senior managers of the role of GSS in a bigger picture

The location of governor support services in the Learning and Improvement section of children's services is a powerful indicator of how integral the LA sees governors as being to school improvement. Senior managers understand this and have aspirations for a confident service which sees its place in broader corporate ambitions and provides appropriate levels of support and challenge to governing bodies to drive better outcomes for Leeds' children.

Areas for Development

- Develop and implement a clear vision of what good governance and a good GSS looks like

Notwithstanding the significant progress made in the last two years, there is a need for a clear and stated vision of what the LA expects from its governor support service and how it fits into in an emerging public service and educational landscape and this needs to be something which is better understood by GSS and its internal and external partners. There is room here for a bold approach, making the GSS more accountable for its part in the school improvement agenda, building on the increasingly positive reputation of the LA and GSS.

- Develop methods to ensure consistent engagement with governing bodies

GSS has a wide reach, but is provision consistent? Are governing bodies consistently engaged? Are all clerks enablers of bold conversations in governing bodies? (We got the impression that some were not). The LA might want to undertake an audit to check consistency and also reflect on the extent to which the LA is able to be confident that governing bodies outside the scope of the GSS (beyond the universal offer) are efficient and effective.

- Develop a clear communications strategy for GSS

The LA should consider its communication intentions – What are the messages it wishes to communicate and how should it do so?

This area for development is identified despite us recognizing as a strength the range of methods used to communicate with governors (see ‘effectiveness of governor support and training’), but we noted that some governors spoke of a lack of clarity about the distribution of specific communications; some seemed unaware of safeguarding audit activity; some communication relies on head teachers to disseminate information to their governors and some messages of change are shared by individual senior officers with individual governing bodies. Briefing sessions were described as having a poor reputation and attendance is inconsistent. Some governing bodies were reported as not fully understanding their role in relation to the city strategy. The answer to these challenges does not rest solely on a communications strategy, but it will be an important part of bringing alive a clear vision for governors (see above).

3.2 *Effectiveness of governor support and training*

Strengths

- Some provision is considered to be excellent

Governor support by the clerking service is already noted as a strength. The majority of schools purchase this service and those who do not invariably take up the offer of training activity for clerks. Conferences were also noted as excellent as was governor induction. Some of the bespoke training (for example EYFS) was noted as timely, relevant and popular. The universal offer to governors is sufficient to enable comprehensive engagement on some key issues. The local leaders of governance activity is notable.

- Visibility/access to Mayor/CX and other senior officers

Where senior officers are engaged in governor activity this is highly valued, as is the generally high visibility and accessibility of senior officers. As an example, the Lord Mayor’s thank you event was a powerful message of the important role played by governors and much appreciated.

- Diverse range of methods used to raise awareness of issues

The governor newsletter and 'one minute guides' for governors were both cited as valuable communication tools. It was noted that processes to consult governors on school expansion were robust. The LA also took a positive and proactive role in raising debate about post 16 options with a well-researched and thorough discussion document to stimulate debate amongst schools and governing bodies, (*Post 16 Learning in Leeds 2014 – 2020*)

Areas for Development

- Engage governors in debate and dialogue to build capacity

Much of the training described to us enabled knowledge to be shared. There is a place for this, but the development of more open, enquiring and challenging governors might in part be facilitated by learning and development activities which encourage engagement, debate and dialogue.

- Ensure consistent governor engagement in safeguarding audit activity

Although our sample of governors was small, it was of some concern that they were unaware of the city wide safeguarding audit activity. Their lack of awareness may not be representative, but it would be worth exploring this more thoroughly. The LA might also wish to consider introducing an expectation that governing bodies sign off the annual safeguarding audit.

- Consider how to (re)engage governors in determining/designing learning and development solutions

Governors reported that they had previously been involved in the planning of governor conferences, but this is no longer the case. Re-engagement could lead to a more relevant agenda and increase ownership of learning and development activity. Governors also lamented the loss of localised 'wedge' based governor briefings for a more cost efficient but less valued, central briefings. The LA might want to reflect on re-establishing these local meetings.

- Consider further senior officer engagement with all governing bodies on key issues

Some governors described the added value that senior officers had brought when engaged with governing bodies (usually when

the governing body/school was facing significant challenge) Whilst it would be clearly unsustainable for senior officers to be represented on all governing bodies, there would be a real value in exploring the possibility of heightened senior officer engagement on an annual basis – this might be with targeted governing bodies, or through governor briefings. This could aid a consistent dissemination of key messages – perhaps about a role for governors as part of a vision for Leeds.

- Consider the value and location of the BEM governor network

Initial briefing information about this peer challenge made no reference to the BEM governor network. When we did hear about it, there was a vagueness about how it fitted with a broader strategy for the development of governors/governance. The LA might wish to consider what evidence there is of the BEM Network adding value and if it does, how might its activities be made more coherent.

3.3 *Methods for monitoring the effectiveness of governance*

Strengths

- There is a range of protective factors which means that the LA has intelligence about the effectiveness of governing bodies

A range of protective factors was described to us which should provide some confidence that the LA is well-informed about the effectiveness of governor activity. These include: coverage of clerking (the vast majority of schools), Senior Officers on Trust Boards of Academy chains and mature partnership arrangements between the LA and schools. In our conversations with governors and head teachers this view was reinforced, and extended to embrace the appropriateness of governor activity, particularly in the context of safeguarding. We heard of an insistence that all staff are up to date with training on safeguarding; safeguarding audits being led by an LA Officer; a culture of head teachers having an open relationship with the LA, making them more likely to share any concerns about a governing body.

- Arrangements for reconstitution are effective

Work to support the reconstitution of governing bodies, led by the Governor Support Service was noted as timely and effective.

- Examples of innovation in capacity building

Leeds has taken an innovative approach to building a core group of governors that might be deployed across schools and which could lead on specific activities such as external reviews of governance. The identification, training and deployment of these 'Local Leaders of Governance' has considerable potential for enhancing the overarching approach to school improvement. However, from the evidence received it was not yet possible to reach a conclusion on the impact of LLGs to date.

- School challenge and intervention has become far more formal and focused in the last two years

Headteachers and governors reported that they valued the emergence of a more focussed and robust school improvement approach, which uses challenge to good effect. The relationships between school improvement and schools are strong enough to enable this more robust approach and the intelligence from a variety of sources including half termly challenge meetings helps to ensure timely and well informed conversations, with a clear focus on improvement. IEBs have been used effectively.

- Examples of effective brokerage of school to school support

One primary governor spoke of the effectiveness of a service level agreement between her school and another. This was an arrangement brokered by the LA.

Areas for Development

- There is a need for a consistent understanding of effective governance – of schools and in the context of the Leeds ambition

This point has been partly addressed in the 'overall effectiveness' section. A clear and shared understanding of what 'good governance' looks like, and how, in Leeds, this plays its part in broader city aspirations, would provide clarity for governors and the broader system. It would provide a benchmark against which governing bodies could be reviewed, for example, bringing a greater objectivity to the RAG ratings of governing bodies which feeds into School Review group meetings. It would also form an aspiration to which governors could commit.

- Develop the debate with governors on sector-led system

It was reported that governing bodies are not generally engaging in debate on school to school support and new partnership possibilities. As the landscape changes and a self-improving

school system emerges, it is important that governors are engaged in reflecting on the potential of sector led developments. You may wish to consider whether this issue and that of a clearly stated LA vision for governance might usefully form part of a potentially re-vitalised set of governor network meetings.

- Sustain and further systemise the challenge to schools, including governance.

We identified as a strength the more focussed and challenging role played by the LA in its dialogue with schools, but we think this is a platform on which further building might take place. The LA might want to increase the intensity of challenge and ensure that the challenge is consistent across all Officers and all teams (including the Governor Support Service and that it is uniformly informed by a range of intelligence.

3.4 *Role of Members/Scrutiny and its effectiveness*

Strengths

- Members have high visibility

The high visibility of members is a powerful symbol of a Council commitment to school improvement – a demonstration that it matters. We heard of neighbourhood councillor involvement in NEET activity and of Members chairing various governance groups and also chairing groups such as the Governor network.

- Members provide challenge

There was a recognition in our conversations with head teachers, governors and Officers that challenge comes from Members as well as officers – the Lead Member for Children’s Services provides well informed and appropriate levels of challenge and support and challenge in Scrutiny is strong(see next points). We also noted good examples of briefing sessions for members on specific topics, which ensures they remain current in their awareness of issues.

- Strong Member and school engagement in scrutiny

Scrutiny has strong member engagement and is broad and inclusive in its membership ensuring a wide range of perspectives are brought to bear on its activities. We were told that a significant number of scrutiny members are also school governors. This would give the opportunity to address the first bullet point under areas for development below.

- Strong Scrutiny programme of activity

The Scrutiny forward plan demonstrates its ambitions to fulfil a wide and challenging role.

Scrutiny is alive to the emerging educational landscape, producing a strong, comprehensive and challenging report in September 2013 on sector led improvement and especially teaching school alliances.

Areas for Development

- Use the intelligence from scrutiny to inform the system

We were unsure of the degree to which scrutiny reports and activity genuinely informs the system. The quality of those reports we saw was good and would usefully prompt debate in Governor Networks as well as individual governing bodies.

- Capitalise on the Scrutiny to consider a broader range of activity

We have commented on a strong programme of activity for Scrutiny, but did not see activity relating to school admissions; in year mobility; fair access and pupil place planning and it may be appropriate to encourage the inclusion of these topics in future work programmes.

3.5 *Overarching governance within a diverse school system*

Strengths

- Range of governance: increased emphasis on partnership, school ownership, shared accountability

Leeds is a big city, with a large number of schools and a complex set of governance and partnership arrangements. Boundaries are not always co-terminous and there seems to be some overlap across activity. However, the arrangements seem to work. School clusters in particular are highly valued and have been a powerful vehicle for engaging schools in a broader preventive agenda. Clusters have encouraged partnership working and we heard examples of this. Clusters have a degree of autonomy and financial freedom which has encouraged ownership of the agenda. Academies feel part of these arrangements.

- Methodologies for building consensus are valued

There is a recognition of the need to build consensus from the ground up. There is a strong model and methodology for consultation, (examples shared included: stakeholder engagement around pupil place planning and a multi-agency approach to prepare for the Children and Families Act). Formal structures such as the Primary Forum and head teacher briefings provide opportunities for head teachers to be involved in shaping the development of education in Leeds.

- Significant rebuilding and renegotiation of relationship with schools over the past two years

We were consistently told of the positive changes in the relationship between the LA and schools over the last two years. This re-building (and re-stating) of relationships has been very effective. Schools, including academies, spoke highly of the nature and quality of the relationship they enjoyed with the LA and an openness which enabled robust dialogue where necessary. Headteachers reported that the LA was confident in tackling under performance, whilst recognizing the need to build consensus around a more sector led model.

- The council ambition for Leeds is well recognised

All those we spoke to were aware of the council's aspirations and ambitions, including those for social, economic and environmental regeneration; the 'obsessions' were well known. It was reported that these ambitions were widely understood. The engagement and visibility of the Chief Executive with secondary headteachers and principals to explain and discuss Leeds' overarching ambitions was appreciated.

- Sound foundations for the emerging role of the local authority

The explicit commitment of children's service to restorative approaches and outcomes based accountability, coupled with a maturing relationship between the LA and schools creates a solid foundation for the co-production of a system which supports itself, is collegiate and challenging and in which improvement is driven relentlessly.

Areas for development

- Build even greater consensus from the ground up

Already a strength – but the area for development is about expanding and accelerating those activities which encourage broader ownership of an agenda. Are there other activities that

lend themselves to a restorative approach? Are there any current activities which are not being addressed collaboratively, but should be?

- Develop an overarching communications approach

The development of an overarching communications strategy has already been mentioned in an earlier section. A strategy can build on what works and make it more consistent across the system. Attention needs to be given to internal as well as partners communications. For example, not all staff understand how governance works across the system. A communications strategy can articulate and 'operationalise' the vision and strategy and can bring the 'obsessions' alive for ALL partners.

- Bring vision and strategy alive by engaging others in its further development

The engagement of partners in the development of vision would be a further opportunity to demonstrate a commitment to restorative approaches and the process would encourage vision and strategy which is more informed, has greater ownership and is better understood.

- Make obsessions meaningful to all

Everyone we spoke to could rehearse the 'ambitions', but some struggled to immediately see their relevance. Perhaps there needs to be some reflection on the 'obsessions' and whether they remain fit for purpose, speak to all partners, need expanding or extending. This would be a useful debate and could, through its methodology, be a further opportunity to apply restorative approaches with schools and governing bodies.

- Continue to invest in nurturing the effectiveness of cluster arrangements and partnerships

Clusters are strong, but they were variously also described as inconsistent, have developed their own ways of working which may not always be efficient, isolated from each other and with individual governance arrangements. This variety may in part be important (local ownership), but clusters might welcome a framework within which to operate and perhaps would benefit from some sharing of best/interesting practice across the clusters.

- Articulate the LA role in the new and emerging landscape

We think you could be more confident and consistent in articulating your role within the emerging education system: eg facilitator, enabler, honest broker. The articulation should include a clear view of the LA's role in relation to all Leeds' children and how this fits into a broader strategic vision for the city.

3.6 *Overarching Themes and Issues*

This section draws together some of the recurring themes and messages within this letter:

- Be clear, confident and bold

Your relationship with schools is strong. They have responded well to an LA which is more professional and challenging and appreciate the way in which you engage with them. This is a strong foundation on which to build. You might now be more explicit about your aspirations and more confident in their pursuit.

- Meaningful engagement

Schools and governing bodies have welcomed a more inclusive, restorative approach, but you should extend this and be more consistent in your application of these ways of working.

- Focus on better partnerships rather than better structures

Whilst we have identified the complexity of current partnership structures and a need to pay attention to how some of the structures might be more efficient and effective, we do not think you should become pre occupied with structures – it is the effectiveness of partnerships that matter.

- Governors matter

You need to demonstrate through your actions that governors have a key role to play in helping Leeds achieve its ambitions for children. They need to have a clear understanding of their role and the expectations you have of them and be helped, through learning and development activity and support and challenge to fulfil this potential.

4. **Next Steps**

You and your colleagues will now want to consider how you incorporate the team's findings into your improvement plans.

It is important that this letter describes accurately what we have observed and analysed and that it provides you with an appropriate summary to facilitate change. If this letter contains any factual inaccuracies, please do not hesitate to contact me and amendments will be made as appropriate. If you have any concerns or comments about the analysis or recommendations, do not hesitate to contact me in the first instance. If we are unable to resolve any issues, there is a mechanism for escalating concerns, which would normally be to the Chair of the SLI Executive group. A sub group of the SLI Executive will consider any concerns you may have.

Once again, thank you for agreeing to receive a Peer Challenge and to everyone involved for their participation.

Yours sincerely



Jon Stonehouse
Lead DCS for Peer Challenge in Leeds

Leeds for Learning: Talk Matters

A multi-agency approach to closing the gap in attainment for vulnerable groups through supporting speech, language and communication development.

An ideal opportunity to use pupil premium funding to provide a high impact, value for money solution to closing the gap.

“Pupils’ acquisition and command of vocabulary are key to their learning and progress across the whole curriculum.”
National Curriculum 2014



Introduction

The Talk Matters programme is a multi-agency approach to supporting speech, language and communication for young people involving Speech and Language therapists, Teaching and Learning consultants, Educational Psychologists, teachers and teaching assistants to support schools to close the gap in attainment for pupil premium pupils who have poor language skills. It combines whole staff training with modelled teaching sessions giving teachers the opportunity to see the training in action in their own classrooms. The Talk Matters team will provide intensive support for your school over the course of a term ensuring that language development is a key driver of educational attainment and all staff are equipped with the necessary knowledge and skills to sustain and develop this good practice across the school.

Background

The wider educational context

Language has critical importance for learning and wider development, however many children are starting school below age-related expectations, with evidence to suggest that without the right support, they don't catch up.

Data highlights the number of children with speech, language and communication needs (SLCN) in areas of social deprivation:

- More than 50% of children start school with poor language.
- 5 year olds in poor families are more than a year behind their wealthier peers.
- Evidenced continuation of language difficulties if not supported in primary, into secondary and beyond.

Poor language impacts on attainment, well-being and long term prospects:

- 90% of children with SLCN have poor reading skills.
- 60% of 7 – 14 year olds with behavior difficulties have SLCN.
- 50% of pupils at risk of school exclusion have high levels of language need.
- 60% of youngsters in young offender institutions have SLCN.
- 15% of children with SLCN achieve 5 A-C GCSE's compared to 57% of all young people.

The earlier that all children develop confidence in their speech, along with an extensive vocabulary, the more likely it is that they will be able to improve their overall competence in reading and writing. Ofsted, Moving English Forward 2012

Good language makes a difference:

- Competent language skills have been found to moderate the effects of social disadvantage, with children more likely to succeed in their education and employment.
- Children from poorer backgrounds who develop good language skills are more likely to become more affluent in later life.

Quote from Mel Ainscow on the impact of a similar programme:

“Talk of the Town is a powerful approach for improving speech, language and communication among children and young people from disadvantaged backgrounds. This in turn offers encouraging possibilities for improving educational outcomes more generally and, in the longer term, the life chances of young people.” Ainscow et al, Manchester 2012

Professional development:

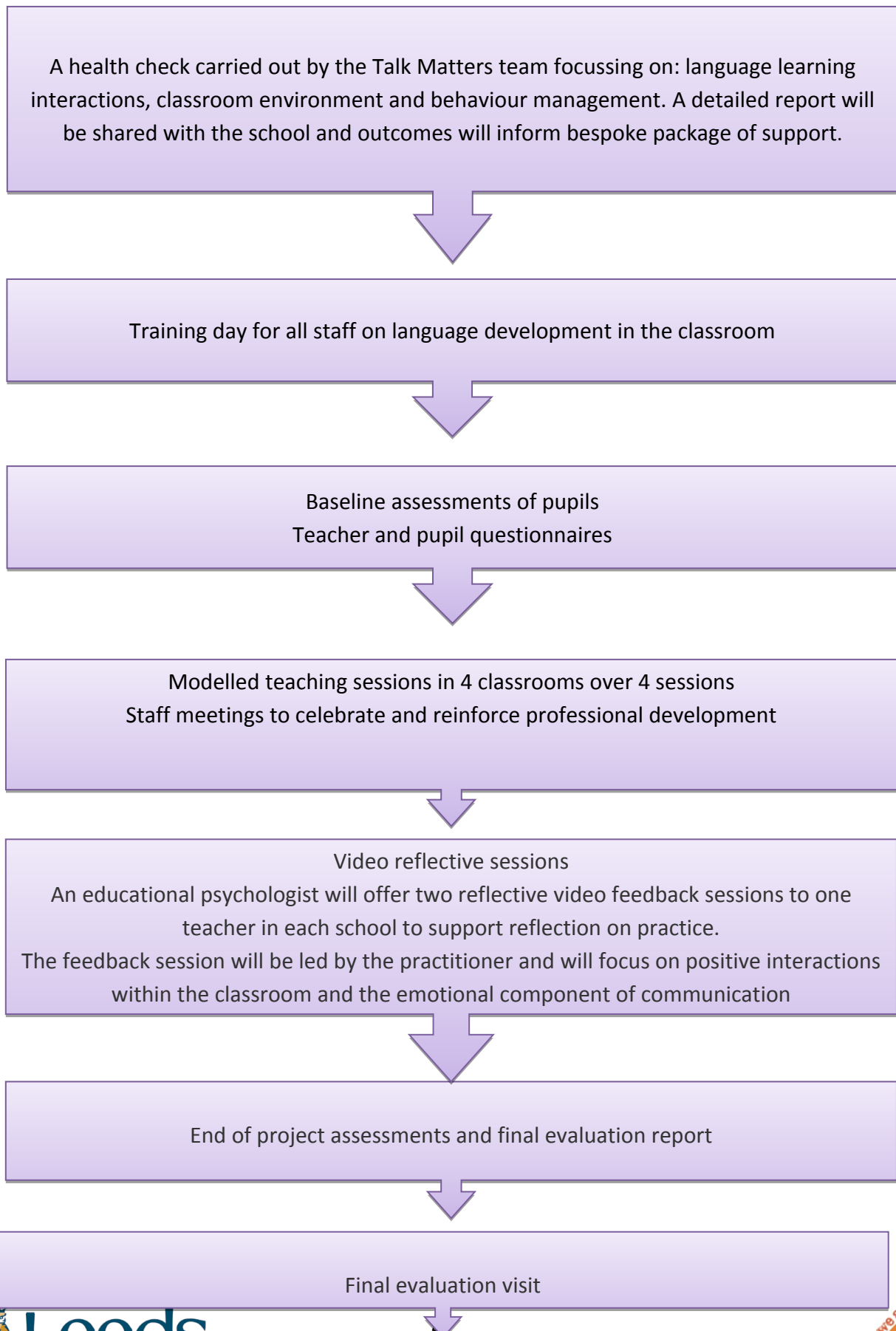
Offering a collaborative approach in the classroom is based on best practice continuing professional development (CPD), which suggests that an ‘expert’ working alongside a class teacher over several sessions, has the most impact on changing practice. In addition, this is a strength-based model building on the strategies that teachers are already using.

Aims:

The Talk Matters programme has been designed **to close the gap in attainment in English and mathematics** for vulnerable pupil groups including vulnerable pupil premium pupils by:

- Increasing staff confidence in teaching speech, language and communication as part of the curriculum.
- Establishing universal “good practice” across the school to help support all children with speech, language and communication development.
- Supporting early identification of children with SLCN.
- Joint working between practitioners in health and education.
- Sharing universal good practice, targeted and specialist support

The model



Evaluation of the programme

The programme will be thoroughly evaluated to measure its success using a range of baseline and end of programme assessments. These will include:

- teacher and pupil pre and post questionnaires
- teacher and pupil evaluations
- standardised speaking and listening tests for target pupils
- NC levels for speaking and listening, reading, writing and maths
- Pre and post lesson observations including video clips
- Pre and post communication friendly checklist

Views from pilot schools

Children at Meadowfield are increasingly **coming in with low communication skills and** poor vocabulary development.

Language Rich (renamed Talk Matters) has provided a bespoke, detailed programme to meet these needs along with developing staff and learning environments. We will be rolling Language Rich out to the whole school during our summer term and into next year. Helen Stout, Head teacher at Meadowfield

Early data indicates that the work done through the Language Rich project has been successful in increasing the speaking and listening levels for all children and has had a marked improvement in vocabulary development, particularly for children lower down school. Alex Clark, Y2 teacher and SENCo at Meadowfield

How much does it cost?

- 1. Basic Package: £5000** for DSG-funded schools
£7500 for academies

This is a highly-subsidised introductory price which includes:

- *a comprehensive language audit accompanied by a detailed report*
- *a whole school training day on language development plus two further staff meetings to celebrate and reinforce good practice*
- *16 in-class model lessons*
- *Video reflective sessions facilitated by an educational psychologist*
- *Baseline and final assessments*
- *final evaluation report*

The above includes:

<i>10 days of speech and language therapist support @£350 a day:</i>	<i>£3500</i>
<i>8 days of teacher support @£350 a day:</i>	<i>£2800</i>
<i>12 days of Closing the Gap consultant @£500 a day:</i>	<i>£6000</i>
<i>1 day Educational Psychologist support @ £500 a day</i>	<i>£ 500</i>
<i>Admin and resources</i>	<i>£ 200</i>
<i>Total</i>	<i>£13,000</i>

The Team:

1. Therese O'Sullivan, Teaching & Learning consultant, Closing the Gap Team
2. Hannah Cloke , Assistant Head Teacher, Bankside PS
3. Tricia Bell, Speech and Language therapist, NHS
4. Gemma Brain, Speech and Language therapist, NHS
5. Karen Jessup, Senior Educational Psychologist

Due to the intensive nature of the programme, the Talk Matters team will only have the capacity to support three schools per term.

Talk Matters reply slip

Name of school:

Name of programme co-ordinator :

Job title:

School phone number:

Names of participating teachers and year groups - the teachers who participate in the sustained collaborative practice in class are ideally experienced teachers who can play a role in supporting other staff by sustaining and developing good practice across the whole school.

1.

2

3

4

Head teacher's signature:

Print clearly or email your reply to the administrative assistant for the course: keelie.brown@leeds.gov.uk

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CLOSING THE GAP SECONDARY ORACY PROGRAMME



The Closing the Gap Secondary Oracy programme

The Closing the Gap Oracy programme emphasizes the importance of developing academic language, a wide vocabulary, and competency in oral communication. The programme focuses on access to learning **mathematics** through talk, and **literacy** with an emphasis on exposing students to vocabulary rich contextual learning experiences, as well as providing students with opportunities to discuss their thinking.

The programme aims to support learning and teaching by;

- Supporting teachers to develop frequent opportunities for pupils to explain their thinking through talk and thereby develop their understanding within English and Maths.
- Using questioning frames to help direct their questioning and act as a guide to maintain the focus of discussions and clarify when necessary.
- Engaging pupils in dialogue which supports deeper understanding of concepts, and helps pupils to increase their use of technical and formal language.

The Mathematics programme aims to produce learners who will:

- Use discussion to support the mathematical learning of everyone in the class.
- Develop and communicate their mathematical reasoning.
- Listen carefully to the mathematical ideas of others, make links and connections, and re-state them in their own words using appropriate terminology.
- Ask questions about and provide insights into mathematical ideas, and be able to explain the use of mathematical formulae.

The English programme aims to produce learners who will:

- Listen carefully to the ideas and opinions of others and create their own.
- Use discussion to support the learning of everyone in the class.
- Ask questions to stimulate thought and build their technical vocabulary.
- Apply verbal reasoning and the ability to think constructively and critically in response to written texts.
- Use spoken Standard English effectively.

What does the programme look like?

Key factors:

- **5 Vocabulary building activities**
- **5 Learner talk activities**
- **5 'Steps to Talk' strategies for staff**
- Peer Assessment
- Higher order thinking
- Expansion questioning



Programme

The Closing the Gap Oracy programme will be useful for all learners, particularly **Black and Minority Ethnic** learners, Learners of **English as an additional language**, and learners who are eligible for the **pupil premium** grant and those from other **vulnerable groups**.

Preparation

- Baseline data collection
- Questionnaires/Speaking and Listening Audit

Lessons

- Teacher uses the 5 stages of talk and talk frames in lessons
- Teacher uses the 5 activities that promote talk skills
- Teacher uses the 5 activities that promote vocabulary building

Support

- Team teaching/guidance support
- Observations/feedback
- Progress monitored
- Evaluation

School Commitment

- Use strategies within agreed classes
- Monitor the effectiveness of the programme through pupil engagement, attainment, progress, pupil voice, and teacher feedback
- Share outcomes of the programme with SLT and another department
- Department to complete a case study of the programme
- Evaluation and next steps

For information contact:

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Report author: S Pentelow
Tel: 24 74792

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26 February 2015

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 17 December 2014 and 11 February 2015

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 papers**¹ - None used

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

published works.

Draft Scrutiny Board (Children and Families) Work Schedule for 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	Agree scope of review for ** 1) Learning Improvement Service	Agree scope of review for ** 2) Kinship Care <u>Inquiry Response</u> Cluster Inquiry	Evidence Gathering Learning Improvement Service
Recommendation Tracking			
Policy Review	Basic Need Update and sufficiency of Early Years Provision		
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	Implementing the Children and Families Act – update	
Working Groups	Working Group – School Transport – 11 th Sept	CSE – Scrutiny Working Group	

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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 - Full
Inquiries		Evidence Gathering School Visits – Learning improvement	Evidence Gathering Learning Improvement Service
Budget	Initial Budget Proposals 2015/16 and Budget Update		
Policy Review	Children and Young Peoples Plan – Formal Consultation (B&P framework)		
Recommendation Tracking			
Performance Monitoring	Performance Report Free School Meals a) Update on supply of meals to infant age children. b) Promoting take up of fsm for all school age children. Universal Activity Funding – performance, consistency and delivery since the delegation of responsibility and budgets to Community Committees		Transforming Social Care in Leeds, Social Services Care System update and impact report.
Working Groups	Working Group – School Transport 18 Dec	Working Group – Learning Improvement Inquiry	Working Group – CSE

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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 - Full	23 April – Full	May
Inquiries	<u>Evidence Gathering</u> Kinship Care	<u>Evidence Gathering</u> Learning Improvement Service - (to include Annual Standards Report: Early Years Foundation Stage, Primary & Secondary Schools Provision) <u>Board to Agree Report</u> School Transport for Executive Board?	
Budget and Policy Framework?			
Recommendation Tracking		Cluster Inquiry Progress Report Maths and English Inquiry Attendance Inquiry	
Performance Monitoring		Partnership Review – CTB a) Recommendation tracking b) membership c) Structures d) City priorities Child Poverty – Progress report Child Poverty Strategy/ Child Poverty Outcomes Group	
Working Groups	Inquiry – Learning Improvement		

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

Need to schedule:

Ofsted inspection information

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

Updated – 21 February 2015

*Prepared by S Pentelow

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EXECUTIVE BOARD

WEDNESDAY, 17TH DECEMBER, 2014

PRESENT: Councillor K Wakefield in the Chair

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

SUBSTITUTE MEMBER: Councillor J Procter

121 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.

122 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 1 and Plan 1 to the report entitled, 'East Leeds Extension: Acquisition of Land between Wetherby Road and York Road', referred to in Minute No. 134 are designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix and plan relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through initial one to one discussions for the acquisition of the property/land then it is not in the public interest to disclose this information at this point in time.

Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and

consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (b) Appendix 1 to the report entitled, 'Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey', referred to in Minute No. 136 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix and plan relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

123 Declaration of Disclosable Pecuniary Interests

There were no declarations of Disclosable Pecuniary Interests made during the meeting.

124 Minutes

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

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

125 Smart Cities: Delivering a Sustainable City in the Digital Age

The Deputy Chief Executive submitted a report providing details on the drivers for a Smart Cities approach for Leeds and which recommended a particular strategic approach towards its delivery. In addition, the report also provided an update on what had been delivered to date through temporary and loose arrangements in what has been a "prototype" year. Finally, the report detailed where the Council aimed to be and the main issues to be resolved, whilst also providing practical recommendations in terms of progressing from the current position, including the formalising of a Smart Cities Team.

Responding to an enquiry, emphasis was placed upon the need to ensure that the relevant expertise located throughout the city was fully engaged in the delivery of the Smart Cities approach and how the benefits from the proposed

Capital Innovation Fund could be maximised. As such, acknowledging the consultation events which had already taken place, it was suggested that moving forward, a panel incorporating the relevant expertise could be established as part of the associated engagement process, with a follow up report being submitted to the Board in the next six months on the involvement of the digital community in this area.

Members highlighted how Leeds continued to lead nationally on the development of smart methods in the field of health and wellbeing, the importance of working with schools and young people on this agenda and emphasised the significant opportunities which existed in areas such as future economic growth and job creation.

RESOLVED –

- (a) That the Smart Cities approach and direction as detailed within the submitted report be endorsed;
- (b) That the formalising of the Smart City Team from existing resources under the leadership of the Chief Information Officer, be supported;
- (c) That support be given to the creation of a Capital Innovation Fund of £150,000 which can be used to support “Civic Enterprise” type prototypes as a basis for informing wider business cases, with spending against this fund to be recommended by the Smart Cities lead and associated sign off from Chief Information Officer and the Executive Member for Digital and Creative Technologies, Culture and Skills;
- (d) That the direction to all managers and services to commit to making all non-person sensitive data open and published on the Leeds Data Mill, be supported;
- (e) That a follow up report be submitted to the Board in the next six months on the involvement of the digital community in this area.

HEALTH AND WELLBEING

126 Building a 'Mentally Healthy' Leeds

The Director of Public Health and the Director of City Development submitted a joint report outlining the learning and outputs which had arisen from the 'Mentally Healthy City' event held in June 2014. The report helped to place such outputs into the context of wider ongoing work around health and strategic planning which was currently being undertaken within Leeds, whilst the report also made recommendations for further crosscutting work which could be undertaken in order to promote wellbeing across a growing city.

The Board welcomed the fact that the report highlighted and prompted discussion on the issue of mental health. In addition, Members emphasised the vital role of Ward Councillors in progressing the 'Mentally Healthy' Leeds initiative in their respective areas and reiterated the need to ensure that associated community infrastructure accompanied future housing growth in the city.

Responding to an enquiry, Members received information on the practical elements of this initiative, and how it would impact upon the planning process for example.

RESOLVED –

- (a) That the positive outputs and ideas arising from the ‘Mentally Healthy City’ workshop, held with cross city partners in June 2014, be recognised and supported;
- (b) That the extensive work currently taking place to integrate health and wellbeing considerations into future planning for the built environment and housing, be recognised and supported;
- (c) That the benefits identified by this conference of Public Health and planning colleagues, applying a cross-cutting approach to issues in breakthrough projects (such as housing growth, making the City a good place to grow old, and reshaping health and social care), and building on the process of consultation and engagement, as outlined within the submitted report, be recognised and supported.

FINANCE AND INEQUALITY

127 Financial Health Monitoring 2014/15 - Month 7

The Deputy Chief Executive submitted a report presenting the Council’s projected financial position for 2014/2015 after seven months of the financial year. In addition, the report also highlighted the key issues impacting upon the overall achievement of the budget for the current year and provided details on the measures which had been established to reduce the current level of overspend.

RESOLVED – That the projected financial position of the authority after seven months of 2014/2015, be noted.

128 Initial Budget Proposals for 2015/16

The Deputy Chief Executive submitted a report which sought approval of the Council’s initial budget proposals for 2015/2016, as detailed within the submitted paper, and also which sought agreement for those proposals to be submitted to Scrutiny and used as a basis for wider consultation with stakeholders.

In presenting the submitted report, the Deputy Chief Executive informed the Board that to date, confirmation of the 2015/16 Local Government finance settlement and also the 2015/16 Council Tax referendum ceiling was still to be received. As part of the development of the proposals, it was also noted that further work would continue to ensure that the proposals were robust, whilst work would also be undertaken with a view to strengthening the Council’s level of financial reserves.

The Board considered the cumulative impact upon the Council arising from the challenging funding reductions it had faced since 2010, with tribute being paid to the key role played by Council employees for their continued efforts throughout this period.

RESOLVED – That the submitted report be approved as the initial budget proposals and for such proposals to be submitted to Scrutiny for consideration and also be used as a basis for wider consultation with stakeholders.

(In accordance with the Council's Budget and Policy Framework Procedure Rules, decisions as to the Council's budget are reserved to full Council. As such, the resolution above is not subject to call in, as the budget is a matter that will ultimately be determined by full Council, and the submitted report is in compliance with the relevant Procedure Rules as to the publication of initial budget proposals two months prior to adoption).

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute. Also, in relation to such matters, as Councillor J Procter was in attendance as a non-voting Member, he drew the Board's attention to the fact that if he were able to, he would abstain from voting on the decisions referred to within this minute)

129 Local Welfare Support Scheme (LWSS) 2015/16

Further to Minute No. 199, 5th March 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report which presented proposals for a Local Welfare Support Scheme from April 2015 and which detailed how the scheme could continue in order to support the Citizens@Leeds approach to tackling poverty and deprivation.

The Board noted that the proposals detailed within the submitted report were based upon there being no Government funding allocated for 2015/16. However, it was highlighted that a Government announcement following a review of local welfare provision funding for 2015/16 was expected imminently, and that should any Government funding be announced, an updated scheme would be developed based upon a minimum budget of £800k or an amount higher than this figure, should specific Government funding be forthcoming which was greater than £800k.

RESOLVED –

- (a) That the development of a scheme based on the outline scheme proposals for emergency provision for 2015/16, as set out within the submitted report, be approved subject to the approval of funding;
- (b) That it be noted that the Chief Officer (Welfare and Benefits) will be responsible for the implementation of an approved scheme.

130 Consultation Outcomes on the Local Council Tax Support Scheme 2015/16

Further to Minute No. 50, 16th July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report outlining a number of options for a 2015/2016 local Council Tax Support Scheme which reflected both the consultation feedback obtained and also the budget position facing the Council. In addition, the report also invited the Board to consider making a

recommendation to Council to adopt such a scheme prior to 31st January 2015.

RESOLVED –

- (a) That the information detailed within the submitted report be noted, and that full Council be recommended to adopt a Local Council Tax Support Scheme that:-
- (i) Continues with the scheme of protection for vulnerable groups as set out in paragraph 2.4 of the submitted report;
 - (ii) Continues the current local scheme of disregarding in full Armed Forces Compensation Payments;
 - (iii) Continues to provide a budget of £49.6m, which is the same budget as provided in 2013/14 and 2014/15;
 - (iv) Reduces from 26% to 25% the amount of Council Tax due from non-protected working age customers eligible for council tax support, and;
 - (v) Introduces new arrangements for non-protected job seekers that requires after a period of 6 months that they take up additional support to help people them into work in order to continue to receive Council Tax Support.
- (b) That support be given to the proposal that a proportion of any Scheme underspend in 2015/16 should be re-invested in activity to support people into work in order to support the successful implementation of this new initiative;
- (c) That should full Council support the adoption of the proposed scheme, it be noted that the decision will be implemented by the Assistant Chief Executive (Citizens and Communities) and will take effect from 1 April 2015. Implementation will commence in the first week of March 2015 as part of the annual billing process in order for the new Scheme to be effective from 1 April 2015.

131 Calverley Workhouse Allotment Charity

The City Solicitor submitted a report which sought approval to a modification of the purposes of the 'Calverley Charity – The Workhouse Allotment', so as to enable the charity to be of more use to the residents of Calverley. The report also sought approval in principle to dispose of part of the land owned by the 'Calverley Charity – The Workhouse Allotment', with the proceeds of the sale becoming part of the charity's funds for use in the delivery of the modified purposes of the charity, including the construction of a playground on land retained by the charity.

RESOLVED –

- (a) That the contents of the submitted report be noted, and on being satisfied that it is expedient in the interests of the charity for the purposes to be modified, approval be given to the trusts of the charity being modified by replacing the existing purposes of the charity (the prevention or relief of poverty of residents of the former Manor of Calverley) with the new purposes of preventing or relieving need or hardship of persons living within the former Manor of Calverley. Given

this resolution, the City Solicitor be requested to notify the Charity Commission of the resolution within fourteen days.

- (b) That in principle approval be given to the disposal of the charity's land at Dawson's Corner and retaining sufficient land in order to construct a playground, subject to the necessary consultation with the local community and to a report setting out the detailed proposals being submitted to Executive Board in due course. Given this resolution, the City Solicitor and the Director of City Development be requested to liaise with Ward Members as to the exact nature of the proposals and the required consultation, with a view to submitting a further report to Executive Board within the next six months.

132 Safeguarding in Taxi and Private Hire Licensing

The Assistant Chief Executive (Citizens and Communities) submitted a report which provided assurances on the robustness of the Council's existing safeguarding controls for taxi and private hire licensing. In addition, the report provided an overview of the additional measures being taken to improve safeguarding issues in Taxi and Private Hire Licensing and detailed the progress which had been made to date in this area.

In considering the report, the Board highlighted the need to ensure that a consistently robust approach towards taxi and private hire licensing was adopted across all Local Authorities via the establishment of legislation, and it was agreed that representations on such matters should be submitted to Government on behalf of the Board.

Responding to a specific enquiry regarding the checking measures already in place, it was noted that legal advice was currently being sought in relation to the options available to impose more robust procedures in Leeds for applicants newly arrived in the UK. As such, it was agreed that a further report be submitted to the Board in due course following the receipt of related legal advice, which provided further details on proposals around more robust checks, and which responded to the specific enquiries raised during this discussion.

RESOLVED –

- (a) That representations be made on behalf of Executive Board to Government about the need to establish legislation which will ensure a consistent approach towards taxi and private hire licensing, without reducing the high standards already recognised in Leeds;
- (b) That a further report be submitted to the Board in due course following the receipt of legal advice currently being sought, which provides further details on proposals around more robust checking measures for applicants newly arrived in the UK and which also responds to the specific enquiries raised during this discussion;
- (c) That the direction officers and Members of Licensing Committee are taking with regard to improvements for safeguarding in Taxi and Private Hire Licensing, be endorsed;

- (d) That it be agreed that Elected Members, MPs and senior officer references should no longer be considered as part of taxi and private licensing decision making processes.

TRANSPORT AND THE ECONOMY

133 Response to Sir David Higgins report: 'Rebalancing Britain from HS2 towards a national transport strategy'

Further to Minute No. 162, 22nd January 2014, the Director of City Development submitted a report which provided a response to Sir David Higgins' report entitled, 'Rebalancing Britain from HS2 towards a national transport strategy'. The report presented the main principles for the development of the Council's policy in relation to HS2 and HS3 and considered how the Council could realise the regeneration and economic growth benefits of enhanced connectivity.

Members highlighted the significance of the HS2 project when considering the future long term economic competitiveness of the Leeds City Region.

RESOLVED – That in noting the in principle support for HS2 provided by Executive Board on 15th February 2013, together with the Board's approval of the formal representation to the HS2 Phase Two proposed line of route consultation in January 2014, the following be approved:-

- (i) The Board welcomes the support for the Eastern leg and strategic proposition of HS2 and HS3, provided for by the Sir David Higgins report 'Rebalancing Britain from HS2 towards a national transport strategy';
- (ii) The Board agrees to the Council taking a leading role in the Sir David Higgins Leeds station working group, in order to find the optimum solution for the arrival and integration of, HS2 and HS3 into Leeds City Centre, which supports both the growth of rail through the creation of a major rail interchange in Leeds City Centre, and meets our local connectivity, place making and regeneration ambitions;
- (iii) The Board requests that officers continue to work with the West Yorkshire Combined Authority (WYCA) and district partners to develop an integrated HS2 transport connectivity package, which spreads the benefits of HS2 across the Leeds City Region;
- (iv) The Board requests that officers continue to develop a Masterplan for the area surrounding the HS2 station location, in order to inform the development of the Council's policy position that will maximise both the social, physical and economic benefits from the arrival of HS2;
- (v) The Board requests that officers continue to press HS2 Ltd and the Government on the mitigation of the line of route and to review compensation arrangements for those adversely affected by the line of route;
- (vi) The Board requests that officers work with the Local Enterprise Partnership (LEP) in order to develop a HS2 jobs and skills legacy through the City Region Skills Network;

- (vii) The Board requests that officers work in partnership with Northern City Region colleagues on the development of proposals for formalising co-operation across the North through 'Transport for the North';
- (viii) The Board requests that officers work collaboratively with HS2 Ltd and Central Government in order to develop proposals for a Council led regeneration delivery vehicle that has the appropriate funding powers and flexibilities to deliver the city's vision for HS2;
- (ix) The Board instructs the Director of City Development to co-ordinate the work as resolved above and to submit a progress report to Executive Board in 2015, outlining the progress from the Sir David Higgins Leeds Station working group, subsequent response to the Government's request for HS2 Growth Strategies, together with the Council's next steps.

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

134 East Leeds Extension: acquisition of land between Wetherby Road and York Road

The Director of City Development submitted a report which recommended that the Council progressed negotiations for a land acquisition in order to enable the delivery of the Northern Quadrant (NQ) section of the East Leeds Orbital Road (ELOR) within the East Leeds Extension (ELE).

Responding to a specific enquiry, a Member received clarification on the method by which local Ward Members had been notified of the proposals detailed within the submitted report.

Following consideration of Appendix 1 and Plan 1 to the submitted report, both designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That approval be given for the Director of City Development to enter into negotiations in order to seek to agree terms for the purchase of the land interest, as defined within the exempt appendix to the submitted report, owing to it forming a strategic interest within the NQ within the ELE that will facilitate the delivery of ELOR;
- (b) That a further report be submitted from the Director of City Development to Executive Board on the terms to be provisionally agreed, at which time an injection into the Capital Programme will be requested together with a request of 'Authority to Spend' the monies for its purchase;
- (c) That it be noted that the Head of Land and Property will be responsible for the implementation of the actions, as set out within the submitted report.

(As Councillor J Procter was in attendance as a non-voting Member, he drew the Board's attention to the fact that if he were able to, he would vote against the decisions referred to within this minute)

135 Review of Inward Investment in Leeds City Region

The Director of City Development submitted a report which presented the findings from a Review of Inward Investment into Leeds City Region. Furthermore, the report sought the Board's approval of the conclusions and recommendations arising from the Review.

The Board discussed the background and context to the review being undertaken, highlighted the key role which continued to be played by inward investment within the Leeds City Region economy and in moving forward, considered the principle aims of the proposals detailed within the submitted report.

RESOLVED –

- (a) That the recommendations of the Review of Inward Investment in Leeds City Region, as set out within the Final Report of the Review, detailed in Annex 1 to the submitted report, be agreed;
- (b) That approval be given to the transfer of the Leeds and Partners inward investment, and supporting and marketing and communications functions, to be overseen by the Leeds City Region Local Enterprise Partnership (LEP), with the West Yorkshire Combined Authority being the employer of the relevant staff and the legally responsible organisation;
- (c) That the transfer of the Leeds and Partners visitor economy function to Leeds City Council, be approved;
- (d) That support be given to the proposals for considering over the longer term a future city region or cross-boundary approach towards the visitor economy, linked potentially to commissioning of Welcome to Yorkshire;
- (e) That subject to the agreement of the West and North Yorkshire Chamber of Commerce, approval be given to the winding up of Leeds and Partners as a separate organisation;
- (f) That officers be instructed to support the transition process, including dealing with the relevant legal, financial and staffing issues;
- (g) That agreement be given to put in place appropriate resources and capacity within Leeds City Council, in order to enable Leeds to work with the LEP to secure inward investment, to develop growth sectors and market and promote the city;
- (h) That it be noted that the new arrangements will be put in place by April 2015, and that the Chief Economic Development Officer will be responsible for the implementation of such matters.

136 Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey

Further to Minute No. 114, 19th November 2014, the Director of City Development submitted a report providing an update on progress made for the proposed disposal of part of the site to Albion Sports. At the previous

meeting in November 2014, the Board approved the acquisition of the various playing pitches and grazing land, as identified on the appended plan to the submitted report, from Bradford University. In addition, the Board also agreed to sell the long leasehold interest of part of the site to Albion Sports Juniors Football Club. The submitted report noted that Albion Sports had subsequently withdrawn from the terms previously agreed, and it was now proposed to fund the acquisition from an alternative source, as detailed within the exempt appendix to the submitted report.

Following consideration of Appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That it be noted that Albion Sports has subsequently withdrawn from the terms, as previously agreed;
- (b) That the funding of the acquisition, as detailed within the exempt appendix to the submitted report, be approved;
- (c) That it be noted that the necessary authority to negotiate with local football, sports clubs and local schools with regard to the terms for the use of the pitches is delegated to the Director of City Development, in accordance with Part 3 of the constitution;
- (d) That the disposal of the properties, as identified within the exempt appendix to the submitted report be approved, and that approval also be given to ring fencing their capital receipts so that they can be used for funding the acquisition of the Woodhall playing pitches;
- (e) That it be noted that the Head of Asset Management will be responsible for the implementation of such matters, with transactions to complete within six months.

CHILDREN AND FAMILIES

137 Outcomes of statutory notices to increase primary school provision in Roundhay

Further to Minute No. 64, 17th September 2014, the Director of Children's Services submitted a report which contained details of a proposal brought forward to meet the local authority's duty to ensure sufficiency of school places. The report described the outcome of a statutory notice in relation to the expansion of primary provision in Roundhay and also sought a final decision on the proposal to expand Gledhow Primary School from September 2016.

RESOLVED –

- (a) That the expansion of Gledhow Primary School, by increasing its capacity from 420 pupils to 630 pupils, and increasing the admission limit in reception from 60 to 90 from September 2016, be approved;
- (b) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead.

(The Council's Executive and Decision Making Procedure Rules state that a matter may be declared as being exempt from the Call In process, if it is deemed as being urgent and that any delay would seriously prejudice the Council's, or the public's interests. It has been deemed that the resolutions detailed above are exempt from Call In due the critical nature of the date by which an Executive Board decision must be made. Executive Board must make a decision within two months of the expiry of the statutory notice period, otherwise the proposal must be referred to the School Adjudicator for a final decision. The statutory notice period closed on 24 October and therefore a final decision must be made by 23 December 2014, and if a decision is not made, then the additional school places required for 2016 would not be secured).

NEIGHBOURHOODS, PLANNING AND PERSONNEL

138 Holt Park District Centre Planning Statement

Further to Minute No. 49, 17th July 2013, the Director of City Development submitted a report providing a summary of the responses arising from the associated consultation exercise for the Holt Park District Centre Planning Statement, outlining the changes made to the Statement and which sought approval of the Statement. In addition, the report also sought approval to enter into discussions with Asda in order to explore the company's interest in acquiring Council owned land to enable the redevelopment of the existing Holt Park supermarket.

RESOLVED –

- (a) That the draft Planning Statement for the Holt Park District Centre, be approved.
- (b) That officers be authorised to enter into discussions with Asda in order to explore the company's interest in acquiring Council owned land to enable the redevelopment of the existing Holt Park Asda supermarket. In the event of Asda and the Council not being able to agree redevelopment proposals that achieves best consideration for the Council, then officers be requested to advertise sites C and E, as presented within the submitted report and appendices, for sale on the open market;
- (c) That the Director of City Development, in consultation with the Executive Member for Transport and the Economy, bring forward proposals for the development and disposal of the brownfield residential sites in order to identify the most appropriate use;
- (d) That it be noted that the Head of Land and Property will be responsible for the implementation of resolution (b) above, in consultation with the Executive Member for Transport and the Economy.

CLEANER, STRONGER AND SAFER COMMUNITIES

139 Low Emission Zone (LEZ) Feasibility Study

The Director of Environment and Housing, the Director of City Development and the Director of Public Health submitted a joint report presenting the background to, and the key findings arising from a study undertaken into the

feasibility of introducing a Low Emission Zone (LEZ). The study considered air quality in Leeds, the main contributors and scenarios to bring about reductions of key pollutants and the associated health and economic implications. In addition, the report also presented the initial response to the study, describing measures which were currently being taken to improve air quality and pointing to further areas where progress could be made.

Responding to a Member's enquiry, further context was provided to the Board around the short term actions proposed within the submitted report which would look to develop a strategic approach towards the improvement of air quality. Members noted the intention to submit a further report on this matter to Executive Board in the summer of 2015.

Emphasis was placed upon the need for the level of public transport emissions to be improved, and it was acknowledged that Quality Bus Contracts was one of a number of potential options available which could help improve such emission levels.

The Board highlighted how the devolution of greater powers to the Local Authority would enable the development of a truly strategic approach on such issues, and with this in mind, it was suggested that the Council's 'wider ambition' for the improvement of air quality form part of the report to be submitted to the Board in summer 2015.

RESOLVED –

- (a) That dialogue with key interest groups in the transport sector be commenced in order to agree a range of practical measures with timescales for their introduction that will bring about improvements to air quality and health. The aim being to deliver changes by dialogue where possible, but with the clear understanding that improvements could be achieved ultimately via a Low Emission Zone.
- (b) That the findings of this work be shared regionally with the other West Yorkshire Authorities and the Combined Authority in order to assist in providing a regional solution to the air quality challenge that the whole of West Yorkshire faces. In addition, it be noted that air quality is a trans-boundary issue and can only be effectively addressed across West Yorkshire by all partner authorities and organisations working together, and wherever possible it be recommended that any measures introduced reflect the regional situation rather than dealing with issues in isolation.
- (c) That the key findings of the LEZ study be used to influence future funding bids as they become available (for example the Office for Low Emission Vehicles (OLEV) Green Bus Fund);
- (d) That any future decision to introduce a Low Emission Zone be taken in the context of a wider Leeds Low Emission Strategy that is expected in 2015;
- (e) That an update report on this matter be submitted to the Board in summer 2015, which also provides further information on the Council's 'wider ambition' for the improvement of air quality.

DATE OF PUBLICATION: FRIDAY, 19TH DECEMBER 2014

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, TUESDAY 6TH JANUARY 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Wednesday, 7th January 2015)

EXECUTIVE BOARD

WEDNESDAY, 11TH FEBRUARY, 2015

PRESENT: Councillor K Wakefield in the Chair

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

140 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix A and Appendix F to the report entitled, 'Approval to Proceed with Proposal to Develop a Social Enterprise in the form of a Staff led Mutual to Deliver the Learning Disability Community Support Service', referred to in Minute No. 145 are designated as exempt from publication, with Appendix A being exempted in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and Appendix F being exempted in accordance with paragraph 10.4(5) of the same schedule. Such resolutions are on the grounds that they contain commercially sensitive financial information and information about business affairs, and (in relation to Appendix F) information relating to consultations or negotiations in connection with labour relations matters arising between the Council and its employees. It is suggested that the publication of this information would or would be likely to prejudice the commercial interests of the Social Enterprise, and of the Council. It is acknowledged that there is always a strong public interest in transparency and accountability in relation to contracts entered into by the Council, and also that there is a strong public interest in the public understanding the new arrangements for the Learning Disability Community Support Service. However, there is also a strong public interest in the new Social Enterprise being placed on a "level playing field" with potential competitors. In addition, the new Social Enterprise and its subsidiary will be subject to statutory requirements for the publication of certain financial and business information in the same way as all other Community Benefit Societies, and private companies. It is therefore deemed that in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- (b) Appendix 1 to the report entitled, 'East Leeds Leisure Centre, Neville Road, Halton, Leeds 15', referred to in Minute No. 154 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the submitted appendix relates to the financial or business affairs of a particular person or organisation, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (c) Appendix 6 to the report entitled, 'Site Allocations Plan and Aire Valley Leeds Area Action Plan: Site Allocation Proposals', referred to in Minute No. 144 is designated as exempt from publication in accordance with paragraph 10.4(5) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. It is considered that the public interest in maintaining the content of Appendix 6 as exempt outweighs the public interest in disclosing the information.
- (d) Appendix B to the report entitled, 'Grand Theatre and Opera House Ltd. – Future Operation and Governance Options Appraisal' referred to in Minute No. 159 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of Appendix B as exempt from publication outweighs the public interest in disclosing the information as this appendix contains soft-market testing.

141 Late Items

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Final Local Government Finance Settlement 2015/16'. This report had been submitted as a late item of business, as there was not the opportunity to include this latest information within the related report, as detailed elsewhere on the agenda papers for this meeting, given that the final

local government settlement was not published until 3rd February 2015. However, given that the Board was scheduled to consider the proposals for the Council's 2015/16 Revenue Budget at this meeting, it was deemed essential for the Board to be informed of the final settlement figures at the earliest opportunity (Minute No. 149 refers).

In addition, Appendix 2 to item 17 entitled, 'The Leeds Community Infrastructure Levy: Strategic and Neighbourhood Spending' which detailed the related comments and recommendations of the Scrutiny Board (Sustainable Economy and Culture) had been circulated to Board Members for their consideration prior to the meeting. This information was not circulated with the agenda agenda papers due to the fact that the Scrutiny Board did not meet to consider such matters until 3rd February 2015 (Minute No. 156 refers).

142 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 and Opera House Ltd. – Future Operation and Governance Options Appraisal Outcomes', Councillor Yeadon drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management and clarified that her participation in the above report at today's meeting was in her capacity as Executive Member for Digital and Creative Technologies, Culture and Skills (Minute No. 159 refers).

143 Minutes

RESOLVED – That the minutes of the meeting held on 17th December 2014 be approved as a correct record.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

144 Site Allocations Plan and Aire Valley Leeds Area Action Plan: Site Allocation Proposals

The Chief Planning Officer submitted a report which sought the Board's agreement to the site allocations proposals, as presented, as the basis on which to prepare the Site Allocations Plan and the Aire Valley Leeds Area Action Plan Publication Draft Plans, for consideration by the Development Plan Panel and approval of the Executive Board prior to deposit for the purposes of public consultation in 2015. The report also sought agreement to the areas identified for further work, whilst noting that further refinement to the proposed allocations may be necessary in the light of the work on plan preparation and further evidence coming forward. Finally, the report also invited the Board to agree to withdraw the Council's Interim Protected Areas of Search (PAS) Policy with immediate effect.

In introducing the report, the Executive Member for Neighbourhoods, Planning and Personnel outlined the extent of the work and consultation which had been undertaken to date in the development of the draft plans. In addition, he highlighted the key areas of infrastructure, employment, green space, retail and housing to which the proposed allocations related, identified those matters as detailed within the report which remained outstanding as they

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required further deliberation, and in making reference to the range of correspondence on the proposals which had been received to date, emphasised that such correspondence would be taken into consideration as appropriate.

In considering the submitted report and appendices, the following key points were raised:-

- Whilst acknowledging the key importance of ensuring a thorough and robust consultation process continued, a Member highlighted the need to ensure that any period of uncertainty for residents of Leeds was minimised;
- Members discussed the population forecasting data which had been used as a basis for the submitted proposals and it was highlighted that related Government statistics would be taken into consideration once they had been released;
- The Board considered the approach which had been proposed regarding the phasing of sites allocated for housing, and also the proposed approach regarding the development of brownfield land, and the factors which affected such respective approaches;
- Discussion took place on specific matters relating to several individual sites, as detailed within the draft proposals;
- Clarification was provided around the proposed scheduling of the matter being re-submitted to the Board for further consideration, and also in relation to the proposed next steps, with emphasis being placed upon the opportunity that remained for members of the public to submit their views on such matters;
- The Board's attention was drawn to the fact that over 70 items of correspondence had been received since Development Plan Panel met to consider such matters on 13th January 2015, and it was noted that this correspondence largely related to sites in Aireborough, Weetwood and Scarcroft.

For the purposes of clarification, the Board was advised of several corrections which were to be made to the published documentation on this item. Also, in a proposed amendment to the published report, in respect of site 1143B (Old Thorpe Lane, Tingley), it was proposed that no decision be taken in respect of this site until further work had been undertaken.

Following consideration of Appendix 6 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(5), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That subject to the corrections to be made as reported at the meeting and also subject to the inclusion of site 1143B (Old Thorpe Lane, Tingley) in the 'Outstanding Matters' category, the site allocations proposals, as set out in the submitted report and its appendices, be agreed as the basis on which to prepare the Site Allocations Plan and the Aire Valley Leeds Area Action Plan Publication Draft Plans, for

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consideration by the Development Plan Panel and also for approval by Executive Board prior to being placed upon deposit for the purposes of public consultation in 2015;

- (b) That the areas identified within the submitted report for further work be agreed, subject to the inclusion of site 1143B (Old Thorpe Lane, Tingley) in this category, and that it be noted that further refinement to the proposed allocations may be necessary in the light of the work on plan preparation and further evidence coming forward;
- (c) That approval be given to withdraw the Council's Interim PAS Policy with immediate effect.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the matters referred to within this minute, whilst under the same provisions, Councillor Golton required it to be recorded that he abstained from voting on resolutions (a) and (b) above)

(In accordance with the Council's Executive and Decision Making Procedure Rules, the matters referred to within this minute were not eligible for Call In as the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules, which includes the resolutions above)

ADULT SOCIAL CARE

145 Approval to Proceed with proposal to develop a Social Enterprise in the form of a staff led mutual to deliver the Learning Disability Community Support Service

Further to Minute No. 176, 14th February 2014, the Director of Adult Social Services submitted a report which sought approval to complete all outstanding work including specifications and supporting documentation in order to enable the creation of an independent Social Enterprise in the form of a staff-led public service mutual, from the Council's current in house Learning Disability Community Support Service; the transfer of business to that Social Enterprise and the awarding of a contract for the delivery of services for a 5 year period, subject to the value of the contract in the first year not exceeding £21.454m per annum.

The Board welcomed the proposals detailed within the submitted report, specifically the innovative and creative approach which was being taken towards meeting the increased demand for such services at a time of limited resource.

Following consideration of Appendices A and F to the submitted report, being designated as exempt from publication under the provisions of Access to Information Procedure Rules 10.4(3) and 10.4(5) respectively, which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the following be noted:-
- (i) The significant progress which has been made to date (including obtaining staff support), in relation to the creation of a Social Enterprise for the Learning Disability Community Support Service;
 - (ii) The creation of Aspire Community Benefit Society Limited as a separate legal entity as the Social Enterprise;
 - (iii) The revised social enterprise organisational structure and contractual arrangements as detailed in section 3.6 of this report;
 - (iv) The requirement to complete all outstanding work required to:
 - finalise all necessary supporting agreements required for the enterprise to function, including those relating to the transfer of the business including staff and non-buildings based assets, provision of support services by the Council and those relating to the occupation / use of property by the Social Enterprise;
 - award a contract for the delivery of services to the newly formed Community Benefit Society or its subsidiary, as detailed in paragraph 3.6 of the submitted report;
 - complete formal consultation with staff and trade unions in relation to the TUPE transfer of all staff defined as 'in scope' for this service.
- (b) That approval be given to the Council's participation in Aspire via the nomination of 3 Elected Members, as approved by Member Management Committee, to join the board of directors of Aspire, and (if so nominated by the Aspire board), the board of directors of Aspire Services (Leeds) Ltd.
- (c) That subject to the satisfactory completion of the tasks identified in the resolutions above, it be noted that the (Interim) Director of Adult Social Services will:
- (i) approve the award of the contract for services to the newly formed Social Enterprise;
 - (ii) approve the detail of any necessary documentation to complete the transfer of business and contract for services to the Social Enterprise, subject to the value of the contract in the first year not exceeding £21.454M per annum (which in turn is less than the cost of provision had the service remained within the Council);
 - (iii) In relation to pensions, agree that the Council will act as a guarantor to the Social Enterprise's admitted body status to the West Yorkshire Pension Fund, as detailed in sections 3.5.7 to 3.5.9 of the submitted report.
- (d) That approval be given for the Director of City Development to enter into negotiations with the Social Enterprise in order to agree the necessary leases/licences (co-terminus with the Services Agreement) to document the occupation of premises to be utilised for the provision of the service and to agree details of rent/service charges to be paid;

- (e) That the following key next steps be noted:-
 - (i) February/March 2015 - Finalise and award contract;
 - (ii) February - May 2015 – Mobilisation;
 - (iii) 1 June 2015 - Full service commencement.
- (f) That it be noted that the Interim Director, Adult Social Care is the lead officer on such matters.

146 Even Better Lives Lived - Leeds Local Account of Adult Social Care 2014/15

The Director of Adult Social Services submitted a report which introduced the 2014/2015 Leeds Local Account of Adult Social Care Services for its citizens. The report provided an explanation of the new responsibilities placed upon Councils and the Local Account's contribution towards enhancing local accountability to the public, whilst also acting as a tool to support sector led service improvement. Finally, the report presented a summary of the key areas of achievement of Adult Social Care and indicated those areas of service identified within the Leeds Local Account as requiring further development in order to sustain or improve performance.

The Board welcomed the contents of the Local Account for Leeds, and noted the co-ordinated work which was being undertaken with the Health and Wellbeing Board in a number of areas.

RESOLVED –

- (a) That the contents of the submitted report, together with the appended Local Account for Leeds, entitled "Even Better Lives Lived", be noted;
- (b) That those areas for improvement, as identified within the submitted Local Account, be referred to the Scrutiny Board (Health and Wellbeing and Adult Social Care) for the purposes of overseeing performance in those specified areas.

FINANCE AND INEQUALITY

147 Financial Health Monitoring 2014/15 - Month 10

The Deputy Chief Executive submitted a report presenting the Council's projected financial position for 2014/15 after ten months of the financial year. In addition, the report also highlighted the key issues impacting upon the overall achievement of the budget for the current year.

The Board noted the improved position with regard to the Council's financial health projection, given that at month 10 of the financial year, an underspend of £0.2m was projected.

Responding to an enquiry, the Board received an update on the work being undertaken to address the level of disrepair claims being made against the Council and also received further information on the Council's programme of annual tenancy visits.

RESOLVED – That the projected financial position of the authority after ten months of 2014/2015 be noted.

148 Revenue Budget Proposals and Capital Programme

(A) Leeds City Council Revenue Budget and Council Tax 2015/2016

Further to Minute No. 128, 17th December 2014, the Deputy Chief Executive submitted a report regarding the proposals for the City Council's Revenue Budget for 2015/2016 and the Leeds element of the Council Tax to be levied in 2015/2016.

The Board was advised that the budget proposals which would be submitted to Council for determination would include details of the recently announced final local government finance settlement and also the £4.85m which had been awarded to the Council from the Department for Education's (DFE) Innovation Fund. In noting this information, the Chair outlined details, which would be submitted to Council for determination, of proposals regarding the allocation of the £1.151m which had been received by Leeds as part of the final local government finance settlement.

Emphasis was placed upon the unprecedented financial challenges that the Council continued to face, and the pressures which were being placed upon Local Authorities with regard to ensuring the delivery of key public services.

In response to an enquiry, the Board was provided with details of how much money the Council had received from New Homes Bonus to date and how much it expected to receive over the coming year. Also, officers undertook to provide specific figures to the Member in question on this matter in due course.

RESOLVED –

- (a) That Council be recommended to approve the Revenue Budget for 2015/2016, totalling £522.632m, as detailed and explained in the submitted report and accompanying papers, with a 1.99% increase in the Leeds' element of the Council Tax for 2015/2016, subject to the following increases: £300k in respect of local welfare support; £250k in respect of Children's Services and £601k in respect of Adult Social Care, together with the inclusion of associated expenditure and income in respect of £4.85m grant which has been awarded from the DFE's Innovation Fund;
- (b) That Council be recommended to approve the allocation of grants totalling £92k to Parishes, as detailed in paragraph 6.18.3 of the submitted report;
- (c) That in respect of the Housing Revenue Account, Council be recommended to:
 - (i) approve the budget, with an average rent increase figure of 2.88%;
 - (ii) approve that the charge for garage rents be increased to £7.39 per week (based on 52 rent weeks);

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- (iii) approve that service charges of £1 per week be introduced for low/medium rise properties in receipt of additional services;
 - (iv) approve that service charges for multi-storey flats are increased by £1 per week to £1.86p;
 - (v) approve that the earmarked reserve for Welfare Change is reduced by £1,303k.
- (d) That Executive Board approval be given to transitional relief for business properties with rateable values up to and including £50,000 being added to the Local Scheme of Reliefs approved by Executive Board on 14th February 2014.

(B) Capital Programme Update 2015-2018

The Deputy Chief Executive submitted a report setting out the proposed Capital Programme for the period 2015-2018, which included details of forecast resources for that period. In addition, the report also provided a review of 2014/2015 scheme spend.

Members discussed in detail the importance of fiscal devolution, and the key benefits which could be realised by such freedoms. Specific examples were provided of how fiscal devolution could assist the city and city region, with Members highlighting the need to continue to raise such matters with the Government.

RESOLVED –

- (a) That the following be recommended to Council:-
- (i) That the capital programme, as presented in Appendix G to the submitted report, be approved;
 - (ii) That the revised Minimum Revenue Provision (MRP) policy for 2014/2015, as set out in Appendix D to the submitted report be approved;
 - (iii) That the proposed MRP policies for 2015/2016, as set out in Appendix E to the submitted report, be approved.
- (b) That Executive Board approval be given to the list of land and property sites, as shown in Appendix B to the submitted report, being disposed of in order to generate capital receipts for use in accordance with the MRP policy.

(C) Treasury Management Strategy 2015/2016

The Deputy Chief Executive submitted a report setting out the Treasury Management Policy and Strategy for 2015/2016, together with the revised affordable borrowing limits under the prudential framework. In addition, the report also provided a review of strategy and operations in 2014/15.

Responding to an enquiry, the Board received further detail regarding the Council's borrowing strategy.

RESOLVED –

- (a) That Executive Board approval be given to the initial treasury strategy for 2015/2016, as set out within Section 3.3 of the submitted report, and that the review of the 2014/2015 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That Council be recommended to set the borrowing limits for 2014/15, 2015/16, 2016/17 and 2017/18, as detailed in section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits (both have been reduced for borrowing, whilst both have been increased for other long term liabilities reflecting new PFI schemes);
- (c) That Council be recommended to set the treasury management indicators for 2014/15, 2015/16, 2016/17 and 2017/18 as detailed in section 3.5 of the submitted report;
- (d) That Council be recommended to set the investment limits for 2014/15, 2015/16, 2016/17 and 2017/18 as detailed in section 3.6 of the submitted report;
- (e) That Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in Minute Nos. 148(A)(a)-148(A)(c)(v), 148(B)(a)(i) – 148(B)(a)(iii) and 148(C)(b) - 148(C)(e) being matters reserved to Council, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

149 Final Local Government Finance Settlement

The Deputy Chief Executive submitted a report which provided details of the final local government finance settlement which was announced on 3rd February 2015.

The submitted report was circulated to Board Members prior to the meeting for their consideration. There was not the opportunity to include this latest information within the overarching revenue budget proposals report, found elsewhere within the agenda papers for this meeting, due to the publication timeframe of the final local government settlement.

RESOLVED –

- (a) That the outcome of the final local government settlement, as announced on 3rd February 2015, particularly that £1.151 million of extra funding is to be allocated to Leeds for 2015-16, be noted;

- (b) That it be noted that the Referendum Principles which would require a referendum to be held for a Council Tax increase of 2.0% or greater remain unchanged for 2015/16.

150 Covenant between Religion or Belief Organisations and Leeds City Council

The Assistant Chief Executive (Citizens and Communities) submitted a report which set out the background and context to the proposal to sign a covenant for engagement between the Council and Religion or Belief organisations in Leeds. The report informed of the work that had been undertaken with Leeds University over the last three years to give due regard to religion or belief equality in terms of the delivery of the Council's services. It also presented proposals for ongoing support to, and engagement with the Religion or Belief Third Sector via the Third Sector Partnership.

RESOLVED –

- (a) That the work being undertaken to deliver the recommendations from the report entitled, 'Leeds City Council – Taking Religion or Belief Seriously', be noted;
- (b) That approval be given for the Assistant Chief Executive (Citizens and Communities) to make arrangements for the City Council to formally sign the covenant, as appended to the submitted report, between the Council and Religion or Belief organisations in the city.

HEALTH AND WELLBEING

151 Best Start Programme

The Director of Public Health and the Director of Children's Services submitted a joint report highlighting the Leeds Best Start Programme, in order to emphasise the importance of this priority in relation to longer-term outcomes for children, families and future generations in the city. In addition, the report also provided details of the innovative work which was already being driven forward under this priority, including the essential work done by the integrated Early Start Service (Health Visiting working with Children's Centres).

Members welcomed the contents of the submitted report and the benefits to children and families which were being realised by the work of the Best Start programme.

RESOLVED –

- (a) That the Best Start Priority and Plan be noted, and that support be given to the important and exciting programme of work to be developed by the Best Start Strategy Group, co-chaired by the Consultant in Public Health (Children and Maternity) and the Chief Officer Children's Services (Partnership Development and Business Support);
- (b) That the transfer of commissioning responsibility for 0-5 Children's Public Health Services to the Council from 1st October 2015 which will

be led by the Office of the Director of Public Health, be noted, together with the importance of the integrated Early Start Service (Health Visiting integrated with Children's Centres) to this agenda;

- (c) That the evidence which illustrates that investing in the early years yields the highest return on investment, be noted.

152 Contract Award for Drug and Alcohol Treatment and Recovery Service

Further to Minute No. 120, 6th November 2013, the Directors of Public Health, Children's Services, Environment and Housing and Adult Social Services submitted a joint report regarding the recent decision to award the contract for drug and alcohol treatment and recovery services. In addition, the report highlighted the anticipated contribution that the service would make towards meeting key strategic priorities for the Council, and the benefits that would be realised as a consequence of this contract award.

Members welcomed the contents of the submitted report, together with the joined up and inclusive approach which had been taken towards the re-procurement of the service. The Board conveyed its thanks to all of those who had been involved in this process.

RESOLVED –

- (a) That the recent contract award for drug and alcohol treatment and recovery services, be noted;
- (b) That the inclusive way in which service users have been involved in the re-procurement of the service, be noted;
- (c) That the contribution that the service will make towards meeting key strategic priorities for the Council and the benefits that will be realised as a consequence of this contract, be noted.

153 Contract Award on Integrated Sexual Health Services

The Director of Public Health submitted a report which provided details on the recent decision to award the contract for the provision of Integrated Sexual Health services. In addition, the report highlighted the anticipated contribution that the service would make towards meeting key public health priorities for the Council.

The Board welcomed the contents of the submitted report and conveyed its thanks to all of those who had been involved in this process.

RESOLVED –

- (a) That the recent contract award for integrated sexual health services be noted;
- (b) That the inclusive way in which service users have been involved in the re-procurement of this service, be noted;

- (c) That the contribution that the service will make towards meeting strategic public health priorities, be noted.

TRANSPORT AND THE ECONOMY

154 East Leeds Leisure Centre, Neville Road, Halton, Leeds 15

The Director of City Development and the Director of Children's Services submitted a joint report which sought approval of the sale of the subject site on the terms as detailed within the exempt appendix to the submitted report.

The Board noted a point of clarification that the proposal was to sell the site to the Temple Learning Foundation, and not the Temple Newsam Partnership, as detailed within the submitted report.

Following consideration of Appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the sale of the subject site to the Temple Learning Foundation for development as a new school and on the terms as detailed within the exempt appendix to the submitted report, be approved;
- (b) That it be noted that the Head of Land and Property will be responsible for the implementation of such matters, as outlined within the submitted report.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from Call In if it is considered that any delay would seriously prejudice the Council's or the public's interests. As such, it was determined that the resolutions relating to this report were exempt from the Call In process as timetabling for the proposed opening of the first phase of the school is September 2015, creating a very tight deadline in which to finalise legal work associated with the sale, obtaining planning consent, works procurement and completion of the conversion of the leisure centre)

CHILDREN AND FAMILIES

155 Transforming Children's Social Work in Leeds: Progress and Further Developments

The Director of Children's Services submitted a report providing an update on the progress made in services for children, young people and families in Leeds with a particular focus placed upon the ongoing transformation of children's social work services. The report highlighted Leeds' success in being awarded £4.85 million from the Department for Education's (DfE) Innovation Fund and the work taking place as a result of this. Also, the report outlined further improvements planned across the service that would sit alongside the innovation fund to create system-change throughout the city.

The Board welcomed the contents of the submitted report, specifically the fact that the Council had successfully been awarded £4.85m from the Department for Education's Innovation Fund. Further to this, it was proposed that cross-group support was obtained in order to seek greater flexibility around the timescales by which such funding needed to be spent.

RESOLVED –

- (a) That the success of the Leeds Innovation Fund bid be noted, and that the activity as a result of the fund which will signal a step-change in the use of restorative approaches for working with vulnerable families in Leeds be supported;
- (b) That the wider work planned to develop children's social work in Leeds as part of our ambitions to make Leeds the best city for children and young people to grow up in, be endorsed, and that in particular, the proposals to enhance the role of the corporate carers group, be noted.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

156 The Leeds Community Infrastructure Levy - Strategic and Neighbourhood Spending

Further to Minute No. 66, 17th September 2014, the Director of City Development and the Deputy Chief Executive submitted a joint report which proposed the key parameters for the spending of the Community Infrastructure Levy (CIL) income across Leeds, including the proportion given to local communities, governance and engagement arrangements for that proportion, together with strategic spending principles.

Appendix 2 to the submitted report which contained the comments and recommendations of the Scrutiny Board (Sustainable Economy and Culture) was circulated to Executive Board Members prior to the meeting. The Scrutiny Board met on 3rd February 2015 to consider such matters. In considering Appendix 2, the Scrutiny Board was thanked for its work on this subject, and it was noted that such recommendations would be taken into consideration.

Responding to enquiries, the Board received further information on the following:-

- The consultation and engagement procedures which would be undertaken by the Council with Parish and Town Councils and those community organisations with Neighbourhood Plans throughout the CIL process;
- The proposed timeframes by which neighbourhood funding would be allocated;
- The respective roles envisaged for Ward Members and for Community Committees when considering the allocation of the neighbourhood fund;
- The ways in which the retained element of the CIL would be utilised by the Council.

In acknowledging the complex nature of the arrangements for spending local CIL funds, it was requested that a further report be submitted to Executive Board providing further detail on such matters.

RESOLVED –

- (a) That the following be agreed:-
- (i) The Council will retain 5% of the CIL to cover administration and implementation costs;
 - (ii) 15% of CIL income to be the neighbourhood fund, subject to the cap set in national Regulations, or 25% in areas with an adopted neighbourhood plan;
 - (iii) To retain the default timetable in the CIL Regulations for transferring the neighbourhood fund: 1st October to 31st March transferred by 28th April, and 1st April to 30th September transferred by 28th October each year.
 - (iv) To continue to work closely with Parish Councils and other community groups and infrastructure providers, including through the Site Allocations Plan and maximising use of CIL resources;
 - (v) To use existing Community Committee structures to direct spending of the neighbourhood fund;
 - (vi) For guidance/protocols to be established to ensure a consistent approach to defining the locality for spending and consultation purposes. Community Committees may then publish their own parameters for the spending of the neighbourhood fund in their area. This will need to include consultation and joint working with adjoining Committees to determine the approach to CIL spending from development that may occur on or near Committee boundaries, and with Parish Councils in recognising the control parishes have over the neighbourhood fund for their own parish;
 - (vii) That priorities for strategic CIL spend are decided on an annual basis as part of the Council's budget setting process, in line with the Regulation 123 List, and taking into account the impact of specific and cumulative infrastructure needs arising from new development.
- (b) That it be noted that the following steps will be undertaken in order to deliver the resolutions of the Board:-
- (i) The appropriate internal procedures will be put in place to set the necessary systems for collection, distribution, and monitoring of the CIL Income;
 - (ii) The timescales for the implementation of the decisions are that Leeds City Council will start charging the CIL from 6th April 2015 and so the necessary procedures will be in place from that date and ongoing;
 - (iii) The Chief Planning Officer will be the officer responsible for the implementation of such matters.
- (c) That a further report be submitted to Executive Board providing further detail on the arrangements for spending the local CIL funds (15% or 25%), particularly in those areas without a parish or town council.

157 Changing The Workplace: progress report to end of 2014

Further to Minute No. 38, 17th July 2013, the Deputy Chief Executive and the Director of City Development submitted a joint report providing an overview of Phase 1 of the Changing the Workplace (CTW) scheme, presenting the benefits delivered to date and the opportunities available for further savings to be delivered. In addition, the report also looked to consider moving forward on phase 2 in the localities, linking in with the community hubs and asset rationalisation agendas.

In receiving the update, Members noted the financial savings which were being realised by the initiative and the ways in which CTW was promoting new and innovative ways of working across the Council.

RESOLVED –

- (a) That the progress made to date, together with the anticipated additional benefits including potential to release further buildings on completion of phase 1 of the CTW programme, be noted;
- (b) That the linkages to ‘How We Work’ and other cross-Council activities, such as those recently considered by Executive Board namely; asset rationalisation and community hubs, be noted;
- (c) That a further report be submitted to the Board by the Deputy Chief Executive and the Director of City Development in mid-2015 showing the refreshed financial costs and savings to be delivered in Phase 1, together with costs and opportunities for a phase 2 business case.

158 City-wide Housing Repairs and Maintenance Procurement Strategy 2016

The Director of Environment and Housing submitted a report providing an overview of the proposed strategy for key strategic procurement exercises that Housing Leeds would conduct between 2015 and 2020. In addition, the report also outlined the approach proposed to be taken in respect of future contracts or internal arrangements regarding the delivery of a number of key services.

RESOLVED –

- (a) That the overall strategy and direction of travel, as set out within the submitted report, be approved;
- (b) That the proposed extensions to the Mears Contracts be noted;
- (c) That the Director of Environment and Housing be authorised to implement the strategy following Executive Board approval under existing powers within the Director’s scheme of delegation.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

159 Grand Theatre and Opera House Ltd. - Future Operation and Governance Options Appraisal Outcomes

Further to Minute No. 44, 16th July 2014, the Director of City Development submitted a report which sought approval for the next phase in the development of the Leeds Grand Theatre and Opera House (LGTOH).

In receiving the report, the Board emphasised the vital contribution that all three venues made to the city's cultural offer. As such, it was highlighted that the key objective of the submitted report was to ensure that the venues remained sustainable and were allowed to prosper in the future.

The Board paid tribute to the work which had been undertaken by the staff of the venues, Trustees of the Leeds Grand Theatre and Opera House, Scrutiny Board (Sustainable Economy and Culture), Council officers and the consultants, who had undertaken a piece of work as part of the review, all of whom had made valued contributions towards the progress which had been achieved to date.

Following consideration of Appendix B to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That it be recommended to the LGTOH Board that it restructures to become a fully independent charitable trust;
- (b) That it be noted, that once established, the fully independent charitable trust may decide to contract a commercial operator to run Leeds Grand Theatre and/or City Varieties, (subject to agreement to any requirements imposed upon it by Arts Council England, The National Heritage Memorial Fund or the Charity Commission) or may decide to retain this function in-house;
- (c) That the reduction of Member representation on the new board to a maximum of 3 be approved, which would be a condition of any future grants to the new trust, and/or a condition of any other financial contribution to the operation of LGTOH that the Council may make;
- (d) That support be given to the principle that the Board of LGTOH moves immediately to appoint an interim full-time Chief Executive to lead the process of change and development that will flow from the changes to governance, including the responsibility for managing the recruitment of an independent chair, to continue the progress made in turning around the current deficit-generating business model and developing a capital refurbishment plan with other stakeholders as per paragraph 3.7.3 of the submitted report;

- (e) That approval be given for any rental income, net of costs, from The Swan public house from 1 April 2015 is formally hypothecated from City Development to the benefit of City Varieties in recognition that the existence of The Swan significantly limits City Varieties capacity to raise income from secondary spend;
- (f) That it be agreed that any decision to separate governance arrangements for the Hyde Park Picture House be held in abeyance for further consideration by the independent trust in consultation with the Council, the local community and 'friends' groups;
- (g) That the Board convey its thanks to the staff, Trustees of LGTOH and the council officers involved for their work in improving the financial performance of the company, and that the Director of City Development and the Deputy Chief Executive be authorised to take the lead on behalf of the Council in the implementation of these changes under their respective schemes of delegation;
- (h) That the Director of City Development, on behalf of the Council, be authorised to enter into discussions and agree necessary documentation with Arts Council England and the National Heritage Memorial Fund with regard to necessary changes to the existing arrangements which would enable LGTOH to become a fully independent charitable trust.

DATE OF PUBLICATION: FRIDAY, 13TH FEBRUARY 2015

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, FRIDAY, 20TH FEBRUARY 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 23rd February 2015)