



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds (Committee Rooms 6 and 7)
On Thursday, 13th March, 2008 at 9.45 am
(A pre-meeting will take place for ALL Members of the Board at 9.15 a.m.)

MEMBERSHIP

Councillors

- C Campbell - Otley and Yeadon
J Elliott - Morley South
R D Feldman - Alwoodley
S Hamilton - Chapel Allerton
R Harington - Gipton and Harehills
W Hyde (Chair) - Temple Newsam
A Lamb - Wetherby
B Lancaster - Moortown
J Langdale - Temple Newsam
D Morton - Headingley
T Murray - Garforth and Swillington
K Renshaw - Ardsley and Robin Hood

Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
Prof P H J H Gosden - Church Representative (Church of England)
Mr R Greaves - Parent Governor Representative (Secondary)
Mr I Falkingham - Parent Governor Representative (Special)
Mrs S Knights - Parent Governor Representative (Primary)

Co-opted Members (Non-Voting)

- Mr T Hales - Teacher Representative
Ms C Foote - Teacher Representative
Mrs S Hutchinson - Early Years Development and Childcare Partnership
Ms J Morris-Boam - Leeds VOICE Children and Young People Services Forum Representative
Ms T Kayani - Leeds Youth Work Partnership Representative

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded).</p>	
2			<p>EXCLUSION OF THE PUBLIC</p> <p>To identify items where resolutions may be moved to exclude the public.</p>	
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p>	
6			<p>MINUTES OF LAST MEETING</p> <p>To confirm as a correct record the minutes of the last meeting held on 14th February, 2008.</p>	1 - 8
7			<p>MINUTES OF OVERVIEW AND SCRUTINY COMMITTEE</p> <p>To receive the draft minutes of the Overview and Scrutiny Committee meeting held on 5th February 2008.</p>	9 - 14

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>LEEDS STRATEGIC PLAN</p> <p>To receive a report from the Head of Scrutiny and Member Development, which updates the Board on the current position and development of the Leeds Strategic Plan.</p>	15 - 54
9			<p>REVIEW OF THE CHILDREN AND YOUNG PEOPLE'S PLAN 2007-2008</p> <p>To receive and consider a report from the Director of Children's Services, which provides the Board with an overview of the 2008 Review of the Children and Young People's Plan.</p>	55 - 60
10			<p>EDUCATION STANDARDS INQUIRY</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development in relation to the Board's Inquiry into education standards.</p>	61 - 66
11			<p>YOUNG PEOPLE'S SCRUTINY FORUM - SCOPE OF INQUIRY</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which updates the Board on progress with the Young People's Scrutiny Forum Inquiry.</p>	67 - 68
12			<p>WORK PROGRAMME</p> <p>To consider a report from the Head of Scrutiny and Member Development, which details the Scrutiny Board's Work Programme for the remainder of the municipal year.</p>	69 - 92
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>Thursday 10th April, 2008 at 9.45 am in the Civic Hall, Leeds.</p> <p>(Please note that a pre-meeting is scheduled for all Members of the Board at 9.15 am)</p>	

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Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 14TH FEBRUARY, 2008

PRESENT: Councillor W Hyde in the Chair

Councillors C Campbell, R Harington, B Lancaster,
J Langdale and K Renshaw

CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Mr I Falkingham	- Parent Governor Representative (Special)
Prof P H J H Gosden	- Church Representative (Church of England)
Mrs S Knights	- Parent Governor Representative (Primary)

CO-OPTED MEMBERS (NON-VOTING):

Ms T Kayani	- Leeds Youth Work Partnership
Ms J Morris-Boam	- Leeds Voice Children and Young People Services Forum Representative

90 Chair's Opening Remarks

The Chair welcomed all in attendance to the February meeting of the Scrutiny Board (Children's Services).

91 Exclusion of the Public

RESOLVED – That the public be excluded from the meeting during the consideration of Annex 2 – Primary Schools in Extended Partnerships and Annex 3 – Secondary Schools in Extended Partnerships of agenda item 12 – Update on Ofsted Inspections and Schools Causing Concern. These documents have been designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted that if Members of the public are present that there would be a disclosure to them of information, which is likely to reveal the identity of individuals as designated within paragraph 10.4(1)(2) of the Access to Information Procedure Rules.

92 Declaration of Interests

Councillor B Lancaster declared a personal interest in relation to agenda item 10 entitled 'Recommendation Tracking' due to her being a Member of the Adoption Panel (Minute No. 98 refers).

Mr I Falkingham declared a personal interest in relation to agenda item 12 entitled 'Update on Ofsted Inspections and Schools Causing Concern' due to

Draft minutes to be approved at the meeting
to be held on Thursday, 13th March, 2008

his son attending one of the schools referred to in the report, and also on the basis that he was known to a Headteacher of one of the schools referred to in the report (Minute No. 100 refers).

Councillor K Renshaw declared a personal interest in relation to agenda item 12 entitled 'Update on Ofsted Inspections and Schools Causing Concern' due to her being on the Governing Body of East Ardsley Primary School, Seven Hills Primary School and Rodillian High School (Minute No. 100 refers).

Councillor W Hyde declared a personal interest in relation to agenda item 12 entitled 'Update on Ofsted Inspections and Schools Causing Concern' due to his wife being the Chair of Governors of one of the schools referred to in the report (Minute No. 100 refers).

Further declarations of interest were made at later points in the meeting (Minute No's. 96 and 99 refer).

93 Apologies for Absence

Apologies for absence were submitted by Mr R Greaves, Ms C Foote, and Mrs S Hutchinson and by Councillors J Elliot, R D Feldman, A Lamb and T Murray.

94 Minutes of Last Meeting - 17th January, 2008

RESOLVED – That the minutes of the meeting held on 17th January, 2008 be approved as a correct record.

95 Minutes of Overview and Scrutiny Committee

RESOLVED – That the minutes of the Overview and Scrutiny meeting held on 8th January, 2008 be noted.

96 Quarter 3 Performance Report 2007/08

The Head of Policy, Performance and Improvement submitted a report in relation to key areas of under performance at the end of Quarter 3 (1st October to 31st December 2007). Appended to the report was the Accountability Reporting Guidance together with the Children and Young People Quarter 3 Performance Information.

Rosemary Archer, Director of Children's Services and Councillors R Harker, Executive Member (Learning) and S Golton, Executive Member (Children's Services), were in attendance at the meeting to present information and respond to Members' questions.

The Director of Children's Services referred to key performance issues and areas of concern. The main areas of debate were as follows:

- Members expressed concern in relation to reported outcomes for young people aged 13-19. *(The Director of Children's Services reported that there had been a number of issues prohibiting the service from providing comprehensive data on youth work activity. It was also reported that an Action Plan had been devised and a month 10 audit had been undertaken, which would assist in addressing Members' concerns. It was agreed that further information in relation to some of the matters that had been discussed would be provided to the Board).*
- Members also expressed concern in relation to the number of Data Quality issues, that reported 'some or significant concerns'. *(The Director of Children's Services emphasised that the concerns related to data quality issues).*
- Members discussed how targets were set for the educational achievement of Looked After Children.
- They also expressed concern about the lack of improvement in maths achievement especially at Level 5 in key stages 2 and 3. It was suggested that issues such as this, where improvement did not reflect the resources being allocated and the acknowledged good practice taking place, was a potential future topic for scrutiny.
- Parent representatives indicated concerns that, although most statements were now being produced within target timescales, some parents felt that the criteria to qualify for a statement was set too high. *(The Director of Children's Services noted the concerns expressed).*

(Councillor R Harington joined the meeting at 10.20 am during the consideration of this item)

(Ms T Kayani declared a personal interest in this item due to her being a representative of the Leeds Youth Work Partnership)

RESOLVED –

- (a) That the Quarter 3 performance information be noted.
- (b) That the information requested by the Board be forwarded to Members for consideration.

97 Children's Services and the Children and Young People's Plan: Update (3rd Report)

Further to Minute No. 57 of the meeting held on 8th November, 2007, the Board received the 3rd update report in relation to Children's Services and the Children and Young People's Plan. Appended to the report were details of the Children and Young People's Plan (CYPP) Priorities together with the

Annual Performance Assessment (APA) letter, which summarised the findings of the 2007 APA for Leeds City Council's children's services.

Rosemary Archer, Director of Children's Services and Ashley Wyatt, CAMHS representative, attended the meeting and responded to Members' queries and comments.

The Director of Children's Services advised that the report focused on two specific CYPP priorities, namely:-

- Reducing bullying; and
- Improving services for children, young people and families with additional mental health needs.

The Board was advised that significant progress had been made in relation to the following areas:-

- **The Integrated Strategic Commissioning Board (ISCB)** and the development of a jointly commissioned approach to city centre youth service provision through The Market Place.
- **The Leeds Safeguarding Children Board (LSCB)** – It was reported that the Board had employed a Manager, which had resulted in good progress, and that a significant training programme was being provided.
- **The Leadership Challenge** – The Director of Children's Services reported that the Council had undertaken work with the Improvement Development Agency (IDeA) to develop a project called the 'Leadership Challenge'.

The Board was informed that the full review of the CYPP for 2009/10 onwards would take place later in the year, with the aim that early planning would allow services to align future budgets with the new Plan's priorities .

In addition, specific reference was made to the following issues:-

- Members asked about the budget review of transport for children with special educational needs. *(The Director of Children's Services agreed to provide further information on this matter).*
- The Board was briefed as to how the CAMHS service intended to achieve reduced waiting times given the levels of demand for the service.
- One Member requested information in relation to a post that had been created to support the voluntary sector. *(The Director of Children's Services stated that there was an ambition for further investment within the voluntary sector and additional support was required to assist with this).*

- The Board requested that they be kept informed in relation to development at The Market Place, which it was intended would provide extended services for young people.

The Chair thanked Rosemary Archer and Ashley Wyatt for their attendance.

RESOLVED –

(a) That the Children's Services and the Children and Young People's Plan: Update (3rd Report) be noted.

(b) That the information requested by the Board be forwarded to Members for consideration.

98 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report in relation to the adoption of a new system of recommendation tracking, which had been devised to ensure that scrutiny recommendations were more rigorously followed through. Appended to the report was a recommendation tracking flowchart together with the draft status of recommendations.

The following officers were in attendance:-

- Rodger Walker, Resources Team Leader (Children)
- Elizabeth Shingler, Social Services (Children's Services)
- Maz Asghar, Senior Youth Officer

In brief summary, the main issues highlighted were:

- The Board expressed concern at the delays in completing the review of the Adoption and Fostering service. Officers agreed to provide a short report on the progress of the review in relation to the Scrutiny Board's recommendations from the Adoption in Leeds inquiry.
- Members expressed concern in relation to the need for a more equal distribution of youth services across the city.
- In relation to Youth Services, recommendation 7, Members asked about the annual user survey, which it was noted was due to take place in October 2007. (*Maz Asghar, Senior Youth Officer advised that the delay was due to the restructure of the Youth Service. The Board was informed that the deadline for undertaking the annual user survey was 22nd February, 2008. In addition some focus group work had been commissioned among non users of the service as suggested by the Board. It was agreed that the results of both pieces of research would be reported to Members.*)
- A number of further detailed questions were raised regarding youth service provision in specific areas; the capital strategy and staffing

structure for the Integrated Youth Support Service; and liaison with the Police. It was agreed that the information requested would be provided to Members.

The Chair thanked Rodger Walker, Elizabeth Shingler and Maz Asghar for their attendance.

(Councillor C Campbell joined the meeting at 11.23 am during the consideration of this item)

(Professor Gosden left the meeting at 11.26 pm during the consideration of this item)

RESOLVED –

- (a) That the report and information appended to the report be noted.
- (b) That the status of each recommendation be agreed, as set out within the report.

99 Fountain Primary School Inquiry Report - Formal Response

Further to Minute No. 62 of the meeting held on 8th November, 2007, the Head of Scrutiny and Member Development submitted a report in relation to the Board's Inquiry into Fountain Primary School. Appended to the report was the Action Plan response to the Board's Inquiry.

Patrick Fletcher, Team Leader, Financial Services and Councillor R Harker Executive Member (Learning), attended the meeting to update the Board and respond to queries and comments.

The main issues discussed were as follows:

- The Board was advised that Education Leeds representatives would continue to attend meetings of the Human Resources and Finance Committee at Fountain Primary School for the time being, as the school worked through its 3 year plan to balance its budget.
- The Team Leader, Financial Services reported that there would be some planned staff reductions over the next 3 years, although it was confirmed that there would be no redundancies.
- The Board was informed that falling rolls would still be an issue as larger key stage 2 year groups left the school over the next few years. However officers confirmed that a robust approach was now being taken by the governing body to management of the budget. It was also confirmed that appropriate measures were now in place for Education Leeds to take action in the case of any school causing similar concerns.
- Members requested information on any extended services activities taking place at the school.

(Councillor K Renshaw declared a personal interest in this item due to her being an LEA Governor of Rodillian High School).

RESOLVED – That the Board be kept informed of progress made by Fountain Primary School.

100 Update on Ofsted Inspections and Schools Causing Concern

The Head of Scrutiny and Member Development submitted a report, which provided details of recent Ofsted Inspection results. Appended to the report was the following information:-

- Annual Standards Report – Primary
- Annex 1: Ofsted inspection summaries
- Annex 2: Primary schools in extended partnerships

- Annual Standards Report – Secondary
- Annex 1: Overview of 2007 performance at KS3 and KS4
- Annex 2: Ofsted inspection summaries
- Annex 3: Secondary schools in extended partnerships.

The following witnesses were in attendance:-

- Christine Halsall, Principal Advisor – Primary and Secondary
- Christine Pollard, Director, National Strategies
- Councillor R Harker, Executive Member (Learning)

Some of the main issues discussed were as follows:

- **Foundation Stage** - The Board was advised that there had been an improvement in outcomes by 2 percentage points compared to 0.5 percentage points nationally.
- **Key Stage 2** - The Board considered improvements at Key Stage 2, although it was noted that performance in Maths had fallen.
- **BME Groups** – It was reported that outcomes for some BME groups had improved, although some groups had fallen below average.
- **School Leadership** - It was reported that a sustainable leadership programme had been established for new headteachers.

In relation to primary schools, the following points were raised:-

- Members asked about the strategies adopted by Education Leeds in response to children who left primary school unable to read and write to an appropriate standard.
- The Board also expressed concern about the level of turnover among headteachers. It was reported that this was a national problem arising

from the age profile of staff. They also noted some of the strategies being adopted in Leeds to encourage new candidates to come forward, or to move to the city.

- The Board discussed the issue of establishing a baseline of children's abilities when they enter the education system. Given the difficulties in defining a suitable measure, the Board agreed to return to this issue in more detail as part of their ongoing work on education standards.

In relation to Secondary schools, the following points were made:-

- The Board was advised that the main areas of concern related to vulnerable groups and improving levels of attendance. *(The Director, National Strategies pointed out that 18 schools reported 10% or more pupils that attended school less than 80% of the time).*
- *The Board was informed that the Gipsy, Roma and Traveller education support service was being realigned to bring it alongside school improvement service. It was intended that this would spread the existing expertise more widely across the education service.*
- Members asked about support to working parents in relation to twilight sessions for excluded pupils. It was agreed that further information would be provided to Members.

(Ms T Kayani left the meeting at 12.30 pm during the consideration of this item)

RESOLVED – That the attached reports and appendices be noted, and that the successes detailed in the reports be welcomed.

101 Work Programme

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

Appended to the report was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1st February 2008 to 31st May 2008, which related to the Board's remit together with the minutes from the Executive Board meeting held on 23rd January 2008.

RESOLVED – That the attached work programme be approved.

102 Date and Time of Next Meeting

It was proposed that the next two meetings of the Scrutiny Board (Children's Services) on 13th March, 2008 and 10th April start at 9.45 am with the pre-meeting starting at 9.15 am. The Principal Scrutiny Advisor agreed to confirm the timings for the meetings in due course.

(The meeting concluded at 12.38 pm)

Draft minutes to be approved at the meeting
to be held on Thursday, 13th March, 2008

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 5TH FEBRUARY, 2008

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, J Chapman,
B Gettings, T Hanley, A McKenna, W Hyde,
E Minkin and R Pryke

APOLOGIES: Councillor B Anderson

77 Chair's Welcome

The Chair welcomed everyone to the meeting, in particular the representatives of local running clubs, who were present in connection with Agenda Item 9, Leeds Half Marathon, and Members and officers introduced themselves.

78 Declaration of Interests

The following Members made personal declarations of interest in respect of the following items:

Councillor Chapman – Agenda Item 11 (Minute No. 84 refers) – ALMO Working Group – Progress Report – Director of West North West Homes Leeds ALMO Board.

Councillor Gettings – Agenda Item 11 (Minute No. 84 refers) – ALMO Working Group – Progress Report – Member of Outer South Area ALMO Panel.

79 Minutes - 8th January 2008

- (a) Leeds Strategic Plan and Council Business Plan 2008-2011 – Outcomes and Priorities (Minute No 73 refers)
The Head of Scrutiny and Member Development undertook to pursue and circulate the proposed final amended wording referred to in the second bullet point of this minute

RESOLVED – That the minutes of the meeting held on 8th January 2008 be confirmed as a correct record.

80 Minutes - Executive Board - 23rd January 2008

RESOLVED – That the minutes of the meeting of the Executive Board held on 23rd January 2008 be received and noted.

Draft minutes to be approved at the meeting
to be held on Tuesday, 11th March, 2008

81 Scrutiny Inquiry - Responding to the Needs of Migrants and their Families

Further to Minute No 65, 11th December 2007, and Minute No 75, 8th January 2008, the Committee received an update from Neil Evans, Director of Environment and Neighbourhoods, who was present at the meeting, regarding the progress and work of the multi-agency officers New Migrant Communities Task Group on this issue in Leeds.

In brief summary, the main areas of discussion were:

- The fact that Leeds, due to its facilities and economy, was attractive to both economic migrants and refugees and asylum seekers;
- The need to bear in mind the distinction between **economic migrants**, who often were from EU Accession States in Eastern Europe, and **refugees/ asylum seekers**, often from world trouble spots, the different rules applying to these groups and their different needs. There was a national and local strategy in place for dealing with refugees and asylum seekers, their distribution across and within regions, and the Council was involved in discussion and negotiations with the Government in this regard. There was no such strategy or controls in respect of economic migrants. Economic migrants had no right to access **benefits or social housing** for the first 12 months, but having established themselves during that period, they were entitled under EU law to the same rights as a citizen of the UK – not preferential rights;
- The historical context to the current situation as outlined above;
- The **benefits of immigration**, as well as some of the difficulties, and the need to better disseminate information and dispel myths;
- The importance of **communicating directly with immigrant communities**, not just between agencies, taking on board the experience and support structures established by earlier immigrants, and the need not to forget the immigrant communities already well-established in the City, such as Kurds and French-speaking black immigrants;
- The recent Government decision to reduce funding nationally for **English lessons** for immigrants, and what Leeds could do to enhance this service and to provide appropriate **translation and interpretation services**;
- Members requested further information regarding the **numbers and ethnic breakdown** of refugees and asylum seekers across the Yorkshire and Humber region. The situation regarding the numbers of both refugees and asylum seekers and economic migrants arriving in the area had changed dramatically over the past 10 years, and this in turn would involve **service planning** changes to meet different needs.

The Director of Environment and Neighbourhoods undertook to take on board Members comments, to supply the additional information requested and to provide the Committee with a **further update report** following the proposed publication in March of the results of the research project currently being undertaken under the auspices of the Task Group.

Draft minutes to be approved at the meeting
to be held on Tuesday, 11th March, 2008

RESOLVED – That the report be noted, and the Director of Environment and Neighbourhoods submit a further progress report later in the year.

82 Leeds Half Marathon

Further to the cancelled Call-In meeting scheduled for 23rd January 2008, following a decision to reinstate the Leeds Half Marathon for 2008 and to review its long-term future, the Committee considered a report submitted by the Head of Scrutiny and Member Development and also received further evidence in respect of this matter.

Present at the meeting to respond to Members' queries and comments were Councillor John Procter, Executive Member (Leisure), Martin Farrington, Acting Chief Recreation Officer and Mark Allman, Head of Sport and Active Recreation. Also invited to speak were Bob Jackson (Valley Striders running club), Colin Morath (Abbey Runners) and Bob Foulkes (Horsforth Harriers).

In brief summary, the main areas of discussion were:-

- The **background** to and reasons behind the original decision to cancel the Half Marathon in 2008. Principally, these had been a desire to provide effective support to the Jane Tomlinson 'Run for All' 10k event, the close proximity of the proposed dates of the two events in May 2008, the pressures imposed on the Sport and Recreation Service by organising either of these events, let alone two virtually simultaneously, the relative importance and status of the Half Marathon and the number of participants in comparison with the 'Run for All', and long standing issues regarding the route and condition of the Half Marathon course and the amount of disruption caused by the necessary road closures. The officer decision to cancel the Half Marathon in 2008, taken in consultation and with the agreement of Councillor Procter, and pending a review of the long term future of the event, had therefore been taken for valid reasons. However, this decision had proved unpopular, especially amongst the running fraternity, and a decision had been taken to **reinstate** the race, but to move it to September. One possible date had been 21st September, but it was now more likely to be **7th September**, and this date was currently being canvassed with interested parties;
- The lack of **consultation** with Members and interested parties, which had it taken place might have avoided the controversy, and the need for appropriate consultation to always be a prime consideration whenever delegated decisions were taken. Two specific suggestions arising from the discussion were the proposed formation of a **forum** comprising representatives of local running clubs, with whom the Council could consult, and the **Council publishing details of local running events on its website**, both of which it was felt would aid communication and co-ordination. The decision also did not appear to have been included in the **Forward Plan of Key Decisions**, and the Head of Scrutiny undertook to investigate.

- **The long term future of the Half Marathon** – Councillor Procter indicated that the decision to reinstate the Half Marathon in September provided a breathing space for the Council and interested parties to review the longer term future of the event. In its early years, the Leeds Half Marathon had been an extremely popular, well supported and high profile event. Perhaps due to the proliferation of events since then, its popularity had waned somewhat, although it still attracted in the region of 3,000 runners. Councillor Procter indicated that while ever there was sufficient demand from participants for the Leeds Half Marathon, he was happy to support its continuation – it was up to the entrants to prove its popularity. The documented problems with the route, and the strain imposed on the Sport and Recreation Department in organising the event, were matters which would have to be taken into account when planning for the future.

The original decision had, in part, been taken in order to allow the Council and the Department to concentrate on trying to establish a high profile, nationally recognised event for the City, and it was possible that the **Jane Tomlinson 'Run for All'** would provide that opportunity in terms of possibly up to 10,000 participants, sponsorship and media coverage.

RESOLVED –

- (a) That the report be noted and Members be informed of the agreed final date of the 2008 Leeds Half Marathon.
- (b) That the matter be referred to the Scrutiny Board (Culture and Leisure) with a view to that Board monitoring the proposed review of the event for 2009 and beyond.
- (c) That OSC receive a further report in due course when the proposed future of the event is clearer.

83 Recommendation Tracking - Scrutiny Inquiry - 'When Contracts Go Wrong'

Further to Minute No 36, 11th September 2007, the Head of Scrutiny and Member Development submitted a report updating the Committee regarding progress on the implementation of its recommendations arising from the Committee's 2006/07 Inquiry entitled 'When Contracts Go Wrong'.

RESOLVED –

- (a) That the report be noted.
- (b) That in respect of the first two recommendations, these be categorised as 4 (not achieved, but progress made acceptable, and continue monitoring) and the third recommendation be categorised as 2 (Achieved).

84 ALMO Working Group - Progress Report

Further to Minute No 40, 9th October 2007, and Minute No 75, 8th January 2008, the Committee received a progress report from the Head of Scrutiny and Member Development regarding the work of the ALMO Working Group, which had been looking at issues surrounding the use of Right to Buy receipts within the capital programme and whether or not an Inquiry was necessary.

RESOLVED – That the report be noted and the Working Group meet at least one last time to resolve any outstanding issues.

85 Performance Report - Quarter 3 2007/08

The Head of Policy, Performance and Improvement submitted a report updating the Committee on performance against targets across a raft of statutory and local indicators, involving all the Scrutiny Board's areas of responsibility, highlighting achievement levels for Quarter 3 (1st October to 31st December 2007).

Marilyn Summers, Chief Executive's Department, attended the meeting and responded to Members' queries and comments. In brief summary, the main issues discussed were:-

- The significant improvements in performance in the areas of **crime reduction and adult social care**;
- Continuing concerns regarding **staff sickness absence levels**. It was agreed that this matter should be picked up by the Scrutiny Board (Resources);
- **Graffiti** – The on-going problems with tackling graffiti were noted, and Members expressed concern at the apparent lack of progress in tackling the problem. Surprise was also expressed at the reference to the 'targeting of resources to the areas of greatest need, such as recreation and industrial areas'. Whilst graffiti was an eyesore wherever it appeared, Members stated that residential areas were a greater priority, and called for greater consultation with Ward Members e.g. Inner North West area. The issue was referred to the Scrutiny Board (Environment and Neighbourhoods) for further consideration;
- **Youth Provision** – The patchy nature of the provision of the youth service across the City was remarked upon, with some areas having no provision at all and others having inadequate provision which did not take into account recent expansions in population numbers. Sickness levels amongst youth workers was also an issue. Councillor W Hyde stated that the Scrutiny Board (Children's Services) was considering these same statistics at its meeting on 14th February and would take into account Members' comments;
- **Adoptions** – It was noted that the Council would not achieve its target for raising the rate of adoptions for Looked-After Children and Young People in Leeds. It was felt that to a large degree this was a direct consequence of an increase in the number of social workers employed and the continuing high number of children and young people placed in care in Leeds for their own protection.

RESOLVED – That subject to the above comments, the report be received and noted.

86 Work Programme

The Head of Scrutiny and Member Development submitted a copy of the Committee's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st February to 31st May 2008.

RESOLVED – That subject to any changes necessary as a result of today's meeting, the Committee's work programme be received and noted.

87 Dates and Times of Future Meetings

Tuesday 11th March 2008

Tuesday 8th April 2008

Both at 10.00 am (Pre-meetings at 9.30 am)

Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 13 March 2008

Subject: Leeds Strategic Plan

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

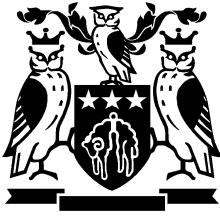
1.0 Introduction

- 1.1 In October 2007, the Scrutiny Board commented on the draft strategic outcomes and improvement priorities to be included in the new Leeds Strategic Plan 2008-2011.
- 1.2 The Board asked to see the revised draft in order to see how its comments had been taken into account. This was presented to the Board in January 2008.
- 1.3 In October, Members also expressed an interest in the indicators and targets which would form the next level of detail for implementing the plan.
- 1.4 The attached report sets out the current position and timetable for developing the Plan.

2.0 Recommendation

- 2.1 The Scrutiny Board is recommended to note the current position with regard to the development of the Leeds Strategic Plan 2008-2011.

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Report of the Assistant Chief Executive (Policy, Planning and Improvement)

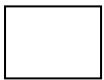
Scrutiny Board (Children's Services)

Date: 13 March 2008

Subject: Leeds Strategic Plan 2008 – 11

Electoral Wards Affected:

ALL



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

EXECUTIVE SUMMARY

This report introduces the text of the Leeds Strategic Plan 2008-11. This Plan, when complete in June 2008, will mark several milestones for Leeds City Council. First, it will demonstrate how the Council is exercising its community leadership and place shaping role by outlining a single set of strategic outcomes, improvement priorities and targets for the city to be delivered by the Council on its own, or in partnership with others, over the next three years. Secondly, it will constitute the key delivery plan for the Leeds Sustainable Community Strategy ('Vision for Leeds 2004 – 2020') for the period 2008-11. Finally, it fulfils the Council's statutory obligations to provide a Local Area Agreement for Leeds as required by the Local Government and Public Involvement in Health Act 2007.

The report asks Members of the Children's Services Scrutiny Board to comment on the text of the Plan that is attached at Appendix 1, to support our negotiations with Government on agreeing up to 35 LAA improvement targets.

1.0. Purpose of This Report

This report explains the development, approach and broad content of the Leeds Strategic Plan 2008-11. It asks Children's Services Scrutiny to comment on the text of the plan prior to negotiations with central government concerning priorities for improvement in Leeds.

2.0. Background Information

2.1. In July 2007 Executive Board agreed a new corporate planning framework for the Council. At the heart of this framework is the Leeds Strategic Plan which sets out a single set of strategic outcomes and improvement priorities for the city for the next three years, shared with the Council and its partners.

2.2. During the autumn of 2007 there was extensive consultation on the strategic outcomes and improvement priorities for this plan among Elected Members, public, private and voluntary community and faith sector partners and focus groups of local residents and Leeds City Council employees. The latest evidence on local circumstances and prospects and public opinion were also examined to draw up the priorities to capture the most important issues for the city for the next three years.

2.3. The Leeds Strategic Plan, when complete, will fulfil the requirements of the new Local Area Agreement as required by the Local Government and Public Involvement in Health Act 2007.

3.0. Main Issues

3.1. Partnership Approach

The Leeds Strategic Plan represents a new approach in that it will cover what is being delivered by the Local Authority on its own or in partnership with others in the city over the period 2008-11. It therefore has a broader coverage than the former Corporate Plan because these priorities are also shared by the Council's public, private and voluntary, community and faith sector partners. A number of public bodies, designated as statutory partners in the Local Government and Public Involvement in Health Act 2007, have a duty to cooperate in the delivery of the targets and to have regard to the targets in this plan when drawing up their own budgets and action plans.

3.2. Accessible Format

The Leeds Strategic Plan sets out to communicate the agreed strategic outcomes, improvement priorities and targets for 2008-11 to all relevant persons and partners as defined by the Local Government and Health Information Act 2007 as well as all statutory partners. It has therefore been designed to be as accessible as possible in terms of language and format.

3.3. Broad Content

The content of the Leeds Strategic Plan sets out in section 1: making a difference, an overview of the progress and challenges facing Leeds and the general ambitions of the Council and its partners in this context. Section 2: priorities by theme, follows the eight themes in the Leeds Sustainable Community Strategy ('Vision for Leeds 2004 – 2020'). Each provides the contextual explanation for the selected strategic outcomes, the real changes the Council and its partners want to see in the lives of people in Leeds, and the improvement priorities, the key areas where we want to focus our efforts to ensure these changes really take place.

3.4. Framework for Implementation

Supporting the Leeds Strategic Plan will be a number of thematic plans covering important policy areas in greater detail. Some such as the Children and Young People's Plan already exist and others such as the Climate Change Strategy and Health and Well Being Strategy are under development. The Leeds Strategic Plan refers to the most significant plans and strategies supporting each theme.

3.5. The third and final section of the plan sets out an agreed set of partnership principles on which joint delivery will be based. It also outlines how and by whom performance will be

measured, monitored and relevant reporting arrangements. Finally it explains how the plan will be reviewed and revised.

- 3.5. An appendix will be attached to the Plan that will outline the targets to be set against each improvement priority and the indicators that will measure progress. This is not presented at this stage due to a number of the targets being subject to further negotiation during March and April with central government. These are the 'up to 35' designated targets that, as a package, will be eligible for a small performance reward grant. In a number of other improvement priority areas it will not be possible to establish targets in the first year of the Plan. This is due to the fact that the National Indicator Set has introduced new measures in these areas and the first year will be used to establish a baseline position against which to set targets for further years. It is anticipated that all targets that are possible to set at this stage will be presented for approval to the Executive Board meeting on May 14th 08 before formal submission to central government to agree the 'up to 35' designated targets. Full Council approval of the text and appendix of the Leeds Strategic Plan will be sought on July 2nd 08.

4.0. Implications For Council Policy And Governance

- 4.1. The Leeds Strategic Plan is part of the Council's Budget and Policy Framework. The Overview and Scrutiny Committee have been consulted three times in the preparation of the text of the plan and will also have an opportunity to comment on the content of the appendix.
- 4.2. The Council is preparing a separate Business Plan which will set out how the Council will align its activities and resources to deliver its contribution to the Leeds Strategic Plan.

5.0. Legal and Resource Implications

- 5.1. The Leeds Strategic Plan will fulfil our statutory obligations for a Local Area Agreement (LAA) for the Leeds area. In drawing up the contents of this plan the Council has consulted and negotiated with a number of partners including public sector partners designated as statutory partners in the Local Government and Public Involvement in Health Act 2007. These partners have a duty to have regard to the targets in the Leeds Strategic Plan when setting out their own plans and budgets.
- 5.2. The Leeds Strategic Plan will fulfil the duty of the Council to publish information about its LAA containing the specified information of a 'memorandum relating to the LAA'. It will be publicly available, accessible in its format and used as a basis for active communication to citizens. In this respect it will form an active role in the Council's duty to involve local communities in shaping their own future.
- 5.3. The Local Government and Public Involvement in Health Act 2007 extends the scope of the Council's Scrutiny Boards to include the work of the public sector partners designated as statutory partners to deliver targets agreed in the Leeds Strategic Plan. Overview and Scrutiny Committee has agreed a protocol with partners on how to exercise this extended role for scrutiny.
- 5.4. Resources to deliver the targets in this plan will be identified from the budgets of the Council and its partners including the new Area Based Grant. Resources will have to be used as efficiently as possible to deliver all the targets in the Leeds Strategic Plan and the scope to increase impact through innovative delivery methods including strategic commissioning, pooled budgets and joint service delivery will be explored as part of delivering the Leeds Strategic Plan.
- 5.5. The Leeds Strategic Plan 2008-2011 will require the formal approval of Members of full Council at their meeting on July 2nd 2008. Members of the Executive Board will receive a full copy of the plan at its meeting on May 14th 08, including the appendix of the Leeds Strategic Plan that is currently in development.

6.0. Conclusions

- 6.1. The Leeds Strategic Plan will mark several significant milestones for Leeds City Council. The Leeds Strategic Plan 2008-11 will when complete set out the strategic outcomes, improvement priorities and targets for the city, shared by our key partners and stakeholders. It will be a key delivery plan for this three year period for the longer term Vision for Leeds 2004-20. It will also demonstrate how the Council is rising to the challenge of its community leadership and place shaping role as defined in the Local Government and Public Involvement in Health Act 2007.

7.0. Recommendations

- 7.1 Members of Children's Services Scrutiny Board are asked to comment on the text of the Leeds Strategic Plan 2008-2011, attached at Appendix 1.

Leeds Strategic Plan 2008

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Working in partnership through the Leeds Initiative

LIST OF PARTNERS HERE

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Front Cover

Inside cover – logos of partner organisations

About this publication – other languages, formats

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Foreword - to include:

- Delighted to present the Leeds Strategic Plan for 2008-11;
- The Plan is a significant milestone in working together as partners across the city to agree the real changes we want to see in the lives of the people in Leeds and in the city by 2011 and how we will deliver these in partnership;
- Builds on a strong history of partnership working, co-ordinated through Leeds Initiative. This has brought together the Council, business, voluntary, community and faith groups and public bodies and produced a longer term strategy for the Leeds Community, the Vision for Leeds 2004-20;
- The Leeds Strategic Plan shows how these long term goals will be translated into practical action over the next three years - both in terms of what will be achieved and how it will be delivered;
- Key areas for improvement by 2011 have been informed by consultation both from citizen representatives in different areas in the city and representatives of city wide networks who represent different 'interests' in the city. Also, analysis of the most up-to-date information about current conditions and prospects for Leeds and anticipated social and population changes;
- Leeds City Council has a key leadership role, with its partners, in both 'shaping' Leeds for now and future generations and in making sure that promises made are delivered.
- Recent government legislation reinforces this role, particularly enhancing the role of Councillors as leaders of change at city-wide and community levels.
- The Council has recently been awarded the highest possible '4 star' grading in terms of its performance placing it in an excellent position to undertake this role in Leeds.

SECTION 1

MAKING A DIFFERENCE

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PROGRESS and CHALLENGES

Leeds is recognised as one of Britain's most successful cities. It has transformed itself over the last 20 years from a mainly industrial city into a broad based commercial centre, the most important financial and legal and business service centre outside London. Leeds is the largest city in the Yorkshire region and is the biggest retail and employment centre.

Leeds is a quality place to live, work and raise families and has attracted the largest absolute increase in population in the country, 4.8% since 2001. This current population of over 750,000 embraces a rich diversity of 130 different nationalities.

Economic, cultural and environmental factors have made major contributions to Leeds being a successful place. Over the past decade Leeds has benefited from continued and significant economic growth. Between 1996 and 2006 the City has seen Gross Value Added, a measure of wealth creation, increase by 36% and 59,000 new jobs created with a forecast of a further 48,000 by 2010. Recent investment in the city has been impressive with £3.2bn invested in commercial property development and a further £7.2bn under construction or planned. The public sector has also invested significantly in new schools, health facilities and creating new spaces like Millennium Square.

Culturally, Leeds continues to invest in its magnificent and growing collection of concert halls, theatres, galleries, museums, parks and sporting venues. There is lively participation in community festivals across the city and Leeds offers the widest range of free events in the country.

Environmentally, Leeds is a green city with two-thirds of its area green belt land. Improving local neighbourhoods is also a strong priority and real improvements have been made. Cleanliness has been improved in 28 of the 31 most deprived neighbourhoods as a result of partner agencies working together with local residents. There has also been considerable investment to bring all our homes in Leeds up to the national 'Decent Homes' standard and by 2010 this will be met.

People in Leeds are generally living longer and more safely. Life expectancy for both men and women has grown by over a year over the last 10 years. Crime has fallen by approximately 30% since 2003/4, the second highest fall in crime in the country.

More children are doing well at school than ever before with results at GCSE showing strong and sustained improvement. These changes are being achieved by an approach that engages children and young people and puts schools and childcare centres at the heart of the community. It is being supported by large scale investment in new and refurbished schools and childcare centres. Leeds is also a major centre of learning for further and higher education, with two leading universities and a student population of over 124,000.

However, despite these positive trends, many problems still remain to be solved and recent developments present fresh challenges.

Too many children and young people still leave school with few or no qualifications, particularly from low income families, those with special educational needs, some black and minority ethnic groups and looked after children and young people.

Health inequalities continue to exist. Children born into the most deprived neighbourhoods can expect to live almost 12 years less than those in areas that enjoy the best health. The percentage of people over 60, currently 20% of the population, is forecast to grow raising issues of how older people's health, independence and contribution to the life of the community will be supported.

Some neighbourhoods and communities have not shared in the economic success enjoyed by much of the city. The numbers of people unable to work due to illness or injury remains a key issue for the city. Many local people are excluded from job opportunities or developing their careers due to a mismatch between their skills and aspirations and the skills now required. Only 50% of the Leeds workforce has level 2 skills (equivalent to five A* to C GCSEs) against a national skills target of 90% by 2020.

A growing population and greater prosperity puts pressure on the housing market in Leeds. The impact of climate change can be clearly seen in Leeds and will be an increasingly important issue for the city. Parts of the city were flooded in the summer and winter of 2007 and there is an urgent need to reduce CO₂ and other green house gas emissions to contribute to national and global targets. More people living and travelling to work in Leeds places greater strain on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. Migration enriches our diversity but raises challenges for creating and sustaining a sense of belonging amongst all communities.

These are some of the key challenges facing the city and city region over the next three years and beyond. They are explained in fuller detail in section 2 of this Plan accompanied by an explanation of where we need to focus our efforts to overcome these challenges.

OUR AMBITION

Leeds has an ambitious vision for Leeds and for the people who live, work and visit the city. This vision is captured in the Leeds' sustainable community strategy, the Vision for Leeds 2004 to 2020. This sets out the twin goals of 'going up a league' both economically and in terms of quality of life and 'narrowing the gap' between the richer and poorer parts of the city.

The Council and its partners all share the desire 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'. Our ambitions for the next three years are to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

REAL CHANGE

The Vision for Leeds 2004 to 2020 sets out eight themes that provide a broad framework for our actions. These are Culture, Enterprise and Economy, Learning, Transport, Environment, Health and Wellbeing, Thriving Neighbourhoods and Harmonious Communities.

This plan sets out the outcomes - the real changes we want to see in the lives of people in Leeds and the city by 2011 in each of the Vision themes. It is based on a robust analysis of the strengths and weaknesses of the city and identifies the key areas where we want to

focus our efforts to ensure we achieve results. These areas we describe as improvement priorities. Finally, it sets targets for what will be achieved and how we will measure progress over the three year journey.

VIEWS AND COMMITMENT

The experiences and views of a wide range of people in the city have been taken into account in identifying the outcomes and improvement priorities in this plan. 71% of the population of Leeds was involved in establishing the themes of the Vision for Leeds in 2004. As well as the consultation findings from that exercise we have updated our understanding of what the people of Leeds want by gathering fresh evidence. We consulted Councillors representing people of all communities in the City; we drew on the latest results of the Annual Citizen's Survey and we organized a series of focus groups representative of the gender, age, ethnic origin, disability and sexuality of the Leeds population.

We also consulted a wide range of city wide networks and key partners who represent different interests in the city. These included black and ethnic minority communities, local businesses and voluntary sector networks and representatives and partners from education, health, community safety, culture, transport, economic and environmental sectors.

Our discussions have been informed by the latest information available on the changing context of Leeds in terms of social, economic, demographic and environmental data and progress in reaching established targets in areas such as education, crime, health and employment and the overall prosperity of the city. We have also considered the implications of national policies where relevant, such as the 'Every Child Matters' agenda, promoting the health and wellbeing of adults and economic, transport and housing policy developments.

We now have a shared and inclusive vision of the changes we want to see and with our partners are committed to turning the vision into a reality in Leeds. We know too that there is a great commitment from those living, working, investing, volunteering and participating in organisations and communities that will also make a huge contribution to more positive changes in the city.

APPROACH

Many people have raised the importance of **how** we approach what we need to do over the next three years. Below, are key areas that have been highlighted and will inform the 'spirit' of implementation.

- **Interconnectivity and partnership working**

Getting to the 'root' of many challenges in the city will require an awareness of the 'interconnection' between our different outcomes and improvement priorities. For example, consistently raising achievement levels of young people in some of the most deprived areas of Leeds involves raising the quality of life for families living in those communities, finding solutions to, and engaging people in, employment opportunities, housing security and environmental and health issues.

Listening, sharing and learning from each other will help us identify where our efforts are best concentrated to achieve the best results. Such a 'partnership approach' is something we are already proud of in the city and in many areas is mature and embedded as an approach to delivering services. It has contributed to some impressive results. For example, neighbourhoods in the city that are the most deprived according to recent results of a national measure of multiple deprivation have reduced from 31 to 22 neighbourhoods.

However, it is important that we build on this strong basis and engage in more innovative thinking about how needs can be met and services improved, effectively and efficiently, through partnership working. A series of principles underpinning our approach to partnership working is outlined on page...

- **Equality, cohesion and integration**

We are committed to increasing equality for, and valuing the diversity of all communities in the city. We recognise that priorities and actions can affect some communities or groups of people who participate in the city differently. The plan has been reviewed in this respect and careful and thorough assessments of more detailed targets and actions in all areas will need to continue over its duration.

We also need to work more intensively to make sure that the implementation of our 'improvement priorities' supports and encourages a shared sense of belonging in all communities in the city and widely shared sense of the contribution of different individuals and groups to a future local vision. We recognise that people with different backgrounds should experience similar life opportunities and access to services and work to develop a strong sense of an individual's local rights and responsibilities.

- **Sustainability**

Finally, we need to ensure that any developments that meet the needs of the present do not compromise the ability of future generation to meet their own needs. The plan has been reviewed in terms of its impact on the environment and sustainable development. Sustainability also means ensuring we have the right resources and can use them effectively to implement the plan. The Council is producing its own separate business plan to outline its contribution; other key partners are also including their contribution to meeting agreed targets in their own corporate and business plans.

MAKING IT WORK

The Council's lead role in helping to shape the future of Leeds has been strengthened by recent legislation - the Local Government and Public Involvement in Health Act 2007. The government has asked Council's to work with partners to ensure that they jointly agree the ambitions for their area over the next three years. Partners have also been asked to co-operate with Council's and other partners to agree and deliver targets that ensure the ambitions result in real change. These legal responsibilities are carried out in drawing up and implementing this Plan as it fulfills the requirements of a local area agreement for Leeds.

Leeds Initiative, the overarching partnership body in Leeds, provides the forum for collectively reviewing and steering resources to support the delivery of the priorities in the Leeds Strategic Plan. However, all target-setting and consequent financial, commissioning or contractual commitments agreed are put in place through the Leeds City Council and other partners arrangements for making decisions. These will be subject to the normal scrutiny by Councillors and openness to the public. Leeds City Council will have overall accountability for the delivery of the Leeds Strategic Plan.

Leeds Initiative thematic partnerships contribute to the development of the supporting strategies and plans for the Vision for Leeds and for the Leeds Strategic Plan. Some of these strategies provide an in-depth and longer term expression of the objectives or aspects of a Vision theme, for example, Culture and Climate Change. Others are more specific, time limited thematic plans that contain more detail of what will be delivered and by whom during

the lifespan of the Leeds Strategic Plan. Key strategies and plans are signposted in each theme in Section 2.

Section 3 outlines how the plan will be delivered in greater detail. It shows how the Leeds Strategic Plan fits in the overall framework of city-wide planning. It also sets out the partnership principles that will guide how partners will work together over the duration of the plan. Accountability is further clarified with an explanation of how performance will be reviewed and managed. Finally, it explains the arrangements for reviewing and revising the Plan as a whole.

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Section 2

Priorities by Theme

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Culture

Strategic Outcomes

What we want to see by 2011:

- Increased participation in cultural opportunities through engaging with all our communities.
- Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.

Context

Through culture in all its different forms, people can find enjoyment, enrich their lives and fulfil their potential. The benefits of culture are linked to improved health, wellbeing and educational attainment. A broad-based and diverse approach to culture can both help to regenerate communities and contribute to the standing and profile of a city. We seek to provide the widest range of opportunities for local people and visitors to experience and participate in.

Consultation on the priorities for this plan showed that Leeds' people prioritise the participation by all groups and communities, in cultural events. In the 2007 resident's survey, over a quarter of residents said that activities specifically for teenagers should be a priority for the council. Excellence, diversity and wider participation are also emphasised nationally and the run up to the 2012 London Olympics will focus attention particularly on participation in sport.

Leeds has a large and growing range of cultural events and facilities, including, theatres, galleries and museums, sporting venues, parks and open spaces, an International Concert Season of more than 200 concerts per year, young people's and adult International Film Festivals, 53 Libraries and renowned opera and ballet companies. Leeds City Council also has a longstanding commitment to free events for local people such as Party and Opera in the Park and the German Christmas market.

Over the last three years, substantial investment in cultural facilities has resulted in the first phase of restoration of the Art Gallery and Central Library (85% increase in visitor figures), opening of the Kirkstall Abbey visitor centre, refurbishment of the Grand Theatre, and opening of an Aquatics Centre at the John Charles Stadium. Further opportunities will be created by the opening of Leeds' new museum in 2008, restoration of the City Varieties Music Hall, a major redevelopment of Garforth Library and two new leisure centres in Armley and Morley funded by a £30m PFI project. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks.

However, there is still a great deal of progress to be made in ensuring that Leeds has the highest quality cultural facilities and activity that are accessible and inclusive of all its citizens. Some of Leeds' cultural facilities still do not match the quality of its events or fulfil their potential to help put Leeds on an international stage. A sustainable future also needs to be found for some of Leeds' most exciting cultural events, for them to thrive and grow.

We need to do more to increase people's access to cultural opportunities. We are working towards doubling visitor figures for Leeds' museums and galleries; creating initiatives to

bring more people to cultural buildings in the city centre and finding ways to better represent all sections of the community and consult people about what they want.

Leeds is working particularly hard to ensure that young people can enjoy cultural opportunities on offer. The Breeze Card is an increasingly useful channel for children and young people to access cultural activities and facilities. Over 167,000 Breeze card holders participated in 100 holiday sports programmes while a further 15,500 attended Breeze on Tour activities across Leeds. We need to further develop ways of better coordinating opportunities for young people to engage in creative activity outside school, to ensure that no young people are left behind.

Our priorities listed below will enhance the cultural life of Leeds to reflect its status as a vibrant cosmopolitan city and enable everyone to participate in and enjoy what the city has to offer.

Improvement Priorities

What we want to deliver by 2011:

- Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.
- Facilitate the delivery of major cultural schemes of international significance.

Supporting Strategies:

Cultural Strategy – (in development)

Informed by:

- Library Plan and associated strategies
- Renaissance in the Regions (Museums Strategy)
- Parks & Greenspace strategy (*in development*)
- Taking the Lead: A strategy for sport and active recreation in Leeds 2006 to 2012
- Physical Activity Strategy (*in development*)
- Children and Young People's Plan 2006-09

Enterprise and the Economy

Strategic Outcomes

What we want to see by 2011:

- Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.
- Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.

Context

The story of Leeds is undeniable a success and the renaissance of the Leeds economy underpins the city's success.

Between 1996 and 2006 the city has seen Gross Value Added increase by 36% and 59,000 new jobs, more than any city outside London. Recent investment in the city has been phenomenal with £3.2bn invested in commercial property development and a further £7.2bn under construction or in the pipeline. Major new developments such as the £300m Trinity Quarter retail scheme, the regeneration of the Aire Valley and the completion of the East Leeds Link road (which will unlock 400 hectares of prime development land and a potential 30,000 jobs over the next 10-15 years) will build on the recent history of success.

However, we are not complacent about Leeds' future economic performance and significant challenges remain. Leeds has produced fewer new businesses than other cities and far fewer new businesses are set up in the poorest parts of the city. Similarly, consultation for this plan showed that spreading enterprise to the more deprived parts of the city and equipping the workforce with the skills to participate in the economy were key priorities. The business community also emphasised the need to make the most of private sector investment and enhance the city's reputation as a centre for knowledge and innovation.

The city council fulfils a pivotal role in guiding the city's renaissance and providing a supportive framework for investment and development including investing in the public realm – such as creating new public spaces like Millennium Square. The council and its partners are supporting economic development and regeneration in neighbourhoods and local communities across the city in programmes such as the 'Town and District Centre' and Local Enterprise Growth Initiative which is specifically aimed at developing enterprise, creating new jobs and boosting prosperity in the city's most disadvantaged communities.

Leeds is also an engine of growth for West Yorkshire and the region as a whole. In 2006 a Leeds City Region Development Plan was launched to accelerate the creation of new jobs in the area, particularly by enhancing transport links and the skills of the local workforce. A multi area agreement with Leeds and its neighbouring local authorities and government will help deliver the ambitious goals set out in the City Region Development Plan.

However, if Leeds is to achieve all it can for its residents and the wider region it must establish itself on the international stage and attract businesses and investment from further afield. We are now developing a new Economic Development Strategy which will build on the current core aims and incorporate many recent changes. This includes the recognition of increasing globalisation and the consensus on climate change; the establishment of

Yorkshire Forward and the city region perspective and the potential statutory duty for local authority economic development including an economic assessment.

Our priorities listed below seek to support our aspiration to ensure Leeds' continued success and establish it as a leading European city which provides better outcomes for local people and narrows the gap between the most disadvantaged people and communities and the rest of the city.

Improvement Priorities

What we want to deliver by 2011:

- Increase innovation and entrepreneurial activity across the city.
- Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment.
- Increase international communications, marketing and business support activities to promote the city and attract investment.

Supporting Strategies:

Leeds Economic Development Strategy – *(in development)*

Informed by:

- City Region Development Plan
- Regional Economic Strategy 2006-2015
- Leeds Renaissance Framework
- Regional Spatial Strategy to 2016 (Published December 2004)
- Local Development Framework, core strategy and other policies

Transport

Strategic Outcomes

What we want to see by 2011:

- Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.

Context

Whether a journey is in a car, on a bus or train, on two wheels, or on foot and whether it is to get to work school or to the shops, quality of life is undoubtedly enhanced by being able to move around more easily. Similarly, moving people and goods within Leeds and beyond is key to the city being a good place to do business. Accessible, affordable, and convenient transport will make a big contribution to the city being a place where people want to live and work. Our aspirations are to deliver this goal and ensure that future growth is not constrained by transport difficulties.

Leeds has good transport links - the M1, M621 and A1(M) provide good road links to other parts of the country; Leeds' railway station has the highest number of passengers of any station outside London with 90,000 passengers using the station every day and it has recently undergone refurbishment to meet this growing demand. Leeds also has an extensive bus network with about 90 million passenger journeys every year. Innovations like guided bus routes along converted central reservations have improved journey reliability and punctuality.

Transport is however, a major concern for local people. Consultation during the autumn of 2007 to identify priorities for this plan found that improving the quality, accessibility and use of public transport was a priority for all groups and improving access to job opportunities was a key issue for many. Similarly, the business community emphasised the need to improve international links and connectivity for the benefit of both local businesses and people. In 2007 residents said that road and pavement repairs were the most important issue in their local area and should also be a top priority for the council.

However, as more people live in and travel to work in Leeds greater strain will be imposed on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. In 2001 around 108,000 people commuted into Leeds daily for work and that number is estimated to have grown significantly in recent years; and in 2006 the total number of trips into the city averaged about 122,500 a day; consequently, further investment to boost the capacity of the transport system, particularly for buses and trains in Leeds will be needed to meet rising demand within the city and the surrounding area.

A proposal to upgrade the city's buses and develop a high grade transit system is under development and this could deliver a fast and convenient alternative to the car for many journeys, as well as reducing congestion and pollution. With our neighbouring local authorities and Metro we are working together to improve rail and bus links within and around Leeds and have established an ambitious 25 year Transport Vision which will ensure that these improvements are City Region based rather than just within Leeds. We are also investing heavily in highways maintenance to significantly improve the network. Supplementing Central Government funding, we have made an extra £82m available to

complete hundreds of schemes across the city by 2012 which will significantly improve the condition of our streets.

The priorities below address these issues and also indicate how improving our streets and roads and public transport can contribute to reducing the number of people killed or seriously injured in traffic accidents as well as help to improve the city's environment.

Improvement Priorities

What we want to deliver by 2011:

- Deliver and facilitate a range of transport proposals for an enhanced transport system.
- Improve the quality, use and accessibility of public transport services in Leeds.
- Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.
- Improve road safety for all our users, especially motor cyclists pedal cyclists and pedestrians.

Supporting Strategies:

West Yorkshire Local Transport Plan 2006-2011

Informed by:

- 25 year Leeds city-region Transport Vision
- Highways Asset Management Plan
- Traffic Management Action Plans (in development)
- Regional Transport Strategy as part of Regional Spatial Strategy

Environment

Strategic Outcomes

What we want to see by 2011:

- Reduced ecological footprint through responding to environmental and climate change and influencing others.
- Cleaner, greener and more attractive city through effective environmental management and changed behaviours.

Context

We are fully committed to being at the leading edge of responding to the challenge of climate change and so managing and adapting to this challenge is a key priority for Leeds. Fortunately, Leeds is well placed to meet this challenge. The council monitors its impact on the environment through the rigorous EMAS standard including issues relating to air quality and environmental noise, and with local partners working together to develop a Climate Change Strategy to mitigate the impact of climate change on the city.

Local residents also feel the environmental challenge is important. In 2007, 14% of local residents surveyed said that a clean neighbourhood (without litter or graffiti) was one of the five things most in need of improvement in their area. A third of residents said that rubbish and litter lying around was a local problem and over a quarter said that vandalism and graffiti were also local problems. Linked issues like the state of pavements and roads and access to parks and green space were also cited as issues of concern. A well maintained environment contributes to other important aspects of well being like accessibility and opportunities for leisure and relaxation, and we are proud that two-thirds of Leeds' area is green space and six of our parks have achieved Green Flag status.

Waste and recycling is also important locally. Doorstep recycling collection and local recycling facilities have been used by virtually all local residents and there are generally high levels of satisfaction with the facilities provided in Leeds. However, Leeds' performance in terms of recycling and particularly waste going to landfill, is mediocre in comparison with other authorities and further progress will be needed to meet the Government's targets for recycling (40% by 2010 rising to 50% by 2020).

The environment is a key priority nationally and globally too. The UK Government is on track to reduce its CO₂ and other greenhouse gas emissions by 12.5 per cent (using 1990 levels as a baseline) as part of its commitment under the Kyoto Protocol. This has been achieved through greater energy efficiency, promoting less polluting and encouraging the use of renewable sources of energy and also reducing the amount of pollution emitted from all energy sources. The current Climate Change Bill (due for enactment in 2008) proposes a statutory framework for reducing greenhouse gas emissions and will set 'carbon budgets' to drive forward reductions in CO₂ emissions by households, businesses, local authorities and other public bodies.

We will all have an obligation to change our behaviour to mitigate the effects of climate change. The council, for example, is already reducing its impact on the environment by switching the majority of its electricity to 'green electricity', establishing schemes within its buildings to involve staff in managing environmental impacts, and delivering and advising on

energy efficiency in both privately owned and Housing Association homes. Through planning regulations, developers and partners are being encouraged to improve design quality and sustainability to reduce the environmental impact of their activities. For example, developers working in Holbeck Urban Village have produced a sustainability report to support planning applications which covers energy efficiency, waste management and the reduction of CO₂ emissions.

The impact of climate change can be clearly seen in Leeds and will be an increasingly critical issue for the city. Parts of the city were flooded, both in the summer and winter of 2007, and consequently we are working with our partners and actively participating in the delivery of an effective flood defence system.

The priorities below set out where we are concentrating our efforts over the next three years to take on the challenge to improve the city's environment.

Improvement Priorities

What we want to deliver by 2011:

- Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.
- Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.
- Undertake actions to improve our resilience to current and future climate change.
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.
- Improve the quality and sustainability of the built and natural environment.

Supporting Strategies:

- Local Development Framework
- Regional Spatial Strategy to 2016 (Published December 2004)
- Climate Change Strategy – *(in development)*
- Integrated Waste Strategy 2006 - 2025
- Leeds Strategic Flood risk assessment
- West Yorkshire Local Transport Plan
- Energy and Water Management Plan
- Parks and Greenspace Strategy

Learning

Strategic Outcomes

What we want to see by 2011:

- Enhance the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.

Context

Learning is central to achieving our aspirations for the city. A skilled and well-trained workforce is vital for the future prosperity of Leeds and for everyone to share in that success. In addition, learning and educational success helps to promote better wellbeing and health for individuals and communities and supports a culturally vibrant city. The foundations for this are laid in our schools but, increasingly, training to update and acquire new skills will be a lifelong activity for us all.

Leeds' schools and early years providers have made great progress in recent years, strengthened by massive investment in award-winning new buildings and IT systems for schools and children's centres. Early years provision is a strength of the city and the most recent results show strong improvements. Primary schools are good and results are in line with national averages and performance in similar areas. Secondary schools have improved strongly in recent years, particularly in those schools in the most challenging circumstances. Results for 14 year olds are now in line with national averages and similar authorities. Outcomes at GCSE have seen strong and sustained improvement so that results are now in line with similar areas, and are close to the national average. However, despite this progress significant challenges remain. Particular priorities include: increasing the progress made by learners throughout secondary school; raising attendance in secondary schools and reducing the number of students who are persistently absent; and lastly narrowing the gap in achievement for vulnerable groups of children and young people, especially those from low income families, those with special educational needs, some Black and Minority Ethnic groups and lastly, but importantly, Looked After Children and Young People.

Increasing participation and educational success for young people is a key priority. At present fewer young people continue in learning or employment after the age of 16 in Leeds than in similar areas or nationally. Vulnerable groups of young people are more likely to not be in learning and work. As such it is important that schools, colleges and partners continue to work together to develop better choice and better routes and pathways to learning so that all young people are engaged, successful and ready for adult life.

Around a fifth of the Leeds workforce were recorded as having no skills in 2005, and although a survey showed in 2005 that 63 per cent of respondents had undertaken some form of training in the previous year, more will have to be done if the workforce in Leeds is to meet the national targets set out in the government's review of skills needs published in 2006. This review set a target of 90% of the workforce having level 2 skills (equivalent to five good GCSEs) by 2020. The current figure for Leeds is around 50%.

Consultation on the priorities for this plan showed strong support among all groups for improving the results achieved by children and young people and raising the participation levels among our children and young people in education and training. The business community also emphasised the importance of the city's universities and colleges.

The priorities below address these issues and will measure the improvement achieved by our young people and across the workforce over the coming three years.

Improvement Priorities

What we want to deliver by 2011:

- Enhance the skill level of the workforce to fulfil individual and economic potential.
- Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.
- Improve learning outcomes and skill levels for 19 year olds.
- Increase the proportion of vulnerable groups engaged in education, training or employment.
- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.

Supporting Strategies:

Children and Young People's Plan 2006-2009

People Centred Places (*In development*)

Informed by:

- Leeds 14-19 Strategy 2006-2010
- Education Leeds Strategic Plan 2004 – 2007
- HE/FE Plans

Health and Wellbeing

Strategic Outcomes

What we want to see by 2011:

- Reduced health inequalities through the promotion of healthy life choices and improved access to services.
- Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.
- Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.

Context

People in Leeds are growing healthier and living longer. At birth men can expect to live for 76.2 years compared to 74.6 years in 1997. Life expectancy at birth for women has increased from 80.1 years to 81.2 in the same period.

A challenge for Leeds is that this increase is not evenly spread across the city. The gap between richer and poorer areas of Leeds can be counted in extra years of life and it is not narrowing. Despite the death rate falling in Leeds during the last ten years, the fall has been faster in the wealthier parts of the city. Children born in the city's most disadvantaged neighbourhood can expect to live almost twelve years less than those in areas of Leeds which enjoy the best health.

As people live longer they should also enjoy more years of good health. Again this is more likely in wealthier parts but across the city it is inevitable that longer life and the increasing number of older people will increase the need for additional services or support to maximise the capacity of elderly or vulnerable people to continue living independently.

Health is influenced by many different factors. Some of these will be improved by action undertaken within other themes, particularly culture through sport and physical activity and the environment through cleaner air and noise reduction. Our lifestyles and choices around issues like smoking, drinking or exercise have an impact not just on our health as individuals but also on the health needs of Leeds as a whole. People with poor diets or who do not take enough exercise are much more likely to become overweight or obese which brings with it a higher risk of diabetes, stroke or heart disease. Excessive drinking also contributes to ill health and increases the risk of injury or accidents. The rate of sexually transmitted diseases is rising among young people in Leeds.

Leeds is rising to the challenge to have active lifestyles that encourage improved health and well-being. In 2007, there were over four million visits to Leeds City council leisure centres and 36,470 visits to 'Active Life' classes, for people aged over 50, across the city.

Through schemes such as the Keeping House project, which provides domestic services for over 2,000 older and disabled people in Leeds, the council and its partners are working hard to help adults and particularly older adults to live happy and independent lives. Adult care services in Leeds have recently been commended for achieving quality of life improvements for vulnerable adults and helping them to get better access to services. We are working to build up the opportunity for people to have direct payments so that they can choose the services they want and there has been a **X%** increase in take-up since **?**

Despite recent progress, we are facing significant challenges over the next few years, the most important of which will be to reduce the health inequalities gap. With our key partners in the health service we will work to help people quit smoking, and increase their rate of physical activity. Whilst the general health of the population has improved, new threats to health are emerging, including increasing levels of obesity and teenage pregnancies. We want to give greater independence to vulnerable people by supporting them to choose the services to improve their opportunity and quality of life. Direct payments and individual budgets will help to achieve this alongside improved access to mainstream services, such as training for a job or enjoying local community and recreational facilities.

There remains much more to do to reduce health inequalities for local people and improve their physical, mental and social wellbeing. Our new priorities set out below how we will meet these challenges in the coming years.

Improvement Priorities

By 2011:

- Reduce premature mortality in the most deprived areas.
- Reduce the number of people who smoke.
- Reduce rate of increase in obesity and raise physical activity for all.
- Reduce teenage conception and improve sexual health.
- Improved assessment and care management for children, families and vulnerable adults.
- Improved psychological mental health and learning disabilities services for all.
- Increase the number of vulnerable people helped to live at home.
- Increased proportion of people in receipt of community services enjoying choice and control over their daily lives.
- Embed a safeguarding culture for all.

Supporting Strategies:

Health and Wellbeing Plan (In development)

Children and Young People's Plan 2006-9

Informed by:

- Leeds Tobacco Control Strategy 2006-2010
- Food Matters: a food strategy for Leeds 2006-2010
- Leeds Childhood Obesity Strategy 2006-2016
- Leeds Alcohol Strategy 2007-2010
- Older Better Strategy 2006-2011
- Leeds Emotional Health Strategy 2008/11
- Leeds Mental Health Strategy 2006-2011
- Supporting People Strategy 2005-2010
- Physical Activity Strategy
- West Yorkshire Local Transport Plan

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Thriving Neighbourhoods

Strategic Outcomes

What we want to see by 2011:

- Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.
- Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.
- Increased economic activity through targeted support to reduce worklessness and poverty.

Context

The priorities in this theme are the key concerns of local people. Low crime, low levels of anti-social behaviour and affordable, decent housing are the three most important things for making somewhere a good place to live according to Leeds residents in 2007. Tackling crime and anti-social behaviour were also cited as two of the top five priorities for the Council in 2008.

Stakeholders consulted on priorities for this plan echoed the views of residents; crime, housing and reducing worklessness were chosen as the top priorities in that exercise. Councillors in particular saw this theme as vital for 'narrowing the gap' in the city between areas with low crime, good housing and high employment and more deprived parts of Leeds.

Partnership work with West Yorkshire Police to reduce crime, anti-social behaviour and the fear of crime in those neighbourhoods with the highest crime levels has proved successful with crime falling by more than a quarter over the last three years, the second highest fall in crime in the country. However, there is more to do to reduce crime further by targeting persistent offenders and addressing anti-social behaviour and the problems that arise from alcohol and drug misuse.

The council has made significant progress in improving council housing to ensure that by 2010 it will meet the national 'Decent Homes' standard. Work with private sector landlords has resulted in over 2,300 empty homes being brought back into use in the last year and we have provided grants and advice to enable lower income households to heat their homes as cheaply and efficiently as possible. However, many households are finding it increasingly difficult to buy or rent a home in the city and higher fuel bills mean that an increasing number of residents find it difficult to heat their homes.

The Council will work with its partners to deliver more new housing at a level that is affordable to buy and rent to ensure that we can meet the housing needs for all residents and not just those on high incomes. Work is underway to improve existing homes and build new homes through our existing PFI scheme in Swarcliffe with further work planned for Little London and Beeston Hill. The East and South East Leeds Project (EASEL), will deliver over 5,000 new homes, along with community facilities and businesses over the next 15-20 years, helping to create strong, sustainable communities in those areas.

There are neighbourhoods where too many people do not have a job, households are dependent on benefits and children grow up in poverty. Many residents do not have a bank account or can not borrow or save money at reasonable rates. The Council will work with its partners to support residents to obtain the right skills to secure work and progress in existing and new jobs. We will extend our award winning programmes to give households greater control over their money and access to trustworthy and reliable savings and credit so that families can be financially secure.

The priorities below build on these successful programmes to create the conditions for thriving neighbourhoods over the next three years.

Improvement Priorities

By 2011:

- Increase the number of “decent homes”.
- Increase the number of affordable homes.
- Reduction in the number of homeless people.
- Reduce the number of people who are not able to adequately heat their homes.
- Increased financial inclusion in deprived areas.
- Reduce crime and fear of crime.
- Reduce offending.
- Reduce the harm from drugs and alcohol to individuals and society.
- Reduce anti-social behaviour.
- Reduced bullying and harassment.
- Reduce worklessness across the city with a focus on deprived areas.
- Reduce the number of children in poverty.
- Develop extended services, using sites across the city, to improve support to children families and communities

Supporting Strategies:

Leeds Housing Strategy 2005/06 – 2009/10

Regional Spatial Strategy

Local Development Framework

Children and Young People's Plan 2006-9

Safer Leeds Strategy 2005 -2008

Regional Spatial Strategy - 2016

Local Development Framework

Informed by:

- Leeds Affordable Warmth Strategy 2007-2016
- Leeds Domestic Violence Strategy 2004-2007
- Leeds Alcohol Strategy 2007-2010

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Harmonious Communities

Strategic Outcomes

What we want to see by 2011:

- More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.
- Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.

Context

Local pride, a sense of belonging and neighbourliness are key ingredients for the sorts of places people want to live in. Leeds residents report high levels of belonging and satisfaction with where they live. In the 2007 Residents Survey three quarters of respondents said they feel they belong to their neighbourhood and nearly half (46%) said they feel that local people work together to improve their neighbourhood. Two thirds of residents said that people of different backgrounds got on well together and three fifths of residents said that people respected ethnic difference where they lived. Overall 81% were satisfied with their neighbourhood as a place to live.

However, not all parts of the city share this sense of belonging and neighbourliness in equal measures. Residents in the south of the city were less likely to say they belonged to their neighbourhood or that people worked together to improve their neighbourhood. Young people were less likely than older people to say that people of different backgrounds got on well together where they lived or that people respected ethnic differences where they lived. Although a third of residents said they were satisfied with the way they could influence public services in their area, over a third said they would like more say in making decisions that affected their local area.

A growing and increasingly diverse population creates new challenges as well as opportunities for creating strong cohesive communities. Integrating new migrants from eastern Europe as well as long established communities will enrich the city over time but perceptions of disadvantage or unfairness need to be addressed immediately. Fostering more ways for people to engage in and shape the life of their communities will be a vital part of the process of creating strong, sustainable and harmonious communities.

In parts of the city the Council has put in place Neighbourhood Managers to encourage local people to speak out and work with those delivering services to make the changes needed in their neighbourhood. Results show that people in these areas feel that they can make themselves heard and that they are listened to. Satisfaction with the way that problems like litter, graffiti or anti-social behaviour are dealt with has risen. Other services like the Police have also put in place neighbourhood teams so that they are closer to the local community they serve.

There are numerous groups and organisations in the city, known collectively as the Voluntary, Community and Faith sector, that support a wide range of activity and services needed in local communities. These organisations provide opportunities for local people to volunteer their time and skills to help others in their community and foster good relationships. Groups such as these are often community led and supported by grant funding and are

vulnerable to changes in the way public services are delivered and grant funding is provided. The council is committed to working in partnership with this sector to ensure that it can continue to offer locally based services and opportunities for local citizens to take an active part in community life.

The priorities and targets below will measure progress towards these goals over the next three years.

Improvement Priorities

What we want to deliver by 2011:

- An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.
- An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.
- Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.
- An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

Supporting Strategies:

Community Engagement Framework 2006

Community Cohesion action Plan

Children and Young People's Plan 2006-9

SECTION 3
MAKING IT HAPPEN

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STREAMLINING THE CITY'S PLANNING FRAMEWORK

The Leeds Strategic Plan sets out the goals that Leeds City Council and its partners have agreed to achieve over the next three years to help achieve the longer term objectives contained in the Vision for Leeds 2004 to 2020. The Leeds Strategic Plan is effectively the delivery plan for the long term Vision for Leeds.

We have used the legal requirement to develop a new Local Area Agreement (LAA) for Leeds as an opportunity to make the planning process in the city simpler. The Leeds Strategic Plan replaces two plans, the Council's Corporate Plan, which contained the Council's priorities for the City (and itself as an organisation) and the Leeds Regeneration Plan which focused on 'narrowing the gap' between the poorest and wealthiest parts of Leeds.

Leeds Initiative has also revised its structures to ensure that they include all the key partners and stakeholders and can monitor and manage performance and shape the delivery of targets in the Leeds Strategic plan effectively.

The council has produced its own Business Plan which will describe how the council will organise itself to deliver what it has agreed to do in the Leeds Strategic Plan. Other partners will also have their own business and action plans to deliver what is agreed in this plan and integrate their other goals.

City wide plans will be translated into action at an area level and for particular services. Area delivery plans (ADPs) will provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The ADPs are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level.

On a different scale, it is increasingly an accepted fact that the Leeds economy works on a wider scale than the administrative boundaries of the city, and the success of Leeds also brings greater prosperity to neighbouring towns and cities. Therefore, to complement the targets in the Leeds Strategic Plan we have also agreed a Multi Area Agreement (MAA) for Leeds and its neighbouring authorities.

We have also taken into account other local and regional plans, including the Local Development Framework and the Regional Spatial Strategy and the Regional Economic Strategy.

DIAGRAM OF PLANNING FRAMEWORK HERE

EFFECTIVE DELIVERY THROUGH PARTNERSHIP WORKING

Leeds has a good record of partnership working. Since 1990 Leeds Initiative has brought together public agencies, private businesses and voluntary, community and faith groups to develop a shared vision of a successful, prosperous and inclusive Leeds. Leeds Initiative has also developed a 'Compact for Leeds' to support the work of the city's voluntary, community and faith groups. This recognises the role of value and community activity. It encourages the effective use of resources and promotes equal partnerships through good communication, consultation and sharing of information.

Building on these foundations Leeds City Council and its partners have adopted a set of partnership principles to make sure that our joint efforts really do achieve our common ambition:

to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds

through:

- focusing on the partners' common purpose and community needs;
- having clear responsibilities and arrangements for accountability;
- good conduct and behaviour, treating all partners and stakeholders equally, fairly and respectfully;
- informed, transparent decision-making and managing risk;
- developing skills and capacity individually and as a partnership to deliver the outcomes and priorities in this plan; and
- engaging stakeholders in drawing up our outcomes, priorities and targets and keeping people informed on how well we are delivering.

The challenge for the Leeds Strategic Plan is to apply these principles to deliver real improvements for local people. This requires new ways of working in Leeds, sharing information and pooling resources among partners where this brings benefits through greater effectiveness and efficiency. The Local Government and Public Involvement in Health Act creates a new duty for partners to cooperate in the delivery of targets in this Plan and this sets a context for us to deepen partnership working. Closer partnerships may be the right solution in many cases and the Council and its partners will explore the potential of extending joint service delivery and joint commissioning to deliver services more efficiently and effectively.

MEASURING AND MANAGING PERFORMANCE

Delivering on our targets is essential if the Leeds Strategic Plan is to achieve our ambitions for Leeds and its residents. This will be a collective endeavour for all the partners to this agreement. Senior council officers will have lead accountability for each of themes, improvement priorities and targets in the Leeds Strategic Plan and will work with similar senior officers in partner organisations. Every partner will have regard to all the targets in the Plan when drawing up their own budgets and business plans. Partners will commit to leading or contributing to the achievement of specific targets in the Plan and will then be held to account for doing the things needed to meet those targets. In the appendix, lead and contributory partners are identified to each target.

We have developed reliable measures for each target and have put in place robust processes for regularly reporting performance. These processes will measure progress against each targets as well as the plan's impact on wider objectives for Leeds like equality, community cohesion and sustainability. For some targets, measures will be broken down by their impact on particular areas of the city and on the basis of gender, ethnic origin, age, disability, religion or belief and sexual orientation.

The Council is ultimately accountable for drawing up and delivering the Plan. The Plan will be approved by whole Council involving all 99 Councillors. The Executive Board (of senior councillors) will receive regular reports on performance and recommend actions and changes to plans where performance is not on target. The council's Scrutiny Boards will also receive regular performance reports and have an opportunity to discuss issues of concern, call in council officers and partners to account for their work to deliver targets in the plan and make recommendations to the council and its partners to improve performance.

The Leeds Strategic Plan is a partnership plan and the Council will, through the Leeds Initiative, agree its contents with and engage partners to monitor and manage the performance of the plan. The Leeds Strategy Group will bring together the Council and its partners to monitor performance against the targets in the plan, allocate resources, develop new ways of delivering more effectively for Leeds and regularly review the contents of the plan.

Other thematic groups in the Leeds Initiative will also be kept informed of progress in relevant areas and contribute to the delivery of the Leeds Strategic Plan through developing more in depth strategies and action plans. Local business representatives and representatives from voluntary, community and faith groups are involved alongside public sector partners in the work of these groups.

The ten area committees across the city will also be reviewing progress towards achieving targets identified at an area level. They will be particularly vigilant in assessing improvements at a neighbourhood as well as an area level. The achievement of these targets will make a fundamental contribution to achieving the overall city wide targets and outcomes

Local people will receive regular updates on performance through stories in About Leeds, the Council newspaper, on the Council and Leeds Initiative websites and elsewhere. For example, progress will be reported to the Leeds Youth Council. Everyone will have opportunities to give their views on how well the Leeds Strategic Plan is being delivered.

Up to 35 targets in this plan have been negotiated and agreed with Government Office and reflect shared priorities with national government. Progress against these targets must be reported annually to the government who must agree to any changes to these targets. The government will reward Leeds with additional funding if these targets are met.

REVIEWING AND REVISING THE LEEDS STRATEGIC PLAN

Leeds' priorities will inevitably change over time and the priorities and targets in the Leeds Strategic plan will be regularly reviewed and updated to ensure this plan is still relevant and addresses the city's real needs.

The council and its partners will collect and use information on social, economic and environmental conditions and trends, including performance data against the targets in this plan, to change priorities and set new targets as necessary. Already, the council and the PCT are working jointly to assess current and future health needs in Leeds through a Joint Strategic Needs Assessment (JSNA). The findings from this assessment will inform future health priorities in this plan.

Public opinion, gained through regular resident surveys will also feed into the setting of priorities and targets in future versions of this plan. The views of council Scrutiny Boards, Area Committees and other partners and stakeholders will also be taken into account before the council and its partners agree any changes to the contents of the Plan.

The Government will regularly assess conditions and prospects for every part of England through a new Comprehensive Area Assessment process. Achievement of the targets in the Leeds strategic plan will form part of the Government's annual assessment of how well Leeds is improving. The Government will look at the full range of performance indicators on local conditions and prospects. Further, more specific reviews on particular issues can be required where the Comprehensive Area Assessment suggests there is a risk of underperformance. Where the Government feels that performance in Leeds is unsatisfactory it will recommend new priorities for the Leeds Strategic Plan and the council and its partners will negotiate with the Government whether a target should be set to address that issue. Government Office will monitor performance and initiate discussions where performance is not on track and can intervene where performance is significantly below what is expected.

At every stage the Council will inform, consult and involve local people, representatives of geographical communities and communities of interest, partners and stakeholders in the city and beyond where relevant, and draw on expert analysis to ensure that the priorities and targets in the plan have been rigorously challenged, are truly robust and are relevant to the achievement of our ambitions for Leeds.

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Report of: Director of Children's Services

Meeting: Scrutiny Board (Children's Services)

Date of meeting: 13th March 2008

SUBJECT: Review of the Children and Young People's Plan 2007-2008

1.0 Purpose of report

1.1 To provide the board with an overview of the 2008 Review of the Children and Young People's Plan and highlight key issues to inform discussion of progress and priorities.

2.0 Background

- 2.1 The Children Act 2004 set out requirements for all local authorities to develop a 'Children and Young People's Plan' (CYPP) with their local partners. The intention for this new plan was to replace a large number of existing documents in different agencies with a single, overarching strategy for improving outcomes for children and young people.
- 2.2 The first Leeds CYPP (for the 3 years 2006-2009) was developed in 2005 – 2006 and approved by the Full Council in June 2006. The plan was the product of widespread participation with children and young people, parents, elected members and local services. OfSTED has praised the Leeds plan in reports from their inspection of children's services, particularly for the strong role of children and young people and for its analysis of local needs.
- 2.3 Government and OfSTED guidance requires that local authorities and their partners review their CYPP each year. This review has in the past been used to provide the main evidence to inform the OfSTED Annual Performance Assessment (APA) of council children's services. This may now change as OfSTED adapt their inspection regime to the new approach of the Comprehensive Area Assessment. This may require changes to the CYPP Review process this year once the changes have been confirmed. The Leeds CYPP Review includes both a review of progress as well as updated priorities and plans for the year ahead.
- 2.4 Work to review the CYPP is ongoing throughout the year, but is especially focussed and intense from February through to April/May. This Review is significant in that it needs to take account of the new Leeds Strategic Plan (incorporating the LAA).
- 2.5 The most important factors that will inform the review are set out below and explored in more detail in the following sections:

- a) The views of stakeholders, particularly children, young people, front-line staff and service managers. This includes messages and priorities coming through local developments.
- b) The latest data on need, outcomes and service performance
- c) The Leeds Strategic Plan and Local Area Agreement
- d) Feedback from inspectors and government, particularly the Joint Area Review and the Annual Performance Assessment
- e) The wider context, e.g. the national Children's Plan, Staying Safe Action Plan etc.

4 Views of stakeholders

4.1 The views of stakeholders are important to the review of the Leeds CYPP, as they have been at each stage of the development of the plan. In particular, the views of children and young people continue to have a prominent role in informing the Leeds CYPP. Over the past year there has been extensive involvement and consultation with children and young people both locally and nationally, for example in the OfSTED 'TellUs' survey of over 100,000 school pupils.

4.2 The main issues raised by children and young people include:

- a) *Health advice*: whilst most young people said they had enough support, a significant number want more advice on health, particularly about drugs, sex and emotional health
- b) *Community safety*: whilst most children and young people say they generally feel safe, a large number do not. One in four young people think bullying and/or gangs are a big problem in their school or local neighbourhood, and the same number say they do not feel safe in their area.
- c) *Schools*: the vast majority of children and young people enjoy schools, half reporting that they enjoy school 'most or all of the time'. Between a half and three-quarters think schools give them good support to be healthy, safe and successful.
- d) *'Places to go, things to do'*: Three quarters of children and young people say that there are not good enough activities for them in Leeds. Improving opportunities is young people's most important priority for making Leeds a better city.
- e) *Planning for the future*. Most young people are ambitious – half plan to go to university, one in five plans to run their own business. But most young people say they want more and better advice and support in planning their future.

4.3 Front line staff and managers have also been involved through workshops and on-line surveys in sharing their views on progress and priorities. The main issues raised by this group included:

- a) *Commissioning*: including aligning and pooling budgets around priorities, developing a single commissioning service to support this
- b) *Partnership*: further developing inter-agency working, reducing duplication and focusing on shared targets
- c) *Participation*: additional strengthening of the participation of young

people and parents, especially those groups who are more difficult to reach

- d) *Community Safety*: this included both reducing bullying and wider concerns of ensuring children and young people feel safe on the streets
- e) *Play and leisure*: raising the importance of 'enjoy' in 'Enjoy and Achieve', developing better and safer opportunities for leisure and play for all children and young people
- f) *Child poverty/Narrowing the gap*: additional focus and joint responsibility for narrowing the gap for vulnerable groups and addressing the poverty that worsens social exclusion

4.4 The development of local CYPPs at the end of 2007 provided a further opportunity to learn from what is happening locally. These have been informed by the city-wide CYPP, discussions with Area Committees, local partnership discussions and existing 'cluster' plans for extended services around schools.

5 Data on need, outcomes and service performance

5.1 As the Board will be aware through other reports such as those for quarterly performance monitoring, children's services produce extensive data on local children, young people and families, as well as the performance of the services that work for them. The latest data highlight particular concerns, including:

- a) *Obesity*: new national and local data shows that one in three pupils in Year 6 are either obese or overweight. This is broadly in line with national prevalence.
- b) *Teenage conceptions*: data released in February show that Leeds is lagging in reducing teenage conceptions. The national target is to reduce the rate by 50% between 1998 and 2010. The latest data for Leeds shows a small increase since 1998, which differs from the improvement seen nationally and in some other areas.
- c) *Bullying*: both local and national surveys indicate a similar prevalence of bullying amongst children and young people. In the TellUs survey one in three pupils reported being bullied in the last four weeks, one in twenty reported being bullied every day.
- d) *Number of Looked After Children*: data show a persistent pattern of a higher proportion and number of children in care in Leeds than in similar areas. Latest data show over 1300 children and young people in care, whereas the average in similar authorities is just over 900.
- e) *Persistent absence*: Attendance continues to be a very significant national and local issue, as confirmed by the recent publication of data by DCSF. Leeds has high rates of persistent absence (those pupils that miss more than 20% of their school sessions) in secondary schools. This has been reduced but is still nearly one in ten (10%) of all secondary students, though this is significantly higher in a small number of more deprived schools.
- f) *Key Stage 3 results*: after improvements in recent years, Key Stage 3 results in Leeds were less positive in 2007, failing to keep pace with similar areas and the national trend.
- g) *Skill levels at 19*: recent data suggest that the proportion of 19 year olds in Leeds with Level 2 (equivalent to 5 or more grades A*-C at GCSE) and Level 3 (equivalent to A-Levels) qualifications is below the national

average.

6 The Leeds Strategic Plan (incorporating the Local Area Agreement)

The Strategic Plan (incorporating the Local Area Agreement), and the relevant priorities and outcome measures, are set out in another report to this meeting of the Board. The priorities for children and young people in these documents have been taken from the existing Leeds Children and Young People's Plan and are therefore supported by the detailed analysis, participation and involvement already undertaken. The improvement priorities for children and young people are spread across all the vision for Leeds themes.

7 Feedback from inspectors and government

Feedback from inspectors and government is important in shaping the CYPP Review, and the priorities and plans for the year ahead. This includes not just the formal recent inspections of the Annual Performance Assessment (October 2007) and the Joint Area Review (December 2007), but also frequent meetings with other representatives of government, e.g. the National Strategies team in education, the National Support Team for teenage conception, or Government Office about a range of issues. Areas for improvement identified and agreed through these meetings include:

- a) *Overall effectiveness*: OfSTED have judged both the overall effectiveness and capacity to improve of Leeds children's services as 'good' in the most recent APA 2007. In that APA, all outcomes areas are also judged to be 'good', apart from 'Stay Safe', which was judged 'adequate'.
- b) *Be Healthy*: reducing teenage conceptions; raising immunisation rates; increasing the proportion of Looked After Children with regular health checks,
- c) *Stay Safe*: increasing the timeliness of Core Assessments and Looked After Children reviews; preventing children coming into care
- d) *Enjoy and Achieve*: reducing absence, particularly persistent absence; reducing the proportion of students leaving schools with no GCSEs; narrowing the gap for some vulnerable groups and schools below floor targets in primary
- e) *Positive Contribution*: reducing the number of Looked After Children in the Youth Justice system
- f) *Economic Wellbeing*: reducing the proportion of young people not in education, employment or training (NEET); improving access for all students over 14 to choice in vocational learning;

8 The wider context

Since its formation, the new Department of Children, Schools and Families (DCSF) has been developing new approaches to its wide agenda. Many of these were signaled in the national Children's Plan in December 2007, and will be expanded in the many plans that are scheduled for publication this year. The key issues from the Children's Plan were included in reports to this Board and Executive Board last month, but are repeated below for information:

- a) The central role of parents and families rather than services in bring up children, and the barriers raised for families by poverty
- b) A new and stronger emphasis on enjoyment, emotional wellbeing and managed risk
- c) New approaches to schools, putting them at the centre of communities and as a key part of local governance
- d) The leadership role of councils, working in partnership through children's trust arrangements
- e) A commitment to the key role of developing the role of commissioning, and integrated commissioning through children's trust and local partnerships

9 Summary

A lot of review activity has already been done as part of implementing the CYPP Review that was done last year. We are now in the main part of the formal activity to ensure that a high quality CYPP Review is delivered and can influence the way services are delivered to children and young people.

10 Next steps

- 10.1 Final timescales for the CYPP review cannot be fully confirmed until OfSTED guidance is available for the review and the Annual Performance Assessment. At present the proposed process is as follows:
- *March*: Confirmation of OfSTED guidance. Development and consultation of draft review
 - *April – June*: amendment and approval of CYPP review through Integrated Strategic Commissioning Board, Children Leeds Partnership. Executive Board. Parallel approval of Leeds Strategic Plan and LAA. Publication of Leeds OfSTED JAR report in May.
- 10.2 Overall, the CYPP Review is likely to be a more limited process and document this year than previously. This is because much of the review of progress has already been undertaken for the Joint Area Review and other external reporting, and much of the prioritisation and target-setting has been undertaken as part of the Leeds Strategic Plan and LAA.
- 10.3 Whilst the CYPP Review will be more straightforward, there is a need for further work to prepare for updating the full Children and Young People's Plan. The first Leeds CYPP runs from 2006 to 2009 and therefore there will be much work to be undertaken during 2008 to engage partners in refreshing and updating our medium term strategy for the years ahead so that we have a CYPP for 2009 – 2012.

6.0 Recommendations

The Board is recommended to:

- 1) Consider the report
- 2) Advise on the Board's views on progress and priorities to inform the CYPP Review.

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Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 13 March 2008

Subject: Education Standards Inquiry

Electoral Wards Affected:

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Introduction

1.1 At the board's first meeting in June, members agreed to carry out an inquiry into education standards as one of their major pieces of work this year. A copy of the agreed terms of reference is attached as appendix 1.

1.2 The first formal session of the inquiry was held in January.

1.3 An important feature of most of the Board's major inquiries is a programme of visits, which enable Members to gain first hand experience of the services being scrutinised. The following visits were organised as part of the inquiry:

- Carr Manor High School
- Brigshaw High School
- Teenage Pregnancy and Parenthood Specialist Team
- Hyde Park Source
- Future Pathways
- Thomas Danby College
- National NEET Conference

1.3 The members who are taking part in these visits are producing notes. Where possible these will be circulated to Board members in advance of the meeting, although some of the visits do not take place until after the Board's meeting.

- 1.4 Sessions two and three were scheduled for this meeting. Information to support this phase of the inquiry will be circulated to Members before the meeting, including notes of visits which have taken place, as referred to above.
- 1.5 Relevant officers will be at the meeting to respond to members' questions and comments. If appropriate, a further session will be scheduled for the April Board meeting to complete the inquiry and consider any outstanding evidence, for example from the remaining visits.

2.0 Recommendation

- 2.1 The board is requested to consider the issues raised by this session and the visits undertaken as part of the inquiry.

Scrutiny Board (Children's Services)

Inquiry into education standards in Leeds

Terms of reference

1.0 Introduction

- 1.1 At its first meeting of the year, the Scrutiny Board identified education standards as a topic for one of its major inquiries for the forthcoming year.
- 1.2 The choice of this topic accords with priorities in the Vision for Leeds and the Children and Young People's Plan, and also reflects a recurrent theme identified from the Board's regular consideration of performance management information. It builds on the inquiry into secondary achievement conducted by scrutiny on 2005/06, and the inquiry report published in April 2006.
- 1.3 In order to decide on an appropriate and manageable focus for the inquiry, the board commissioned a small working group from amongst its membership to scope the inquiry. The working group met with officers from Education Leeds School Improvement team on 19th September 2007.
- 1.4 The working group began by exploring the extent to which the issue of education standards could potentially encompass a whole range of activity under each of the five Every Child Matters outcomes. However it was recognised that, in order to be effective, the inquiry would need to identify a specific area of focus.
- 1.5 The working group were concerned to identify areas where the Scrutiny Board's input could add value to work already underway to improve education standards in Leeds, having regard to the proposed timescale for the inquiry.
- 1.6 The group identified two particular areas which were strong contenders for the focus of an inquiry: the 14-19 age group, and early years and primary transition. Having considered the two areas, the working group decided to recommend that the Board's inquiry this year focuses on trying to help break the cycle of underachievement at the 14-19 stage of the education system and to reduce the numbers of young people not in education, employment or training.
- 1.7 However this is accompanied by a strong recommendation that an inquiry is prioritised in the next year on those entering the education system.

2.0 Scope of the inquiry

2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on current support for young people at risk of becoming NEET (not in education, employment or training) in Leeds. The inquiry will focus on the following areas:

- How pupils are identified as at risk of becoming NEET
- The support provided to individual pupils in schools to support their attainment and to prepare them for adult life
- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

3.0 Comments of the relevant director and executive member

3.1 To be sought from Cllr Harker, Rosemary Archer and Chris Edwards.

4.0 Timetable for the inquiry

4.1 The inquiry will take place between January and March 2008, with a view to issuing a final report in spring 2008.

4.2 It is envisaged that the inquiry will take place over three sessions. The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

4.3 It is planned that the inquiry will include a range of visits to service providers to complement the evidence gathered in formal sessions.

5.0 Submission of evidence

5.1 The following evidence will be considered by the Board

5.2 Session One – 17th January 2008

To consider background information from Education Leeds on the strategic framework to support the following key areas of the inquiry:

- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education

5.4 **Visits**

A number of visits will be organised to enable the Board to meet with relevant service providers, and where possible with pupils. Exact locations to be confirmed.

5.5 **Session Two – 13th March 2008**

To consider background information from relevant providers on the following key areas of the inquiry:

- How pupils, particularly those from vulnerable groups, are identified as at risk of becoming NEET
- The support provided to individual pupils in schools to support their attainment and to prepare them for adult life
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

5.6 **Session Three – 13th March 2008**

To consider any outstanding issues arising from session one

To consider members' findings from the visits and to discuss issues arising from the visits with officers

To consider the board's emerging conclusions and recommendations to inform the production of the final inquiry report

6.0 **Witnesses**

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

- Education Leeds staff
- School representatives
- Providers of relevant support services including council services, other statutory providers and voluntary agencies
- Young people

7.0 **Monitoring Arrangements**

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of recommendations.

8.0 Measures of success

- 8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 8.2 The Board will look to publish practical recommendations.



Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 13 March 2008

Subject: Young People's Scrutiny Forum – Scope of Inquiry

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the Report

1.1 To update Members on progress with the Young People's Scrutiny Forum inquiry.

2.0 Background Information

2.1 Building on the success of the last two years, Scrutiny Board (Children's Services) decided at its June meeting to approach the Youth Council to suggest a further topic for scrutiny by the Young People's Scrutiny Forum.

2.2 Following elections in October 2007, the full Youth Council meeting on 15th December decided upon the environment as its priority issue for the Young People's Scrutiny Forum's next inquiry.

2.3 The forum will operate under the same rules and procedures as any other scrutiny board, combined with good practice with regard to youth work and youth participation. An officer from the scrutiny support unit will provide the Young People's Scrutiny Forum with support and professional advice; professional youth workers from the Youth Council and ROAR will provide the youth work expertise.

2.4 11 young people from the Youth Council and ROAR met on 23 February to scope the inquiry. The session included input from Education Leeds regarding the sustainable schools agenda.

2.5 The young people decided to focus their inquiry on waste management, sustainable building and education.

2.6 Following consultation with the young people who attended the session, the draft terms of reference will be brought to the next Board meeting to be endorsed by the Board.

3.0 Recommendation

3.1 Members are requested to note the scope for the Young People's Scrutiny Forum environment inquiry.

Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 13 March 2008

Subject: Work Programme

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 A copy of the board's draft work programme is attached for members' consideration (appendix 1).
- 1.2 The attached chart reflects the discussions at the board's February meeting.

2.0 Work programming

- 2.1 Also attached to this report are the current Forward Plan of Key Decisions (appendix 2) and the minutes of the council's Executive Board meeting held on 8 February (appendix 3), which will give members an overview of current activity within the board's portfolio area.

3.0 Recommendation

- 3.1 The board is requested to agree the attached work programme subject to any decisions made at today's meeting.

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**Scrutiny Board (Children's Services)
Work Programme 2007/08
March 2008**

Item	Description	Notes	Type of item
Meeting date –10th April 2008			
Family support and parenting strategy	To receive an update on progress in implementing this strategy	The Board requested a further opportunity to consider this topic when the strategy was first presented in December 2007.	PM
Annual Report	To agree the Board's contribution to the annual scrutiny report		
8-13 year olds	To agree the final report arising from the board's inquiry		DP
Education Standards	To agree the final report arising from the board's inquiry		RP/DP
Inclusion	To agree the board's statement arising from the working group's activity		

Key:
RFS – Request for scrutiny
RP – Review of existing policy
DP – Development of new policy
MSR – Monitoring scrutiny recommendations
PM – Performance management
B – Briefings (including potential areas for scrutiny)

**Scrutiny Board (Children's Services)
Work Programme 2007/08
March 2008**

Working Groups			
Working group	Membership	Progress update	Dates of meetings
'Catching the Bus' Monitoring progress	Councillor Lancaster Councillor Renshaw Tony Britten	The first meeting has taken place. A further meeting will be organised after 4 March, when a young person will attend Metro's meeting with the bus companies	31 January 2008
Inclusion	Councillor Hyde Councillor Hamilton Councillor Langdale Tony Britten Ian Falkingham Celia Foote Peter Gosden Sandra Hutchinson Sue Knights	This working group will look at two of the four strategic objectives of the Inclusion Strategy: <ul style="list-style-type: none"> • The further development of specialist provision, including the role of the SILCs; • The further development of the behaviour continuum and provision, including the role of the pupil referral units The working group is also tracking progress with implementing the recommendations of the 2006 scrutiny inquiry on SILCs	5 December 2007 23 January 2008 6 March 2008

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 March 2008 to 30 June 2008

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Fountain Primary School Approval to carry out capital works and to incur expenditure in respect of the scheme to provide additional accommodation and to carry out internal alterations at Fountain Primary School.	Executive Board (Portfolio: Children's Services)	12/3/08		The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Children's Centre Programme Approve the localities affected by final phase of CC Programme	Executive Board (Portfolio : Children's Services)	16/4/08	Education Leeds, Children's Services, Providers and Stakeholders city wide. First consultation undertaken in 2006.	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Care of Looked after Children - Independent Fostering Agencies Award of a framework contract to various Independent Fostering Agencies	Chief Officer - Children and Young People's Care	17/4/08	Full tender exercise involving looked after young people	Panel Report	Director of Children's Services

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Leeds Children and Young Peoples Plan Review 2008/09</p> <p>To approve the Annual review of the Children and Young People's Plan for Leeds</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>14/5/08</p>	<p>A wide range of consultation with stakeholders through an open forum event, meetings with specific groups, input from localities and through the children's trust arrangements and an online consultation form.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Children's Services</p>

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £500,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Central and Corporate	Councillor Richard Brett
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Stewart Golton
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

EXECUTIVE BOARD

FRIDAY, 8TH FEBRUARY, 2008

PRESENT: Councillor A Carter in the Chair

Councillors R Brett, S Golton, R Harker,
P Harrand, J Procter, S Smith and
K Wakefield

Councillor Blake – Non Voting Advisory Member

161 Chair's Announcements

The Chair announced that the funeral of Mr John Gunnell, a former West Yorkshire County Councillor, Leeds City Councillor and MP for Morley was being held today. On behalf of Executive Board, the Chair paid tribute to Mr Gunnell and requested that the Board's condolences be conveyed to Mr Gunnell's family.

162 Exclusion of Public

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

- (a) Appendix F to the report referred to in minute 168(C) 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 because the appendix contains details of sites scheduled for future disposal by the Council, which if disclosed would, or would be likely to prejudice the Council's commercial interests in relation to the level of capital receipts generated from the future disposal of such sites.
- (b) Appendix D to the report referred to in minute 171 under the terms of Access to Information Procedure Rule 10.4(4) and (5) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because the Council is currently defending a large number of equal pay cases before the Employment Tribunal and release of the information at this time could prejudice the outcome of such tribunal claims, proving costly to the Council, and thereby having an adverse impact on the public.
- (c) Appendix 1 to the report referred to in minute 177 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

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th March, 2008

likely to prejudice the commercial interests of the Council by virtue of the fact that sensitive negotiations are currently ongoing with private sector investors and Yorkshire Forward to secure a contribution to the Albion Place improvement works.

- (d) Appendices 5, 7 and 8 to the report referred to in Minute 179 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 of information relating to the remaining leasehold properties to be acquired in both Beeston Hill and Holbeck and Little London, as detailed within the appendices would be likely to prejudice the Council's commercial interests when undertaking negotiations in respect of such properties.

Appendix 9 to the report referred to in minute 179 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 Council's commercial interests by virtue of the fact that it includes information relating to the Council's financial position in the Outline Business Case for Beeston Hill and Holbeck, the details of which are yet to be fully agreed. In addition the Council has also commenced competitive dialogue with PFI bidders, and the disclosure of such information could prejudice the ongoing procurement process.

- (e) Annex 2 to the report referred to in minute 181 under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by disclosure of the information.
- (f) Annex 3 to the report referred to in minute 182 under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as Education Leeds has a duty to secure improvement and increased confidence in the schools concerned and this would be adversely affected by disclosure of the information.
- (g) Appendix 1 to the report referred to in minute 185 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 prejudice the Council's commercial interests as the appendix details matters where negotiations of a confidential nature will ensue. In these circumstances

it is considered that the public interest in not disclosing the commercial information outweighs the public interest in disclosure.

163 Declaration of Interests

Councillor Brett declared a personal interest in the items relating to 'Health and Wellbeing Partnership Arrangements' and 'Consultation Paper – Valuing People Now: From Progress to Transformation' (minutes 186 and 187 refer respectively) as a member of the Burmantofts Senior Action Management Committee.

Councillor Smith declared a personal and prejudicial interest in the item relating to 'Pay and Grading Review' (minute 171) due to his wife being an employee of Education Leeds.

Councillor Blake declared a personal interest in the item relating to 'Health and Wellbeing Partnership Arrangements' (minute 186) due to her position as Non-Executive Director of Leeds North West Primary Care Trust and a member of Middleton Elderly Aid.

A further declaration made during the meeting (Councillor Wakefield) is referred to at minute 176.

164 Minutes

RESOLVED – That the minutes of the meeting held on 23rd January 2008 be approved.

LEISURE

165 Inquiry into River Safety Management at Wharfemeadows Park, Otley - Final Report and Recommendations

The Chief Democratic Services Officer submitted a report presenting the final report and recommendations of the Scrutiny Board (Culture and Leisure) following its inquiry into 'River Safety Management at Wharfemeadows Park, Otley'.

A minority report submitted by a member of the Scrutiny Board (Culture and Leisure) was appended to the report.

The Chair of the Scrutiny Board attended the meeting and presented the Scrutiny report.

RESOLVED – That the contents of the Scrutiny inquiry report be received.

166 Inquiry into River Safety Management at Wharfemeadows Park, Otley - Officer Observations

The Assistant Chief Executive (Corporate Governance) submitted a report in order to assist Members when considering the recommendations of Scrutiny Board (Culture and Leisure) in regard to their inquiry into the decision by Executive Board to erect fencing at Wharfemeadows Park Otley.

The final report of the Scrutiny Board was considered as a separate item on the agenda (minute 165 refers).

RESOLVED – That recommendations 1, 3 and 4 of the report by Scrutiny Board (Culture and Leisure) be accepted and that the Assistant Chief Executive (Corporate Governance) report back on recommendation 2 of the Scrutiny Board's report, in relation to the availability of Counsel's advice to the public.

CENTRAL AND CORPORATE

167 Budget Arrangements 2009/2010

The Chair circulated to Board members a copy of a letter from John Healey MP, Minister for Local Government confirming that the Council's failure to qualify for monies under the Working Neighbourhoods Fund would not be subject to further consideration.

RESOLVED – That, in view of the reductions in funding in 2009/2010 which can be anticipated as a result of this confirmation, the Director of Resources be requested to report back to the Board on potential savings which may be realised in that year in relation to Council publications, engagement of consultants and procurements.

168 Council Budget 2008/2009 and Capital Programme

(A) Revenue Budget and Council Tax 2008/09

The Director of Resources submitted a report on the Council's budget for 2008/09 following detailed consideration of service requirements and taking account of the Local Government Finance Settlement. The report indicated that the budget would result in a Band D Council Tax of £1,064.37 for consideration by Council.

RESOLVED –

- (i) That Council be recommended to approve the Revenue Estimates for 2008/09 totalling £540,509,000 as detailed and explained in the submitted report and accompanying papers, including a 4.7% increase in the Leeds' element of the Council Tax.
- (ii) That as the Police Authority budget meeting is currently scheduled for 22nd February 2008, Council be recommended to establish a committee of the Council specifically to set the final Council Tax.
- (iii) That the fees and charges policy as detailed in appendix 5 of the report be approved.
- (iv) That the proposal to change the childcare fee structure as detailed in the Children's Services budget briefing report be approved.
- (v) That the proposed local performance indicators as detailed within paragraph 13 of the report be approved.

(B) Housing Revenue Account Budget 2008/09

The Directors of Resources and Environment and Neighbourhoods submitted a joint report on the Housing Revenue Account budget and ALMO management fee distribution for 2008/09.

RESOLVED –

- (i) That the Council be recommended to approve the budget at the average rent increase figure of 5.8%.
- (ii) That the Council be recommended to approve that service charges be increased in line with average rent rises.
- (iii) That the Council be recommended to approve that the charges for garage rents be increased to £5.55 per week.

(C) Capital Programme 2007-2012

The Director of Resources submitted a report setting out the updated capital programme for 2007-2012.

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

RESOLVED –

- (i) That the Council be recommended to approve the capital programme as attached to the submitted report.
- (ii) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments to ensure that the programme is affordable.
- (iii) That the disposal of land and property sites as detailed within exempt appendix F to the report be agreed in order to generate capital receipts to support the capital programme.
- (iv) That the Council be recommended to approve the proposed Minimum Revenue Provision policies for 2008/09 as set out in paragraph 5.3.2 and appendix G to the report.

(D) Treasury Management Strategy 2008/09

The Director of Resources submitted a report on the proposed Treasury Management Strategy for 2008/09 and the revised affordable borrowing limits under the prudential framework. The report also provided members with a review of strategy and operations in 2007/08.

RESOLVED –

- (i) That the initial Treasury Strategy for 2008/09 as set out in section 3.3 of the report be approved and that the review of the 2007/08 strategy and operations, as set out in sections 3.1 and 3.2 of the report be noted.

- (ii) That the Council be recommended to set the borrowing limits for 2007/08, 2008/09, 2009/10 and 2010/11, as set out in section 3.4 of the report.
- (iii) That the Council be recommended to set the treasury management indicators for 2007/08, 2008/09, 2009/10 and 2010/11, as set out in section 3.5 of the report.
- (iv) That the Council be recommended to set the investment limits for 2007/08, 2008/09, 2009/10 and 2010/11, as set out in section 3.6 of the report.

(The matters referred to in parts A(i) and (ii), B(i), (ii) and (iii), C(i) and (iv) and D (ii), (iii) and (iv) of this minute being matters reserved to Council were not eligible for Call In)

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

169 Financial Health Monitoring 2007/08 - Third Quarter Report

The Director of Resources submitted a report setting out the Council's financial health position for 2007/08 after nine months of the financial year, in respect of the revenue expenditure and income to date compared to the approved budget, the projected year end position and proposed actions to ensure a balanced budget by the year end. The report also highlighted the position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

RESOLVED –

- (i) That the projected financial position of the authority after nine months of the new financial year be noted.
- (ii) That the transfer of the projected surplus to general reserves be approved.

170 Final Local Government Finance Settlement 2008/09 and Revised Provisional Settlements for 2009/10 and 2010/2011

The Director of Resources submitted a report providing details of the final Local Government Revenue Support Grant Settlement for 2008/09 and the revised provisional settlements for 2009/10 and 2010/11 which were announced on 24th January 2008.

RESOLVED – That the contents of the report be noted.

171 Pay and Grading Review

The Director of Resources submitted a report which sought approval of an amended version of the pay structure and confirmed the position on pay protection for the purpose of the Pay and Grading Review. The report also updated members on negotiations with the trade unions.

Following consideration of appendix D to the report designated as exempt under Access to Information Procedure Rule 10.4(4) and (5) which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (i) That the amended pay structure, as detailed within appendix A to the report be approved.
- (ii) That the pay protection arrangements for Phase 1 and Phase 2 employees be confirmed as previously agreed by the Executive Board in March 2007, which is for those staff whose grade changes adversely as a result of the job evaluation exercise:-
 - A period of no longer than 3 years protection – attracting annual pay award and increments in line with the NJC for Local Government service pay agreements effective from 1st February 2008;
 - Year 4 – go directly to the maximum point of the new substantive grade/pay range.
- (iii) That the Board notes that the Director of Resources will continue negotiations with the Trade Unions and will continue to work with the Trade Unions to identify means of avoiding individual loss wherever possible and appropriate.
- (iv) That the Director of Resources be authorised to take steps to implement the new pay structure, by agreement or otherwise, in the light of the negotiations with Trade Unions.

(Having declared a personal and prejudicial interest, Councillor Smith left the meeting during consideration of this matter)

172 Comprehensive Performance Assessment - 2007 Result

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report updating members on the arrangements for reporting Leeds City Council's Comprehensive Performance Assessment (CPA) judgement for 2007, namely a 4 star authority which is improving well.

RESOLVED –

- (i) That the contents of the report be noted.
- (ii) That all staff of the authority be offered the thanks of the Board for their contribution to this result.

173 225 York Road Taxi and Private Hire Licensing Section Extension

The Assistant Chief Executive (Corporate Governance) submitted a report on a proposed extension to the existing purpose built accommodation for the Taxi and Private Hire Licensing Section at 225 York Road.

RESOLVED –

- (i) That the further injection into the 2007/08 capital programme of £84,000 be approved.
- (ii) That authority be given to incur expenditure of £610,000 on construction costs, £17,600 on equipment and £78,500 on fees.

DEVELOPMENT AND REGENERATION

174 West End Partnership - Proposed Memorandum of Understanding

The Director of City Development submitted a report on a proposed Memorandum of Understanding which would facilitate collaboration between Leeds City Council and six private developers to promote the West End vision.

RESOLVED –

- (i) That the Council be authorised to enter into the Memorandum of Understanding with the six companies comprising the West End Partnership.
- (ii) That the general terms of the Memorandum of Understanding as outlined in paragraph 2.6 of the report, be agreed, with the specific details being agreed by the Director of City Development and the Assistant Chief Executive (Corporate Governance) as appropriate.
- (iii) That the Director of City Development be requested to examine processes whereby elected Members can be briefed as to progress of the proposals.

175 Roundhay Road Proposed High Occupancy Vehicle Lane

The Director of City Development submitted a report on the proposed implementation of a scheme to improve the existing bus lane on Roundhay Road, which would facilitate its use by High Occupancy Vehicles, in addition to ensuring a more reliable passage for buses at an overall cost of £540,000.

RESOLVED –

- (i) That the Roundhay Road Bus and High Occupancy Vehicle Corridor Scheme, as illustrated on drawing numbers 760217/002, at an estimated cost of £538,717 be approved.
- (ii) That £511,717 expenditure, comprising £336,354 works costs, statutory undertakers costs of £103,619 and a further £71,744 staff costs for supervision, monitoring and enforcement be approved. These costs to be met from the Integrated Transport Scheme 99609 within the approved Capital Programme which is eligible for 100% Government funding and may be reimbursed at a later date via Section 106 contributions.
- (iii) That the previous approval of staff costs of £27,000 which were met from the Integrated Transport Scheme 99609 within the approved Capital Programme be noted.

176 Private Streets Programme

The Director of City Development submitted a report which provided an update on the progress of the Private Streets Programme, sought approval to extend the programme for a further 3 years from April 2008 and to incur expenditure of a further £3,600,000, which was the remaining balance of the overall capital programme provision for the initiative.

RESOLVED –

- (i) That the updated position report on the current Private Streets Programme be noted.
- (ii) That the continuation of the Private Streets Programme for a further 3 years up to and including 2010/11 be approved.
- (iii) That authority be given to the further expenditure of £3,600,000 on the continuing implementation of the Private Streets Programme, funded from Scheme Number 28967 in the approved Capital Programme, £4,200,000 expenditure having been previously approved.

(Councillor Wakefield declared a personal interest in this matter as the owner of a property adjoining a street which had benefited under this programme)

177 Albion Place Refurbishment

The Director of City Development submitted a report which sought approval of the project's scheme design, and sought authority to spend monies from Leeds City Council's capital budget for the refurbishment scheme.

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

RESOLVED –

- (i) That the scheme design, as outlined within the report be approved.
- (ii) That the release of scheme expenditure as detailed in table (vi) at lines CPRH (3) and CPRH (6) of exempt appendix 1 be authorised.

178 Yeadon Town and District Centre Regeneration Scheme

The Directors of City Development and Environment and Neighbourhoods submitted a joint report on a proposal to spend £941,218 to aid the regeneration of Yeadon High Street by making significant improvements to the public realm and pedestrian use of the area.

RESOLVED –

- (i) That the project brief and scheme design as presented within the report be noted.
- (ii) That the Design and Cost Report for scheme 12154/YEA/000 be approved, and that the scheme expenditure, totalling £941,218 be authorised.

NEIGHBOURHOODS AND HOUSING

179 Little London and Beeston Hill and Holbeck PFI Projects - Land Assembly Issues and Update on the Lovells Multi-Storey Flats

The Directors of Environment and Neighbourhoods and City Development submitted a joint report providing an update on the Beeston Hill and Holbeck and Little London PFI schemes, commenting on the Outline Business Case for Beeston Hill and Holbeck which had been made available to Members of the Board and proposing a number of key recommendations to enable the projects to progress.

Following consideration of appendices 5,7, 8 and 9 to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (i) In respect of the properties at **Little London**:
 - a) That the Director of Environment and Neighbourhoods be authorised to make a Compulsory Purchase Order in respect of such properties and interests as may be required subject to the Director being satisfied that the requirements of Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) and the provisions of Circular 06/2004 are complied with.
 - b) That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including:
 - (i) the publication and service of all notices and the presentation of the Councils case at any Public Inquiry
 - (ii) approving the acquisition of interest in land within the Compulsory Purchase Order either by agreement or by way of compulsory powers
 - (iii) approving agreements with landowners setting out the terms for the withdrawal of objections to the Order including, where appropriate, seeking exclusion of land from the Order and/or making arrangements for the relocation of occupiers
 - (iv) such other agreements including Indemnity and Development Agreements as may be necessary to promote the Scheme.
- (ii) In respect of the properties at **Beeston Hill and Holbeck**:
 - a) That the development sites included in the PFI scheme be noted and the Director of City Development be authorised to enter into such negotiations as are required to acquire properties and interests within the area on such terms as she thinks appropriate in order to facilitate the Scheme, subject to the approval by government of the PFI Outline Business Case for Beeston Hill and Holbeck.
 - b) That the Director of Environment and Neighbourhoods be authorised to make a Compulsory Purchase Order in respect of such properties as may be required subject to the Director being satisfied that the requirements of Section 229(1)(a) of the Town and Country Planning Act 1990 (as amended) and Circular 06/2004 are complied with.

- c) That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including:-
 - (i) the publication and service of all notices and the presentation of the Council's case at any Public Inquiry
 - (ii) approving the acquisition of interest in land within the Compulsory Purchase Order either by agreement or by way of compulsory powers
 - (iii) approving agreements with landowners setting out terms for the withdrawal of objections to the Order including, where appropriate, seeking exclusion of land from the Order and/or making arrangements for the relocation of occupiers
 - (iv) such other agreements including Indemnity and Development Agreements as may be necessary to promote the Scheme
- (iii) That the Director of Environment and Neighbourhoods, in consultation with the Assistant Chief Executive (Corporate Governance), be authorised to make minor changes to the development site boundaries in both Beeston Hill & Holbeck and Little London where required as a result of further due diligence.
- (iv) That the Director of Environment and Neighbourhoods be authorised to make an application to Government for Decent Homes funding for refurbishment of the Lovells multi-storey flats.
- (v) That the financial issues detailed in exempt appendix 9 to the report be agreed and that approval be given to the affordability of both the Beeston and Holbeck and Little London schemes and to the capital contribution for the Beeston Hill and Holbeck PFI scheme.

180 Disposal of Land for Affordable Housing

The Director of Environment and Neighbourhoods submitted a report on a proposal to dispose of the first six sites from the 77 acres within the Affordable Housing Strategic Partnership at less than best consideration calculated at £5,000 per plot. The report also sought approval for the Director of City Development to undertake further disposals of sites within the Affordable Housing Strategic Partnership at less than best consideration of £5,000 per plot.

RESOLVED –

- (i) That the disposal of the first six sites within the Affordable Housing Strategic Partnership at less than best consideration, calculated at £5,000 per plot be approved.
- (ii) That the Director of City Development be authorised to dispose of other sites within the 77 acres allocated to the Affordable Housing Strategic

- Partnership where the disposal is at less than best consideration calculated at £5,000 per plot.
- (iii) That the Director of Environment and Neighbourhoods be requested to prioritise progress on the Highfield Gardens site within the context of the Board's decision of 19th December 2007 on options for Building Council Housing with appropriate adjustments to this programme.

CHILDREN'S SERVICES

181 Annual Standards Report - Primary

The Chief Executive of Education Leeds submitted a report providing an overview of the performance of primary schools at the end of 2006/07, as demonstrated through statutory national testing, Ofsted inspections and the Education Leeds emerging concerns protocols. It also outlined the action taken by Education Leeds to fulfil its responsibilities to this Board and schools.

Following consideration of annex 2 to the report designated as exempt under Access to Information Procedure Rule 10.4(1) and (2), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the progress which has been made in recent years, in addition to the key issues and challenges which are currently being addressed be noted.

182 Annual Standards Report - Secondary

The Chief Executive of Education Leeds submitted a report providing an overview of the performance of secondary schools at the end of 2006/07 which analysed the results of the tests at the end of Key Stage 3, GCSE and vocational examinations at Key Stage 4. The report also reviewed the progress of schools receiving additional support through the extended or focused partnerships.

Following consideration of annex 3 to the report designated as exempt under Access to Information Procedure Rule 10.4(1) and (2) which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the contents of the report be noted, together with the good progress made in recent years, the improvements achieved in value added indicators particularly for progress between Key Stages 2-3 and Key Stages 3-4, the new floor targets which have been established at Key Stages 3 and 4 which focus upon achievement in English and mathematics and require new strategies from schools to ensure that pupils achieve, in addition to the co-ordination and combination of efforts from across the service areas of Education Leeds and Children Leeds that will be necessary to improve outcomes for underachieving groups and to close the gap between the most and the least successful.

- (b) That the Chief Executive of Education Leeds be requested to bring a further report to the Board on the strategies being used to address identified areas of comparative under achievement.

183 The 'Children's Plan - Building Brighter Futures'

The Director of Children's Services submitted a report summarising the content of the recently published 'Children's Plan – Building Brighter Futures' and highlighting the key implications within the plan for children's services in Leeds.

RESOLVED – That the proposal for the authority to lead the development to renew the city's strategy for children's services through a revised Children and Young People's Plan be approved.

184 Integrated Capital Strategy for Youth Centres

The Director of Children's Services submitted a report on a proposal to develop an integrated capital strategy designed to enable quality integrated youth centres to be established in Leeds.

RESOLVED –

- (i) That the establishment of an integrated capital strategy for youth centres, as described within the report be approved.
- (ii) That proposals be progressed for the establishment of quality youth hub centres in pursuance of the ambitions detailed within the report.
- (iii) That approval be given for the strategy to be progressed by the emerging Integrated Youth Support Service and as part of the wider Children's Services Asset Management Plan.

185 Leeds Independent Living PFI Project

The Deputy Chief Executive submitted a report providing an update on the affordability position of the Children's Services element of the Independent Living Project. The report also outlined the sites to be used within the Independent Living Project and sought approval to lease the relevant sites to the PFI contractor for use during the 25 year life of the contract.

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

RESOLVED –

- (i) That the financial implications for the Council entering into the Children's Services element of the Independent Living Project be approved, and the maximum affordability ceiling for that element of £360,000 for the first full financial year (2010/11) as set out in exempt appendix 1 to the report be agreed.
- (ii) That, subject to consent being obtained as required under Section 25 of the Local Government Act 1988, authority be given to the Chief Asset Management Officer to determine the disposal of those sites detailed at appendix 2 to the report under Section 123 of the Local Government Act 1972, to the housing management contractor under

the Independent Living Project, on a leasehold basis and at less than best consideration where indicated.

ADULT HEALTH AND SOCIAL CARE

186 Health and Wellbeing Partnership Arrangements

The Director of Adult Social Services submitted a report outlining the proposed changes to the functions and partnership structure under the Healthy Leeds Partnership, the consultation process which had been undertaken, and the response to the key points which had emerged from such consultation. As one of the key partners, the Executive Board was asked to give its approval to the proposed changes to the Healthy Leeds Partnership.

RESOLVED –

- (i) That the summary of comments received through the consultation on revised partnership arrangements for health and well being be noted.
- (ii) That the proposals detailed within the consultation document on health and wellbeing partnership arrangements be supported.
- (iii) That Leeds City Council's support for the partnership proposals be reported to the Healthy Leeds Partnership at its next scheduled meeting on 10th March 2008.

187 Consultation Paper - Valuing People Now: From Progress to Transformation

The Director of Adult Social Services submitted a report providing information on the publication of a recent document from the Department of Health entitled 'Valuing People Now – From Progress to Transformation', which followed on from earlier Valuing People documents seeking to promote equal citizenship for people with learning disabilities.

RESOLVED –

- (i) That the publication of the Valuing People Now document and the wide ranging proposals it makes in relation to improving the lives of people with learning disabilities be noted.
- (ii) That the implications for the Council as detailed in section 4 of the report, particularly in relation to the transfer of commissioning responsibilities from the PCT and in relation to the provision of more individualised and community based service provision for people with learning disabilities be noted.
- (iii) That the preparation of a consultation response by the Leeds Learning Disability Partnership Board be noted.
- (iv) That the proposal for the final report to be issued by the Department of Health in the summer be noted.

DATE OF PUBLICATION: 12TH FEBRUARY 2008

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th March, 2008

LAST DATE FOR CALL IN: 19TH FEBRUARY 2008 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12 noon on Wednesday 20th February 2008)

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th March, 2008

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