



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 20th June, 2007 at 1.30 pm

Members of the Council are invited to attend and transact the following business:

7. Recommendations of the Executive Board

TO consider the reports of

- (a) the Chief Executive on recommendations of the Executive Board in relation to the Council Plan (*to follow), and
- (b) the Assistant Chief Executive (Corporate Governance) in relation to the 2007 Review of the Children and Young People's Plan (*to follow)

M HARRIS

Chief Executive

Civic Hall
Leeds
LS1 1UR

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Agenda Item 7



To all Members of Council

Democratic Services

Civic Hall
Leeds LS1 1UR

Contact: Hannah Bailey
Tel: (0113) 395 2194
Fax: (0113) 395 1599
Email: hannah.bailey@leeds.gov.uk
Our Ref: lateitems
Your Ref:

15 June 2007

Dear Councillor

MINUTES AND RECOMMENDATIONS OF THE EXECUTIVE BOARD

Further to the despatch of the agenda for the Council meeting to be held on 20th June 2007, please find attached the following documents for consideration:

- The minutes of the Executive Board meeting held on 13th June 2007;
- The Council Plan 2007/08;
- The 2007 Review of the Children and Young People's Plan.

The Council Plan is the most up-to-date version as at the date of this letter and the Review of the Children and Young People's Plan is the final version and not the draft as submitted to the Executive Board. These documents, referred to at item 7 of the Council summons, are circulated as late items as the Board meeting was held after the agenda despatch and it is considered desirable that the Council be given the opportunity to comment upon the minutes and the recommendations therein. There is a requirement that the Council Plan be published by 30th June 2007 and the decision of the Board in relation to the Review of the Children and Young People's Plan is to be noted.

Yours sincerely

Hannah Bailey
Governance Officer
Democratic Services

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EXECUTIVE BOARD

WEDNESDAY, 13TH JUNE, 2007

PRESENT: Councillor M Harris in the Chair

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

Councillor Blake – Non-voting Advisory Member

1 Late Items

There were no late items but supplementary/additional information was provided since the despatch of the agenda as follows:

- Minute 9 - Additional supplementary information in relation to consultations and discussions undertaken contained in a report circulated on 11th June 2007 and a further report tabled at this meeting.
- Minute 11 - The current draft of the Council Plan 2007/08 document tabled at this meeting.
- Minute 14 - The Children and Young People's Plan Review document circulated on 7th June 2007.
- Minute 19 - A revised version of appendix 2 to the report tabled at this meeting.

2 Exclusion of Public

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

- (a) The appendix to the report referred to in minute 10 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to, prejudice the commercial interests of the Council, disclosure of costs and details about the relationships between parties could prejudice the Council's position in dealing with claims and future negotiations. Maintaining the exemption protects the Council's negotiating position and prevents potential wasteful public expenditure.

3 Declaration of Interests

Draft minutes to be approved at the meeting
to be held on Wednesday, 4th July, 2007

Councillor Wakefield declared a personal interest in the item relating to the Review of 14-19 provision in Leeds as a member of the Learning and Skills Council.

Councillor Finnigan declared a personal interest in the same item as a governor of Joseph Priestley College.

4 Chair's Announcements

- (a) The Chair reported that Paul Rogerson, the Chief Executive was not present at the meeting by reason of the investiture of his award of Commander of the British Empire on this same day. The Board expressed congratulations to Mr Rogerson upon his receipt of the award which reflected upon his services to the City and the region.
- (b) The Chair announced that the Council had on the day of this meeting received an award from CIPFA in respect of its financial reporting arrangements.
- (c) The Chair welcomed Councillor Finnigan to his first meeting of the Board.

5 Minutes

RESOLVED - That the minutes of the meeting held on 16th May 2007 be approved.

CHILDREN'S SERVICES

6 Review of 14 - 19 Provision in Leeds

Further to minute 242 of the meeting held on 16th May 2007 the Chief Executive of Education Leeds submitted a report on progress of the review of 14-19 provision and on the proposed next stage to develop a detailed implementation plan in conjunction with key partners.

RESOLVED – That approval be given to the vision and approach outlined in the report and to the development of a detailed implementation plan based on the model proposed in the report.

7 Deputation to Council - Community Language Teaching in Leeds Secondary Schools (Sikh Welfare Trust)

The Chief Executive of Education Leeds submitted a report on the deputation to Council on 18th April 2007 regarding community language teaching in Leeds secondary schools.

RESOLVED –

- (a) That the concerns expressed by the deputation and the next steps described in the report be noted.
- (b) That a further report be brought to the Board following the conclusion of the consultation exercise currently underway.

LEISURE

8 Proposed Development of a Dance Headquarters on Quarry Hill for Northern Ballet Theatre Company and Phoenix Dance Company

Further to minute 114 of the meeting held on 15th November 2006 the Director of City Development submitted a report on the proposed development at Quarry Hill for the Northern Ballet Theatre and Phoenix Dance Company. Following consideration of the history of negotiations to date with private developers, it was concluded that partnership with a commercial developer via a developer led delivery model was unlikely to result in the required dance facilities. The report considered proposed delivery models with the Council taking the lead in the delivery of the project namely the Council acting as developer or the Council taking the lead on the project. The report also outlined the option of the Council taking no action, of relocating the proposed development or of attracting another commercial developer to the project.

RESOLVED –

- (a) That the current position regarding the proposed development of a new dance/theatre headquarters on site 1 Quarry Hill for Northern Ballet Theatre and Phoenix Dance Company at a total estimated cost of £11,675,000 be noted.
- (b) That support be given to the principle of a revised delivery mechanism to be pursued for the development of a new dance/theatre headquarters on site 1 Quarry Hill for use by Northern Ballet Theatre and Phoenix Dance Company, the specific mechanism to be agreed by the Director of City Development under the Council's scheme of delegation
- (c) That an additional £7,025,000 be injected into the Capital Programme for expenditure on the proposed development of a new dance/theatre headquarters, to be funded by a grant of £3,560,000 from Arts Council England, £400,000 from Northern Ballet Theatre and an additional contribution of £3,065,000 from the City Council.
- (d) That additional expenditure of £7,025,000 on the proposed development of a new dance/theatre headquarters on site 1 Quarry Hill for use by Northern Ballet Theatre and Phoenix Dance Company be authorised.
- (e) That the thanks of the Board be conveyed to those officers involved in the progression of this development since its first inception.

(Under the provisions of Council Procedure Rule 16.5 Councillor Finnigan required it to be recorded that he voted against this decision).

9 River Safety Management at Wharfemeadows Park, Manor Park and Tittybottle Park, Otley

Further to minute 241 of the meeting held on 16th May 2007 the Chief Recreation Officer and Assistant Chief Executive (Corporate Governance) submitted a report presenting the previous report on the need for water safety measures at the above location, on public meetings held and on the intention to circulate a further report to the Board following a display of the options at Otley Civic Centre on 8th June 2007.

Draft minutes to be approved at the meeting
to be held on Wednesday, 4th July, 2007

Further reports as referred to in minute 1 were also considered.

RESOLVED –

- (a) That the scheme to erect signage and to fence parts of the parks adjacent to the River Wharfe as detailed graphically in Appendix four to the report submitted to the Board on 16th May 2007 be implemented as soon as is practically possible.
- (b) That the height, design and colour of the fencing be as described in the report tabled at this meeting following the recent consultation exercise.

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

10 Swimming and Diving Centre, John Charles Centre for Sport

Further to minute 127 of the meeting held on 13th December 2006 the Director of City Development submitted a report on the anticipated final budget shortfall in respect of the above scheme, on the work areas that have contributed to the shortfall, the reasons and the actions taken and being undertaken, to try and reduce the anticipated shortfall.

Following consideration of the appendix to the report designated exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the recommendations identifying funding to meet the anticipated final budget shortfall, as contained in the exempt appendix to the report, be approved.

CENTRAL AND CORPORATE

11 The Council Plan 2007/08

The Chief Officer Executive Support submitted a report on the production of the Council's Best Value Performance Plan – the Council Plan 2007/08 to be submitted to the Council meeting on 20th June 2007 for approval to publish on 30th June 2007.

Copies of the current draft of the Plan were circulated at the meeting.

RESOLVED – That Council be recommended:

- (a) To approve the Council Plan to allow publication by 30th June 2007
- (b) To authorise the Chief Executive to upgrade and complete the Council Plan with any outstanding information prior to its publication on 30th June 2007
- (c) To authorise the Executive to make any necessary in-year amendments to the Council Plan subject to the amendments being reported to the next available Council meeting.

12 Performance Outturn 2006/07

The Director of Resources submitted a report on the Council's financial performance for the year ending 31st March 2007 prior to the submission of the annual accounts to the Corporate Governance and Audit Committee for approval, and subject to audit.

RESOLVED – That the report be noted and that approval be given to the creation of an earmarked reserve and an injection to the capital programme in respect of the Housing Revenue Account as detailed in paragraph 7.8 of the submitted report.

DEVELOPMENT AND REGENERATION

13 EASEL Area Action Plan Preferred Options

The Director of City Development submitted a report on proposals to consult on the Preferred Options for the EASEL Area Action Plan.

The report detailed actions taken to date to arrive at the Council's preferred options and presented the Council's response to comments received on the Alternative Options consultation, the summary of the Area Action Plan Sustainability Appraisal Report and the preferred options development plan document.

RESOLVED –

- (a) That the outcome of the informal consultation undertaken as part of the preparation of the Preferred Options be noted
- (b) That the East and South East Leeds Preferred Options be approved for publication together with its Sustainability Appraisal Summary Report and other supporting documents and that representations be formally invited between 18th and 30th July 2007.

CHILDREN'S SERVICES

14 The 2007 Review of the Children and Young People's Plan and the Annual Performance Assessment

The Director of Children's Services submitted a report on the 2007 Review of the Children and Young People's Plan.

A copy of the revised Plan had been circulated subsequent to the despatch of the agenda.

RESOLVED –

- (a) That the Children and Young People's Plan Review be approved as necessary in year amendments to the Plan and those amendments be reported for information to the next meeting of the Council.
- (b) That the final document be submitted to the next meeting of this Board for information.

15 The Future of Youth Services in Leeds

The Director of Children's Services submitted a report on the implications of the Education and Inspections Act 2006 for youth services in Leeds.

RESOLVED –

- (a) That an Integrated Youth Support Service as described in the report, be established in Leeds as from April 2008
- (b) That approval be given to the full integration of Leeds Youth Service and the localised Connexions Service into the Integrated Youth Support Service as part of a wider universal offer for 0-19 year olds.
- (c) That the Director of Children's Services progress all aspects set out in the report for the integration of services for young people.
- (d) That 2007/08 be regarded as a year of transition and change.

16 Design and Cost Report - New Wortley Children's Centre

The Acting Chief Officer for Early Years and Youth Services submitted a report on the construction of an extension to the existing Castleton Primary School to create New Wortley Children's Centre.

RESOLVED – That approval be given to the transfer of £935,000 from the Phase 2 Children's Centre Parent Scheme 12394 and that authority be given to incur expenditure of £768,000 on construction, £40,000 on equipment and £127,000 on fees.

17 Primary Review - Guiseley Primary Planning Area

The Chief Executive of Education Leeds submitted a report on the outcome of a review of primary provision in the Guiseley Planning Area.

The report presented options which had been considered as follows:

- 1 Increase the admissions number at both Guiseley Infant School and St Oswald's Junior School from 80 to 90 with effect from September 2009
- 2 Expand provision at either Tranmere Park or Hawksworth
- 3 Expand provision in Queensway
- 4 Convert both Guiseley Infants School and St Oswald's Junior School into through primaries (either 1.5FE or 2FE)

RESOLVED – That the choice of Option 1, with consultation taking place through the Annual Admissions process, be noted

18 Primary Review - Wetherby Primary Planning Area

The Chief Executive of Education Leeds submitted a report on the outcome of a review of primary provision in the Wetherby Planning Area.

The report presented options which had been considered as follows;

- 1 Maintain all current provision
- 2 Reduce the admissions limit of Deighton Gates Primary from 60 to 45
- 3 Reduce the admissions limit of Deighton Gates Primary from 60 to 30

- 4 Amalgamation of Deighton Gates with Crossley Street to form a 2 form entry school
- 5 Amalgamation of Deighton Gates with St James CE (VC) to form a 2 form entry school

RESOLVED – That the choice of option 1 be noted

19 Amendments to Home to School Transport Policy

The Chief Executive of Education Leeds submitted a report on proposed amendments to the Home to School Transport Policy in accordance with the Education and Inspections Act 2006 to be implemented from September 2008.

A revised version of appendix 2 to the report was circulated at the meeting.

RESOLVED – That the report be noted and that the revised policy, as contained in the tabled appendix 2 to the report, be approved for implementation.

DATE OF PUBLICATION: 15TH JUNE 2007
LAST DATE FOR CALL IN : 22ND JUNE 2007

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday 25th June 2007)

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The Council Plan 2007/08

About this publication

For enquiries about the Council Plan please:

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(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে **0113 224 3462** এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে **0113 224 3462** গভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 **0113 224 3462** 並說明本身所需語言的名稱。當我們聯絡傳譯斷電話。

(Hindi):-

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

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ **0113 22 43462** 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ। ਅਸੀਂ ਤੁਹਾਨੂੰ **0113 224 3462** 'ਤੇ ਲਈ ਕਰਾਂਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂਗੇ।

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر **0113 224 3462** پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹریپرٹیر) سے رابطہ کریں گے۔

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A message from the leadership of the council

To be Added

A message from the Chief Executive

Organisationally, 2007/8 represents an important year for the city council. We are at something of a crossroads as we continue to work hard on delivering the final year of our Corporate Plan 2005-8 while at the same time looking forward and seeking to plan ahead. There are a number of demanding developments in national policy that will influence us in this planning work and during this year we will need to assess and implement these. The *Smarter Working: Better Results* change management programme should ensure that we, as an organisation, are in good shape and fit for purpose as we go forward.

Local government continues to be a challenging and rewarding place to work and I would like to take this opportunity to thank staff for their hard work and dedication throughout the year. What they do really makes a difference to the local communities and to people's lives. In the year ahead we must build upon what we have already achieved and strive to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds

Paul Rogerson
Chief Executive

Our Values



Looking After Leeds

We are committed to improving the quality of life in Leeds and want to inspire pride in our city and communities. We will work with our partners, build on our successes and protect our city for future generations.



Putting Customers First

We will make sure our services meet the needs of our customers and communities. We will communicate clearly and work hard to find out and respond to our customers' needs. We are committed to providing excellent services that are value for money.



Treating People Fairly

We value the diversity of our communities and strive to ensure that everyone shares in the city's success. We will tackle discrimination and improve access to our services - especially to those with the greatest need.



Valuing Colleagues

We know that the good work of our colleagues is key to providing excellent services. We will support colleagues and encourage them to work creatively.



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Our Improvement Agenda

An introduction to Leeds

Leeds is an undeniable success story; it has transformed itself from a mainly industrial city into a broadly-based commercial centre, the most important financial, legal and business services centre in the country outside London. Leeds has attracted massive private-sector investment in property, leisure and business in recent years. Leeds is one of the best places for shopping in England with a unique Victorian market and many famous stores; it has Michelin-starred restaurants, fashionable bars and clubs, hotels and a growing number of stylish apartments geared towards 'city-living' and its reputation is as a lively 24-hour city.

Leeds is home to more than 75 different nationalities, which makes it a city of great diversity with many communities and cultures; it includes the city centre and the built up areas that surround it, the more rural outer suburbs and several market towns, all with their very own identities. Two-thirds of the district is green belt and there is beautiful countryside within easy reach of the city; Leeds provides a range of different environments in which people can live, work and visit, making it an attractive city to many people.

The council's mission is 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds', and is the driving force behind everything the council does. We are committed to improving the quality of life for people in Leeds and want to continue to inspire pride in our city and communities. However, there is still a lot to do; some of the people of Leeds have yet to fully share in the success so far. Some parts of Leeds are more deprived than they should be in a successful city; with a high number of people, many from black and ethnic-minority communities, living in areas that are officially rated as being among the most deprived in the country. It is therefore a main priority for us to continue our work to narrow the gap between the most disadvantaged people and communities and the rest of the city.

The council

Leeds is the second largest metropolitan local authority in England covering an area of 552 square kilometres. The council employs approximately 32,000 people, and this year we will spend £2.1 billion to deliver more than 500 different services to the city of Leeds and its 723,000 residents.

Leeds City Council has 99 councillors, three for each of 33 designated areas of Leeds known as electoral wards. Leeds is represented in Government by eight Members of Parliament (MPs).

To achieve our mission the council agreed seven strategic outcomes in the Corporate Plan 2005–2008. This ensures that council services are focused on what needs to be done to continually improve the quality of life for all the people of Leeds.

The council's five outcome based priorities are:

- All neighbourhoods are safe, clean, green and well maintained;
- All communities are thriving and harmonious places where people are happy to live;
- Our children and young people are happy, healthy, safe, successful and free from the effects of poverty¹;
- At each stage of life, people are able to live healthy, fulfilling lives; and

¹ This Corporate priority has been amended by the launch of the Children and Young People's Plan 2006-9 which is in response to the Children Act 2004

- Leeds is a highly competitive, international city.

To support the achievement of these outcomes we also need to make improvements to the way we work. Therefore, within the council we must make sure that:

- People and culture - our staff perform well and are constantly learning, and there is effective leadership at all levels; and
- Transforming our services - our customers receive excellent services, which are efficient and effective and meet their needs.

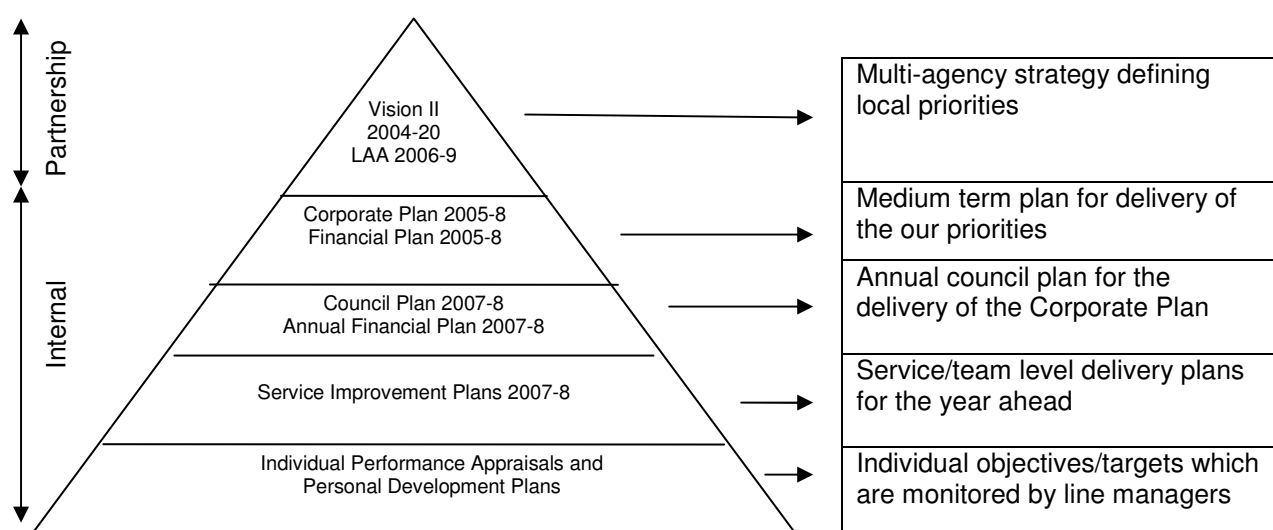
Each year we assess progress against our corporate priorities through this document, our Council Plan. This plan fulfils our statutory requirements to report on how we are performing against all Best Value Performance Indicators (BVPIs), working as a companion to the Corporate Plan. The Council Plan focuses primarily on how the council's services have performed over the past year, and sets the direction for the year ahead.

Our performance management framework

In order to ensure we are achieving our priorities the council has a robust performance management framework in place. Our performance management framework integrates planning, review, financial management and improvement systems to enable elected members, policy-makers and managers to make informed decisions to improve services.

Planning

Planning is the important first step in the performance management framework and is achieved through a 'family' of inter-related plans that identify local priorities and outline what the council is going to do to deliver local services. The 'family' of plans (outlined in the diagram below), has at its pinnacle the Vision for Leeds 2004-2020. This has provided the strategic focus and was developed with all local partners; it sets out a vision for the city and defines the community priorities that all agencies are seeking to achieve. The Local Area Agreement further develops the vision into specific actions, with defined targets, for those outcomes that the council contributes to – either on its own or with its partners



Key actions for the council arising from the multi-agency plans are then cascaded into the council's Corporate Plan and the Council Plan. The Corporate Plan sets out the medium term (3 year) strategy for delivery, while the Council Plan sets out the work programme for the year ahead. Both documents include targets to enable the council to assess progress in the delivery of these plans. Sitting alongside these, and closely linked, are the medium term Financial Plan (3 year) and the Annual Financial Plan and it is through these documents that resources are aligned to priorities to support the delivery of the Corporate and Council Plans.

These strategic plans are informed by, and link to, a number of cross cutting strategies which ensure consistent standards and drive improvements for specific themes e.g. Customer Strategy, Equality and Diversity Strategy. Below this each service area produces an annual Service Improvement Plan which defines the delivery in each service area of the key actions.

Managing our performance

In order to be effective, planning must be accompanied by arrangements to review progress and assess whether the targets set have been achieved. This monitoring is carried out quarterly and reports are reviewed by both senior officers and elected members.

Over the last year the council has continued to develop its performance management arrangements to ensure that they are challenging, rigorous, transparent, and drive continuous improvement. We are committed to embedding a performance management 'culture' throughout the authority.

Each of the council's five strategic outcomes for local people are assigned to a Director on the council's Corporate Leadership Team (see table below). These officers are accountable for the delivery of the relevant outcome. Their role is to provide leadership and direction to focus relevant activity on the achievement of our strategic outcomes and ensure that the key activities are on track. In support of this, reports of all relevant performance indicators are reviewed with each Director on a quarterly basis throughout the year and collectively by the council's Corporate Leadership Team.

The Corporate Leadership Team comprising of the Chief Executive, Deputy Chief Executive, two Assistant Chief Executives and five Directors, is the accountable body for the two internally focused strategic outcomes around transforming our services and people and culture. Similarly, quarterly performance reports are reviewed by the Corporate Leadership Team and they ensure that key activities are on track.

Strategic Outcomes for local people	Accountable Officer
All Neighbourhoods are safe, clean, green and well maintained	Director of Environment and Neighbourhoods
All communities are thriving and harmonious places where people are happy to live	Director of Environment and Neighbourhoods
Our children and young people are happy, healthy, safe, successful and free from the effects of poverty. ²	Director of Children's Services
At each stage of life people are able to live healthy, fulfilling lives	Director of Adult Social Services
Leeds is a highly competitive, international city	Director of City Development

Strategic Outcomes for the council	Accountable Body
People and culture – our staff perform well and are constantly learning, and there is effective leadership at all levels	Corporate Leadership Team
Transforming our services – our customers receive excellent services, which are efficient, effective and meet their needs	

To support this there is also an accountability process which was substantially updated and strengthened in October 2006. The new arrangements involve quarterly reports on all key performance indicators and council priorities being reviewed by Elected Members on the council's Leader Management Team, Overview and Scrutiny Committee and individual Scrutiny Boards. This improved process means that approximately 70% of all our elected members are now engaged in monitoring the council's progress against the corporate priorities.

² This Corporate priority has been amended by the launch of the Children and Young People's Plan 2006-9 which is in response to the Children Act 2004

In addition, individual service improvement plans are monitored at a service level throughout the year. These provide information on the specific tasks and actions required to achieve the high level priorities and targets set out in the corporate priority action plans.

Data Quality

Clearly the information used in our performance reporting must be accurate and robust in order to enable informed decision making at all levels. During 2006/07 the Audit Commission has significantly raised the profile of data quality management arrangements within all councils.

In Leeds we recognise that in some areas poor quality data may undermine our decision making. To address this we have put in place a work programme to pick up the specific areas of concern. This includes the development of a Corporate Data Quality Strategy and Policy which was launched on 1st April 2007, awareness raising work with key staff, targeted auditing by Internal Audit and using process mapping techniques.

The accountability reporting framework includes information on data quality to ensure that senior management and elected members are aware where there are any concerns.

Overall Performance in 2006/7

One of the purposes of this document is to set out how we performed during 2006/7. A summary of this performance is included in this section alongside the result of our external assessment by the Audit Commission. The detailed information which supports this is provided in appendix two including key achievements against our corporate priorities and all national and local performance indicators.

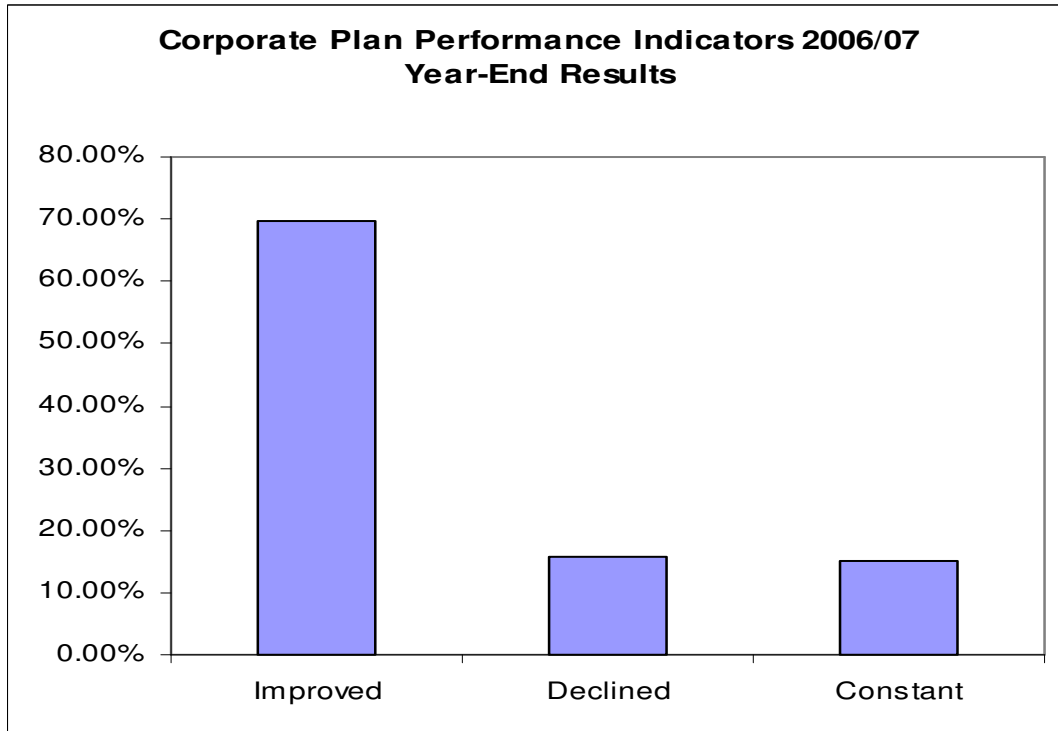
Key performance indicators

Detailed performance indicator information is set out in appendix 2 of this document and this includes the current and previous results for all the statutory Best Value Performance Indicators (BVPIs), the Corporate Plan indicators and other local indicators. This section also details the targets we are aiming for in future years.

In terms of our corporate priorities, there are 122 performance indicators which we use to measure our performance against our seven strategic outcomes. However, of these, comparable year-on-year information is only available for 76 (62%) of indicators. The graph below shows the proportion of corporate plan indicators that have improved, declined or stayed constant compared to our performance in 2005/06.

We have:

- Improved our performance on 53 out of 76 indicators (70%);
- Declined in performance on 12 out of 76 indicators (16%); and
- Remained constant on 11 out of 76 indicators (14%)

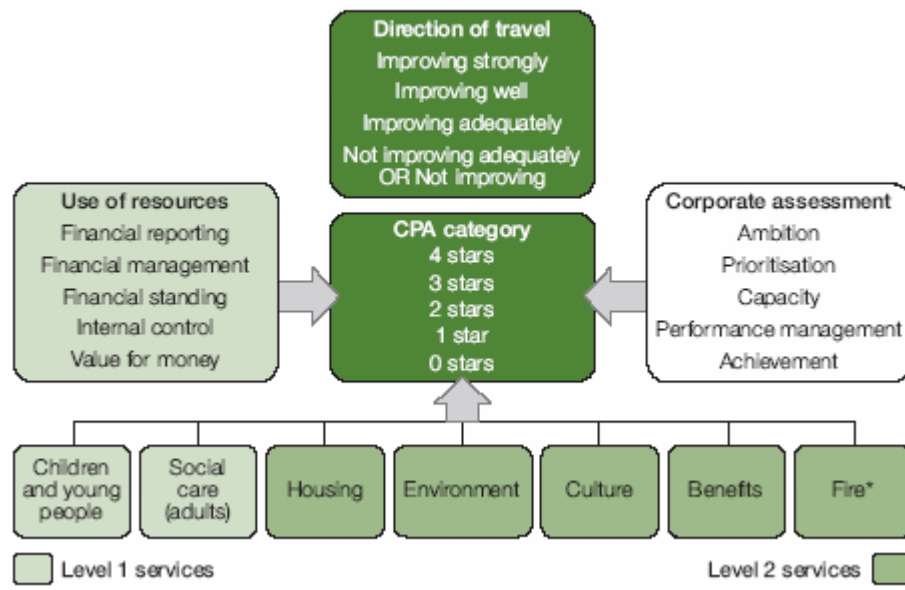


Comprehensive Performance Assessment

In 2002, the Government introduced the Comprehensive Performance Assessment (CPA) framework to measure how well all councils are performing in delivering and improving services for local people and communities. In 2005, this framework was strengthened to make it a much harder and stringent test of performance.

The CPA framework, as illustrated below, consists of several elements which are brought together to give an overall judgement of a council's performance. This framework includes assessment of performance in specific service areas (eg adult social care, children and young people, housing etc), use of resources and the Corporate Assessment (CA) of overall corporate performance.

Single tier and county council framework for 2006



These assessments are carried out by several independent bodies; on an annual basis the Audit Commission brings together the latest results from these assessments to give an overall judgement of performance. This annual judgement includes a star rating of how well the council is performing, between zero and four stars (highest score), and a 'Direction of Travel' judgement.

The direction of travel assessments looks at how well the council is doing at driving continuous on-going improvement year on year. The assessment is scored through the use of one of four labels:

- Improving Strongly;
- Improving well;
- Improving adequately; and
- Not improving adequately

Taken together this annual judgement provides the public with an independent opinion of how well the council is performing and whether or not it is continuing to improve.

The Audit Commission judgement scorecard for 2006 is shown below:

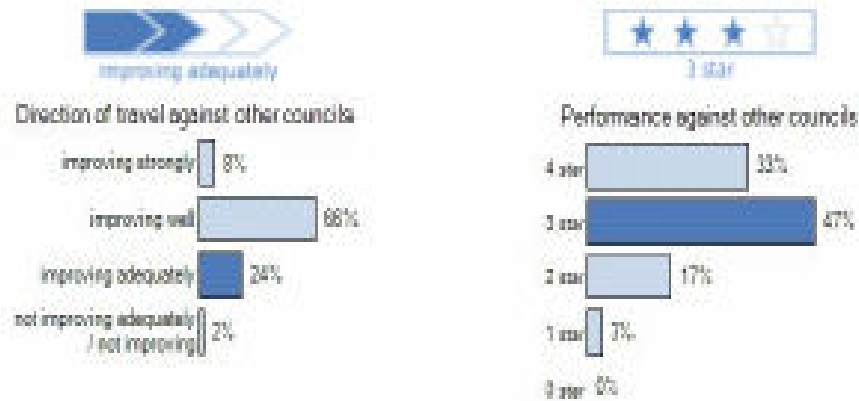
NB AC scorecard reproduction is poor but this will be addressed in the formatted final document.

Leeds City Council

Comprehensive Performance Assessment (CPA) scorecard 2006

Overall performance for this Council

This is a Council that is **improving adequately** and demonstrating a **3 star** overall performance.



We reached this overall rating by looking at:

- What progress Leeds City Council has made in the last year – direction of travel
- How Leeds City Council manages its finances and provides value for money – use of resources
- How Leeds City Council's main services perform – service performance
- How Leeds City Council is run – corporate assessment

Direction of travel

The progress Leeds City Council has made in the last year

Direction of travel	2005	2006
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving well	improving adequately

The following summary has been provided to support this direction of travel assessment:

Improvement in priority areas has been steady. Outcomes for children and young people are good overall. Council support for children in early years has reduced levels of child poverty and disadvantage. Education attainment at primary level has been maintained; secondary results have exceeded national improvement levels but are still below average standards. Older people and vulnerable adults receive good support to live independently. More people, especially from vulnerable groups, now have better access to their services. The council and its partners are having a mixed impact on broader community outcomes. Crime reduction has been variable but targeted activity is improving conditions in the most deprived neighbourhoods. Measures to address health inequalities, the transport infrastructure and worklessness have not delivered the anticipated levels of improvement. More people think that the way the Council runs things has improved over the last three years. The Council is investing in additional capacity to drive improvement. Planning is robust; finances are sound, Council Tax is relatively low, and value for money is good. It works well with partners to support its strategy in priority areas.

Corporate Assessment

As part of the CPA framework, the council will be subject to a Corporate Assessment and Joint Area Review in December 2007. The Corporate Assessment, carried out by the Audit Commission, measures how effectively the council is working corporately, and with its partners, to improve services and deliver improved outcomes for local people. It looks at how well the council understands its local communities and neighbourhoods; how this understanding translates into the council's ambitions, priorities and planning; the leadership and capacity to deliver; and finally what has actually been achieved.

The Joint Area Review (JAR) is an assessment process undertaken by a multidisciplinary review team including inspectors from Ofsted, the Commission for Social Care Inspection (CSCI), the Health Care Commission (HCC) and the Audit Commission. The JAR examines the quality of services for children and young people, how they are matching up to the five national outcomes (children and young people are happy, healthy, safe, successful and free from the effects of poverty) and how well the council is working with its partners. As part of the process the reviewers will listen to children and young people and the review will aim to reflect their perspective in its findings.

The result of this assessment will be published by the Audit Commission in early 2008.

Key Successes 2006/7

During the past year there are a number of areas where particularly significant improvement has been achieved and these key successes are outlined below. These achievements have been made through additional targeted investment, innovative new approaches, strong leadership of partnership working or a combination of the above. However, all are ensuring the delivery of improved outcomes for the people of Leeds:

A summary of other specific achievements against each of our priorities is given in appendix one.

Beacon Awards

The Beacon award scheme is run by the Improvement and Development Agency (IDeA) to identify excellence and innovation in local government. The scheme, currently in its 9th round, seeks bids from local authorities on specific themes. These bids are assessed and Beacon status is awarded to those who can successfully demonstrate innovation and improved outcomes for local people. In the most recent Beacon round we were successful in two themes:

➤ **Leeds Health Schools Programme**

This programme offers schools a range of support to promote physical, emotional and environmental well-being. Schools then work towards achieving the national standard or the more advanced "Leeds" standard. Nearly every school in the city has achieved or is working towards the Leeds standard. Initiatives prompted by the scheme include recycling projects, playtime activities, health tuck shops and vending machines, anti-bullying peer-counselling and daily 'wake and shake' sessions.

➤ **Promoting Financial Inclusion**

This work, in conjunction with partners from the private and voluntary sector, has developed innovative ways to tackle debt and to open up financial services to those who are normally denied access to bank accounts and low-interest loans. Key initiatives included opening Leeds Credit Union branches in council one stop centres, development of financial literacy packages for children, strengthened local debt advice services,

financial advice and debt counselling through Children's centres and development of a debt and financial advice package by Leeds South East Homes.

Leeds City Council is the only local authority which has successfully achieved Beacon status at every single round of the scheme which demonstrates the ground breaking work going on across the council.

Customer Services

The council has placed particular emphasis on improving customer services through a range of initiatives via various contact channels e.g. face to face, telephone and on-line transactions. In 2006/7 the council's Corporate Contact Centre achieved a call answer rate in excess of 90% compared to a baseline figure of 38% in 2004. Further improvements are expected in the next financial year as services continue to migrate to the centre. The council's website is now ranked as 'transactional' by SOCITM and is rated one of the eight best in its class with an increasing amount of services now actively available on line.

EASEL

The ambitious EASEL regeneration programme took significant steps forward this year. This programme, which is expected to take place over the next 15-20 years, aims to regenerate a substantial part of East and South East Leeds (the so called EASEL area) which is one of the most deprived areas of the city. The plans include more than 5,000 new homes as well as investment in new schools, road and transport improvements, new leisure facilities including better parks, and new shops and businesses, an overall initiative approaching £1billion.

Key progress this year was the completion of a major public consultation to inform the development of the Area Action Plan which will provide both the overall vision for the area and the statutory planning position to guide the implementation of proposals. Another milestone was the selection of Bellway Homes as the preferred partner after a competitive bidding process. Planning applications have been submitted for the first phase of building with construction due to commence in the summer of 2007.

Transport

Two major road building projects commenced in 2006 representing an investment of £82.5 million in the city's infrastructure. Work on the final stage of the Leeds Inner Ring Road in south east Leeds commenced in May 2006. This scheme will complete the circulatory route around the city centre with links to the wider motorway network (M621 and M1). The scheme is expected to further relieve traffic congestion in the city centre together with areas of Hunslet and Holbeck. Work on the East Leeds Link Road commenced at the end of October 2006. This scheme has been developed to enable access to key economic development sites within the Aire Valley as well as providing some traffic relief to large densely populated areas of East Leeds. It is hoped this will attract private sector investment with the potential to create up to 20,000 jobs over the next 10-15 years. Both schemes are due for completion in 2008.

In conjunction with this major investment we have also invested additional resources in our highways maintenance programme over the last few years as well as commencing a major street lighting replacement programme through a Public Finance Initiative (PFI) contract, which is the biggest such contract in Europe.

This significant investment is delivering results and making our roads safer - the number of road casualties in Leeds during 2006 was at its lowest level since 1987. In addition, there has also been a reduction in the numbers and value of third party claims against the council. The financial provision made for highway liability claims received in 2006/07 (payments

made and provision for unsettled claims) was £1.185m. This was a 27% reduction on the equivalent figure for 2005/06. However, at the end of 2006/7 there was an additional saving on third party insurance claims of £468k which represents a further reduction of 39% from the original provision made.

City Region Leadership

The City Council has played a key role in leading collaboration across the Leeds city region. From a standing start a little under two and a half years ago, remarkable progress has been made in developing city region understanding and collaboration. Whilst research into the Leeds city region concept begun back in 1999, the start of collaboration dates back to November 2004, when the first economic summit was held. The Leaders of the 11 Local Authorities (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, North Yorkshire, Selby, Wakefield and York councils) which make up the city region met within the fringes of the summit and agreed to work together on strategic economic matters, based on the understanding that they are 'tied together' by a functional economy.

A voluntary Concordat to guide collaborative working was developed and agreed in early 2005, and by the middle of 2005 the city region partnership had produced its first economic plan - the City Region Development Programme (CRDP), which was submitted to the Northern Way. A 'City Region Business Case' was submitted to the Rt Hon David Miliband MP in early 2006, outlining the need for a range of financial freedoms and flexibilities to deliver the economic agenda. In November 2006 the Rt Hon Hilary Benn MP launched the second iteration of the CRDP and a 25 Year Vision for Transport in the House of Commons to an audience of Government Officials, MPs and Peers.

The city region partnership has recently stepped up its level of commitment to collaborative working by formally constituting its Leaders Board as a joint committee, whose aim is to promote the economic well being of the City Region. The Leaders Board have identified four key areas for intervention; transport, skills and the labour market, housing and sustainable communities, and economic development. In order to progress some elements of City Region working the Board has approved the creation of two supporting panels, one on transport and one on skills and the labour market. These panels will seek to deliver some of the outcomes contained within the CRDP.

Asset Management

Leeds City Council has continued to utilise its assets to support its Council Plan objectives. During 2006/7 the council generated more than £26m from the disposal of surplus property. The money generated has helped to support the ongoing development of a range of services, including Acorn Lodge, the new Children's respite centre in Armley, the new City Museum, which is due to open in 2008 and the development of a range of regeneration projects in our Town and District Centres.

In addition, the council led the disposal of Leeds Bradford Airport in partnership with the other West Yorkshire Authorities. The sale, which was completed in May 2007, generated a gross receipt of £145.5m, with Leeds City Council retaining 40%. The Council will use the money generated from the sale to further support Council Plan objectives. At the same time, the new owners of the airport, Bridgepoint, have pledged to invest £70m into the airport's infrastructure which will help us to achieve our ambitions to be a highly competitive, international city.

The council is currently managing an overall PFI portfolio of £850 million and has further bids totalling £460 million under Government consideration.

Housing Decency

The council is committed to ensuring that people are able to live in good quality housing regardless of tenure, and as such, has made significant progress in addressing housing decency, and has continued to deliver its decent homes programme through its partnership working with the ALMOs. In order to secure a long term future for ALMOs in Leeds, and as a result of the changing demands on the council as a strategic landlord due to the decline in social housing, the number of ALMOs has now been reduced to from six to three.

Improvements to council homes totalling £161 million in 2006/07 have increased the number of homes meeting the government's decency standard. In 2007/08 we will spend a further £158m on improving the decency of council housing across the city; the programme is on target to achieve 100% by 2010.

Learning Environments

Improvement strategies for children and young people are supported through a large, successful and well-managed programme of investment in learning facilities including:

➤ **Building Schools for the Future**

A hugely ambitious programme of school building has continued with a mixture of PFI and traditional build projects which are transforming the learning landscape in Leeds. The Combined Secondary PFI programme will deliver the last of the six new schools in September 2007, at a total cost of £120 million. Contract close was achieved on the first phase of the Building Schools of the Future (BSF) programme and work has commenced on six secondary schools; negotiations for phases two and three are underway for a further eight schools and will mean a total investment of £240m. Through the capital programme, (including PFI, BSF and schools' devolved capital funding) £70 million has been allocated for 2007/08. Investment continues to focus on improving the condition of buildings as well as curriculum related improvements.

➤ **Children's Centres**

Phase 1 of the Children's Centre programme was completed and 23 centres are in place in the most deprived wards. Children's Centres offer a wide range of supportive services for families, single and teenage parents who have children from ages 0-5 years old including:

- Parental support
- Early Learning integrated with Childcare
- Child and Family Health Services
- Support for children and parents with Special Needs
- Base for Childminding
- Links with Job Centre Plus for parents

These programmes have already had a significant impact including the proportion of students achieving 5 or more grades A*-C rising ahead of national trends, a reduction in permanent exclusions and improvements in parental engagement, attendance and behaviour.

Working in partnership

The Local Strategic Partnership

The Leeds Initiative is the city's local strategic partnership (LSP). Founded in 1990, it is well established and brings together the public, private, community and voluntary sectors to identify the city priorities and develop innovative solutions to address the city's challenges of narrowing the gap, and going up a league. In 1999, the Leeds Initiative published the Vision for Leeds, a long-term plan for the ongoing economic, cultural and environmental

development of the city. In 2004, the Vision was revised and refreshed and now covers the period 2004 – 2020. This plan is put into practice via a number of strategy and partnership groups working as part of the Leeds Initiative. All of these groups have wide ranging memberships that bring together over 500 organisations in the Leeds Initiative family.

The Leeds Initiative has been accredited with a very positive performance assessment by the Department of Communities and Local Government. This is the third year running that the Leeds Initiative has received a green score in its accreditation process. The 2005/06 accreditation process was more rigorous than those previously undertaken and provided the most comprehensive analysis of the partnership work in the city to date. Progress was measured against six themes:

- crime
- worklessness
- education
- liveability
- housing
- health

This sustained successful accreditation gives access to additional funding from the Government's Neighbourhood Renewal Fund which is used to implement projects to narrow the gap between the most deprived areas/groups and the rest of the city. This has brought in investment of over £27 million to the city's most deprived areas over the last four years.

In their assessment of the LSP the Government Office for Yorkshire and The Humber has said "we are very pleased to recognise Leeds Initiative's considerable achievements; it continues to be an excellent example, of what successful partnership work can achieve."

These solid partnership foundations provide the basis for more localised district partnership work and are key to the Local Area Agreement which is the delivery mechanism for key projects under the LSP.

District Partnerships

Five Leeds district partnerships were set up in 2004, the district partnerships are at the sharp end of local partnership working, and are about developing joint working relationships which make a real difference in local neighbourhoods. Their main purpose is to improve the way services in local areas are co-ordinated to achieve the aims of the Vision for Leeds and the Leeds Regeneration Plan. The five district partnerships cover the whole of Leeds, except the city centre which has its own partnership arrangement in place. Each district partnership has an executive to manage the partnership's business and make sure its work is delivered. The membership of the executive is decided by each district partnership, but might include, for example, representatives from:

- Leeds City Council;
- the primary care trust;
- the police;
- arm's-length management organisations (ALMOs, which locally manage council housing);
- tenants' groups;
- schools and Education Leeds;
- the voluntary and community sector;
- businesses;
- town and parish councils; and
- young people.

The district partnerships report their activities, and views of the relevant organisations in the district, to the Narrowing the Gap Executive (part of Leeds Initiative) and the council's Area Committees. They also put forward specific local issues for the Leeds Initiative strategy groups to consider. The district partnerships' activities are part of the local strategic partnership arrangements and activities, and their plans are critical to the Leeds Initiative being formally recognised by the Government.

Local Area Agreement

A Local Area Agreement (LAA) is an agreement between central government and the local area (represented by the local authority and other key partners through the LSP). The Leeds LAA was signed with government in March 2006. The document outlines the outcomes we are trying to achieve for local people, how we will do it, the targets by which we will measure ourselves and report progress and the way that public money will be spent. In our community leadership role, the council has been instrumental in the development and continued success of the Leeds LAA.

A benefit of an LAA is that it pools together several sources of government funding (including the neighbourhood renewal fund) into one programme with accountability under one governance structure. The LAA is about finding new ways of working together to accelerate the delivery of key priorities and programmes of change. It enables the development of joined up multi-agency working to deliver results for local people. The LAA supports devolved decision making by encouraging local partners to come up with local solutions that are right for local circumstances.

The LAA is structured into four blocks:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People
- Economic Development and Enterprise

Each block has an ambitious set of outcomes and targets, which is supported by a detailed programme of work which is embedded within all local partners' plans and strategies.

In addition to the four blocks there are a number of cross cutting themes that run through all work programmes and are included in the LAA outcomes. These are:

- Empowering local people and building the role of the voluntary, community and faith sectors
- Utilising the role of culture
- Promoting equality, diversity and social inclusion
- Community cohesion
- Respect

LAA Performance 2006/7

Each of the LAA blocks has a working group of senior officers from different organisations who are responsible for monitoring progress of the various work streams and for delivery of the outcomes. Overall progress is monitored by the LAA Programme Management Board.

From 1st April 2007 the performance management of the LAA will be more closely aligned with the council's own internal performance management arrangements. This will ensure that the council's contribution to the LAA, and hence leadership of the LAA, is at the heart of our improvement programme.

Each LAA block has a number of performance indicators and the results for these for 2006/7 together with future targets are shown in appendix three. Overall, 65% of LAA indicators are showing year-on-year improvement:

At present there are 31 indicators for which comparisons cannot be made. These are mainly instances of where the 2006/07 figure has also been used as the baseline, or where we are still establishing mechanisms to collect accurate data. Following a period of review and consultation with Government Office for Yorkshire and the Humber the LAA performance indicator content has been 'refreshed', effective from April 22007. This means that a number of indicators included in the above table are no longer collated for the LAA from this date; appendix 3 shows the 'refreshed' performance information against the four blocks of the LAA. (lan to add comment re VCFS etc.)

External assessment of the LAA is carried out by the Government Office for Yorkshire and the Humber and in their last review in September 2006 they assessed the overall progress as **amber** and the direction of travel as **green**.

The amber score for overall progress was due to one indicator – the total number of British Crime Survey comparator crimes. Whilst there has been a significant reduction in this indicator to the extent that overall by 2005/6 crime had decreased by 23.9% (one of the highest crime reduction figures in the country) West Yorkshire police had set itself a highly aspirational target for Leeds equating to a 35% reduction by March 2008 from the level recorded in the baseline year (2003/04). Since that time changes in legislation, resources and operational practices have all conspired to make the achievement of that target very difficult, despite the otherwise excellent progress being made. In 2006/7 crime levels increased ever so slightly by 0.3%, partly due to legislative changes and new initiatives which saw further reductions in more serious categories of crime, but these were offset somewhat with increases in other categories. The criteria for judging the overall progress of an LAA requires that where any key indicator is set not to achieve its target, then the highest rating that can be awarded is an amber rating.

In their report the Government Office for Yorkshire and the Humber said “Leeds has strong partnership action in place to address performance. This, together with the highly effective ways in which the LAA is bedding in and transforming partner arrangements and structures”

Linking Resources to Priorities

Introduction

Financial planning is designed to provide a financial strategy for delivery of the council's priorities. It sets out a framework for the preparation of the council's annual budget and capital programme by determining how available resources will be allocated in order to support the delivery of priorities whilst ensuring that services are delivered in the most cost effective manner. For the period 2003/04 up to 2006/07 the council realigned resources of over £62m towards its key priorities.

Delivering efficiencies

The council's financial plan continues to provide for the delivery of significant efficiencies. For the two year period 2005-2007 the cumulative value of efficiencies that have been reported by the authority total £52.7m. This exceeds the Government three year target of £51.2m by £1.5m, or 3%.

For 2006/07 the council had an efficiency target of £17.93m, being 2.5% of the council's 2004/05 baseline expenditure. This was calculated on actual spend for 2004/05, excluding schools, police revenue expenditure and specific one off grants.

At least 50% of the target, £8.97m had to be of a cashable nature, whereby resources are released, as opposed to non-cashable efficiencies which result from delivering enhanced outputs for the same inputs. Against the target of £17.93m, the council submitted a Forward Looking Statement to the Department for Communities and Local Government totalling £21.01m of which £15.63m was deemed to be cashable.

The Backward Looking Statement for 06/07 has identified efficiencies totalling £21.5m that have been captured during the year. The cumulative value of efficiencies that have been reported by the council total £52.7m which, when added to the planned efficiencies captured in the Forward Looking Statement for 07/08, would result in a cumulative total of £65.6m. This exceeds the target over the three year period of £51.2m by £14.4m or 28.1%.

Significant efficiencies have been made in 2006/07 as follows:-

The Highways Service made a significant saving of £468k in 2006/07 with regard to Third Party Insurance Claims. The service has been more proactive in challenging the cases brought, resulting in a reduction in successful compensation claims. In addition, an increase in highways inspectors and the ongoing highways maintenance programme has seen a reduction in the number of cases being submitted.

The Information Technology Network Improvement Programme (NIP) has produced a saving of £3,054k, predominantly non-cashable, resulting from an increase in productive time across the council through improvements in service availability, speed of performance, ease of access and the ability for staff to work anytime anywhere. The programme has enabled growth and development, facilitated change easily whilst reducing the unit cost of ownership to industry best practice standards.

In addition the e-payments programme has achieved a saving of £540k by switching payments made to the council from expensive labour-intensive methods to those that are more efficient, for example introducing Direct Debits and promoting payment via the internet.

The Jobs and Skills service has responded to the loss of the New Deal contract by making efficiencies of £544k. The service has refocused its priorities and direction, which has included reducing the workforce by offering a scheme of voluntary early retirement and severance payments resulting in ongoing revenue savings.

Social Services made a number of savings including £1,145k within Adult Services by more closely realigning staffing to service needs and within Strategic and Support Services by establishing a commissioning approach and a business support function within each of the five areas of the city. In addition improved arrangements for budget and contract management within the community care service have resulted in savings of £601k. Further savings of £170k have been made through the rationalisation of transport routes and better co-ordination with the transportation of children to schools.

In addition, any housekeeping-only needs are now addressed through signposted services rather than by the council. Accordingly, the housekeeping service is being decommissioned resulting in a saving of £1,039k.

The ALMOs have contributed significantly to the efficiency target with saving initiatives of £1,457k, including more effective management of contracts and the in-house provision of repairs which have reduced overall housing management costs.

Significant procurement savings have also been made across the council through the renegotiation and tendering of contracts. These include; £320k saving on the contract for the disposal of fridges, £606k through improved arrangements for Featurenet & Orange mobile telephone services and the re-tendering of Community Care services resulting in a £1,300k saving. In addition, by using the services of the Office of Government Commerce (OGC) to purchase goods, the council has achieved further savings of £574k.

These cumulative efficiencies have enabled the council to redirect resources into priority areas to achieve our strategic outcomes as detailed in the Corporate Plan. The 2007/08 budget provides additional support to priority areas, some of which are subject to additional external funding as follows:

Transforming our services

Improving the council's ability to provide efficient and effective services that meet the needs of citizens of Leeds is a key priority, as the following case studies illustrate.

Planning Services

To deliver significant and sustainable improvements across the range of planning services, additional funding has been directed at a strategic review of the service. Performance during 2006/07 has exceeded the target and the backlog of major planning applications has significantly reduced. In 2007/08 an additional £425k has been provided to continue this work by increasing capacity and delivering further service improvements.

Contact Leeds

As part of delivering the Council's Customer Strategy, four more services are transferring into the Corporate Contact Centre, increasing the budget by £582k. These are the Housing advice service, Choice based letting, grass cutting enquiries and Contract support desk. These services have joined other key Council Services such as Council Tax, Benefits, Social Services Refuse Collection, Highways and Street Lighting. **The centre has the capacity to handle over 30,000 calls every week and in 2005/06, almost 1.4 million customer enquiries were dealt with through the contact centre.**

Social Care Services

£788k has been provided to increase capacity within social care services to deliver on a range of key priorities. A substantial and challenging programme of service improvement and reconfiguration is underway and the implementation of the Electronic Social Care Records system is ongoing. An appropriate commissioning function is being established and the contract monitoring and reviewing function is being strengthened. This investment will provide the management and technical skills and capacity to deliver on this major improvement programme and shape the delivery of care outcomes in the future.

Other initiatives include £73k for improving arrangements for managing knowledge and information to assist service improvement and £43k for embedding the corporate approach to project management, Delivering Successful Change. In addition, £12k has been provided for the cost of extending the opening hours at the North Seacroft One Stop Centre to include

Saturday mornings which brings it into line with the opening times of other facilities in the town centre.

All neighbourhoods are safe, clean, green and well maintained

The physical appearance and quality of local environments have a high impact on the quality of life and the feeling of safety within communities, and the council has continued to allocate significant resources to this priority area.

Intensive Neighbourhood Management

An additional £1.7m has been provided for improvements to the local environment. This will resource the Intensive Neighbourhood Management programme in each area of the city to further enhance the street cleansing service, provide for partnership working to deliver both physical improvements to areas as well as a programme of education, and support enforcement particularly in the inner areas.

Police Community Support Officers

The Council has continued to increase the number of Police Community Support Officers (PCSOs) through match-funding with West Yorkshire Police. An additional £480k has been provided in the 2007/08 budget to provide funding for an additional 99 PCSOs. This brings the total number of PCSOs on the streets of Leeds to 331 (170 part funded by LCC), providing a high visibility patrolling service in each ward.

Waste and Recycling

The Council has allocated £350k to support the implementation of the authority's sustainable waste solution. This will reduce the amount of waste going to landfill and minimise penalties arising from the Landfill Allowance Trading Scheme for bio-degradable household waste. The kerbside garden waste collection pilot has continued into 2007/08 and a further £121k has been allocated to this scheme to further improve recycling rates. In addition, to encourage recycling and waste minimisation, £150k has been provided to support an enhanced programme of public awareness across the city.

In addition, continuing improvements in the quality of our street environment include £86k provision for additional grass cuts and £300k for backlog maintenance of highways in addition to the extensive highway maintenance provision included in the capital programme.

Our Children and young people are healthy, safe and successful

This priority is underpinned by the Leeds Children and Young People's Plan and significant resources have been re-directed to this important area. The Resource Allocation formula for schools targets £43.1m of the total allocation to offset the effects of deprivation. This contributes to narrowing the gap in educational achievement between the most advantaged and least advantaged children in Leeds, and supports children in vulnerable groups to realise their potential. Other initiatives include:

Children's Residential Care

£500k has been included within children's residential care to provide 29 additional staff in homes caring for 104 children. This will enable staff to spend more time working directly with children and provide greater consistency in the workers who care for them. This will improve the quality of care and support provided to some of the most vulnerable children in the city.

Youth Offending Services

£211k has been included for five additional Youth Justice Workers, with funding for half this cost being sought from Youth Offending Service partner organisations. This will double the size of the Referral Order Team, which dealt with 650 cases last year. This will help to ensure that the same worker is able to retain Referral Orders from assessment to completion. It will result in more effective and consistent interventions with young people and their families and ensure that more young people successfully complete their Referral Orders without re-offending.

No Child Left Behind

£1m has been retained from the Dedicated Schools Grant (DSG) to support the No Child Left Behind agenda which provides support to schools by offering alternatives to exclusion. The aims of this initiative include a reduction in the number of exclusions, improved attainment for children at risk of exclusion, improved re-integration rates for young people that are currently excluded and a reduction in over-representation of children from Black and Minority Ethnic groups, Looked After Children and children with Special Educational Needs.

Transformational Leadership

£600k has been provided to develop Transformational Leadership Projects specifically directed at secondary schools identified as failing to make adequate progress and primary schools that are failing to achieve floor targets. The scheme will develop best practice for recruiting and developing leaders, encourage leaders as promoters and initiators of the changes associated with extended schools and integrated children's services and develop new models of leadership and governance for groups of schools.

In addition to the above, the council is a pilot authority for the Parents as Partners in Early Learning which will create greater awareness from early learning providers and practitioners of the importance of involving parents from disadvantaged areas in their children's learning and development. £1.2m has also been allocated to appoint 42 staff across 67 schools to work on the national Parent Support Advisor Pilot. The scheme aims to develop models of good practice and early intervention where there are early signs that children and families could benefit from some additional help.

At each stage of life people are able to live healthy, fulfilling lives

The council seeks to improve the health, emotional and economic well-being of all its citizens as well as improving their quality of life.

Independent Living

The care ring alarm call service, which enables people to summon assistance if they feel unwell and need medical assistance, has been made available free of charge to clients meeting the relevant need criteria. The service allows more people to continue to live independently in their own homes and the additional budget provision of £450k made in 2007/08 will enable up to 4,000 vulnerable people to receive this potentially lifesaving device free of charge.

Case Study 14

In addition, £2,933k has been invested in services to promote independence, mainly for older people. Most of this is funded through time-limited central government grants for Partnerships with Older People and Assistive Technology projects. These will develop services to enable vulnerable people to be supported longer and more effectively in their own homes. One example is a community support team that provides 444 hours of specialist home care each week to people with dementia. Another example is installing telecare equipment in people's homes, for example devices that automatically switch on lights or summon assistance in an emergency situation. During 2007/08 the target is to install equipment for 1,500 people.

Looked After Children

£1,709k has been invested in the fostering service and the support provided to children and families. This will enhance the quality of service for children in foster care, of which there are around 900. The majority of this funding will provide for greater use of fee paid carers reflecting the increasingly complex needs of looked after children. This will raise the skill levels of foster carers for very vulnerable children to deliver higher quality care. It will also help to secure the required capacity of skilled foster carers to meet the needs of Looked After Children.

Learning Disability Services

£2,339k has been provided within the learning disability service to address demographic pressures and the increasingly complex needs of service users. Most of this has been invested within the learning disability pooled budget and will fund approximately 35 additional care packages for some of the most vulnerable people in the city. In addition 24 extra staff can be employed within day services to work directly with service users and enhance the quality of care and support provided to them.

Leeds is a highly competitive, international City

Leeds has enjoyed exceptional growth in recent years, creating more jobs than any other city outside London. However, the challenge remains to share this success equally across the city.

To help address this, Leeds has been awarded £15.6m funding over three years, to help develop enterprise, create new jobs and boost prosperity in the city's most disadvantaged communities. The scheme is part of the government's £300m Local Enterprise Growth Initiative (LEGI) and is designed to:

- increase total entrepreneurial activity among the population in deprived local areas
- support the sustainable growth and reduce the failure rate of locally owned businesses in deprived areas and
- attract appropriate investment and franchising into deprived areas, making use of labour resources.

By 2010, the programme aims to create over 500 new businesses within areas of greatest disadvantage in Leeds, with the long term aim of stimulating a culture of enterprise, attracting investment and creating over 1,100 jobs.

Looking Forward - Comprehensive Spending Review 2007

Following the publication of the Comprehensive Spending Review 2007 (CSR07), a new financial plan will be developed during 2007/08 to cover the years 2008-2011. It is likely that the level of resources available to the Council in the years beyond the current year will be limited. It is imperative therefore that links between service planning and financial planning are strengthened and service prioritisation is embedded at a cross departmental level in order to better inform the decisions regarding the alignment of future resources to priorities.

Our Vision for the Future

Over the next year the council will be embarking on the next phase of an ambitious change programme which builds upon and further develops the Closer Working: Better Services change programme established in 2002. This is in response to national policy changes, the desire to become a more outcome focussed organisation, and in order to provide effective leadership for the city to make sustainable improvement for those that live, work or visit here.

The Department for Communities and Local Government published the Local Government white paper 'Strong and prosperous communities' in October 2006. It has major implications for the structure, constitution, partnership arrangements, policies and performance management arrangements for all local authorities in England. The white paper seeks to create the foundations for a new relationship between central and local government and between local government and its citizens. Key proposals in the local government white paper, which will drive change in local authorities include:

- **Place Shaping** – defining a role for councils as strategic leaders and place-shapers through stronger Local Strategic Partnerships and next-generation Local Area Agreements (LAAs) with wider scope and importance.
- **Stronger cities, strategic regions** - reforming Passenger Transport Authorities and the development of LAAs into sub-regional Multi-Area Agreements with greater powers over skills and spatial planning.
- **Stronger political influence** - by requiring all councils to opt for a directly-elected mayor, directly-elected executive or indirectly-elected leader for a four-year term. A strengthened role for front-line councillors including powers to respond to community calls for action on local issues and greater freedom to speak up on planning and licensing issues affecting their wards. A wider and stronger role for scrutiny including the power to require evidence from all local service providers and a duty on them to have regard to scrutiny recommendations.
- **Devolution of powers** - including removing the requirement for Secretary of State's consent to bye-laws and the creation of parish councils.
- **Community cohesion** – councils encouraged to put integration and cohesion at the heart of community strategies and LAAs.
- **Performance Assessment** – a new regime for monitoring performance, the "Comprehensive Area Assessment" which is a more holistic performance assessment which focuses on the delivery of outcomes by the local authority, either on its own or in partnership with others.

The white paper has been quickly followed by the Local Government and Public Involvement in Health Bill and with other key legislative changes expected over the next few months, the next year is going to offer a further period of significant change for local government. This Council Plan builds on these changes and presents a changing framework for corporate planning.

Other local factors which are influencing change in the council include:

- **Children's Agenda** – ensuring the implementation of the Children's Act 2004 continues to be driven forward so that the new Director of Children's Services (DCS) has the proper accountability for all Children's Services and is able to provide effective strategic leadership for all Children in Leeds.
- **Adult Services** – the 'Our Health, Our Care ,Our Say' white paper requires that Local Authorities continue to improve the Health and Wellbeing of people by working in different ways across Council services and with Partner Organisations, particularly

Health Services. The statutory post of Director of Adult Social Services has been established to develop the work.

- **Staff Feedback** – recent feedback from senior staff has highlighted that the council needs to create a more rewarding working environment for its people in order to improve service delivery for our customers. Staff need to be empowered to enable them to take ownership of decisions at the front line of service delivery.

The Challenges Ahead

As a consequence of the changing context within which we work, we recognise that we must respond more effectively to the priority needs of local people, to the changing needs of government and to other external drivers such as external inspection and assessment outcomes. In order to meet these changing needs the council needs to develop into a more flexible, responsive and confident organisation.

Leeds is already a high performing council and has many examples of innovation and excellent service delivery. However, we need to make improvement across the organisation in a co-ordinated way; to address this we have embarked on a comprehensive and ambitious change programme Smarter Working: Better Results which looks forward with the aim to:

- Create an organisation that is flexible and responsive, clearly focused on delivering improved outcomes for local people;
- Increase organisational capacity to provide more effective strategic leadership and direction for both the organisation and the city;
- Maximise the contribution of senior and middle managers to increase capacity and creativity within the organisation to better enable service improvement and modernisation;
- Organise council services in the most appropriate and effective way having regard to the outcomes being sought for the city and its people; and
- Create an ethos of a one-council approach.

To support the delivery of these objectives a revised senior management team was put in place on 1st April 2007; the Corporate Leadership Team. An early priority for this new leadership team is the development of updated strategic outcomes and improvement priorities which will become our focus for the next three years. These outcomes will incorporate the evolving priorities within our new LAA and will be brought together in a new Leeds Strategic Plan 2008 – 2011. Effectively this will be the delivery plan for the city for those priorities for which the council is responsible, either on its own or with partners. The council itself will also develop Thematic Priority Plans that will spell out in more detail the actions, measures and targets that will drive delivery.

In addition to this we will also produce a Council Business Plan to guide our business development, transformation and financial planning activities. This recognises that in order to deliver on our ambitious external facing agenda we need to further modernise the council and create a modern, dynamic and outcome focused organisation staffed by skilled, resourced and committed people.

To complete the planning framework we will ensure that these new priorities are formally brought into the service planning framework and that there is a locality dimension to delivery plans where appropriate.

The inevitable consequence of this essential organisational change and refocusing of our priorities is that we are in a period of transition. The whole organisation knows this and we are focused and determined to ensure that this transition is managed in a sensitive and

seamless way. The important thing is that we have recognised that the world in which we operate is changing and that we need to respond quickly if we are to continue to serve the people of Leeds effectively. We can not afford to be bound by process or bureaucracy.

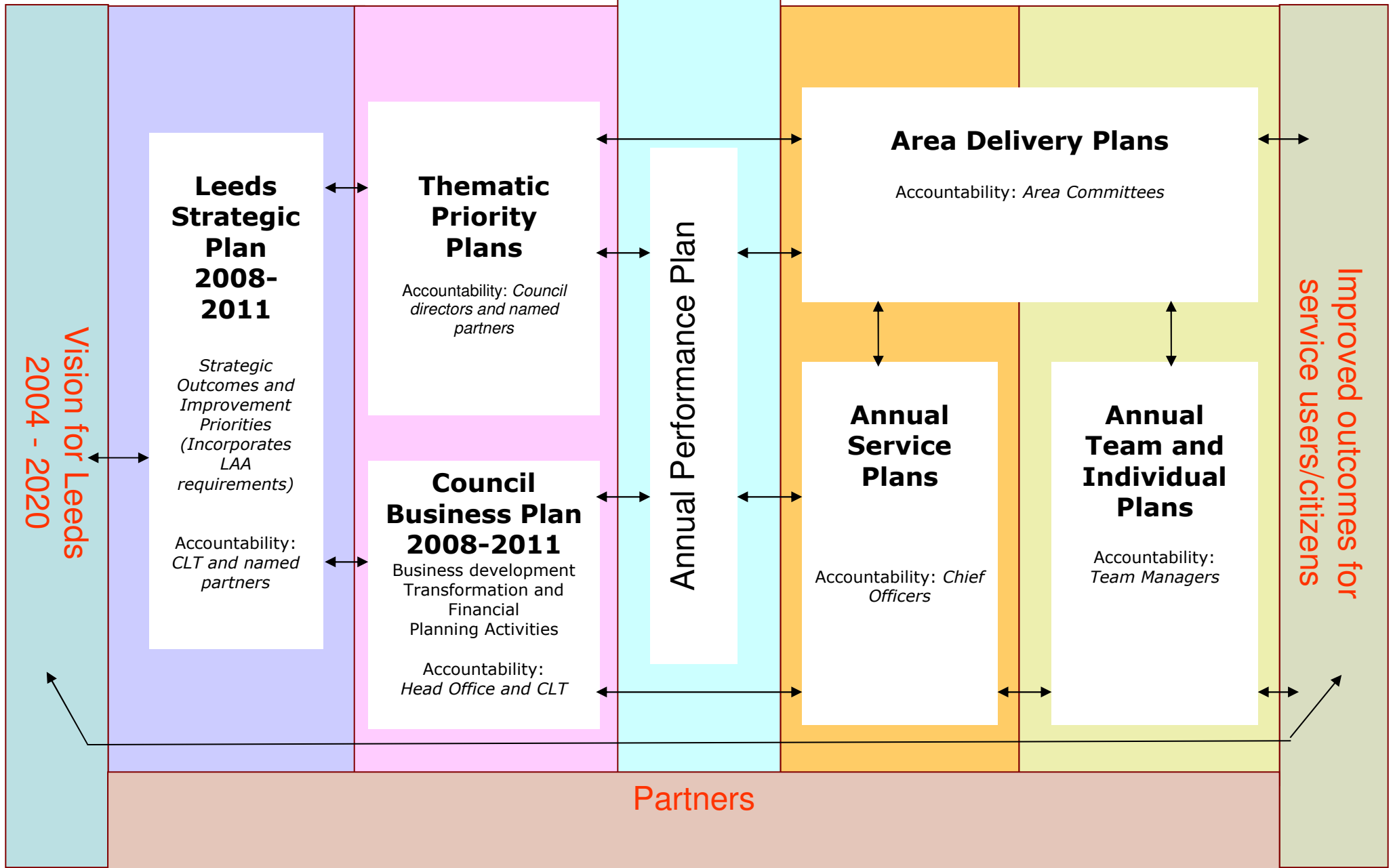
To this end we have needed to take a pragmatic approach to the evolution of our new strategic outcomes. These new priorities will be developed over the coming months and replace our existing ones prior to April 2008. There will not be a radical deviation from our current corporate priorities but there will be a greater focus on what is really important. This will ensure that resources and effort are channelled where they are most needed and will have most impact for local people, particularly those in greatest need. Clearly the management of this transition is crucially important. The Council's new Strategic Management Teams will ensure that throughout we, and our partners, are working to the same strategic goals and that our resources continue to be directed to support our priorities.

This process has to reflect developments at other levels including; creation of a new performance management framework for local authorities; new Local Area Agreements; and, the Local Government White paper. Nevertheless we are aiming to have our new priorities in place, at least in principle, by November 2007.

This council plan reflects the transitional period we are going through whilst developing our new corporate priorities. As already stated this process is not about wholesale change, it is more about focus. Therefore in terms of what we intend to do over the next twelve months we are able to say in general terms what some of our key activities will be and these are set out in appendix one. As we develop the new priorities we will also produce detailed implementation plans accompanied by specific measures and targets.

The following diagram illustrates our proposed new planning framework and how these plans would integrate.

Proposed Planning Framework



Appendix 1 - Our priorities for the year ahead

Changing Leeds - Modernising Our Council

We will continue to make rapid progress on implementing *Smarter Working: Better Results*. This will strengthen the strategic leadership of the council across the City and ensure we deliver on the government's devolution and community engagement agenda. By working more closely with our partners we are confident we can continue and build on the success we have so far achieved, by placing our citizens and customers at the heart of all we do.

An important programme over the forthcoming year is to mainstream supported employment for disabled people with the aim of improving and sustaining employment opportunities for all disabled people in the city. In future strategies to employ, retain and develop disabled staff will be coordinated by the council's HR service with specific focus on placing disabled people in jobs where there is demand or skills deficit. At a city-wide level the council will actively explore opportunities to develop partnerships with local employers to improve employment opportunities for all disabled people across the local economy. This whole approach will be driven by the council's inclusion and equality & diversity agenda to ensure we become a representative employer.

People and culture: Key Activities 2007/8
Leadership
<ul style="list-style-type: none"> • We will ensure our Leadership strategy is owned and implemented across the council. • Implementation of phase one of "Smarter working, Better results" – a new Corporate Leadership Team was established from 1st April with a strategic focus on outcomes. This will increase the organisational capacity to provide more effective strategic leadership and direction for the council and City. • A new Officer Governance Framework will be introduced to streamline and support decision making and accountability requirements.
Our values
<ul style="list-style-type: none"> • We will continue to embed our council values into people management processes e.g. recruitment, induction, employee well-being, competencies and development and training • We will ensure all our portfolio, business and service plans include our values in our consistent approach to service planning • We will use the values to guide the future development of council reward and recognition scheme(s) and staff survey
Workforce diversity
<ul style="list-style-type: none"> • Development of partnership arrangements with training providers to take disabled staff on placements with the aim of enabling disabled staff to shift from supported to mainstream employment
Workforce effectiveness
<ul style="list-style-type: none"> • Adopt a pro-active approach to safety, well-being and attendance to improve working practices and management. • Review our employment policies and procedures to develop a suite of modern and user friendly documents which positively support service delivery and our commitment to being an employer of choice. • We will jointly agree and implement a fair and equitable Pay Structure as appropriate.
Performance Management
<ul style="list-style-type: none"> • Development of the council's performance management framework to incorporate a balanced scorecard. • A consistent approach to appraisal for middle managers will be developed and we will review the quality of appraisal schemes across the authority, continuing to increase the number of

<p>staff having an appraisal each year.</p> <ul style="list-style-type: none"> • An organisational Collaboration and Learning Strategy will be agreed to ensure we facilitate more rapid collaboration and systematically capture and share learning to improve service delivery across the organisation and become more adaptive in meeting customer needs.
<p>Partnership working</p> <ul style="list-style-type: none"> • We will consult and engage the VCFS and public and private sector partners in developing our 'new' Local Area Agreement that will outline the City's key improvement priorities for 2008-11. • We will review options for closer working with the Health Service to deliver key priorities
<p>Improving service planning</p> <ul style="list-style-type: none"> • We will develop a new corporate planning framework in light of Smarter Working; Better Results, the 'new' Local Area Agreement' and Comprehensive Area Assessment, incorporating partnership and locality approaches. • We will develop a consistent approach to service planning across the council by October 2007

<p>Transforming our services: Key Activities 2007/8</p>
<p>Improve customer service experience</p> <ul style="list-style-type: none"> • We will continue to embed the Customer Strategy across the council. • Transfer of Energy Savings Trust telephone services to Contact Leeds by September 2007, extending this service to the rest of South and West Yorkshire by March 2008.
<p>Efficiency/value for money (VFM)</p> <ul style="list-style-type: none"> • Work will continue to enhance and embed the Service Prioritisation model so it genuinely informs the budget setting process and realigns resources to priorities and away from non-priorities. The 9 priority projects identified through the Service Prioritisation Model will generate learning about new ways of working and best use of technology to improve services. • The council will develop its Information and Knowledge Management agenda through the deployment of document and records management, business intelligence and collaboration technologies to ensure the value to the organisation of its own collective knowledge is maximised. • Pilots for development of an end-to-end document and record management programme will be completed within Social Services and Education Leeds.
<p>Improve consultation</p> <ul style="list-style-type: none"> • Implement Talking Point, the council's new consultation portal for staff and citizens via a range of training and awareness raising events; Talking Point and effective consultation will become a mandatory element of service planning. • Review and improve the council's Citizen's Panel to include the development of targeting specific groups and online resources. • Ensure the results of consultation are co-ordinated, shared and fed into service planning mechanisms, in particular the outcomes of the annual survey and best value survey.
<p>Partnership working</p> <ul style="list-style-type: none"> • We will seek to establish joint commissioning and performance management arrangements to support the delivery of outcomes in the Local Area Agreements. • The council will continue to drive the development of a sub-regional Information Governance framework and toolkit in three areas; Information Management Policy, Records Management and Information Sharing. • We will maintain and develop good partnership working with the trade unions.

All neighbourhoods are safe, clean, green and well maintained

Local people consistently identify the reduction of crime and anti-social behaviour and a clean and green environment as key priorities for the council.

Over the next year, we will continue to work with our partners to reduce crime and the fear of crime, through a reduction in drug availability and the harm caused by drug misuse, a continued focus on the reduction of burglary and vehicle crime and reductions in the level and impact of domestic violence and hate crime.

We will continue to improve the safety, condition and cleanliness of roads in Leeds, focusing on the areas of greatest need and continuing our zero tolerance approach to environmental crime.

We will continue to improve green and open spaces in the city and deliver projects worth more than £1.8m to improve parks and green spaces near to town and district centres.

We will continue to address the future challenges in the way we manage our environment, outlining our Climate Change Strategy for Leeds, and supporting residents, businesses and the council to reduce, reuse, recycle and gain value from as much waste as possible.

We will continue to work hard with our partners, residents and businesses to ensure that all neighbourhoods are safe, clean, green and well-maintained.

Key activities for 2007/8

We will reduce crime and the fear of crime

- We will work in partnership to coordinate activity to reduce overall crime and the fear of crime (as set out in the Safer Leeds Strategy 2005-2008.)
- We will reduce drug availability and minimise the harm caused by drug and alcohol misuse.
- We will reduce anti-social behaviour and improve local environments
- We will reduce acquisitive crime through a combination of prevention, enforcement and diversionary activities.
- We will reduce the level and impact of violent crime by focusing on key crime types such as domestic violence and hate crime.

We will improve road safety

- We will ensure that engineering measures aimed at reducing casualties are targeted at the correct locations; child road safety measures will be concentrated on Harehills and Wortley areas, as these are the areas with the most casualties. All the schools in these areas will be visited by staff from the Road Safety Promotion Team, and we will continue to ensure that the Leeds cycle training scheme is as efficient as possible, taking into account the new national guidelines.
- We aim to reduce the number of motor-cycle riders injured in Leeds. A majority of these injuries seem to occur during commuter journeys and a strategy for tackling this problem will be determined.
- We will fully implement the approved safety camera programme during 2007/08, utilising direct grant funding through the West Yorkshire Local Transport Plan, and will implement 44 new Road Safety Schemes.

We will improve the quality of our street environment

- We will support our most deprived areas to become cleaner and greener and encourage local businesses and the community to get involved.
- We will work with our partners to reduce the inconvenience caused by illegal and nuisance parking and abandoned vehicles.
- We will use increased funding allocations to reduce the backlog of planned highway works.

We will protect and improve green and open spaces and make them more accessible

- We will retain the five Green Flag awards achieved in 2006 and achieve a new award for Kirkstall Abbey Park.
- We will complete and publish the Parks and Green Space Strategy, setting out our key priorities up to 2020, during 2007.
- We will complete and publish a Rights of Way Improvement Plan setting out the council's key priorities for the next 10 years and invest £150,000 to promote and improve access to the countryside for recreation and to improve allotments.

We will reduce pollution and waste

- We will deliver the activities in the Waste Strategy for Leeds (2005-2035) to encourage residents, businesses and the council to reduce, reuse, recycle, compost or gain value from as much waste as possible to reduce the amount of waste going to landfill and its impact upon climate change.
- We will prepare a city wide Climate Change Strategy and work with our partners to strengthen our approach to environmental protection and management.
- We will protect the environment through the promotion of renewable energy and energy efficiency, improvements in council housing, the enforcement of new building regulations, improve pollution control and inspections at our existing installations and take action to reduce Nitrous Oxide in the air to 40ug per m3.

All communities are thriving and harmonious places where people are happy to live

We recognise that there are still great challenges ahead to ensure that all places within Leeds are thriving and harmonious communities where people are happy to live. We understand that the factors which act as barriers to individuals and prevent neighbourhoods from benefiting from the success of the city are complex and often interrelated. During 2007/08 and beyond we will continue to take action to make this vision a reality for all neighbourhoods in the city.

Key activities for 2007/8
<p>We will narrow the gap between the most disadvantaged people and the rest of the city</p> <ul style="list-style-type: none"> • Work will commence on the construction of 750 new homes as part of the first phase of the EASEL Mixed Communities Initiative. • We will spend £158m on improving the decency of council Housing across the City. • We will finalise a comprehensive regeneration plan and sustainable funding strategy for the West Leeds gateway area. • We will develop a regeneration strategy for the South Leeds area, including the submission to Government of an Outline Business Case for the Beeston Hill and Holbeck Housing PFI scheme.
<p>We will reduce unemployment amongst major target groups</p> <ul style="list-style-type: none"> • We will develop comprehensive implementation plans to effectively deploy £9.7m of resources to tackle the problems of worklessness across the City.
<p>We will enhance Leeds' town and district centres and city centre</p> <ul style="list-style-type: none"> • We will continue to improve town and district centres across the city through an ongoing £12m regeneration programme. Five schemes in Pudsey, Wetherby Market Place, Rothwell, Kippax and Farsley will be completed and a further six (Halton, Garforth, Yeadon, Otley, Wetherby Horsefair and Crossgates) will see work commencing during 07/08.
<p>We will develop strong and positive relationships between people from different backgrounds</p> <ul style="list-style-type: none"> • We will work with partners to implement the Building Relationships and Preventing Extremism programme for Leeds. • We will conduct research into new and emerging communities in order to identify the scale and patterns of migration and to better understand the impacts upon the labour market, local service delivery and community cohesion.
<p>We will create a sense of belonging for all communities and encourage active involvement in community life</p> <ul style="list-style-type: none"> • We will work with the Voluntary, Community and Faith Sector to increase the number of residents engaged in work to improve the City's most deprived areas. • By making available a range of security measures through the Sanctuary Scheme, we will assist up to 250 households who have suffered from hate crime or domestic violence to remain safely in their home.
<p>We will make sure our community facilities meet the needs of local communities now and in the future</p> <ul style="list-style-type: none"> • We will spend £390,000 on improving recreation facilities for young people including new BMX tracks, skate parks and youth shelters.

Our children and young people are happy, healthy, safe, successful and free from the effects of poverty.³

The following activities have been agreed as part of the annual review of the Children and Young People's Plan. These reflect the updated priorities and action plan of children's services across the city, and are targeted on both addressing areas for underdevelopment and building towards our longer term vision for transformation.

Key Activities 2007/8
<p>We will make sure children and young people are safe</p> <ul style="list-style-type: none"> • Implement the Social Care Service Improvement plan to further improve assessment and care processes for Our Looked After Children and for children at risk • Strengthen the Local Safeguarding Children Board through its Annual Business Plan, developing new multi-agency approaches to safeguarding and shared performance management arrangements • Fund and implement the Leeds Anti-Bullying Strategy
<p>We will make sure children and young people are healthy and choose healthy lifestyles</p> <ul style="list-style-type: none"> • We will implement the review of the Teenage Pregnancy and Parenthood Strategy, including new leadership, new governance and commissioning arrangements as well as improvements to school support and local health and youth services • We will continue to implement the Childhood Obesity Strategy, with continued efforts to raise activity in schools, improve school meals and promoting breastfeeding • We will improve support for emotional and mental wellbeing through a new citywide strategy, reducing CAMHS waiting times, increasing parenting support and improving information, advice and guidance.
<p>We will make sure children and young people are achieving and getting the most out of life</p> <ul style="list-style-type: none"> • We will raise the progress made by pupils (value added) through targeted and tailored programmes in primary and secondary schools. This will include the Achievement for All programme in secondary schools and the Leeds Challenge in primary schools. • We will improve early years learning outcomes through a range of initiatives including the Children's Centres programme; the Parents as Partners in Learning pilot and the pilot project to give free access to learning for vulnerable two year olds • We will develop new approaches to personalised learning, including curriculum development; personal learning and thinking skills; electronic individual learning plans and coaching.
<p>We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds</p> <ul style="list-style-type: none"> • We will develop and consult on new models for 14-19 learning to address the recent 14-19 Review. This will be accompanied by the development of single estate strategy to maximise the use of capital investment across schools and colleges. • We will continue to develop personalisation and choice in post-14 learning through initiatives such as the roll out of Electronic Individual Learning Plans; Common Admissions process; the citywide prospectus; the development of specialised diplomas and the Local Enterprise Growth Initiative programme.
<p>We will make sure that children and young people are active citizens and make a positive contribution to their communities</p> <ul style="list-style-type: none"> • We will further support the participation of children and young people through completing a citywide framework for participation, building on local and national best practice that

³ This Corporate priority has been amended by the launch of the Children and Young People's Plan 2006-9 which is in response to the Children Act 2004.

develops the strong role of Youth Council and ROAR

- We will promote positive opportunities for young people through the roll out the Breeze Youth Offer and the integration of Connexion and Youth Service to form an integrated Youth Support Service for the city
- We will further reduce youth offending through a new Youth Crime Prevention Strategy and the enhancement of targeted activities for young people at risk of offending

We will improve universal services for children, integrate services and strategies and improve partnership working

- We will continue the roll out of Children's Centres and extended services around schools in every neighbourhood in Leeds
- We will continue to roll out new ways of working across the city, including: Common Assessment Framework; Budget Holding Lead Professional
- We will support new ways of working by developing and implementing new integrated ICT and information management systems; particularly ContactPoint, the 'Hub' service directory, E-CAF assessment database.

At each stage of life people are able to live healthy, fulfilling lives

Following the creation of a separate for Adult Social Services Directorate on 1st April 2007 and the establishment of a new commissioning structure we shall be implementing the aims of the government White Papers “*Strong and Prosperous Communities*” and “*Our Health Our Care Our Say*”, basing our work around the new outcomes frameworks for adults and children.

Inequalities remain stark and we have now agreed a target for the Local Area Agreement to reduce the gap in mortality rates between the most disadvantaged part of Leeds and the Leeds population as a whole. Together with Leeds Primary Care Trust and other partners including the voluntary community and faith sector, we will undertake a joint strategic needs assessment to enable us to implement an holistic and robust approach across the Council. We have scheduled further changes and improvements to services and more will be developed.

For adults requiring social care, we shall continue to promote independence, quality of life and choice by providing information, developing the market, improving assessment, transforming the services we provide directly (such as day care), and enabling our workforce to deliver person-centred services.

Key activities for 2007/8
<p>We will improve the physical, mental and social health and well-being of all the citizens of Leeds</p> <ul style="list-style-type: none"> • We will support all local organisations to implement the national ban on smoking in public places from July 1st 2007 and will work to help people who want to stop smoking in order to reduce the percentage of people in Leeds who smoke to 21% by 2010 in accordance with the Leeds Tobacco Control Strategy. • We will reduce risks to health and well-being within neighbourhood environments through monitoring and action on noise, air quality, accident risks and food safety. • We will promote Active Leeds, complete arrangements for the establishment of a Sport Trust with the transfer of staff from 1st April 2008, approve the business cases for new sports centres at Armley, Morley and Holt Park and open the new swimming and diving centre in October 2007.
<p>We will reduce health inequalities and the impact of poverty on health</p> <ul style="list-style-type: none"> • With partners we will undertake a Joint Strategic Needs Assessment and use it to plan key interventions to reduce inequalities in mortality rates by 2010. • We will continue with schemes to increase benefit take up especially in the most disadvantaged areas • We will implement the Affordable Warmth Strategy and sign up agencies to the Code of Practice.
<p>We will help all adults, particularly older people, to live independently with appropriate support if they need it</p> <ul style="list-style-type: none"> • We will continue to improve our assessment and commissioning procedures to ensure that all adults, and particularly older people, can maximise the opportunities for independent living and choose the support which they need. • New community services will enable us to increase the number of older people aged 65+ choosing to stay at home, and reduce permanent admissions to residential care or nursing care • We will complete extra care housing (120 additional units) and PFI re-provision schemes to replace current local authority learning disability and mental health hostels,
<p>We will make sure people have the support they need at each stage of life and as they move between life stages</p> <ul style="list-style-type: none"> • We will again at least double the take up of direct payments for people assessed to need care services • We will increase the percentage of annual reviews for people aged 18+ with a care plan to 70% • Building on the LINKAge pilot we will provide an electronic Information Store to ensure that information for Older People about services and opportunities is local, accessible, comprehensive, and up to date.

Leeds is a highly competitive, international city

The successful bid for Local Enterprise Growth Initiative (LEGI) funding will allow a more pro-active approach to encouraging enterprise in the city. We will continue to work with partners to encourage a diverse economy, and to support the city centre and improve its environment.

Work to improve the transport infrastructure of the city will continue, through major schemes such as Stage 7 of the Leeds Inner Ring Road, the East Leeds Link Road progression, and continuing work on the Abbey Road bus lane project.

Further development of the city's cultural infrastructure will take place. In 2007, Leeds celebrates 800 years since its charter, with a series of programmed events throughout the year. The city museum is due for completion by August 2008, and the refurbishment of the City Varieties theatre will continue.

Key activities 2007/08

We will develop high-quality transport

- Continue with the construction of Stage 7 of the Leeds Inner Ring Road (completion date August 2008) and the East Leeds Link Road (completion date November 2008)
- Further develop the Yorkshire Bus Project in partnership with West Yorkshire Passenger Transport Executive
- Facilitate the development of departmental travel plans

We will create a leading city in Europe which has an international reputation

- We will market Leeds to developers, investors and visitors in line with the marketing strategy for Leeds

We will further develop the role of Leeds as the regional capital

- We will work with partners (especially Yorkshire Forward, the universities and Chamber of Commerce) to encourage a diverse economy and expand on knowledge-based and innovative businesses
- Strengthen relationships with our partners and neighbours in the region and influence how regional and national economic policies develop
- Continue to influence and contribute to the Regional Economic Strategy, the Regional Transport Plan and the City Region Strategy

We will make sure the skills of the workforce match the skills needed to stay competitive

- Work with employers in the city on workforce development and labour market issues to influence the plans of the local and regional partners
- Develop mechanisms to accurately assess and meet employment and skill needs

We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region

- Work with the arts organisations to develop arts events and increase the participation of adults and children in cultural activities. In addition we will use the heritage buildings in the city to create a schools learning environment for young people struggling with the curriculum
- Increase the cultural opportunities for the people of Leeds by improving our cultural infrastructure (including the refurbishment of the City Varieties theatre, the Art Gallery, the Library and the completion of the Leeds museum)
- Co-ordinate a Leeds festival for 2007, celebrating the 800th anniversary of the charter of Leeds

Appendix 2 – Our Performance in 2006/7

Achievement of our priorities

Modernising Our Council

Our focus on continuing to improve our ability to provide efficient and effective services that meet the needs of the citizens of Leeds remains a key priority. The implementation of the next phase of our council change programme 'Smarter Working: Better Results' has focused on identifying new ways of working to respond to the challenges presented by the Local Government White Paper and new Local Area Agreement arrangements.

People and culture: Summary of achievements against objectives for 2006/7
Improving service planning
<ul style="list-style-type: none"> • The corporate approach to project management (Delivering Successful Change) was completed and launched. It includes clear gateway and governance arrangements for project and programme initiation and management. The next phase of work to embed it across the council was commenced. • The corporate service planning guidance was been updated and issued to managers for them to prepare their plans for 2007-8. This resulted in 72% of plans (excluding Social Services) for 2007-8 being produced and published to the corporate deadline, significantly improving on the 24% (excluding Social Services) in the 2006-07 cycle. • Additional capacity enabled early consideration of the implications of the Local Government White Paper and linked Bill. For example, Leeds was selected as one of the seventeen national feasibility pilots to help create guidance on the development of improvement priorities in the new LAA.
Leadership
<ul style="list-style-type: none"> • The Leeds Leadership Programme received a positive evaluation from the IDeA and a full evaluation of the programme is ongoing. • A managerial skills analysis was commissioned from Barkers and these results are informing the development of behaviours at all levels of the council • Phase 1 of council's Continuous Change Programme, Smarter Working: Better Results was approved by Executive Board in Feb. 07 for implementation on 1st April 2007.
Our values
<ul style="list-style-type: none"> • The council completed an ethical audit. • The council values were embedded in the council change programme as part of the 'One council' ethos. • Team Talk continued to be used throughout the council to communicate key messages to all staff and this was supplemented by the launch of "In Brief" a communications tool for managers and supervisors.
Workforce diversity
<ul style="list-style-type: none"> • The council has developed and launched a comprehensive Equality and Diversity Strategy 2006-8, approved by Executive Board in July. Quarterly reporting, with written guidance, has been set up as part of the council's performance management framework. • Job evaluation has been completed for all front line staff in partnership with the trade unions • Job seekers now receive an enhanced e-recruitment service and consequently 90% of applications are now received through this route compared previously to 60% with a £1/4 m saving anticipated in 07/08
Workforce effectiveness

- A full range of revised employment policies have now been agreed with the trade unions and will be comprehensively rolled out in 2007
- The first phase of a comprehensive grading review has been completed
- A number of successful events were run over the past year as part of the well being programme including a men's health promotion and screening day and well being awareness week. A review of the delivery of occupational health services has been completed

Learning organisation

- The gap between our current skills and capabilities and those required to achieve our vision for the future have been identified clearly from a combined analysis of the results of the Barkers managerial skills analysis, staff survey, ethical audit and Investors in People and Scrutiny Enquiry into Workforce Planning inspections
- Implementation of action plan arising from the 2005/06 staff survey including improvements to appraisals, road shows to enable staff to discuss matters with senior managers and investment in the development of our frontline staff.
- The council has retained its Investors in People accreditation and has completed its action plan for 2006-7

Improving partnership working

- The LAA has continued to promote and develop partnership working. The mid term highlight report to government (Sept 06) assessed overall progress of direction of travel as 'green'. Of the 97 performance targets with baseline assessment, 78 (80%) were performing at or ahead of trajectory and 19 (20%) were below target.
- The council has developed a Memorandum of Understanding with partners to the LAA outlining shared values, ethical principles, good conduct and behaviour and standards in relation to performance management, governance and financial management.
- The council has worked closely with the Unions on reviewing a number of key policies and on the job evaluation process

Transforming our services: Summary of achievements against objectives for 2006/7

Customer contact experience

- Regular liaison meetings took place between Contact Leeds and service partners where performance and processes were discussed. As a result process changes have been introduced to enable Customer Service Officers to respond more effectively to customer requests. For example:
 - Data collected by Contact Leeds suggested that our approach to missed single bin collection was setting unrealistic expectations for customers. As a result, the Refuse Collection Service agreed to change their process to ensure more effective collection the following week.
 - Siebel was introduced into City Services to enable staff to update the system with the outcomes of customer complaints on grounds maintenance issues. This provided Contact Leeds staff with more accurate information for dealing with customer enquiries.

In addition, Contact Leeds is now set up to record faith, disability, sexuality, marital status, asylum seeker and refugee status and gender on its systems.

- The council has actively promoted and has increased the uptake of customer self-services, particularly via the website, to more than 300,000 transactions. These include:
 - Corporate e-payments, launched in February, has currently processed more than £3 million online
 - Online school admissions (from August)
 - Launch of online recruitment (from October)
 - Online / SMS electoral roll service (from November)
- The Talking Point consultation tool has been launched to enable online consultation and to allow other consultations and surveys to be shared across the organisation.

Efficiency/Value for money (VFM)

- The Service Prioritisation model has been further developed in 2006/7 and 9 priority projects have been identified to be taken forward next year. In addition other services are being reconfigured as a result, such as Jobs and Skills which has developed a 3 year plan to reduce the delivery aspect and build greater local and city wide capacity to address the challenges of the worklessness agenda.
- Flexible working policies have been reviewed and re-launched.
- Support services blueprint has been produced and agreed. Implementation will be coordinated with the overall council change programme in 2007-8. The first phase was the establishment of a shared service centre was implemented bringing together the Employee Administration Service, Recruitment and Creditor Payments.

Performance Management

- In December 2006 a Data Quality Sub-Group (made up of Performance Board and Performance Working Group members) was established. The group is responsible for facilitating the delivery of the 'Data Quality Matters' project, which addresses data quality and information throughout the council.
- A Performance Management Framework (PMF) for the LAA was developed and enabled specific outcomes and related outputs and targets to be monitored and measured by the partner organisations involved. A Performance Management Group comprised of representatives from the partner organisations have met regularly over the previous year to monitor performance, resolve data collection and quality issues, and to consider how to improve the monitoring and management of performance for the LAA.

Partnership working

- Purchasing cards have continued to be rolled out across the council for purchasing high volume, low value products like stationery and cleaning materials. More than 300 cards are now in use in the council. In addition, the council has submitted a successful Peer Support Bid to Government to develop shared procurement services in the Yorkshire and Humber region. We have already carried out a range of collaborative procurement / joint contracting exercises with other Yorkshire and Humberside authorities, including Bradford and Scarborough for a contract for the supply of vehicles.
- The library has been co-located with the One Stop Centre at Osmondthorpe so one team could support both services; this approach means the library is available longer hours with a saving for libraries on staffing costs.
- We now operate a telephone service on behalf of the Energy Savings Trust this service covers householders residing in Leeds, Bradford and Hull council areas.

All neighbourhoods are safe, clean, green and well maintained

Crime, drug misuse and antisocial behaviour are major concerns for the people of Leeds. Over the last year we've continued to work closely with our partners and the community to reduce crime and antisocial behaviour and make people feel safe.

The physical appearance and quality of local environments have a large impact on the quality of life and the feeling of safety within communities. We have continued to improve the condition of the city's roads and worked together with our partners and local communities to improve the cleanliness of the environment in our most deprived areas and increased enforcement action for environmental crimes. We have continued to improve parks and green space in the city and around town and district centres and have enhanced the provision of facilities for young people in the city.

We want to reduce the amount of waste and pollution and make sure that the environment is enhanced for future generations. We have developed and agreed a Waste Strategy for Leeds which will ensure sustainability in waste disposal and encourage recycling and waste minimisation.

We will continue to work together with our partners and the citizens of Leeds to achieve safe, clean, green and well maintained neighbourhoods and to ensure a sustainable environment for future generations.

Summary of achievements against objectives for 2006/7

We will reduce crime and the fear of crime

We will reduce acquisitive crime and reduce the fear of crime through prevention activities, visible street security and publicity

- We target hardened 2,914 properties and installed 80 alley gates in targeted locations.
- We have increased and improved our direct contact with the public, repeating crime prevention campaigns with students new to Leeds, dissemination of information in the city centre, and attendance at community events.
- We have supported an increase in the number of Police Community Support Officers (PCSOs) to 331, through the match-funding for a further 170.

We will reduce anti-social behaviour and improve local environments

- Leeds was chosen as a 'Respect Area' releasing more resources to enhance family support and parenting packages, to increase the use of available powers against anti-social behaviour and to enable adoption of the Respect Housing Standard.
- We have expanded the 'Signpost' scheme and established a Family Intervention Programme, introduced Parenting Pathfinder Programmes aimed at 8-13 year olds and secured additional funding to cover the whole city and provide an 'expert practitioner'.
- 28 multi-agency operations have been delivered making communities safer and reducing anti-social behaviour.

We will reduce drug availability and minimised the harm caused by drug misuse

- We have implemented a workforce development programme focusing on non-professionally trained staff, to ensure that all drug services meet the Drugs and Alcohol National Occupational Standards (DANOS) requirements by 2008.
- A service has been developed within the Drug Intervention Programme for persistent and prolific offenders who misuse drugs, operating two clinics per week and we have introduced measures to fast track prostitutes into drug treatment services.
- We have developed an Alcohol Strategy for Leeds in order to further address the problems caused by alcohol misuse in Leeds.

We will reduce the level and impact of violent crime, particularly domestic violence, hate crime, robbery and alcohol-related violence

- We have implemented the Tackling Violent Crime Plan (2006/07); delivered through a multi-

agency task group. Over the last year incidents of violent crime in Leeds have fallen from 18,034 in 2005/06 to 17,244 in 2006/07; 790 fewer offences. In the city centre violent crime has also reduced by 17%.

- We launched Multi-Agency Risk Assessment Conferences (MARACs), to provide a structured forum for the sharing of information, risk assessment and safety planning in cases of domestic abuse. 3 MARACs have been established, one per police division, that meet on a monthly basis. A 'sanctuary' scheme was introduced to reduce the likelihood of homelessness due to domestic violence and incidents of repeat domestic violence victimisation have fallen by 4.4%.
- We have established a Strategic Hate Incident Group in order to increase the reporting of hate crimes and to improve service responses and develop preventative activities. In the last year 98% of reported hate incidents resulted in further action being taken.

We will improve road safety

- The number of casualties in Leeds during 2006 was at its lowest level since 1987. The overall number of road casualties reduced from 3,792 in 2005 to 3,734 in 2006. The number of motorcycle casualties fell from 236 to 203 in the same period.
- The Road Safety Promotion Unit visited all the schools in Harehills and Wortley in order to target areas with the greatest casualties. Cycle training in Leeds' schools was also completed on schedule for the 2005/6 school year.
- The Government approved the new safety camera programme and implementation continues. In addition, we have identified sites where there have been the most injury accidents between 2001 and 2005 and have implemented 44 new Road Safety Schemes over the last year.

We will improve the quality of our street environment

- The cleanliness of Leeds' streets has improved from 20% of streets surveyed being of an unacceptable standard in 2005/06 to 17% in 2006/07. The level of graffiti has also improved from 11% to 2005/06 to 6% in 2006/07. Over the last year we have improved the condition of streets in the most deprived SOA areas from 29% of streets unacceptable in 2005/06 to 14% in 2006/07.
- Over the last year we have serviced 2,236 Fixed Penalty notices for littering, dog fouling and fly tipping and prosecuted 61 individuals through the Courts for environmental crimes.
- The Street Lighting Replacement Programme is progressing well, delivering improvements in the quality of light and condition of street lighting columns in the city.

We will protect and improve green and open spaces and make them more accessible

- We retained Green Flag awards for Temple Newsam, Golden Acre Park, Lotherton, and Pudsey Park, and achieved a new award for Roundhay Park. These externally accredited awards are supported by the internal assessment of up to 50 additional sites each year, which have also seen a year on year improvement in performance. Kirkstall Abbey and Roundhay Park received several city-wide architectural awards, and national Green Apple awards.
- We have completed a series of consultation activities to develop the Parks and Green Space Strategy. During 2006/7, we began improvement works to 14 sites, to the value of £578k, within the £2.5 million Parks Urban Renaissance funding programme, established to improve parks and green space provision in and around town and district centres.
- An additional £50,000 has been invested to further promote and improve access to the countryside for recreation, including the production of new educational literature for schools, and an additional £50,000 has been invested in improvements to allotments, including fencing and provision of water.

We will reduce pollution and waste

- We have increased the proportion of household waste recycled or composted to 22.3%.
- The long-term Waste Strategy for Leeds (2005-2035), including the Waste Solution to reduce the amount of waste going to landfill and minimise penalties arising from the LATS for bio-degradable household waste, has been agreed.
- The council achieved an increase in SAP rating in public sector housing to an average of SAP 64.9 for 2006/07. This exceeded the target of 64.2.

All communities are thriving and harmonious places where people are happy to live

Our objective continues to be to ensure that all of the city's neighbourhoods are thriving places where people of different backgrounds want to live and feel valued. Progress has been made on a number of major regeneration programmes, enhancing town and district centres, making people feel safer and improving opportunities and activities for young people. Residents have had a greater opportunity to identify the services and improvements they want to see, particularly in the city's most deprived neighbourhoods and Neighbourhood Improvement Programmes are taking up the challenge of responding to residents demands. The council has also implemented a number of programmes to reduce homelessness, unemployment and worklessness, and continues to develop actions to promote positive relationships between people from different communities.

Summary of achievements against objectives for 2006/7

We will narrow the gap between the most disadvantaged people and the rest of the city

- The council has selected Bellway PLC as its preferred partner for the delivery of the ambitious EASEL initiative and the long term regeneration of a significant area of East and South East Leeds. Planning Applications have been submitted for the first phase sites to build approximately 750 new houses.
- Work on the West Leeds Gateway programme has included a major study setting out options for how the corridor between Leeds and Bradford City Centres can be improved in terms of transport, housing, employment, environment and cultural and leisure attractions. In addition, the stage 1 Heritage Lottery Townscape Initiative Bid (£1.1m) for Armley has been approved and a stage 2 proposal is being developed to add value to the existing £700k Armley District Centre Regeneration Scheme. This will deliver substantial improvements to the lighting, pavements, street furniture and general look of the Town Centre area.
- The council spent £161m on works to improve standards of decency in council housing stock. 70% of council housing now meets the decency standard exceeding the target of 65% for the end of 2006/07.

We will reduce unemployment amongst major target groups

- £3.3m of European Objective 2 and Sub-Regional Investment Plan funds has been secured to address the needs of employers and jobseekers by improving the skills and employability of people who are not currently in work.
- An additional 197 learners have been recruited to the two year High School Junior Job Guarantee and Young Apprenticeship programmes providing work related learning and enhanced employment prospects for 14+ young people at risk of under-achieving in Key Stage 4.

We will enhance Leeds' town and district centres and city centre

- Detailed designs for 5 schemes have been approved under the Town and District Centre Regeneration Scheme. Work is underway on site in Pudsey, Wetherby Market Square, Rothwell, Farsley and Kippax to improve the appearance of and facilities available in the area. Eight further schemes have been approved and detailed designs are being developed for Yeadon, Otley, Wetherby Horsefair, Halton, Garforth, Oakwood, Crossgates and Morley. £500k of a £12m total budget has been spent to date on the design and procurement elements of the programme.

We will develop strong and positive relationships between people from different backgrounds

- The Community Cohesion Annual Report and Cohesion Action Plan have been developed and are being implemented. Systems for monitoring issues relating to cohesion and for developing rapid responses have been established.
- The work programme of the Tension Tracking Group has been developed to ensure that

it is strategic, accountable and able to make informed assessments of tensions and initiate appropriate action. A Community Analyst post has been established to co-ordinate the collection, analysis and dissemination of hate crime, tensions and related intelligence.

We will create a sense of belonging for all communities and encourage active involvement in community life

- A target of 160 installations of household security equipment under the sanctuary scheme was met and exceeded. In total 174 households were averted from homelessness through the scheme resulting in a fall in the number of homelessness acceptances made by the council due to domestic violence / hate crime.
- A programme of service reviews carried out by the Supporting People partnership have led where appropriate to, services being decommissioned, revised contract values and the award of short-term contracts. This has resulted in the partnership having a cash surplus at the end of 2006/07 the ability to establish funds to commission new, user led services.

We will make sure our community facilities meet the needs of local communities now and in the future

- Consultation has been completed on the £470,000 programme of recreational opportunities for young people. £80,000 of the programme is committed with the remainder to be implemented in 2007/08. The programme will deliver new skate parks, BMX tracks and youth shelters.
- Refurbishment of Calverley and Morley libraries has been successfully completed.

Our children and young people are happy, healthy, safe, successful and free from the effects of poverty.⁴

This section of the Council Plan is also part of the Leeds Children and Young People's Plan, the key strategy for the Children Leeds Partnership which includes both the Council and its partners in Health, Connexions and the voluntary, community and faith sector. 2006/07 was the first year of the plan and was marked by a wide range of improvements delivered through better partnerships and more integrated working and commissioning between local children's services.

Summary of achievements against objectives for 2006/7

We will make sure children and young people are healthy and choose healthy lifestyles

- The Leeds Healthy Schools Programme won Beacon Status for its excellent work in schools. Over 99% of local schools are engaged in the programme and it has supported a wide range of improvements, from gains in attainment to developments in schools councils to improvements in the number of pupils engaged in PE and sport.
- Local partners have achieved a wide range of key targets, including those relating to CAMHS, breastfeeding and activity in schools.
- The participation and leadership of children and young people has been excellent throughout the year, making a real difference to services and outcomes. The Youth On Health group won a regional award and over 40,000 local children and young people were involved in the Be Healthy Challenge.

We will make sure children and young people are safe

- We have implemented a wide range of improvements to the assessment and care of both children and young people at risk and Our Looked After children and young people. These include: significant increases to the timeliness of initial and, to a lesser extent, core assessments; improvements to residential care; improvements to placement stability; and finally improved adoption rates
- Leeds has continued to reduce the number of children and young people injured or killed in road traffic accidents. The city has been more successful than many similar areas in improving road safety.
- Schools and early years settings have been judged to be very effective in giving children and young people the skills and confidence to stay safe. Nearly nine in ten of schools were judged by OfSTED to be good or better for their help in promoting safety in 2006/07.

We will make sure children and young people are achieving and getting the most out of life

- Students, schools and Education Leeds worked together well to continue the sustained and significant improvement in secondary attainment. Key Stage 3 and 4 results were the best ever, and for the first time over 50% of local students achieved 5 or more grades A*-C for the first time. Results continued to improve in Leeds faster than the national or benchmark trend.
- We delivered major improvements for children and young people with additional needs through the No Child Left Behind Programme. Unauthorised absence (truancy) was reduced, permanent exclusions continued to be reduced (by nearly 50% over the past three years) and provision for learners with behavioural and emotional needs was improved, with OfSTED judging all our 'Pupil Referral Units' as 'good with outstanding features'.
- Massive investment in Leeds schools and early years provision continued. Twenty three Children's Centres were opened in the most deprived wards across the city. In schools a £240 million contract was agreed for school building as part of Building Schools for the Future and in addition £24 million of funding for ICT in schools was secured.

We will make sure children and young people are active citizens and make a positive

⁴ This Corporate priority has been amended by the launch of the Children and Young People's Plan 2006-9 which is in response to the Children Act 2004.

contribution to their communities

- We have achieved our targets for reducing the number of children and young people in the Youth Justice system, a major measure of preventing youth crime and poor outcomes for young people.
- We worked with Youth Council and ROAR to further develop children and young people's lead role in children's services. Both groups worked together to manage the Youth Opportunities and Youth Capital funds, allocating over a million pounds to local youth groups. In addition the Youth Council completed a successful review of transport policy, and representatives from both groups were involved in developing our Anti-Bullying Strategy and reviewing the Children and Young People's Plan.
- We have led initiatives for supporting the personal and social development of young people that have been recognised as best practice nationally and have made a real impact to young people, schools and communities. These include the Stephen Lawrence Educational Standard, Investors in Pupils and the Inclusion Charter Mark. Lastly the Leeds Mentoring Service is the largest in the country, supporting over 4,000 mentoring partnerships.

We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds

- We have increased the number of young people staying on in learning or work post-16. In 2006 we achieved our local targets for reducing the proportion of 16-18 year olds that were NEET (Not in Education, Employment or Training), and reduced the proportion of young people in the unknown category.
- We have continued to increase the qualification levels of 19 year olds in Leeds, raising the proportion with Level 2 and 3 qualifications faster than the national or benchmark trend.
- We have reduced the number of children and young people living in non-decent housing. Leeds is on track to meet its 2010 decent housing target and has ensured that no families are currently housed in B&B accommodation.

We will improve universal services for children, integrate services and strategies and improve partnership working

- We have exceeded local and national targets for the development of Children's Centres and extended services around schools. Through these initiatives a wide range of new services are available to children, young people and their families from after school study support to ante-natal classes to advice on benefits.
- We have completed an audit of our workforce and have developed a draft workforce strategy. In addition we have successfully piloted new approaches to working in children's services through the successful pathfinder projects in the West Pilot, Budget Holding Lead Professional and Common Assessment Framework
- We have been successful in securing funding and implementing a wide range of projects to provide better support to parents. These include the recruitment of over 50 Parent Support Advisers in schools, Choice Advisors to help with school admissions and significant funding for parenting programmes for young people at risk of offending. Some of these schemes have won national praise for Leeds' approach.

At each stage of life people are able to live healthy, fulfilling lives

The overall strategic risks generated by large-scale organisational changes within Health & Social Care in Leeds, which included slowing the pace of our shared transformational programmes, were mitigated by maintaining close & focussed co-operation within the partnership, building on successful governance arrangements. These approaches have contributed to improving performance & outcomes in relation to:

- reduced numbers of delayed transfers of care from acute hospital settings
- improved response times in relation to the provision of items of equipment and
- have led to our securing the largest POPP programme in the country

The social care & health economy faced significant financial pressures in this year. Strategies to address these included:

- the adoption of remodelled care pathways,
- a more integrated approach to models of service delivery
- a more rigorous approach to commissioning & contracting.

We can demonstrate significant efficiencies that have been achieved across the whole system, particularly in relation to improved contractual terms for the provision of home care and residential & nursing care, which have delivered improvements in cost & quality. Achieving such efficiencies has enabled us to continue to maintain our significant investment in primary preventative services, including the unique Neighbourhood Networks & Keeping House initiatives, alongside our continued investment in extra care housing.

In addition to financial pressures, our involvement of users & carers in shaping future services indicated the need for shifts away from traditional, buildings-based models of social care intervention. In particular in Learning Disability services to shift further towards models of self-directed care & for Mental Health services to shift to a 'recovery' model of intervention.

A workforce development programme has been introduced to equip staff with the skills to deliver these new models of person-centred & outcome-focused care in community settings. One early indication of the impact of this is our improved performance in the take up of direct payments. To ensure our actions match our aspirations, we have created dedicated transformational capacity to develop & implement these new models, using best practice programme management methodology.

Summary of achievements 2006/07

We will improve the physical, mental and social health and well-being of all the citizens of Leeds

- Over 4M visits have taken place to Leeds City Council Leisure Centres and 36,470 visits to 'Active Life' classes have taken place across the city for people aged over 50.
- All Being Well Market Stall established in Kirkgate Market with 16370 attendees in 2006-7
- Employability programme introduced for people on incapacity benefit with mental health problems or musculo-skeletal disorders

We will reduce health inequalities and the impact of poverty on health

- £1,038,426 in unclaimed benefit entitlement was successfully identified for Leeds residents
- 65000 targeted mailshots informing people about schemes to help with their domestic fuel bills
- Leeds Tobacco Control and Food Strategies launched September 2006

We will help all adults, particularly older people, to live independently with appropriate support if they need it

- Over 2000 older people and disabled people received domestic services through enterprises supported by the Keeping House Project.
- 319 direct payment arrangements established for individuals (adults, carers and children) to purchase care and support services of their choice.
- We have fully consulted on and agreed plans to revise and modernise day care support services for people with mental health problems, learning disabilities and physical/sensory disabilities

We will make sure people have the support they need at each stage of life and as they move between life stages

- LINKAge Plus pilot established giving older people access to a wide range of opportunities to improve or maintain their quality of life. Eight Information Gateways established.
- Joint Mental Health Strategy launched July 2006 to benefit users of mental health services and improve mental health in the wider population.

Leeds is a highly competitive, international city

Cities across the UK and wider world are increasingly in competition with each other for jobs, investment, employees, tourists, shoppers and other visitors. Leeds needs to continue to respond to this, to make sure that we can compete successfully with other UK cities, the rest of Europe and further a field. Leeds has had a strong and growing economy for the last 20 years, whilst the Yorkshire and Humber region has been a relatively poor performer in the UK Overall. Economists forecast that Leeds' economy will continue to grow over the next 10 years, but they think that the regions of northern England could, as a whole, fall further behind London and the south. Consequently, the council must work with its partners, through the Leeds Initiative, to continue to build on Leeds' strong, diverse economy whilst promoting the city more effectively to national and international markets and investors as a place with an excellent quality of life in which it is a good place to do business.

Summary of achievements 2006/07

We will develop high-quality transport

- Construction of the East Leeds Link Road is underway, on target, and within budget.
- Wellington Road bus lane and A65 Abbey Road Phase 1 bus lane completed together with 282 bus stop upgrades (including raising kerbs for accessible buses, creating bus stop clearways to allow bus access and installing new bus shelters) all completed during 2006-07.
- LTP2 assessed as 'good', resulting in additional monetary allocation from the DfT.

We will create a leading city in Europe which has an international reputation

We will further develop the role of Leeds as the regional capital

- The repaving of Briggate was completed on time and to budget, as were major improvements/redesigns to key open spaces in the City centre, including Merrion Garden, Park Square, Assembly Street, and Chancellor Court. This represents a total investment of over £5m.
- Planning permission was been granted for a 1 million sq ft retail development in the Harewood/Eastgate quarter. Further permission has also been granted for developments across the city.
- 446,902 people visited the Gateway Yorkshire Visitor and Travel Centre making it the busiest Travel and Information Centre in Yorkshire. Income from ticket and retail sales and bookings increased by 11% to £54,000.
- There has been a record level of enquiries (2,277) from companies wishing to relocate, expand or set up new businesses in Leeds, representing a 9% improvement on 2005/06. Venue searches undertaken by Conference Leeds were up by 20%, generating £734,000 of directly placed business.
- The success of our bid for £15.6m over three years of Local Enterprise Growth Initiative (LEGI) funding will further encourage enterprise.
- The Leeds City Region Development Plan (CRDP) was agreed in September 2006 and launched in November 2006 in Halifax and in the House of Commons. An implementation plan has been prepared. Work has also commenced on a City Region Multi Area Agreement to deliver aspects of the CRDP.
- A City Region Leaders Board (constituted as a joint committee) has been established. Its first meeting is due to be held on 2 April 2007. A Transport Panel, a Skills Panel and a Business Leadership Group are in the process of being established.

We will make sure the skills of the workforce match the skills needed to stay competitive

- Four contracts awarded to skills partners, worth approximately £3.7 million.
- Establishment of the multi-partner Skills Board and Worklessness Group, in complementary roles

We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region

- Attraction of major events, including the Northern Art Prize, funded by local business; the Jane Tomlinson 10k run; and Robbie Williams playing two nights of concerts at Roundhay Park - 180,000 people attended, there were 300 million viewers worldwide, and the concert DVD is now

on sale. There were many mentions of Leeds which provided good publicity for tourism visits.

- Significant improvement of the City's cultural opportunities, including the refurbishment of The Grand Theatre (phase 1), Leeds Art Gallery (phase 1) and the Central Library, as well as successful learning programmes developed for underachieving young people using heritage venues (The Grand Theatre and Leeds Town Hall).
- Installation of the award winning Chelsea Flower Show Garden in Millennium Square which celebrates our links with Durban.

National and Local Performance Indicators

PI appendix published separately

Appendix Three – LAA Performance Indicators for 2006/7

PI appendix published separately

Appendix Four – Corporate Statements

The council has a statutory responsibility to provide information within the Council Plan on a number of important issues. These are include below and are as follows:

A statement of compliance on the awarding of contracts involving the transfer of staff.

When contracting-out services, Leeds City Council will apply the principles set out in the Code of Practice on Workforce Matters in Local Authority Service Contracts. In this regard, Leeds City Council will ensure, by inserting relevant terms and conditions into such contracts, that procurement exercises are conducted on the basis that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (better known as TUPE) will apply, unless there are exceptional circumstances why they should not, and that transferees will be offered either retention of the Local Government Pension Scheme (LGPS) or a broadly comparable scheme. Further, all new recruits on any Leeds City Council contract will be offered employment on terms and conditions which are, overall, no less favourable to those of transferred employees, as well as offering them reasonable pension arrangements. In this regard all new starters will be offered either:

- Membership of the Local Government Pension Scheme; or
- A broadly comparable scheme supported by a current Government Actuaries Department Certificate (in essence a final year salary scheme); or
- A good quality stakeholder pension scheme that has matched employer contributions (a minimum of 6%).

The above shall apply to sub-contractors also.

Appendix Five – Useful Information

Making your views known

Your views are vital to the council. If you have any comments on what you read in this Plan, or on any service you receive from Leeds City Council, please let us know.

Equally, we are interested in any suggestions that you have on how to make this a more user-friendly reference document. The Plan has a lot of detail that we are required by law to include, but we would like it to be as useful as possible for the public, staff, Councillors and partners alike.

To let us know what you think or to obtain further copies, you can write to:

**The Policy, Performance and Improvement Team
Leeds City Council
2nd floor East
Civic Hall
Leeds LS1 1UR**

or email:

councilplan@leeds.gov.uk

or telephone:

0113 224 3462

We also publish the Council Plan on the internet – www.leeds.gov.uk (search for Council Plan)

Copies are also available for inspection at your **local library**.

Glossary

ALMOs	Arms Length Management Organisations
BME	Black Minority Ethnic
BTCV	British Trust for Conservation Volunteers
BTP	British Transport Police
BVPIs	Best Value Performance Indicators
CA	Corporate Assessment
CCTV	Close Circuit Television
CLG	Communities and Local Government
CLS	Community Legal Service
CMT	Corporate Management Team
CNEA	Clean Neighborhoods and Environment Act
CPA	Comprehensive Performance Assessment
CRDP	City Region Development Plan
CSCI	Commission for Social Care Inspection
DCLG	Department of Communities and Local Government
DCMS	Department for Culture, Media and Sport
DCS	Director of Children's Services
DDA	Disability Discrimination Act
DEFRA	Department for Environment Food and Rural Affairs
DFES	Depart for Education and Skills
DFT	Department For Transport
DNO	Distribution Network Operator
DOT	Direction of Travel
DSNOS	Drug and Alcohol National Occupational Standards
DVLA	Driver and Vehicle Licensing agency
DWP	Depart for Work and Pensions
EASEL	East and South East Leeds
ENCAM	Environmental Campaigns (incorporating Tidy Britain Group)
FFIP	Fully Flexible Integrated Provision
FFT	Fischer Family Trust
FSA	Food Standards Agency
GOYH	Government Office Yorkshire and Humber
HB	Housing Benefits
HCC	Health Care Commission

HESA	High Education Statistic Agency
IDeA	Improvement and Development Agency
IIP	Investors In People
JAR	Joint Area Review
KSI	Killed or Seriously Injured
LAA	Local Area Agreement
LATS	Landfill Allowance Trading Scheme
LCC	Leeds City Council
LEGI	Local Enterprise Growth Initiative
LGPS	Local Government Pension Scheme
LKI	Local Key Indicators
LLP	Leeds Leadership Programme
LMU	Leeds Metropolitan University
LPSA	Local public service agreement
LSP	Local Strategic Partnership
LTP	Local Transport Plan
LTR	Local Transport Plan
MARACs	Multi Agency Risk Assessment Conferences
MLA	Museum, Library, Archives Councils
MUE	Managing Urban Europe
NEET	Not in Education, Employment or training
NRF	Neighborhoods Renewal Fund
Ofsted	Officer for standard in Education
P&C	Parks & Countryside
PAF	Performance Assessment Framework
PAYP	Positive Activities for Young People
p-cards	Payment Cards
PCSO's	Police Community Support Officers
PCT	Primary Care Trust
PFI	Private Finance Initiative
PLSS	Public Library Service Standards
PMF	Performance Management Framework
PoPPS	Partnerships for Older Peoples Projects
PP	Percentage Point
QA	Quality Assurance
SAP	Standard Assessment Process
SCMS	Supplier and Contracts Management System

SEN	Special Education Need
SOAs	Super Output Areas
TUPE	Transfer of Undertakings Protection of Employment
VCFS	Voluntary, Community and Faith Sector
VFM	Value for Money
WDF	Waste Data Flow

Your council services

If the service you require is not listed, please call the switchboard on 0113 234 8080, Minicom Service 0845 127 1113. For general enquiries email: onestop@leeds.gov.uk. If you would prefer to use a 0113 number you will find these on our website - leeds.gov.uk

Abandoned Vehicles	0845 124 0113	Housing Repairs and Tenant Enquiries – Please see your rent book/statement for relevant ALMO Telephone Contact Number	
Anti Social Behaviour Team	0113 398 4701	Homeless Enquiries	0113 247 6919
Benefits Advice	0845 127 0113	Libraries and Information Services	0113 247 6016
Business Rates Information	0113 247 6983	Needles/Syringe Reports	0800 138 6227
Childcare Information	0113 247 4386	Noise Nuisance 24 Hour Service	0113 240 7361
Community Involvement Team	0113 234 8080	Parks and Countryside	0113 395 7400
Complaints and Compliments	0845 129 0113	Pest Control	0845 124 0113
Council Tax Information	0845 126 0113	Planning Applications	0113 247 8000
Council Tax Benefit	0845 127 0113	Potholes	0845 124 0113
Council Tax 24 Hour Payment Line	0113 395 7100	Recycling	0845 124 0113
Disabled Parking Badges and Bus Passes	0845 125 4113	Refuse Collection	0845 124 0113
Dog Wardens	0845 124 0113	Registrar –Births and Deaths	0113 224 3622
Drug Action Team	0113 395 0839	Registrar – Marriages	0113 247 6709
Education Grants and Loans	0113 247 5590	Registrar - General Enquiries	0113 247 6710
Education Enquiries	0113 247 5590	Social Services – General Enquiries	0845 125 4113
Elections and Voting	0113 247 6726	Social Services – Emergency Out of Hours	0113 240 9536
Jobs and Skills Enquiries	0113 247 5465	Sports Centre – General Enquiries	0113 214 5005
Environmental Health – Domestic & Industrial	0845 124 0113	Street Cleansing & Street Lighting	0845 124 0113
Equality Team	0113 247 4190	Tourism Information – Gateway Yorkshire	0113 242 5242
Fly Tipping	0845 124 0113	Waste Collection	0845 124 0113
Highways – General Enquiries	0845 124 0113	Welfare Rights	0113 2149006
Highways – Out of Hours Emergencies	0113 376 0499	Youth Services	0113 214 5854

Every Child Matters

Leeds Children and Young People's Plan
Annual Review – 2006 / 07



Children Leeds

Foreword

Every single child and young person in our city should be able to say that they were lucky to grow up in Leeds. It's what they deserve and it's what we must all aspire to achieve.

In support of this ambition is our first Annual Review of the Leeds Children and Young People's Plan 2006-2009. The review considers where we have made a difference and moved forward. It also highlights those areas where we still need to do more and find new ways of working together to transform our services and further improve outcomes for children and young people.

Some of our successes from the past year have included:

- improved outcomes for children and young people of all ages: from raising breastfeeding rates, to the highest ever GCSE results, to more young people staying in learning at 16;
- engaging children and young people in taking a lead role in our work, for example through the 40,000 who took part in the Be Healthy Challenge, the award winning work of Youth on Health;
- winning awards and leading national pilots in new ways of working, such as Beacon Status for Healthy Schools or the successful Budget Holding Lead Professional pathfinder for children in need and our looked after children.
- establishing the children's trust arrangements, developing our approach to corporate parenting; and
- driving investment in local services: opening new children's centres and completing contracts for massive investment in school buildings, ICT, and social care facilities.

The key challenges that remain are....

- focusing our collective effort on those outcomes where we need to improve faster – particularly the progress young people make in secondary schools, reducing teenage conceptions and ensuring children and young people are safe in their homes, schools and neighbourhoods; and
- ensuring that we strengthen our children's trust arrangements to enable integrated and refocused front line services and commissioning approaches.

The partnership has made great progress and we would like to thank everyone for their hard work, energy and inspiration over the last year. We know we have more to do, and this document sets out the priorities and actions for our next steps. Whatever the challenges, we know that we have the team in place to succeed and look forward to working together for another successful year.

Rosemary Archer
Director of Children's Services

Cllr Richard Brett
Executive Lead Member for Children's Services

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1.0 Introduction:

1.1 ***Children and young people in Leeds: the wider context***

Our review of the Children and Young People's Plan (CYPP) has been conducted at a crucial time for Children Leeds. It enables us to reflect on our approach and our children's trust arrangements and is part of our preparations for the December 2008 Joint Area Review (JAR) process. We have used the various elements of our children's trust arrangements to help carry out the review, ensuring it reflects developments across a broad area.

Throughout the review process we have sought to consider significant national developments, such as the Education and Inspection Act, the Childcare Act and the recent Local Government White Paper. We've also linked into major local developments such as: the Council Change Programme – Smarter Working Better Results; the Council Executive Board's consideration and approval of the children's trust arrangements; major changes to the Primary Care Trust progress on our Local Area Agreement and significant pilot initiatives that inform highly innovative ways of working.

The existence of our Children Young People Plan and establishment of children's trust arrangements under Children Leeds has started to bring greater coherence to our wealth of excellent and imaginative practice. As such, we can encourage change from the frontline and see it within an overall framework. We are pleased to have conducted a review which informs our next steps to improve outcomes for children and young people in Leeds.

1.2 ***Who 'we' are: working together for our children and young people***

We recognise that *everybody* working with children and young people in Leeds has an important role to play in achieving our ambitions. The establishment of 'Children Leeds' reflects this approach. It brings together in partnership those organisations that are responsible for the services that support children and young people.

Under the Children Leeds banner an important part of the overall approach we have taken is the establishment of a set of children's trust arrangements. Learning from the national thinking on Every Child Matters and our own context here in Leeds, we are taking a strategic commissioning approach to improving outcomes.

This means the Director of Children's Services can take the broadest possible view across the multiplicity of services that impact on outcomes for children and young people, without direct operational responsibility for any specific children's service. The priority here has been to build on the excellent partnership approach established over recent years to continue to create the climate for

effective shared working and then be able to hold partners to account in a very even-handed way for their contribution to improving outcomes.

As such, Leeds has not done major structural change in the most obvious areas of children's services within the council, but rather the approach enables an increasing move towards front line integration and better working across key areas such as resource and performance management, commissioning and workforce reform. These are all crucial areas that contribute to improved outcomes and delivering priorities.

1.3 ***What is the purpose of this review?***

Our review examines our progress on improving outcomes for children and young people in Leeds. It is based on two main elements:

- an evaluation of progress against the local targets, objectives and actions set out in the Leeds Children and Young People's Plan 2006-09;
- a self-assessment against the national criteria set out in Ofsted Children's Services Inspection Framework.

We seek to answer the following questions in the review:

- What are outcomes like for children and young people in Leeds? How do outcomes compare with similar areas and the national average? How quickly are outcomes improving?
- Are we narrowing the gap between vulnerable groups and communities and their peers?
- Are people who work in services that impact on children's outcomes working together effectively to support children, young people and families in the way that children and families have asked? Have we implemented our strategy well and is it making a difference?
- How are our children's trust arrangements working to support the delivery of improved outcomes? Are our shared processes, strategies and management arrangements effective and providing value for money?
- What do need to do next to improve outcomes and the way we work together?

1.4 ***What process has the review followed?***

Our review has included two main elements: *analysis*, where partners have reviewed key data, trends and benchmarks to inform assessment of outcomes and service performance, and *participation*, engaging with key stakeholders across the children's trust arrangements to support and challenge progress and

next steps.

Participation has included the points listed below; and some highlights from this are included after the priorities

- children and young people: including surveys of school pupils, workshops and events including input from children in vulnerable groups;
- parents and carers: consultation with the Every Parent Matters group;
- service staff and managers from across the partnership: this review was led and developed by a multi-agency project team, and included wider input through Outcomes Conversations, a Challenge Event and consultation through partnership boards and meetings; and
- elected members: a series of consultation events and workshops took place throughout the Spring including sessions with all Area Committees, Scrutiny Board and Member Seminars.

1.5 ***Summarising what we've learnt***

Overall, our evaluation has found that progress has been made in a number of areas and we are pleased with the development work done to support future improvements. However, we also know that we want more to be delivered, at a faster pace and in particular to help narrow the gap. Given the size, complexity and context of the city, we are confident we have the right arrangements in place and the right people delivering services. Our challenge is to continue towards the integration of these services, so that children and young people feel we are delivering what they need in the ways that suit them.

As we approach the Joint Area Review in Leeds later this year, we believe we are well positioned to demonstrate progress and capacity. Within the all embracing children's trust arrangements under Children Leeds our collective leadership challenge is to use our capability and capacity to make the most effective impact on outcomes. This means changing some use of resources, people, processes, ICT, assets and behaviour to wrap services around children and young people. Our review has told us we need to maintain long-term aspirations and build on our range of innovative approaches to meet the diversity of needs. However, we also know that there are immediate and pressing challenges we want to respond to within the context of our longer-term direction.

The vision, approach and priorities in this review will provide the framework for collective action to deliver improved outcomes, building on the ten aims identified last year. We will be using this as the basis for all our communications activity.

1.6 ***How is the review structured?***

We have structured the review document as follows:

- our **approach and priorities**, updates and restates our broad strategy, and sets out how we intend to reshape services in Leeds to better meet the needs of local children, young people and families; and sets out our updated priorities, informed by the findings of this review; and
- our **review**, section contains a detailed self-assessment of progress and impact against the Children and Young People's Plan and the national inspection framework for children's services and some key actions to make improvements. This section contains report cards with progress on last years performance indicators. Where possible we have gathered trend and comparative information and assessed progress as red, amber, and green. Where there is no trend or no comparative data, we have marked this as blue.

Whilst this is an extensive review of the CYPP, there is much more work that lies behind the document. This includes papers from all the elements of the children's trust arrangements, detailed action plans and service plans, sub-strategies for particular aspects of the CYPP, detailed needs analysis and performance management reports. Specific examples of this supporting information are: the Refresh of the Local Area Agreement (LAA) and the LAA Performance Report, and the Annual Attainment Report. In terms of the detailed action plans that will be taken forward following this review, we will be testing the effectiveness of the measures and targets to ensure that trend and comparison data is of value. We will also be doing this within the context of emerging changes, such as the national review of performance indicators and Local Area Agreement developments.

2.0 The way forward – our approach and priorities

2.1 *The Leeds approach*

Below we set out the distinctive approach that informs the Children Leeds strategy for improving outcomes in the city. This builds on the approach set out last year and uses learning from implementing the plan.

Above all else, our aim is to achieve the best **outcomes** for every child and young person in the city – to help them feel that they were ‘lucky they grew up in Leeds’.

As set out in our Children and Young People’s Plan, our vision is that we want every child and young person to be *‘happy, healthy, safe and successful and free from the effects of poverty.’*

In order to provide the best support for children, young people and their families (and in referring to families we include carers), we know we need to develop the way we work *with* them and *for* them, so that services are developed in consultation and *not imposed* on them. Our approach is therefore based on:

- **Personalisation:** Focused on individual ambitions, needs and circumstances.
- **Participation:** Decide and direct work *with* children, young people and families.
- **Partnership:** At all levels, with services working together to make this easier.
- **Prevention:** Identify problems early, respond quickly and appropriately to needs as they change to avoid problems becoming severe, and more difficult and costly to resolve.

2.2 ***How this approach will make a difference***

- ***Personalisation:*** Our approach is to provide integrated, tailored and proactive support for children and families to meet their needs as they arise. Traditionally, the effectiveness of services has been hampered by a ‘one size fits all’ approach based around organisational boundaries and difficulties in engaging the hardest to reach, but most needy, families. In contrast, what we aim to provide is personalised support tailored to the needs of each child and family, provided by agencies working together, working hard and working in new ways to engage with all and particularly differently with the most socially excluded. This will mean that we use individual learning plans, common assessment framework and personal education plans to ensure that needs are met.
- ***Participation:*** Our approach here underpins everything we do because it is only by working *with* the child or young person or family and their need that we will understand the best way of making things better. This participative approach will increasingly be seen on a day-to-day basis to build on existing good practice. This also means that there will be significant participation in service design – both at a front line level for example in a building, but also strategically too.
- ***Partnerships:*** Children Leeds will work to enable effective partnerships at every level of children’s services. The children’s trust arrangements provide the basis for this at a citywide and local level. Clusters around schools and children’s centres are increasingly important as a hub of development and access route to extended services, partnership with the community, and the universal offer. Within this, multi-agency teams will increasingly be developed to deliver more integrated services on a 0-19 basis that work effectively and respond to local need.
- ***Prevention:*** Our approach here again is based on responding to need, using early identification and effective support to prevent poor outcomes. This requires services to work to use shared assessments and triggers or thresholds to identify problems early, and to have quick and easy referrals on a continuum of need to highly effective and responsive more specialist services or targeted and intensive or acute support. This is often referred to as progressive universalism and is important because of what children and families tell us, but also because there is an increasing statutory basis to much of this approach. It continues with the thrust of the Preventative Strategy developed in Leeds in 2004, which has informed increasing co-location and co-operation between services and targeting of resources, for example through best practice from Sure Start, the West Leeds Project and other examples of multi-agency teams, extended services developments and the Seven Day Response teams.

To achieve this we will develop and embed the enhanced universal offer for all children , young people and their families as extended by recent legislation. All

statutory and voluntary sector providers in Leeds will work in partnership to deliver increasingly integrated frontline services that ensure all children, young people and their families access the full entitlements of the universal offer outlined in the table below.

- *A personalised entitlement for all learners that meets their individual needs and maximises their potential*
- *Access to personalised support for all young people to plan and review learning and fulfil their career aspirations*
- *Community access to extended schools, children's centres and other community sites to promote family learning, health and wellbeing*
- *Family support services that can respond within seven days, whenever possible, to need identified by children, young people and parents, including parenting, health and social care services with swift and easy access to more specialist help, when appropriate*
- *Access to information, advice and guidance to support families in making choices about access to training and employment.*
- *Outreach services to signpost locally based services and support vulnerable and isolated families to take up appropriate community based family support services*
- *Fully integrated and flexible early education and childcare services for children 0 to 14 on school sites or with safe transport within the locality*
- *Access to quality, comprehensive, and impartial information, advice and guidance to children, young people and parents, covering all aspects of need, including childcare*
- *Access to information and support to children and young people to improve their own health, including smoking cessation, alcohol and drug misuse, sexual health, healthy eating and physical activity*
- *Access to health visiting and school nursing services, providing health information, support and advice for children 0 -19 years, at home, at school and in community settings*
- *Increased access to services and activities at home, school, children's centres and in community settings for children with disabilities*
- *A varied menu of positive activities for children and young people beyond the school day and year on school and other sites*
- *A Youth Breeze promise to all young people giving access to a range of recreational, sporting and cultural activities, opportunities to volunteer and safe places to go and be with other young people*
- *Access to local, age appropriate play, leisure, and recreation opportunities that are freely chosen and done for their own sake*

- *Access to informal health and social education programmes within community settings and appropriate targeted support for those young people who need it*

2.3 ***Safeguarding: the cornerstone of everything we do***

Fundamental to achieving our aims is the need for building a culture of **safeguarding** in everything we do – to ensure we all work to make children and young people safe and to promote their wellbeing. Safeguarding is an essential part of everyone’s responsibility across children’s services and way beyond, encompassing the preventative and protective responsibilities, and therefore central to achieving good outcomes. Systems, processes, cultures and communities have to support a situation where all agencies, communities and individuals respond appropriately to concerns to minimise risks of harm and maximise children and young people’s well being and future prospects. It is clear that children can only achieve across the five outcomes if they are safe, supported and well cared for.

A key way for us to do this is to build **resilience** - the confidence, knowledge and skills of individual children and young people (and of families and whole communities) to effectively manage change and challenges so they can thrive. This is important because we know that services, however good, cannot and should not manage people’s lives or assure their success. We know that some of the key building blocks of resilience are high educational attainment, social and emotional skills and the positive support of parents or other carers or adults.

In addition, **aspiring to excellence** is key – we need high expectations for what children and young people can achieve, as well as excellence in the services that work for them.

2.4 ***The aim of our approach: improving outcomes***

To reiterate the point made at the outset of this section, the approach we are taking must focus on improving **outcomes**. the five national Every Child Matters (ECM) outcomes have been adopted and adapted by Leeds. Firstly, we want to be clear on our definition of outcomes – which in this document and in our wider work is defined as a *condition of well-being for a defined population*. Secondly, we emphasise that the outcomes must not become new barriers to thinking or joint working – that work in one outcome can impact powerfully on another – for example play supports self-esteem, learning and health. Thirdly, to support the use of the ECM outcomes we have reordered them to emphasise the importance of safeguarding and to present them in the acronym ‘SHAPE’ – we want children to be Safe, Healthy, Achieving and Enjoying, Positively contributing and Economically successful. This acronym is a tool for supporting a wider dissemination and understanding of our work.

2.5 ***What might this approach look and feel like for children, young people and their families?***

We want to receive feedback that sounds like this:

“They listened to me to understand what I wanted and what I needed and took the time to agree with me how we could work together to make things better. The person working with me was really good – they stayed in contact and checked that everything was going OK. The best thing was that they all worked with me to sort things out. It was all a lot quicker than in the past as they came to meet me at the local Children’s Centre, started helping out right away and I didn’t get passed from one person to another .”

Who	All children and young people, and their families or carers in Leeds. This applies from before birth to the age of 19 or to 25 for those with more complex needs.
What	A guarantee that high quality services will respond to each child or young person’s aspirations and support their needs appropriately through prevention or as they arise through triggers and care pathways.
When	Every day in schools, children’s centres, health services and other settings. And for those needing extra help there’ll be a quick response – immediately in emergencies – and working towards within 7 days for all services.
Where	In every community and within walking distance, in schools, health or children’s centres. From there some services, such as health visitors will attend children in their homes, and other more specialised services will be organised citywide but will be linked to local centres.
Why	We want children to feel that they were lucky to grow up in Leeds. We want to services to be high quality, responsive and trusted and to work in a way that is easiest and best for service users.
How	By agreeing with children, young people and families the services they want and need in their communities. By having clear standards and expectations for our services. By using the lead professional and clear care pathways.

2.6 ***Narrowing the gap: targeting support to our most vulnerable children and young people***

We recognise the need and importance of targeting particular support to our most vulnerable groups. In Leeds this focus on ‘narrowing the gap’ runs throughout our work and informs efforts across all of our priorities. To reflect this, within each of the themed sections that follow we specifically address our focus on narrowing the gap issues to reinforce our emphasis on this.

Responding to equality issues and valuing diversity is crucial to delivering our priorities. We undertook an impact assessment of our Children and Young People’s Plan last year and services do impact assessments to ensure that equality actions across the range of equality actions are embedded within service plans. Within the review, we are undertaking an impact assessment of one particular aspect as a proportionate way to check our progress. The chosen area will be Children’s Centres and a small team will conduct this based on

Council guidance and best practice. Within the children's trust arrangements, the Children Leeds Partnership is taking oversight of our progress on equality, inclusion and diversity.

2.7 The Leeds priorities

Our review has highlighted the need to be clearer about priorities to ensure there is better collective understanding, ownership and action on the issues that count. The revised list of priorities refreshes and clarifies that set out in the full Children & Young People's Plan last year and is intended to form a relatively stable set of priorities. It describes a number of longer term very broad priorities and feeding into each of these a more targeted shorter term priority. It also specifically addresses the cross-cutting 'narrowing the gap' theme. This long term/short term approach is important because it shows how we can have an immediate impact on outcomes and at the same time invest in developments for the longer term.

The list is set out below, grouped into two sections: the first for improving outcomes and the second for improving services.

2.8 Improving outcomes for all and in particular for vulnerable groups:

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

Priorities for improving services:

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

Highlights from the needs analysis

As part of the review held during the year we have checked with children and young people whether we are tackling the right issues and priorities.

They told us that the priorities we set last year were still important to them. They also said that:

- anti-social behaviour makes them feel unsafe;
- bullying is still a major concern – both in schools and in the community - though they felt that some progress had been made;
- the Healthy Young People’s project is a really good idea that they would like to see extended across the whole of Leeds;
- school dinners are getting better, but there’s room for improvement in providing meals for those with special requirements;
- school environments play a big part in making them feel safe and valued and they are pleased that new schools are being built;
- school counsellors are useful and should be in all schools;

- they would like more things to do;
- having a say in things that affect them is important. Children and young people want to have the reasons behind decisions explained to them;
- things that happen outside school affect learning and schools need to share information well so that they can understand and help. Learning mentors are good; and
- getting helpful advice about careers at the right time is important

Parents and carers have been consulted as part of the development of our Family Support and Parenting Strategy. Approximately half of them said that generally they were able to get the support they needed, though the percentage was higher amongst minority ethnic groups. Parents and carers wanted help to deal with bullying, challenging behaviour, substance misuse and emotional problems in their children. When asked where they would like support to be made available, the most popular location was at school, followed by GP surgeries. Information given in the form of leaflets is popular, then word of mouth and thirdly via websites.

Parents and carers of young children also told us that they would like more support on how they might help their children learn and develop skills in areas such as:

- using technology
- physical activities
- play
- enjoying books

These comments will help us as we develop new services from our children's for the 0-19 age range through extended services in communities.

3.0 Details of the review

3.1 Stay safe

The overall assessment for stay safe is **adequate**.

Strengths

- Corporate Carers' Guarantee
- Arrangements for Children Missing from Education
- Improvements in assessment timescales performance
- Significant improvements in meeting National Minimum Standards requirements for residential establishments
- Leeds Tension Monitoring Group highlighted as regional best practice
- Safer Schools Partnerships
- Top quartile performance for reduction in road traffic accidents for children and young people
- Young Fire Fighters Scheme

Areas for development

- Further reduction in our looked after children numbers
- Improvements in reviewing timescales
- Further develop the role of the Local Safeguarding Children Board
- Reduction in prevalence of domestic violence
- Continue to address community cohesion issues

Key actions to ensure improvement

- Implement social care improvement plan
- Implement the Annual Business Plan of the Safeguarding Children Board
- Finalise Anti-Bullying Strategy and engage key partners to maximise outcomes
- Further improve tension monitoring system by adopting a community intelligence and intervention model
- Develop and disseminate crime reduction literature aimed specifically at children and young people
- Update the Anti Social Behaviour strategy to outline clear plans for reducing the impact of anti social behaviour on children and young people
- Implement the Leeds Domestic Violence Strategy and action plans

Report card: progress against targets

Ref	PI Description	Leeds trend			Benchmark		Current	Target	Status			
		2004	2005	2006	National	Similar			Trend	Target	B: National	B: Similar
1	Increase the proportion of schools scored 2 or better for 'Learners adopt safe practices'	na	77.4	88.5	na	na	na	na				
2	Reduce admissions to hospital for accidental injury	1175	1153	1052	na	na	na	na				
3	Increase re-registrations on Child Protection Register	5	4.5	9.1	13	13	11	10				
4	Increase the proportion of Reviews of Child Protection Cases that are carried out in statutory timescales	96	98	98	99	99	98	99				
5	Raise the % of core assessments for children carried out within 35 days	56	46	45.4	67	59	58	70				
6	Increase the stability of placements for Looked After Children	14	8.9	8.6	13	13	8.2	8.5				
7	Raise the rate of adoptions of Looked After Children	6.2	6.8	4.9	7.1	7.5	7.86	5.9				
8	Reduce the percentage of children and young people that report they have been effected by bullying at school or in the community	na	na	na	na	na	16	na				
9	Reduce the percentage of children and young people that report they have been affected by discrimination at school or in the community	na	na	na	na	na	6.9	na				
10	Reduce the percentage of children and young people that think crime is a big or very big problem in their neighbourhoods	na	na	na	na	na	23	na				
11	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	51	39	51	na	na	na	52				

Notes

See Section 1.6 (p8) for the key to report card templates

'Na': not available either because the data has not been, or is not, recorded or published. All indicators relating to academic years include the most recent data in the 2006 column for consistency sake due to the mismatch between financial and academic years.

Review

Children and young people are safe, secure and cared for

Multi-agency safeguarding

This is a priority for Leeds because the safety of children and young people is the single most important function of children's services. Safeguarding is a duty for all agencies providing services to children and families and we understand that the safety of all children can only be ensured through the appropriate application of suitable interagency processes within a coordinated planning and policy framework. However we are aware that the strategic arrangements for safeguarding in Leeds are new and have yet to be securely established. We are also aware that improvements in current performance in some aspects of assessment and care management processes such as assessments and reviews of children in need are required in order to ensure excellent safeguarding outcomes. When these priority objectives have been achieved, services will work more effectively at every level, reducing the numbers of children requiring the support of a child protection plan and preventing as many children entering public care for the first time. At present like many local authorities Leeds has a growing number of children becoming looked after for the first time. As a result of procedural changes there are have been increasing numbers of children on the child protection register.

Our action plan is informed by an evaluation of existing programmes, discussion with the Leeds Safeguarding Children Board and its partner agencies and the framework of our wider children's services strategy. The key elements of our strategy are: to work in partnership to more effectively use the resources, expertise, energy and good practice across the city and beyond, to safeguard children through effective individual centred universal and specialist services.

In 2006/07 the Leeds Safeguarding Children Board (LSCB) made significant progress in the transition from the previous Area Child Protection Committee arrangements, establishing a new constitution and structures. The Board has been strengthened by the recent appointment of a Safeguarding Manager and an Independent Chair. During the year, the Board has led significant initiatives to develop safeguarding and shared learning through a research project into Sudden Infant Deaths and through Serious Case Reviews. A performance management framework, linked to the Children and Young People's Plan, has been agreed for the Board to further develop its work and to inform the progression and evaluation of interagency working to safeguard children. Immediate planning for the year will focus on establishing all the functions required of the LSCB in the 'Working Together' (DfES) guidance of 2006 and establishing baselines for the evaluation of interagency effectiveness. We have worked with the other West Yorkshire Authorities in producing joint LSCB procedures

The LSCB continues to contribute to ensuring that those who work with, or are in contact with children, have relevant knowledge and skills to undertake safeguarding activity in an effective manner. An extensive, and highly regarded,

multi agency training programme has been maintained and is being further developed to meet the requirements of the safeguarding agenda. During 2006/07 1815 people were trained via 56 events, and new courses were developed to strengthen safeguarding, e.g. 500 people attended the courses on neglect. A Professor of Social Work post has been established at Leeds Metropolitan University which is jointly funded by the Council and the University.

Corporate parenting

We have established new and strengthened arrangements for corporate parenting, with enhanced roles and accountabilities for elected members, e.g. the establishment of the 'Our Looked After Children' board. This has led to an extension of the 'Corporate Carers' Guarantee' for Our Looked After Children and Young People, and in the establishment of a Corporate Carers' Plan. The Guarantee states that the views of looked-after children will be taken into account in what the Council does at all levels and a key element of the role of the Corporate Carer will be to help make sure the Council responds to their views. It also makes the commitment that the Children and Young People's Plan identifies our looked after children as a group for priority attention and ensures there are developments to improve the five outcomes for every looked-after child. Key elements include the implementation of 'Total Respect' training for Elected Members and officers which is run by young people, and 'Blueprint' to assure the voice of our looked after children and young people in reviews of their own care plans.

Wider strategic planning and partnership working for our looked after children takes place through the Multi-Agency Looked After Children Partnership (MALAP). During 2006/07 the MALAP was established and produced a strategic plan outlining how it will meet its obligations for these children and young people.

Safer recruitment

Good progress has been made in implementing the new Bichard requirements across the authority, coordinated by a multi-agency programme board. Work has included broad interagency training and revised council, school and health human resources and recruitment processes. Further supporting the voluntary sector to develop better recruitment is the next challenge for the partnership.

Developing preventative services

In Leeds we continue to develop innovative and effective preventative services for children and young people. For example, in line with the CYPP, Education Leeds has invested in new services and partnerships for Children Missing Education. Through the work of this new team and partners the number of children on this register has been reduced from over 300 to 117 in six months. Other successful examples include:

- National pathfinder work with the DfES and National Children's Bureau to audit the needs of parents with mental health and substance misuse

problems which will be used to inform service planning and commissioning;

- The provision of therapeutic services for children and families in Leeds in the child in need/child protection system is contributing significantly to the emotional and psychological well being of children and young people. The Therapeutic Social Work Team has been established for a number of years in Leeds and is a part of the tier 4 Child & Adolescent Mental Health service. Its work emphasises building resiliency and competency in younger people, many of whom have experienced the most adverse situations;
- Schools and early years settings continue to provide strong support to the safeguarding agenda. There is a particular focus on supporting a preventative approach by building resilience in children and young people and improving the ability of children and young people to keep themselves safe. Ofsted has judged nearly nine in ten local schools as 'good' or better in helping learners stay safe. This has been supported by a broad range of activities for building resilience and safeguarding over the last year. These include providing targeted personal social & health education and citizenship, drugs, alcohol and sexual health awareness programmes which are part of the well-established Healthy Schools Initiative and the Education Leeds Model of Intervention (Child Protection).

Improving assessment and care of our looked after children or children in need

The assessment and care of children in need or in care has been improved over the last year. Challenges raised by the authority and inspectors in the 2006 APA have been key targets for action and most show significant improvement.

Children and Young People's Social Care have implemented improved performance management arrangements across the service and within local teams that have supported and informed strong improvements in performance across key areas:

- The number of children whose names have been placed on the Child Protection Register (CPR) has increased by around 25% in the last year, bringing Leeds closer to national average rates. This increase was expected as procedural changes have been made to re-adjust registration thresholds;
- Rates of re-registrations on the CPR and duration on the CPR are now rated 'very good' according to national thresholds. This is seen as evidence of improved inter-agency understanding of, and responses to, safeguarding children, arising from a number of initiatives;
- All children and young people on the Children Protection Register are currently allocated a social worker.

The number of our looked after children remains significantly higher in Leeds than in comparator authorities (Leeds 90.3 per 10 thousand population; Comparator Group 67.6 per 10 thousand population). The total number of our looked after children had declined in recent years but the last 12 months has

seen an increase of 108 looked after children and young people. At 31st March 2007, 5.4% of our looked after children are disabled, 7.3% are unaccompanied asylum seekers.

Most outcomes for our looked after children have improved substantially over the year and generally now compare well with similar areas and national benchmarks:

- significant improvements have been achieved in the numbers of children adopted during 2006/07 from 4.5% to 7.86%;
- a review of children's residential care took place resulting in considerable progress in raising the standard of residential care in Leeds during the year, as measured by annual inspection reports;
- the number of our looked after children with a qualified named social worker at 92.6% of the total remain higher than for comparator authorities;
- there has been a significant improvement in the proportions of our looked after children communicating their views to a statutory review from 49.4% in 2005/06 to 74.6% in 2006/07;
- placement stability indicators show continuing improved performance during 2006/07 and remain significantly better than comparators;
- the ratio of young people leaving care who are engaged in education, training or employment at the age of 19 is better than that of comparators (the ratio is 0.84);
- health outcomes continue to improve year by year, but dental checks and the availability of dentists remain a problem; and
- the rate of teenage conceptions are reducing amongst looked after young women, particularly those under 16.

Indicators of educational outcomes and those relating to offending for looked after children remain areas for development. In particular outcomes for our looked after children that are also unaccompanied asylum seekers are generally lower than for other looked after children. These issues are priorities for action over the next year.

Case Study

The Fostering Surgery – A quick response service for Foster Carers looking after some of Leeds most challenging children

The Fostering Surgery is a direct local response to both Foster Carer requests for a more rapid response for support in order to minimise the risk of crisis situations and placement breakdown. It is a monthly appointment based service for foster carers who are not already receiving a direct service from the Therapeutic Social Work Team or Child and Adolescent Mental Health Services for a particular child they are caring for. Each consultation lasts for about an hour and the carer has the option of attending a maximum of three occasions per issue.

Carers discuss issues as diverse as: sexually harmful behaviour; attachment issues; soiling and smearing or aggressive behaviour. They may want advice about dealing with specific issues, reassurance that what they are doing is appropriate or signposting towards appropriate resources.

User/carers questionnaires are sent out with every consultation record and we have a high level of returns with a very good percentage of respondents indicating they would definitely come back to our service if they needed help in the future. Comments have included:

- ❖ The thing that helped me the most was the positive feedback I got when everything else seemed negative.
- ❖ Having a clinic for foster carers is an excellent idea especially as it does not involve the usual referral process.
- ❖ The consultation service offered a very high level of support that prevented breakdown of the placement.

Timeliness and quality of assessments and reviews

The last 12 months have seen significant progress in the case management of children and young people in need. The timeliness of initial and core assessments has improved substantially. Leeds' performance for initial assessments (59.9% in 05/06 and 73% in 06/07) is now considerably better than the comparator authority averages (58.6%) and exceeded our target performance. Similarly, major improvements have been made in the timeliness of core assessments (45.4% in 05/06 and 58% in 2006/07). The timeliness of reviews of our looked after children has not improved and is a priority area for development.

Disabled children and young people

Maximising outcomes for this group of children and young people continues to be a major part of our joint working. There is good evidence of a number of developments which have enabled us to build upon our good practice:

- We have adopted a social model of disability and this is demonstrated by the development and use of the Disabled Child's Integrated Needs Assessment and Parent Carer Assessment. These were developed with service users, and are used across all agencies. The Trust is currently developing core training in the Early Support Programme for Disabled Children for all professionals and practitioners working in this area. This

will include ensuring that all families with disabled children have a 'wrap around' integrated service including an identified keyworker.

- During 2006/07 the Disabled Children's Interagency Group was reconstituted as a subgroup of CYPS to commission and oversee the development of services that are in line with standard 8 of the National Service Framework and to ensure that the obligations of the Every Disabled Child Matters Charter are fully met by March 2008.
- In 2007 a new Programme Manager post has been created in Children and Young People's Social Care Services, jointly funded by the local authority and the PCT. Within Children and Young People's Social Care a Programme Manager (Transformation C&YP Disability) has been established to manage the PFI programme for disabled children and integrate service for disabled Children and Young People.
- We have the only dedicated Family Keyworker Team in the country, which is a groundbreaking team which works in partnership with parents and children to empower them to manage their own care. We have established the role of Parent Champion Coordinator and have over 60 Parent Support Advisors available throughout the City. These services are generally acknowledged to form the basis of the authority's reputation for providing services through high quality parent partnership.
- Support services to young carers are currently provided to around 250 young carers through schools, social care services and a specialist Young carers project which has been developed through Connexions.
- Systems are in place to ensure that children who are vulnerable because of impairment or illness are identified early and their needs are effectively assessed. Processes to ensure that children with emergent impairments are quickly recognised have recently been developed and are currently established in 3 local child development health centres. This is supported by the Interagency Family Keyworker Team housed in social care, whose staff provide interagency assessments of - and coordinate early support to - disabled children and their carers. We have established an integrated needs assessment which effectively provides single process for access to services across all major providers.
- Children and Young People's Social Care houses a Regional Team of Social Workers, funded through voluntary organisations, health and social care, to enable timely support and discharge to children using Regional Health Services in Leeds. 40% of the Children and Young People using this service come from Leeds. There is a specific service for teenagers and young adults with cancer.
- Transitions work for disabled children has a high profile. An Interagency Transition Team was established in 2001 for young people from the age of 14 with complex needs, and a 16-25 Young Adult Team has been in place since 2007. A review of current arrangements for supporting disabled young people into adulthood commenced in 2006 and is due for completion in 2007.
- Early Years provision for disabled children is good. Most disabled children have their needs for education met locally. There are sufficient places and support from trained teachers/NTAs within schools to ensure that all disabled children's educational needs could be met within mainstream schools. Many disabled children are supported inclusively

within mainstream schools, and there is also specialist provision through specialist inclusive learning centres . There is inclusion funding and a process to enable disabled children with high support needs to access playscheme provision.

- We are working towards embedding the Early Support Programme principles and processes in the wider landscape of integrated services for disabled children and young people and those with Special Educational Needs. The Early Support Programme is a national policy aimed at improving the quality, consistency and coordination of services for young disabled children and their families. Leeds Visually Impaired and Hearing Impaired services, and the Family Keyworker Team participated in the national pilot of ESP, and have embedded these ESP principles into the interagency assessment and service delivery processes.
- Direct Payments for disabled children, young people and their carers have been developed in Leeds, and the processes for decision making, monitoring and review of such cases are in a process of change and development.

Children and young people are safe in their communities

Reducing bullying and racial harassment, promoting community cohesion

This is a priority for Leeds because consultation has suggested that bullying is one of the most important issues for children and young people. The evidence also suggests that their fear of crime, as with the wider population, is out of proportion to the actual risk of becoming a victim. Leeds is a diverse city and work to promote community cohesion and tackle hate crime and discrimination will continue to be a priority over the coming year.

There is strong evidence of good progress being made in this area. For example:

- A wide range of partners have collaborated to develop a shared Anti-Bullying Strategy, with children and young people playing a central role in this process (for example through ROAR: a consultation project with over 350 children and young people); and
- monitoring and responding to racial harassment, as well as wider hate crime and community tension is improving and features some particular strengths. All schools continue to report racial harassment within the praised system developed in Education Leeds. The Government Office has commended the work of the Leeds Tension Monitoring Group as an example of best practice in the region. We are now determined to build on these strengths and develop systems to monitor and respond to wider hate crimes. To this end the Safer Leeds partnership has secured funding for a new Community Intelligence Officer to collate and analyse both data and intelligence drawn from local staff in order to inform action and early intervention.

The local impact of events around the 7/7 bombings has further strengthened our priorities around community cohesion. Notable successes include setting up multi-agency cohesion groups in areas such as East Leeds to provide support

and engagement on a long-term basis. This has proved a successful model that has brought many partners together to work specifically with particular families and the approach has been successful in the prevention of escalation into potential major incidents. Additionally partners are currently considering the learning points of the approach to address the potential for the pooling of resources and budgets. Particular work within children's services includes:

- leading practice associated with the Steven Lawrence Education Standard in schools and early years, which continues to be adopted by an increasing number schools and community partners;
- the development of Safer Schools Partnerships; and
- a dedicated police liaison officer to improve informal responses to incidents within schools with the aim of reducing the number of children entering the criminal justice system in such circumstances.

Case Study

The Stephen Lawrence Educational Standard

Introduction

The Stephen Lawrence Education Standard plays a critical role in achieving key outcomes for children and young people in Leeds. To date 69 Leeds schools have achieved the standard. The 12-point criteria for the standard range from securing race equality outcomes, to fulfilling the duties of the Race Relations (Amendment) Act 2000.

The 17 schools in the Morley family have been working towards the Stephen Lawrence Equality standard which promotes racial equality, cultural diversity and global awareness. This was in response to reports of racial harassment.

Our approach

This is a multi agency project based around schools who have worked alongside partners including Education Leeds, the Leeds Racial Harassment project, the Police, Artforms, Morley Town Council, Morley Chamber of Commerce and Sport Against Racism. The scope of the project reaches beyond the pupils in these schools and embraces the wider community and parents.

At the start of the project all schools signed up to a collective statement:

'Our aim is to promote and champion equality in our schools and to prepare young people to become engaged and responsible global citizens. We want our pupils to recognise the part they play within our local community in Morley and also within society in its widest sense. We have a duty to ensure that they appreciate and value the diversity of culture that lies across our city and to understand the part they play in creating an open society where everybody matters.'

The schools in the programme will work together to: increase awareness of issues of race equality and cultural diversity; Embed issues of race equality and cultural diversity into the school curriculum; Enables staff, pupils and parents to be more assertive when dealing with issues of race equality.

Outcomes & impact

Multicultural values have been embedded into the curriculum which has increased vigilance and intolerance to racial harassment. Work in the community has produced a greater recognition of the value of equality and diversity.

Community safety strategies

The Safer Leeds partnership continues to make a significant impact on reducing crime and promoting community safety across the city. For example:

- In 2006/07, there were 94,184 total crimes recorded compared with 98,014 in the previous year, equivalent to a 3.9% reduction or 3,830 fewer offences. Links between the Safer Leeds and Children Leeds partnerships have been strengthened through shared senior representation to aid joint strategic working and increasing front line collaboration through neighbourhood teams.
- In relation to children and young people as victims of crime, analysis shows that recorded crime against young people has risen from 4,741 in 2004 to 5,121 in 2006, equivalent to an 8% increase. Specifically of concern is the growing trend of young people on young people robberies (taking of mobile phones and portable electronic goods). Additionally rigid compliance with revised national crime recording protocols has resulted in a very significant increase in the number of young people arrested and cautioned due to incidents in schools. The police reaction has been to make available dedicated liaison officers to improve informal responses to incidents within schools. As a result we expect to see a reduction in the number of children entering the criminal justice system in such circumstances.
- The use of prevention and diversion approaches are key threads of the city's Anti Social Behaviour strategy and our focus on early intervention has seen an increase in referrals to diversionary activities. This approach has reduced the level of use for Acceptable Behaviour Contracts and ASBOs in recent years. We have introduced a review of all juvenile ASBOs at 12 months in line with Home Office guidance and as a result orders are being discharged or varied to respond to improvements in behaviour. We continue to work with families in their own homes through the Signpost project and the development of 'dispersed tenancy' support for those who have been evicted due to anti social behaviour. A new initiative is the 'All relative Parenting Programme' which is a DfES pilot aimed at parents of children age 9-13 at risk of anti social behaviour. The council's Anti Social Behaviour strategy is due for review and when this takes place more explicit links will be made to the Children and Young Peoples Plan.
- In 2006/07, there were 11,180 recorded incidents of domestic violence, of which, 5,394 (48.2%) were repeat incidents. The trend in domestic violence incidents shows that incidents recorded have fallen by 8.5% since 2004/05. The rate of repeat victimisation has increased by 1.4% from 2004/05, although the actual numbers of repeat victims has fallen. Almost 9,000 children were present during recorded incidents of domestic violence in the last year. Alcohol was a key contributory factor in over half (53%) of domestic violence incidents, other contributory factors include drugs (3%) and mental illness (3.4%). A Domestic Violence project officer for children & young people has been established at Leeds Inter Agency Project (LIAP) to promote and support good practice and preventative work. LIAP have piloted

the use of curriculum materials for schools on domestic violence. LIAP have also integrated good practice responses in relation to children and young people in all domestic violence training they deliver. Children's services provide effective support for this work – for example Early Years have developed a domestic violence action plan which has led to the inclusion of a domestic violence module in the Leeds Childcare Providers Quality Assurance Mark.

Accident prevention

Local services have made strong improvements in preventing accidents. Most notably Leeds is in the top quartile of all authorities for reducing road traffic accidents for young people, reducing such accidents by over 50% since 1998. Last year Leeds Safety Rangers attended over 50 schools (including two Specialist Inclusive Learning Centres), with more than 2000 children aged 9-11 benefiting from their education and advice on a range of safety topics.

The Fire Service operates a number of fire safety schemes in Leeds aimed at children, young people and families, such as:

- City-wide school presentations to Year 5 children on fire safety in the home;
- Home Fire Safety Checks promoted through schools;
- the Young Fire-fighters scheme for young people who want to gain a BTEC qualification in fire fighting – equivalent to 4 GCSEs; and
- one to one sessions with children and young people to overcome the fascination with fire among those at risk of committing arson (often referred by the YOS).

To further promote improved joint working local partners are now finalising an updated Accident Prevention Strategy, with two of three key themes focusing on children and young people.

Narrowing the gap

Strengths

- significant improvement in the proportions of our looked after children communicating their views to a statutory review from 49.4% in 2005/06 to 74.6% in 2006/07;
- placement stability indicators show improved performance during 2006/07 and are significantly better than comparators.
- Improved performance in the numbers of adoptions of our looked after children from 4.5% in 05/06 to 7.86% in 06/07;
- The percentage of our looked after children with a named qualified social worker is 92.6%; the remainder of our looked after children have allocated workers but these are not qualified. Plans are in place to improve this performance significantly;

- implementation of a review of children's residential care;
- implementation of 'payment for skills' scheme for foster carers
- we have the only dedicated Family Key worker Team in the country, which is a groundbreaking team which works in partnership with parents and children to empower them to manage their own care;
- processes to ensure that children with emergent disabilities are quickly recognised have are currently established in 3 locality focussed child development health centres. A multi-agency Transitions Team is established, and a major transformation programme of current transition services and processes commenced in 2006 and is due for completion in 2007;
- plans are in place through a PFI project to rebuild the residential short breaks unit and to provide 8 residential places for young people with very challenging behaviour and high support needs.

Areas for development

- Meeting the needs of the rising numbers of unaccompanied asylum seeking children and young people;
- registering and supporting private foster care arrangements;
- the quality of children's residential care;
- significant improvements required in the timeliness of reviews of our looked after children;
- meeting the needs of children and young people from black and minority ethnic communities who are referred for social care services;
- improve KS1-KS4 educational outcomes for Our Looked After Children;
- reduce levels of offending among Our Looked After Children;
- complete the review of short break provision to identify and address gaps in emergency short break provision; home based provision and arrangements for children with complex health needs, and children and young people with challenging behaviour;.
- improve transition processes for children and young people with learning difficulties and/or disabilities;
- develop strategic planning and performance management for disabled children and young people in Leeds using the baseline audit of the National Service Framework and taking into account parents' carers' and children and young people's views; and
- achieve the 'Every Disabled Child Matters' charter.

3.2 Be healthy

The overall assessment for be healthy is **good**.

Strengths

- Breastfeeding initiation rates increased
- Immunisation rates improved
- Childhood Obesity Strategy launched
- School Meals Strategy launched
- Oral health services improved through commissioning
- Three quarters of schools are now smoke-free
- Youth on Health programme won Yorkshire & Humber 2006 “Making a Difference” award
- Specialist Child & Adolescent Mental Health Service is now a fully comprehensive a service that also delivers training, liaison and consultation
- Leeds Healthy Schools Standard awarded beacon status in March 2007
- Achieved and exceeded LAA targets
- Joint appointment of Director of Planning and Commissioning for children’s services
- Progress on the development of care pathways
- Child Health Promotion Programme being implemented

Areas for Development

- Infant mortality compares poorly to national standards
- Teenage conception rates
- Oral health for vulnerable groups
- Dental health checks
- Shared development of the Alcohol Harm Reduction Strategy
- Proportion of young people treated for substance misuse within five days
- Wider support showing strong local innovation and best practice
- Waiting times and service accessibility are acceptable
- Emergency Care highlighted for improvement by Healthcare Commission
- Health visiting services targeted as a progressive universal service

Key actions to ensure improvement

- Local partnerships reviewed strategy and agreed changes in governance and commissioning
- Primary Care Trust considering new services
- Framework of joint working established for Alcohol Harm Reduction Strategy
- Further strengthening of inter-agency working
- Continued work on the Social and Emotional Aspects of Learning, Behaviour Education Support Team and Multi Agency Support Team
- Link CAMHS to Children Centre Services and the No Child Left Behind programme within school partnerships
- Develop better CAMHS referrals and care pathways
- New Service Level Agreement between PCT and providers

Report card: progress against targets

Ref	PI Description	2004	2005	2006	National	Similar	Current	Target	Trend	Target	B: National	B: Similar
12	Halt the increase in the proportion of 5-11 year olds that are obese by 2010	na	na	na	na	na	na	na				
13	Reduce infant mortality from 97-99 baseline to achieve national 2010 target'	5.41	6.1	5	5.1	na	5.4	na				
14	Raise the proportion of mothers initiating breastfeeding	na	44	58	na	60.5	60	54				
15	Reduce the percentage of mothers that smoke in pregnancy	na	26	34	na	17.5	19	32				
16	Raise the percentage of infants immunised against Diphtheria to 95% by 2007	93.4	92.3	91.1	na	na	93.1	95				
17	Raise the percentage of infants immunised against MMR to 95% by 2007	79.9	76.4	80.7	na	na	80.2	95				
18	Raise the proportion of schools that achieve the National Healthy Schools Standard	0	18.4	46	na	na	46	30				
19	Increase the proportion of 5-16 year olds that engage in 2 or more hours of high quality PE per week to 90% by 2009	63	74	83	80	na	na	75				
20	Reduce the percentage of young people who report drinking at least once per week	na	na	na	na	na	na	na				
21	Reduce the proportion of young people that report smoking at least daily	na	na	na	na	na	na	na				
22	Reduce the use of 'Class A' drugs by young people. [NEW]	na	na	na	na	na	na	na				
23	Reduce the diagnostic rate of new STIs among 16-19 year olds	na	na	504	na	na	na	na				
24	Reduce the under 18 conception rate to achieve the national 2010 target	47	na	na	42.6	na	na	na				
25	Reduce the average number of decayed, missing or filled teeth for 5 year olds in Leeds	2.5	na	na	1.5	na	na	na				
26	Improve the rating of Looked After Children PAF Health Indicators	75	71	73	79	76	74	75				
27	Increase in CAHMS services in Leeds	na	na	41.5	na	na	45	na				
28	Achieve the 13 week waiting time target in Leeds	na	na	na	na	na	na	na				

See Section 1.6 (p8) for the key to report card templates

Review

Promoting a healthy start and healthy lifestyles

Children and young people's health services are effective overall and generally achieve national standards and targets for maternity and children's health. Waiting times and service accessibility for NHS services are acceptable. For the 2007 Healthcare Commission's Annual Health Check, Leeds Primary Care Trust is compliant against Core Standards CS2 and CS23. National health targets are met in most aspects (pre-school health surveillance, general and specialist access to all health services, rising breastfeeding rates) and exceeded in some (.e.g. Healthy Schools and universal neonatal screening).

We have been successful over the past year in raising key infant health outcomes for example:

- improvement in breastfeeding initiation rates, achieving the local target of a 2% increase over each of the past two years;
- improvements in immunisation rates; and
- good progress in reducing smoking during pregnancy.

Infant mortality remains as an area for development as a key measure of health inequalities where Leeds continues to compare poorly to national outcomes.

Progress on raising activity and reducing obesity has been good. Both the Leeds Childhood Obesity Strategy and the School Meals Strategy have been launched and have informed a wide range of programmes and improvements building on the city's track record of innovation and expertise in this area. Highlights include:

- Beacon Status for Healthy Schools;
- exceeding the Local Area Agreement (LAA) target for raising activity in schools;
- the 40,000 children and young people involved in the Leeds Be Healthy Challenge; and
- the high uptake for daily exercise in primary schools through the daily exercise initiative (see case study below) and a wide range of training and investment to raise skills and improve menus through the work of the School Meal Strategy.

The Primary Care Trust is leading on the development of a physical activity strategy, with input from partners and the public. Additional resources are earmarked to support the implementation of the strategy. In anticipation of harnessing the '2012 dividend' the Council has already showcased the city's

sporting facilities to national teams as a potential training venue.

Case Study

Daily exercise

In Leeds the data from 2004 indicates that over 25% of our children and young people are overweight or obese. In response three strategies have been implemented to tackle issues of physical exercise, nutrition and emotional wellbeing as addressed by the PESSCL, School Meals Strategy and Healthy Schools. As part of the PESSCL strategy a daily exercise programme for all primary children has been launched which includes 'Wake Up and Shake Up' - a form of daily exercise involving music and aerobic movements of the body. These sessions are short, sharp and energetic helping to stimulate the body and mind.

Nearly 90% of primary schools have now received training to carry out the programme and it is being comprehensively implemented across the city. Staff, pupils and even some parents are thoroughly enjoying being involved in the scheme and the pupils have now started to lead their own sessions and a city wide competition is currently taking place.

Further daily support is being provided to Leeds schools for the development of daily exercise in the form of the 'Take Ten' resource pack. This will add significantly to the list of activities that schools can use.

Outcomes & impact

Linking with the PESSCL strategy, the Healthy Schools programme is a major contributor to plans to reduce childhood obesity, emphasising the links between different kinds of health and engaging young people in activities such as those generated by the 'Be Healthy' campaign which engaged 40,000 pupils in 2006.

"Every day we challenge ourselves to do something new with skipping. We have made charts with targets. We are getting fitter". "We all discussed as a school council and decided what to do together" "School council picked a challenge from emotional health because we have exercise everyday and we're improving us dinners already. We have a treasure book and we put good things in our lives in it every morning. We are also going to put world cup jokes in the register. The Be Healthy Challenge makes people happy so there is less bullying" (Pupils from East Youth On Health).

Initiatives such as the Daily Exercise programme aim to address the key issues by early and comprehensive intervention across the city. Our portfolio of approaches will be enhanced and modified as further data and evaluation becomes available through the well established Leeds health partnerships.

Teenage conception rates in Leeds continue to be an area for development as improvements in earlier years have been largely reversed during 2004 and 2005. We have therefore reviewed the local strategy and have agreed changes to governance structures and commissioning arrangements. In addition, young people have been very actively engaged through groups such as the Young People's Sexual Health Advisory group (Y-SHAG) to work with the partnership in the ongoing redesign of local services, including:

- the establishment of the 'City-Wise Service' a sexual health service that is co-located with the main Connexions Access Point in the city centre, creating a virtual one-stop shop for young people; and
- the Youth Service continuing to undertake valuable work in this area, particularly the C-Card programme for condom distribution that is in operation citywide.

Dental decay amongst children and young people in Leeds was identified as above the English average in our needs analysis last year. Oral health services have been improved over the last year through improved local commissioning. At the end of 2006 almost 72% of all Leeds children and young people had attended the dentist in the past 24 months, which is well above the national average. However, in light of continuing concerns over oral health, particularly for some key vulnerable groups (such as our looked after children and Asian heritage groups), the PCT is now undertaking a review of commissioning options to address this issue.

Local strategies and partnership working to reduce smoking and alcohol abuse continues to strengthen and develop new approaches:

- to reduce smoking we are focussing on promoting smoke-free homes and schools, with good progress due to effective involvement by local schools and children's centres;
- linked to the Healthy Schools Standard, over three quarters of local schools are now wholly smoke free for both pupils and staff and this work supports pupils as advocates for smoke free homes;
- local services are developing new approaches to smoking cessation, for example Leeds PCT is undertaking a pilot Smoking Cessation and Young People Project at the Cockburn College of Arts, in partnership with other local services and the school; and
- joint citywide working on reducing the impact of alcohol abuse has been improved through the shared development of the Alcohol Harm Reduction Strategy (AHRS) by the Safer Leeds and Healthy Leeds partnerships. This strategy brings together community safety and health issues and provides a clear framework for targeted joint working over future years.

Substance misuse services have been improved through more effective local commissioning. This stems from a needs assessment in 2005, involving young people, which has led to multi-agency commissioning to establish new Tier 2 treatment services for young people, improved access for BME communities and new Tier 3 services. Performance has improved with new providers, as recognised in the latest Government Office assessment which provided a 'Green/Amber' overall assessment. The main area for development identified in that joint review was the proportion of young people treated within five days. Local partners recognise this issue but are confident that it will be improved and are assured that these young people are well supported to access services.

Case Study***The Youth Health Bus***

The main objectives for the Health Bus are to create a mobile service delivery to reach those users to whom mainstream services are difficult to access. Since its launch, the services using the Health Bus have increased markedly and it is now used by a number of different organisations to enable people to access healthcare and health advice citywide. The uniqueness and quality of the service has been recognised, including winning a the Strategic Health Authority's West Yorkshire Modernisation Award in 2004

Teenagers

The Bus offers help and advice on a number of subjects including condom distribution; chlamydia screening; emergency contraceptive; drug awareness; stopping smoking; healthy eating and bullying.

Teenagers have indicated that they enjoy using the bus, particularly because they are treated with respect by the dedicated staff; useful information is made easily accessible and the service is confidential. Research suggests the Bus is particularly effective in attracting use by boys, who often more reluctant than girls to access mainstream clinics.

Gypsies & Travellers

Research suggests health problems amongst gypsies and travellers are between two and five times more common than the settled community. The Bus has become an accepted and welcome service to this minority group and the staff now includes a Mental Health Professional and the Advocate from Gypsies and Travellers Education (GATE) who works with the travellers. In January 2007 the council provided a hard standing area on a Cottingley Springs site previously inaccessible to the Bus so that the service could be extended.

No Fixed Abode

The Bus also provides a pilot mobile health service for the single homeless population in Leeds, offering services which include a doctor, nurse, mental health worker and drugs worker. During the original 12 week pilot 95 homeless people visited the Bus, mostly to see the doctor. By the end of September 2006 234 homeless people had been seen and treated.

In Conclusion

The Health Bus has proved to be an effective platform in areas which can be quite challenging.

Case Study***Leeds Healthy Schools Programme (LHSP)*****Introduction**

The LHSP currently has Beacon status and the Youth On Health partnership (founded by LHSP in 2003) holds the Yorkshire & Humberside Making a difference award for young people's participation in shaping service delivery.

Our approach

The LHSP sets two clear standards for schools – National Healthy School Status, and Leeds Advanced Healthy School Status. The broader criteria for Advanced Status ensures the participation of the school community, and in particular young people. This includes criteria on staff wellbeing, health provision within extended services, the school environment, safety and sustainable development. The majority of schools are now engaged and on track to meet national targets.

The underpinning philosophy is empowerment both for the children and for the schools. The service does not prescribe, but rather provides a structured platform for pupils and schools to create their own success. For example, 'YOH' is a participative forum for young people aged from 8 – 17 who explore and promote solutions to health issues that are of concern to them. YOH now has five PCT based groups for primary schools and a city-wide group for secondary schools.

'At YOH we talk about lots of interesting stuff like healthy eating. Back in school we made a newsletter for everyone. We put in how healthy foods can help you and what healthy foods are. As a result people started eating healthier stuff at school in school dinners. I know because I saw a table of people and most had veggies' (St Augustine's RC Primary School)

Outcomes and impact

- 99.3% of schools engaged; 96% of schools rate overall support as excellent to good and 95% rate training as excellent to good
- Exceeded beacon stretch targets, by December 31st 2006
- Almost 72% of schools have national status (old or new) compared to a national average of 53.5%
- 42% achieve new national status compared to a national average of 21.6%
- 40,000 young people took part in the be healthy campaign (over half of all schools were involved)

There is a distinct correlation between school provision and achievement of Healthy School status:

- 96% have a school council
- 88% smoke free
- 70% run health weeks or health focus days
- 60% have breakfast clubs
- 89% allow water on desks

Healthy School project has particularly impacted in deprived areas of the city.

Primary Schools

- Healthy schools in deprived areas have improved 4.2% in English and 3.4% in Science (compared to an average in deprived areas of 3.6% in English and 2.7% in Science)
- Unauthorised Absence has fallen slightly in Healthy Schools in deprived areas, compared to an increase for all schools in deprived areas

Secondary Schools

- The progress rate (measured by FFT) for healthy schools in deprived areas is significantly above that of similar schools not in the healthy schools scheme.
- Healthy schools in deprived areas have maintained their attendance rates, but this dropped 1.6% in non-healthy schools in the same areas.

Children and young people are mentally and emotionally healthy

Emotional and mental well-being is an area where the support provided by local services is improving. Child Adolescent and Mental Health Services (CAMHS) services have been much improved over the last year. Waiting times have improved and access to emergency support is in place. Specialist CAMHS is now a fully comprehensive service that also delivers training, liaison and consultation to other agencies' Tier 1 services across Leeds. The full range of services is accessible to children and young people with learning difficulties.

Wider support for mental and emotional wellbeing is also improving and includes initiatives showing strong local innovation and best practice. Examples include the work of the Social and Emotional Aspects of Learning (SEAL) initiative in schools, and successful Behaviour Education Support Teams (BEST) and Multi Agency Support Teams (MAST).

The health agenda in Leeds is further supported by highly effective local

partnerships and services. This effectiveness is demonstrated by the Leeds Healthy Schools Standard (LHSS) programme, which was awarded Beacon status in March 2007. During the assessment LHSS was rated as outstanding for leadership, vision and strategy; community and customer engagement and empowerment, partnerships and outcomes. The service has achieved and exceeded all its LAA targets, and has contributed to a marked increase in attainment in the schools in deprived areas where its work is focused. Wider examples of effective partnerships range from the strategic, in the joint appointment of a Director of Planning and Commissioning for children's and maternity services that is shared between the PCT and the DCS Unit in the council, to front line delivery, for example:

- strong participation of health services in the development of 7-day response teams linked to children's centres and the Budget Holding Lead Professional pilot;
- pilot work is underway in 2007 to link CAMHS services more directly to Children Centre services and the No Child Left Behind (NCLB) programme within school partnerships;
- school collaboratives are working to develop improved joint provision through NCLB, supported by wider initiatives in clusters of Children's Centres and extended services around schools are continuing to develop wider services;
- all 23 phase 1 Children's Centres deliver health services to support targets around healthy outcomes including healthy eating initiatives, baby massage, pre-natal services, and new baby groups in partnership with health and early years staff. Partner health agencies have open access to community facilities, health visitors and midwives are developing locality based services with integrated child care and family support provision;
- both health visiting and midwifery services will be demonstrating percentage improvements in targeted super output areas (SOA), and shifts in team bases into children's centres;
- the Child Health Promotion Programme (CHPP) is being implemented and health visiting services are being better targeted as a progressive universal service, raising service activity in the 30% most deprived Super Output Areas;
- the work of the health team in the Youth Service is widely praised as good and best practice;
- the Leeds Sure Start Partnership has commissioned, in partnership with health, a number of services including counselling, speech and language therapy, dietetic services to develop early intervention and preventative practice; and

However, partners recognise the need to continue to improve joint working and

develop better referrals and care pathways in order to meet the needs of local children and young people and address the concerns of some universal services and parents.

Health promotion and service development is very well supported by the energy, active involvement and leadership of local children and young people.

Examples mentioned earlier include the Youth on Health programme, the participation of pupils through the vast majority of Leeds schools that are now engaged in Healthy Schools and the Be Healthy Challenge in 2006.

Hospital services are a key area for development. In the Healthcare Commission Improvement Review of services for children in hospital 2006, Leeds Teaching Hospitals Trust scored an overall 2 (fair, largely satisfactory) in every major area, except on the emergency care environment, where there are identified areas for improvement against a number of key standards. This is being addressed through the new Service Level Agreement between Leeds PCT and the hospital which includes an incentivised action plan for improvement.

Local health services continue to make good progress at improving care pathways and responding to the Children's and Maternity National Service Framework (NSF).

The NHS Making Leeds Better (MLB) programme has made progress on the development of specific care pathways for a range of both acute and long term conditions. Leeds has undertaken multi-agency baseline assessment and planning exercises against all of the National Service Framework Standards and key actions have been identified and implemented.

Narrowing the gap

Strengths

- Support for the health promotion of vulnerable groups is effective;
- the health of our looked after children is a high priority. In 06/07, 80% had an up to date Health Needs Assessment;
- support for the health of disabled children is effective overall, supported by joint commissioning of services;
- health outcomes for our looked after children continue to improve year on year;
- Leeds has developed care pathways for disabled children that are predicated upon early identification and effective assessment; processes to ensure that children with emergent disabilities are quickly recognised are currently established in 3 local child development health centres; and
- a broad range of residential and daytime short break services are provided by health and social care agencies. A programme is in place to expand current provision in partnership with central government through Private Finance Initiative arrangements.

Areas for Development

- Dental checks and the availability of dentists for our looked after children;
- further improvements in the range of short break provision. In particular, emergency short break provision; home based provision and arrangements for children with complex health needs and autism; and
- improvements in the oral health of Asian heritage children and young people: recent surveys continue to show dental decay in Leeds is above the national norm, and decay amongst Bangladeshi and Pakistani heritage children is particularly poor.

3.3 Enjoy and achieve

The overall assessment for enjoy and achieve is **good**

Strengths

- Improvements in results at Key Stage 3
- Successful partnership working to improve school effectiveness
- Sustained reductions in schools below floor targets
- Early Years provision
- Support for inclusion
- Development of extended services
- Provision for play, sport culture and the arts
- the sustained reductions in the number of schools below national minimum 'floor' targets at all Key Stages over recent years.
- Reduction in permanent exclusion

Areas for development

- Early learning outcomes for children in the most deprived wards
- Progress (or "value added") in secondary
- Outcomes for vulnerable groups (in particular the KS1 – KS4 attainment of our looked after children)
- Behaviour and attendance

Key actions to ensure improvement

- Implement the Parents as Partners in Early Learning pilot
- Implement the pilot project to give vulnerable children free access to early education from the age of 2; extend the free offer for 2 to 4 year olds
- Deliver the Leeds Challenge and Achievement for All projects with partner schools
- Deliver the Personalisation Programme's 4 key projects
- Curriculum development
- Personal learning and thinking skills
- Electronic individual learning plans
- Coaching and advocacy
- Appoint a "virtual" headteacher to champion the educational needs of our looked after children
- Implement targeted schools attendance plans
- Shift inclusion resources to locality based, multi agency settings
- Plan, deliver and monitor the Social and Emotional Aspects of Learning Programme in targeted primary and secondary schools
- Implement the agreed good practice for transition between primary and high school

Report card: progress against targets

Ref	PI Description	Leeds trend			Benchmark		Current	Target	Status				
		2004	2005	2006	National	Similar			Trend	Target	B:	National	B:
29	Ensure no school in Leeds is placed in an Ofsted category of concern	na	0	2	na	na	3	0					
30	Increase the proportion of schools scored 2 or better by Ofsted for overall effectiveness	na	51.6	60.4	na	na	60.4	60					
31	Increase the proportion of schools scored 2 or better by Ofsted for the overall effectiveness of leadership and management	na	54.8	66.7	na	na	66.7	na					
32	Increase the proportion of 5 year olds achieving 6+ in core elements of the FSP	51	46	43	na	na	na	47					
33	Increase the proportion of 11 years olds achieving Level 4+ in KS2 in English in line with value added estimates	78	79	79	79	79	na	83					
34	Increase the proportion of 11 years olds achieving Level 4+ in KS2 in maths in line with value added estimates	75	76	76	76	77	na	81					
35	Increase the proportion of 14 year olds achieving Level 5+ in KS3 in English in line with value added estimates	66	70	70	73	71	na	72					
36	Increase the proportion of 14 year olds achieving Level 5+ in KS3 in maths in line with value added estimates	70	70	75	77	77	na	74					
37	Increase the proportion of 14 year olds achieving Level 5+ in KS3 in Science in line with value added estimates	62	65	69	72	71	na	71					
38	Increase the proportion of 14 year olds achieving Level 5+ in KS3 in ICT in line with value added estimates	61	65	68	na	na	na	71					
39	Increase the proportion of 16 years olds achieving 5+ A*-C or equivalent in line with value added estimates	45.4	49.7	52.2	57.5	55.7	na	57.7					
40	Increase the proportion of 16 years olds achieving 5+ A*-C or equivalent including English and maths in line with value added estimates	36.2	38.5	40.4	44.1	42.2	na	43.9					
41	Increase the proportion of 16 years olds achieving 5+ A*-G or equivalent in line with value added estimates	85.7	86.6	86.5	90.8	90.1	na	89					
42	Increase attendance in secondary schools to 92.3% by 2008	91.0	91.3	90.8	92.1	92.0	na	91.9					
43	Increase the percentage of children and young people that rate playgrounds and parks in their neighbourhood as good or better	na	na	na	na	na	53.6	na					
44	Increase the percentage of children and young people that rate opportunities for sport in their neighbourhoods as good or better	na	na	na	na	na	60.6	na					
45	Increase the percentage of children and young people that rate opportunities for taking part in music, art or drama in their neighbourhood as good or better	na	na	na	na	na	59.6	na					

Notes See Section 1.6 (p8) for the key to report card templates. 'Na': not available either because the data has not been, or is not, recorded or published. All indicators relating to academic years include the most recent data in the 2006 column for consistency sake due to the mismatch between financial and academic years.

Review

Achieve personal learning goals

Early years

Early years provision continues to be good and improving in Leeds. Preparations to deliver the Early Years Foundation Stage curriculum and the pilot to give vulnerable children free access to education from the age of 2 are complete. Our children's centre programme is on track and the centres provide a fully inclusive service for disabled children. Outcomes from the Foundation Stage Profile (FSP) are not yet fully clear due to the need to embed effective assessment and moderation, but early data suggest that this may be a significant area for development in improving outcomes, particularly for children in the most deprived wards. We have continued to make an impact in driving up quality in the sector. Examples include improved moderation of FSP and targeted work on Communication Learning and Language in areas of disadvantage. Feedback from providers and early evidence suggests this work is improving provision.

Primary schools

Primary schools in Leeds are good but improvement has slowed slightly in recent years and raising outcomes in primary, particularly in the most deprived areas of the city, is now an area for improvement. The National Strategies team is providing effective support and has shown a clear impact on schools targeted for support. New arrangements for enhanced support have been agreed in response through the implementation of primary School Improvement Partners and through the 'Leeds Challenge' targeted programme for schools with low value added.

Case Study

Brownhill Primary School- Leadership & Standards

Introduction

To tackle low educational standards and leadership issues the school was included in the Primary Leadership Programme with extensive support from a Primary Strategy Consultant Leader. (PSCL)

Our approach

The PSCL worked with the school one day each week supported by Education Leeds School Improvement Advisers and National Strategies consultants. An action plan was developed with clear timescales and manageable but challenging goals. Brownhill leadership team job descriptions were reviewed and agreed.

Outcomes and impact

The Senior Leadership team in the school is now working effectively to support school improvement as evidenced by the following results:

SAT results of L4+ English – 75.6% (18.6% better than 2005)
Maths- 60% (4% better than 2005)
Science - 73.3% (9.7% better than 2005)

All results except Maths better than FFT B estimate (Maths is only 1% below)

The good practice identified in this case study will be used as part of the portfolio of school improvement approaches used in the Leeds Challenge. This is a project which targets primary schools facing the most difficult challenges.

Secondary schools

Secondary provision is improving but significant challenges remain, particularly at Key Stage 4. Schools and Education Leeds have worked well together to improve standards markedly over recent years, particularly at Key Stage 3 and in those schools targeted for additional support and challenge. The interventions of the National Strategies team and the well-managed implementation of School Improvement Partners have had a clear impact. Transition between primary and secondary has been improved through partnership work to identify and disseminate best practice. Key Stage 3 results have improved and are now ahead of national and benchmark trends, reaching the top quartile for improvements in English. Local results are now in line with similar areas and have narrowed the gap to be close to the national averages.

Performance at Key Stage 4 has also continued to improve due to the significant and sustained effort and focus by schools, Education Leeds, FE colleges, West Yorkshire Connexions and other partners. The impact of this work can be clearly seen in the enhanced improvement rates of schools targeted for support and intervention as well as in the markedly reduced proportion of local schools that are below floor targets and/or in Ofsted categories of concern. Particularly successful initiatives include:

- the effective use of partnerships between schools,(as seen in the successful work of a local headteacher seconded to support Intake High School);
- partnerships with wider services (see John Smeaton High School case study below);
- the effective implementation of personalisation and vocational curricula (such as seen in Pudsey Grangefield High School).

Overall, the proportion of students achieving 5 or more grades A*-C in particular has risen ahead of national trends. Transition to post-16 provision has been improved through intensive support to targeted cohorts by Connexions Personal Advisers specifically focusing on this issue. Performance on wider measures is less consistently positive, suggesting a possible over-emphasis on pupils on threshold borderlines. Measures of progress or value added, therefore, remain as a key area for development, particularly within some schools and pupil groups.

Case Study

John Smeaton High School

Introduction

John Smeaton Community High School serves communities facing particular disadvantage, including low expectations, complex family issues, disaffection amongst teenage boys and drug related problems. The '10 Boys Programme' was designed to support the ten boys in Year 10 identified as mostly likely to be excluded from school.

Our approach

A curriculum was designed, tailored to the boys' needs to raise their overall achievements. It focused on foundation subjects and included motor mechanics and skills for the building trades.

A multi-agency partnership developed:

- An Extended Provision Officer was seconded to the school from the Youth Service as part of BEST (Behaviour and Education Support Team)
- A Lead Behaviour Teacher is a member of the School's Wider Leadership Team and is responsible for the compilation of the Support and Intervention register, working with parents to agree targets and arrange re-integration meetings.

The Lead Behaviour Teacher also works closely with MAST and other services on a day to day basis to create support programmes. The MAST team is managed by someone co-employed by Social Services and Education, accountable to a management board comprised of senior colleagues from the school leadership group and partner services, and also community representatives.

The work of all the multi-agency partners is driven by shared data, an alignment of service targets and a mutual understanding of service working practices.

Outcomes and impact

The programme contributed to an overall rise in attainment from 15% 5 or more A* to C grades in 2004 to 35% in 2006 and a significant reduction in fixed-term exclusions in 2005/6. The boys have significantly improved attainment, life chances and self esteem. A key outcome was the achievement of 21 GCSEs across the group, a significant increase on predictions. Additionally the partnership of the three services involved – Education, Social Services, Youth Services – continues to evolve to meet the challenges of further cohorts of young people.

Championing the needs of vulnerable groups

We continue to provide a wide range of targeted programmes to improve the attainment and achievement of vulnerable pupil groups. These initiatives, allied to the wider improvements in schools outlined in this section, have led to some improvements in educational outcomes for most of these groups. Particular successes include:

- broad improvements for Asian heritage learners across Key Stages;
- marked reductions in permanent exclusions;
- and some improvements for some Black heritage learners at GCSE.

However, significant and serious gaps in outcomes remain, and for some groups there is no clear evidence of sustained and significant overall

improvement, particularly for our looked after children, pupils eligible for Free School Meals and generally for Black heritage learners. Whilst it is important to place this within the wider context, and to recognise that these challenges are shared nationally and in similar areas across the country this remains a key challenge and a priority for improvement for Leeds.

Support for inclusion in education is good and improving. Children's centres provide a fully inclusive service for children with complex needs. The vast majority of pupils with Special Educational Needs (SEN) continue to be educated in mainstream schools. Specialist Inclusive Learning Centres (SILCs) generally provide good direct provision, ensure that most of their learners access some mainstream provision and also provide effective specialist support and expertise to other schools through local networks. The number of schools who were judged by Ofsted as good or better for progress made by learners with SEN in 2006-07 was 62% as compared with 52% the previous year. Out of Area placements are relatively low, funding is directed to schools effectively and early through the Funding For Inclusion scheme and statementing processes are very efficient for the small minority with more complex needs. The main area for development in this provision is the Behavioural Emotional and Social Difficulties (BESD) SILC, which has recently been placed in Special Measures. However a robust action plan is now in place and the recent Ofsted assessment shows that progress on all issues is rated as satisfactory with the consultant headteacher partnership arrangements rated as good.

The No Child Left Behind (NCLB) project is the main strategy for change in inclusion, and has been recognised as a national pathfinder for its impact on behaviour and truancy. NCLB has been effective in developing local partnerships of schools and services through Area Management Boards, to address key challenges for inclusion. This strategy, supported by increasingly effective local leadership and collaboration has had a marked impact on outcomes, performance and shared processes over the past year. Permanent exclusions have reduced from 166 in 2003/04 to 85 in 2005/06. There have been significant improvements in provision for learners not on school rolls. Ofsted inspections of the Pupil Referral Units (PRUs) and the Transitional Learning Centre (TLC) rate them good overall, with all having some outstanding outcomes for children and young people. There are new quality assurance arrangements in place for alternative provision. Agreements are in place on admissions and reintegration, with 80% of schools now having agreed to a 'Hard to Place' admissions protocol. Admission Panels in all wedges seek to ensure that excluded pupils are reintegrated within the area.

Case Study

No Child Left Behind

Introduction

No Child Left Behind (NCLB) includes partners from Leeds schools, area management boards and voluntary organisations. It aims to bring about a cultural change and promote the development of multi agency networks across the City. NCLB has become a Department for Education and Skills (DfES) example of best practice, and a pathfinder for school partnerships to improve behaviour and tackle persistent truancy.

Our approach

NCLB is based on three principles:

- that the vast majority of children are educated within mainstream schools
- that the system for behaviour support is predominantly wedge based
- that schools within each wedge have the responsibility and accountability for managing their children and the support available

Through partnership working and localised support NCLB promotes multi agency approaches and innovation. This supports education personalised to the needs of the child and increases engagement in education for a range of vulnerable groups.

Outcomes & impact

The work of NCLB has resulted in a narrowing of the gap between levels of unauthorised absence in secondary schools in deprived areas and the national average; a fall of 10% in the number of fixed term exclusions, and a fall in permanent exclusions from 166 in 2003/04 to 85 in 2005/06. The number of BME pupils permanently excluded during this time has reduced by one third.

Successful progress on attendance and truancy has continued over the past year. The Local Area Agreement (LAA) target for unauthorised absence has been achieved a year ahead of schedule and there is strong evidence of impact on schools targeted for persistent absence. The Attendance Strategy has been praised by DfES and continues to innovate, for example with a new project to 'Re-engage with the Rhinos,' (a partnership with the Leeds Rugby Foundation) and another which uses 1st day absence calling and text messaging to parents and carers. Early evaluation shows improvements in parental engagement, attendance and behaviour. However, overall attendance rates for the city declined in 2005/06, due in large part to declining performance in schools not targeted by the Strategy. This is a key area for development, requiring additional input from Education Leeds and wider partners which was recognised in the Local Area Agreement "refresh" and attracted additional Neighbourhood Renewal Fund (NRF) resource to develop provision which encouraged work between Voluntary Community and Faith (VCF) groups, private sector and schools.

Learning places

Work to support quality improvement in early years settings and schools is good and has continued to improve over the past year. In general the number of schools and early years settings judged to be inadequate by Ofsted are in line with or better than in similar areas or the national average. The new School Improvement Policy has been effective in building capacity and directing support and intervention towards greatest need through the effective use of school partnerships, School Improvement Partners and Education Leeds teams. Advisers judge schools requiring the most support to be making at least reasonable progress. The DfES rates the School Improvement Partner (SIPs) programme as generally good and well managed, providing an effective external challenge to schools and Education Leeds. The National Strategies team is judged to be effective and well led. However, a key focus is to ensure that all schools are consistent in making effective use of data.

These strategies are supported by an innovative and increasingly effective development agenda that seeks to drive improvement through joint 'transformational programmes' with schools covering e-learning, learning communities, learning places of the future, transformational leadership and personalisation.

Improvement strategies are well supported through a large, successful and well-managed programme of investment in learning facilities. Through the Private Finance Initiative, Building Schools for the Future programme (£240m) and local capital programmes we have transformed learning environments, winning national awards for quality and creativity.

Resourcing for BSF is kept under continual review, in recognition of the scope and importance of the project. The additional resources that have been secured were part of a detailed risk analysis which identified for instance, issues with meeting deadlines in relation to specific project processes and contract compliant procurement. For example, we are currently evaluating resource need in relation to specific aspects of delivery of the Phase 1 schools.

The BSF Programme in Leeds has been heralded as very successful and a model of best practice by Tim Byles, Chief Executive of PfS, who, in a recent visit to Leeds said

"Progress achieved in Leeds provides a shining example for other local authorities engaged in BSF around the country."

All key milestones have been met on the programme and to date Leeds is the fastest authority in the country to reach financial close.

Phase 1 of the Children's Centre programme is complete and 23 centres are in place in the most deprived wards. Collaboration to set up the new David Young Academy has been identified as best practice. The contract for the BSF Strategic Partner for ICT has been awarded to RM Education plc who are already working closely with the National Strategies and City Learning Centre teams to develop an ICT Strategy with school staff and pupils using the £24 million ICT investment for 14 schools. A further £12m funding is available for the eight PFI secondary schools. Every pupil has an electronic learning space through the Leeds learning network in advance of the DfES target of 2008.

Learning communities

We have successfully developed clusters of children's centres and extended services in schools that have exceeded targets and won national recognition. The Extended Services Core Offer is now being well supported through successful and creative initiatives to develop parent, family and community links. Consultation is currently under way to develop a Parent and Family Support Strategy which will embed this approach within the Core Offer. Key successes include:

- the rollout of 52 Parent Support Advisers in 79 primary and high schools

across the city that have been prioritised on levels of deprivation, exclusions, attendance and attainment and is recognised as a model of best practice by the DfES;

- the progress in developing outreach provision in early years settings; and
- the impact of Choice Advisers in the recent admissions round.

Enjoy and learn through play sports and arts

Progress on the key actions we set to improve play has been good. A thorough audit of play provision has been completed, the Leeds Play Strategy has been agreed and we are currently awaiting the result of a bid for funding to the Big Lottery Fund. New leadership and partnership arrangements have been agreed to deliver the strategy and investment, with support from all members of the Integrated Strategic Commissioning Board. Wider improvements include:

- over £450,000 invested in play facilities for older children e.g. BMX tracks;
- the 'Magical Garden' scheme for creative play environments in Children's Centres; and
- the significant investment and future funding secured for playing pitches.

Provision for sport for children and young people has seen excellent progress and improvement over the past year. This includes progress in all the main areas we highlighted in the CYPP: investment; school and club sport and engaging vulnerable groups. Outcomes are improving, with more pupils engaging in two or more hours of sport and more achieving the Key Stage 2 swimming standard. Further indicators also show improvement, with more young people who are members of sports clubs, attending leisure centres and engaging in activities. Engagement with vulnerable groups is effective through projects such as reduced cost schemes associated with the Leeds Breeze Card, the Positive Futures project for sport for those at risk of offending and reduced cost support for talented young people through local elite coaching. This improvement has been well supported by services enhanced by local partnerships – both through the PE and School Sports Club Links (PESSCL) Strategy that improves links between schools and local sports clubs and through School Sports Partnerships based around specialist sports colleges. Investment has further supported improvement, e.g. the opening of the £5.7 million redevelopment of the John Smeaton Leisure Centre, and progress on two new centres as part of the £30 million PFI scheme. We will be working to link into city and regional developments to make the most of the 2012 opportunity for children and young people in Leeds.

Arts provision for children and young people continues to grow and improve through better partnerships between services, schools and a wide range of other organisations. Leeds has developed a dynamic and coherent strategy over the last four years that ensures all children and young people have a wide range of

opportunities, experience and activities with which to engage. Through this strategy over 70,000 are active carriers of Breeze card which gives them access to a wide menu of activity. Children at risk of crime or offending are more rapidly being reintegrated into more socially acceptable behaviour and those with significant limits to their opportunity; whether because of finance, race, geographic location, culture, are more easily finding activities they can engage in. Breeze On Tour (a series of large scale events held through out the summer holidays in inner city parks) is now in its fourth year, and has so far been very successful in attracting young people from 0-19 and their families with over 45,000 attendances since its launch in 2004. Thirty-six local voluntary organisations join Leeds City Council in the delivery of the events with representation from across the council. In addition to this, key successes include:

- the involvement of children and young people in major events and initiatives such as the Grand Theatre redesign or the Children and Young People’s Film Festival;
- the success of BookStart in encouraging reading, shown through the 100% of children provided with books and increases in library membership;
- and the growth of activities in extended services around schools.

Overall, arts provision is a real strength in Leeds but the partnership has further ambitions and an area for development is to work with children and young people to develop their own Cultural Strategy for the city.

Narrowing the gap

Strengths

- improvement in attainment in core subjects at Key Stage 3
- the ratio of young people leaving care who are engaged in education, training or employment at the age of 19 at 0.84 is better than that of comparators
- 62% of schools judged as good or better for progress made by children with SEN
- Leeds has the resource capacity to ensure that the needs of local children with disabilities can be fully met locally: Early Years provision for disabled children is good. There are sufficient places within schools to ensure that all education needs can be met within mainstream schools. A broad range of residential and daytime respite care is available from both health and social care agencies. A programme is currently being developed to expand current provision in partnership with central government through Private Finance Initiative arrangements.
- *Improvements in educational outcomes* In general Asian heritage learners have mostly seen more significant and consistent improvements across age groups, with a more mixed picture across key stages for other groups
- *Reduction in exclusions.* In line with the citywide decline, exclusion rates for Black and Minority Ethnic pupils have been reduced, e.g. with a 33%

reduction in permanent exclusions for these pupils;

- *Improvements in support in schools.* This includes the increase in mentors for BME learners, the growing adoption of the nationally recognised Stephen Lawrence Education Standard and the wide range of learning support programmes such as the Windsor Fellowship, the Minority Ethnic Achievement Programme (MEAP), Black Caribbean Achievement Programme (BCAP) and Black Pupil Achievement Programme (BPAP);
- *High quality education support for the Gypsy Roma Travellers population.* This service has been widely praised for projects such as the story telling initiatives, and national strategies programmes have continued. These are working to ensure that the specific needs of this ethnic minority are being met, and that levels of attainment, and attendance increase, while levels of exclusion decrease.

Area for development

- to raise levels of achievement and attendance for all our looked after children through effective support, monitoring and challenge for schools and services responsible for delivering their education;
- Improve transition processes;
Ensure support and challenge in all schools and settings regarding Disability Equality Schemes;
- Further roll out of Inclusion Charter Mark;
- Educational outcomes for some Black heritage learners. Despite some improvements overall there is less consistent evidence of significant improvement for these young people, particularly in the important GCSE exams;
- Attendance and exclusion. Overall Black and Minority Ethnic pupils are more likely to be excluded from school. Exclusion rates have been reduced, in line with the citywide fall, but some groups remain significantly more likely to be excluded. Attendance of black and minority ethnic pupils is generally in line with the Leeds average although some groups have lower attendance and higher unauthorised absence.

3.4 Make a positive contribution

The overall assessment for Positive Contribution is **good**.

Strengths

- Young people's participation
- Young people's scrutiny role
- Breeze Youth Offer
- Personal, Social, Health Education and Citizenship curriculum
- Stephen Lawrence Award scheme
- Reduction in first time entrants to youth justice system
- Reduction of permanent exclusions

Areas for development

- Embed participation across children's trust partnership
- Extending opportunities for volunteering
- Extension of preventative work

Key actions to ensure improvement

- Complete participation strategy including Hear by Right standards
- Further develop and coordinate opportunities for volunteering
- Research into characteristics of first time offenders to inform preventative work
- Appointment of prevention manager
- Development of integrated youth support service

Report card: progress against targets

Ref	PI Description	Leeds trend			Benchmark		Current	Target	Status			
		2004	2005	2006	National	Similar			Trend	Target	B: National	B: Similar
46	Increase the proportion of children and young people that report that they have a satisfactory say in their communities	na	na	na	na	na	na	na				
47	Increase the proportion of children and young people that reported that they are satisfied with the way they had a say in local children's services	na	na	na	na	na	na	na				
48	Reduce the percentage of children and young people that report that they have been affected by bullying at school or in the community	na	na	na	na	na	16.4	na				
49	Increase the percentage of children and young people that rate opportunities for volunteering in their neighbourhood as good or better	na	na	na	na	na	35.5	na				
50	Reduce the rate of fixed terms exclusions from schools to 25 per 1000 by 2009	73.7	68.3	68.1	51.2	57.3	na	57				
51	Reduce the number of permanent exclusions from schools to 25 by 2009	166	120	85	na	na	na	100				
52	Reduce the number of first time offenders who are under 18 years of age	na	1925	1875	6.2	11.5	11.8	5				

Notes See Section 1.6 (p8) for the key to report card templates. 'Na': not available either because the data has not been, or is not, recorded or published. All indicators relating to academic years include the most recent data in the 2006 column for consistency sake due to the mismatch between financial and academic years.

Review

Valued by families, communities and services

Participation

We have made very good progress with arrangements for participation over the past year and these continue to be a strength. The work of the Youth Council and the Reach Out And Reconnect (ROAR, a participation group drawn from harder to reach young people) has continued to develop and play an active role. Examples from the past year include representatives from both Youth Council and ROAR collaborating on the design and operation of processes to enable the Youth Opportunity and Youth Capital Funds to be distributed, plus the successful Youth Council Scrutiny Report on transport. Young people have been fully involved in the appointment of senior managers in the new Children's Services Unit.

Strategic and city wide participation is well supported at all levels. Participation within schools is very good. In December 2006, 96% of schools had an active school council, and work is continuing through the Healthy Schools Programme to support and develop school councils and raise awareness of the value of links into Leeds Youth Council and other participation groups across the city. Participation with services is also good and often excellent. This has been facilitated by the work of 'The Project' – a voluntary sector organisation that has for three years been commissioned to deliver the Parti-cip8 initiative on behalf of Children's Services. The Project has delivered 42 programmes of work, supported over 200 volunteers, and worked in partnership with more than 30 agencies. The impact of this and wider work is shown in the Be Healthy section above and also in other areas such as the development of the Anti-Bullying Strategy.

Work to enhance participation of children and young people through a single shared framework for participation across all local partners has begun and will be completed in 2007/8. Developments have included focussed work at both an Open Forum and at Children Leeds Partnership, securing agreement to adopt the national Hear By Right standard. A Participation Evaluation Toolkit (PET) has been developed and used in a range of settings. Children's Involvement Advocates are in place for each of the five wedges. Their role is to champion the development of participation and involvement. We have an exciting opportunity this year to include children and young people in developing a vision for the city centre, most probably through the Breeze programme of summer activities. Leeds Youth Council, with Yorkshire Planning Aid, has been involved in city centre planning since 2005.

Local efforts to ensure vulnerable and hard to reach groups can participate and have their voice heard are improving. The proportion of our looked after children and young people contributing to reviews of their care has been improved. Further developments to achieve this improvement and to further progress include:

- joint work between Children & Young People’s Social Care and voluntary sector partners to develop a service wide model drawing on the “Blueprint” approach to participation;
- delivery of the “Total Respect” package to enable children and young people to train professionals in listening to the views of our looked after children and young people; and
- the piloting of an electronic tool, in conjunction with our looked after children and young people, to encourage their contribution to reviews.

Arrangements for disabled children and young people are, overall, less comprehensive and embedded. To make more progress with addressing this, a new post of Communication and Participation Worker for Disabled Children and Young People has been established in social care.

Positive opportunities

The Youth Service provides a good range and quality of opportunities for young people. The service exceeded its reach target in 2006/07. Satisfaction levels with the service are excellent – 985 young people took part in the first annual user survey exercise this year and a satisfaction rating of over 90% was achieved. Accreditation of achievements has been much enhanced, particularly through the use of the Duke of Edinburgh Award scheme. Involvement of youth groups in the Duke of Edinburgh Award Scheme has been pivotal to recording an overall Youth Service achievement of 644 accredited outcomes in 2006/07.

The Youth Service and Social Care Services continue to provide access to positive opportunities for disabled young people. Joint work in partnership with Friends of PHAB (Physically Handicapped and Able Bodied) takes place to run weekly provision. The club’s membership includes 55 disabled young people. Their highlight of the year is described in the case study.

Case Study
Herd Farm Weekend 2007

Introduction

A group of 20 young people aged from 12 to 24 years attended this event. Of these 18 had some form of disability. The group were collected by the club buses from home and taken to Herd Farm where accommodation and meals were provided for the weekend.

Our Approach

Activities included:

- orienteering around the site (with Walkie-talkies for novelty);
- archery;
- pottery;
- mountain biking;
- electric scooters;
- football;
- giant Meccano (a car was created and test driven!);
- an evening of ten pin bowling at Kirkstall;
- sun-bathing and relaxation.

Outcomes

Comments from the young people were positive and included:

"Weather (good), the food (including cook) excellent, Herd Farm staff and fun were again top notch."

"A big thank you to Leeds City Council, please keep inviting us."

The Youth Service's performance reflects strong improvement since the 2004 inspection. Progress has been well monitored by the Scrutiny Board for Children's Services and has been judged as generally good. The next challenges for the service are to implement the Youth Offer, known as the Breeze Promise, and to manage the localisation and integration of the Connexions service successfully. Good progress has been made, and capacity is in place to deliver these changes. Leeds was selected as one of four pilot authorities to progress the Youth Matters agenda, specifically the publication of the Youth Offer and the creation of an Integrated Youth Support Service. A Transition Manager for the Integrated Youth Support Service has been engaged for 2007/08. The Youth Council continues to make an important contribution to developing the Breeze Promise.

Wider support for developing positive opportunities is very effective. The Leeds mentoring service is recognised nationally for its scale and excellent practice, and maintains over 4,000 mentoring partnerships across the city. Work takes place in the business (366 mentors), statutory and voluntary sectors as well as schools (645 peer mentors), colleges and universities. We run a Black and Minority Ethnic (BME) mentor group and this maintains over 280 mentors from a BME background.

Leeds is performing well and rated in the top 20 local authorities for developing extended services and opportunities on or around school sites. The September 2006 target of 35 schools was exceeded and Leeds is on track to meet targets set for 2010 ahead of schedule.

Support for volunteering remains an area for development overall, although there are promising projects in place. One such project is one where the Learning Partnerships and Leeds College of Technology work in partnership to deliver Millennium Volunteers (MV) and Xperience 9. MV Leeds projects supported 250 young people from across the city in 2006/07 to access a range of part time voluntary opportunities. Xperience 9 supported 76% of its cohort of young people who are NEET (Not in Employment Education or Training) into such opportunities through tailored volunteering and support packages.

Lastly, a wide range of positive opportunities is supported through provision for play, sports and arts in the city. These are discussed in the Enjoy and Achieve section above.

Case Study **Youth Opportunity Fund**

Introduction

Friends of Lincoln Green are a group of people from the local community who have set up a Youth Base at Cromwell Mount (Burmantofts and Richmond Hill Ward). They organise activities and events for young people in partnership with key agencies e.g.

- Leeds Youth Service;
- Leeds Health For All;
- Neighbourhood Housing Team;
- Anti-Social Behaviour Unit;
- West Yorkshire Police.

The programme is available to children and young people aged 8 to 19 year olds, and is delivered through a variety of informal education methods such as small and large group work sessions, trips, residential activities and drama projects.

Approach

The young people successfully applied for funding of £11,500 for a multi-activity project. Young people were the principal decision makers in determining the aims, objectives and learning outcomes for this application. The money enabled them to hire tutors and a venue, purchase equipment and materials, and set up internet access on the computer network at the Youth Base.

Outcomes

- production of a DVD/Video to show positive aspects of the local area and the community, but also highlighting what could still be improved;
- a dance project;
- a cookery project;
- an event to showcase the end results.

Discussions will be taking place with tutors/organisations regarding possible accreditation for the various activities. The young people involved gained new experiences, skills and understanding about themselves and others in their communities.

'It is fun and enjoyable and gives the chance to have our say and encourage more young people from Lincoln Green to come to the youth base and have their say about what changes will be good for the area.'

Additionally, the purchase of new equipment for the kitchen and the internet access will be of benefit to the wider community in the future.

Personal and social development

Services to support personal and social development in Leeds are good, and include examples of excellent, leading practice. This is particularly focused around schools and early years, and the strong targeted input of partners through a range of initiatives that, taken together, are supporting significant change and development in the culture, curricula and day to day learning of staff and students in education.

The Leeds Healthy Schools Programme has achieved national Beacon Status. The programme has engaged nearly all schools in Leeds and is discussed in more detail in the Be Healthy section above.

Both the Investors in Pupils and the Stephen Lawrence Educational Standard originate in Leeds and are recognised as national best practice in developing engagement and cultural change in schools and learners. More schools have adopted these initiatives over the past year, including some in areas facing significant challenges. The latest data show that 23% of schools are accredited to the Stephen Lawrence Award scheme and 20% of children's centres have joined the Early Years Stephen Lawrence scheme. 23% of primary schools have achieved the Investors in Pupils Award, with a further 12% preparing for assessment. Lastly there is similar and valuable work on inclusion and social development through the Inclusion Charter mark, where 31% of schools have now achieved the standard.

As a result of these initiatives provision for Personal, Social, Health Education and Citizenship development is good and improving. The latest data shows that 84% of Leeds schools inspected by Ofsted received a rating of good or better for the judgement, "The extent to which learners make a positive contribution to the community."

Value peers, families and communities

Youth offending

Leeds can report considerable success in preventing offending. The number of first time entrants into the youth justice system was reduced from 1940 in 2005/06 to 1875 in 2006/07. This means that the number of first time entrants is approximately 10% lower than the 2004/05 baseline position. The Youth Offending Service (YOS) directly supervised 2047 interventions with 1480 individuals during 2006/07. To build on this success Leeds YOS is currently coordinating the development of a youth crime prevention strategy on behalf of the city. Leeds YOS is also working with the Police and Education Leeds to develop Safer School Partnerships in the city. The two main areas for development are improving the proportion of young offenders reintegrated in education, training or employment and addressing the over-representation of Looked After and Black and Minority Ethnic young people in the youth justice system.

Attendance and exclusions

We have been successful in addressing deep rooted issues with behaviour and attendance over recent years. This has largely continued over the past year. Support for behaviour management has been improved, and the No Child Left Behind initiative has been identified as a model of good practice by DfES. As a result of improved collaboration permanent exclusions have been dramatically reduced from 166 in 2003/04 to 85 in 2005/06. This includes improvements for vulnerable groups. Trends in fixed term exclusions, whilst positive, are less dramatic and indicate the need for further attention in this area. Reintegration and alternative provision have improved. Ofsted inspections of all Pupil Referral Units and the Transition Learning Centre rate them good overall, with all having some outstanding outcomes for children and young people.

The most recent attendance data shows marked successes in interventions in targeted schools, and some progress with individuals targeted for persistent absence. DfES feedback on the city's Attendance Strategy is very positive. However, despite this, attendance overall declined slightly in secondary schools in Leeds in 2005/06 and as such remains below target and the national average. As this is a key area for improvement, Education Leeds is working with schools and the DfES to further enhance local interventions.

Case Study

LAZER Alternative Programmes

Introduction

The LAZER (Learning Action Zone for Education and Recreation) *Revolving Door* project was established in September 2006 as an educational programme that utilises LAZER staff and facilities for pupils of six secondary schools which have poor attendance records. The project offers education, support and activities for 21 days in different surroundings to re-engage pupils into education.

The Revolving Door programme provides pupils with support to reduce exclusions, improve attendance and encourage educational progress. Pupils are selected by schools and the attendance service based on their need and placed onto a course that suits them, such as motorbike mechanics.

Approach

The small number of pupils on the programme, 6 at any one time, allows the centre to provide learning suited to each individual's need and actively re-engage them in the curriculum through developing practical skills and confidence-building activities. The support provided can involve a range of partners including the Psychology and Assessment Service, Police, Youth Offending Team, School Nurses and school mentors. Once a pupil has completed their programme they return to their school, often with a negotiated re-integration package that allows them to succeed more readily.

Outcomes

The overall impact on some of our most vulnerable and traditionally hard to reach pupils is positive. All pupils have embraced and enjoyed the time that they spend on the course at the LAZER centre. Several pupils have stated they now feel less vulnerable. Of the seven evaluation returns analysed to date, schools report an improved attitude to learning in five cases, improved attendance by two pupils, reduced exclusions by a further four and one case of improved attendance and reduced exclusions. Schools report some encouraging instances of "starting again" with a pupil and engaging in a positive process of change.

Antisocial Behaviour and Respect

Leeds has been chosen as a Respect Pilot, and children's services are part of the city's strategy, especially through the Early Years and Youth Service and the Youth Offending Service. Key strategies include prevention and diversion for those at risk of anti-social behaviour, and our focus on early intervention has seen an increase in referrals to diversionary activities. This approach has reduced the level of use of Anti-Social Behaviour Orders (ASBOs) for youths (under 18) in recent years from 75 in 2004/05 to 35 in 2006/07. This has been linked to a focus on the use of (non-punitive) Acceptable Behaviour Contracts (ABCs) and diversionary methods. The use of ABCs with youths has risen from 129 in 2004/05 to 143 in 2006/07. Of these 143, 84 young people were referred

to a total of 134 intervention schemes. We have also introduced a review of all juvenile ASBOs at 12 months in line with Home Office guidance and as a result orders are being discharged or varied to respond to improvements in behaviour. The Anti Social Behaviour strategy is due for review and when this takes place more explicit links will be made to the Children and Young People's Plan.

The Positive Activities for Young People (PAYP) scheme was assessed in 2006/07 by Connexions West Yorkshire as good. These services provide effective support for disaffected young people to gain the skills, confidence and accreditation to pursue employment or further training in the sport and recreation field. PAYP was enhanced this year with the launch in May 2006 of a Sports Academy. PAYP plays an integral role within the council's antisocial behaviour strategy. In 2006/07 the scheme worked intensively with 549 referrals. PAYP is operated within an Out of School Activity approach through which 2033 young people were recorded in 2006/07 as participating in positive activities.

Targeted preventative work is growing in range and effectiveness. The Beeston Hill area of Leeds has been selected for a preventative partnership initiative as part of a national programme.. The Early Years and Youth Services have agreed to commission 4Children to lead and manage the delivery of the full integrated offer including 0-19 children's services and support for families, integrated health and community services in the Beeston Hill area. Alongside this there have been some very good examples of community cohesion work such as collective work at South Leeds High School and the organisation of "Mini Breeze" local events during the holiday periods. Hotspots are identified through local partnerships and the tension monitoring team. The Mini Breeze events targeted key communities in 2006. This resulted in an increased attendance by BME young people from 1244 in 2005 to 1739 in 2006.

Intensive parenting support

There are positive signs that key initiatives for families of young people at risk of offending or poor behaviour are making an impact. The Signpost project expanded its work at the end of 2006 to impact in East as well as South Leeds. It works with up to 40 families at any one time. External evaluation highlights, amongst other achievements, evidence of a reduction in the number of offences committed by young people involved in Signpost. The Budget Holding Lead Professional Pathfinder (BHLP) has enabled the development of five rapid response professional teams that provide swift and easy access to universal and targeted services for all children, young people and families in the 31 Super Output Areas that are in the most deprived 3% in the country. Evaluation to date has been positive. Lastly the Youth Offending Service has secured significant funding for parenting classes and has implemented a Webster-Stratton programme.

Narrowing the Gap

Strengths

- Leeds YOS takes a robust approach to the enforcement of Orders. Specific action plans have been put in place to address the over-representation of black young people in the population of those who breach orders. This has been successful in bringing about a reduction.
- Leeds YOS partnership includes a representative to properly address diversity issues
- BME mentor group
- Participation of harder to reach young people

Areas for development

- Further work to address the over-representation of BME young people in the youth justice system
- Participation of children and young people with learning difficulties and disabilities

3.5 Achieve economic wellbeing

The overall assessment for achieve economic wellbeing is **good**.

Strengths

- Improvement in the proportion of young people in learning or work
- Growth in vocational learning
- Individual Learning Plans
- Improvements to qualifications for 19 year olds
- Childcare provision
- Support to families to tackle debt
- Progress in provision of decent homes
- Sure Start Parenting Academy
- Work of Parent Support and Choice Advisers

Areas for development

- Improving proportion of young people who stay in learning or work
- Further develop personalised learning
- Preventative strategy to reduce the percentage of young people not engaged in education, employment or training
- Coordination of support for parents and carers

Key actions to ensure improvement

- Implementing the 14-19 review to enhance the curriculum offer to young people
- Electronic Individual Learning plans
- On-line prospectus
- Curriculum enrichment programme for vulnerable groups
- NEET co-ordinator in place to lead on preventative action plan
- Implementation of Family Support and Parenting Strategy

Report Card

Ref	PI Description	Leeds trend			Benchmark		Current	Target	Status			
		2004	2005	2006	National	Similar			Trend	Target	B: National	B: Similar
53	Reduce the percentage of year 11 leavers that are NEET status	8.6	8.2	8.2	7	na	na	7.6	Yellow	Red	Yellow	Green
54	Reduce the percentage of 16-18 years olds that are NEET	9.3	10	8.8	7.7	na	na	8.8	Green	Green	Yellow	Blue
55	Reduce the proportion of 16-18 year olds in the 'unknown' category	na	8.4	7.8	na	na	na	8.3	Green	Green	Yellow	Green
56	Increase the proportion of 19 year olds with Level 2 qualifications	57	60	62.9	72	67	na	63	Green	Green	Red	Red
57	Increase the proportion of 19 year olds with Level 3 qualification	36	40	41.2	47	42	na	43	Green	Yellow	Red	Yellow
58	Improve the proportion of schools scored 2 or better by Ofsted for the judgement 'how well learners develop skills for economic well-being'	na	55	72.9	na	na	na	69	Green	Green	Blue	Blue
59	Increase the proportion of children and young people that report that they are satisfied with their neighbourhood	na	na	na	na	na	na	na	Blue	Blue	Blue	Blue
60	Reduce the proportion of children under 16 yrs of age living in households where all adults are unemployed	na	na	na	na	na	na	na	Blue	Blue	Blue	Blue
61	Reduce the proportion of dependent children living in Local Authority housing, who live in a home that does not meet the set standard of decency	na	na	7.1	na	na	na	na	Blue	Blue	Blue	Blue

Notes See Section 1.6 (p8) for the key to report card templates. 'Na': not available either because the data has not been, or is not, recorded or published. All indicators relating to academic years include the most recent data in the 2006 column for consistency sake due to the mismatch between financial and academic years.

Review

Confident and skilled to thrive in adult working life

Securing success in work and adult Life

Important outcomes are improving and there is good progress towards key targets. The local Not in Education, Employment or Training (NEET) target for 16-18 year olds was met in 2006, through the impact of focused work by Connexions and local partners to:

- improve support and guidance for students; and
- improve routes and pathways to learning.

The number of young people in full-time education increased from 69.15% to 73.31% between 2005 and 2006. Over the same period the percentage in learning remained stable at just over 80%. Successful initiatives include:

- the reengagement project that targets those most at risk of NEET;
- the recruitment of 148 long term and 80 medium term NEET into learning;
- the introduction of the Learning Agreement Pilot which provides a personalised approach, allowing young people to continue working whilst support them to progress both in learning and employment.
- recruiting 15 additional Personal Advisors (PAs); and
- a NEET co-ordinator to better develop prevention and targeting vulnerable groups.

There are also a number of new initiatives under development that contribute to reducing NEET including:

- the Foundation Learning Tier pilot designed to develop programmes at Entry Level and Level 1 which will provide a platform for achievement to level 2 with more structured progression pathways;
- Further Education Colleges in Leeds are exploring the possibility of offering a flexible start programme to ensure that learners wishing to enter Further Education are not hindered by termly start dates;
- Significant work is being undertaken to broaden the E2E curriculum including the expansion of Entry to Vocational programmes

Despite these improvements NEET rates remain below national averages and

NEET rates for 17 year olds have not improved so this remains as key area for improvement overall. Local partners are confident of improvement and clear plans are in place to deliver the agreed Local Public Service Agreement target of 6.6% by the end of the 2007/08 academic year.

Educational outcomes for 19 year olds have risen consistently since 2004. Value Added between GCSE and A/As/Advanced/GNVQ levels is good overall: 9.27 points above the national median average. The rate of improvement has been more than that seen in both benchmark authority groups and nationally. This reflects both the impact of improvements in secondary schools over recent years, and the improved range and quality of post-16 learning. Significantly, vocational qualifications are playing a crucial role. The curriculum offer for learners at KS4 is expanding every year. These courses are taken by more students year on year and the contribution these qualifications are having on performance is demonstrable; for example, the proportion of non GCSE qualifications contributing to the total points scored in Leeds has more than doubled since 2004 and now stands at 16.3%. Significantly, there is clear evidence for the impact of vocational qualifications on pupils' performance. Leeds learners generally have performed below expectations for the past three years whereas pupils with at least one non-GCSE qualification have performed closer to expectation every year. All school in Leeds now offer at least one non-GCSE course, often through partnerships initiatives with other providers including the Young Apprenticeships and Increased Flexibility Programmes. However, and despite these improvements, qualification levels remain below similar authorities, and well below national averages. Some providers and some schools continue to face challenges in retention and progression despite improved support and quality assurance. This will be addressed by local partners through the developing plans for structural change in 14-19 provision, as discussed below. The Further Education provision with Leeds is showing that there is good capacity to improve. Colleges recently inspected received excellent comments on their effectiveness since their last inspections and are making a significant contribution to Every Child Matters.

Information, advice and guidance

Information, advice and guidance services are effective overall and have improved over the last year, in particular with successful targeted and preventative work for young people most at risk of poor outcomes. The annual survey shows that Personal Advisers (PAs) in schools and colleges are providing high quality information, advice and guidance. The plans and capacity to manage the localisation of Connexions into an Integrated Youth Support Service for Leeds are in place, making progress and have been praised by Government Office. The localisation process should deliver significant efficiency savings and scope for enhanced services. Local partners, led by the Youth Service have begun to develop the Youth Offer, which will lead ultimately to a city wide offer linking the core curriculum to broader learning and recreational opportunities.

Preparation is complete for the introduction of the Leeds on-line Area Prospectus from October 2007. It will include details of all programmes

delivered by schools, colleges and other providers in the city. It will also include opportunities available for young people through the integrated Youth Offer and include extensive impartial information and advice that will support learner choice

Support for the transition of Looked After and disabled young people to adulthood, work and adult support services is good overall. Through the effective support of a dedicated transitions team, a high proportion of care leavers progress to further learning or work and a significant number progress to Higher Education. Transition planning and support for disabled young people is also good, with all young people supported by multi-agency transition planning.

14-19 strategy and local partnerships

The 14-19 Strategy is emerging and well supported by strong and improving citywide and local partnerships. There is wide representation on citywide groups and leadership has been strengthened by partners agreeing that Education Leeds and the Learning and Skills Council should drive the future agenda. At a local level currently around three quarters of schools and a number of FE colleges are involved in 14-19 partnerships with shared management, timetabling and other supporting arrangements.

There have been improvements to apprenticeships and work placements, including:

- a major increase in the apprenticeships programme with employers providing places for 1,400 learners;
- a rise in work experience placements - 8,000 Year 10 work experience placements now provided annually by 6,000 employers; and
- support for over 300 extended work placements; and
- Leeds has developed the innovative and unique Job Guarantee scheme involving major employers who offer 14-16 year olds work placements leading to employment. This work has wide support from education and employers, supported by a new post in the Chamber of Commerce focusing on developing employer activity.

Developments of learning routes and pathways are making good progress. Preparatory work for the first 5 specialised Diplomas is complete and they will be available for teaching in Leeds from September 2008. Work is underway on the development of a Leeds Curriculum Framework to ensure that Leeds is able to meet the statutory requirement to ensure that all young people can access all 14 specialised Diploma lines by 2013 and deliver the Leeds Learner Entitlement. The range and quality in provision for post-14 learners is rapidly developing, as set out in the section above. Improved shared quality assurance processes have been put in place.

Good progress is also being made by local partners on shared infrastructure

projects. A common application system for Post 16 courses is ready for pilot in the 2007-8 academic year and will be available to all learners from September 2008. It will simplify the application process for the learner and provide valuable management information. An innovative Leeds-wide electronic Individual Learning Plan (eILP) is being developed. This will be vital for delivering the city's personalisation agenda. The city has been successful in attracting funding for learning facilities through PFI, Building Schools for the Future and other sources. This investment is already supporting wider improvements to learning and coordination is improving to ensure effective linkages between Further Education, school and wider estate strategies.

We are also progressing the citywide review of 14+ learning in Leeds, which was carried out by Cambridge Education on behalf of the Learning and Skills Council and published in November 2006. Partners are now considering the recommendations for improvement. These refer to college mergers; new post 16 centres and vocational skills centres; significant investment in the Further Education estate; links to adult and community.

Case Study

Developing personalised learning through the Quality assurance of 14-16 provision

Introduction

In 2006/2007 approximately 2,500 14-16 KS4 learners accessed a wide variety of school provision via off site settings. The overall profile of providers has included the Further Education colleges, the Voluntary, Community and Faith Sector, the Youth Service, Work Based Learning Providers, schools and private companies.

This large range of providers led to quality issues and as a result there was a clear need for a coherent quality assurance framework to ensure appropriate, personalised provision for each learner.

Our approach

The premise of the Quality Assurance framework is to support schools by providing information for them to make the right choice for each learner. Institutions will be able to choose providers secure in the knowledge that they are fit to trade and safeguard learners. Schools will be fully informed about their rights and responsibilities and about provider's success rates. A network will also be developed to offer all providers training opportunities to support their self improvement and share good practice.

Outcomes and impact

By July 2007 the fully approved list of providers will be published on the 14-19 website. Institutions will then be able to choose the most appropriate provision for individual learners from this list. Recent external evaluations commissioned by Education Leeds highlighted the impact of off site learning programmes. Of a sample of learners, as a result of the course 73% feel they are more positive about their future, 72% are more confident and 65% have a more positive attitude to learning.

Quotes include:

"Doing this, we've got more of a chance because we've got experience"

"I feel more happy and my family are happier with me, they see I'm doing something and they are proud"

95% of schools who participated in the survey were satisfied with the quality of courses on offer and 80% satisfied with the range of courses on offer.

Life and work skills at all ages

Local schools and partners provide good support for developing work and life skills for all young learners. The work of a range of enterprise initiatives such as the Leeds Education Business Partnership as well as wider initiatives to develop life, communication and team working skills such as Healthy Schools, are having a positive impact on pupils and students. There was a significant rise in the proportion of schools judged to provide effective support for Achieving Economic Wellbeing over the past year, with nearly three quarters of schools judged to be good or better. This will be significantly enhanced in future years due to the recent success of the city in winning Local Enterprise Growth Initiative funding.

Live in thriving families and communities

Support for families

Childcare provision in Leeds is good, supported by the Beacon Status Early Years Service and the high levels of investment and progress in the local children's centre programme. Leeds has opened and designated 23 children's centres as of May 2007 with a further 24 under construction and due for designation by March 2008. Each centre delivers parenting and family support services including an outreach capacity with leafleting and work in the home. From January to March 2007 the children's centres in Leeds supported 457 families with centre based services and outreach contacts. Preparations for the new sufficiency duty are in progress and an audit is underway.

The Child Care Strategy targets for places in children's centres and integrated places in school have been met. All working and training families living in areas of highest deprivation have a child care guarantee. 65% of families using children's centre provision are in work or training. 166 schools provide out of school provision to support working families. Breakfast clubs have been successfully introduced to 92 schools with 50% of these in areas of significant relative deprivation. Targets for developing the core offer for extended services in schools have been achieved.

Information on childcare and other issues for parents and families is good, through the award winning Children's Information Service. The service has been improved over the past year, developing new documents and web services, branded as 'The Hub'. Satisfaction with the service and usage of the website are both high, with around 2,500 unique visits per month to the site.

Support for parents and families has many positive features and is improving through investment and improved joint working over the last year. To build on this work, a Family Support and Parenting Strategy has been drafted following a mapping and audit of existing services and consultation with families.

Local partners have implemented a wide range of joint initiatives over the past twelve months to improve support for parents and families. The Common

Assessment Framework is being implemented across the city. Over 300 staff have been trained with a target of 3,000 by 2008. The DfES have funded pilot work on Budget Holding Lead Professionals supporting CAF. This investigates the link between the needs of families and the available services. The Leeds pilot is viewed by DfES as ambitious and high achieving with the potential to inform and develop more responsive services. Evaluation by Newcastle University reporting in April 2008 will analyse the cost benefit from integrated teams working around families.

Alongside this, partners have invested in new services for parents and families. Many of these developments show early signs of success and have been recognised regionally and nationally for their leading practice. Key examples include:

- Parent Support and Choice Advisers that have been praised by DfES as national best practice;
- the 8 Sure Start Local programmes have been recommissioned to provide £3.5 million integrated family support “7 day response” services delivered from and around Children’s Centres and schools; and
- the Sure Start Parenting Academy provides a menu of parenting and family support training that is delivered through children’s centres and extended schools.

Case Study
Strengthening Families

Introduction & approach

Strengthening Families is a seven week course for parents/carers and their children to help them learn new skills as well as appreciate and acknowledge the strengths they already have as a family. It is delivered by Attendance Advisers, Attendance Improvement Officers and Behaviour Support Workers.

Eleven families were approached to engage with the course. This pilot group have complex family needs, and had involvement from various agencies including Attendance Strategy Team, BEST, Social Services Department, Youth Offending Services and CAMHS. Five families attended regularly.

Outcomes

	½ term % attendance before the course	½ term % attendance after the course	% difference
Year 7 girl	45%	68%	23% improvement in Attendance
Year 7 boy	95.7%	80%	15% decrease in attendance due to exclusions from school.
Year 8 girl	90%	95%	5% Improvement in Attendance
Year 8 boy	6.7%	55%	48.3% Improvement in Attendance
Year 9	9.1%	19%	9.9 % Improvement in Attendance

girl			
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Additionally a Year 7 girl and her mother attended 4 out of 7 sessions; this however still had a 23% improvement on her attendance at school.

Conclusions

- Attendance increased overall for the whole group
- Families engaged more proactively with professionals running the course and other agencies to gain the help that they needed
- Improved relationships and communication between parent and child
- Parents' confidence increased over the weeks of the course. They began engaging better with their own children and also became more confident with the whole group
- Parent's and Young People gained confidence
- Support networks built up between members of the group

Case Studies

Barnardo's Young Men's Project (Futures)

Individual Support - JOHN (name changed)

John, aged 12, is a young carer who lives with his dad. John was 7 his dad had a stroke which significantly affected his mobility, hearing and speech. John is responsible for helping his dad with many daily tasks

In John's referral, he was identified as needing support with education, social skills and self esteem. Issues identified included isolation and difficulty making friends.

Dave [*Futures Worker*] worked with John from mid July 2006 for over 17 sessions. For the first three months, the sessions took place at a Young Carers facility. After that Dave collected John from home and accompanied him to his school.

Work covered and outcomes achieved have included:

1. Exploring John's relationships with friends and family
2. Exploring self esteem
3. Working on John's literacy and as a result improving John's self esteem. John had been 'diagnosed' as having a reading age of 9 and spelling age of 8. John made continual effort to write when Dave brought handout activities to the sessions. John expressed enjoyment at completing questionnaires (identifying which issues John said were affecting his life, and exploring what builds his self esteem). At one session, John presented Dave with a short biography he had written about himself.
4. Taking part in a recreational activity agreed with Dave, such as bowling, which John has said he enjoys.
5. John's school attendance and academic achievement improved as a result of the support sessions.
6. John told Dave that he was getting on well with other people he was working with at school.

Regeneration and housing

The progress and impact of regeneration and housing strategies continues to be good overall.

Leeds City Council has recently been awarded the government's Beacon Status Award for its innovative work to help people tackle debt. The initiatives include:

- Leeds Credit Union branches in the One Stop Centres;
- financial literacy packages for young children;
- Leeds Money Advice Project (MAP);
- debt counseling in Children's Centres;
- a pilot debt and financial advice packages;
- 'Money Talks', by Leeds South East Homes ALMO; and
- Collaboration between Yorkshire Water Services and the Credit Union regarding water payment systems.

Examples of increasing investment are evidenced in the EASEL (East and South East Leeds) project. The project represents a new vision for the most deprived communities in the city; it will bring well over £1.2 billion of private investment and around £100m of public investment to the area. Planning for more than 840 new homes on eight initial sites is in place.

The Local Area Agreement's Economic Development and Enterprise Block, has secured a funding stream of £2m for activities to support workless families into employment and training, develop a business and enterprise culture and tackle financial exclusion in deprived areas.

Support is good for housing issues for children, young people and families. Progress on the Decent Housing Strategy is very positive, with 1000 new units being developed per annum. No families are currently housed in bed and breakfast accommodation. The council supports a number of voluntary sector organisations providing significant support to homeless people. There is work progressing between housing and Social Services officers to ensure our looked after children and vulnerable children are appropriately housed.

3.6 Transforming services

The overall assessment is that the management of local children's services is **good** and that capacity to improve is also **good**.

Strengths

- The establishment of the innovative Leeds model of children's trust arrangements, including the accountability framework.
- West Leeds Project;
- Budget Holding Lead Professional pilot
- Redirection of funding to support priorities
- Beacon Status for Early years
- Strong Medium Term Financial Planning
- Top 20 performer for Extended Services
- Strong progress with ContactPoint and ICS agendas

Areas for development

- implement new models of integrated locality working which are underpinned by robust commissioning and governance arrangements;
- Ensure quality and consistency across the city during a period of such significant change ensuring consistency in managing change across the whole city;
- Citywide roll out of workforce development activity arising from West Leeds Pilot;
- Implement fully integrated performance management framework across the partnership.

Key actions to ensure improvement

- Support clusters of schools and partners in developing extended services;
- Manage the roll out of Phase Two of the Children's Centre Programme;
- Develop and implement an integrated workforce strategy;
- Continue CAF/ILP implementation;
- Support the development of leadership, management and governance of extended services;
- Develop new quality improvement approaches for extended services;
- Implement the Looked After Children BHLF pilot;
- Implement the Family Support and Parenting Strategy.

Review

Ambition

We have clear ambitions and have set a challenging pace for improving outcomes for children, young people and families and integrating services. In 2006 in the CYPP we outlined our shared priorities, objectives and targets for children's services. We have continued to sustain improvement across children's services, and key developments include:

- The implementation of new children's trust arrangements.
- Establishing a set of locally owned priorities and having multi-agency partnership delivery mechanisms in place through the Integrated Strategic Commissioning Board (ISCB), Children Leeds and related sub-groups.
- Building on a good track record of using needs analysis, including use of GIS to target disadvantaged neighbourhoods and identify the LAA cohort of young people. Needs analysis information is used to support decisions regarding proposals for commissioning and decommissioning which inform the commissioning activity of the ISCB.

The council is a good CPA authority and inspectorates have stated that the council's contribution to improving outcomes for children and young people is good. The council has a good track record of effective leadership both within the council's leadership team and the wider community leadership role as evidenced by the local strategic partnership (the Leeds Initiative) and Children Leeds. During 2006 these arrangements have driven the Local Area Agreement (LAA) forward to deliver our 'Narrowing the Gap' agenda - a challenging programme of targeted activity for children and young people in some of the most disadvantaged areas of the city. Both the LAA and the CYPP are linked to the council's corporate plan and the corporate planning and performance framework.

We have effective mechanisms to put children and young people at the heart of planning and service improvement. This year the Youth Council and the ROAR partnership have worked together on a range of activities to influence future commissioning activity and a framework has been established for ongoing activity.

Our ambitions and priorities have been built in an inclusive partnership with all key stakeholders. They have been widely disseminated through a range of events and media including city-wide and locality based Children Leeds Open Forum events, web-based and print media. The partnership has effective mechanisms that put children and young people at the heart of planning and service improvement, as highlighted in the 'Making a Positive Contribution' section. This has had a good impact at strategic level, for example the Youth Council and the ROAR partnership have worked together on a range of activities to influence future commissioning activity and a framework has been developed for ongoing activity, and the Scrutiny Panel has undertaken a review of transport

in the city, as a result of this being highlighted as an area of high priority by young people.

In anticipation of delivering local government White Paper requirements, we have developed local models of governance and service delivery and to drive this forward have appointed 5 locality enablers to facilitate the integration of services in local communities. During 2006 we have piloted revised partnership based delivery arrangements in the West of the city which have been evaluated and will inform implementation of locality working across the city. Local partnership arrangements have developed a closer relationship with school clusters, working to support the participation of children, young people and parents and carers and ensure a more comprehensive understanding of local need. There are a number of multi-agency school based projects that are generating successful improvements, including:

- The John Smeaton School which has currently doubled last year's attainment outcomes through the alternative learning curriculum. Positive contribution outcomes have also improved through the integration of the Youth Service and the Police into PSHEC.
- The pathfinder trust at Garforth is developing pooled budgets within the cluster delivering additional training and services, including the VCFS, private and other public sector partners such as the police, an FE college and the PCT. There have been no exclusions this year from any school within the cluster and the post 14 offer is high quality alternative curriculum off-site which is demonstrating improved attendance and reducing behaviour problems.
- The Primrose and City of Leeds Federation School has 0-19 provision and is part of the DfES Next Practice bid to develop innovative governance arrangements. The governing body now includes FE providers and early years provision to lead and manage innovative joint practice from 0-19.

Leeds has prioritised community cohesion and has made significant investments both corporately and within different service areas. Strong foundations have been laid through partnership working within Children Leeds and in the Leeds Initiative Community Cohesion Task Group. There are clear signs of improvement and examples of good practice including:

- Leeds Tension Monitoring Group highlighted as a regional model of good practice;
- improving performance on the reporting of racist incidents in schools;
- children and young people have been active in tackling racism particularly after the 7/7 bombings resulting in a Talking Heads style video for use in schools and other groups to address the issue of racism; and
- the Stephen Lawrence Awards scheme.

Prioritisation

The CYPP priorities and approach were developed through a broad and inclusive participation programme involving staff from all agencies, parents, carers and children and young people – a total of some 8,000 people. The review process has been similarly inclusive. The priorities highlight ambitious long term transformation and shorter term areas of focus. These changes are all designed to have the impact of improving outcomes for vulnerable children and young people, as a reflection of the high level strategic priority of “Narrowing the Gap” as expressed within the Vision for Leeds.

There is rigour in ensuring that priorities are appropriately resourced. For example:

- the council has agreed with its Schools Forum to retain £1m to support the No Child Left Behind agenda in supporting schools by offering alternatives to exclusion;
- the Resource Allocation Formula for schools targets £43.1m (9.72%) of the total allocation to offset the effects of deprivation, and
- Education Leeds has allocated £600k from the retained element of the Schools Development Grant to develop Transformational Leadership Projects specifically directed at secondary schools identified as failing to make adequate progress under the Contextual Value Added assessment and primary schools that are failing to achieve floor targets.

As an example of our rigorous approach to realigning resources to priorities we have identified £500k towards activities aimed at improving school attendance, particularly our looked after children. This funding has been released as a result of decommissioning services which were failing to achieve their targets.

Following concerns at the demands on front line staff in Children and Young People’s Social Care the council has instigated a review of staffing levels and caseloads/referrals. In the interim £250K has been identified to enhance staffing levels on a temporary basis, with further additional funding earmarked when the impact of the first phase is evaluated.

Partners have had significant success in attracting external funding to support priority delivery areas, for example:

- Education Leeds was allocated £1.2m in 2007/08 to appoint 42 staff across 67 schools to work on the national Parent Support Adviser Pilot. A further bid for 11 additional posts (value £387k in 2007/08) has now been successful
- the council has also recently been successful in being identified as a pilot authority for the Parents as Partners in Early Learning at a value of £300k;
- The partnership has secured £15m over 3 years through the Local

Enterprise Growth Initiative. A significant element will focus on youth enterprise and will fund up to 8 additional posts to act as enterprise ambassadors linked to primary and high schools in the east and south of the city who serve the most disadvantaged communities.

A further 26 children’s centres are planned to open during 2007/08. In addition the Council continues to transform its secondary school estate through its investment in the Building Schools for the Future Programme and its developing engagement with its Local Education Partner and its Strategic Partner for ICT. Education Leeds has been successful in attracting an additional £12.4m for ICT in the eight PFI secondary schools.

Children and Young People’s Social Care has developed through PFI the re-provision of a children’s Respite Resource as well as an Independent Living Project for young people as part of a wider development. The two projects are valued at £5m in PFI credits.

The Council uses its medium term financial planning process to co-ordinate and prioritise its use of resources across children’s services. The Council’s current Medium Term Financial Plan (MTFP) which covered the period 2005/06 to 2007/08 outlined the Council’s continued priorities in Education and Social Services by ensuring that government increases through the Relative Needs Formula (RNF) and the Dedicated Schools grant are passed in full to these services within a budgetary context of reduced spend in other service areas. A further three-year Medium Term Financial Plan for Children’s Services is being prepared during the present financial year in the context of the Comprehensive Spending Review. The MTFP for the period 2005 – 2008 identified Education (in particular behaviour of secondary age pupils) and Social Services as priorities and gave a commitment to passport the FSS (as it was at the time) directly to these services whilst requiring total savings from other council services of £25m over the period of the Plan. The Plan provided for the following increases:-

	Education	Social Services
	£m	£m
2005/06	18.6	15.3 (Note 1)
2006/07	21.2	8.3
2007/08	21.2 (Note 2)	7.4

Note 1 – Includes an element relating to the transfer of funding from grant into FSS relating to Preserved Rights and Residential Allowances.

Note 2 – These figures reflect the impact of the City Academy which is funded direct from central government from 2006/07 onwards.

The Council’s most recent Annual Audit and Inspection Letter (May 2007) stated:-

“The Council takes a strategic view of its finances by linking financial plans to what the Council is trying to achieve. The medium term financial plan (MTFP) takes account of national and local priorities and reflects the strategic direction of the Corporate Plan. It sets out a clear financial strategy for the Council and

its departments to follow. Business and financial planning is now more integrated. The financial strategy identifies cost pressures and strategies for dealing with them in order to maintain a balanced budget and appropriate levels of reserves. The budget allocates funding to support the priorities. The MTFP also takes account of other strategies e.g. IT and People Strategy, and is widely communicated amongst staff.”

As part of its budget strategy for 2007/08 the Council has prioritised resources of £650k towards the creation of the Director of Children’s Services Unit which has provided significant senior resource and capacity to drive forward and enable transformation across the service providers. The Director of Children’s Services and her senior leadership team receive regular budget monitoring reports which cover the specific city council and Education Leeds budgets relating to children’s services.

Children’s services are developing a coherent resources plan in the context of the Comprehensive Spending Review and are working towards a shared approach towards asset management and capital developments during 2007.

Inter-agency working is good at both the universal-vulnerable service level (preventative) and the complex-acute level. The preventative work is strong through the early years service, the extended schools programme and VCFS work co-ordinated through Leeds Children’s Fund. Leeds has been identified by the DfES as being in the top 20 performing authorities for extended services and the clusters have brought in an additional £1.3m to support developments. Leeds was awarded Beacon status for Early Years in 2004 and Beacon status was extended at special request of the Cabinet Office in recognition of the exceptional quality of service within the city. The extended services agenda is at the heart of the drive to deliver locally integrated 0-19 services. We have developed a menu of extended services which all children, young people and families are entitled to and are currently rolling out this approach through the extended services school and children’s centre clusters. This work is being led by Early Years, Youth Service and Education Leeds working closely with all partners at both a city-wide and local level. Leeds has exceeded the extended schools target with 35 schools providing the full core offer linked to the 23 existing children’s centres and the further 26 planned in phase 2.

Capacity

New children’s trust arrangements have been operating in Leeds since October under the banner of Children Leeds 2006. The approach is based on a strategic commissioning model, with the Director of Children’s Services Unit forming the core strategic commissioning unit working with key children’s service provider both within and outside the council. The new arrangements and governance framework has six key elements to the model:

- The **Integrated Strategic Commissioning Board** is chaired by the Director of Children’s Services with all relevant partners, as laid down in the Children Act. Its role is to strategically commission integrated services to meet the needs of young people, set standards for service and monitor performance, specifically the CYPP.

- The Children Leeds **Partnership** is responsible, as a subgroup of the Leeds Initiative, and provides advocacy and challenge to secure improved outcomes. A number of sub-groups drive forward key CYPP priorities. The Partnership is chaired by the Lead Executive Councillor for Children's Services.
- At a district level, the **five Children Leeds Wedge Partnership Groups** work to integrate services locally and are developing local CYPP's which outline key priorities. They provide an important link to District Partnerships and Area Committees.
- **The Children Leeds Open forum** is a series of events – either city-wide or local – open to those involved in, or interested in the way that services are delivered for children and young people. It helps with communications, sharing best practice and learning across the city. Significantly, one of these is led by children and young people and parents and carers, which provides a very appropriate yet powerful challenge.
- The **Safeguarding Board's** main role is to set standards, identify best practice and investigate poor practice and complaints, for the purpose of safeguarding and promoting the welfare of children in Leeds. This year an independent chair has been appointed and a safeguarding manager to lead this critical area of work.

We have developed a strategic commissioning model based on new relationships with provider services, as outlined in the Provider Strategy. In the APA 2006 Leeds was identified as having good evidence of joint commissioning arrangements between health and the local authority and during 2006 this approach has been developed further. Rather than focusing on structural change, Leeds has developed the strategic commissioning model as an approach to integrated service delivery using the tools of commissioning and appropriate new governance and accountability frameworks including the 'duty to co-operate'. This includes the alignment of existing contracts, such as Education Leeds within the children's trust arrangements, and agreeing lead providers who will host the responsibility for ensuring effective partnership working and delivery in priority areas. Integrated strategic commissioning takes place through the ISCB which has a constitution, commissioning plan and a framework for managing and monitoring performance. Leeds City Council is the accountable body for pooling resources and £100k has already been identified for joint commissioning in priority areas. The ISCB has approved a number of commissioning proposals in 2006 including:

- pooled budgets from Early Years Services, Youth Service and the Leeds Children's Fund as part of the Joint Preventative Partnership;
- developments linked to the pooled arrangements for the LAA, the Connexions 2007/08 commissioning activity as part of the transition arrangements
- support for integrated working relating to the roll out of e CAF.

Work is currently ongoing to review all grants and service level agreements within the VCFS, and to review the contracts to ensure that they are outcome

led.

The LAA has a strong emphasis on developing personalised services for young people at risk of not achieving and on providing bespoke support to their families in recognition of the impact of family functioning on achieving positive outcomes. During 2006 this personalised and preventative approach has developed further with the introduction of the Budget Holding Lead Professional (BHLP) pilot in some of the most challenging areas of the city. The key to success has been the focus on swift action, better integrated local delivery through the lead professional role and targeted use of resources to meet need.

Local partners have strong arrangements in place for the effective information sharing and early identification. Information governance is dealt with effectively through the citywide Information Sharing Group, which has developed an effective framework for speedy but reliable data sharing. Some examples of good practice include:

- The project to deliver ContactPoint in Leeds is judged to be 'green' for progress, assisted by recent agreements of an improved programme management framework. The Leeds implementation of ContactPoint places strong emphasis on multi-agency integration and delivering the cultural change required to ensure people are ready for new systems and have the skills to work in new ways. The DfES have highlighted that ContactPoint progress in Leeds is ahead of DfES targets, and is above regional and national averages, as outlined in the Local Authority Readiness Assessment.
- The Common Assessment Framework has been trialled successfully in the West Leeds Project and is now being rolled out across the city. Common thresholds are subject to consultation and will be agreed in 2007. Leeds is successfully implementing the Budget Holding Lead Professional (BHLP) pilot, including an additional BHLP project for Looked After Children. The key to success has been the focus on swift action, better integrated local service delivery through the role of the lead professional and targeted use of resources and commission services to meet need. This innovative practice has involved training a range of practitioners who are using e-CAF to identify the needs of children and families and develop a 7 day integrated service response to meet their needs. The partnership has piloted an approach to the Common Assessment Framework (CAF) and Lead Professional role as part of the West Leeds Project, with further roll out taking place in parts of South and East Leeds. Multi-agency CAF champions are in place across all areas of the city to roll out and embed CAF practices over the next year. Leeds' CAF is e-enabled and children's services have worked closely with the DfES to support the development of the national solution. The pilot in West Leeds has allowed for the development of a single assessment process, with systems in place for sharing information around vulnerable children and families. E-CAF allows children and young people to be tracked while the CAF is active and the pilot project is informing the re-engineering of key business processes and final implementation, which will be linked to the national solution. The CAF

process has also been at the heart of inter-agency work to determine locally agreed consistent thresholds of need.

- We have developed the Family Hub which is an information advice and guidance site for children, young people and their families. This site allows users to find key services in their area and is linked to the local young people site called Breeze which has a range of positive activities for children and young people. It is the platform for further developments linked to a wide range of information, advice and guidance and incorporates the requirements of the Youth Offer.
- Our ICS that is fully compliant with the national standard and work is taking place to ensure phase 2 compliance is achieved. There are progressive data sharing protocols in place across the Partnership. For example, Education Leeds' pupil database links to ICS, in addition to sharing information with systems used by the Youth Offending Service, Early Years Service, Leeds Careers and Leeds' Youth Service. Work is also taking place to automate a link to Leeds Primary Care Trust. This, and similar collaborative working, will allow partners to have a more complete record of a child or young person.

During 2006 progress has been made to integrate workforce planning across council services and integrate training and development activity across the partnership. The approach has focused on the frontline service delivery requirements that result from multi-agency integrated working.

The Council has been working with the Children's Workforce Development Council (CWDC) to progress the first draft of the Children's Workforce Strategy. Children Leeds has a workforce development team, seconded from Education Leeds, which is developing appropriate structures and roles to aid the children's workforce reform strategy through area and city-wide co-ordination, training, advice and professional development. Work has also taken place to progress the audit of the children's workforce; this includes detailed work in both social care and Education Leeds and a perception audit which took place with approximately 600 staff to identify workforce strengths and areas for development around the common core. This provides a good platform to further develop a better understanding of the children's workforce across the wide range of public, private and voluntary sectors in Leeds.

The approach to developing an integrated workforce uses extended services clusters to drive forward the process of training and supporting frontline staff and their managers. Much of this work has been concentrated in the West Leeds Project. Examples of key area of progress include:

- Leeds was one of ten local authorities to pilot an integrated training programme based on the CWDC induction standard across a range of service providers. Overall 622 staff from a range of agencies have been trained as part of the integrated working programme as part of the West Leeds Project and are now implementing new ways of working. It is now being rolled out across the city.

- The West Leeds project has included leadership training and development for 150 managers across the city. It has also worked with the national college of school leadership to share best practice around multi-agency leadership focused on 7 school clusters of extended services.
- Education Leeds has rolled out a programme of enhanced child protection training across Schools and key Education Leeds staff. Over 6,500 staff have accessed the training, a significant proportion through schools. As anticipated referrals have risen as awareness has been raised and this is feeding into our work on developing thresholds and the roll out of e-CAF training.
- A new school leaders of the future programme has been developed and agreed to by the Head teacher forum. The programme will provide 300 places of which a minimum will be 50 non-teaching professionals.

There is a clear process of performance management in the partnership. The performance management arrangements are linked to the LSP and LAA arrangements ensuing there is one coherent body of performance information across the partnership. The Director of Children's Services Unit has set an accountability and integration framework to ensure a coherent approach to service planning and accountability and delegation arrangements for council services. The unit co-ordinates all performance information from within existing departments using the corporate framework and is currently developing a fully integrated performance management system as part of the new structure for children's services. The ISCB receives performance management updates on an exceptions basis with full reports every 6 months which is used to inform commissioning priorities. Elected members regularly review performance through both executive and scrutiny arrangements. The performance management process is underpinned by a formal risk management process, and there are formal risk registers in place across children's services. Risk management requirements are also built into the provider accountability frameworks.

4.0 Conclusion

And finally.....we were lucky, we grew up in Leeds

We are confident that more and more children and young people will say that they were lucky because they grew up in Leeds because we are improving outcomes and changing the way that we work with families. We're using our unique approach to better respond to the needs of our children and young people.

We are on a journey of significant change and we will continue to develop approaches to improve our overall effectiveness. Following this review we will be communicating the results of the review and concentrating on implementation of our action plans and managing performance across the range of outcomes. This will include looking closely at the measures to ensure that we can plot the progress of our journey.

We know that we can make a difference because of the great capacity and capability that there is in this city and we want to work with children and young people to make that difference so that all children are happy, healthy, safe, successful and free from the effects of poverty