



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 18th June, 2015 at 9.45 am

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

MEMBERSHIP

Councillors

S Bentley (Chair)	Weetwood;
N Dawson	Morley South;
C Dobson	Killingbeck and Seacroft;
J Elliott	Morley South;
C Gruen	Bramley and Stanningley;
A Lamb	Wetherby;
P Latty	Guiseley and Rawdon;
A Ogilvie	Beeston and Holbeck;
K Renshaw	Ardsley and Robin Hood;
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)
Vacancy	- 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
*To be confirmed	- *Early Years Representative
Ms T Kayani	- Young Lives Leeds
Ms C Bewsher	- Looked After Children and Care Leavers

Agenda compiled by:
Kirsty Ware
Scrutiny Support Unit
Tel: 22 43094

Principal Scrutiny Advisor:
Sandra Pentelow
Tel: 24 74792

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 23 APRIL 2015</p> <p>To confirm as a correct record, the minutes of the Scrutiny Board (Children and Families) meeting held on 23 April 2015.</p>	1 - 4
7			<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Scrutiny and Member Development on the appointment of co-opted Members to Scrutiny Boards.</p>	5 - 10
8			<p>SCRUTINY BOARD (CHILDREN'S SERVICES) TERMS OF REFERENCE</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the Board's terms of reference.</p>	11 - 18

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>SOURCES OF SCRUTINY WORK FOR 2015/2016</p> <p>To receive a report of the Head of Scrutiny and Member Development on potential sources of work for the Scrutiny Board.</p>	19 - 52
10			<p>DATE AND TIME OF NEXT MEETING</p> <p>Thursday, 23 July 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 on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 23RD APRIL, 2015

PRESENT: Councillor J Chapman in the Chair

Councillors N Dawson, J Elliott,
R Grahame, C Gruen, J Jarosz, E Taylor,
B Urry and F Venner

72 Late Items

There were no formal late items of business to consider.

73 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

74 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors, A Lamb, P Latty, K Mitchell, M Rafique, K Renshaw and A Sobel and from Co-opted Members; Mr A Graham and Ms C Bewsher.

Notification had been received that Councillor J Jarosz was to substitute for Councillor K Mitchell, Councillor N Dawson for Councillor M Rafique, Councillor E Taylor for Councillor K Renshaw and Councillor R Grahame for Councillor A Sobel.

75 Minutes - 19 March 2015

RESOLVED – That the minutes of the meeting held on 19 March 2015 be approved as a correct record.

76 Appointment of Co-opted Parent Governor Representatives

The Scrutiny Board was advised that one nomination had been received for Parent Governor Representative (Secondary) from Jacqueline Ward.

No nominations had been received for Parent Governor Representative (Primary)

RESOLVED – The Scrutiny Board (Children and Families):

- a) Confirms the appointment of Jacqueline Ward as Parent Governor Representative (Secondary) from 23 April 2015.
- b) Seeks further Parent Governor Representative (Primary) nominations within statutory timescales.

77 Scrutiny Inquiry - Raising Educational Standards in Leeds - Learning Improvement

The Director of Children's Services submitted a report which presented evidence as part of the Board's inquiry into Raising Educational Standards in Leeds, Learning Improvement.

The following information was appended to the report:

- The Draft Annual Standards Report 2013/14
- Learning Outcomes Dashboards
- Primary Schools Below Floor 2014
- Secondary Schools Below Floor 2014.

The following representatives attended the meeting:

- Jane Dowson, Deputy Executive Board Member (Children and Families)
- Nigel Richardson, Director of Children's Services
- Paul Brennan, Deputy Director of Children's Services (Learning)
- Sara Harris, Area Lead (Primary Learning Improvement)
- Kim Porter, Area Lead (Primary Learning Improvement)
- Anne Fell, Area Lead (Primary Learning Improvement)
- Kevin Paynes, Leadership and Management Lead (Secondary)
- Andrew Eastwood, Headteacher Fountain Primary School
- Jancis Andrew, Headteacher Virtual School
- Ian Stokes, Performance Programme Manager.

The key areas of discussion were:

- The potential impact of a change in government on educational policy.
- A brief history of the changes in attainment since education was brought back under the control of Leeds City Council, acknowledging the low base line and the progress made since that time.
- That 87.4% of primary schools in Leeds are good or outstanding and 71% of secondary schools are good or outstanding.
- The challenges to improve progress and catch up with national and core city statistics, acknowledging that may take a number of years, focusing on the following key priorities:
 - Achievement in the city and narrowing the gap
 - Social emotional mental health and behavioural issues
 - Raising the quality of secondary provision
 - Sufficiency of good and outstanding learning places in EYFS and post 16
 - Managing an increasingly challenging budget
- The need for a whole city approach to narrowing the gap to focus on social and economic situations that create barriers to learning.
- Increased focus on exam based qualifications and a reduction in vocational based qualifications which could disadvantage some children.

- The tangible impact of the Learning Improvement Service on the data provided and Ofsted inspection judgements.
- A life ready for learning, the additional focus of the Children and Young Peoples Plan refresh, best start strategy, the impact of poverty and free school meals.
- The use of pupil premium and families first support to enhance outcomes for vulnerable children.

The Chair thanked representatives for their attendance.

RESOLVED –

The Scrutiny Board (Children and Families):

- a) Supports the new format and contents of the draft Annual Standards Report
- b) Confirms that the above issues be incorporated into the Board's final inquiry report.

(Councillor F Venner joined the meeting at 10.00am during this item. Councillor R Grahame joined the meeting at 10.35am and left at the conclusion of this item at 11.10am.)

78 Outcome of the 2015 Ofsted inspection services

The Head of Scrutiny and Member Development submitted a report to advise the Scrutiny Board about the outcome of the 2015 Ofsted inspection of Services and the provision of a post inspection action plan.

The following information was appended to the report:

- Executive Board report of 22 April 2015 – Outcome of the 2015 Ofsted inspection 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.

The following representatives attended the meeting:

- Jane Dowson, Deputy Executive Board Member (Children and Families)
- Nigel Richardson, Director of Children's Services
- Steve Walker, Deputy Director of Children's Services (Safeguarding, Specialist and Targeted Services)
- Paul Brennan, Deputy Director of Children's Services (Learning).

The key areas of discussion were:

- The comprehensive nature of the inspection.
- The judgement on area of service, four of which were judged as good with leadership, management and governance being judged as

outstanding. 7 core cities had been inspected and only Leeds had improved and had been rated as good.

- The areas where further improvement is required, including the quality of assessments, capturing social worker case knowledge on record. Ofsted did not identify areas of improvement that were not already known to Children's Services.
- The model of CAMHS provision and offer, which requires improvement and the links to the therapeutic social work support service. It was acknowledged that CAMHS requires further investment and delivery need to change. This is currently under review.
- The links between child and adult mental health services to provide family focused services.
- The use of pupil premium for looked after children and the need to demonstrate how schools are being held to account for the use of pupil premium.
- Recognition of the robustness of CSE procedures.

RESOLVED –

That the Scrutiny Board (Children and Families):

- a) Notes the information presented and requested that the Post Inspection Action Plan be brought to a future meeting of the Scrutiny Board for consideration.
- b) Congratulates the Children's Services Officers and Partners on a great result and for enabling the work of the Scrutiny Board for 2014/15 to conclude on such a positive note.

79 Work Schedule

The Head of Scrutiny and Member Development submitted a report which presented the Executive Board minutes for 18 March 2015.

RESOLVED –That the Board notes the Executive Board minutes.

80 Date and Time of Next Meeting

Future meeting dates to be confirmed.

(The meeting concluded at 12.10pm.)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children's Services)

Date: 18 June 2015

Subject: Co-opted Members

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. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

Recommendation

3. In line with the options available outlined in this report, Members are asked to consider nominations and appoint co-opted members to the Scrutiny Board.

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

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. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

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. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

Arrangements for appointing specific co-opted members

Education Representatives

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹ - Andrew Graham has been nominated
- One Roman Catholic diocese representative¹ - Edwin Britten has been nominated
- Parent governor representatives²

Parent governor representatives are as follows:

- Parent Governor (primary) – vacant following no expressions of interest 04/15
- Jacqueline Ward (secondary)– 23/04/2015 – 22/04/2019
- Joanne Hazelgrave (SEN) – 12/09/14 – 11/09/18

The Parent Governor Regulations (Representatives) England 2001 states that a local education authority shall appoint at least two parent governor representatives to each of their education overview and scrutiny committees and sub-committees.

- 3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected. The nominations are presented to the Scrutiny Board and their appointment confirmed.
- 3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

Crime and Disorder Committee

- 3.8 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Safer and Stronger Communities) to act as the Council's crime and disorder committee.
- 3.9 In its capacity as a crime and disorder committee, the Scrutiny Board (Safer and Stronger Communities) may co-opt additional members to serve on the Board, providing they are not an Executive Member.
- 3.10 The Scrutiny Board (Safer and Stronger Communities) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.
- 3.11 Unless the Scrutiny Board (Safer and Stronger Communities) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

Issues to consider when seeking to appoint co-opted members

- 3.12 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Council's use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.
- 3.13 The Constitution 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'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.
- 3.14 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.15 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards 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. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint 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.
- 3.16 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

Nominations for non –voting co-opted members for 2014/15

In addition to those voting co-opted member nominations stated in paragraph 3.5 the following non-voting nominations have been received:

- 1) Teacher Representative – Celia Foote (Board Member 2014/15)
- 2) Teacher Representative – Kauser Jan (Board Member 2014/15)
- 3) Early Years Representative – Currently two nominations have been made for this position for the Scrutiny Board to consider.
- 4) Young Lives Leeds – Taira Kayani (Board Member 2014/15)
- 5) Looked after Children/Care leavers – Charlie Bewsher was appointed at the latter end of 2014/15 and the continuation of this appointment for 2015/16 has already been confirmed by the Scrutiny Board.

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 Best Council Plan

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 standing 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 Conclusions

5.1 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 therefore sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 In line with the options available and information outlined in this report, Members are asked to:

i) consider nominations and appoint co-opted members to the Scrutiny Board.

7.0 Background documents³

- None

³ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report author: Sandra Pentelow
Tel: 0113 2474792

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children's Services)

Date: 18th June 2015

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Children's Services) for Members' information.

Recommendation

2. Members are requested to note the Scrutiny Board's terms of reference.

1.0 Purpose of this report

1.1 This report presents the terms of reference for Scrutiny Board (Children's Services).

2.0 Background information

Scrutiny Board's terms of reference

- 2.1 Each year, the Scrutiny Officer conducts a review of scrutiny arrangements to ensure that they are fit for purpose. This year, the focus of the review has been to consider the Board's terms of reference.
- 2.2 In the light of changes to the Council's key partnerships Council resolved that the terms of reference for Scrutiny Boards be drafted to mirror the executive functions of the Council's directorates. This would provide clarity over the respective remit of each Scrutiny Board.
- 2.3 This Board's terms of reference are related to functions delegated to the Director of Children's Services. The terms of reference are shown as Appendix 1 and the relevant officer delegations as Appendix 2.
- 2.4 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to;

Cllr Yeadon - Executive Member for Children and Families

- Children's services
- Social services, so far as those functions relate to
 - i. Children, or
 - ii. Young people leaving care;
- Education in so far as those functions relate to children of compulsory school age;
- School places
- Provision of services so far as they relate to information, advice and guidance under the Learning and Skills Act 2000; and
- Operational responsibilities for the Youth Offending Service so far as they relate to the Local Authority.
- Child poverty;

Cllr M Rafique – Executive Member for Employment Enterprise and Opportunity

- Education so far as those functions relate to young people aged 16-19
- provision of information, advice and guidance in both community and school settings.
- Activities to reduce and remove barriers to learning and employment in both community and school settings
- Apprenticeships
- vocational training and allied services for persons over compulsory school age so far as those functions relate to;
 - commissioning and delivery of adult (19 plus) community learning
 - influencing learning and training providers to ensure provision meets employers' needs; and

- working with learning and training providers to develop and deliver provision to meet emerging labour market needs.
- Employment support services so far as those functions relate to;
 - the promotion of arrangements to assist persons to obtain employment
 - the promotion of arrangements to enable employers to meet their workforce needs; and
 - the promotion of arrangements to support citizens in disadvantaged communities to enter and remain in employment

2.5 Cross directorate working is encouraged and there will potentially be occasions when other directors or Executive Members may be asked to contribute to a Scrutiny inquiry should their portfolio responsibilities be relevant.

3.0 Corporate Considerations

Consultation and Engagement

3.1 These terms of reference were formally considered and approved by Council on 21st May 2015.

Equality and Diversity / Cohesion and Integration.

3.2 In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

Council Policies and the Best Council Plan

3.3 The terms of reference of the Scrutiny Board will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best Council Plan.

Resources and Value for Money

3.4 This report has no specific resource and value for money implications.

Legal Implications, Access to Information and Call In

3.5 This report has no specific legal implications.

Risk Management

3.6 This report has no risk management implications.

4.0 Recommendation

4.1 Members are requested to note the Scrutiny Board's terms of reference.

5.0 Background documents¹

5.1 None

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

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Scrutiny Board (Children's Services)

The Scrutiny Board (Children's Services) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In; and
6. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated to the Director of Children's Services under the Officer Delegation Scheme whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

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The Director Of Children's Services¹

With the exception of those matters where an appropriate Executive Member² has directed that the delegated authority should not be exercised and that the matter should be referred to the Executive Board for consideration³, the Director of Children's Services⁴ is authorised to discharge any function⁵⁶ of the Executive in relation to:

- (a) children's services⁷;
- (b) social services, so far as those functions relate to
 - (i) children or
 - (ii) young people leaving care⁸;
- (c) education⁹, so far as those functions relate to
 - (i) children of compulsory school age; or
 - (ii) young people aged 16-19.
- (d) school places
- (e) provision of information, advice and guidance in both community and school settings.
- (f) Activities to reduce and remove barriers to learning and employment in both community and school settings

¹ Appointed under Section 18 Children Act 2004

² An "appropriate Executive Member" is the Leader or other appropriate portfolio-holding Member of the Executive Board

³ The Director may consider in respect of any matter that the delegated authority should not be exercised and that it should be referred for consideration to the Executive Board.

⁴ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for the delegated authority to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

⁵ "Function" for these purposes is to be construed in a broad and inclusive fashion and includes the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of the specified functions. The delegation also includes the appointment of the Director as "proper officer" for the purpose of any function delegated to him/her under these arrangements.

⁶ In accordance with the resolution of the Executive Board 6 July 2005 the Director of Children's Services will also carry out relevant functions in relation to the Building Hope – Leeds/Sri Lanka Tsunami Appeal Charity

⁷ Including functions in relation to:

- arrangements to promote co-operation to improve well-being of children;
- arrangements to safeguard and promote welfare of children;
- information data-bases;
- the Local Safeguarding Children Board.

⁸ Under sections 23C and 24D of the Children Act 1989, so far as not falling within (i).

⁹ Including:-

- early years development, childcare planning, and youth services, and
- vocational training and allied services where they relate to children of compulsory school age.

Officer Delegation Scheme (Executive Functions)

- (g) apprenticeships
- (h) vocational training and allied services for persons over compulsory school age so far as those functions relate to;
 - i. commissioning and delivery of adult (19 plus) community learning
 - ii. influencing learning and training providers to ensure provision meets employers' needs; and
 - iii. working with learning and training providers to develop and deliver provision to meet emerging labour market needs.
- (i) Employment support services¹⁰ so far as those functions relate to;
 - i. the promotion of arrangements to assist persons to obtain employment
 - ii. the promotion of arrangements to enable employers to meet their workforce needs; and
 - iii. the promotion of arrangements to support citizens in disadvantaged communities to enter and remain in employment
- (j) operational responsibilities for the Youth Offending Service so far as they relate to the local authority;
- (k) child poverty

¹⁰ Including for example, the Youth Contract, Apprenticeship Hub, Job Shops, the devolved City Deal and the Leeds City Region Enterprise Partnership Employment and Skills Panel.



Report author: Sandra Pentelow
Tel: 0113 2474792

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children's Services)

Date: 18th June 2015

Subject: Sources of work for the Scrutiny Board

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. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
2. The vision for Scrutiny, agreed by full Council on 21st May 2015 (Appendix 1) also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place

- Sufficiently flexible to enable the consideration of urgent matters that may arise during the year
3. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

Recommendations

4. Members are requested to;
- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

3.0 Main issues

Best Council Plan

- 3.1 A refresh of the Best Council Plan was agreed at Executive Board in March 2015, to reflect the progress made over the past year and the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is attached as Appendix 2.
- 3.2 One of the six objectives defined in the plan is building a child-friendly city. Some of the key areas of focus which support this are:
- Continuing focus on helping all children to be healthy, safe from harm and to progress and achieve at school
 - Expanding services that support families to resolve problems impacting on the welfare of children using £4.8m national funding attracted from Innovation Fund
 - Promoting good mental health.

Strategic Partnership Board

- 3.3 As set out within its terms of reference, this Scrutiny Board may review or scrutinise the performance of the Children and Families Trust Board acting as 'critical friend'.

The draft Children and Young People Plan (CYPP) 2015 – 2019 from Good to Great is attached as Appendix 3, details the focus or 'obsessions' of the Children and Families Trust Board. It is a statement of intent and ambition which details how a positive and significant difference will be made to the lives of over 183,000 children and young people in the City. The draft CYPP is due to be considered by the Executive Board on the 24 June 2015 .

- 3.4 In determining items of scrutiny work this year, the Scrutiny Board is encouraged to explore how it can add value to the work of the Partnership in delivering on the city priorities and the obsessions and outcomes detailed in the Children and Young Peoples Plan. The Executive Board Member for Children and Families and the Director of Children's Services have been invited to the meeting to highlight particular areas where further scrutiny could add value and improve services.

Other sources of Scrutiny work

- 3.5 The Scrutiny Boards' terms of reference are also determined by reference to Directors' delegations. As such, Scrutiny Boards have always challenged service directorates across the full range of council activities and the Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate.
- 3.6 The Board's performance monitoring and critical friend role can often lead to the identification of areas for more detailed scrutiny. It is proposed that a performance report be scheduled into the work program in July 2015. The Leeds Safeguarding Children Board annual report is also scheduled for discussion in September 2015.
- 3.7 This year the Scrutiny Board is requested to consider the voice of influence of children in Leeds. The Youth Council have highlighted that currently the top issues for young people in the City, as voted for by 19,500 young people in Leeds (November 2014) is improving work experience opportunities.
- 3.8 The Scrutiny Board (Children and Families) during 2014/15 has undertaken some pre-decision Scrutiny into the developing School Transport Policy for SEN children and young people at the request of the Executive Board. It is recommended that this work continues until such time as the policy is agreed by Executive Board. The Scrutiny Board (Children and Families) also formed a working group looking at safeguarding children at risk of CSE. It is also recommended that this work continues for 2015/16.
- 3.9 Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals.
- 3.10 Scrutiny Boards have always sought to work in partnership with one another where appropriate, in particular in cross-cutting areas which span more than one Scrutiny Board's terms of reference. In setting the work programme for the coming year, the Board is encouraged to consider areas of work which may benefit from a partnership approach.
- 3.11 The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework. It is anticipated that the Scrutiny Board will be asked to contribute to the development of initial budget proposals for 2015/16 later in the municipal year.
- 3.12 The Board should consider if a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently and if the matter raised is of sufficient significance and has the potential for Scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements. A list of previous scrutiny inquiries relating to Children's Services is attached as Appendix 4.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny, agreed by full Council in May 2015 also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work

4.2 Equality and Diversity / Cohesion and Integration.

4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council Policies and the Best Council Plan

4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

4.3.2 The following plans are relevant to the work of the Scrutiny Board (Children's Services):

- The Leeds Children and Young Peoples Plan 2015-2019 – Good to Great
- Best Council Plan 2015-20

4.4 Resources and Value for Money

4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.

4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors, Executive Board Members and Scrutiny Officer, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to;

- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
- Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

7.0 Background papers¹

7.1 None

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

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice from the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.

LEEDS CITY COUNCIL SUMMARY BEST COUNCIL PLAN 2015-20 UPDATE 2015-16

“We have a positive and distinctive vision for the future of Leeds City Council: where the council becomes more enterprising; businesses and partners more civic; and the public more engaged. We will meet our responsibilities in a way that serves our communities even better, reducing inequalities and achieving our ambitions of Leeds being the UK’s best council and best city: a city that is great for all ages; where people are earning, learning, safe, healthy and engaged.”

Tom Riordan
Chief Executive of
Leeds City
Council

Cllr Keith Wakefield
Leader of Leeds
City Council



Our values will influence how we work

Working as a
team for Leeds

Being open, honest
and trusted

Working with
communities

Treating
people fairly

Spending
money wisely

For the next 12 months this is what we will be doing:

- 1 Supporting communities and tackling poverty
- 2 Promoting sustainable and inclusive economic growth
- 3 Building a child-friendly city
- 4 Delivering the better lives programme
- 5 Dealing effectively with the city’s waste
- 6 Becoming a more efficient and enterprising council

Our breakthrough projects will help us achieve these objectives by cutting through traditional boundaries and engaging partners and communities differently.

“We are again asking our colleagues to do more with less and to deliver the very best for Leeds. Thank you for all you have achieved so far and for the hard work that is going to be needed ahead.”

Our breakthrough projects will help us develop new ways of working

Domestic
violence
and abuse

Hosting world
class events
on a global stage as a
smart city

Making Leeds the
best place to
grow old

Reducing health
inequalities through
healthier
lifestyles

Cutting
carbon
in Leeds

Housing
growth,
and jobs for
young people

Rethinking the
city
centre



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Leeds Children and Young People's Plan 2015-19 -from Good to Great-

“Children’s Services in Leeds benefit from outstanding, inspirational and confident operational and political leadership. The Child Friendly Leeds ambition has cross-party political support,”
“professionals across the city put children and young people at the heart of their work,”
*“partners work effectively together to safeguard children and young people” (Ofsted report
March 2015)*



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Welcome to the Children and Young People's Plan 2015-19

Our vision for a child friendly city is our ambition for how we will make a difference to the lives of over 183,000 children and young people. **We always start with a simple question: What is it like to be a child or young person growing up in Leeds, and how do we make it better?**

We adopt a partnership approach because addressing these issues is the responsibility of everyone who works with and cares about children and young people. Our aspiration to become a child friendly city is at the heart of our Vision because if we all do what we can to ensure our children and young people are safe, healthy, successful, heard, involved and respected at home, at school, in their communities - and whenever decisions affect them – it sends the right message about how important their welfare is to us and how important they are to our future.

We have consulted widely about our 2015-19 plan. **Our partners and Ofsted say that there are many examples of how we have made good and sometimes outstanding progress**, using the framework of obsessions, outcomes and priorities set out in the CYPP 2011-15. Examples of the impact we have made are included in the new plan. **However, we know there is a lot more to do.**

During the consultation the workforce, children and young people, our partnership boards, Council officers, elected members, our local, national and international adviser networks and our performance data told us that an enhanced focus on some areas will help us **go further and faster**. Our new plan sets out the detail of these issues and how we will tackle them.

The overall effectiveness of children's services in Leeds is rated as good by Ofsted who published their "Inspection of services for children in need of help and , children looked after and care leavers and Review of the effectiveness of the local safeguarding children board" in March 2015. Within the overall judgment services for children who need help and protection are rated good; services for Children Looked After and achieving permanence are rated as good; adoption performance is rated as good; the experiences and progress of care leavers is rated as good; and, leadership, management and governance is rated as outstanding. The Leeds Safeguarding Children Board (LSCB) is also rated good.

This is an outstanding milestone in the Leeds improvement journey, arising from all the hard work done across the city in the last 5 years. It reflects a remarkable transformation in a relatively short period of time and is a fitting tribute to the dedication, commitment and professionalism of the Children's Services workforce and partners. **However, we are not complacent. Leeds is a big and complex city facing significant and stubborn challenges. Outcomes are not always good enough and are not always consistent across the city and across different groups and communities.**

The core of our vision and framework of obsessions, outcomes, priorities and key indicators is little changed from that set out in the 2011-15 plan. We have updated the framework to better reflect the current position. This includes areas highlighted as vitally important by the data and our consultees, including children and young people. for example,

- best start in life
- narrowing gaps in learning outcomes



- the importance of social, emotional and mental health and well being outcomes, including positive behaviour in learning settings,
- outcomes for those with special educational needs or disability.

Our vision and framework is well understood across the city. Our relentless focus on these areas, and the way our partners have applied them on a day to day basis, and in a wide range of services, agencies, settings and interactions with children, young people and their families, has been the key to our success to date. The **“development of a clear and ambitious vision has fostered a relentless focus on continuous improvement.”** (Ofsted report, March 2015)

We know need to refresh the collective determination across the city to use the updated vision and framework to unpick the issues facing some of our children, young people and families, particularly those who are most vulnerable to poor outcomes or who face significant challenges. To help us do this we have identified 7 improvement programmes highlighted during the consultation on the 2015-19 plan. A summary of our approach is set out on page 21 of the plan.

The CYPP is the ambition, the intention, the framework; the commitment; the guide; the script. It is made real and translated into sustainable changes in outcomes for children, young people, families and their communities by our partners. Our partners pick up and run with the vision and framework every day of the year.

Through the application of our vision and framework and our shared behaviours and methods, we are confident that our partners, led by *the Children and Families Trust Board (CFTB)*, can build on the progress made to date.

Our CYPP is central to the growth strategy for the city. An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities lays the foundation for an increasingly prosperous city where the social and economic benefits of growth are enjoyed by all.

The social and economic “payback” from investment in children’s services, particularly early intervention and preventative work, is healthy and flourishing communities and a thriving city where more people reach their potential. The scale and range of the potential gains of the “invest to save” approach is documented in study after study. Our challenge is to deliver these on the ground in Leeds.

Councillor Lucinda Yeadon
Deputy Leader and Executive Member for
Children and Families

Nigel Richardson
Director of Children’s Services

Our vision

Leeds has a bold, exciting ambition to become the 'best city' and the best council in the UK. We will only achieve this if we become the best city for children and young people to grow up in. Our vision is for Leeds to be recognised as 'child friendly city.'

Through our vision we invest in children and young people, their families and their communities to help build a more prosperous and successful city. In a child friendly city

- ✓ *All children and young people are safe from harm*
- ✓ *All children and young people do well at all levels of learning and have the skills for life*
- ✓ *All children and young people choose healthy lifestyles*
- ✓ *All children and young people are happy and have fun growing up*
- ✓ *All children and young people are active citizens*

A child friendly city is also a city where the affects of child poverty are minimised and where the social and economic benefits of growth are enjoyed by all.

A Restorative City

We want to create a new **social contract** between the state and our citizens so that the emphasis of all our practice is on working **with** children and families, rather than doing things **to** them or **for** them. Working restoratively involves high support and high challenge so that families find their own lasting solutions to the challenges they face, and are equipped with the resilience to move forward successfully.

We are working towards a position where a restorative approach is the default option. A basic entitlement for all children, young people and families who come into contact with our services, with the child at the heart of decisions that affect them.

Underpinning this approach are the 4 principles agreed by the CFTB and adopted as council policy statements:

- *The default behaviour of children's services in all its dealings with local citizens/partners and organisations will be a restorative one-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*
- *For all families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children, the family will be supported to help decide what needs to happen*
- *Children's Trust and Local government partners must see all local schools as community assets and have a clear role in holding those institutions - no matter what the governance arrangements - to account for the contribution they make to the well being of the local population.*

Building a Child Friendly City- Our Obsessions, outcomes, priorities and key indicators

3 Obsessions

- safely and appropriately reducing the number of Children Looked After
- reducing the number of young people not in education, employment and training
- improving school attendance

5 outcomes	14 priorities	20 Key indicators		
All CYP are safe from harm	1. Help children to live in safe and supportive families 2. Ensure that the most vulnerable are protected	1. Number of Children Looked After		
		2. Number of children and young people with child protection plans		
All CYP do well at all levels of learning and have the skills for life	3. Improve achievement and close achievement gaps 4. Increase numbers participating and engaging 5. Improve outcomes for CYP with special educational needs and disability 6. Support children to have the best start in life and be ready for learning 7. Support schools and settings to improve attendance and develop positive behaviour	3. % with good achievement at the end of primary school		
		4. % gaining 5 good GCSEs including English and maths		
		5. Level 3 qualifications at 19.		
		6. Achievement gaps at 5, 11, 16, 19		
		7. Primary and secondary school attendance		
		8. Young people NEET/not known		
		9. Number of school places created in good or outstanding schools		
		10. Destinations of CYP with send after they leave school		
		11. % with good level of development in Early Years		
		12. Number of school exclusions		
		All CYP enjoy healthy lifestyles	8. Encourage physical activity and healthy eating. 9. Promote sexual health 10. Minimise the misuse of drugs, alcohol & tobacco	13. Obesity levels at age 11
				14. Free school meal uptake- primary; secondary
15. Teenage pregnancy rates				
16. Rates of under 18s alcohol related hospital admissions				
All CYP have fun growing up	11. Provide play, leisure, culture and sporting opportunities. 12. Improve social, emotional and mental health and well being	17. Surveys of CYP perceptions		
		18. CYP and parent satisfaction with mental health services		
All CYP are active citizens who feel they have voice & influence	13. Reduce crime and anti-social behaviour 14. Increase participation, voice and influence	19. Proportion of 10-17 year olds offending		
		20. Percentage of C&YP who report influence in a) school b) the community		

A relentless focus on continuous improvement

Our 3 obsessions were identified in the CYPP 2011-15. These along with our outcomes, priorities and key indicators were chosen because they are powerful starting points that provide a way to tackle the complex issues affecting the most vulnerable. Our rationale is that rapid progress on the obsessions has a “knock on” effect in other areas; helping us go further and faster on the improvement journey.

We have made no radical changes to the obsessions, outcomes and priorities in the 2015-19 plan. We do this not because nothing has changed or because issues have not moved on, but because they provide an essential framework to guide the partners in their improvement work. Starting points that take us to the complex issues and patterns of behaviour that lie beneath the headline words and numbers. Starting points that challenge us to identify the range of needs, and deliver the best mix of universal, specialist and targeted services, in the right way at the right time, through the right mix of practitioners.

Starting points that lead us “everywhere.” We know, for example, that improving attendance will improve attainment and that tackling those with poor attendance will often lead us to disengagement, low attainment, family behaviour patterns, domestic violence, child or parental substance misuse, child or parental mental health and learning disability. We know that poor attendance is often linked to NEET, engagement in the social care system and youth offending.

We know that focusing on pupil groups with lower attendance and higher persistent absence will often lead us to those living in deprived areas, Children Looked After, pupils with special education needs and some ethnic minority groups.

We know that starting with a different focus, a different point in the framework, will lead us into these same areas and link us in to other issues such as family orientated social care systems. And so on- any starting point in the framework leads to the key issues and underlying patterns.

We have updated the framework to better reflect the current position. This includes areas highlighted as vitally important by the data and our consultees, for example,

- best start in life
- narrowing gaps in learning outcomes,
- the importance of social, emotional and mental health and well being outcomes, including positive behaviour in learning settings,
- outcomes for those with special educational needs or disability.

Our vision and framework is well understood across the city. Our relentless focus on these areas, and the way our partners have applied them on a day to day basis, and in a wide range of services, agencies, settings and interactions with children, young people and their families, has been the key to our success to date.

We know need to refresh the collective determination across the city to use the vision and framework to unpick the issues facing some of our children, young people and families, particularly those who are most vulnerable to poor outcomes. To help us do this we have identified 7 improvement programmes highlighted during the consultation on the 2015-19 plan. A summary of our approach is set out on page 21 of the plan.

Working in partnership

The CYPP is the ambition. The shared framework of starting points. It is made real and translated into sustainable changes in outcomes for children, young people, families and their communities by our partners. Our partners pick up and run with the vision and framework every day of the year. Our partners translate the CYPP into improved outcomes for our children and young people, and their families and their communities.

There are an estimated **75,000 people** in Leeds whose daily work touches children, young people and their families. They work in a vast array of services, agencies and settings and come together in a diverse range of formal and informal partnerships.

The Young Lives Leeds Forum (YLL) is the strategy and development partnership for **third sector** organisations. Over 250 organisations are members. YLL represents third sector organisations on the CFTB. It is hosted by Voluntary Action Leeds (VAL), the Council for Voluntary Service in Leeds. VAL provides support services and specialist advice to third sector organisations, helping them to carry out their work and ensuring they are represented in partnership work.

We engage many of our **183,000 children and young people** in services and they get involved through the Youth Council, the Student LSCB, and the Children's mayor. Over 6,000 took part in the last elections and over 19,000 completed the make your mark survey.

Our 25 clusters are local partnerships that include the Children's Social Work Service, schools, governors, Police, Leeds City Council youth service, Youth Offending Service, Children's Centres, Housing services, third sector, health, local elected members. Local clusters:

- enable local settings and services to work together effectively to improve outcomes for children, young people and their families
- build capacity to improve the delivery of preventative and targeted services to meet local needs, and provide early help and additional support
- promote the CYPP and the ambition of a child friendly city across the locality

The **Children and Families Trust Board (CFTB)** is the formal partnership between all those agencies who play a part in improving outcomes for children and young people and who have a shared commitment to our CYPP. The Board is chaired by Councillor Judith Blake. The Board brings together NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector, and Leeds City Council services such as children and young people's social care, housing, early years, public health and education and learning.

The **Leeds Safeguarding Children Board (LSCB)** has a statutory responsibility for holding those agencies responsible for promoting children's welfare, and protecting them from abuse and neglect, to account. The LSCB has representatives on the CFTB and vice versa.

The LSCB is responsible for coordinating our work to safeguard and promote the welfare of children and for ensuring the work is effective. It develops policies and procedures, contributes to service planning, takes a leadership role in sharing learning and understanding practice, and providing workforce development and training, and monitors and performance manages



safeguarding practice. **“Our vision is for Leeds to be a child friendly city in which children and young people are safe from harm in their families, their communities and their neighbourhoods.”** The LSCB agrees and accepts that legally anyone is required to share information as necessary when a child is ‘at risk of harm.’ The CTB fully supports this principle.

“People in Leeds are safe and feel safe in their homes, in the streets, and places they go” is the desired outcome of the work of the Safer Leeds Executive. (SLE) The SLE is a community safety partnership involving Leeds City Council, West Yorkshire Police and other partners such as Clinical Commissioning groups, the Fire and Rescue Service, the Probation Trust, Youth Offending services and the Office of the Police and Crime Commissioner. The CTB and LSCB are also partners. The shared focus is reflected in the key priorities for the SLE, for example:

- partnership working to reduce domestic violence
- tackling and reducing anti-social behaviour in our communities
- improving our response to Child Sexual Exploitation and human trafficking
- reducing re-offending
- dealing with the increased use of legal highs and cannabis in the city
- Safer Schools initiative and hate incident monitoring

The Health & Well Being Board & Joint Health & Well Being Strategy address the shared outcomes and priorities of those working in the National Health Service, Public Health and Social Care services, and in a range of Council services for children and adults. The Chair of the CFTB and the Director of Children’s Services sit on both Boards and Health organisations are well represented on the CTFB. Joint working also takes place through forums such as the Best Start in Life Strategy group and the Child Poverty Outcomes Group. Shared concerns are:

- healthy lifestyles and choices
- emotional and mental health
- everyone has the best start in life
- people have a voice and are involved in and can influence decision making
- everyone achieves their full potential through education and learning
- people are supported into work and employment
- people are provided with advice and support on debt and income
- narrowing the gap for those who experience relatively poor outcomes

As well as formal partner boards there is **broad cross-party political support for our programmes. We are supported and helped by local businesses, sports organisations such as the Leeds Rugby Foundation, the local newspapers, West Yorkshire Police, NHS Leeds and Leeds Community Healthcare, schools, the third sector, and a range of regional, national and international academic and practitioner partners.**

Ways of working

Our vision of a child friendly city and relentless focus on using our obsessions and priorities to drive continuous improvement is underpinned by 3 behaviours. Through the behaviours we put the child at the centre of everything we do, and seek to listen to the voice of children and young people and promote their welfare.

3 behaviours

In all our work **Outcomes based accountability** helps us move from “talk to action” by focusing on a clear and simple process for review and planning:

- What are the outcomes for children and young people?
- What are the key indicators of how well we are achieving outcomes?
- What are the issues lying behind the trends- the forces and causes at work-the story behind the baseline?
- Who are the key partners?
- What works? What are the best ideas for improvement, how can we “turn the curve”?

OBA also keeps a relentless focus on outcomes by posing 3 questions:

- **How much did we do?**
- **How well did we do it?**
- **Is anyone better off?**

A commitment to **restorative practice** informs all our work. This means that the emphasis of all our practice is on working **with** children and families, rather than doing things **to** them or **for** them. Service providers become the facilitators who work restoratively, providing high support and challenge to enable families to find their own sustainable solutions to the challenges they face, and to equip them with the resilience to move forward successfully. The approach is underpinned by 4 statements of intent agreed by the CFTB and adopted as council policy.

- *The default behaviour of children’s services in all its dealings with local citizens/partners and organisations will be a restorative one-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*
- *For all families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children, the family will be supported to help decide what needs to happen*
- *Children’s Trust and Local government partners must see all local schools as community assets and have a clear role in holding those institutions - no matter what the governance arrangements - to account for the contribution they make to the well being of the local population.*

We are working towards a position where a restorative approach is the default option for all our contact with children, young people and their families with the child at the heart of decisions that affect them. The further roll out of restorative practice and family group conferencing across the Children’s Services workforce, using the £4.85m worth of funding secured from the national

innovation fund, is one of the programmes we have identified to help us build momentum and go further and faster on our improvement journey.

Listening to and responding to the voice of the child in all that we do is the third underpinning behaviour. In all work, practice and behaviour we see the child as the client, put children and young people at the heart of everything we do, and seek to safeguard and promote the welfare of children and young people. This includes consideration of the transition to adulthood and the role of the family- see below- “think family-work family.”

We are also fully committed in all our work to the LSCB’s statement that legally anyone is required to share information as necessary when a child is ‘at risk of harm.’ **“partners work effectively together to safeguard children and young people”** (Ofsted report, March 2015)

As well as the 3 behaviours which we both use and strive to embed in services and agencies across the city, there are a number of other important aspects to our ways of working. **Early help-** Extra support may be needed at any point in a child or young person’s life. We seek to offer support quickly to reduce the impact of problems. We aim to make sure that practitioners have **“the right conversations, with the right people, at the right time”** so that they can identify needs and the right response.

Early help is delivered through **25 clusters of services**, based around groups of schools. They identify those needing additional support and organise the right mix of specialist and targeted services. **“A well-coordinated locality and cluster approach results in early identification and extensive work with families according to need.”** (Ofsted report, March 2015)

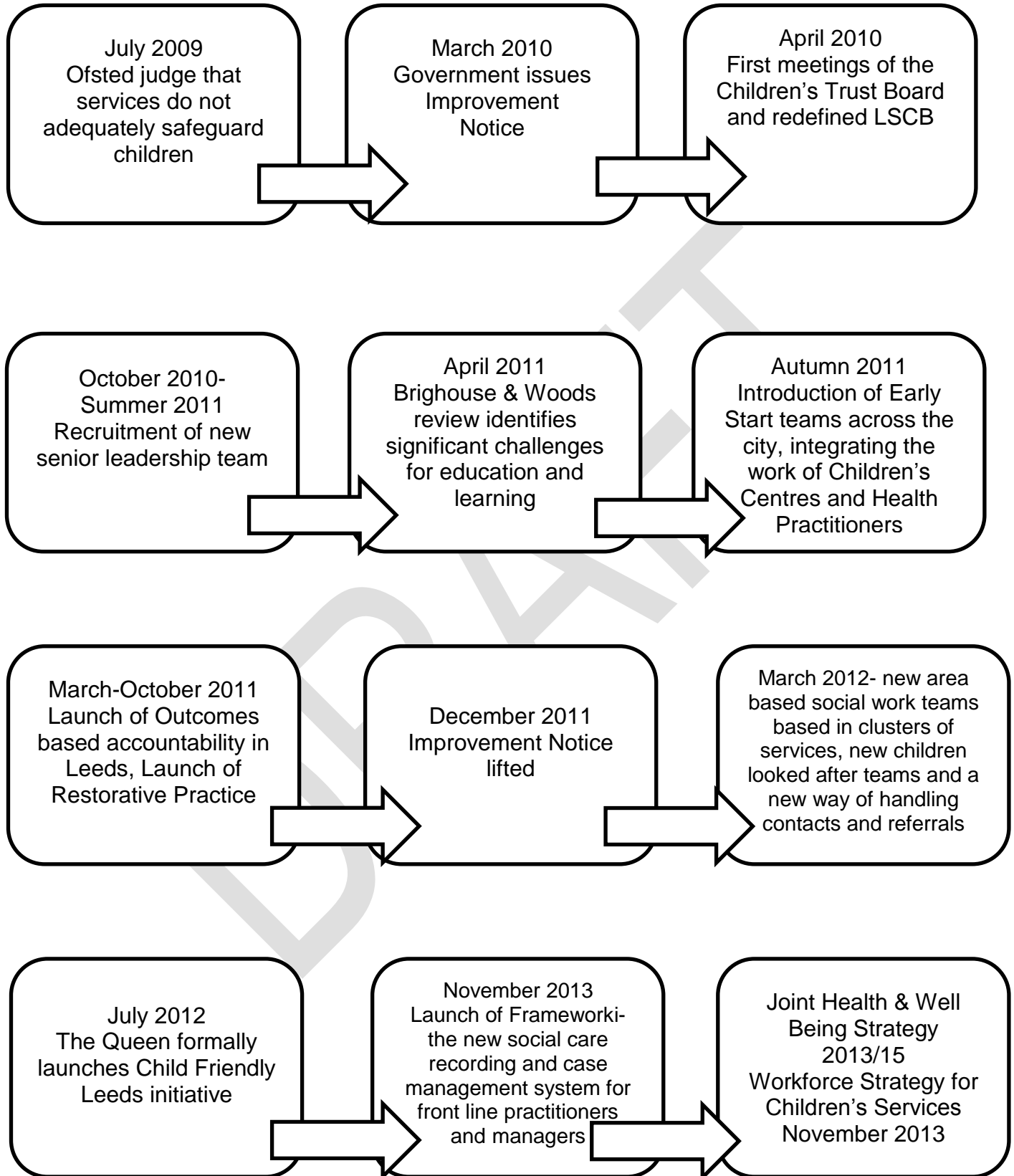
A **family approach** is an essential way of working because of the prevalence of domestic violence, parental substance misuse, parental mental health and parental learning disability. The Leeds **“think family work family”** protocol emphasises that when working with a child or young person, practitioners should consider the relationships they have with their family, the role of adult behaviour and the wider context such as friends and the local community.

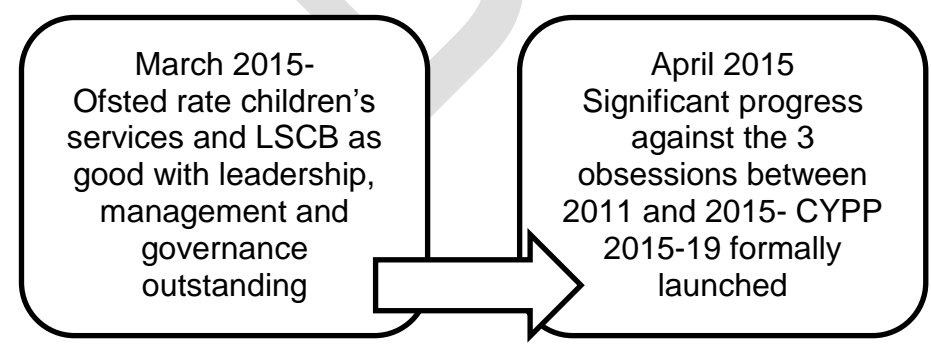
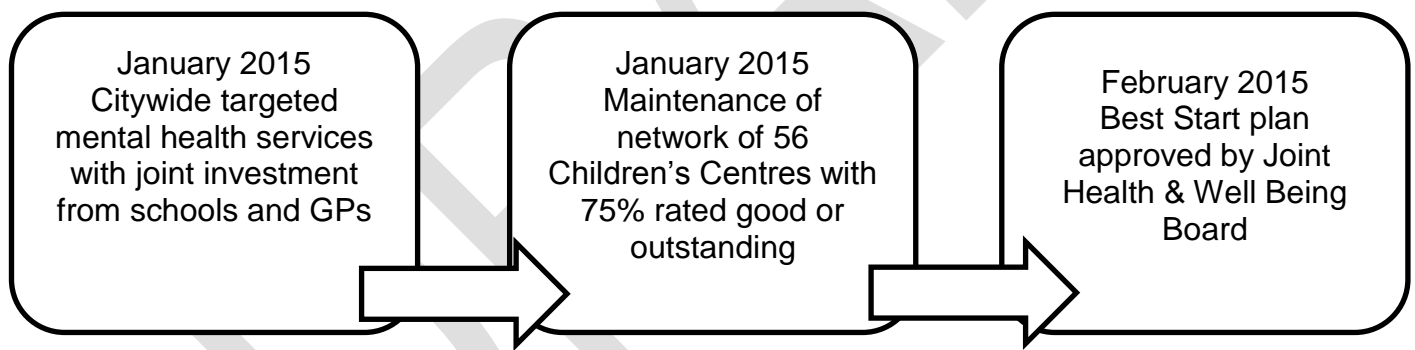
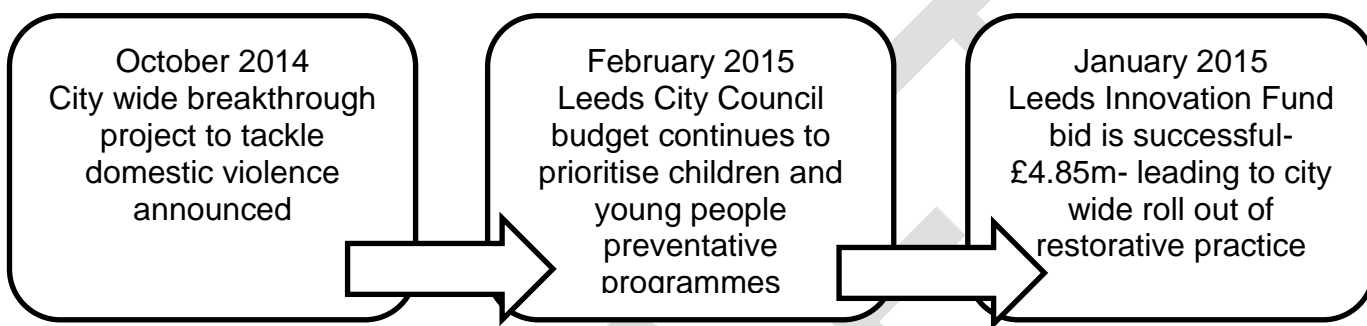
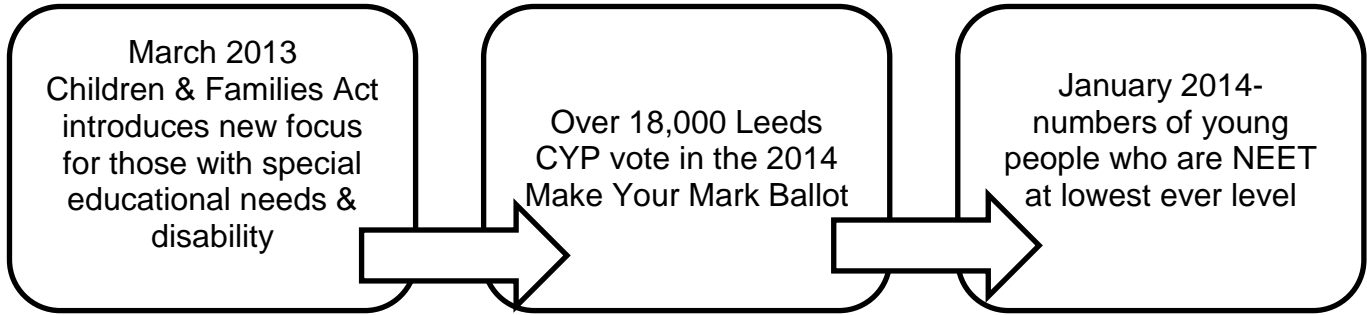
Investing to save, city wide growth strategy. Making changes to underlying patterns of behaviour by investing in early, preventative work is key to making lasting improvements in outcomes, reducing demand and reducing the cost base of services. **Investing to save** is also part of the growth strategy for the city. **An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities lays the foundation for an increasingly prosperous city where the social and economic benefits of growth are enjoyed by all. Resilient and successful children and families lead to resilient and successful communities which in turn drive city wide social and economic growth and prosperity.** As part of this there is a need to explore the options for deploying partner budgets across the city in a more integrated and focused way.

We also seek with partners to embed CYPP issues in the seven city wide breakthrough projects

- *Cutting carbon in Leeds City Council*
- *Domestic violence and abuse*
- *Hosting world class events*
- *Housing growth and jobs for young people*
- *Making Leeds the best place to grow old*
- *Reducing health inequalities through healthy lifestyles*
- *Rethinking the city centre*

Leeds Children's Services Improvement Journey 2009-15





Building momentum- going further and faster- from good to great

The 2015 Ofsted report is a key milestone but we are not complacent. ***Leeds is a big and complex city facing significant and stubborn challenges. Outcomes are not always good enough and are not always consistent across the city and across different groups and communities.***

During the consultation on the CYPP2015-19 the workforce, children and young people, our partnership boards, partnership services and agencies, Council officers, elected members, our local, national and international adviser networks, our performance data and our Ofsted inspection, told us that a focus on some specific areas and programmes will us further improve progress against our obsessions, outcomes and priorities.

Tackling these is central to improving outcomes and ensuring they are more consistently embedded across all areas and communities, particularly those who are most vulnerable to poor outcomes.

The main 7 areas identified to **help us move from good to great by accelerating progress on the obsessions and a range of outcomes and priorities** are listed below. A brief introduction to each is provided on page 15, and they are put in the wider context of Children's Services in Leeds in the diagram on page 16, and shown in relation to the 3 obsessions, five outcomes and 14 priorities on page 21.

- ***The best start plan***
- ***The review of social, emotional and mental health and well being***
- ***A life ready for learning strategy***
- ***The “think family work family” protocol***
- ***A city wide breakthrough project on domestic violence***
- ***Early help***
- ***Outstanding social work & support for vulnerable children and young people***

The role of the CYPP is to articulate and restate the importance of working in partnership across the city. It highlights the behaviours, ways of working and improvement programmes that will help us make further and faster progress against the obsessions, outcomes and priorities. Through this work and by investing to save in early help and preventative work we are laying the foundations for an increasingly prosperous city. An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities helps build a city where the social and economic benefits of growth increasingly are enjoyed by all.

The detailed planning and delivery of services within the overarching framework provided by the CYPP is the job of the 75,000 people in the city who work with children and young people on a daily basis. The combination of their dedication, commitment and professionalism and our relentless focus on a simple framework of obsessions, outcomes, priorities and improvement work has been the key to our success to date.

We now need to refresh our collective determination to using our people and framework to make a bigger difference to more children, young people and families.

How will we make faster and further progress- 7 key city wide improvement programmes

We will review the whole system of support for **social, emotional and mental health and well being**. This review will focus on enabling children and young people to access services quickly, easily and effectively through simple entry points.

The **Leeds Best Start Plan** is preventative programme from conception to age 2 years which aims to ensure a good start for every baby, with early identification and targeted support for vulnerable families. Bests start impacts on all outcomes and priorities.

Think family work family protocol. When working with a child or young person we will always consider their relationships with their family, the role of adult behaviour, and the wider context such as friends and the local community.

A Life Ready for Learning focuses on readiness to learn at all ages, closing the achievement gaps between Leeds and national performance, and closing the gaps between outcomes for vulnerable groups and the average for Leeds and for their peers nationally

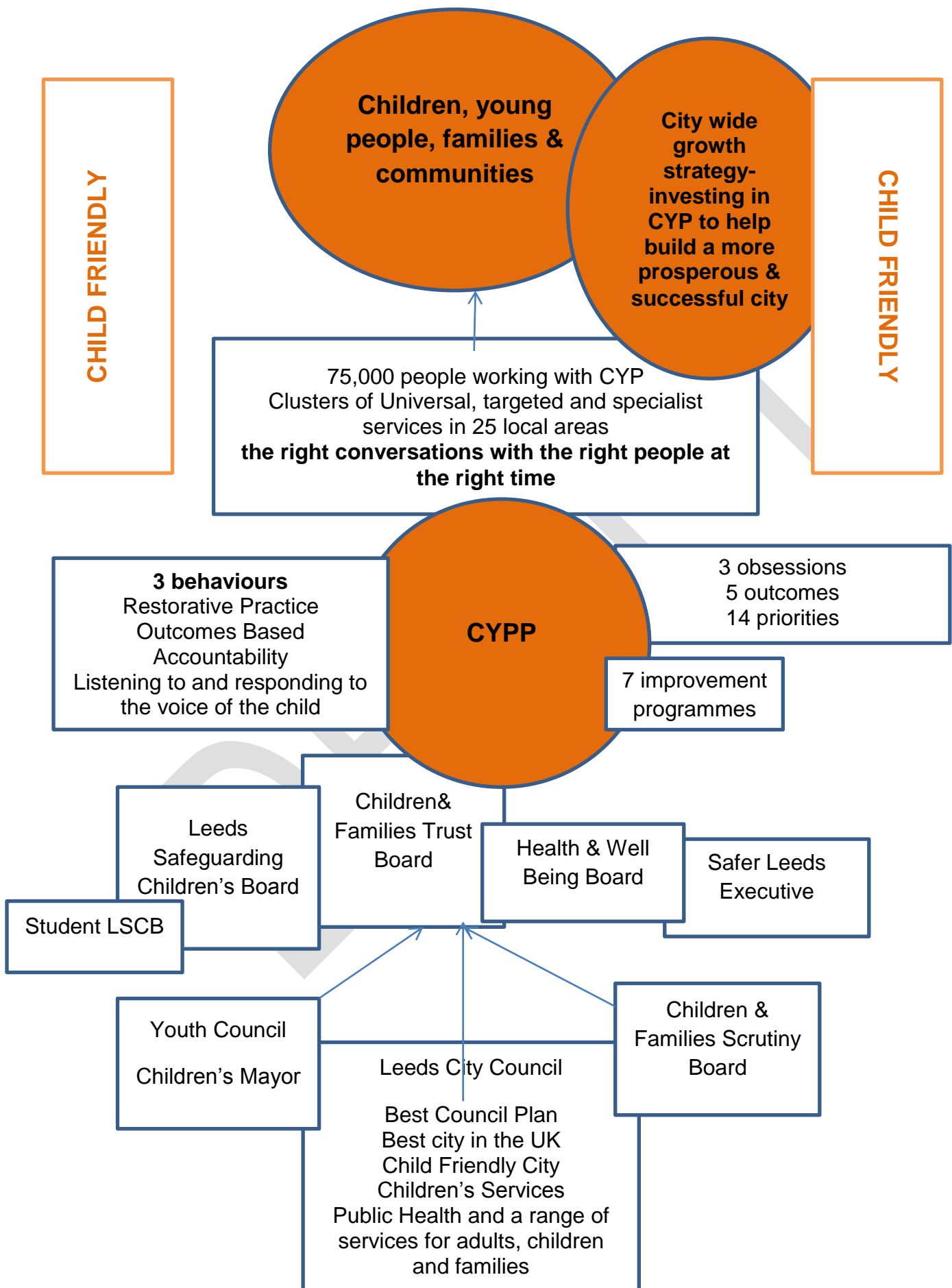
Early help is delivered through **25** clusters of services and agencies. Early help identifies those who need additional support and organises an early response. Practitioners will have **“the right conversations, with the right people, at the right time.”** We need to make sure our locality structures and processes maximise early help

A city-wide breakthrough on tackling domestic violence. DV underpins a range of poor outcomes for children, young people and families. Leeds will not tolerate domestic violence and will work restoratively with victims and perpetrators to address the causes and consequences.

Outstanding social work & support for vulnerable children and young people. Building on our Ofsted inspection, our families- first programme and our investment in social work, we will ensure consistent quality and outcomes across all work with vulnerable children and young people



Children's Services in Leeds





Is anyone better off? Impact 2011-15

Safe reduction in children looked after children numbers

1290 children were looked after in January 2015, down 155 (10.7%) since March 2011



More days in school with best ever school attendance

Around 400,000 extra days in school in 2013-14 compared to 2010-11.

Reduction in the number of young people NEET

Between June 2011 and December 2014 the number of young people not in education employment or training reduced from 2,099 to 1,449 a reduction of 650 (31 per cent).



Improvement in monitoring of EET involvement

EET "not known" was 5.8% (Dec 2014) down from 7.6% (Dec 2011). At the end of the last academic year it was 2.4%. We have an improved understanding of the young people who are available for EET and of those who are sustained NEET.

More primary schools are rated good or better

In December 2014 87% of primary schools were good or outstanding, an increase of 19% points since August 2011.



Effective early help assessment and intervention

2013-14 saw a 32% increase in early help assessments with 1185 undertaken. 1700 cases stepped down from the social care duty and advice team. 550 practitioners were trained to do EHAs.

High rate of children's centres good or better

As at March 2014 75% of children's centres were good or outstanding (the national average was 67%).



Learning Improvements at Key Stage 1

In 2010, an average of 83.2% of pupils achieved Level 2+ across all subject areas. In 2014, this had risen to 87.3%. In the same period, the percentage of pupils achieving Level 3+ rose from 11.5% to 18.7%.





More secondary schools are rated good or better

In December 2014 65% of secondary schools are good or outstanding compared to 55% in August 2011. The number of schools with 5 or more points since August 2011.



Gradual reduction in numbers on child protection plans

The number of June children on plan at the end of December 2014 was 642 a reduction of 419 (39.5%) since June 2011. The number of children subject to a plan for two years or more reduced to 8 (1.2%) in December 2014 from 38 (6.8%) in March 2011.



Commitment to care leavers

The number of care leavers in education, employment and training in Leeds is 55% (Eng. 45%) and the number in suitable accommodation is 84.7% (Eng. 77.8%)

Learning Improvements at Key Stage 2

In 2010, an average of 73.2% of pupils achieved Level 4+ across all subject areas. In 2014, this had risen to 80.8%.



Multi systemic therapy working in Leeds

MST is part of our targeted family intervention. Capacity has increased from a single team to 3 area teams, plus one of 3 MST-CAN pilots which supports the most complex families. Leeds is one of 2 authorities part of MST FIT working to support reunification.



Successful Families First (Troubled Families) Programme

Leeds can demonstrate 100% compliance with the national payment by results programme by evidencing "turn around" of 2190 families. Families First has a national reputation for its approach to developing Think Family and restorative approaches.



More live births

The 2013 infant mortality rate has reduced to 3.8 per 1,000 births and the rate in deprived areas has fallen to 4.71.

Reduction in Young Offending

The number of children and young people offending and receiving a formal legal outcome continues to fall. Between April 2009 and March 2010 there were 1,928 offenders, in April 2013 to March 2014 there were 910 equating to a 53.2% reduction.





Early Start

Around 3500 parents every quarter are offered a level of additional early start support.. There has been an increase in the number of antenatal face to face contacts with health visitors to 98%.

Reduced Teenage Conceptions

There has been a steady decline in Leeds' teenage conception *rates* since 2006, a reduction of 45%. There has been a longer term fall in the *number* of teenage conceptions. In 1998 there were 641 teenage conceptions compared to 471 in 2012.



Increased in children and young people's participation in citywide consultations and campaigns

18,261 young people completed the Make Your Mark Ballot equating to 29% of the population of 11 to 18 year-olds in Leeds. The top issue voted for by young people was 'votes at 16'.



Leeds awarded UNICEF Baby friendly Initiative Award

Leeds has been awarded the prestigious UNICEF Baby friendly Initiative Award (BFI accreditation). This is the result of seven years' work to ensure new mothers get the best support from health care services to enable them to breast feed.



Launch of Leeds Local Offer

Leeds Local Offer was launched in September 2014. The website uses a specialist search engine that provides information about the support and services available in Leeds for children and young people. Users are able to search headings that reflect the 'journey of the child' from birth to 25 years.



Successful Innovation Bid

Leeds City Council secured £4.85 million from the Department for Education's Innovation Programme. The money will be used to transform the whole children's social care system in the city, implementing a restorative, family-centred model that works with families to build the skills, support and resilience so that they can find their own solutions to the challenges they face.



Leeds City Council's commitment to Child Friendly City

The Child Friendly Leeds ambition has cross-party political support. This is reflected in the significant ongoing investment of 23%* of the council's budget in children's services, despite the challenging financial context.

Child Friendly Leeds

Our whole city approach is reflected in the commitment of 300 Child Friendly City ambassadors and in the more than 550 nominations for over 250 organisations and individuals for the 2014 Child Friendly City Awards.



What is it like to be a child, or young person growing up in Leeds- some key facts?

- over 183,000 children and young people live in Leeds & there have been over 10,000 new births each of the last 5 years
- 16% of school children have English as an additional language; 24% are from Black or minority ethnic groups; 20% are eligible for Free School Meals; 18% have special educational needs
- 37% of children live in the 20% most-deprived areas of Leeds; 26% of Leeds children live in the 10% most deprived areas in the country. Over 90% of children in some schools live in the 20% most deprived areas of Leeds
- in some areas of the city the proportion of children on Child Protection Plans is up to three times higher than the Leeds average, low birth weight is twice as high as the average, and obesity rates are 50% higher than average
- in some areas of the city emergency hospital admissions for 0-4 year olds are twice as frequent as the Leeds average
- 21% of children of Leeds children- 33,175 are classed as living in child poverty by the government. In some areas of the city over 40% of children are in poverty. Over 26,000 children in over 13,000 families have been affected by reduced council tax support
- school attendance is at record levels but over 1,000 primary school children and over 2,200 secondary school children still miss over 15% of school time
- any of the 40+ % of young people not getting 5 good GCSEs has a 1 in four chance of being not in education, employment or training two years later
- every day in Leeds social workers follow up 10-12 contacts where domestic abuse is a significant factor
- 55% of care leavers are in education, employment or training. Only 26% of all those NEET intend to vote at the next general election
- 76% of our children attend learning settings which are rated as good or better
- A range of learning outcomes are improving, but vulnerable groups continue to experience relatively poor outcomes, eg. those with special educational needs and disability, some ethnic minority groups, those in receipt of free school meals, Children Looked After and Care Leavers, those with English as an additional language and those living in deprived communities.

Leeds Children and Young People's Plan 2015-2019- Executive Summary- Plan on a Page

What we'll do

One Vision

Our vision is for Leeds to be the best city in the UK and as part of this the best city for children and young people to grow up in. We want Leeds to be a child friendly city.

Through our vision and obsessions we invest in CYP to help build an increasingly prosperous and successful city.

3 obsessions

Safely and appropriately reduce the number of Children Looked After
 Reduce the number of young people not in education, employment and training
 Improve school attendance

Five outcomes

Conditions of well-being we want for all our children and young people

- All CYP are safe from harm
- All CYP do well at all levels of learning and have skills for life
- All CYP enjoy healthy lifestyles
- All CYP have fun growing up
- All CYP are active citizens who feel they have a voice and influence

Fourteen priorities

1. Help children to live in safe and supportive families
2. Ensure that the most vulnerable are protected
3. Improve achievement and close achievement gaps
4. Increase numbers participating and engaging
5. Improve outcomes for CYP with special educational needs and/or disability
6. Support children to have the best start in life and be ready for learning
7. Support schools and settings to improve attendance and develop positive behaviour
8. Encourage physical activity and healthy eating
9. Promote sexual health
10. Minimise the misuse of drugs, alcohol & tobacco
11. Provide play, leisure, culture and sporting opportunities.
12. Improve social, emotional and mental health and well being
13. Reduce crime and anti-social behaviour
14. Increase participation, voice and influence

How we'll do it

The best start in life for all children

Before and after birth we will support parents and babies to create the conditions where stress is reduced, positive bonds and attachments can form and language and communications skills develop.

A life ready for learning

We will place a disproportionate focus on learning and readiness for learning so we narrow the gap and enable all children and young people to realise their potential.

A city-wide breakthrough on tackling domestic violence

Leeds will not tolerate domestic violence and will work restoratively with victims, perpetrators and family relations to address the causes and consequences.

Think Family Work Family

When working with a child or young person we will consider their family relationships, the role of adult behaviour and the wider context such as their friends and the local community

Early help, located in clusters- the right conversations in the right place at the right time

Building on what works well and reorganising more of our services around a locality-based, restorative approach so we can focus help to where it is needed earlier

Outstanding social work & support for vulnerable children and young people

Building on the Ofsted inspection, our families- first programme and our investment in social work we will ensure consistent quality across all our work with vulnerable children and young people

A stronger offer to improve social, emotional and mental health (SEMH) and well-being

We will redesign the whole system of SEMH support and create a single, simple pathway with clear points of entry.

A clear budget strategy to become smaller in size, bigger in influence

Efficient: Enterprising: Innovative

Three behaviours that underpin everything

Listening & responding to the voice of the child

Restorative Practice: doing with, not for or to

Outcomes based accountability: is anyone better off?

How we'll know if we've made a difference

1. Number of Children who need to be Looked After
2. Number of children and young people with child protection plans
3. % with good achievement at the end of primary school
4. % gaining 5 good GCSEs including English and maths
5. Level 3 qualifications at 19.
6. Achievement gaps at 5, 11, 16 and 19
7. Primary and secondary school attendance
8. % of Young people NEET/not known
9. Percentage of new school places in good and outstanding schools
10. Destinations of CYP with Send
11. % with good level of development in Early Years
12. Number of exclusions from school
13. Obesity levels at age 11
14. Free school meal uptake- primary; secondary
15. Teenage pregnancy rates
16. Rates of under 18s alcohol related hospital admissions
17. Surveys of CYPs views of fun growing up
18. CYP and parent satisfaction with mental health services
19. Proportion of 10-17 year olds offending
20. Percentage of CYP who report influence in a) school b) the community

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Table of Scrutiny Inquires and Statements Relating to Children and Families

	Scrutiny Board	Year
Child Sexual Exploitation	Children and Families	2014/15 ongoing
Kinship Care	Children and Families	2014/15
Provision of Emotional Wellbeing and Mental Health Support Services for Children and Young People in Leeds	Health Wellbeing and Adult Social Care	2014/15
Learning Improvement	Children and Families	2014/15
Employment and Skills	Sustainable Economy and Culture	2014/15
Maths and English	Children and Families	2013/14
Cluster Partnerships	Children and Families	2013/14
School Transport	Children and Families	2013/14 and 2014/15 ongoing
Cultural Organisations' Engagement with Communities	Sustainable Economy and Culture	2013/14
Apprenticeships	Sustainable Economy and Culture	2013/14
Tackling Domestic Violence and Abuse	Safe and Sustainable	2013/14
Private Fostering	Children and Families	2012/13
Private Care Homes	Children and Families	2012/13
Increasing the number of young people who are EET	Children and Families	2012/13
Young Carers	Children and Families	2012/13
Welfare Reform	Resources and Council Services	2012/13
Review of Children's Congenital Cardiac Services	Joint Health Overview and Scrutiny Committee	2011/12
External Placements	Children and Families	2011/12
Children's Services Redesign	Children and Families	2011/12
Child Poverty	Children and Families	2011/12
Improving School Attendance	Children and Families	2011/12
Engaging Young People in Culture, Sport and Recreation	Sustainable Economy and Culture	2011/12
Outdoor Education Centres	Children's Services	2010/11
Final School Balances	Children's Services	2010/11
Safeguarding	Children's Services	2009/10
Entering Education	Children's Services	2009/10
Education Standards	Children's Services	2009/10
Attendance	Children's Services	2009/10
Meadowfield Primary School	Children's Services	2009/10
Youth Survey Statement	Children's Services	2009/10
School Organisation Consultation	Children's Services	2009/10

