



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds on
Thursday, 8th January, 2009 at 9.45 am

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

MEMBERSHIP

Councillors

B Cleasby	-	Horsforth
G Driver	-	Middleton Park
J Elliott	-	Morley South
R D Feldman	-	Alwoodley
W Hyde (Chair)	-	Temple Newsam
B Lancaster	-	Moortown
J McKenna	-	Armley
V Morgan	-	Killingbeck and Seacroft
K Renshaw	-	Ardsley and Robin Hood
E Taylor	-	Chapel Allerton
C Townsley	-	Horsforth

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)

Ms C Johnson	-	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> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p>No exempt items or information have been identified on this agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special 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> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 11TH DECEMBER 2008</p> <p>To confirm as a correct record the minutes of the meeting held on 11th December 2008.</p>	1 - 6
7			<p>REQUEST FOR SCRUTINY</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which invites the Board to consider a possible topic for scrutiny.</p>	7 - 8
8			<p>SAFEGUARDING CHILDREN IN LEEDS: AN OVERVIEW OF OUR LEEDS SAFEGUARDING CHILDREN BOARD AND THE WIDER CURRENT CONTEXT</p> <p>To receive and consider a report from the Director of Children's Services on the Leeds Safeguarding Children Board and the wider current context.</p>	9 - 56

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>CHILDREN'S SERVICES AND THE CHILDREN AND YOUNG PEOPLE'S PLAN PRIORITIES UPDATE (LOOKED AFTER CHILDREN FOCUS)</p> <p>To receive a report from the Director of Children's Services, which updates the Board on the key developments across Children's Services and outlines progress against specific priorities contained within the Children and Young People's Plan.</p>	57 - 70
10			<p>LEEDS STRATEGIC PLAN PERFORMANCE REPORT FOR QUARTER 2 2008/09</p> <p>To receive and consider a report from the Head of Policy, Performance and Improvement, which outlines progress against improvement priorities relevant to the Board at Quarter 2 2008/09.</p>	71 - 108
11			<p>RECOMMENDATION TRACKING</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which requests Members to confirm the status of recommendations from previous inquiries.</p>	109 - 136
12			<p>WORK PROGRAMME</p> <p>To receive a report from the Head of Scrutiny and Member Development, which outlines the Scrutiny Board's work programme for the remainder of the current municipal year.</p>	137 - 162
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Thursday 5th February, 2009 at 9.45 am with a pre-meeting for Board Members at 9.15 am.</p>	

Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 11TH DECEMBER, 2008

PRESENT: Councillor W Hyde in the Chair

Councillors B Cleasby, G Driver, R D Feldman,
B Lancaster, V Morgan, K Renshaw and E Taylor

CO-OPTED MEMBERS (VOTING):

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

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote	- Teacher Representative
Mrs S Hutchinson	- Early Years Development & Childcare Partnership Representative
Ms C Johnson	- Teacher Representative
Ms J Morris-Boam	- Leeds Voice Children and Young People Services Forum Representative

52 Chair's Opening Remarks

The Chair welcomed all in attendance to the December meeting of the Scrutiny Board (Children's Services). In particular, the Chair welcomed Ms C Johnson to her first meeting of the Board.

53 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair admitted to the agenda a report of the Inclusion Consultation Working Group, which was to be considered as part of agenda item 9. The working group had not yet met at the time of agenda despatch and the report needed to be considered by the Board to determine whether further action was required (Minute No. 59 refers).

54 Declaration of Interests

Councillor Driver declared a personal interest in relation to agenda item 8, Scrutiny Inquiry – Education Standards – Entering the Education System, due to being Chair of the Children's Centre at Windmill Primary School (Minute No. 58 refers).

Councillor Lancaster declared a personal interest in relation to agenda item 8, Scrutiny Inquiry – Education Standards – Entering the Education System, due to being a Member of the Pre-School Learning Alliance (Minute No. 58 refers).

Councillor Renshaw declared a personal interest in relation to agenda item 8, Scrutiny Inquiry – Education Standards – Entering the Education System, due to being a Governor at Rodillian High School (Minute No. 58 refers).

Mrs S Hutchinson declared a personal interest in relation to agenda item 8, Scrutiny Inquiry – Education Standards – Entering the Education System, due to being a provider of Early Years and Governor at Allerton Primary School (Minute No. 58 refers).

A further declaration of interest was made at a later point in the meeting (Minute No 58 refers).

55 Apologies for Absence

Apologies for absence were submitted by Councillors Elliott, J McKenna, Townsley, Mr Falkingham and Ms Kayani.

56 Minutes - 13th November 2008

RESOLVED – That the minutes of the meeting held on 13th November 2008 be confirmed as a correct record.

57 Breeze Youth Promise

Further to Minute No. 40 of the meeting held on 16th October 2008, the Head of Scrutiny and Member Development submitted a report which introduced the Breeze Youth Promise. Appended for Members' information was a report in response to the Board's recommendations and a copy of the Breeze Youth Promise.

The Chair welcomed the following officers to the meeting:-

- Deborah Howe, Children's Involvement Advocate; and
- Dave Ashwell, Youth and Voluntary Sector Engagement Manager.

The Board was informed that consultation had been undertaken with young people on the Breeze Youth Promise. Feedback from the consultation indicated more local services were needed and further detail was required about the range of services on offer. The Children's Involvement Advocate reported that the final version was being finalised by ROAR and the Youth Council. The Board was informed that the Youth Council had established a Task Group to meet with Breeze, which involved discussing ways to develop the Promise and hold service providers to account.

Members' queries and comments were then invited and the main areas of discussion were:-

- Publicising the Promise.
- Engaging with young people and improving participation.
- Ensuring that young people had a safe place to go.
- Improving affordable access to services, particularly for those in deprived areas.
- Involving Elected Members and raising awareness of local services on offer.

The Board agreed that the appropriate way to continue to monitor delivery of the Promise would be for the working group on involving young people in scrutiny to meet with the young people's Breeze Youth Promise group.

The Chair thanked the officers for their attendance at the meeting.

RESOLVED – That the report and information appended to the report be noted.

(Councillor Cleasby joined the meeting at 10.30 am, during the consideration of this item).

58 Scrutiny Inquiry - Education Standards - Entering the Education System

Further to Minute No. 16 of the meeting held on 17th July 2008, the Head of Scrutiny and Member Development submitted a report which introduced the evidence to be considered as part of the first formal session of the Board's inquiry into Education Standards – Entering the Education System.

Appended to the report was a copy of the draft terms of reference together with a background report for the Board's consideration.

The following officers attended the meeting and responded to Members' questions and comments:-

- Andrea Richardson, Quality and Standards Manager (Early Years);
- Liz Bradley, Early Years Foundation Stage Improvement Manager;
- and
- Christine Halsall, Head of Primary School Involvement.

The evidence which had been submitted was introduced and presented to the Board by relevant officers. A question and answer session then ensued and the main areas of discussion were as follows:-

- The new statutory framework for assessment.
- The need to ensure continuity between settings, particularly early years into school.
- Engaging with cross sector agencies and providers.
- The need to maintain standards at all stages of transition.

- The process for assessing children with additional needs, particularly those with complex needs.
- Concern that some of the figures provided in the report were unclear.
- The need to improve standards for children at risk of becoming NEET (Not in Education, Employment or Training) from a very early age.
- The need to improve services for families.
- Concern that there had been a poor response to the transitional reports issued to schools by some Early Years providers.
- The need for governance arrangements of Children's Centres to be representative of a broad range of services in all cases.
- The need for a greater focus in the report on the main practicalities, locality working and evidence of joined up working.
- The differences between a traditionally more holistic approach within early years settings, and schools' focus on the standards agenda.

The Chair thanked the officers for their attendance. Members were advised that the next session of the Board's Inquiry was March 2009.

RESOLVED – That the issues raised at the first session of the Inquiry, be noted.

(Mrs S Knights declared a personal interest in this item due to being Chair of Leeds Citywide Family Forum).

59 Recommendation Tracking – Inclusion consultation

Further to Minute No. 40 of the meeting held on 17th July, 2008, the Head of Scrutiny and Member Development submitted a report, which updated Members on progress against the recommendation on inclusion consultation.

Appended for Members' information was a report of the Inclusion Consultation Working Group.

The Board was advised that the Working Group recommended convening another meeting in January 2009 to consider further progress against the recommendation.

RESOLVED – That the report and information appended to the report be agreed.

60 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 current municipal year.

Appended to the report for Members' information was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1st December 2008 to 31st March 2009, which related

to the Board's remit, together with the minutes from the Executive Board meeting held on 5th November, 2008.

The Board was informed that an item on safeguarding had been added to the work programme for January 2009. Due to the increased workload, Members agreed where possible to receive the quarterly updates in January 2009 for noting purposes only. Members also agreed to schedule an additional meeting of the Board on 7th May 2009.

RESOLVED – That subject to the comments raised at the meeting, the work programme be approved.

61 Date and Time of Next Meeting

Thursday 8th January 2009 at 9.45 am with a pre-meeting for Board Members at 9.15 am.

(The meeting concluded at 11.28 am).

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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: 8 January 2009

Subject: Request for Scrutiny

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 A request for scrutiny has been received from Mr Mike Shaw, chair of governors at Meadowfield Primary School. Mr Shaw has been invited to attend the Board meeting to briefly outline the reason for his request.
- 1.2 The Scrutiny Board Procedure Rules state that a Board ".....shall consider a request from any (other) source to conduct an Inquiry. All such requests for an Inquiry must be submitted in writing to the Proper Officer. The Proper Officer shall add the request to the agenda for the next Ordinary Meeting of the relevant Scrutiny Board. The Proper Office shall acknowledge all such requests for an Inquiry. At the next Ordinary Meeting, the Scrutiny Board shall consider any request for an Inquiry which the Proper Officer has added to the agenda.
- 1.3 Where the request has not come from the Executive or the Council, the person or body making the request will be invited to attend the Board's meeting to explain the reasons for the request. The Scrutiny Board Chair will decide how much time will be given to the person or body for addressing the Scrutiny Board. The Proper Officer will inform whoever submitted the request and any other relevant parties about the decision of the Scrutiny Board."

2.0 OPTIONS FOR INVESTIGATIONS AND INQUIRIES

- 2.1 The Scrutiny Board is required to consider whether an Inquiry into this matter is appropriate and if so, what form that Inquiry shall take.
- 2.2 When deciding whether the Board will pursue a request for Scrutiny, it is important for Members to consider the request in the context of the Board's terms of reference, its existing Work Programme and commitments.

3.0 RECOMMENDATION

- 3.1 The Board is asked to consider the request for Scrutiny and to consider whether further investigation is to be undertaken.

Background papers

Scrutiny Board Procedure Rules



Report of the Director of Children’s Service

Scrutiny Board (Children’s Services)

Date: 11th January 2009

Subject: Safeguarding Children In Leeds: An Overview of our Leeds Safeguarding Children Board and the wider current context

Electoral Wards Affected: All

Specific Implications For:

Equality and Diversity	<input checked="" type="checkbox"/>
Community Cohesion	<input checked="" type="checkbox"/>
Narrowing the Gap	<input checked="" type="checkbox"/>

1.0 Background

1.1 ‘Safeguarding’ describes the multi-agency responsibility of all those who work with children and young people to ensure that they are safe, protected and well cared for, giving them the best chance to develop and grow up healthy, and well prepared for adulthood.

1.2 Safeguarding children and young people is a shared responsibility across all those working in children’s services in Leeds. Putting safeguarding at the heart of children’s services work underpins much of the policy and legislation that the government introduced through and since the 2004 Children Act. In Leeds this shared responsibility is clearly reflected in the Children and Young People’s Plan which states that:

‘Fundamental to achieving our aims is the need for building a culture of safeguarding in everything we do – to ensure we all work to make children and young people safe and to promote their wellbeing. Safeguarding is an essential part of everyone’s responsibility across the partnership’.

1.3 The *Children Act* 2004 heralded a broader approach to safeguarding children and young people. It widened the previous focus on the ‘child protection’ of children and young people suffering, or at risk of suffering, significant harm to include preventative and universal services and community safety. Significantly, every agency delivering services to children and young people (or coming into contact with them in the course of their work) were made responsible for contributing to the ‘safeguarding and promotion of their

welfare.’ Children and Young People’s Social Care was no longer to be viewed as the sole agency with responsibility for their safety.

- 1.4 The *Act* required each local authority to establish a Local Safeguarding Children Board (LSCB), replacing Area Child Protection Committees. Detailed guidance was provided in Chapter 3 of *Working Together to Safeguard Children 2006*.
- 1.5 The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children and young people and for ensuring the effectiveness of that work. The LSCB therefore helps to co-ordinate and performance manage safeguarding functions across multiple agencies.
- 1.6 The Leeds Safeguarding Children Board is part of the wider children’s trust arrangements in Leeds. It works alongside the Children Leeds Partnership and Integrated Strategic Commissioning Board to help ensure that safeguarding considerations inform planning, development and commissioning of services. However, the Board also maintains a degree of independence (reflected in the appointment of an Independent Chair not connected with the local authority) to help it undertake its monitoring role objectively.
- 1.5 As it is the responsibility of the LSCB to take the overview of safeguarding work across partner agencies in Leeds, this report provides more detail about the Board’s work, the current national context and the position in Leeds in relation this. The report is complemented by two appendix, the first is the Board’s Annual Review completed in July 2008, it gives a sense of the range of the work the Board is involved in, how this links to safeguarding activities and awareness within services, and some of the areas of work the Board is currently developing. The second document is the Board’s business plan, which again demonstrates the range of safeguarding work taking place in Leeds and how this is managed by the Board over the year. These documents and further information about safeguarding Leeds are available on the Leeds LSCB website: <http://www.leedslscb.org.uk/>.
- 1.6 In Leeds it is recognised that the effective safeguarding of children and young people comes both from the practices people undertake and also the culture that underpins this practice. As such the Safeguarding Board’s work, and wider safeguarding considerations aim to address not only the practical side of people’s work, but also the support and guidance they receive to do this more effectively.

2.0 The Development of the Leeds Safeguarding Children Board

- 2.1 Leeds made the transition to LSCB in April 2006, appointing a board manager in April 2007. A 3 year business plan (2007 – 10) was agreed by the Board in July 2007, focusing on the objectives and functions detailed in guidance. The plan was refreshed in July 2008 to take account of increasing expectations and responsibilities and continues to be updated on a quarterly basis. The

Annual Review 2007/08 (attached at appendix 1) reported on progress made and identifies areas for further attention. Key areas of progress included updating safeguarding procedures across the region (working with regional partners) and initiating an audit process of partner agency compliance with Section 11 of the Children Act 2004 ('Duty to Safeguard'). Areas the Review identified for further development include the monitoring of incidents of domestic violence and continuing to adapt serious case review processes in light of changing Ofsted expectations (discussed further below).

- 2.2 Leeds appointed an Independent Chair of the LSCB in July 2007. Working in liaison with the Director of Children's Services and the Executive Lead Member, she has brought an external objectivity to the work of the Board and a clarity about its role in holding partner agencies to account for their safeguarding activity.
- 2.3 The refreshed LSCB Business Plan 2008/09 has taken account of the recommendations made in the third Chief Inspectors' report on safeguarding and progress is being made against objectives outlined therein.
- 2.4 An audit of partner agency compliance with s(11) of the Children Act 2004 ('duty to safeguard') has been initiated, indicating good progress overall and identifying areas for improvement. An audit of Third Sector agencies is ongoing.
- 2.5 By the end of 2007/08 the LSCB had recognised the increasing importance being attached to the undertaking of and learning the lessons from Serious Case Reviews and staffing resources within the LSCB support team have been reconfigured to support the increased workload involved.
- 2.6 A multi agency standing Serious Case Review Panel has been established, meeting on a monthly basis, to consider serious child care incidents in Leeds and to make recommendations about undertaking reviews to the Independent Chair.
- 2.7 Since 2007 five Serious Case Reviews have been initiated in Leeds, two being accepted by the Board in July and one in November 2008. To date Ofsted have supplied details of their evaluation on one of these, judged to be 'adequate. ' Two Serious Case Reviews are in the final stages of completion and will be presented to the Board at its meeting in January 2009
- 2.8 The importance of external objectivity in undertaking reviews has been acknowledged in procedures developed by the Board. Four of the Overview Reports of these reviews have been commissioned from consultants external to Leeds. Multi agency implementation of action plans resulting from serious case reviews are monitored by the LSCB Performance Management sub group.

3.0 Recent National Developments

- 3.1 In July 2008 'Safeguarding Children: the third Chief Inspectors' report on *Arrangements to Safeguard Children*' was published, with a response from the Department for Children, Schools and Families, '*Safeguarding the young and vulnerable*' in November.
- 3.2 The recommendations seek to further embed the reforms initiated by the *Children Act 2004* with an emphasis on ensuring consistent implementation by all partner agencies. Particular attention is given to the safeguarding needs of children and young people who are particularly vulnerable e.g. 'looked after', in the Secure Estate and those living in the context of parental mental health problems, substance mis-use and domestic violence.
- 3.3 LSCBs are charged with improving the consistency with which decisions to undertake Serious Case Reviews are taken and the implementation of lessons learnt from the process.
- 3.4 In the autumn of 2008 the DCSF announced plans to undertake a national review of the effectiveness of LSCBs and of the impact of Serious Case Reviews (where a child has died or suffered a serious injury and abuse or neglect is viewed as having been a factor in the death) on improving safeguarding services for children and young people. These have subsequently been included in Lord Laming's independent review of progress being made across the country in implementing effective arrangements for safeguarding.
- 3.5 Events in Haringey in November 2008, following the criminal trial with respect to the death of 'Baby P', have shone a national spotlight on safeguarding services, inspection arrangements undertaken by Ofsted, the independence of LSCBs and the outcomes of Serious Case Reviews.
- 3.6 A decision was taken that Ofsted, the Healthcare Commission and the Chief Inspector of Constabulary should carry out an urgent inspection of safeguarding in Haringey. The findings were critical of several elements of safeguarding practice. Like many authorities, Leeds is checking its own practice in light of the findings and the wider context of the Baby P case.

4.0 The Current Position of the Safeguarding Board In Leeds

- 4.1 Leeds has contributed to the Laming Review of safeguarding through the submission of the Association of Directors of Children's Services, outlining areas of good practice and identifying barriers to the implementation of improvements.
- 4.2 Key partner agencies in Leeds are undertaking reviews of their safeguarding services in the light of concerns raised about Haringey by Ofsted. Children and Young People's Social Care are auditing the cases of children and young

people subject to a Child Protection Plan, to assess compliance with procedures and identify areas for improvement.

- 4.3 The LSCB, through its standing sub groups, is considering the implications of issues arising from Haringey and undertaking a 'stocktake' of its compliance with its statutory responsibilities. A full review is an agenda item at the LSCB meeting in January 2009.

5.0 Conclusions

- 5.1 Safeguarding is a priority for all Children's Services in Leeds and a responsibility of all those working with children and young people across the city. Recent national developments have highlighted the importance of this and raised the profile of safeguarding work.
- 5.2 The Leeds Safeguarding Children Board has a key role in taking an overview of safeguarding work across the city. This report (and its appendix) demonstrates the variety of responsibilities this incorporates. The Board has made good overall progress and impact since its introduction in Leeds. In light of recent national developments it is therefore well placed to carry out the learning, monitoring and advisory role that will be essential to ensure lessons from these developments contribute to stronger safeguarding practice in the future.

Background papers

None

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LSCB

ANNUAL REVIEW JULY 2008

1.0 OVERVIEW FROM INDEPENDENT CHAIR

This, the second annual review of Leeds Safeguarding Children Board, demonstrates the significant progress which has been made towards achieving the ambitious objectives which were outlined in the first year of the Board's three year Business Plan. Attendance of both statutory and non-statutory partners at Board and Sub Group meetings has continued to be excellent and it is this level of commitment alongside high quality business support which has made the progress possible.

This report details the range of important work which has been developed and progressed. This has included the development of an E safety strategy, establishing independent processes for Serious Case Reviews, a collaborative approach across West Yorkshire to reviewing childhood deaths which became a statutory requirement from 01.04.08 and improving recruitment and selection practices. In order to demonstrate its commitment to safer recruitment, the LSCB has decided that all members must have enhanced CRB checks and the constitution is being amended to reflect that.

A Joint Area Review (JAR) took place during 2007 and as part of that process the LSCB Manager, Sub Group Chairs and myself were interviewed by inspectors who concluded that good progress had been made in developing the LSCB which they described as being well managed. They also indicated that the comprehensive Business Plan set out an appropriate plan of work. Positive comments included the LSCB being proactive in reviewing and updating inter agency policies and procedures, good arrangements for information sharing between agencies, the good quality and coverage of safeguarding training with action plans from Serious Case Reviews being incorporated effectively into that and the analysis of its impact on practice.

Despite the progress which has been made, the overall judgment for safeguarding was adequate which needs to be improved upon to ensure that children and young people in Leeds receive services which are assessed as good. The Business Plan is being updated to reflect the findings of the JAR, the Government's Staying Safe Action Plan (aimed at improving children's safety) and the Third Joint Chief Inspectors' Review on Arrangements to Safeguard Children (launched on 8 July 2008) to which the LSCB contributed via a Chairs' Survey and interview. Areas to be addressed include improved arrangements for safeguarding those who are at risk of sexual exploitation, in danger of forced marriages and those missing from home and education.

As well as the Board being responsible for monitoring the effectiveness of services in Leeds, for which it is refining its performance management framework, it is important that it is able to measure its own effectiveness. During the coming year performance measures will be developed which will help us to assess how well we are doing and to what extent we are

impacting positively on the safeguarding agenda. That should be assisted by strengthening arrangements for service users to contribute their views.

Whilst there are many challenges ahead there is a good foundation on which to build and with the continued support of all those involved, directly or indirectly, in the Board's work I am confident that the progress will be maintained.

Judith Dodd
Independent Chair
14.07.08

2.0 REVIEW OF 2007/08 AND PLANNING FOR 2008/09

The Business Plan 2007/08 was structured specifically to focus on facilitating compliance with chapter 3 of Working Together 2006 which sets out the objectives and functions of Local Safeguarding Children Boards. It has been reviewed and updated on a quarterly basis by the Board, its Executive, Sub Groups and Area Safeguarding Children Groups.

Overall progress against the business plan has been good, with key systems and processes in place on or before the Working Together deadline on 1 April 2008 for transition from the arrangements of the previous ACPC. The Business Plan (see appendix 1) details progress made and areas requiring further attention. Consistent with Working Together 2006 guidance, the board has focussed initially on protective and preventative activities and responsibilities. Consideration will be given in 2008/09 to further engagement with wider safeguarding issues affecting children and young people in Leeds.

2.1 Co-ordination of activity to safeguard and promote the welfare of children and young people.

2.1.1 Policies and Procedures

2007/08 saw consolidation by the LSCB Policy and Procedure sub group of work undertaken to update interagency safeguarding procedures, available on the LSCB website from 3 July 2007. New model child protection procedures for Third Sector agencies have been developed and disseminated. An E safety task group has been established and has initiated the production of an E Safety strategy in line with BECTA guidance. A multi agency working party has undertaken work to agree consistent, common thresholds to underpin inter agency assessments of need, interventions and joint working. The resultant electronic document 'Levels of Need' is available on the Children Leeds website. The group will act as a reference point through 2008/09 for agreement between agencies about the delivery of services to meet identified levels of need.

The Policy and Procedure Sub Group has identified the following areas of work for 2008/09: considering the impact on procedures of the introduction of Contact Point; reviewing joint protocols between adult and children's services; and revising West Yorkshire Safeguarding Procedures with respect to the process for undertaking serious case reviews.

Leeds recognised the concerns that children and young people have about bullying a number of years ago and has developed an anti bullying strategy incorporating wide publicity and a training programme. Using the 'Tell Us' survey the LSCB Performance Management sub group will review the effectiveness of the strategy in the Autumn 2008.

2.1.2 Protection of Children and Young People

The Board has promoted the development of services to protect children and young people who are suffering, or at risk of suffering significant harm. A notable initiative has been the audit undertaken by the National Children's Bureau, reviewing the effectiveness of collaborative work between adult and children's services to children and young people living in the context of parental substance misuse and / or mental health problems. Work will continue in 2008/09 to develop joint working protocols and to consider the needs of such children and young people who are living in acute stress and are at risk of becoming 'looked after' by the local authority.

The LSCB has promoted a focus on the child in the revision of the Leeds Domestic Violence Strategy. Discussions are taking place between West Yorkshire Police and Children and Young People's Social Care regarding the monitoring of domestic violence incidents with a view to assessing the risk to children and young people of repeat notifications.

2.1.3 Safeguarding Vulnerable Groups

The Board has sought to highlight the needs of groups of children and young people who are potentially more vulnerable than the general population. Collaboration on a West Yorkshire basis has produced an inter agency protocol for responding to children and young people who are missing from home. A LSCB task group has been established to consider how agencies in Leeds can best meet the needs of this group and will be making recommendations to the Board in 2008/09 based on the Young Runaways Action Plan (DCSF 2008).

The safeguarding needs of children and young people who are disabled continue to be addressed in the LSCB training programme and a section on intimate care has been included in interagency procedures. The Performance Management Sub Group will review the effectiveness of protective services for this vulnerable group in 2008/09.

The LSCB is aware that the size of the looked after population in Leeds is higher than comparators and is keen to monitor the implementation of plans to gradually reduce the number over the coming years. Issues of threshold application, the effectiveness of preventive services and the quality of care provided to looked after children and young people will be key factors in this.

Children and young people who are unaccompanied asylum seekers represent a particularly vulnerable group. Children and Young People's Social Care has established a dedicated Independent Reviewing Officer post to ensure compliance with reviewing regulations relating to children who are 'looked after.' The Performance Management Sub Group will monitor outcomes for this group in 2008/09.

2.1.4 Training

The Learning and Development sub group, supported by the training and development officer has maintained and enhanced an LSCB interagency safeguarding training programme which is well attended and continues to receive positive evaluations from participants. Follow on workshops from the city wide neglect conference were held in the autumn of 2007, allowing participants to explore issues in greater detail. The Joint Area Review in 2007 identified 'the quality of, and access to, safeguarding training' as a significant strength.

Priorities for training identified for 2008/09 include: report writing for serious case reviews; the implications of the establishment of the Independent Safeguarding Authority; the introduction of new Royal College of Paediatrics and Child Health guidance on the physical signs of sexual abuse; and collaborative working between adult and children's services.

2.1.5 Recruitment

Revised recruitment and selection procedures were included in the up date of interagency safeguarding procedures which have been available on the LSCB website since July 2007. In order to support their implementation a training programme run by accredited National College for School Leadership trainers was rolled out in the autumn of 2007 and regular events have been included in the LSCB training programme for 2008/09. Compliance of partner agencies with the new procedures is being monitored through an audit of responsibilities set out under s(11) of the Children Act 2004.

2.1.6 Allegations Concerning Staff

Although data about allegations against people who work with children and young people has been maintained in Leeds for a number of years, 2007/08 was the first year for which figures were required to be submitted to the DCSF. The new requirements for data collection do not allow for ready comparison with previous years but the number of allegations (80) indicates little change. The largest number of referrals were from Children & Young People's Social Care, Education and the Secure Estate. This is consistent with previous years and with the experience that allegations are more likely to be made against workers in sole charge of young people over longer periods of time. Although comparative national data has yet to be published, information shared within the region suggests that Leeds has a comparatively high number of allegations reported to the Local Authority Designated Officer, which is likely to be indicative of well embedded policies and procedures.

Allegations of physical abuse comprised 67% of the total and 90% of the allegations within the Secure Estate were linked to incidents of authorised physical intervention or restraint. Allegations of emotional abuse were exclusively against staff who were, in effect, exercising parental roles (e.g. foster carers, residential workers) and it is encouraging that these are being referred as potential child protection issues and thus subject to external scrutiny.

It has proved difficult to differentiate between 'unfounded,' 'unsubstantiated' and 'malicious' allegations. A substantial number of allegations (in excess of 50%) were unwitnessed, denied or impossible to prove or disprove, hence them being 'unsubstantiated.'

2.1.7 Children and Young People who are Privately Fostered

Since June 2007 considerable work has been undertaken to raise the private fostering profile with numerous briefings to a wide range of people and organisations. Publicity material, including posters and leaflets on private fostering for staff, private foster carers and parents has been produced and disseminated widely. Further work is needed to identify private fostering arrangements not listed and to record any information collected accurately on Children & Young people's Social Care's electronic recording system. A better analysis of data is required as is the need to improve monitoring of all work undertaken in respect of private fostering.

The National Minimum Standards for Private Fostering 2005 were used as a template for the development of a three year plan to ensure minimum requirements are achieved. New procedures have been written and implemented for conducting private fostering assessments, and arrangements have been made for reviewing and monitoring of the service.

Despite this above activity numbers of identified private fostering arrangements remain very low and it is difficult to know what the actual or potential figures might be. However, it is

hoped that continued local and national awareness raising will increase notification of private fostering arrangements in the future.

Information from other Local Authorities confirms that successful publicity is better by using a “drip, drip” approach as big campaigns have not resulted in wide scale identification of private fostering arrangements.

2.1.8 Interagency Child Protection Processes

The transition from ‘Child Protection Register’ to ‘a list of children subject to a child protection plan’ was accomplished in the autumn of 2007, alongside enhanced expectations about the multi agency sharing of information prior to child protection conferences. A review of the role of conference chairs resulted in a process being implemented whereby chairs, in exceptional circumstances, can overrule a conference decision if they feel that it is not consistent with the information shared. When a decision is overruled in these circumstances a multi agency review meeting is held within one month.

2.1.9 Planning and Commissioning of Services

The Board has engaged in the formalisation of governance arrangements within Children Leeds and has established links with bodies in the city who contribute to safeguarding activity. Inputs into the annual refreshing of the Children and Young People’s Plan have contributed to ensuring that ‘safeguarding’ remains a key component.

Work is ongoing to ensure that tendering and contracting processes for services commissioned by Leeds City Council include appropriate consideration of safeguarding issues.

2.1.10 Licensing Act 2003 & Gambling Act 2006

The LSCB support team receives all licence applications and has engaged with the Licensing Authorities where concerns have been raised in relation to children and young people. A more structured approach to reviewing and monitoring all applications is to be considered in 2008/09.

2.1.11 Raising Awareness of the Need to Safeguard and Promote the Welfare of Children and Young People

The work of the Area Safeguarding Children Groups in the 5 wedges of the city has been crucial in raising awareness amongst practitioners and first line managers about an interagency approach to children and young people grounded in ‘safeguarding and promoting welfare.’ They facilitate interagency support groups which enable specific issues to be considered (e.g. learning the lessons from serious case reviews) and allow the networking to take place which is a necessary requirement for effective inter agency collaboration.

The Third Sector sub group (voluntary, community and faith organisations) acknowledges the particular challenges faced by small independent organisations in adopting and embedding a culture of safeguarding. Work is being undertaken on a communication strategy specifically for this sector and links have been made with Leeds VOICE. A series of workshops have been run for agencies to consider the implications of the ‘duty to safeguard’ as outlined in s(11) of the Children Act 2004 and support is being provided to agencies in the completion of the LSCB self audit tool. A city wide conference for Third Sector organisations is being planned for 2008/09.

Presentations about the role of the LSCB to groups of professionals in various agencies have been delivered by the LSCB manager and to multi agency audiences through the Open Forum events in 2007.

The development of a LSCB communication strategy to widen information available to all agencies and the public is viewed as a priority for 2008/09. Work is ongoing to update the LSCB website to support this initiative.

2.1.12 Responding to Unexpected Child Deaths

Leeds played a central role in the development of a West Yorkshire protocol for responding to unexpected child deaths, with the PCT establishing a 'rapid response' service that was operational on 1 April 2008. The operation of this service will be monitored through 2008/09.

Where the deaths of children have attracted media attention, close co-operation between agencies and communications officers has ensured that press statements are drafted and agreed in a timely manner.

2.2 Ensuring the Effectiveness of Work in Leeds to Safeguard and Promote the Welfare of Children and Young People

2.2.1 Partner Agency Compliance with Statutory Safeguarding Requirements

The Performance Management sub group has developed a self evaluation audit tool to review compliance with the requirement of 'a duty to safeguard' (s11 Children Act 2004). A phased audit process has been initiated, commencing with agencies which are represented on the Board. An initial analysis of the returns from these key agencies involved in safeguarding children and young people has been presented to the Board, indicating a high overall level of compliance overall and identifying common areas for improvement, including: the availability of information for children and young people, safer recruitment practices, initiating Common Assessments, and establishing robust information systems. The audit tool requires agencies to outline improvement plans, progress against which will be audited in 2008/09.

The second phase of the audit has engaged with Third Sector agencies, supported through workshops run by the Third Sector sub group in conjunction with the Children and Young People's Forum. Initial findings will be available in the Autumn 2008, allowing the broadening of a multi agency overview and identifying the support needs of the Third Sector.

The performance management framework has been refined and will provide a structure to collate outputs and outcomes from partner agencies and facilitate an overview of the effectiveness of safeguarding activity in Leeds. The sub group has identified priorities for 2008/09 that includes: children and young people who are 'looked after;' thresholds for assessment and intervention; safeguarding children with disabilities; and children who are missing.

2.2.2 Serious Case Reviews

In the light of the revised West Yorkshire Inter Agency Safeguarding Procedures the Board has reviewed and developed processes to undertake serious case reviews, giving particular attention to the need for appropriate independence in the role of overview report author, the composition of standing and overview panels and decision making regarding the undertaking of a review. Increased involvement by Ofsted and Government Office in monitoring and evaluating Serious Case Reviews has prompted the Board to recognise that dedicated capacity to manage the process is required within the LSCB support team.

In 2007/08 the LSCB progressed one Serious Case Review and commissioned four others, one of which has been undertaken in collaboration with the MAPPA Strategic Board. Overview reports for two reviews were received by the LSCB in July 2008, with three cases still being progressed. Partner agencies continue to contribute to reviews undertaken by other Local Safeguarding Children Boards.

A biennial review of serious case reviews in Leeds (2005 – 07) was received by the Board, identifying areas for improvement that included: communication between agencies; responding to cases of neglect; supervision of staff; undertaking assessments; and the application of thresholds.

Action plans resulting from serious case reviews are monitored by the Performance Management sub group and lessons learned considered by all sub and area groups. Dissemination of messages from reviews occurs in city wide and area events for practitioners and first line managers. In the annual review process all sub and area groups identified learning the lessons from serious case reviews as being a priority for 2008/09.

2.2.3 Child Death Overview Panel

The Board took a lead role in the development of a West Yorkshire Protocol for the collection and analysis of information about all child deaths and developed processes and procedures that enabled a system to be operational on 1 April 2008. Panel meetings occur on a monthly basis and a first annual report providing analysis and identifying trends will be available to the Board in the Autumn of 2009.

2.3 Development of the Leeds Safeguarding Children Board

2.3.1 Governance Arrangements within the Children's Trust Arrangements

The Board has engaged in events arranged by Children Leeds, inputting information about the purpose, role and independence of the LSCB. A review of the Board constitution, terms of reference etc for all constituent groups has been undertaken with revisions to be received in 2008/09.

The Independent Chair of the LSCB has regular meetings with the Director of Children's Services and the Lead Member in order to ensure they are briefed appropriately about relevant safeguarding issues.

2.3.2 Links with Bodies in Leeds who Contribute to Safeguarding

Representation and involvement with the other bodies such as Safer Leeds, the Integrated Strategic Commissioning Board etc has been established. Further development of these links will occur in 2008/09 to ensure effective communication and influence.

2.3.3 Participation of Children, Young People, Parents and Carers

The East Area Safeguarding Children group in conjunction with a local children's centre is piloting the establishment of a parents / carers reference group and links are being made to established participation process for children and young people in Leeds such as the Youth Council. Developing an effective participation strategy is a key task for the Board in 2008/09.

2.3.4 Organisational Structure

A review of constituent components of the Board indicates that the current structure is fit for purpose. Capacity issues remain a challenge for members in all groups, but motivation and energy levels are high. There is a commitment from staff in all partner agencies to improve safeguarding outcomes for children and young people in Leeds.

2.3.5 Resourcing the Work of the Board and the LSCB Support Team (see appendix 2)

The Board reviewed resource requirements in autumn 2007, increasing the annual budget from £157,000 to £305, 000 for 2008/09 in order to ensure compliance with the requirements for LSCBs outlined in Working Together 2006. The uplift was largely borne by Children's Services and Health partner agencies . The budget will be reviewed in the Autumn 2008 in the light of the developing understanding of the role and cost of the Board's safeguarding activities. The annual financial statement for 2007/08 indicates a slight under spend of £8,000 over the year.

The increased demands in relation to undertaking serious case reviews has resulted in changes to planned recruitment to the development worker post. A decision to include management of serious case reviews in the job role has implications for the degree of support that can be offered to small Third Sector agencies.

In establishing itself, the LSCB support team has been hampered by delays in recruitment to development, administrative and training officer (maternity leave) posts. Agency workers are being used in 2008/09 to ensure key tasks are undertaken and developed whilst recruitment processes bear fruition.

2.3.6 LSCB Business Plan 2007 – 10 (see appendix 1)

The plan was established with a high level of input from LSCB members throughout its structure. It is reviewed on a quarterly basis by all constituent groups, allowing progress to be monitored and adjustments made in accordance with changing priorities.

Bryan Gocke, LSCB Manager
31 July 2008

LSCB Annual Review July 2008

Appendix 1 : ANNUAL REVIEW OF BUSINESS PLAN 2007 – 2008

Format based on Working Together 2006, Chapter 3:

- Objective 1 : To co-ordinate work in Leeds by each person or body to safeguard and promote the welfare of children and young people.
- Objective 2: To ensure the effectiveness of work by each person or body in Leeds to safeguard and promote the welfare of children and young people.
- Objective 3: To develop the Leeds Safeguarding Children Board

This is a review, received and accepted by the Board on 22 July 2008, of the first year of the LSCB Business Plan 2007 – 10.

Progress towards targets

In order to easily monitor progress the LSCB has adopted a traffic light system for the business plan:

GREEN = Task is completed, everything is in place and up to date.

AMBER = Work is planned and being undertaken

RED = Work has yet to be planned / started

Objective 1					
1.1 Developing policies and procedures for safeguarding and promoting the welfare of children					
Aim	Tasks	Timescale	Responsible Officer(s)/Agencies	Status (Red, Amber, Green)	Resource Implications/ Progress
1.1.1 To develop consistent common thresholds to underpin inter agency assessments and joint working	1) Production of Common Thresholds guidance - 'Levels of Need & Service Delivery'	To Policy & Procedure sub June 2008 To LSCB July 2008	Levels of Need & Service Delivery Working Party	GREEN	Levels of Need document on Children Leeds website Sep 2008
1.1.2 To develop an e safety strategy for Leeds in line with BECTA guidance.	1) Convene an e safety strategy group as a sub group of the LSCB	Feb 2008	LSCB Manager + Corporate IT	GREEN	

	2) Identify LSCB e safety champion	Jan 2008	Champion = Til Wright (Education Leeds)	GREEN	
	3) Develop e safety policies and procedures	Nov 2008	Strategy group + Policy & Procedure sub	AMBER	Outline Strategy developed Jun 08
	4) Development & implementation of strategies for communication, awareness raising, training	Sep 2008	Strategy group + LSCB sub groups	AMBER	
	5) To deliver internet safety training (based on NSPCC package)	2008/09	Learning & Development sub	GREEN	Included in 2008/09 programme.
1.1.3 Implement revised inter agency safeguarding procedures	1) Launch Safeguarding Procedures via LSCB website	2 July 2007	LSCB Manager	GREEN	New procedures accessible on website from 02/07/07.
1.1.4 To ensure that 3 rd sector single agency policies and procedures are consistent with	1) To update model child protection policies and procedures	April 2008	3 rd Sector sub supported by Policy & Procedure sub.	GREEN	Available from Mar 2008

inter-agency Safeguarding procedures					
Objective 1					
1.2 Ensure that effective response work is undertaken to protect children and young people who are suffering or at risk of significant harm:					
Aim	Tasks	Timescale	Responsible Officer(s)/Agencies	Status (Red, Amber, Green)	Resource Implications/ Progress
1.2.1 In the context of domestic violence	1) To ensure an appropriate focus on the child in the revision of the Domestic Violence Plan	Revised DV plan to LSCB April 2008	Safer Leeds, C&YPSC & DCSU	GREEN	
	2) To review operation of the system of Police notification / referral to Children & Young People Social Care	Jan 2008	C&YPSC & West Yorkshire Police	GREEN	
	3) To develop a monitoring system for Police notifications of DV	Oct 2008	C&YPSC & West Yorkshire Police	AMBER	Options for hosting this function currently being considered
	4) To ensure DV indicators in LSCB performance management framework	Sep 2008	DCSU & Performance Management sub	AMBER	

1.2.2 In the context of parental substance misuse and parental mental ill-health	1) To consider the recommendations of the National Children's Bureau case file audit	LSCB July 2007	Nation Children's Bureau	GREEN	Integrated Strategic Commissioning Board updated June 2007 LSCB accepted recommendations July 2007

	<p>2) To progress recommendations of National Children's Bureau audit:</p> <ul style="list-style-type: none"> • Establish Steering Group • Develop action plan • Development of joint working protocols 	<p>October 2007</p> <p>Nov 2007</p> <p>Jan 2009</p>	<p>LSCB Manager</p> <p>NCB & Steering Group</p> <p>NCB & Steering Group</p>	<p>GREEN</p> <p>GREEN</p> <p>AMBER</p>	<p>NCB contracted to complete protocols</p>
1.2.4 In the context of bullying	1) To consider the Anti-Bullying Strategy and its implementation	Presentation to LSCB July 2007	Anti Bullying Strategy Group	GREEN	Strategy & recommendations accepted by LSCB July 2007 Action Plan received by Board 16/10/07

	2) To identify an LSCB Anti Bullying Champion	Sep 2007	Champion = Til Wright(Education)	GREEN	
	3) To receive monitoring and evaluation information re: • Prevalence • Effectiveness of the strategy	Oct 2007 Oct 2008	Performance Management sub	GREEN AMBER	Tell Us survey
1.2.5 In the context of sexual exploitation	1) W. Yorks protocol for protecting children and young people from sexual exploitation to be completed	July 2008	Policy & Procedure sub	GREEN	Included in W. Yorks interagency procedures
1.2.6 Sexually concerning/harmful behaviour	1) To develop policy and procedure re sexually harmful behaviour	July 2007	Policy & Procedure sub	GREEN	Included in W. Yorks interagency procedures
	2) To progress proposal for a co-ordinator / development worker	2008/09	Sexually Harmful Behaviour Group & LSCB Manager	AMBER	
Objective 1					
1.3 Ensure the safeguarding and promotion of wellbeing of groups of C&YP who are potentially more vulnerable than the general population					
Aim	Tasks	Timescale	Responsible Officer(s)/Agencies	Status (Red, Amber, Green)	Resource Implications/ Progress
1.3.1 Children who are looked	1) To monitor the number and nature of allegations and	Sep 2008	Performance Management sub	AMBER	Included in performance

after	complaints made by LAC				management framework
1.3.2 Children and young people who have run away	1) W. Yorks Protocol to be completed	Sep 2008	W.Yorkshire Consortium & Policy & Procedure sub	AMBER	Mar 2008 final draft completed
	2) To review services for C&YP who have run away • Establishment of a task group	April 2008	CP Co-ordinator DCSU	GREEN	Jan 08 CHIVA presentation
1.3.4 Children and young people who are disabled	1) To include section on intimate care in interagency procedures	April 2008	Policy & Procedure sub	GREEN	Included in W. Yorks interagency procedures
	2) To continue to deliver safeguarding training re children with disabilities	Ongoing	Learning & Development sub	GREEN	In LSCB training programme 08/09

	3) To monitor that where appropriate, Children & Young People who are disabled and subject to a Child Protection Plan have had an integrated needs assessment	Ongoing	Snr Child protection Co-ordinator C&YPSC	GREEN	
1.3.5 Children & young people who are unaccompanied asylum seekers	1) To ensure that UASC are monitored through LAC systems	Oct 2007	Snr Child protection Co-ordinator C&YPSC	GREEN	Dedicated Independent Reviewing Officer post for UASC in place from OCT 2007
	2) To monitor the effectiveness of the arrangements to ensure good outcomes for UASC	Sep 2008	Performance management sub	AMBER	Included in performance management framework
1.3.6 Children who are missing education	1) To monitor through updates from CME Strategy Group	Sep 2008	Performance Management sub	AMBER	Included in performance management framework

1.3.7 Ensure safeguarding interventions promote progress for C&YP across all 5 ECM outcomes	1) To contribute to the refreshed Children & Young People Plan	June 2007 and annually thereafter	Chief Officer C&YPSC & LSCB Manager	GREEN	
	2) Awareness raising for professionals through conferences, training and local fora.	Ongoing	LSCB Manager	GREEN	<ul style="list-style-type: none"> • Local forum events • Social Work Conference • Neglect Workshops
Objective 1					
1.4 Training of staff who work with children or in services affecting the safety and welfare of children and young people					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress

1.4.1 To ensure the effectiveness of on-line training packages	1) Monitor take up and completion rate of E Academy package	April 2008	Learning & Development sub	GREEN	Arrangements developed to improve monitoring of completion rates
	2) Collate and analyse participant evaluations	Sep 2008	LSCB Training & Development Officer	AMBER	
1.4.2 To ensure the quality and effectiveness of LSCB training	1) Monitor number of participants	April 2008	Learning & development sub	GREEN	
	2) Collate and analyse participant evaluations:	July 2008	LSCB Training & Development Officer	AMBER	
	3) To review adequacy of available resources for LSCB training	Sep 2007	Learning & Development sub	GREEN	£10K included in budget for 08/09
1.4.3 To analyse the quality and effectiveness of single agency training	1) To audit the compliance of partner agencies re the delivery of safeguarding training	April 2008	Learning & Development sub	GREEN	
	2) To receive data from partner agencies about the number of participants trained at level 1a/2a	Ongoing	Learning & Development sub	GREEN	

1.4.4 To continue to develop the LSCB training programme	1) To respond to training needs identified by the LSCB	Ongoing	Learning & Development sub	GREEN	
	2) To adapt the programme to meet changing need	Ongoing	Learning and Development sub	GREEN	
	3) To explore training needs of 3 rd Sector	Ongoing	Learning & Development sub + 3 rd sector sub	GREEN	
	4) To increase awareness & improve access for 3 rd Sector agencies to LSCB training. - Leeds VOICE + LSCB websites to be linked	April 2008	Learning & Development sub + 3 rd Sector sub + Leeds VOICE	GREEN	
1.4.5 To deliver follow on workshops based on the neglect conferences of 2006/07	1) To plan, organise and deliver workshops	November 2007	Learning & Development sub	GREEN	Workshops delivered 08/10/07
Objective 1					
1.5 Recruitment and Supervision of persons working with children					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/

					Progress
1.5.1 To implement policies and procedures based on national guidelines	1) Revised Recruitment procedures to be launched as part of the W. Yorks procedures	2 July 2007	Policy & Procedure sub	GREEN	New procedures accessible on website from 02/07/07.
	2) To audit partner agency compliance with interagency recruitment & selection procedures	July 2008	Performance Management sub	GREEN	Included in S(11) audit Jan – Jun 2008
1.5.2 To endorse the delivery of National College for School Leadership training	1) Support the development of the training package	July 2007	Learning & Development sub (6 NCSL trainers)	GREEN	<ul style="list-style-type: none"> • Training package revised for use in Leeds • Programme of 10 sessions Oct – Dec 2007
	2) Establish and deliver training to 3 rd Sector	Dec 2007 and then ongoing	Learning & Development sub	GREEN	Sessions accessible by 3 rd Sector staff
1.5.3 All LSCB members to have an up to date CRB check	1) Monitoring system to be established and operated	Jan 2008	LSCB chair & LSCB Manager	GREEN	
1.5.4 To ensure	1) To review implementation of	Nov 2007	Performance	GREEN	Completed

high quality supervision of all practitioners and 1 st line managers engaged in safeguarding activity	action plans from SCR child 'H' 2) To review effectiveness of supervision practices across all partner agencies	July 2008	management sub Performance management sub	GREEN	S(11) Audit Jan – Jun 08
Objective					
1.6 Investigation of allegations concerning staff					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/

			Officer(s)	Amber, Green)	Implications/ Progress
1.6.1 To ensure agency compliance with national guidance	1) To audit compliance with procedures in partner agencies	July 2008	Performance management sub	GREEN	S(11) audit Jan – Jun 08
1.6.2 To monitor outcomes of investigations about allegations against staff	1) Monitoring system to be established	Nov 2006	Snr Child protection Co-ordinator C&YPSC	GREEN	
	2) Reporting of trends and analysis to LSCB	July 2008	Snr Child protection Co-ordinator C&YPSC	GREEN	
Objective 1					
1.7 Safety and Welfare of Children who are privately fostered					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/

					Progress
1.7.1 To co-ordinate the implementation of measures to strengthen the notification, assessment and support of private fostering arrangements	1) Produce and implement written procedures and guidance	Nov 2007	C&YPSC	GREEN	Implemented Oct 07
	2) Monitor notification and compliance with procedures Initial report	July 2008	C&YPSC	GREEN	
	3) Raise public and professional awareness via a communication strategy.	Dec 2007	C&YPSC	GREEN	Nov 2007 leaflets and posters distributed
Objective					
1.8 Interagency Child Protection processes					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress

1.8.1 To replace the Child Protection Register by a list of children subject to plans of protection	1) Systems and processes to be revised	March 2008	Snr Child Protection Co-ordinator C&YPSC	GREEN	Completed Nov 2007
1.8.2 To ensure effective child protection systems and processes	1) Restructuring of Children & Young People Social Care Child Protection Unit	Oct 2008	C&YPSC	AMBER	
	2) Review the role of conference chairs	July 2007	Snr Child protection Co-ordinator C&YPSC	GREEN	Implemented Sep 2007
	3) Review information sharing processes prior to Child Protection conferences	April 2008	Snr Child protection Co-ordinator C&YPSC	GREEN	W. Yorks interagency procedures revised
	4) Audit of conference reports and minutes	Oct 2008	Snr Child protection Co-ordinator C&YPSC	AMBER	

	5) Audits of conference decisions and recommendations	Oct 2008	Snr Child protection Co-ordinator C&YPSC	AMBER	
1.8.3 To promote an outcomes approach to child protection interventions	1) Outcomes to be included in child protection plans	Oct 2008	Snr Child protection Co-ordinator C&YPSC	AMBER	Increased planning being undertaken in CP Conferences
	2) Work to be undertaken with Children & Young People Social Care 1 st & 2 nd line managers through workshops	Mar 2008	Jan Horwarth	GREEN	

Objective 1					
1.9 Board Participation in the planning and commissioning of services					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
1.9.1 Formalisation of input into Children's Trust arrangements planning and commissioning processes	1) Governance issues to be explored with Children Leeds	July 2007	LSCB Manager	GREEN	Event with ISCB + Children Leeds held 06/07/07
	2) To identify & establish links & LSCB representation on appropriate bodies	March 2008	LSCB Manager & DCSU	GREEN	
1.9.2 Ensure safeguarding issues are included in the Children & Young People's Plan	1) Drafts provided for overview and 'stay safe' sections	June 2007 and annually thereafter	LSCB Manager	GREEN	Completed June 2007
	2) Liaison with Director of Children's Services Unit	June 2007	Chief Officer C&YPSC	GREEN	Completed June 2007

1.9.3 Ensure commissioned services are compliant with safeguarding requirements	To review: <ul style="list-style-type: none"> Commissioning processes Contract templates 	Oct 2008 Oct 2008	LSCB Manager, C&YPSC, LCC Corporate Procurement	AMBER	Liaison ongoing with Safer Leeds + LCC Procurement services
1.9.4 Ensure effective co-ordination of child and adult services	1) To develop links with Adult Safeguarding Board	April 2007	Child protection Co-ordinator DCSU	GREEN	
	2) To progress the recommendations of the National Children's Bureau case file audit (see 1.2.2)	Jan 2009	NCB & Steering Group	AMBER	LSCB accepted recommendations July 2007 Protocols being developed
Objective 1					
1.10 Discharging responsibilities under the Licensing Act 2003 & Gambling Act 2006					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
1.10.1 To monitor the impact on children of licensing applications	1) To determine and implement the most effective way to influence licensing decisions	March 2008	LSCB Manager	RED	To be addressed 2008 / 09
	2) details of applications to be monitored	Ongoing	LSCB Manager	AMBER	Applications logged

Objective 1					
1.11 Communicating and raising awareness of the need to safeguard and promote the welfare of children					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
1.11.1 Develop a Communication strategy	1) To facilitate participation of children and young people and their families	Oct 2008	LSCB Manager & DCSU	AMBER	<ul style="list-style-type: none"> • Links with existing groups • NE ASCG pilot with Children's Centre
	2) Identify key messages	July 2008	LSCB Development Officer	RED	Development Officer to be appointed
	3) Identify target audiences	July 2008	LSCB Development Officer	RED	Development Officer to be appointed
	4) Develop materials	Oct 2008	LSCB Development Officer	RED	Development Officer to be appointed
	5) Link with Children Leeds communication strategy	Oct 2008	LSCB Manager & DCSU	AMBER	
	6) Plan & deliver awareness raising activities	Oct 2008	LSCB Manager	AMBER	Input into Open Forum events Jun 07
	7) To update content of LSCB website	Oct 2008	LSCB Admin + Sub group & ASCG chairs	AMBER	Ongoing

1.11.2 Ensure children know who they can contact when they have concerns about their own or other's safety and welfare	1) Design & distribute materials	Oct 2008	LSCB Development Officer	RED	Development officer to be appointed
	2) Update website	April 2008	LSCB Manager	AMBER	Information currently available on website
1.11.3 Ensure adults (including those who are harming children) know who they can contact when they have concerns about the safety or welfare of a child	1) Design & distribute materials	Oct 2008	LSCB Development Officer	RED	Development Officer to be appointed
	2) Update website	Oct 2008	LSCB Development Officer	RED	Development Officer to be appointed

1.11.4 To develop, encourage and support awareness of safeguarding issues in 3 rd Sector	1) To ensure 3 rd sector perspective in LSCB communication strategy	Jan 2009	3 rd Sector sub	AMBER	
	2) Resource implications of development activity to be assessed	Sep 2007	3 rd Sector sub	GREEN	Development Officer post included in budget 08/09.
	3) To develop a 3 rd Sector Communication Strategy				
	<ul style="list-style-type: none"> • Publicity materials • Update LSCB website • LSCB information to be included in Leeds VOICE 	<p>Oct 2008</p> <p>Oct 2008</p> <p>Mar 2008</p>	<p>3rd Sector sub</p> <p>3RD Sector sub</p> <p>3rd Sector sub & Leeds VOICE</p>	<p>AMBER</p> <p>AMBER</p> <p>GREEN</p>	<p>Jun 08 drafts produced</p> <p>updates ongoing</p> <p>Link established between Leeds Voice + LSCB website</p>

	4) Awareness raising to be promoted through C&YP Forum • C&YP Forum safeguarding workshop to delivered	16/10/07 & ongoing April 2008	3 rd Sector sub & LSCB Manager Chair 3 rd Sector sub & LSCB Manager	GREEN GREEN	16/10/07 Workshops 9 + 16 April
	5) Buddying system for new sub group members	Autumn 2008	3 rd Sector sub	AMBER	To be launched at conference
	6) 3 rd Sector safeguarding conference	Autumn 2008	3 rd Sector + L&D subs	AMBER	
Objective 1					
1.12 Developing procedures to ensure a co-ordinated response to unexpected child deaths					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
1.12.1 Agree procedures and protocol with other West Yorkshire SCB's	1) Protocol to be drafted	To LSCB July 2007	Consultant Public Health & LSCB Manager	GREEN	Protocol accepted LSCB July 2007

1.12.2 Leeds rapid response system to be developed	1) Procedures to be drafted and agreed	March 2008	Consultant Public Health & LSCB Manager	GREEN	Procedures agreed Feb 2008
	2) Rapid response to be implemented	March 2008	PCT	GREEN	Operational from 01/04/08
1.12.3 To ensure a co-ordinated, multi agency approach to the media in the event of a child death attracting national media coverage	1) To ensure co-ordinated responses on a case by case basis	ongoing	LSCB Chair & LSCB Manager	GREEN	
	2) To review current practices re multi agency press releases	Oct 2008	LSCB Manager	AMBER	
	3) To develop a multi agency protocol	Oct 2008	LSCB Manager	AMBER	

Objective 2					
2.1 Monitoring and evaluating the effectiveness of work undertaken in Leeds to safeguard and promote the welfare children and young people and advising partner agencies on ways to improve					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
2.1.1 Ensure agencies' compliance with statutory safeguarding requirements	1) Audit partner agency compliance with S (11) obligations	July 2008	Performance Management sub	GREEN	S(11) Audit Jan - Jun 08
	2) Engage 3 rd Sector agencies in planning to meet S (11) obligations	July 2008	Performance management sub + 3 rd Sector sub	AMBER	Dec 2007 3 rd sector sub – members to pilot audit.
	<ul style="list-style-type: none"> C&YP Forum safeguarding workshop 	April 2008	Chair 3 rd Sector sub & LSCB Manager	GREEN	3 rd Sector Workshops 9 + 16 April 2008

2.1.2 Monitor and review relevant performance management information re single and interagency safeguarding activity	1) Review and finalise Performance management framework	Oct 2007	Performance Management sub	GREEN	LSCB agreed framework Jan 2007 Revised Oct 2007
	2) Provide performance data against JAR grade descriptors	Sep 2007	LSCB Manager & DCSU	GREEN	LSCB JAR workshop 25/09/07 LSCB 16/10/07
	3) Identify existing, relevant measures to populate framework	Sep 2008	LSCB Manager & DCSU	AMBER	
	4) Use populated framework to analyse interagency safeguarding activity	Sep 2008	Performance management sub	AMBER	
	5) Develop interagency outcome measures	2008/09	Performance Management sub	AMBER	- Nov 06 LSCB outcomes workshop - Included in Business Plan 08/09
2.1.3 Monitor the quality of practice across agencies	1) Audits of casefiles where there has been significant inter agency involvement	2008/09	Performance Management sub	AMBER	- Oct 2007 JAR preparation - Included in Business Plan 08/09

Objective 2					
2.2 Undertaking Serious Case Reviews where a child has dies or been seriously harmed in circumstances where abuse is known or suspected and advising on lessons that can be learned					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
2.2.1 Establish processes which are compliant with Working Together (2006)	1) Review current arrangements	Oct 2007	LSCB Manager, Chair Performance Management sub	GREEN	<ul style="list-style-type: none"> • Costs of independent overview report authors • Reconfiguration of LSCB support team
	2) Produce written procedure	Jan 2008	LSCB Manager	GREEN	Overall procedures agreed by LSCB Jan 2008.
2.2.2 Establish links with Child Death Review processes	1) Agree organisational structure	March 2008	LSCB Manager & Consultant Public Health	GREEN	

<p>2.2.3 To ensure findings from serious case reviews impact positively on practice</p>	<p>1) Disseminate learning from serious case reviews through:</p> <ul style="list-style-type: none"> • biennial review • Local events for practitioners 	<p>April 2008</p> <p>April 2008</p>	<p>Chair Performance Management sub</p> <p>ASCGs & Learning & Development sub</p>	<p>GREEN</p> <p>GREEN</p>	<ul style="list-style-type: none"> • Neglect workshops Oct 07 • East ASCG Nov 07
<p>2.2.4 Implement recommendations from Serious Case Reviews</p>	<p>1) Monitor implementation of Action Plans within agreed timescales</p>	<p>Ongoing</p>	<p>Performance management sub</p>	<p>GREEN</p>	

Objective 2					
2.3 Collecting and Analysing information about Child Deaths					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
2.3.1 Child Death Review Panel to consider all the deaths of children in Leeds	1) Input into W. Yorks protocol	Jan 2008	Consultant Public Health & LSCB Manager	GREEN	
	2) Development of Leeds procedures and process	Feb 2008	Consultant Public Health & LSCB Manager	GREEN	
	3) Implementation of process:	April 2008	Implementation group & LSCB Admin	GREEN	System operational from 01/04/08

Objective 3					
3.1.7 Development of Leeds Safeguarding Children Board					
Aim	Tasks	Timescale	Responsible Officer(s)	Status (Red, Amber, Green)	Resource Implications/ Progress
3.1.1 Ensure compliance with regulations and statutory guidance	1) Audit compliance with Working Together 2006 Chapter 3 through the Annual Review 2007/08	July 2008	LSCB Manager	GREEN	Annual Review 07/08 to LSCB July 08
3.1.2 Ensure membership of the board reflects the ethnic and cultural makeup of Leeds	1) Review membership of board in light of demographic information <ul style="list-style-type: none"> To establish current makeup of LSCB 	Oct 2008	LSCB manager	AMBER	Process agreed Jan 08
3.1.3 Establish governance arrangements and links with Children's Trust arrangements	1) Input into Children Leeds governance seminar	July 2007	LSCB	GREEN	Governance seminar held July 2007
	2) Review LSCB constitution	July 2008	Executive group	GREEN	

3.1.4 Establish working links with bodies in Leeds who contribute to safeguarding	1) Identify relevant bodies, partnerships etc	ongoing	LSCB Manager	AMBER	
	2) Formalise links and information flows	ongoing	LSCB Manager	AMBER	
3.1.5 Establish participation of C&YP, parents / carers in the work of the board	1) Engagement with C Leeds participation events	Jan 2008	LSCB Manager	GREEN	Information received from events
	2) Development of participation processes to inform LSCB	Oct 2008	LSCB Manager & DCSU	AMBER	
3.1.6 Ensure LSCB organisational structure is fit for purpose	1) Review sub group structure, membership and responsibilities	Jul 2008	Executive Group	GREEN	
	2) Develop Area Groups & Inter agency support groups	ongoing	Exec Group Area Safeguarding Children Group Chairs + LSCB Manager	GREEN	Area Chairs meetings reinstated from Jan 2008

3.1.7 Ensure LSCB is resourced appropriately to carry out its duties effectively	1) To review staffing / resource implications of Working Together chapter 3 guidance	Oct 2007	Partner agencies + LSCB Manager	GREEN	Budget uplift proposal agreed LSCB Oct 2007
	2) To set a budget 2008/09 • Funders to agree uplift	Jan 2008 Feb 2008	LSCB Manager	GREEN GREEN	
3.1.8 To regularly review progress against action plans	1) To review Business Plan	July 2008 & annually thereafter	Executive group	GREEN	

Bryan Gocke, LSCB Manager
31/07/08

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Report of the Director of Children's Service

Scrutiny Board (Children's Services)

Date: 8th January 2009

**Subject: Children's Services and the Children and Young People's Plan
Priorities Update (Looked After Children Focus)**

Electoral Wards Affected: All	Specific Implications For:
	Equality and Diversity <input checked="" type="checkbox"/>
	Community Cohesion <input checked="" type="checkbox"/>
	Narrowing the Gap <input checked="" type="checkbox"/>

1.0 Background

- 1.1 The Children's Services Scrutiny Board has a well-established process of receiving regular update reports providing a broad and brief overview of key developments across the children's trust arrangements and discussing progress against specific priorities within the Children and Young People's Plan.
- 1.2 These reports aim to give members: a feel for the strategic 'direction of travel' across children's services; an insight into key initiatives and developments; and a 'manageable' way of looking across the various priorities within the Children and Young People's (CYP) Plan over the course of the year.
- 1.3 The first of these reports in September 2007 focused on the CYP Plan priorities of: Improving the assessment and care of children in need; and reducing the proportion of vulnerable groups not in education, employment or training. The second report, received in November 2007 addressed the CYP Plan priorities of: reducing teenage conception; and enabling the engagement of parents and young learners in early years and primary schools. The third report, in February 2008 considered the priorities to: reduce bullying and improve services for children, young people and families with additional mental health needs. The latest report, in October 2008, looked at the priorities of reducing anti-social behaviour and reducing obesity and raising activity. Members agreed that within their next update they would consider the various priorities of the Children and Young People's Plan, but focus specifically on work to improve these for looked after children in Leeds.

- 1.4 Like the previous 'update' reports brought to the board, this report follows the structure of firstly providing a brief overview of recent key developments across children's trust arrangements and then, for the majority of the report, highlighting the range of work being done to improve priority outcomes for looked after children in Leeds.

2.0 Children's trust arrangements update

- 2.1 Each element of the children's trust arrangements has continued to progress work to help address priority areas, the following provides a very brief summary of some of the key areas covered since the latest update report to Scrutiny in October:

Children Leeds Partnership

- 2.2 The Children Leeds Partnership has met twice since the latest update report to scrutiny. The first of these meetings was an extraordinary meeting as part of the consultation process for the development of the new Children and Young People's Plan. Young people were significantly involved in this meeting. More details of this meeting are in the CYP Plan 2009 Update section below.
- 2.3 The second meeting in early-November, helped bring delegates up-to-date on and enabled them to shape several key areas of work, specifically: the Disabled Children and Young People's Strategy 2008-2011; the Leeds Inclusive Learning Strategy; the Attendance Strategy; and an update on developments relating to the 14-19 agenda. The Partnership's next meeting is in January 2009.

Integrated Strategic Commissioning Board

- 2.4 The integrated Strategic Commissioning Board (ISCB) has also met twice since the latest update report to Scrutiny. At its October meeting the Board took an overview of how partners are working together to address child poverty and the 'family focused' approach being taken in Leeds to achieve this. The Board linked this in with a review of progress against the family support and parenting strategy. The Board carried out its overview and planning role with early consideration of the 2009/10 budget and undertook its performance monitoring role with an early review of progress against the Joint Area review Action Plan, more detailed consideration of this progress will be given later in the year. The Board also considered the strategic commissioning framework for children's services.
- 2.5 At its December meeting the Board considered performance monitoring information for quarter 2 (being presented to Scrutiny). It also looked in detail at the range of policy and research recently presented to support the strengthening and further development of local children's trust arrangements. This includes:

- Children's Trust arrangements - new Statutory Guidance
- Consultation on "Statutory guidance on the roles and responsibilities of the Director of Children's Services and Lead Member for Children's Services".
- Audit Commission Report "Are we there yet?"

2.6 The Board has proposed that a future 'Governance Seminar', possibly in the spring of 2009, should be held to enable partners to take stock of the new national 'thinking' and best practice in relation to children's trust arrangements so that Leeds can continue to be pro-active in taking forward this agenda.

The Leeds Safeguarding Children Board

2.7 A separate report on the Scrutiny Board's January 2009 agenda considers in some detail the role and work of the Leeds Safeguarding Children Board. As such, members are advised to refer to this report for the latest information on the Board's work. The Chair of the Board and the Safeguarding Manager will be present to discuss this further with members.

3.0 Children and Young People's Plan 2009 Update

3.1 Work has been progressing to consult on and develop the new Leeds Children and Young People's Plan for 2009 and beyond. The main period of widespread consultation concluded in autumn 2008 and following this the Integrated Strategic Commissioning Board were presented with and approved the overall structure and approach for the plan as well as contributing to the formulation of the main priorities list.

3.2 A special Children Leeds Partnership meeting then brought adults and young people together from across the city to consider the priorities that had emerged. This was an important session because, as a direct result of young people's input an additional priority was added that had not been captured sufficiently in the earlier consultation – young people were particularly keen that 'places to go and things to do' should be an explicit priority within the Plan.

3.3 Workshops have recently been run, themed around the main priorities, to develop more intricate knowledge of the current position and future plans around these. Work is also being done to link in the Plan's development with the current planning of the 2009/10 budget, with a view to targeting resources towards priority areas.

3.4 All of the work above is being brought together to support the creation of the new Plan. It is expected that a draft will be presented to the Children's Services Scrutiny Board in early spring 2009.

4.0 Leeds Annual Performance Assessment (APA) 2008

4.1 Ofsted carried out an annual performance assessment of local authority services for children and young people early in November. The assessment was primarily based on evidence requested by and submitted to Ofsted,

complemented by a one-day visit to speak in more detail with officers. It is important to note that whereas the Joint Area Review inspection (published May 2008) looked at all services for children and young people across the city and how they work together, the APA looks specifically at services provided by the local authority (including Education Leeds). The APA letters were published on 17th December 2008. This year Leeds received the following scores:

Overall effectiveness of children's services	2
Being healthy	2
Staying safe	2
Enjoying and achieving	3
Making a positive contribution	3
Achieving economic well-being	2
Capacity to improve, including the management of services for children and young people	2

Inspectors make judgements based on the following scale
4: outstanding/excellent; 3: good; 2: adequate; 1: inadequate

- 4.2 A report on this year's Annual Performance Assessment will be submitted to the Council's Executive Board in January. Following consideration of this report further information can be brought to Scrutiny Board members as requested.

5.0 The National Context and the Impact In Leeds

- 5.1 There has been significant national press and public attention focused on children's services across the country in recent months. This primarily reflects interest in and the implications of the Baby P case in Haringey. The Baby P case has highlighted some important and immediate questions about child protection practice for every local authority.
- 5.2 The case has also had deeper implications in sharpening the focus on safeguarding as a shared responsibility of all those who work with children and young people, highlighting the importance of developing practice that enables different services to work across boundaries and build around the needs of individual children and families.
- 5.3 Following the Baby P case, the Secretary of State for Children, Schools and Families has written to each local authority asking them to review their practice, particularly in light of the findings of the urgent Joint Area Review in Haringey, conducted in the wake of the Baby P case. Leeds is conducting such a review and the local authority is working very closely with its partners involved in child protection to do so. In addition, ensuring that effective arrangements are in place for leadership and accountability in children and young people's social care, has also been a principal focus of the Director of Children's Services both prior to and in the context of the publicity surrounding the Baby P case.

- 5.4 It is likely that the Baby P case will contribute to changing practice in the way that children's services locally are monitored and assessed. This sits alongside changes already proposed to the way local children's trust arrangements, and responsibilities within these, operate – putting an even greater onus on different agencies working together. The roles of different agencies and individuals in safeguarding work needs to be clearly understood by all and implemented consistently. A stronger focus within inspections on safeguarding, will intensify the emphasis on different services locally being able to demonstrate how they work together around the needs of children and families with the most challenging, complex and often high-risk cases. It will also raise the profile of training and support to ensure staff can feel confident in the assessments they make and the work they are doing with families.
- 5.5 All of the above is reflected in positive work already taking place in Leeds (with initiatives like head teachers and social work managers shadowing each other's roles, or moves towards a more integrated approach to delivering services at local level). More details on this type of work can be provided for members on request. A paper complementing this one, describing the work of the Local Safeguarding Children Board in Leeds has also been submitted to Scrutiny and gives a wider sense of the type of work going on across the city.
- 6.0 CYP Plan Priority Focus: Improving Outcomes for Looked After Children**
- 6.1 All LCC services and their partners undertake work that encompasses looked after children as part of their daily work. That is especially true of Children & Young People's Social Care, which is responsible for the day-to-day support of looked after children and their carers. However, the purpose of the following information is not to detail all the work done every day by social workers, residential care workers and foster carers, but rather to concentrate on specific work being done in response to the priority that the current Children and Young People's Plan has attached to looked after children. As such it summarises the particular targeted approaches adopted under the auspices of the Multi-Agency Looked After Partnership (MALAP) and related agencies as well as some of the 'next steps'.

The Multi-Agency looked After Partnership Executive (MALAP Exec.)

- 6.2 The MALAP Exec. brings together key strategic leaders from across Children Leeds and those leaders responsible for the operational leadership of services to looked after children. Over the last year it has also provided 'governance', challenge and support for the Leeds Extended School for Looked after Children (LEXS) which was set up in September 2007 with the secondment of Alun Rees, Headteacher of Boston Spa School, as its first Head.
- 6.3 The Head of the Leeds Extended School for LAC is a member of the Children & Young People's Social Care (CYPSC) Senior Leadership Team and also maintains close links to Education Leeds, the Director of Children's Services Unit, and with colleague Headteachers. In creating this role the local authority created a strong advocate for the educational priorities of looked after children who could make the case for improved services on behalf of individual children and young people and for them as a group.
- 6.4 As Leeds' first strategic post with a focus purely on looked after children the Headteacher provides a focus for cross-service support for looked after children as well as being an agent for change both in what support is offered and how it is offered. That has included increasing leadership and management of the colleagues across Education Leeds and Children & Young people's Social Care with day-to-day responsibilities for education support to these vulnerable children and young people.
- 6.5 The MALAP Exec is now equipped to quality assure services to looked after children across Children's Services and beyond. It has agreed the performance indicators relating to looked after children and delegated them to the most appropriate working group reporting to it. Currently the working groups comprise:
- The Leeds Extended School for Looked After Children (LEXS);
 - A health group made up of the looked after children's nurses and their team leader;
 - The Unaccompanied Asylum Seeking Children (UASC) group; and the post-16/Care Leaver group.
- 6.6 It has also established good links to the Youth Offending Service (YOS), which has its own action plan relating to looked after children. The YOS and the extended School collaborated on an Innovations grant to support looked after children at risk of offending onto very successful dance activities.
- 6.7 The MALAP Exec. is discussing with the Integrating Services Group how a model for joint commissioning of services might ensure:
- the welfare and safety of children and young people in their own families and communities is sufficiently strong that numbers entering care are minimised;
 - those who came into care have the best possible opportunity to move to adoption or be re-united with their families if that is what is most appropriate;
 - those who do remain in care receive services that allow them to progress and be successful on a par with their non-looked after peers.

6.8 Work with, and on behalf of, looked after children has covered all the Every Child Matters outcomes in 2007-2008 as well as preparatory work, overseen by the Head of LEXS in partnership with professor Nick Frost (Leeds Met University), for the implementation of Care Matters. The first concrete outcome from this process will be the Leeds Pledge to Looked after Children, which has been widely consulted on with children and young people. The initial draft will come to the Elected Members Corporate Carer group in the New Year.

Enjoy & Achieve

6.9 The Leeds Extended School for Looked after Children (LEXS) has gained Innovations Grant funding to offer approximately 200 looked after children 1-to-1 tuition by a trained teacher. The tuition takes the form of 12 x 1 hour sessions and takes place outside the school day. This means children need not feel sensitive at being singled out in school. Initially this intervention is being targeted at children with whom it is likely to have the greatest medium term impact: Year 10 & 11 students preparing for GCSE. In the Spring the offer of support will be broadened to Year 9 and then to other Year groups. The first feedback from young people and carers is expected in the Spring.

6.10 The second Innovations Grant won by the Extended School has focussed on looked after children in Year 9 who have either begun to disengage from learning during Year 8 or begun to disengage during Year 9. The Extended School has deployed a dedicated Connexions Personal Advisor since September to work closely with a cohort of up to 30 young people across the city. The aim is to identify the barriers that the young people perceive as reducing their commitment to education and then seeking to re-engage them with learning. Initial anecdotal feedback suggests the young people feel they are getting personalised support, which is focussed on their needs. While it is early to identify a wider impact, the attendance rates among the cohort have been good so far this term compared to the end of Year 8.

6.11 The Extended School has also found funding to extend the contract of a dedicated Looked After Children Attendance Improvement Officer (AIOs) funded last year by the Attendance Service from a grant. She has worked with school based AIOs to increase their understanding of looked after children and the issues that can impact their attendance as well as with schools to improve attendance practice relating to looked after children. Relationships with residential homes in particular have benefited from this approach and schools speak highly of her capacity to help get children into school. She has also been able to embed the protocol agreed between Children and Young People's Social Care and Schools which means that carers and social workers are now getting letters of either congratulation or concern about attendance termly. This term she will extend her work to ensure that information on looked after children is shared more quickly between Social Care and Schools and support the work of the Extended School team in building relationships with designated teachers in schools.

- 6.12 Education Leeds' Performance Management and Information Team now provide the Extended School with the same analysis service of outcomes available to mainstream schools as well as more specific analysis and research. They are sponsoring a research project aimed at identifying the key barriers looked after children themselves, particularly those in residential care, perceive in their engagement with learning. This research will inform the continuing response to the JAR priority relating to bringing down fixed term exclusions for looked after children.
- 6.13 There is also now a clear route through the Extended School for the dissemination of performance information for looked after children to partners in Education Leeds School Improvement Service and Integrated Children's Service teams; CYSPC Social Workers and Residential Worker teams; and the Elected Member Corporate Carer group.
- 6.14 In addressing the JAR priority to reduce fixed term exclusion among looked after children, the Extended School has offered advice and guidance to carers and residential workers so they are better equipped to work with a school to avoid exclusion and respond more robustly in ruling out 'unofficial' exclusion or 'cooling off time' out of school. In partnership with the Pupil Planning Team, advice has been offered to schools where there was evidence of this approach being followed and school exclusion procedures relating to looked after children have improved as a result. That has had the predictable effect of increasing the number of exclusions logged by one or two schools but that is against a background that saw total numbers of exclusions of looked after children from mainstream schools decline in the first months of this academic year compared to the same time last year.
- 6.15 However, the Extended School has also worked closely with the Integrated Support and Psychology Service (ISPS) within Education Leeds to ensure looked after children at risk of exclusion are more likely to come to the attention of a school's educational psychologist. ISPS has also allocated the time of an experienced educational psychologist as a link between the Head of the Extended School and the service. This has decreased the risk of delays in seeing looked after children and will have an impact on the quality of their learning.
- 6.16 ISPS has also collaborated with the Extended School to provide best practice advice to schools in relation to looked after children and that is being disseminated not just to schools but also within CYPSC and to governors. The two teams will next explore the provision of advice to classroom based staff on how to make the learning of looked after children even more inclusive.
- 6.17 The Head of the Extended School has worked with the members of the Education Protects Team and the Fostering and Adoption Service to change their way of working from a more centrally based advice and guidance service to a more pro-active service. From January officers will be going out to meet designated teachers for looked after children, initially in secondary schools, and discussing the individual attendance, progress and needs of looked after children at the school. They will then be able to allocate the 1-to-1 tuition,

Connexions or attendance support described above to where they are likely to have most impact. They will also be able to put together a clear agenda of professional development for those designated teachers. Discussions are ongoing as to how this team of committed professionals can be firmly placed within the Extended School.

- 6.18 'Stepping Stones' continues to offer looked after children enormous support in developing their aspirations and capacity to achieve success. Under the AimHigher banner Stepping Stones continues to channel large numbers of young people into further and higher education and maintains very close and effective links to the Leeds HEIs. Stepping Stones delivers through a variety of mentoring and study support interventions as well as activities aimed at encouraging looked after children and their carers to learn together and build self-esteem.
- 6.19 The Early Year's Service have been proactive in seeking links with the Leeds Extended School and have embedded the concept of the 'virtual children's centre' in their service planning. The intention is to ensure that looked after children have priority access to an early years place and that this is the default provision for all looked after children. They are also keen to work closely with foster carers to provide appropriate support and guidance.

Be Healthy

- 6.20 The PCT has commissioned additional support for looked after children including additional specialist dental health support to meet the needs of the cohort for regular dental checks. Additionally it has commissioned 3 WTE (whole time equivalent) looked after children's nurses (for appointment in December) and increased existing nurse time to 1.4 WTE. Additionally, over the last year, the Designated Nurse time for looked after children has increased from 0.5 to 1.0 WTE. This expanded capacity includes the mainstreaming of the sexual health nurse post working with looked after children which has been piloted over the last year and become highly regarded both by young people and other professionals.

Achieve Economic Well-being

- 6.21 The MALAP Post-16/Care Leaver working group has taken on responsibility for the second key JAR priority relating to looked after children: their progression to education, training or employment. They have adopted the relevant sections of the JAR Action Plan into the group's work plan and in pursuit of reducing the numbers of looked after children at risk of becoming NEET they have improved the exchange of information between Social Care, Igen/Connexions Service and Education Leeds. This means they can begin to identify more effective means of tracking an ever-changing cohort from Year 11 to 19+. The group has also begun to identify young people most at risk of becoming NEET earlier so that more pro-active support can be offered (see IYSS/ Targeted Youth Support, below). Now that the group is monitoring the NEET status of care leavers so regularly, patterns and trends can trigger intervention as soon as they appear rather than retrospectively.

- 6.22 The group has agreed a protocol to ensure that there is a designated tutor in each Leeds College and that those tutors know who the looked after children attending the college are and has Social Care contacts to ensure the rapid notification of successes or causes of concern.
- 6.23 Efforts have also been made to broaden the membership of the group beyond Children's Services to include other services vital to care leavers, such as Housing. The group will cooperate with the Extended School in making the case for priority access for looked after children and care leavers to work placements or apprenticeships within LCC services.

Stay Safe

- 6.24 The effective response to the recent inspection of the fostering service has increased the pace of change in support for foster carers and those they care for. In parallel the thorough review of residential care provision is creating the capacity for more individual and personalised care for young people.
- 6.25 OfSTED inspections of CYPSC Residential Children's Homes have shown a significant increase in standards over recent months including improvement to Good and Outstanding.
- 6.26 The Payment for Skills strategy – which rewards foster carers for the particular level of skill and experience that they offer - is now being implemented and will provide structured support for the 'professionalisation' of the foster care workforce and provide the necessary scaffolding for the implementation of Care Matters.

Make a Positive Contribution

- 6.27 As well as IYSS' partnership with the Extended School's Innovations bid for Year 9 Connexions support (above), every residential children's home now has a Youth Service contact, ensuring they are kept up-to-date with locally organised activities. IYSS is also taking direct referrals from social workers where the Positive Activities for Young People (PAYP) programme might be appropriate.
- 6.28 Breeze Cards are well used by looked after children and work under the 'Find Your Talent' banner should increase usage further. LCC is an important partner in the regional network that supports the MaxCard for looked after people across Leeds, Calderdale, Wakefield, North Yorkshire, Rotherham, Bradford, Kirklees, York, Doncaster, Barnsley, Hull, East Riding, North Lincolnshire and Sheffield. The MaxCard gives looked after children, their carers and other family members free entry to more than 90 museums and galleries across the participating authorities.
- 6.29 Targeted Youth Support are working with Children & Young People's Social Care to identify young people currently in Year 11 who may be at greatest risk of becoming NEET in the Autumn of 2009. The cohort identified will be

individually supported with personalised support from the end of Year 11 through to the Autumn in a concerted effort to increase the likelihood of them moving into education, training or employment.

Support for Unaccompanied Asylum Seeker Children (UASC)

- 6.30 The UASC work group is the most recent to be incorporated within the MALAP structure but it has made significant strides in the provision of services to this particularly vulnerable group of looked after children and young people. The UASC cohort also provide an impressive case study of how services working together can create an effective framework of multi-agency support, coordinated by Children And Young People's Social Care, around a particularly vulnerable group of young people.

Support from Children & Young People's Social Care (CYPSC)

- 6.31 As well as being the core service supporting this cohort of vulnerable young people day in day out the service is developing an information file for UASCs to be accessible in every placement. It will consist of useful information about living in Leeds and list services and activities available to UASCs in the city. Some of the information in these files will be available in the language spoken by the client.
- 6.32 CYPSC has also established links to Hyde Park Source through which UASCs have been able to access volunteering activities. They have also brokered free access to the Leeds Film Festival and to Party in the Park.

Sexual Health support

- 6.33 This is a rolling programme and consists of single language groups of 10 young people; the sessions facilitated by professionals from CART, Barnardos, Yorkshire MESMAC and LAC Nurses Team. The first group started on the 17th November. Sessions are held at The Archway Project. Funding has been secured from the Risk Project to pay for room hire at Archway and Food from a local restaurant after each session. There is also funding available for an activity at the end of the course. The next course is due to start in March '09.

Support from Libraries Service

- 6.34 Young people have been producing a monthly newsletter since July '08. They meet at Chapletown Library every Thursday to write stories and design the layout of the newsletter. The sessions are facilitated by staff from Leeds Libraries and Information Services. This is an ongoing programme and will be further developed to incorporate a newsletter website. Whilst there, young people are encouraged to join the library and set up an email account. They are also informed about other services available to them. A camera has been bought from PAYP funding for the Newsletter.

- 6.35 Young people have also taken part in two bike clubs this year. The clubs are run in partnership with the Leeds Libraries Service, The Leeds Road Safety Team, Out of School activities Team and the Police. Young people learn about road safety and how to plan routes to get to various places around Leeds. Young people receive a free bike, helmet and bike lock at the end of the course. The next bike club will be in February '09.

IYSS Support

- 6.36 Gym Sessions at the DOJO gym in Chapletown have been funded from PAYP. Young people can attend the gym at any time. Two female members of staff from children & young people's social care facilitate a girls group at the gym on a Monday and Wednesday. These sessions are currently funded till April '09.
- 6.37 Young people attend football training sessions at Thomas Danby College facilitated by the Archway Project. Unaccompanied asylum seekers formed a team and entered a football tournament in July '08. They also entered a football tournament in Bradford through the Children & Young People's Social Care Pathway Planning Team. Plans are now being developed to enter one of the Leagues in Leeds, this will be done in conjunction with the Pathway Planning Team.
- 6.38 When available free Leeds United tickets are given to young people to attend matches at Elland Road.
- 6.39 A youth club aimed specifically at Unaccompanied Asylum Seekers takes place at the Archway Project every Thursday. PAYP Funding through the Out Of School Activities Team has been used to book facilitators to run art workshops, photography workshops, Kite making sessions and team building exercises. This funding has also provided board games for the youth club. Connexions PA's are also at hand to provide various information to the young people and have facilitated cooking sessions for young people. John Holmes from the youth service also attends the sessions to facilitate activities.

7.0 Conclusions

- 7.1 This report has provided an update on a number of key developments in children's services in Leeds. It has also focused particular attention on a key priority area – improving outcomes for looked after children. Taken together with the reports on quarter two performance and safeguarding presented to the board and the other update reports produced over the year, this report helps to give members an overview of the range of work to address priorities across the city. The report reflects progress made, but also the challenges remaining and the opportunities to continue addressing these through learning from recent activities and the 2009 review of the Children and Young People's Plan.

8.0 Recommendations

- 8.1 It is recommended that members note and comment on the content of this report and identify any areas where further information would be helpful.

Background Papers

Report to Children's Services Scrutiny Board : 13.09.07 – Children's Services and the Children and Young People's Plan

Report to Children's Services Scrutiny Board 08.11.08: – Children's Services and the Children and Young People's Plan (2nd Update)

Report to Children's Services Scrutiny Board : 14.02.08 – Children's Services and the Children and Young People's Plan (3rd Update)

Report to Children's Services Scrutiny Board: 16.10.08 – Children's Services and the Children and Young People's Plan

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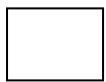
Report of the Head of Policy, Performance and Improvement

Children's Services Scrutiny Board

Date: 8th January 2009

Subject: Leeds Strategic Plan Performance Report for Quarter 2 2008/09

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the revised approach to performance reporting and accountability arrangements for the Leeds Strategic and Council Business Plans and to provide a performance report by exception (ie red and amber) on the progress against improvement priorities relevant to the Board at Quarter 2 2008/09.

It outlines how the development of the partnership approach to the Leeds Strategic Plan and the changes that will result from the implementation of the comprehensive area assessment have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change, in particular, the identification of lead and contributory officers for each improvement priority and the introduction of a reporting process that will provide a single source of performance information to be used by the full range of different stakeholders in the accountability process.

An overview of current performance information at the mid-year point is provided although this needs to be interpreted with some caution given the newness of the reporting process. A more robust and comprehensive position of performance progress against the Leeds Strategic and Council Business Plans should be available at the end of year one of implementation. In addition, there is a need to ensure that year end data is reported by partners and the council in a full and timely fashion so that any necessary remedial action can be expedited promptly.

1.0 Purpose of this Report

- 1.1 This report provides a strategic overview of performance against those improvement priorities within the Leeds Strategic Plan 2008-11, and specifically in relation to Children's Services priorities. In particular the Action Tracker Summary Sheet (appendix 1) provides an overall assessment of progress against each of the improvement priorities relevant to the Board; a rating of Red, Amber or Green is applied to indicate the status of each improvement priority.
- 1.2 In appendix 2 to this report the Action Trackers are provided on an exception basis for those areas of under performance and/or of concern in relation to the improvement priorities for Children's Services, within the Leeds Strategic Plan, as at 30th September 2008. In addition, performance indicator information is provided for those indicators from the 198 National Indicator Set which are not included within the Action Trackers provided together with any locally agreed indicators where appropriate. Through this the Board will continue to receive the full set of performance information.

2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
 - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.

3.0 Main Issues

3.1 *Comprehensive Area Assessment*

A key aspect of a robust performance management framework is to highlight an organisation's self-awareness. This will be a fundamental part of the CAA process where councils will be expected to carry out an annual self evaluation that will be crucial in determining the overall CAA judgement of the area and the organisation, having particular importance in relation to the Managing Performance KLOE.

The joint inspectorates' proposal for consultation, issued in summer 2008, notes that:

*"Councils and their partners, and their representative bodies, are developing approaches to self-evaluation. While we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to repeat the work carried out already by the council or its partners. We will expect that any self-evaluation is based on **verifiable evidence**. The more robust the self-evaluation the more reliance we will be able to place on it.*

CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategies. This approach will minimise the administrative burden imposed by CAA and will make optimum use of self-evaluation.”

The self evaluation will enable the partnership to work through and be able to demonstrate that it is sufficiently self-aware of key issues and that there are effective plans in place to address any concerns. It will demonstrate that the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes. It will also highlight where action plans are in place to address these issues. This is important in ensuring self awareness and preparedness to really deliver on improvements.

As such, it is important that timely, appropriate and accountable performance information is available to the relevant audiences so that problems in relation to performance and/or data quality are flagged, the focus of improvement activity can be challenged and that appropriate action is being taken and reported to address areas of under performance.

Within the council Lead Chief Officers have the key role in making this happen through co-ordinating the activities of contributors and providing an overview of the progress against the improvement priority for which they are accountable. This overview position is described in the Action Trackers previously approved by CLT and agreed by Lead Officers, and updated at Qtr 2 and Qtr 4 of the performance reporting and accountability process. The Action Trackers at Qtr 2 & Qtr 4, therefore, provide a single source of performance information for the full range of different stakeholders in the accountability process.

3.2 *Role of Scrutiny Board*

A key performance management role of Elected Members is to ensure that delivery of our strategic outcomes and improvement priorities within both the Leeds Strategic Plan and Council Business Plan is on track. Members need to be made aware of any issues and areas of under performance, and be assured that actions are being taken to improve performance, that the appropriate level of resources are available and that problems or blockages to delivery are identified and addressed. However, it is recognised that the volume of information within the Action Trackers produced for each six months could hinder Scrutiny Boards in carrying out their role in the accountability process. Therefore the approach from Quarter 2 is to provide the Action Trackers by exception, highlighting just those areas that are under performing or causing concern ie those traffic lighted amber or red. This is supplemented by a performance indicator report that includes all of the performance indicators relevant to the Board - except for those that already appear within the action trackers themselves.

The Scrutiny Board role is to challenge the council's performance to raise standards acting as a balance to the Executive Board by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities.

3.3 *Information Provided*

Therefore within this report the following information is provided:

Appendix 1 Action Tracker Summary Sheet - this sheet sets out all the improvement priorities relevant to the Board and shows the full set of overall progress traffic lights.

Appendix 2 Action Trackers – this appendix includes the action trackers for the improvement priorities that have been given an *amber* or *red* rating for overall progress. There is a guidance sheet to assist members in interpreting the information provided.

Appendix 3 Performance Indicator Report – this appendix lists the Q2 performance indicator results for the indicators taken from the *green* action trackers, along with those from the rest of the 198 national indicator set and any locally agreed indicators for which quarterly results are available.

4.0 Implications for Council Policy and Governance

4.1 Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. The CAA will examine and challenge the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

5.0 Legal and Resource Implications

5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisations as they essentially replace an existing similar process.

6.0 Conclusions

6.1 The development of the partnership approach of the Leeds Strategic Plan, the introduction of a Council Business Plan and the changes resulting from CAA have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change in identifying lead and contributory officers and partners with accountable roles for each improvement priority within the Leeds Strategic Plan and Council Business Plan as appropriate. There is a need to fully complete this framework and strengthen a culture of accountability within the council and with partner organisations through our scrutiny arrangements.

6.2 At Qtr 2 each Lead Chief Officer/partner has completed an Action Tracker against each of the improvement priorities, which has significantly increased the amount of performance information produced. As such, in order for Elected Members to fulfil their role effectively through the scrutiny process, these action trackers are reported by exception; highlighting just those areas that are under performing or causing concern. This is supplemented by a complete set of performance indicator information to enable members to maintain an overview of performance.

6.3 As the lead partner for the Local Area Agreement and Leeds Strategic Plan, it is fundamentally important that the council can demonstrate to partners, Government Office and through CAA that it has an integrated, robust performance management framework that is fit for purpose.

7.0 Recommendation

7.1 That members of Scrutiny Board note the content of the report and comment on any particular performance issues of concern.

Background papers

None

Leeds Strategic Plan				
Thriving Places			Learning	
Code	Improvement Priority	Accountable Director	Code	Improvement Priority
TP-2b	Reducing and managing offending behaviour	Neil Evans	LN-1b	Improve learning outcomes and skill levels for all 16 year olds, with a focus on narrowing the achievement gap.
TP-2e	Reduce bullying and harassment	Neil Evans	LN-1c	Improve learning outcomes and skill levels for all 19 year olds.
TP-3b	Reduce the number of children in poverty	Neil Evans	LN-1d	Increase the proportion of vulnerable groups engaged in education, training or employment
TP-3c	Develop extended services, using sites across the city, to improve support to children, families and communities	Neil Evans	LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.
Harmonious Communities				
Health and Well Being			Code	
			Improvement Priority	
HW-1c	Reduce rate of increase in obesity and raise physical activity for all.	Sandie Keene	HM-1a	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents
HW-2a	Reduce teenage conception and improve sexual health	Sandie Keene		
HW-2b	Improve the assessment and care management of children, families and vulnerable adults	Sandie Keene / Rosemary Archer		
HW-3a	Improved psychological, mental health and learning disability services for those who need it.	Sandie Keene		
HW-3d	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk	Sandie Keene / Rosemary Archer		

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Action Tracker Guidance

Introduction

The 'Action Trackers' are prepared on a half yearly basis and are intended to give an organisational 'snapshot' view of the progress against the city's top level priorities as set out in the Leeds Strategic Plan and Council Business Plan. They provide a broader range of information and progress than is provided in the performance indicator results alone. Each improvement priority within the Leeds Strategic Plan and Council Business Plan has been allocated to a **Lead Officer** whose role is to provide leadership, co-ordinate the activities of contributing officers/partners and evaluate the performance information to ensure the delivery of the improvement priority. An action tracker has been completed for every improvement priority by the Lead Officer who has provided an overall evaluation of progress to date. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

Overall Progress Rating	<p>The Lead Officer provides an overall traffic light rating on the progress to date based on all the information provided in the completed action tracker including the results for the aligned performance indicators. The criteria for this traffic light is as follows:</p> <p>Green = Progressing as expected</p> <p>Amber = Minor delays or issues to address</p> <p>Red = Significant delays or issues to address</p>
Overall assessment of progress	<p>In this section the Lead Officer provides an overall summary analysis of the progress to date - taking a view based on all the information provided in the completed action tracker including the results for the aligned performance indicators. This section should provide an explanation for the overall traffic light rating.</p>
Contributory Officers/partners	<p>This part of the action tracker sets out who else is contributing to the delivery of the improvement priority and where relevant these officers/partners also appear in the main body against specific actions/activities.</p>
Performance Indicator Information	<p>In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both the result itself and for data quality. Brief commentary is also provided to highlight any issues or important information relating to the indicator.</p> <p>NB this only shows the indicators which are directly aligned but additional performance information is presented in appendix 2.</p>
Improvement priority progress to date	<p>This is the main body of the action tracker and sets out the key actions/activities which are underway and contribute to the delivery of the overall improvement priority. For each action/activity a set of information is provided that includes any risks or challenges to delivery, the key actions which are due to take place over the next 6 months, who the contributory officer/partner is and highlights where any other more detailed information can be found.</p> <p>This section could not possibly include all activities and Lead Officers have been asked to provide a strategic overview through including the main activities only and signposting further sources of information where relevant.</p>
Risk / Challenges	
Key actions	
Contributory officer	
Timescale	
Other information	

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Harmonious Communities 2008/09 Quarter 2 Performance Update	Reference	HM-1a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents	Stephen Boyle	Leeds C C	Amber

Overall assessment of progress

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It is a recently established group that will develop and secure a consensus approach to policies, strategies and action enabling the VCFS to contribute to the delivery of the Leeds Strategic Plan. It is chaired by Sandie Keene, Director of Adult Social Services, NHS Leeds and the VCFS. It has a focus on NI 6, NI7 and NI4. A task group was established in October to take forward the work on Active Citizenship to contribute to the achievement of NI 6. This work programme will be further developed over the coming quarter. Area Committees are on track to complete their Community Engagement Plans by end of Q3. These will include a focus on community led initiatives supported by Well Being Funds.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 110:	Young people's participation in positive activities	To be reported through Children's Services and Children Leeds when available.	N/A	Due to be reported in November 2008		No concerns with data
NI 6:	Participation in regular volunteering	Task Group established under the VCFS Partnership Group and the outline work programme is summarised below. This will contribute to the outcome of this indicator.	N/A	Due to be reported in January 2009		As per Place Survey Methodology

Improvement priority progress on NI6	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Progress is being driven through two complementary processes. At a City wide level the VCFS Partnership Group is providing a lead on VCFS contribution to the improvement priority and an Active Citizenship focus. Area Committees will provide support and a lead role at Area level in promoting community led action which will contribute to their Area Delivery Plan priorities	The challenge of identifying the baseline for this IP is great. Initial Mapping activity will be indicative rather than comprehensive to limit resource requirement and shape forward work programme There will also be increasing pressure on VCFS delivery capacity as a result of widespread reductions in funding, including NRF.	Map / baseline existing activity and support and identify gaps in provision. Agree work programme focus to achieve maximum impact	AMs/SW	Q2 2009/10	
There will be a major focus on Community involvement in both planning and delivery of programmes in the main regeneration areas and other area based schemes	A further challenge in the current downturn may be impacts on business engagement in volunteering and potentially an increase in interest in volunteering as an alternative to work	Develop a directory of civic participation opportunities, training and support	SW	Q2 2009/10	
Young People are a key target group. Youth Services have an extensive programme of opportunities for young people. Targets and actions will be agreed with them to ensure that reporting includes young people specifically.		Support the recruitment and retention of volunteers	AMs/SW	Ongoing	
		Support sustainable asset transfer and the delivery of community benefits	AMs/SW	Ongoing	
		Review the Compact Codes of Practice on Volunteering	SW	Q4	
		Develop links to and support the work of partner's Corporate Social Responsibility programmes	SW	Q4	
		Initiate one new community project in each wedge, focussed on an ADP priority	AMs/SW	Q1 2009/10	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Martin Farrington	City Development	Museums Libraries Archives Yorkshire	Jason Doherty
Catherine Blanshard	City Development	VCFS	Ann Pemberton/Jeanette Morris Boam
Andrew Mason	Environment & Neighbourhoods	Arts Council	Pete Massey
Paul Langford	Environment & Neighbourhoods		
Simon Whitehead	Environment & Neighbourhoods		
John England	Adult Social Care	Sport England	Julie Hannan
Chris Edwards	Education Leeds		

Health and Wellbeing 2008/09 Quarter 2 Performance Update	Reference
HW - 1c	

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce rate of increase in obesity and raise physical activity for all.	John England	Leeds C C	Amber

Overall assessment of progress on the improvement priority

A number of related strategies are in place, however more work needs to be done to assess whether they represent coordinated action against this target. It is unclear whether there are appropriate pathways in place to identify people at greatest risk and signpost them to services that can provide appropriate support. More needs to be done to strengthen the partnership element of this work, for example the opportunities to extend exercise prescriptions through working with primary care. The Lottery funded programme should provide significant capacity to make progress with this target, however this must be counter-balanced with the impact of the loss of NRF for other programmes.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
		Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information	
NI 57 Government Agreed	Children and Young People's participation in high-quality PE and sport	85% (2008) of school children spend 2 hours per week on high quality PE and school sport within and beyond the curriculum (Monitored by Youth Sport Trust)	2008/09 new data return - baseline will be in place by March 2009	To be determined by March 2009	Annual reporting		
NI 8	Adult participation in sport and active recreation	20.5% (05/06) (Active people Survey) Increase of 1% on the baseline by 2010/11. by 2020 70% of adults should participate in at least 30 minutes of moderate intensity activity five times or more a week and 50% on track by 2011.					No concerns with data
<p>Leeds Food Matters: This strategy promotes a co-ordinated and sustainable approach to increasing people's access to healthy food in Leeds. Currently joint working between the ASC, the health sector especially primary care, the retail and agricultural sectors, and the voluntary and community sector. Healthy Living Centre and community health project working with communities with high health needs including poor nutrition. Food workers organise cookery classes. Other initiatives are Healthy Schools, Breakfast Clubs, School Meals, 5 A day, Childhood Obesity. There are some direct initiatives that ASC are involved in which are compliant with the National Minimum Care Standard for catering which was rolled out in Leeds and new efforts are now being made to go beyond the standards where possible.</p>		<p>Low Income Poor access to shops. Socio-economic factors Lack of cooking skills Lack of accurate information</p>	<p>Development of food strategy for Leeds which underpins the aim of providing healthy, affordable, safe and sustainable food for all. Ensuring all children and families have access to nutritious, safe and affordable food. Healthy Living Centres and community health projects should work more closely with communities with high health needs including poor nutrition. Food workers organise cookery classes.</p>	<p>Mike Simpkin Helen Freeman</p>	Ongoing	<p>Targets related to individual programmes must be linked back to the outcomes within the LSP. There is a need for local targets to be developed.</p>	
<p>Raising levels of physical activity amongst all ages and ability groups: A variety of programmes, initiatives and interventions with components of 'Active Living' are in place such as a walking scheme. Leeds has a number of 'physical activity' workers in post promoting 'Active Living'. There is a network of organisations available to support all sectors of the population, with an appreciation of local differences.</p>		<p>Resistance to Culture change Resistance to take up of physical activities Economic climate Unemployment. A culture change in terms of perception and participation in 'Active Living'. Impact of the loss of NRF funding</p>	<p>Development of "A Healthy City Strategy" to recognise the role that physical activity has in improving the quality of life and ensuring opportunities are available to everyone. To reduce the rate of obesity and raise physical activities for all. Encourage those who are inactive to become active and those who are active to maintain and/or increase their activity levels.</p>	<p>Mark Allman</p>	Ongoing	<p>A Healthy City : Physical Activity Strategy for Leeds 2008 to 2012</p>	
<p>Access to Healthy and Affordable food for all Development of successful initiatives such as</p> <ul style="list-style-type: none"> - The Breakfast Club Network - The Five-a-Day Scheme - The Breastfeeding Consortium and - Local Food Projects including Community Cafés and allotment groups 		<p>Availability of Cheaper "Junk Food". Local community participation is these initiatives. Involvement of all ages and hard to reach communities.</p>	<p>Leeds Healthy Partnership will develop and support the food strategy which will look at improving access to safe, healthy, affordable food produced locally wherever possible. Development of sustainable food and farming strategy</p>	<p>Mike Simpkin / Helen Freeman</p>	Ongoing	<p>Leeds Food Matters : A Food Strategy for Leeds 2006-2010 Healthy, Affordable, Safe and Sustainable Food for All.</p>	

Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Healthy City Strategy is being used as an umbrella for a coordinated approach, which involves several key strategic pathways at different levels, including a range of diverse communities and groups. Initiatives such as Choosing Health, Choosing Activity, Game Plan and Older the better initiative.</p>	<p>Culture shift across the city. Physical activity is mostly promoted as sport</p>	<p>Development of Healthy City strategy which will contribute to increased levels of affordable physical activities for all, and an improvement in cardiovascular fitness, reduction in rate of obesity and anxiety, depression and stress related illnesses will be achieved. Development of Physical Education, School sport and Club Link Strategy aims to improve levels of participation in activity, with particular focus on reducing levels of obesity in children under 11. Through Game Plan school leavers, women, older people and most economically disadvantaged groups are focused to participate in sports and physical activities.</p>	Ian Cameron	Ongoing	A Healthy City : Physical Activity Strategy for Leeds 2008 to 2012
<p>Can't Wait to be Healthy: Implementation of The Leeds Childhood Obesity Prevention and Weight Management Strategy plays a pivotal role in the reduction of Childhood Obesity through prevention and weight management programmes</p>	<p>Parents are increasingly wary of letting their children go out alone Longer working hours, including weekends Less family time. Publicly accessible sports fields and space Computer based games</p>	<p>Work with partners to develop a Leeds Childhood Obesity Prevention and Weight Management Strategy. This strategy plays a pivotal role in the reduction of childhood obesity through prevention and weight management programme.</p>	Sarah Sinclair	Ongoing	
<p>Older Better : This strategy specifically focused on improving the health and wellbeing of older people. One of the priorities identified is to ensure older people are able to keep active and healthy.</p>	<p>Cost of activities Access to information Built environments Lack of access to facilities Increased traffic levels</p>	<p>This strategy specifically focused on improving the health and wellbeing of older people. One of the priorities identified is to ensure older people are able to keep active and healthy.</p>	Mick Ward Joy Marshall	Ongoing	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Martin Farrington	City Development	Primary Care Trust	Christine Outram/Ian Cameron
Rosemary Archer	Children's Services	Re'hew	Steve Williamson
Chris Edwards	Education Leeds	Sports England	Julie Hanman
Gary Bartlett	City Development	Youth Sports Trust	
Steve Speak	City Development		
Sarah Sinclair	Leeds PCT		
Julie Meakin	Resources		
Steve Hume	Adult Social Care		

Health and Wellbeing 2008/09 Quarter 2 Performance Update	Reference	HW-2a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce teenage conception and improve sexual health	Sarah Sinclair	Leeds PCT	Amber

Overall assessment of progress

Following the Local Area Agreement negotiation, a more realistic target for the next two years was devised. The focus is on reduction in the six highest wards (Harehills, Middleton, City & Holbeck, Seacroft, Hunslet and Richmond Hill) within Leeds and the impact this will have on the whole Leeds rate. This revised trajectory can be expressed as a reduction to the 1998 baseline which for 2008 is 10% (Rate – 45) and for 2009 is 15% (Rate - 42.7).

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 112	Under 18 conception rate		50.4 (1998) rate per 1,000 population (Per 1,000 conceptions)	45 rate per 1,000 population	Annually Reported		No concerns with data

Improvement Priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>In November 2007, the Teenage Pregnancy National Support Team conducted a robust analysis of what services were working well and where the gaps existed.</p> <p>The appointment of a champion and a new chair of the Teenage Pregnancy and Parenthood Partnership (TPPP) have significantly raised the awareness and profile of reducing teenage conceptions. There has been a review of the TPPP Board in terms of membership, function, terms of reference and levels of seniority which has led to a clearer vision with a revised strategy and work plan.</p> <p>The recently formed Commissioning Executive of the TPPP Board has developed a service map and identified mainstream funding for services that impact on teenage conception and sexual health. This is having a positive effect on improving commissioning arrangements, including the freeing up of resources to invest into priority services for the target wards and other priority actions.</p> <p>The development of SRE in schools and other settings is a top priority and further development work is underway to review SRE provision in schools and to improve SRE provision in priority areas</p> <p>Additional PCT resources are being utilised to increase the uptake of LARC and access to sexual health services.</p> <p>Healthy Living Network Leeds in partnership with other agencies are delivering a programme for teenage boys with the aim of reducing teenage conception rates.</p>	<p>There is a risk of under achieving the national target of reducing the under-18 conception rate by 55%. Annual Progress is behind schedule to meet 07-08 target of 36.7 conceptions per 1000. Current progress is 50.7/1000.</p> <p>One of the principal challenges is that there is a lack of consistency for Sex and Relationships Education (SRE).</p> <p>In terms of areas for development, there is an urgent need to improve access to Contraception and Sexual Health Services (CASH) amongst young people.</p>	<p>The Teenage Pregnancy Strategy has been launched</p> <p>Additional project support has been agreed with the NST</p> <p>Basic data model indicating monthly conception rate is in production.</p> <p>Teenage Pregnancy Board membership has been reviewed to ensure sufficient authority to make implementation decisions and membership has been strengthened.</p> <p>Teenage Pregnancy and Parenting Commissioning work programme is in development. A comprehensive Young People's Health Needs Assessment as part of a broader Sexual Health Needs Assessment has been completed.</p> <p>Locality commissioning plans for priority localities are under development to ensure improved service provision.</p>	Keira Swift	Oct-08	
			Keira Swift	Apr-08	
			Keira Swift	Ongoing	
			Keira Swift	Apr-08	
			Keira Swift	Sep-08	
			Keira Swift	Ongoing	
			Richard Robson (Leeds VCFS)	Ongoing	

Improvement Priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Continued delivery of services to young people including free condoms, Chlamydia and pregnancy testing, practise nurse sessions, one to one support and counselling, groupwork activities.</p> <p>Full engagement with the updated Pregnancy and Parenthood Strategy.</p> <p>Outline bid to Big Lottery Fund for a Sexual Health Peer Education project, supported by NHS Leeds, the TPP Co-ordinator and others, has been accepted and a full bid will be submitted around the end of the year.</p>	<p>Most of this work is delivered in the Archway Resource Centre and may be at risk through the reduction in future loss of NRF funding. Work is in hand to address this through a variety of means .</p>	Ongoing work	Re'new	Ongoing	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Chief Officer, Children and Young People's Social Care	Children's Services	Leeds PCT	Christine Outram / Ian Cameron
Chris Edwards	Education Leeds	Leeds Teaching Hospitals Trust	Maggie Boyle
Keith Burton	Children's Services	Re'new	Steve Williamson
Sally Threlfall	Children's Services	VCFS - Leeds Voice Health Forum	Eddie Mack/Jeanette Morris Moam
Dennis Holmes	Adult Social Care		
Jim Willson	Environments & Neighbourhoods		
John England	Adult Social Care		
Steve Hume	Adult Social Care		

Health and Wellbeing 2008/09 Quarter 2 Performance Update	Reference	HW-2b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Improve the assessment and care management of children.	Chief Officer, Children and Young People's Social Care	Leeds C C	Amber

Overall assessment of progress on the improvement priority

Significant progress has been made in this area and timeliness of Core Assessments and Looked After Children's Reviews continue to perform well. The quality of assessments has been highlighted as an area for improvement with training for social workers planned. There is also a large amount of work to be done following the Business Process Re-engineering report.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 63 - LSP Partnership Agreed	Stability of placements of looked after children: length of placement	The steady increase in this indicator has continued and we are still performing better than most other authorities. The latest known average figure for comparators was 67%. Performance will always be subject to some variation but there are no known factors that we expect to particularly impact on this indicator in the next period	70.5 percent (December 2007)	72 percent	74.7 percent (396 of 530 cases)	Green	No concerns with data
NI 66 - LSP Partnership Agreed	Looked after children cases which were reviewed within required timescales	The biggest single reason for problems with the timeliness of reviews is the shortage of resources within the Independent Reviewing Officer team. A major Business Process Re-engineering review of the team and its processes has just been completed. Implementation of its recommendations should lead to improvement, but requires £100,000 to be carried out in full. Officers are currently considering how to progress this. As a child must have every review in the year on time, the chances of failing to meet the target increases as the year progresses due to the reasons outlined above. As a result of this, the pass rate will therefore decrease every quarter hence the prediction of 70% for the full year. The only way to improve on this is if every single future review is held on time and some of the children who haven't been reviewed on time cease to be looked after and therefore leave the cohort.	60.2 percent (Apr-Dec 2007)	80 percent	78.6 percent (994 of 1265 cases)	Amber	No concerns with data

Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The development and support of foster carers plays a crucial role in placement stability and the quality of care provided to looked after children. In view of this a Payment for Skills policy is being introduced which sets a structure for foster carers to progress through at different levels based on their skills, experience and training. When making placements the skills of the foster parent are matched against the children's needs, therefore achieving better quality and stability of placement. When a child needs to be looked after by the Local Authority the first priority is to seek a placement within their family network. In Leeds we have a large number of family network carers and have identified additional support for these carers, ensuring that placements provide good quality stable care for looked after children. Regular meetings are held to look at the strategic issues as well as detailed operational issues in resolving placement issues.	There are a number of factors influencing placement stability, many of which are dealt with through Payment for Skills, however reducing the risk of placement breakdown remains a key priority. The overall numbers of looked after children can have an effect on placement stability on the basis that placement choice is limited due to the high numbers of looked after children in Leeds.	There are a number of key actions aimed at reducing the number of looked after children in place including: - action to expedite discharge of Care Orders - piloting the Family Group Conferences (FGCs) in the South of the City, enabling family networks to find solutions to difficulties that they are experiencing - the Integrated Services Group progressing with an action plan for 2008/09 to improve support offered to vulnerable children and families	Saleem Tariq Saleem Tariq Sally Threlfall	Ongoing Ongoing Ongoing	

<p>A Business Process Re-engineering (BPR) exercise has been undertaken to enable the Independent Reviewing Team to operate more effectively. The report makes a large number of recommendations about improvements that need to be considered. Social work teams across the city have service improvement plans which set out detailed actions to improve performance. Measures include service delivery managers taking decisions on the cancellation of reviews.</p>	<p>The BPR report highlights capacity as a significant issue within the team. This has been a factor in previous poor performance and continues as a future risk. Performance improvements have been achieved within the context of the Team Manager carrying out reviews herself which has limited her capacity to manage and develop the team in other areas.</p>	<p>A scoping exercise is underway to consider the recommendations and set out a pragmatic implementation plan which considers how to make improvements within the wider context of the service.</p>	Saleem Tariq	Dec-08	
<p>Progress</p> <p>Performance in relation to the completion of core assessments on time continues above the 80% target. Whilst timeliness is very important, we are concerned that the quality of assessments should also be improved. Training for social workers aimed at improving the quality of assessments is planned and will be delivered over the next six months.</p>	<p>Risk / Challenges</p> <p>An Integrated Children's System (ICS) is due for implementation from 1st April 2009. As part of the implementation of ICS, social workers will be required to use Core Assessment templates which are in line with Government guidelines and not templates which Leeds adopted at the time of the introduction of the National Framework for Assessment. These assessments are age banded and require a greater level of detail. Completion of these assessments could impact on the timeliness of Core Assessments and impact adversely on the KPI.</p>	<p>Key Actions</p> <p>A full training programme for staff is planned before implementation and some aspects of the system will speed up processes as people become more familiar with it.</p>	<p>Contributory Officer</p> <p>Tony Griffin/ Saleem Tariq</p>	<p>Timescale</p> <p>Apr-09</p>	<p>Other Information</p>
<p>Work on the preventative agenda is being carried out through the Children's Centres, including family outreach work, early intervention 7 day response teams and through the pilot providing free childcare for vulnerable 2 year olds.</p>	<p>Progress will be limited if better integration of the work of the various agencies and services working towards preventative agenda is not achieved.</p>	<p>Further work is planned to better integrate the preventative work across the various services and agencies.</p>	Sally Threlfall	Ongoing	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Chris Edwards	Education Leeds	Leeds PCT	Christine Outram / Ian Cameron
Dennis Holmes	Adult Social Services	Leeds Teaching Hospitals Trust	Maggie Boyle
		Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
		VCFS - Leeds Voice Health Forum	Eddie Mack/Jeanette Morris Boam

Improvement Priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Performance on the timeliness of child protection conferences has significantly improved and is above the national average following the introduction of a monitoring and recording system.	Frontline staff not being aware of how this indicator is measured could impede good performance.	Ensure all staff are aware of the requirement to measure the timeliness of child protection conferences. Ensure new system is monitored regularly to ensure effective operation.	Saleem Tariq	Dec-08	
National College for School Leadership (NCSL) Safer Recruitment training continues to be in high demand. 96.6% of schools have at least one person trained on safer recruitment and 37 Education Leads officers have passed the safer recruitment assessment. A new course on 'children who self harm' will be delivered during the autumn term. New guidance and protocols have been published on children that are trafficked, on private fostering, on young people at risk of forced marriage (recognised by the Foreign and Commonwealth Office as good practice) and on young people engaging in under-age sexual activity.	An increase in Ofsted judgements that schools fail to meet legal safeguarding requirements.	Schools that cause concerns are regularly monitored by the Child Protection Team in Education Leeds and prioritised for intervention work.	Head of Service for Safeguarding, Vulnerable and Looked After Children	2008/09 academic year	
Performance in relation to the completion of core assessments on time continues above the 80% target. Whilst timeliness is very important we are concerned that the quality of assessments should also be improved. Training for social workers aimed at improving the quality of assessments is planned and will be delivered over the next six months.	An Integrated Children's System (ICS) is due for implementation from 1st April 2009. As part of the implementation of ICS, the templates which Leeds adopted at the time of the introduction of the National Framework for Assessment will be replaced by Core Assessment templates which are in line with current Government guidelines. These assessments are age banded and require a greater level of detail. Completion of these assessments could impact on the timeliness of Core Assessments and impact adversely on the KPI.	A full training programme for staff is planned before implementation and some aspects of the system will speed up processes as people become more familiar with it.	Saleem Tariq	Apr-09	
The number of child protection reviews held on time continues to be good with just one case recorded as having not been completed on time. This is due to a good system of booking and holding reviews, and continued use of it should ensure reviews are held on time.	NA	NA	NA	NA	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Keith Burton	Children's Services	VCFS	Ann Pemberton/Jeanette Morris Boam
Dennis Holmes	Adult Social Care	Leeds Colleges	Carolyn Wright
Sally Threlfall	Children's Services	West Yorkshire Police	
Chris Edwards	Education Leeds		

Learning	Reference	LN-1d
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Improve the proportion of vulnerable groups engaged in education, training or employment	Lead Officer Sally Threlfall	Organisation Leeds CC	Overall Progress Rating Amber
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Overall assessment of progress on the improvement priority

Good progress has been achieved across a range of factors within this indicator. After some initial difficulties we are now reporting data with more confidence in the quality and it is showing marked reduction in NEET and not knowns. The establishment of the IYSS is impacting upon performance and generating efficiencies. Robust engagement and partnership working across the 14- 19 agenda is impacting upon performance favourably. Some excellent projects are improving life chances for young people.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 117	16 - 18 year olds who are not in education training or employment (NEET)	LCC inherited a static monthly NEET performance in April 08 at 9.7%. The September 2008 adjusted NEET figure is 11.2%. Results for previous Septembers were 12.7%, 12.6%, 13.9% and (in 2007) 12.7%. The September Not Known figure 27.2%. results for previous Septembers were 42.2%, 35.0%, 39.3% and (in 2007) 45%. This improved performance is being carefully monitored to ensure this trend is maintained. Currently on track to meet the November 08 target	10% (Average of Nov, Dec, and Jan as per national reporting guidance)	8.9%	Annually Reported	NA	Not completed
NI 148	Care leavers in education, employment or training	Better monitoring will specifically help the more targeted work carried out to support care leavers in education, work and training.	71.3% (2006/07)	76.6%	Annually Reported	NA	No concerns with data

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The Connexions Service has been successfully localised	Continuing to put in place controls and central support structure including relevant staffing	The majority of the recruitment will be completed by Dec 08.	JP/GH	Dec-08	
Improvement has been sought from and achieved by the main supplier of IAG services in the city. Good achievement on the September Guarantee and excellent support for the reduction in the percentage of Not Knowns.	There may be a change of provider of this critical service in April 09 following the current tender process.	Ensure new contract has sufficient lead in time for either existing or new provider to ensure maintenance of current trend.	JP/GH	Apl 09	
CCIS compliant MI system (Insight) fully functional and providing evidence of progress. Successful business case made for capital funding for support for practitioner access to MIS	Maintaining quality of inputting and ensuring all relevant staff are trained	Monitoring programme in place with support and training	JP/GH	Nov 08 - March 09	
Increase in number of PAs delivering Connexions services in 08/09 as a result of localisation and thereby achieving efficiencies	Reducing Connexions grant (by 5%) in 09/10. This will inevitably lead to the risk of some reduction in services. This will be minimised by seeking efficiencies through current tendering exercises	New tendering will take place during 08/09 and 09/10	JP/GH	Nov 08 - Oct 09	
Projects within Libraries, Arts and Heritage, Education Leeds working with LEGI and across the VCF sector	Limited or time limited funding	Maintain varied menu of opportunities	CB/CE	2008- August 2009	
National pilot of a partnership arts based scheme between Museums and the Youth Offending Service to involve young offenders with Museum collections to engage them in creative work.	Limited by funding	Further grant obtained but partnership with YOS will continue with sessions being run at LMDC with museums Learning & Access Officer.	John Roles	Ongoing	
The results are used to create a range of greetings cards inspired by the museum collections which are sold in our gift shops with proceeds going to a charity chosen by the young offenders. Participants are eligible to achieve Arts Council Bronze Award & two are now studying for the Silver Arts Award & another is enrolled on the Young Curator's Course at Leeds Met University.					
Get Creative - summer programme for young people 10-16 , taking part in workshops in dance, drama, film, music etc. Targeted work with specific groups of vulnerable young people with the major arts organisations in the city.	Ability to raise external funding	There has been a debrief on this year's programme. With this information partners will consider the format of the programme for next year. In addition, partners will look at fundraising for next year's programme and consider how the programme coherently fits in to the offer provided to children and young people.	Jon Price	Ongoing	

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Partnership project between LMG & Leeds Hospitals & Home Teaching Service		LMG run outreach sessions for hospital-bound children in both the school & play rooms as well as the wards at LGI & St James Hospitals. Investigating making a long term partnership with LMG eLearning Officer developing whiteboard & online activities for use in hospital.	Learning and Access team Museums	Ongoing	
Free with Words Around 2300 prisons and young offenders are provided a service through the Prison Library Service. More than 500 prisoners and young offenders took part in the 6 book challenge, the highest number of prisoners participating in the country.			Richard Fuller/Britta Heyworth	Figures for Qtr 1 & 2	
Individual learning sessions run in Libraries tailored to individual needs. Aim is to help people into learning or work. 1,723 people attended a learning session in the past 6 months. 90% said that they achieved everything they wanted on the session. 40% were seen on a 1-1 basis, 20% had some form of disability, 13% were from BME communities and 10% were unemployed.			Ann Day / Jason Tutin	Figures for Qtr 1&2	
Gallery 37 youth arts summer programme opening up routes to training and employment.			Jon Price		
115 young people engaged in Creative Industries skill development					
Increased usage of formal learning programmes in museums and galleries. Half year results 78% up on last years actuals with 14,002 children attending formal sessions in first half of year. Achieved through: new Learning & Access Officers now on all sites, programme of enhancing learning facilities at all sites (latest being creation of ArtsSpace in Art Gallery) & creation of new Learning resources across all sites (latest being Key stage 1/2 & 3/4 packs for Armley Mills). New Schools programme (treasury of Learning) created & copies delivered to all schools in Leeds. More resources & learning trails added to the eLearning site- My Learning.			Learning and Access team Museums	Annual	
The College of Chinese Physical Culture (CCPC) is involved in a project called Essential Energy which provides volunteering opportunities for young people from disadvantaged backgrounds by supporting them in designing, developing and implementing their own objectives to become involved and to promote Lishi to other young people. Lishi is a Chinese form of movement and dance that is a proven alternate 'hook' into learning and progression into employment. As well as providing training in learning and skills leading to qualifications it is also proven to develop softer employability skills such as confidence, self-esteem, communication, creativity and the ability to work effectively in teams.			Richard Robson (Leeds VCSF)		

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Chief Officer, Children and Young People's Social	Children's Services	Job Centre Plus	Ian Hunter
Chris Edwards	Education Leads	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Catherine Blanshard	City Development	Learning Skills Council	Anne Carven
Stephen Boyle	Environment and Neighbourhoods	VCFS	Richard Norton/Richard Robson
Paul Broughton	Adult Social Services	Leeds Colleges	Carolyn Wright
Dennis Holmes	Adult Social Services		

Learning		Reference		LN-1e			
Improvement Priority			Lead Officer		Overall Progress Rating		
Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.			Chris Edwards		Amber		
Overall assessment of progress on the improvement priority							
2008 standards in Key Stage 2 remained in line with national averages as in previous years. Standards fell slightly in the Foundation Stage Profile. Although the national indicators that relate to this area (DCSF statutory targets) do not yet show substantial improvement, this reflects the aspirational nature of target-setting in Leeds and the fact that many of these performance indicators have been introduced with the aim of achieving national targets by 2011. Bringing about change at this level is part of a medium-term strategy which will take more than one academic year. However, very positive partnership working between the School Improvement service in Education Leeds and between the Early Years service is taking place to address these issues, and there is confidence that targeted improvement work during this academic year will start to impact on the results of the performance indicators that measure this priority.							
PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	This indicator has shown an improvement of 0.2% in Leeds in 2008, a slowing in improvement compared to previous years. This may be an indication that practitioners are continuing to refine the accuracy of their assessments (hence the reduction in outcomes in strands which historically have had high results), but are successfully maintaining the consistency of children's development in key areas.	47% - 2006/07 academic year	48.5% - 2007/08 academic year	47% - 2007/08 academic year	Amber	No concerns with data
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	This data is provisional until March 2009. KS2 outcomes have fallen slightly in Leeds in 2008. The Improving Schools Programme is in place to provide targeted support to schools with low results, and schools are selected for this programme based on their pupils' results in English and maths.	71% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	71% - 2007/08 academic year	Amber	No concerns when the final results will be published, but please note this data is provisional until March 2009.
NI 76	Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2	This data is provisional until March 2009. The current academic year is the start of this national indicator. Although there has been a slight increase in the number of schools below the new floor target, these were schools that had been identified by the school improvement service as being at risk of low results and therefore strategies are already in place with these schools to start improving attainment. Schools below floor target have additional school improvement advisor support to address issues such as leadership, self-evaluation and school development planning.	32 schools - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	34 schools - 2007/08 academic year	Red	No concerns when the final results will be published, but please note this data is provisional until March 2009.
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	In 2008 there has been a decrease of 1 in the median score for the full cohort and a decrease of 2 in the mean score for the bottom 20%. This has resulted in a widening of the gap by 1.5%. This means that some of the improvement seen in 2007 has been lost this year, although the gap is still smaller than that seen in 2006. National comparison data is not yet available. An Early Years Advisor has been appointed to improve joint working between the School Improvement service and Early Years service, and five new consultants are being appointed to provide targeted support to schools.	38% - 2006/07 academic year	33.3% - 2007/08 academic year	39.8% - 2007/08 academic year	Red	No concerns with data
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	This data is provisional until March 2009. This is a new national indicator coming into effect this academic year, so no target applies to results from the 2007/08 academic year. Initiatives aimed at improving progression rates are in place for this academic year, for example the Progress Matters project targets schools with lower contextual value-added (CVA) results. School Improvement Advisors are also now looking at data for Year 4 pupils to identify schools where pupils are failing to make progress part-way through Key Stage 2, so that early interventions can be put in place. Additional curriculum-based National Strategies programmes are in place and all schools in the Progress Matters and Improving Primary Schools programmes will benefit from support from a National Strategies consultant in English.	83.9% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	83.9% - 2007/08 academic year	Amber	No concerns when the final results will be published, but please note this data is provisional until March 2009.
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	This data is provisional until March 2009. This is a new national indicator coming into effect this academic year, so no target applies to results from the 2007/08 academic year. Rates of progression in maths have improved since 2007 and initiatives aimed at improving progression rates are in place for this academic year, for example the Progress Matters project targets schools with lower contextual value-added (CVA) results. School improvement advisors are also now looking at data for Year 4 pupils to identify schools where pupils are failing to make progress part-way through Key Stage 2, so that early interventions can be put in place. Additional curriculum-based National Strategies programmes are in place and all schools in the Progress Matters and Improving Primary Schools programmes will benefit from support from a National Strategies consultant in maths.	76.4% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	78% - 2007/08 academic year	Amber	No concerns when the final results will be published, but please note this data is provisional until March 2009.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 99	Looked after children reaching level 4 in English at Key Stage 2	To be reported in quarter 3. This indicator is based on results for the OC2 cohort and data is not yet available. This is a provisional academic year end output. The target has been exceeded. For the first year School Improvement Partners and the School Improvement Service have received pupil level Fisher Family Trust target information from the Leeds Extended School/PMIT and this has stimulated a dialogue with Head teachers that has raised the profile of looked after children and challenged under expectation. Further analysis will compare pupil achievement with their expected performance to give a value-added judgment to inform subsequent school improvement work in schools. Though the direction of travel in English & Maths at KS2 is encouraging LEXS still plans to invest in core subject support for pupils in Key Stage 2.	40% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	43% - Provisional	N/A	No data available yet
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2		30% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	41% - Provisional	N/A	No data available yet
NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	While this indicator is 4% compared to the 5% target, and hence 'RED', it is important to note that the cohort size is 126, so a single student can shift the indicator almost 1% either way. There are currently 5 Year 11 students whose results the service has not been able to get from the David Young Academy and there is, therefore, the potential for this indicator to change. During its first year of operation, the Leeds Extended School for looked after children (LEXS) has focused on secondary age students and it is important to note that the 5A*-C (excluding English & Maths) has shifted significantly in the right direction: from 8% last year to 13% this year. That suggests that the increased profile of looked after children in secondary schools and the increased challenge to them from school improvement professionals using data from LEXS/PMIT is having a positive effect. This indicator is now informing LEXS deployment of its Innovations Grant to support students close to achieving 5A*-C (including English & Maths) as it suggests that we should focus on those core subjects even more than on the other courses being followed by the young people.	5% - 2006/07 academic year	There is no target for the 2007/08 academic year. This national indicator relates to outcomes in summer 2009.	4%	N/A	No data available yet

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Good progress has been made in developing partnership work between the school improvement service in Education Leeds and between the Early Years service. For example, an Early Years Adviser has been appointed to lead on the monitoring and evaluation of the Early Years Outcome Duty plan. Work has been undertaken to raise the awareness of the school improvement advisors about the Early Years Foundation Stage. Advisers have had training to enable them to have more meaningful discussions in their visits to teams. A one day conference has also been held for primary headteachers to improve their skills in evaluating and practising the Early Years Foundation Stage. There has also been a refreshed approach to support for the Early Years Foundation Stage, moving this from a universal service to targeting support to specific schools at risk of poor outcomes. Resource will therefore be realigned to match need.	Foundation Stage results are based on teacher assessments rather than national testing. There is a need to improve the quality and security of Foundation Stage Profile judgements through improvements in moderation and assessment. Key risks are around schools below floor target, low levels of progress (ie, poor CVA and low numbers of pupils making two levels of progress between Key Stage 1 and Key Stage 2) and attainment and progress for vulnerable groups.	A moderation plan has been accepted by the regional adviser and a programme of training and development is in place for Foundation Stage leaders. The Improving Schools Programme and Progress Matters programmes are designed to address both low standards and poor progress. Schools have been selected for both of these programmes and activity is beginning this term. Programmes are also being developed for pupils in vulnerable groups. For example, a new programme is being developed for key stages 1 and 2 aimed at Pakistani pupils; this is currently being shaped by headteachers.	Head of Service for Primary School Improvement Advisers / Early Years Adviser	2007/08 academic year	Progress against early learning and primary learning outcomes are also monitored via: - The annual Standards visit by DCSF - The annual performance assessment carried out by Ofsted - Assessment of National Strategies by the DCSF - Ongoing quarterly performance management processes within Education Leeds and Children's Services
Overall standards have been maintained at Key Stage 2, although 2007-08 academic year results are still provisional. Detailed analysis of results for priority groups will become available later in the autumn term. This includes outcomes for looked after children, black and ethnic minorities, young people with special educational needs or learning difficulties and disabilities and young people entitled to free school meals. Initial indications are of positive improvements with a narrowing of the gap in some indicators.			Head of Service for Primary School Improvement Advisers	2007/08 academic year	Progress against early learning and primary learning outcomes are also monitored via: - The annual Standards visit by DCSF - The annual performance assessment carried out by Ofsted - Assessment of National Strategies by the DCSF - Ongoing quarterly performance management processes within Education Leeds and Children's Services

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Early years have identified an officer to work alongside the headteacher of the Leeds Extended School.</p>		<p>Early Years are seeking to identify those looked after children already in provision so that social workers can ensure that carers are aware of the entitlement to provision.</p>		<p>2008-2009 Academic year</p>	
<p>Bookcrawl - reading promotion for young children as part of Bookstart scheme.</p> <p>1855 under-4s have joined Bookcrawl Apr 07 - June 08, bringing 646 new members to libraries with a total of 3228 visits. A total of 12,109 Bookstart packs have been gifted this year (bags, satchels and treasure chests).</p>			<p>Britta Heyworth/ Lorraine Lee</p>	<p>supported scheme until 2012</p>	
<p>Museums and Galleries targeted families as a key audience with programmes of family activities across several sites.</p> <p>Over half year 121 sessions held with 1848 individuals across the city. As an example Temple Newsam ran a series of family and children targeted events resulting in 2802 children visiting the house during the last quarter. Abbey House continued its regular Monkey club (for under 5s and carers) but also introduced a Little Monkeys month. These and 15 family fun days held during the school holidays attracted over 20,500 paying visitors. Kirkstall Abbey ran programme of family and childrens events over the summer attended by over 27,000 people. Children here helped The Countess of Wessex open Toddler Town in the Museum. Eating Creepy Crawlies particularly targeted at families.</p> <p>Outreach events include Cultural Identity with 120 primary school children in library in Leeds 8 and Object handling at Carnegie Stadium as part of Leeds Children's Day with over 150 people, outreach at Middleton Library targeting C2/D families including displays of local artefacts. Portrait of a Nation dance group used museum collections to inspire a dance performance for the new museum opening weekend.</p>		<p>Museums and Galleries will continue to target families as a key audience with programmes of family activities across several sites through 08/09.</p>	<p>Learning and Access team</p>	<p>2008/9</p>	
<p>Family Readers Groups - 3 Family Readers Groups have met monthly.</p>	<p>Time and resources needed for adequate promotion</p>	<p>Plans drawn up for a relaunch of 6 Family Clubs for December 08.</p>	<p>Britta Heyworth/Sue Carter</p>		
<p>Usage of formal learning programmes in museums and galleries.</p> <p>Half year results 78% up on last year's actuals with 14,002 children attending formal sessions in first half of year. Achieved through: new Learning and Access Officers now on all sites, programme of enhancing learning facilities at all sites (latest being creation of ArtsSpace in Art Gallery) and creation of new Learning resources across all sites (latest being key stage 1/2 & 3/4 packs for Armley Mills). New schools programme (Treasury of Learning) created and copies delivered to all schools in Leeds. More resources and learning trails added to the eLearning site- My Learning.</p>	<p>Many of the posts and resources and programmes are externally funded through Renaissance Yorkshire - danger of loss of funding. Schools have issues over transport costs.</p>	<p>Usage of formal learning programmes in museums and galleries will continue through 08/09.</p>	<p>Site Managers</p>	<p>Annual</p>	
<p>Bookcrawl - reading promotion for young children as part of Bookstart scheme.</p> <p>1855 under-4s have joined Bookcrawl Apr 07 - June 08, bringing 646 new members to libraries with a total of 3228 visits. A total of 12,109 Bookstart packs have been gifted this year (bags, satchels and treasure chests).</p>			<p>Britta Heyworth/ Lorraine Lee</p>	<p>Supported scheme until 2012</p>	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Chief Officer, Children and Young People's Social Care	Children's Services		
Catherine Blanshard	City Development		
Sally Threlfall	Children's Services		
Martin Farrington	City Development		
Paul Broughton	Adult Social Services		
John Lennon	Adult Social Services		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-2b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reducing and managing offending behaviour	Neil Evans		Amber

Overall assessment of progress

Overall progress is in line with expectations. The improvement priorities have been agreed by the Integrated Offender Management Board - progress against the three priorities listed below will be available by the end of quarter 3. Phase 1 of the Integrated Offender Management (IOM) Model is being monitored closely by Safer Leeds and the Strategic Integrated Offender Management Group. Funding has been allocated from Supporting People to provide the assessment and case management functions. Arrangements for measuring the offending rates of prolific and priority offenders need to be resolved with the Home Office. Without this it will be difficult to assess performance against this priority.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 30	Re-offending rate of prolific and priority offenders	The Home Office are currently reviewing the methodology applied for this measure. The Integrated Offender Management Board are aware of the problems with the current methodology and are awaiting clarity from the Home Office.	The baseline for this metric will be calculated against our cohort of Persistent and Prolific Offenders (POs) as at 1st April 2008 and their re-offending during the preceding 12 months. The cohort will then be tracked forward for a further twelve months and the re-offending rate compared to the baseline.	-15% (indicative target)			Data Quality Arrangements being developed
LSP-TP2b(i)	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified	The Youth Offending Team (YOT) is continuing to work with Youth Justice Board and national Police Improvement Agency to improve timeliness of results being made available. Performance has improved this quarter, one of the contributing factors is that there are now protocols in place to ensure schools use criminal sanctions as a last resort, and not to resolve minor incidents. This result is subject to change as firstly, offences can be brought to justice after the end of the reporting quarter and secondly due to delays in data transferred by Police to YOTs.	2,076 (2004/05)	1,877- LPSA2 Stretch Target	355	1800	No concerns with data
LSP-TP2b(ii)	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the year specified	The improved performance may have been influenced by the targeted work carried out by the Youth Service's four Area Teams. This number is subject to change offences can be brought to justice after the end of the reporting quarter. Quarterly results are subject to revision once the outcome is known.	622 (2005)	573 - LPSA2 Stretch Target	105	573	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Implement the agreed Leeds Integrated Offender Management (IOM) model. £615k per annum has been allocated from Supporting People for the assessment and case management functions; this has been operationally aligned to Drug Intervention Programme (DIP) service providers, £90K of this is specifically for DIP housing support. A further £130K of NRF has been allocated non-recurrently for IOM court team staffing, case management system development and pathways activities.	Ensuring strategic and operational engagement from key agencies. Some IOM processes are being developed as a West Yorkshire product, this could have an impact on Leeds time scales.	1. Agree selection/ deselection criteria for IOM scheme. 2. Agree clear operational guidance for IOM process. 3. Establish effective divisional IOM / PPO case conferencing arrangements. 4. Enhance DIP court team to work with IOM cohort.	Louise Hackett	During 08/09	
Establish effective assessment and case management arrangements for non statutory PPO/IOM cohort. Contracts for case management and assessment have been put in place by Supporting People, these are overseen jointly by Safer Leeds. Initial focus has been on the PPO cohort (217) however a further 150 individuals have been identified for targeting through IOM.	The operationally processes to ensure performance targets are being reviewed jointly between Drug and Offender Management Unit and Safer Leeds, this will ensure effective targeting of resources.	1. Contracts and performance reporting frameworks to be put in place with providers.	Louise Hackett	During 08/09	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Develop intervention pathways for IOM cohort. Opportunities for joint working with housing providers, Jobs & Skills and Job Centre + are currently being progressed. A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.	Ensuring support and involvement of specialist agencies in developing working protocols	1. Establish clear routes with LCC/ Social Landlords, SP and other housing providers. 2. Establish clear working arrangements with Jobs and Skills, Progress to Work, Job Centre Plus. 3. Establish clear routes with physical and mental health services.	Louise Hackett	During 08/09	A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Simon Whitehead	Environments & Neighbourhoods	West Yorkshire Police	Mark Milson/Alison Rose
Chief Officer, Children and Young People's Social Care	Children's Services	VCFS	Richard Norton/Richard Robson
Sally Threlfall	Children's Services	Probation	Maggie Smallridge
Sarah Sinclair	Leeds PCT	Youth Offending Service	Jim Hopkinson
Chris Edwards	Education Leeds	Job Centre Plus	Ian Hunter
Val Snowdon	Jobs&Skills	Leeds Colleges	Carolyn Wright
Bridget Emery	Supporting People	Re'new	Steve Williamson
Jim Willson	Leeds Community Safety	Learning Skills Council	Anne Craven

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-2e
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce bullying and harassment	Chris Edwards	Education Leeds	Amber

Overall assessment of progress

The Anti-Bullying Strategy work in Leeds continues to be seen as a model of good practice by the DCSF and the number of schools engaging in anti-bullying training and participating in programmes is also increasing. The score in this year's Audit Commission Survey for the effectiveness of council support for combating bullying has improved and is now in the second quartile for national responses.

Progress against this improvement priority is being given a traffic light judgement prior to the publication of the national indicator result - this may be revised once the result is known and when we understand further how this has been calculated and what the differences are from last year's measure.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 69	Children who have experienced bullying	Not yet clear how this result will be calculated from the two questions in the Tell Us survey that ask about bullying.	33.0% (2007) (TellUs survey)	30%	Not yet available	N/A	Initial data issued by Ofsted was withdrawn or data corrections to be made. A full data quality judgement will be made when results are available and we know how they have been calculated.

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Dedicated lead officer for anti bullying and anti-bullying champion have been appointed.</p> <p>Multi-agency strategic plan for anti-bullying and a sound strategy across children's services, cited by anti-bullying alliance as an example of best practice.</p> <p>An anti-bullying CPD programme is well underway and training programme for schools and ambassadors is currently being rolled out for 2008/09, supported by attendance champions team. Anti-bullying engagement by other services/agencies to be audited through LSCB.</p>	<p>Anti-bullying work is mainly resourced through short-term funding initiatives, there is ongoing work in place to secure funding opportunities to expand and develop this work.</p>	<p>Clarifying and expanding the role of the anti bullying champion across children's services. Actions are designed to develop and strengthen the capacity and ownership at authority and school level for responding to and managing complaints relating to bullying and providing early advice and guidance to prevent the escalation of bullying issues. All schools will have effective and consistent anti-bullying strategies in place by March 2009 and Education Leeds will have a central referral point for receiving and signposting complaints and enquiries in relation to bullying by January 2009.</p> <p>Anti-bullying week takes place in November which includes events for adults and children and young people.</p>	Jane Hall	2008/09	
<p>Bullying and Harassment Incident Reporting System is a new electronic system which is being developed which will provide an efficient and manageable system for schools to record incidents of bullying and harassment. It will help schools and EL in meeting their statutory responsibilities for the reporting of incidents and will provide valuable information for schools in completing their SEF and preparing for Ofsted inspections. It will also enable schools to case manage incidents, provide valuable information in the management of complaints as well as a wealth of information which will serve a variety of purposes including the targeting of resources to appropriate areas in order to help improve the school's learning environment. The successful implementation will facilitate the promotion and sharing of good practice both within and across schools and will provide the opportunity to extend anti-bullying and harassment training across Leeds.</p>	<p>Key risks are around the decisions which will be made by schools around adoption of the new system. Our current indication is that it is a more attractive option to primary than secondary schools as the majority of these have yet to commit to an electronic solution for bullying and harassment monitoring.</p>	<p>Continue with implementation plan to assess the viability of the project. Review the impact of proposed systems on existing management information systems in secondary schools.</p>	Jon Hosegood	An early adopters team of schools will commence using the new system in the new year prior to a wider roll out in September 2009.	

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Leeds Area Community Safety has assisted in training 29 high schools in the understanding and use of restorative justice as an effective tool in the prevention and reaction to bullying incidents. This has also included the pupil referral units and the BESD SILC.	A need has been identified to extend this into the primary school sector. A good pilot has been trialled via the West Area Management Board which was well attended.	Using the Safer Schools Partnership project as a driver, this will be the main route 'in' to establish a whole school approach to the use of restorative justice as an effective anti-bullying tool.	Simon Whitehead	Ongoing	
The Youth Crime Reduction Officer is an integral part of the anti-bullying strategy and works closely with the anti-bullying champion. This is an example of strong partnership working between Education Leeds and West Yorkshire Police.	All police youth and schools officers/safer school partnership officers need to have their knowledge and understanding of the Leeds Anti-Bullying Strategy seen as an integral part of their future working within schools.	The Leeds Anti-Bullying Strategy will be a key priority in the 'training package' for all police yso/sps officers.	Simon Whitehead	Ongoing	
The YSS service plan specifically highlights bullying as a priority within the context of delivering programmes "whose explicit aim is to promote resilience and empowerment". Each of the five wedges is committed to running at least four programmes per year focusing on this. The work takes place within community settings but also in negotiated partnership with schools. The Youth Council and ROAR also continue to focus on bullying and harassment.			John Paxton	Ongoing	
Health Living Network Leeds working with schools and families in the "More Than a School" programme. Since 2001 the college of Chinese Physical Culture (CCPC) has worked with a great number of schools, youth groups and young people to great success. This success has been evidenced in many externally evaluated reports. Lishi is a Chinese physical activity that teaches young people how to look after themselves better and increases levels of self confidence, self esteem and other softer skills. It can also include self defence and assertiveness training.	Lack of access to core funding to enable the CCPC to better promote itself to schools and youth groups and work to achieve the criteria to become a listed partner with Education Leeds and its funded programmes across the city.		Richard Robson (Leeds VCFS)	Ongoing	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Chief Officer, Children and Young People's Social Care	Children's Services	VCFS	Ann Pemberton/Jeanette Morris Boam
Simon Whitehead	Environments & Neighbourhoods		
Sally Threlfall	Children's Services		
Chris Edwards	Education Leeds		

"Leeds Strategic or Council Business Plan" Theme 2008/09 Quarter 2 Performance Update	Reference	TP-3b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce the number of children in poverty	Sally Threlfall	Children's Services	Amber

Overall assessment of progress

The Child Poverty Strategic Outcome Group is in place and working towards the development of a seamless continuum of services to support families on a trajectory out of poverty. A Beacon bid focused on tackling child poverty has been submitted by the group which will be shortlisted for an assessment visit in November. Five themes dominate the current work of the group: tackling the entrenched causes of poverty; tackling worklessness; promoting work readiness and adult skills; promoting financial inclusion and raising attainment. The work of the group needs to be aligned to the Narrowing the Gap Board and the Tackling Worklessness Strategic Outcome group.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 116	Proportion of children in poverty	Data will be collected through the annual Family Resources Survey and is a measure of relative poverty. The measure will be changed in 2009 to an income based measure.	To be established	N/A	N/A	N/A	N/A

Improvement Priority Progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Child Poverty Strategic Outcome group established June 2008.	Failure to achieve widespread acceptance that child poverty is the root cause of most poor outcomes for families. The deteriorating economic situation.	Not required	Sally Threlfall	Jun-08	
Key themes for tackling child poverty agreed: namely tackling the entrenched causes of poverty, tackling worklessness; promoting work readiness; financial inclusion and raising attainment.	Inability to secure integration across the five themes and avoid duplication across services, directorates and partners.		Diana Towler	Sep-08	
Work has commenced to establish an integrated service continuum across differing levels of need.	Lack of strategic support for the development of the continuum. Difficulty in securing officer time to link work across partners.		Mary Armitage, Julie Staton	From July 2008- March 2009	
A co-ordinated approach to outreach and engagement work is currently being piloted inner North East Leeds.	Challenge - Difficulty in securing pooled, aligned or co-ordinated resources to effectively conduct the pilot.	Continue with pilot on joint outreach working in inner North East Leeds and undertake regular evaluations to assess progress.	Sally Threlfall	Ongoing	
There is agreement on the need to develop a basket of proxy measures in addition to measures of relative and absolute poverty	Failure to develop a basket of measures will mean that progress cannot be demonstrated. Lack of understanding and acknowledgement by partners about the role they play in reducing child poverty resulting in a basket of measures that aren't inclusive of all partners and don't address all the recognised contributory factors that relate to child poverty.	Agree basket of proxy measures by March 2009 to take effect from April 2009.	Jane Stageman	Oct-08	
Beacon bid submitted and shortlisted. Visit taking place Monday 10 Nov.	N/A	Prepare for visit in January 09.	Lisa Martin	June 2008 - Jan 2009	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Children and Family Social Care- tbc	Children's Services	Job Centre Plus	Diana Towler
Chris Edwards Chief executive Education Leeds	Children's services	Leeds Credit Union	Joanne Swain
Stephen Boyle	Environments and neighbourhoods	PCT	Sharon Yellin
Paul Stephens	City Development	Learning Partnerships	Tom Murray
Paul Langford	Environments and neighbourhoods	LEGI	Simon Brerton

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Column Title	Description
No.	Each indicator is numbered to allow for easier navigation through the report.
Performance Indicator Type	<p>This column gives a little more information on the type of indicator and gives some indication of its relative importance and what the implications might be of poor performance. Some of the indicators fall into more than one type, for example, all LSP government agreed indicators are also national indicators. The types of indicator are:</p> <p>Leeds Strategic Plan Government Agreed - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been negotiated and agreed, by the council and its partners, with government. They form part of our current Local Area Agreement and additional reward grant is paid if we meet these targets. The Audit Commission will also give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p>Leeds Strategic Plan Partnership Agreed - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been agreed with our partners as priorities for the city. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p>Council Business Plan - these indicators form part of the Council Business Plan 2008 to 2011 and we have set these targets to drive change and progress across the organisation. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our internal organisational priorities.</p> <p>National Indicator - this is a set of 198 indicators used by Government nationally to monitor the performance of public services in local areas. Our performance against this set of indicators will contribute to the Comprehensive Area Assessment. This has replaced several sets of other indicators including the old best value indicators.</p> <p>Local Indicators - these indicators have been nominated by service areas to provide a more complete picture of performance. In many cases these indicators will also directly contribute to the delivery of our priorities</p>
Reference	<p>Each indicator is given a unique reference code and these codes tell us which basket each indicator belongs to. A basket is a set of indicators which are used to report on progress relating to different plans or frameworks. Below we have listed the main groups of indicator you will see in these reports.</p> <p>LSP - Leeds Strategic Plan indicator NI - National Indicator BP - Business Plan indicator LAA - Local Area Agreement indicator - for this year only we are continuing to measure a small number of indicators from our previous LAA which are subject to reward monies based on the year end position in April 2009. LKI - Local key indicator</p>
Title	<p>The title column gives a description of the indicator. NB The Government have provided the descriptions for all national indicators.</p>
Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
Frequency & Measure	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). With the exception of education attainment figures which are reported in quarter 3.</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
Rise or Fall	The rise or fall column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
Baseline	This column gives the baseline performance figures upon which we have set our targets and/or will be comparing our performance over the coming years
Last Year Result	This column displays the result from the end of the previous financial year (31 March 2008)
Target	This column shows the target we have agreed for this financial year.
Qtr1	The shows the current position at the end of this quarter.
Qtr2	The shows the current position at the end of this quarter. This result might be given a traffic light (red, amber or green) if the service is unable to accurately predict the full year performance based on the interim results (see below). If they can forecast their year end position then the traffic light will appear in the next column.
Predicted Full Year Result	<p>Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. Where possible we use this figure to inform whether an indicator is traffic lighted red, amber or green.</p> <p>The green light shows that the Directorate predicts this indicator WILL meet its target. The Directorate uses current performance information to make this forecast.</p> <p>An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.</p> <p>The red lights shows that the Directorate predicts this indicator WILL NOT meet its target at the end of the year. The Directorate uses current performance information to make this forecast.</p>
Data Quality	<p>We are using this information to make strategic decisions therefore it is important that it is both accurate and reliable. This column provides an overall assessment of the data quality for each indicator.</p> <p>No Concerns indicates that the data is accurate and there are good processes in place to check and validate this information.</p> <p>Some Concerns indicates that more work needs to be done to ensure the data is accurate and reliable. Services may be in the middle of implementing improvements to their systems and processes but these are not fully in place yet.</p> <p>Concerns indicates that there are concerns that the quality of the data may not be good or that maybe they have not got the correct data. Again services are working toward improving this position. Many of the national indicator set are new and we are having to set up new systems to collect data - until these are fully embedded and proven there are likely to be outstanding concerns.</p>
Comments	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
1	Ni 59	Percentage of initial assessments within 7 working days of referral	Children and Young People's Social Care	Quarterly %	Rise	79.9%	79.9%	83%	76.4%	78.9% (1,832 out of 2,321 assessments)	79%	No concerns with data
		Although "red," performance against this indicator has improved and still exceeds the latest known average for comparator authorities (72.7%). The result will vary depending on the rate of incoming work but it is largely determined by the number of staff in post and available to do assessments. The number of social worker vacancies has recently fallen (due to returning trainees and recruitment) which is likely to lead to improvement in the next quarter.										
2	Ni 60	The percentage of Core Assessments that were completed within 35 working days of their commencement	Children and Young People's Social Care	Quarterly %	Rise	77.4%	77.4%	80%	83.8%	83.5% (415 out of 497 assessments)	83.5%	No concerns with data
		Steady improvement continues in the area and exceeds the comparator average of 80%. The introduction of new paperwork and processes (related to the Integrated Children's System) in the latter part of this year will further improve both the quality and timeliness of assessments. However the change in process may take some time to embed and could impact on the performance.										
3	Ni 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Children and Young People's Social Care	Quarterly %	Rise	81.4%	N.A.	85%	76.9%	82.4% (28 out of 34 children)	85%	Concerns with data
		The result for this quarter is falling short of the target by 2.5% following an unexpected rise in the number of children becoming looked after last year. In order to improve performance the service will be increasing its establishment by 2.5 members of staff which will help to improve performance in this area.										
4	Ni 103A	Special Educational Needs - statements issued within 26 weeks -A) Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year	Education Leads	Quarterly %	Rise	N.A.	N.A.	100%	93%	85.7% (30 out of 35 statements)	88.9%	No concerns with data
	Ni 103B	Special Educational Needs - statements issued within 26 weeks B) Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the year	Education Leads	Quarterly %	Rise	N.A.	N.A.	90%	74%	78.5% (51 out of 67 statements)	76.6%	No concerns with data
		Targets were not met on indicators 103a due to five cases, and 103b due to fourteen cases. As Education Leeds now writes so few statements per month, every case is significant in percentage terms.										
		There is an established group of Education Leeds and Health Service Officers who consider the performance indicators on a half termly basis and identify areas for improvement. Whilst there have been some improvements in meeting the ambitious targets, there are still some areas where we need to work closely with all partners, but particularly health, to address delays. An external progress check by National Strategies has given a green rating to the progress being made in this area. Improvements in previous years against the former indicator offer confidence for improved performance.										

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
5	Ni 113	Prevalence of Chlamydia in under 25 year olds	Leeds PCT	Quarterly %	Rise	N.A.	N.A.	17%	3.6%	N.A.	N.A.	No concerns with data
		In year one Chlamydia Screening will be used as a basis of performance. This indicator will concentrate on increasing screening volumes in young people aged 15 to 24 and will thus form a baseline to monitor prevalence in proceeding years. Chlamydia is both symptomatic and asymptomatic and in this initial year the National Chlamydia Screening Programme will concentrate on increasing opportunistic screens thus ensuring adequate recording of prevalence in the asymptomatic population as well as the symptomatic population. Thus year 1 will concentrate only on part 1 of the indicator.										
		Quarter one performance exceeded expectations by 8% over the monthly trajectories that were set. At this point, it looks as if the indicator will exceed it's annual target however screening is subject to seasonal variations.										
6	Ni 51	Effectiveness of child and adolescent mental health (CAMHS) services	Leeds PCT	Quarterly Number	Rise	N.A.	N.A.	16	16	16	16	No concerns with data
		The target is made up of four proxy measures. All four proxy measures for this target have scored 4 giving the achievement of 16, the highest score attainable and meets the 2009/09 target that was set. This measure is in its final year and is to be replaced by an outcome measure currently being piloted in Kent.										
7	Ni 53A	Prevalence of breast-feeding at 6-8 wks from birth (Breastfeeding prevalence)	Leeds PCT	Quarterly %	Rise	N.A.	N.A.	40.6%	28%	29% (1,387)	N.A.	No concerns with data
		Progress continues towards the year end target and work is ongoing to increase prevalence.										
8	Ni 53B	Prevalence of breast-feeding at 6-8 wks from birth (Breastfeeding coverage)	Leeds PCT	Quarterly %	Rise	N.A.	N.A.	85.2%	64.4%	71% (3,329)	N.A.	No concerns with data
		The recording of breastfeeding status has increased by nearly 7% during this quarter which reflects the increased focus on this issue.										
9	Ni 111	First time entrants to the Youth Justice System aged 10-17	Youth Offending Service	Quarterly Number	Fall	2,076	N.A.	1,877	293	355	1,800	No concerns with data
		The Youth Offending Team is continuing to work with Youth Justice Board and National Police Improvement Agency to improve timeliness of results. Performance has improved this quarter, one of the contributing factors for this is that there are now protocols in place to ensure schools use criminal sanctions as a last resort, not to resolve minor incidents. This result is subject to change for two reasons. Firstly, offences can be brought to justice after the end of the reporting quarter and, secondly, due to delays in data transferred by Police to Youth Offending Teams.										
10	Ni 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Youth Offending Service	Quarterly %	Fall	10.6%	N.A.	6.8%	12.7%	12.3% (124)	12%	No concerns with data
		It is recognised performance in this area is poor, therefore Leeds Youth Offending Service commissioned a study into Custody in Leeds which began in quarter 2. The study looks at a range of areas including why young people offend, types of offences and the backgrounds of young offenders. The study has involved collating data on Core City and Statistical Neighbours as well as carrying out interviews with Magistrates and District Judges. A managers away day has been arranged to look at performance and to develop an action plan to address the issues identified in the commissioned study.										
11	Ni 44	Ethnic composition of offenders on Youth Justice System disposals	Youth Offending Service	Quarterly %	Fall	N.A.	N.A.	4.1%	N.A.	4.6% (2,230)	4.6%	No concerns with data
		Leeds YOS has developed an area reporting tool which sets expected representation of the largest BME group at 5% in the city. The service has then compared this figure with the level of BME over representation in each area and within the area as a whole. This calculation methodology has been sent to the Youth Justice Board for validation. YOS will continue to report using this methodology until YJB guidance for calculations are published. Of the 4 area teams, 1 area team (North Leeds) has a higher than average BME population, the ethnic composition of the young offenders in this area reflects this. All other areas have a smaller percentage of young people from BME groups. The high levels of BME young people seen in the North Leeds area has contributed towards the overall performance this quarter.										

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
12	Ni 45	Young offenders engagement in suitable education, training and employment	Youth Offending Service	Quarterly %	Rise	68.2%	N.A.	73%	76%	75.7% (604)	75.7%	No concerns with data
This continued good performance has been achieved through the service identifying the performance of each of the four area teams and allocating a member of staff to each individual who has been identified as not being in education, employment or training. Staff and the individual devise a plan to enable the young person to access education, employment or training.												
13	Ni 46	Young offenders' access to suitable accommodation	Youth Offending Service	Quarterly %	Rise	91.5%	N.A.	95.9%	91.2%	90.2% (790)	95%	No concerns with data
Performance has continued to drop against this target. The Accommodation Officer in Youth Offending Team will begin some work to improve performance by identifying the performance of each of the four area teams and allocating a member of staff to each individual who has been identified as not being in suitable accommodation. Staff will then devise a plan to enable the individual to access accommodation.												
14	BV-163	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	Children and Young People's Social Care	Quarterly %	Rise	N.A.	N.A.	8%	8.5%	8.6% (49 children)	8.6%	No concerns with data
The performance for this quarter is above target and is likely to remain so for the remainder of this financial year. The service is looking at an adoption recruitment campaign and has been given approval to appoint 2.5 members of staff. This should help the service to maintain its performance next year. 49 children who were adopted or Special Guardianship Orders (SGO) (x 2 pro rata = 98), therefore 98/1142 = 8.6%												
15	LKI-IYSS8	The number of positive activities in which Breeze card holders participate	Youth Service	Quarterly Number	Rise	530,366	530,366	N.A.	136,641	124,618	124,618	Not Completed
This indicator is comprised of information from Breeze, leisure centres, sports development, and libraries. The majority of Breeze events tend to take place in quarter 1 and quarter 2. As quarter 2 covers the summer holidays when a significant number of events and activities take place, quarter 2 usually attains the highest participation figure in the year. For these reasons the quarterly results will not show an increase quarter on quarter. To ascertain whether a quarter's performance has been particularly good, comparison with the same quarter in previous years is necessary although this is limited due the variances in schedules year on year. This year (08/09) will be used to establish baselines. Next year, quarterly analysis on performance can be undertaken.												
16	LKI-IYSS6	Number of children and young people involved in positive activities through the Target Activity Programme (TAP)	Youth Service	Quarterly Number	Rise	N.A.	N.A.	N.A.	77	617	2,000	Not Completed
The result is based on a mixture of electronic and a manual count. However not all data was available at the time of reporting due to the fact that some projects were unable to use the Management Information System. Actions are in place to address this issue.												

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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: 8 January 2009

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Last year Overview and Scrutiny Committee agreed to adopt a new, more formal system of recommendation tracking, to ensure that scrutiny recommendations were more rigorously followed through.
- 1.2 As a result, each Scrutiny Board now receives a quarterly report on any recommendations from previous inquiries which have not yet been completed.
- 1.3 This will allow the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
- 1.4 A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.5 For each outstanding recommendation, a progress update is provided. In some cases there will be several updates, as the board has monitored progress over a period of time.
- 1.6 To assist members, the Principal Scrutiny Adviser has given a draft status for each recommendation. The board is asked to confirm whether these assessments are appropriate, and to change them where they are not.

1.7 In particular, members should note that a number of recommendations have a draft status of 4 or 5. For these recommendations, the Principal Scrutiny Adviser suggests that progress has been made. However, the decision as to whether this progress is acceptable is a judgement for board members to make.

1.8 In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

2.0 Next Steps

2.1 The next cycle of quarterly recommendation tracking reports will be presented to Scrutiny Boards in April 2009, enabling the Board to judge progress against outstanding recommendations.

3.0 Recommendations

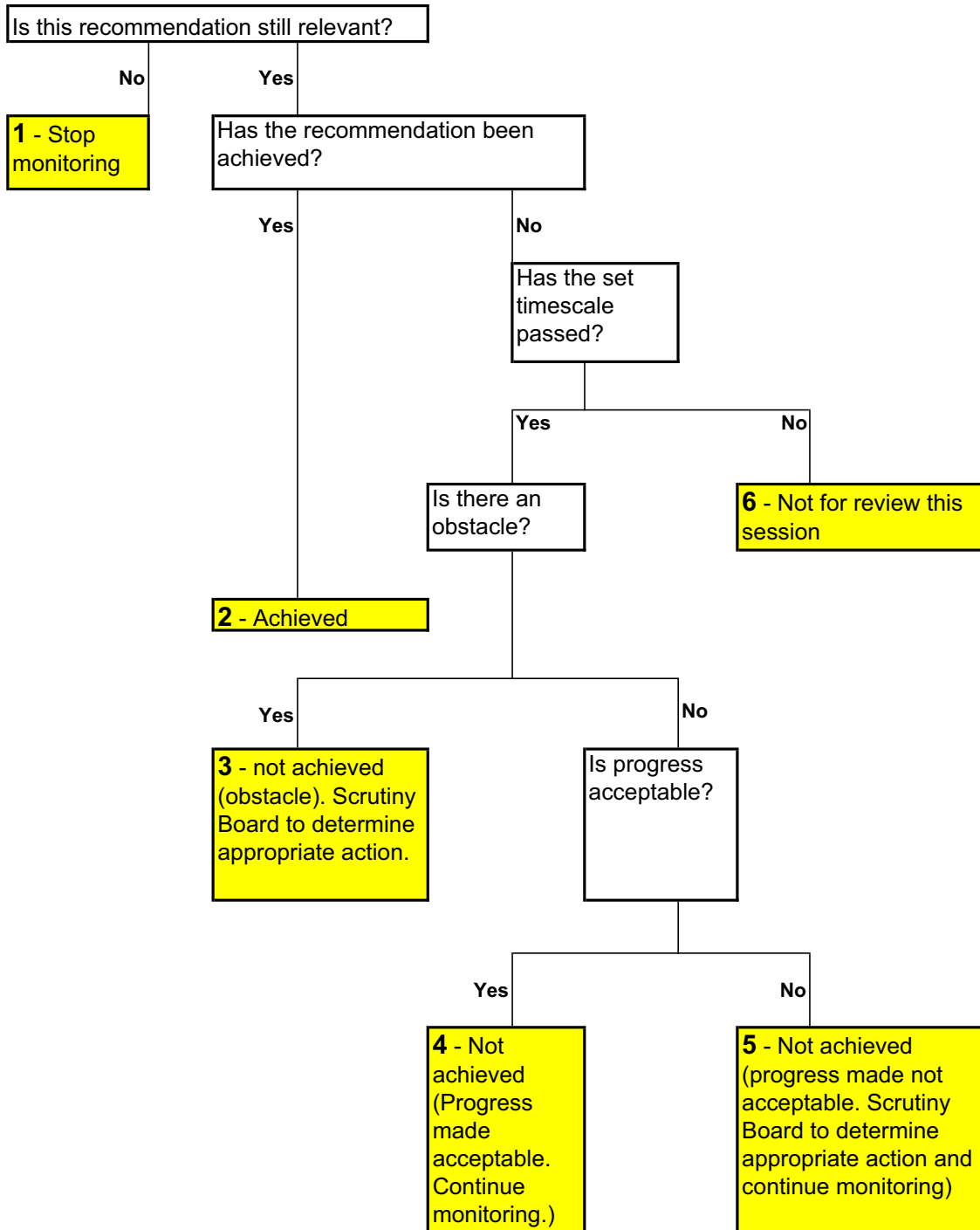
3.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the board wishes to take as a result.

Background papers

None

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



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	Recommendation	Where we are up to	Stage	Complete
3	<p>We recommend that the Director of Social Services considers whether a similar organisational approach to that taken in Liverpool would benefit adoption in Leeds, and reports back to us with a view within three months</p>	<p><u>July 2007 position</u> This proposal will be considered as part of the full review of the service as it represents a significant change to current practice and has budgetary implications Timescale: October 2007</p> <p><u>October 2007 update</u> The timescale for the review to be completed is now January 2008.</p> <p><u>January 2008 update</u> The timescale for completion of the review is now March 2008.</p> <p><u>July 2008 Update</u> The Liverpool model has been considered and rejected on the basis that the benefits from that approach can be achieved by other means in Leeds. Specifically, Leeds has instead invested in 3 additional adoption officers to help shorten the timescale for assessments – a key priority for the service.</p> <p><u>October 2008 update</u> To create extra capacity within the adoptions service as soon as possible, 1.5 of the posts available will be used to take on fostering work that has been covered by those responsible for adoptions. This will free up those staff to work entirely on adoptions. Half a post will be used to increase contact work and the other half a post will add to existing capacity. The process for filling these posts is currently being carried through. To stay within budget it has been necessary to reduce the 3 additional posts to 2.5.</p> <p><u>January 2009 update</u> In October the Board asked the Chair to monitor progress, with a view to signing off the recommendation once recruitment took place. The Chair has received a delegated decision report which is due to be considered by the Chief Officer (Children and Young People's Social Care) in January 2009, following which the posts can be filled/advertised.</p>	<p>4 or 5 (not achieved)</p> <p>Board to determine whether progress is acceptable</p>	Complete

Recommendation	Where we are up to	Stage	Complete
<p>1</p> <p>In light of the evidence presented during our inquiry, we recommend that the youth offer for Leeds needs to address the following key findings:</p> <ul style="list-style-type: none"> • The need for a more equal distribution of universal youth services on offer across the city • The need to include advice and signposting within universal provision • The need to recognise that some groups of young people (for example carers, looked after children and young people with disabilities) may need a different approach or extra assistance to enable them to access the types of opportunities included in the universal youth offer • The need to recognise young people's expressed desires for venues and spaces to undertake their own (unstructured) activity • The important role of inter-generational/all age activities as well as specific young people's activities <p>We ask the Director of Children's Services to report to us within 3 months on how each of these issues will be addressed in the published youth offer.</p>	<p><u>January 2008 update</u> 972 young people were consulted during the summer about the contents of the draft youth offer. The results led to the production, by the Youth Council and ROAR, of an excellent DVD introducing the Breeze Youth Promise. The consultation highlighted the need to change some elements of the youth offer. This is being done at present, meaning that the Breeze Youth Promise can be finalised by the end of March. Leeds is recognised nationally as being the most advanced authority in the country regarding the youth offer.</p> <p><u>July 2008 Update</u> Updates have previously been provided around work on the specific elements of this recommendation. The Breeze Youth Promise is now finalised and is awaiting imminent sign-off from the Leeds Youth Council. It addresses points covered in this recommendation. It will be officially launched following this sign-off and a communications strategy will be agreed by young people to share it across the city.</p> <p>Approximately 30 young people have sustained involvement in this development, and a group has been formed which will be responsible over the longer term for the Breeze Youth Promise.</p> <p><u>October 2008 update</u> Young people have sustained their involvement in producing the Breeze Youth Promise. They are planning a launch event for the Breeze Youth Promise before the end of the year and will be inviting Scrutiny Board members to attend.</p> <p><u>January 2009 update</u> The Board considered the Breeze Youth Promise in December 2008. It was agreed that the Board would work with young people to monitor delivery of the promise.</p>	<p>2 (Achieved)</p>	<p>✓</p>

	Where we are up to	Stage	Complete
<p>7</p> <p>We recommend that the Director of Children's Services ensures that, in addition to existing consultation with service users, specific efforts are made to consult with non service users about their views on the Youth Service.</p>	<p><u>October 2007 position</u> The Youth Service will be conducting its second annual user survey in October 2007. This is specifically designed to assess customer feedback and satisfaction ratings. Extensive public consultation with young people about the youth offer has been taking place during the summer as part of Breeze on Tour.</p> <p><u>January 2008 update</u> The annual user survey will now take place in February 2008.</p> <p><u>July 2008 Update</u> Reports from the user survey and a focus group with non service users have been circulated to members of the Scrutiny Board.</p> <p><u>October 2008 update</u> The next annual survey will be across IYSS instead of just Youth Service. In particular this involves extending the survey to Connexions clients. This means that the views of non Youth Service users will be captured. The results will be available by March 2009.</p>	<p>6</p> <p>(Not for review this session)</p>	

	Recommendation	Where we are up to	Stage	Complete
2	<p>That Metro should investigate the possibility of developing a concessionary scheme whereby young people pay for the first few journeys in the usual way and then get one/two free (buy four, get one free for example but avoiding the need to pay up front) and report their findings/actions to Scrutiny Board (Children's Services) in July 2007.</p>	<p><u>July 2007 position</u> Metro has agreed to consider this approach.</p> <p><u>January 2008 update</u> This type of scheme is conditional on the introduction of smart cards. Metro will keep the Scrutiny Forum informed of progress in this area.</p> <p><u>July 2008 Update</u> Operators have agreed to a 'get around for a pound' promotion over the summer holiday, entitling all young people (11-16) with a half fare pass to a £1 ticket. Other work to take this forward is still ongoing.</p> <p><u>October 2008 update</u> Metro are still in the process of compiling feedback from the 'get around for a pound' promotion. However, it is hoped that the promotion will be run again next summer. They are also continuing to explore the idea of free travel for young people, and are appointing a consultant to look at the costs and benefits of this.</p> <p><u>January 2009 update</u> Consultants have been appointed to review the ticketing options available to young people in West Yorkshire in order to address the issues of cost and complexity of the offering that have been consistent elements of feedback to Metro. Part of this work will consider whether there is a business case for free bus travel for young people as is the case in London. The first phase of the consultants' work is close to completion and was primarily around consultation. The feedback of Leeds young people has been a part of this phase. The second phase will take different economic models for ticketing offerings in order to establish the cost but also the benefits in their widest sense of different options (e.g. access to education, training and leisure, decongestion, health impacts). The 'carnet' idea is one of the options put forward to consultants for modelling. The consultants' report will be available in early summer.</p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	

	Recommendation	Where we are up to	Stage	Complete
5	<p>That Metro develop a text messaging comments and complaints system, promote this amongst young people and report progress to Scrutiny Board (Children’s Services) in July 2007.</p>	<p><u>July 2007 position</u> Metro will consider this further following the launch of their young people’s website <u>January 2008 update</u> The website has now been launched and complaints/comments can be submitted by email. Metro are still considering the possibility of introducing a text message system at some point in the future. <u>July 2008 update</u> Metro has requested a quote for setting up and running a text messaging service. <u>October 2008 update</u> A text messaging service has not yet been established, but Metro remain committed to this and are hoping to appoint an operator shortly.</p> <p><u>January 2009 update</u> Metro has established that this is technically feasible in terms of sending out messages to customers, e.g. about late running buses). By inference it is also technically feasible to receive such messages – the issues that remain to be resolved are (a) ensuring that customers send in sufficient information that such feedback can be followed up, and (b) ensuring adequate staffing levels to resolve issues in a timely manner. It is believed that a pilot with a small number of young people might help to understand these issues better and the possibility of running this will be explored in the New Year.</p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	

	Recommendation	Where we are up to	Stage	Complete
8	<p>That the Director of Children's Services investigates adding travel concessions to the other benefits of the Breeze card and reports back to Scrutiny Board (Children's Services) in July 2007.</p>	<p><u>July 2007 position</u> There are some technical issues that need to be addressed. Metro and Leeds City Council have agreed to closer joint working on publicity, events and discounts.</p> <p><u>January 2008 update</u> Investigations into this are ongoing. This scheme will also depend on the introduction of a smart card. Metro will keep the Scrutiny Forum informed of progress in this area.</p> <p><u>July 2008 Update</u> See recommendation 2. Operators have agreed to a 'get around for a pound' promotion over the summer holiday, entitling all young people (11-16) with a half fare pass to a £1 ticket. Other work to take this forward is still ongoing.</p> <p><u>October 2008 update</u> Metro are hoping to run the 'get around for a pound' promotion again next summer, and are exploring the idea of promoting it alongside Breeze events, to encourage young people to travel to Breeze by bus." Metro and Children's Services are continuing to explore other methods of joint working. In the long term, the introduction of a 'smartcard' which would combine Breeze and travel concessions is under consideration, and Metro see Children's Services as a key stakeholder in the development of this.</p> <p><u>January 2009 update</u> There is unlikely to be further progress on this recommendation until 'smartcards' are introduced. At present, funding for this is expected to be secured by 2010, with a further two years needed to implement the scheme. Once 'smartcards' are established there is no reason why they could not theoretically be linked to a Breeze-style entitlement. However, it is difficult to provide concrete details of this in view of the timescale. Metro recognise that it is important to take some steps to address this issue in the meantime. Therefore they will continue to work with Breeze to provide and promote travel concessions such as the 'Get around for a pound' scheme.</p>	1 Stop monitoring	Complete

	Recommendation	Where we are up to	Stage	Complete
1	<p>That Education Leeds report quarterly to the Scrutiny Board (Children's Services) on any concerns regarding schools' use of delegated SEN funding raised through the school improvement process, and how schools have responded to challenge.</p>	<p><u>July 2008 Response</u></p> <p>(a) Education Leeds are developing a monitoring and accountability framework that will include value for money judgements, against pupil outcomes and organisational practice.</p> <p>Working in partnership with schools, a document will be produced that sets out the full range of resources available to support children with SEN, with clear guidance as to how these resources can be utilised.</p> <p>An improved data set for Inclusion that will include both funding and outcomes for children will enable improved support and challenge mechanisms within which judgements can be made.</p> <p>Timescale January 2009</p> <p><u>October 2008 update</u></p> <p>The FFI framework and handbook are being re-written with a full list of guidance for schools including criteria, outcomes and procedures available on the schools info-base. The Teams are still on schedule to deliver against the agreed timescale of January 2009.</p> <p>In addition work is ongoing to review the mechanism and procedures that are in place for reviewing the 2,500+ reviews that take place every year. Given the number of reviews that are ongoing Education Leeds focus on year 5, 9 transition reviews and requests for changes in placements. Work is still required to ensure the consistency and quality of advice coming through from some of the learning environments.</p> <p>Further work is required to ensure robust accountability mechanisms are in place that ensures more effective monitoring of pupil outcomes in relation to funding available, particularly for those pupils educated in mainstream schools. This will be strengthened through planned developments in Objective 1 of LILS including the revision of the School Improvement Policy and Procedures. Further strengthening of the annual review process and procedures and work being undertaken around FFI and the service specifications are being developed for locality working. Further work around value for money will be developed to link in with DCSF and Audit Commission recommendations and guidance.</p>	<p>4 (not achieved)</p> <p>Progress made acceptable.</p> <p>Continue monitoring</p>	Complete

	Recommendation	Where we are up to	Stage	Complete
		<p>January 2009 update The FFI handbook has been rewritten and reissued to all schools and learning settings. Joint working practices involving Integrated Children’s Services and School Improvement Partners are being developed to both support and challenge schools in regard to their outcomes for children with SEN/LDD. The use of The National Strategies and Audit Commission Value for Money tool kit is an integral part of the support, challenge and school self evaluation process. Education Leads were key partners in the development of this national school improvement tool kit. The annual reviews for children with and without statements in N2 and year 6 have been completed. Progress and consequent placement decisions continue to be monitored and delivered by Special Educational Needs, Statutory Assessment and Provision Officers and colleagues from the Integrated Support and Psychology Service. This will ensure that all placements for children with SEN will be aligned with the Admissions Protocol, actioned for September 2009 and subsequently monitored. Further work on the quality of information received from schools through the Annual Review is being embedded into team processes, good practice will be shared and areas of concern addressed through the School Improvement Policy. This policy is undergoing review and will be updated by the end of March 2009.</p> <p>July 2008 Response (b) Annual report to be prepared for the School Improvement Partnership Board and Scrutiny that highlights trends and actions taken both at an individual school level; extended school cluster; area and city level. Framework on which report will be presented to be agreed by September 2008. Timescale First annual report to be produced April 2009</p> <p>October 2008 update There is still a need to agree a robust framework on which future judgements will be made for the annual report. Data is collected systematically at individual school level, extended service cluster, area and city level on which to form a base line.</p>		

		<p><u>January 2009 update</u> Utilising the existing data analysis and current frameworks, Funding for Inclusion protocols, School Improvement Policy, Analysis of School Improvement Advisor/Partner and OFSTED Reports as well as joint working with colleagues from the Financial Services Team, three primary schools, one Specialist Inclusive Learning Centre and two high schools that require further support and intervention have been identified. A further update on how these schools have responded to the support and intervention provided will be given in the next quarterly update to the Scrutiny Board.</p>		
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	Recommendation	Where we are up to	Stage	Complete
2	<p>That Education Leeds commits to early consultation with parents and professionals on any proposals for changes in the location of specialist SEN provision.</p>	<p><u>July 2008 Response</u> (a) The development of Specialist Provision, including the SILCs is Objective 2 within LLS. An audit of current and future projections of the SEN population are informing the development of a range of provisions within localities to ensure improved pathways for children. Proposals for the development of specialist provision will be consulted on with a wide range of stakeholders including parents, young people and professionals.</p> <p>The audit is now well under way. SENSAP is working collaboratively with PMIT and Schools Organisation to ensure that the data set upon which model is based is as accurate and detailed as possible.</p> <p>Agreement has been reached with SILC Principals regarding the options for a future model for specialist provision. A briefing document as a precursor to a consultative document is currently being prepared. It is planned that this will be available by the end of July 2008</p> <p>Timescale By December 2008. (Active informal consultation will begin October 2008.)</p> <p><u>October 2008 update</u> Informal discussions have been held with the Silc Principals and key partners over the Summer term, both through the Silc Forum and the SILC Strategy group. An extraordinary LLS Programme Board was held last week to review available data and suggested ways forward. As a result a recommendation was made that further analysis be undertaken prior to the November Board meeting when a written report would be scheduled that will inform options on which to move forward with the next stages of discussions with key Stakeholders. Whilst this will delay the start of further informal discussions to nearer the end of the Autumn term the Board agreed that this was necessary to ensure all factors have been considered in more depth.</p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	

Recommendation	Where we are up to	Stage	Complete
	<p><u>July 2008 Response</u> (b) A proposal will be taken to the Parenting Strategy Board early in the Autumn term that will propose establishing representative parent forums in each area of the City that can be used as a reference group for active participation and consultation of parents and carers as models emerge. The Education Leads representative on the Parenting Strategy Board is working with parents to develop this. The Chair of the Parenting Strategy Board is on the LILS Programme Board. Timescale Proposal to Parenting Strategy Board September 2008. Groups in place for October 2008 <u>October 2008 update</u> A paper has been written for both the LILS Programme Board and the Parenting Strategy Board that highlights proposals for strengthening area based forums that will be developed as reference groups for active participation and consultation with parents and carers as models emerge. The paper has been approved by the Parenting strategy Board and once formally approved by the LILS Programme will be available on the LILS section of info-base.</p> <p><u>July 2008 Response</u> (c) Regular newsletters produced for parents that give updates, progress and opportunities to be involved from September 2008. Electronic and paper versions to be available Initial newsletter produced as part of phase 2 of the LILS. This will become a regular part of phase 3 work that starts September 2008. Regular newsletters produced with parents that give all parents in the City up-dated information, and from the Autumn term and onwards, information on info-base. <u>October 2008 update</u> Plans are embedded within the parenting paper to address this recommendation.</p> <p>January 2009 update A working group met on 8th December 2008 to consider what progress had been made to date and to recommend any further steps that should be taken to ensure that the recommendation is achieved. The working group indicated that there was a need to keep a close watch on progress with implementing this recommendation in the short term, in order to</p>		

		<p>see that commitments now being made are delivered.</p> <p>A further meeting of the group has been commissioned for January 2009 to:</p> <ul style="list-style-type: none"> • monitor short term progress; • review the next stage of plans for informing/engaging/consulting parents and professionals; • receive and consider the further information identified in relation to the parent carer consultation activity plan. <p>Following the meeting on 8th December, an update on the Leeds Inclusive Learning Programme has been issued to parents and carers via the SILCs and through a range of parent support groups. This is attached as Annex 2.</p>		
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	Recommendation	Where we are up to	Stage	Complete
4	<p>That Education Leeds clearly sets out the referral routes for the Oasis centres.</p>	<p><u>July 2008 Response</u> (a) Referral routes into Oasis Provision will be contained as an appendix to the Service Level Agreement.</p> <p>Entry and Exit to the Oasis provision will be linked to the threshold of need document so as to ensure it is part of the continuum of early prevention work.</p> <p>Meetings to finalise service specification are fixed for July 2008. Discussions over SLA will be finalised with AMBs during September. Timescale October 2008</p> <p><u>October 2008 update</u> This work is ongoing and will be linked in with both the final agreed Service Level agreement that will be in place for April 2009 and also built into the preferred model for behaviour on which further discussions will be held. The preferred model on which to have further discussions is scheduled to go back to the LILS programme Board in November once further analysis by categories of need is complete.</p> <p><u>July 2008 Response</u> (b) The proposed programmes on offer and assessments to be used at the centres will be embedded into the Service Level agreements along with expected outcomes for children. Timescale Part of consultation package over the Autumn term</p> <p><u>October 2008 update</u> b) This work is ongoing</p> <p><u>January 2009 update</u> This information was provided to the Scrutiny Board in November 2008, and has therefore been signed off.</p>	2 (Achieved)	✓

	Recommendation	Where we are up to	Stage	Complete
5	<p>That Education Leeds continues to lobby the DCSF to ensure that the establishment of future Academies, especially in Leeds, provides for funding to follow an excluded pupil.</p>	<p><u>July 2008 Response</u> (a) Education Leeds has responded to consultation from the DCSF stressing the importance of the inclusion of academies in regard to in Year Fair Access arrangements and around locally determined financial adjustments for exclusion. The DCSF has proposed that budget adjustments should apply to academies from 1 April 2009. Two options are proposed: 1. All Academies will be subject to statutory adjustment. 2. Academies will be subject to statutory adjustment and additional local adjustment if they have representation on schools forum. Further guidance will be published in autumn 2008</p> <p><u>October 2008 update</u> This work is ongoing</p> <p><u>July 2008 Response</u> (b) Arrangements in relation to future Academies and exclusions will be built into local authority memorandum of understanding from the start of the process. Education Leeds are currently consulting sponsors of proposed academies and the DCFS on the perms of such a memorandum.</p> <p><u>October 2008 update</u> This work is ongoing</p> <p><u>January 2009 update</u> The statutory funding adjustments on both permanent exclusion and on re-inclusion will apply to all Academies from 1st April 2009. The DCSF are to issue consultation as to the nature of the representation required on the Schools Forum in order that the additional local adjustments would also apply.</p>	2 (Achieved)	✓

	Recommendation	Where we are up to	Stage	Complete
1	<p>That the Director of Children's Services reports to us within 3 months on how the new commissioning strategies being adopted by the Children Leeds Partnership will provide a more stable funding framework for services to 8-13 year olds.</p>	<p><u>September 2008 response</u> More specific details on commissioning within Children's services in Leeds are contained in a separate report to Scrutiny on 18.09.08. The Joint Preventative Commissioning Panel has undertaken a range of commissioning around services for 8-13 year olds and further work in this area is planned - and a number of service contracts are now in the consultation, reflection and/or specification writing stage that will specifically affect those aged 8-13, these include work around:</p> <ul style="list-style-type: none"> o Family support for parents with older children o Services for minority groups o Extended services and supplementary schools o Participation o Play services o Services for refugees and asylum seekers <p><u>January 2009 update</u> The paper submitted to the scrutiny board in September 2008 detailed how a more stable funding framework is being provided. In line with this, specific commissioning activity relating to services for 8-13 year olds is continuing through the Joint Preventative Commissioning Partnership (JPCP). For example, recent approval has been given to contracts relating to capacity building work in the voluntary sector, vulnerable accommodation and youth inclusion programmes. The JPCP is soon to evaluate bids for family support and parenting services to 8-13's, participation work with 5-13's and targeted work with BME groups.</p>		

	Recommendation	Where we are up to	Stage	Complete
3	<p>That the Director of Children's Services reports back to us within three months on how parents and families will be assisted and encouraged to access holiday activities for their children.</p>	<p><u>September 2008 response</u> Parents and families will be assisted and encouraged through:</p> <ul style="list-style-type: none"> ○ The development of a single point of information (through the Family Information Service) for accessing information, building on what is currently gathered and promoted through the Family Information Service, Extended Services and Breeze. It is the intention to be able to use the Family Information Service to bring all this information to a single point in time for the summer 2009 school holiday. ○ Active promotion of holiday activities to families through mail-outs and other 'advertising' routes. <p>Timescale summer 2009</p> <ul style="list-style-type: none"> ○ The developing role of the Parent Support Unit which will increasingly help to identify and then direct families who can particularly benefit from certain holiday (and other) activities. <p>Timescale ongoing</p>	<p>6 (Not for review this session)</p>	

	Recommendation	Where we are up to	Stage	Complete
5	<p>That the Director of Children's Services ensures that there is comprehensive provision of local activity programmes and directories across Leeds, and reports back to us within three months on how this will be achieved.</p>	<p><u>September 2008 response</u> This will be addressed at two levels: Citywide the Chief Officer for Early Years and Youth Services will work with partners to take an overview of programmes in place and ensure that current good practice is built on to develop a more comprehensive programme. At a local level the ongoing strengthening of partnerships and integration between different services will continue to enable a more co-ordinated approach and therefore a wider offer locally.</p> <p><u>January 2009 update</u> Building on the above, following the Scrutiny review, this is being achieved through extended services and the Family Hub working in a much more co-ordinated way to develop local service provision and directories for each part of the city. This is helping to focus on a better city-wide approach so that previous gaps in provision are more easily identified and more consistency is achieved. I.T. improvements to the Family Hub, coupled with this closer working mean that local service directories will be available for each part of the city in the summer holidays of 2009.</p>		
9	<p>That the Director of Children's Services commissions an in-depth review of transport, to promote more effective use of existing resources and improve children and young people's access to services, and that she reports back to us within three months on progress.</p>	<p><u>September 2008 response</u> It is agreed that an in-depth review is required, but it is not possible with the resources available in this financial year to undertake the work to scope and conduct such a review. We have however, during the last three months undertaken informal discussions with key stakeholders about opportunities to take this forward. This recommendation from scrutiny will also ensure this matter is considered a priority within the revised Children and Young People's Plan for 2009 and beyond. Meanwhile, work is progressing to look at the current availability and use of school transport so that it better supports the offer of extended services to young people.</p> <p><u>January 2009 update</u> The position is as above with respect to this becoming a priority within the revised Children and Young People's Plan for 2009 onwards.</p>		

	Recommendation	Where we are up to	Stage	Complete
10	<p>That the Director of Children's Services reports to us within three months on how the Children Leeds Partnership is ensuring that the core offer of universal provision is available to children across all areas of the city.</p>	<p><u>Response</u></p> <p>There are several key initiatives in place to ensure the provision of the core offer is available across the city.</p> <ul style="list-style-type: none"> • The roll-out of phase 3 of the children's centre programme so that each ward in the city has a children's centre by 2010. • The Breeze Youth Promise and the offer this develops for young people across the city. • The ongoing development of extended services clusters in each part of the city. • The commissioning of city-wide early intervention and prevention work <p>Children Leeds partners are monitoring progress through the Integrated Strategic Commissioning Board, helping to oversee the co-ordination of these related strands of work.</p>		



**REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS
REPORT TO SCRUTINY BOARD
DATE: January 2009**

SUBJECT: Leeds Inclusive Learning Strategy

1.0 PURPOSE OF REPORT

- 1.1** The purpose of the paper is to update Scrutiny on progress to date regarding the Leeds Inclusive Learning Strategy and progress achieved on outstanding Scrutiny Board Recommendations.

2.0 BACKGROUND

- 2.1** At its meeting in October 2007, Scrutiny Board considered the draft Leeds Inclusive Learning Strategy and appointed a working group to give more detailed consideration to two of the objectives:

- 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 was also commissioned by the Board to review progress in implementing the recommendations made by the Scrutiny Board (Children's Services) in April 2006 arising from its inquiry into Specialist Inclusive Learning Centres (SILCs). The working group met on three occasions: 5th December 2007, 27th January and 6th March 2008. Following presentation of the working group's findings to the full Scrutiny Board, the Board agreed six recommendations. Three of the six recommendations have since been signed off.

- 2.2** Three recommendations, 1, 2 and 5 are outstanding and are the subject of further monitoring.

- Recommendation 1: That Education Leeds report quarterly to the Scrutiny Board (Children's Services) on any concerns regarding schools' use of delegated SEN funding raised through the school improvement process, and how schools have responded to challenge.
- Recommendation 2: That Education Leeds commits to early consultation with parents and professionals on any proposals for changes in the location of specialist SEN provision.
- Recommendation 5: That Education Leeds continues to lobby the DCSF to ensure that the establishment of future Academies, especially in Leeds, provides for funding to follow an excluded pupil.

3.0 PROGRESS ON THE DELIVERY OF THE LEEDS INCLUSIVE LEARNING STRATEGY

3.1 The purpose of the programme of activity that is contributing to the delivery of the strategy has been redefined. The programme's purpose is now;

To increase opportunities for children and young people in specialist and mainstream settings to benefit from high-quality inclusive learning, in order to increase their achievement, involvement and enjoyment of learning. All learners will benefit from this new provision, especially those with a statement of special education needs.

Our aim is for children and young people, and their parents and carers to have access to a full range of services in their school setting and beyond. These will be professional, joined-up services, tailored for children and young people's needs, and available in their area of the city.

3.2 The LILS is being delivered through a programme management approach. The programme plan has been developed with four strands;

- the promotion and further development of inclusive practice and inclusive schools:
- the further development of the role of the specialist provision, including the role of the SILCs
- the development of the behaviour continuum and provision, including the role of the PRUs
- the further development of integrated locality working

3.3 Programme activity on Strand 1 is now complete and has been signed off by the Programme Board. However, there will be further work required to embed the results of this work in school improvement policy and practice.

3.4 Work on Strand 4 has progressed well since September 2008. However, the Programme Board decided that the strand's scope needed to be broader than was possible in this programme. Work on this strand will therefore continue under the aegis of the Extended Services Board. Regular reports on progress will continue to be made to the LILS Programme Board.

3.5 Proposals are being developed to inform the future of specialist provision for learners with learning difficulties and disabilities. That is provision made in special schools/SILCs and in specialist resourced provision in mainstream schools. A revised set of deliverables with indicative timescales have been developed. These timescales have yet to be finalised as they are in part, dependent on Leeds City Council being secure that any proposals for change are sufficiently well framed.

3.6 Proposals are being developed on the future pattern of specialist provision for learners with social, emotional and mental health needs. That is provision made in the BESD SILC, in Pupil Referral Units, and in other targeted provision. Crucially these proposals will have to include guidance on thresholds that might be applied to ensure that there is equitable access to provision city wide. However, there is likely to be diversity of provision required to best meet the needs in localities. Again, a revised set of deliverables with indicative timescales have been developed but have not yet been finalised.

4.0 RESPONSE TO RECOMMENDATIONS FOLLOWING SCRUTINY INQUIRY – JANUARY 09

4.1 Recommendation 1

- 4.1.1** (a) The FFI handbook has been rewritten and reissued to all schools and learning settings. Joint working practices involving Integrated Children's Services and School Improvement Partners are being developed to both support and challenge schools in regard to their outcomes for children with SEN/LDD.

The use of The National Strategies and Audit Commission Value for Money tool kit is an integral part of the support, challenge and school self evaluation process. Education Leeds were key partners in the development of this national school improvement tool kit.

The annual reviews for children with and without statements in N2 and year 6 have been completed. Progress and consequent placement decisions continue to be monitored and delivered by Special Educational Needs, Statutory Assessment and Provision Officers and colleagues from the Integrated Support and Psychology Service. This will ensure that all placements for children with SEN will be aligned with the Admissions Protocol, actioned for September 2009 and subsequently monitored.

Further work on the quality of information received from schools through the Annual Review is being embedded into team processes, good practice will be shared and areas of concern addressed through the School Improvement Policy. This policy is undergoing review and will be updated by the end of March 2009.

- 4.1.2** (b) Utilising the existing data analysis and current frameworks, Funding for Inclusion protocols, School Improvement Policy, Analysis of School Improvement Advisor/Partner and OFSTED Reports as well as joint working with colleagues from the Financial Services Team, three primary schools, one Specialist Inclusive Learning Centre and two high schools that require further support and intervention have been identified. A further update on how these schools have responded to the support and intervention provided will be given in the next quarterly update to the Scrutiny Board.

4.2 Recommendation 2

A working group met on 8th December 2008 to consider what progress had been made to date and to recommend any further steps that should be taken to ensure that the recommendation is achieved. The working group indicated that there was a need to keep a close watch on progress with implementing this recommendation in the short term, in order to see that commitments now being made are delivered.

A further meeting of the group has been commissioned for January 2009 to:

- monitor short term progress;
- review the next stage of plans for informing/engaging/consulting parents and professionals;
- receive and consider the further information identified in relation to the parent

carer consultation activity plan.

4.2.2 Following the meeting on 8th December, an update on the Leeds Inclusive Learning Programme has been issued to parents and carers via the SILCs and through a range of parent support groups. This is attached as Annex 2.

4.3 Recommendation 5

4.3.1 (a) The statutory funding adjustments on both permanent exclusion and on re-inclusion will apply to all Academies from 1st April 2009. The DCSF are to issue consultation as to the nature of the representation required on the Schools Forum in order that the additional local adjustments would also apply.

4.3.2 Given this significant shift by the DCSF, it is the view of Education Leeds that Scrutiny Board should consider signing of this recommendation as completed.

5.0 RECOMMENDATION

5.1 Scrutiny Board is invited to

- note progress to date on recommendations 1, and 2,
- and
- consider signing off recommendation 5 as completed.

Annex 1

Leeds Inclusive Learning Programme

This is an update for parents and carers on the Leeds Inclusive Learning Programme.

The purpose of the programme has been refined:

Leeds Inclusive Learning Programme will increase opportunities for children and young people in specialist and mainstream settings to benefit from high-quality inclusive learning, in order to increase their achievement, involvement and enjoyment of learning. All learners will benefit from this new provision, especially those with a statement of special education needs.

Our aim is for children and young people, and their parents and carers to have access to a full range of services in their school setting and beyond. These will be professional, joined-up services, tailored for children and young people's needs, and available in their area of the city.

Education Leeds and Leeds City Council remain fully committed to providing education in a specialist setting for parents and carers who want it.

Education Leeds will make more effort to make sure that our most important partners are engaged, informed and involved.

- We will keep children and young people, parents and carers and other important partners informed about our plans. We will be open, honest and direct.
- We will work with all our partners, and in particular parents and carers, to manage these changes successfully and to improve the quality of provision for all our children and young people.
- We will be clear about consulting with children and young people, parents and carers, and other partners about any proposed changes. We will also be clear about how we use their responses.

Education Leeds does not have any current plans to close any special schools. However, we may have to consider this as an option in the future and recognise the importance of being direct and open about any proposals.

Education Leeds will be outlining how special schools will benefit from any money available for building schools in reports to the council's Executive Board during 2009.

Annex 1

We already have specialist resourced provision at 17 mainstream school sites. New inclusive learning settings are being established at Priesthorpe High School, Temple Moor High School, Allerton High School, Rodillian School and a number of primary schools. This will widen the opportunities for inclusive learning for children and young people.

If you have any questions or wish to provide feedback, please contact Education Leeds on educ.inclusivelearning@educationleeds.co.uk

Website: www.educationleeds.co.uk/inclusivelearning

If you would like impartial advice or you want to give feedback to Education Leeds please contact the Leeds Parent Partnership Service.

Telephone 0113 395 1200

Email education.pps@educationleeds.co.uk

Website: www.leedsparentpartnership.co.uk

Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 8 January 2009

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). The attached chart reflects the discussions at the board's December meeting.
- 1.2 Also attached to this report is the current Forward Plan of Key Decisions (appendix 2) and the minutes of the Executive Board meeting on 3 December, which will give members an overview of current activity within the board's portfolio area.

2.0 Recommendation

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

Background papers

None

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**Scrutiny Board (Children's Services)
Work Programme 2008/09**

Item	Description	Notes	Type of item
Meeting date – 5 February 2009			
Draft Children and Young People's Plan	To comment on the draft second Plan	Timing subject to confirmation	DP
Inquiry – 14-19 Education Review	To receive evidence as the second session of the Board's inquiry		DP
Inclusion	To receive feedback from the Inclusion Consultation working group	This working group is tracking progress with a previous scrutiny recommendation	PM
MAST Inquiry	To consider the Board's draft report and recommendations		RFS
Sustainable Communities Act	To consider any proposals to be put to the government	This item has been referred to all Scrutiny Boards	DP
Meeting date – 5 March 2009			
Inquiry – Education Standards – entering the education system	To receive evidence as the second session of the Board's Inquiry		RP/DP
Locality Governance	To consider progress in developing locality governance arrangements within Children's Services	Requested in October 2008, arising from consideration of the Leadership Challenge evaluation report Provisional timing – subject to confirmation	DP

**Scrutiny Board (Children's Services)
Work Programme 2008/09**

Item	Description	Notes	Type of item
Meeting date – 2 April 2009			
Performance Management	Quarter 3 information for 2008/09 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
Leeds Inclusive Learning Strategy	Quarterly progress update from the Programme Board	Agreed by the Board in July 2008	PM
School performance and Ofsted Inspections	Annual report on school performance and biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM
Meeting date – 7 May 2009			
Inquiry Reports	To finalise the reports and recommendations arising from the Board's inquiries this year	Timing subject to confirmation	
Annual Report	To agree the Board's contribution to the annual scrutiny report		

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 2008/09

Working Groups

Working group	Membership	Progress update	Dates
Inclusion consultation	Councillor Hyde Councillor Elliott Councillor Renshaw Mr Britten Mr Falkingham Ms Foote	Agreed November 2008 To consider progress in implementing recommendation 2 of the Board's April 2008 statement on Inclusion	8 December 2008 January 2009
MAST Project	Councillor Feldman Mr Falkingham Mr Britten	Agreed November 2008 To consider proposed reduction in funding to Multi-Agency Support Team (MAST), following request for scrutiny	15 December 2008
14-19 Education Review	Councillor Hyde Councillor Cleasby Councillor Driver Councillor Elliott Councillor Lancaster Councillor McKenna Mr Britten Mr Falkingham Professor Gosden	Agreed November 2008 To carry out visits and meetings as part of the Board's inquiry	

Scrutiny Board (Children's Services)
Work Programme 2008/09

Working Groups

Working group	Membership	Progress update	Dates
Entering Education	Councillor Driver Councillor Lancaster Councillor Morgan Councillor Renshaw Councillor Taylor Mr Britten Ms Foote Mrs Hutchinson	Agreed December 2008 To carry out visits and meetings as part of the Board's inquiry	
Attendance	Mr Britten Prof Gosden Mr Falkingham	Membership agreed October 2008	
Involving young people in scrutiny	Councillor Hyde Councillor Cleasby Councillor Lancaster Councillor Renshaw Mrs Knights Mr Britten	Agreed September 2008 To meet with representatives from Leeds Youth Council Scrutiny Group to discuss young people's ongoing involvement in the work of the Board.	To be confirmed
Young People's Scrutiny Forum – Protecting our Environment	Members of Leeds Youth Council and ROAR	Terms of reference agreed April 2008 Currently taking evidence	

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Children's Services)

For the period 1 January 2009 to 30 April 2009

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 and email address to send representations to)
Children and Young Peoples Participation Approve contract award	Chief Officer - Early Years and Youth Service	2/1/09	CPU, Participation Group	Procurement documents	Sally Threlfall, Head of Early Years Service gerry.hudson@leeds.gov.uk
Supplementary Schools Approve contract award.	Chief Officer - Early Years and Youth Service	2/1/09	CPU process competitive tender.	Specification and Evaluation.	Sally Threlfall, Head of Early Years Service jody.sheppard@leeds.gov.uk
Provision of Community Support Service for Disabled Children and their families Delegated Decision required to extend the existing contract with Wilf Ward whilst a 'short breaks' review is being carried out.	Director of Children's Services	2/1/09	N/A	Report is to be presented to the Delegated Decision Panel	Director of Children's Services mary.cousins@leeds.gov.uk

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 and email address to send representations to)
Family Support 8-13 year olds To accept the Contract	Chief Officer - Early Years and Youth Service	2/1/09	CPU, LCF Executive Board, Family Support and Parenting Board, Family Support and Parenting sub-groups and wedges.	Tender document	Chief Officer - Early Years and Youth Service
Developing and Responding to New Governance Arrangements for Schools in Leeds Approve the draft Memorandum of Understanding and a policy position that supports and encourages moves by schools to adopt Trust Status where a proposal demonstrates; <ul style="list-style-type: none"> • A willingness to engage the City Council as a key partner in any trust • Collaboration between schools and partners to improve outcomes for young people 	Executive Board (Portfolio: Children's Services)	14/1/09		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds Pat.toner@leeds.gov.uk

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 and email address to send representations to)
Fostering and Adoption Services Statements of Purpose To approve the Statements of Purpose	Executive Board (Portfolio: Children's Services)	14/1/09	N/A	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services liz.shingler@leeds.gov.uk
Review of Provision in East and North East Leeds - Options Paper Agree recommended course of actions	Executive Board (Portfolio: Children's Services)	14/1/09	Formal statutory consultation after the January 2009 Executive Board Meeting	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds jackie.green@leeds.gov.uk
Wetherby Children's Centre Design cost report to inject £350k into the Children's Services Capital Programme and give authority to incur this expenditure.	Executive Board (Portfolio: Children's Services)	14/1/09	Education Leeds, Children's Services, Providers and Stakeholders city wide.	The report to be issued to the decision maker with the agenda for the meeting.	Chief Officer - Early Years and Youth Service sally.threfall@leeds.gov.uk
Clapgate Primary School- Extension works to form two forms of entry school Approval to carry out capital works and incur expenditure in relation to the proposed scheme to carry out extension works.	Executive Board (Portfolio: Children's Services)	14/1/09	Clapgate Primary School	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds

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 and email address to send representations to)
Windmill Primary School - Extension Works to form two forms of entry school Approval to carry out capital works and incur expenditure in relation to the proposed scheme to carry out extension works.	Executive Board (Portfolio: Children's Services)	14/1/09	Windmill Primary School	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
Design Cost Report- Farsley CC To inject £350k into the Children's Services Capital Programme and give authority to incur this expenditure.	Executive Board (Portfolio: Children's Services)	14/1/09	To inject £350k into the Children's Services Capital Programme and give authority to incur this expenditure.	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Design Cost Report- Garforth CC To inject £450k into the Children's Services Capital Programme and give authority to incur this expenditure.	Executive Board (Portfolio: Children's Services)	14/1/09	Education Leeds, Children's Services, Providers and stakeholders city wide.	The report to be issued to the decision maker with the agenda for the meeting	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 and email address to send representations to)
<p>Provision of Community Living Project for Children and Young People based at Clarendon Lodge by Action for Children</p> <p>To extend the existing contract with Action for Children whilst a procurement exercise is undertaken</p>	<p>Chief Officer - Children and Young People's Care</p>	<p>14/1/09</p>	<p>N/A</p>	<p>Report to be presented to CYPSC Delegated Decision Panel meeting on 14th January 2009</p>	<p>Deputy Director Children's Services (Commissioning & Partnerships) mary.cousins@leeds.gov.uk</p>
<p>Options for changes to primary provision in the Wetherby Planning Area</p> <p>Permission to consult on options to remove surplus places in the Wetherby area.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>13/2/09</p>	<p>Consultation February/March 2009</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>

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 and email address to send representations to)
<p>Bankside- Provision of Newly Built School Give approval to incur capital expenditure in relation to the proposed scheme to provide a new build school at Bankside Primary School.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>13/2/09</p>	<p>Consultations will include public meeting with Governors, parents school users and community in attendance, full ward councillor briefing, full consultation with governing body, school users including parents, pupils and community users, and other Council services.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds</p>

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 and email address to send representations to)
Leeds BSF Phase 4 Approval of Outline Business Case in respect of Intake High School	Executive Board (Portfolio: Children's Services)	4/3/09	The following groups will be consulted on the OBC: <ul style="list-style-type: none"> • Project Steering Group • Design User Group • Education Leeds • PPP Unit Management Team • Planning 	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer (PPPU) david.outram@leeds.gov.uk
Outcome of the statutory notice period to close South Leeds High School conditional upon the decision to establish an academy on the same site To make a final decision on the proposal to close the school	Executive Board (Portfolio: Children's Services)	4/3/09	Completed Sept / Oct 08, statutory notices completed Dec 08/Jan 09	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds lesley.savage@leeds.gov.uk

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 and email address to send representations to)
Outcome of the statutory notice period to close Intake High School conditional upon the decision to establish an academy on the same site To make a final decision on the proposal to close the school	Executive Board (Portfolio: Children's Services)	4/3/09	Completed Sept/Oct 08, statutory notices completed Dec 08/Jan 09	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds lesley.savage@leeds.gov.uk
Outcome of the public consultation on options for changes to provision in the Richmond Hill planning area To give permission to publish statutory notices for the linked proposals for changes in provision	Executive Board (Portfolio: Children's Services)	1/4/09	Completed Jan/Feb 09	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds lesley.savage@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 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.

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EXECUTIVE BOARD

WEDNESDAY, 3RD DECEMBER, 2008

PRESENT: Councillor A Carter in the Chair

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

Councillor J Blake – Non voting advisory member

137 Exclusion of the Public

The substantive reports referred to under minutes 140 and 141 had been designated as exempt until 3rd December (1.00 pm) and 27th November respectively. This designation had arisen from embargoes on the documents which had substantially been the source of the contents of those reports and all information had been published on lifting of those embargoes.

138 Declaration of Interests

Councillor Wakefield declared a personal interest in the item relating to Machinery of Government and 14-19 Commissioning Arrangements (minute 149) as a schools and college governor.

Councillor Blake declared a personal interest in the item relating to the Vision for Council Leisure Centres (minute 154) as an NHS Leeds Board member.

139 Minutes

RESOLVED –

- (a) That the minutes of the meeting held on 5th November 2008 be approved.
- (b) That with reference to minute 122 relating to the Deputation to Council regarding sports facilities in the Hyde Park area, a further report be brought to the next meeting of the Board.

ADULT HEALTH AND SOCIAL CARE

140 Independence, Wellbeing and Choice Inspection of Adult Social Services

Tim Willis, the lead inspector from the Commission for Social Care Inspection, attended the meeting and presented the Service Inspection Report following the inspection in Leeds which was undertaken in Leeds in July/August 2008.

The Director of Adult Social Services submitted a report on the outcome of the inspection and presented an action plan relating to the 25 recommendations contained in the inspection report.

Draft minutes to be approved at the meeting
to be held on Wednesday, 14th January, 2009

RESOLVED –

- (a) That the inspection report, the report of the Director and the action plan be noted.
- (b) That updates on progress against the action plan be brought to this Board as part of the Annual Performance Assessment reporting in December 2009.
- (c) That the inspection report and associated action plan be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set out in the plan.

141 Annual Performance Assessment (Star Rating) for Adult Social Services 2007/08

The Director of Adult Social Services submitted a report on the annual assessment of Adult Social Care Services published by the Commission for Social Care Inspection on 27th November 2008 and attached to the report of the Director. The response to the assessment was integrated into the action plan referred to in minute 140 above.

RESOLVED –

- (a) That the report of the Director and the Performance Review report from the Commission be noted.
- (b) That the Annual Performance Review report be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set in respect of identified areas for improvement.

CHILDREN'S SERVICES

142 Future Secondary Provision Proposal for South Leeds High School

Further to minute 43 of the meeting held on 16th July 2008 the Chief Executive of Education Leeds submitted a report on proposals to close South Leeds High School and to replace it with an Academy to serve the needs of children and young people from the Beeston and Holbeck, City and Hunslet and Middleton Park wards.

The Chair referred to correspondence which had been addressed to members of the Board in relation to this, and to the proposal referred to in minute 143 below, and other members confirmed their receipt of the same.

RESOLVED –

- (a) That the outcome of the consultation, to close South Leeds High School on 31st August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1st September 2009, be noted.
- (b) That approval for the publication of a statutory notice to that effect be given.

143 Future Secondary Provision Proposal for Intake High School

Further to minute 220 of the meeting held on 16th April 2008 the Chief Executive of Education Leeds submitted a report on proposals to close Intake High School Arts College and to replace it with an Academy to serve the children and young people from the Bramley and Stanningley ward.

RESOLVED –

- (a) That the outcome of the consultation, to close Intake High School on 31st August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1st September 2009 be noted.
- (b) That approval be given for the publication of a statutory notice to that effect.

ADULT HEALTH AND SOCIAL CARE

144 Re provision of Windlesford Green Hostel for People with Learning Disabilities

Referring to minute 57 of the meeting held on 22nd August 2007 the Director of Adult Social Services submitted a report on the proposed change of scope for the scheme established to create a new supported living development for people with learning disabilities at Windlesford Green.

The rescoping provided for a smaller development meeting the needs of current residents, requiring a less than best disposal of land and resulting in land being made available for alternative use.

RESOLVED – That the changes to the scheme as previously reported be noted, that the revised scheme as detailed in the report be approved and that the terms of the proposed lease as detailed in the report also be approved.

NEIGHBOURHOODS AND HOUSING

145 Deputation to Council - Pets in Council Houses

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council from Cats Protection on 10th September 2008.

RESOLVED – That the report be noted.

146 Home Energy Conservation Act (HECA) (1995) - 12th Progress Report

The Director of Environment and Neighbourhoods submitted a report on the progress made in improving the overall energy efficiency of the Leeds housing stock.

RESOLVED – That the content of the 12th HECA progress report and its release to the Government Office for Yorkshire and the Humber be noted.

147 West Yorkshire Energy Efficiency Scheme - Expenditure Discharge and Legal Delegation

The Director of Environment and Neighbourhoods submitted a report on proposals that Calderdale Council be appointed as banker for the West Yorkshire Regional Energy Efficiency Scheme with responsibility for administering the scheme budget for the period April 2008 to March 2011.

RESOLVED –

- (a) That the West Yorkshire Energy Efficiency Scheme be approved.
- (b) That the Scheme annual and approximate sub set expenditure be approved for discharge.
- (c) That Calderdale Council continue in the role of banker for the West Yorkshire Energy Efficiency Scheme for the period April 2008 to March 2011 and that the Legal Delegation Form as contained in Appendix 1 to the report be approved.

CHILDREN'S SERVICES

148 Options for changes to primary provision in the Richmond Hill Planning Area

The Chief Executive of Education Leeds submitted a report on the options available with regard to primary education provision in the Richmond Hill Planning Area.

The options presented in the report were:

1. The expansion of Richmond Hill Primary School linked to a proposal to close Mount St Mary's Primary School.
2. Closure of both Richmond Hill and Mount St Mary's Primary Schools and the establishment of a new school.
3. Closure of Richmond Hill and Mount St Mary's Primary Schools and the establishment of a joint community and Catholic Provision.

RESOLVED –

- (a) That formal consultation be undertaken on the linked proposals to:
 - Expand Richmond Hill Primary School by one form of entry with new community specialist provision for children with Special Education Needs
 - Close Mount St Mary's Primary School.
- (b) That a further report be brought to the Board with regard to the land ownership position at Mount St Mary's.

149 Machinery of Government and 14-19 (25 for Learners with Learning Difficulties and/or Disabilities) Commissioning Arrangements

The Chief Executive of Education Leeds submitted a report on the proposed local approach to the implementation of the Machinery of Government changes to deliver the transfer of responsibilities from the Learning and Skills Council to the City Council. The report also referred to the strategic approach to the commissioning for 16-19 (25 for learners with learning difficulties and/or disabilities) learners in Leeds from September 2009 through which the Council will trial the operational response to its new responsibilities.

RESOLVED –

- (a) That approval be given to the local approach to implementing the arrangements for the Council's response to the Machinery of Government changes that will transfer responsibilities from the LSC to Leeds City Council as detailed in sections 3.1.2 and 3.1.3 of the report.
- (b) That the basis for the strategic commissioning arrangements for post 16 learners in Leeds from September 2009 as detailed in sections 3.2.2 to 3.2.4 of the report be noted, and that the Director of Children's Services develop detailed arrangements for the commissioning of provision and for monitoring and evaluating the impact of these activities.
- (c) That a further report be brought to the Board as early as possible in 2009 on the proposed strategic commissioning arrangements for post 16 learners.

(Councillor Finnigan declared a personal interest in this item as a governor of Joseph Priestley College).

150 Building Schools for the Future Phase 2 Priesthorpe Specialist Sports College

The Chief Executive of Education Leeds submitted a report on proposals to proceed with the refurbishment of Priesthorpe Specialist Sports College as part of Wave 1, Phase 2 of the Building schools for the Future programme.

RESOLVED –

- (a) That approval be given to the completion and entry into all necessary legal documentation for the Design and Build contract for Priesthorpe Specialist Sports College.
- (b) That expenditure of £16,579,338 from the capital programme be authorised.

151 Leeds Building Schools for the Future: Follow On Project and Expression of Interest

The Chief Executive of Education Leeds submitted a report on the 'Follow On' project for the Building Schools for the Future programme and on the submission of the expression of interest as the basis for transforming the remaining schools in BSF.

RESOLVED –

- (a) That the priorities identified within the Expression of Interest be approved as the follow on project in Leeds through additional investment in Building Schools for the Future.
- (b) That further work be undertaken to detail the specific programmes in all the remaining geographical areas of Leeds.

152 2008 Audit Commission School Survey

The Chief Executive of Education Leeds submitted a report summarising the results from the Audit Commission's School Survey for 2008.

RESOLVED –

- (a) That the findings of the 2008 Audit Commission School Survey as set out in Appendix A to the report be noted.
- (b) That it also be noted that the results of the survey will be used to inform children's services and partners' service improvement plans.

LEISURE

153 Long Term Burial Requirements for the City

The Director of City Development submitted a report on the current position with regard to the supply of burial space in Leeds and options for meeting the expected demand for burial space for the next 50 years and beyond.

RESOLVED –

- (a) That the recommended policy to establish a preference for smaller locally based cemetery sites combined with the extension, where possible, for existing sites be adopted.
- (b) That officers explore further the potential to extend Farnley and Lofthouse cemeteries including consultation with planning officers about the inclusion of proposals in the Local Development Framework.
- (c) That officers look in more detail at the potential to develop small locally based cemeteries at Elmete, Priesthorpe Lane, Alwoodley Gates, Tile Lane East Moor and Haigh Farm Rothwell and report back to this Board on the outcome of this work.
- (d) That approval be given to the development of a 5 acre Cemetery at Whinmoor on the site identified on Plan B attached to the report, and that the implementation of this development be delivered as part of a larger masterplan for the site involving the decant of the Council's nursery from Redhall.
- (e) That proposals to deliver a 14 acre cemetery extension at Lawnswood be not progressed.

- (f) That officers liaise with Leeds University to acquire the site of the American Football Field either through private treaty or Compulsory Purchase to deliver a 3.8 acre extension to Lawnswood Cemetery, that officers explore further the potential to deliver a 5 acre cemetery on the site of the former Elmete Caravan Park and that officers seek to acquire the 2.5 acre site at Horsforth Cemetery either through private treaty or Compulsory Purchase Order.
- (g) That the Capital Programme be amended to reflect schemes at Lawnswood £1,750,000 , Elmete Cemetery £743,000, Horsforth Cemetery Extension £350,000, Kippax Cemetery Extension £51,000 and Harehills Cemetery £125,000, releasing £281,000 back to the general Capital Programme.
- (h) That officers liaise further with representatives of the Muslim community on the accommodation of Muslim burial needs in the Council's network of smaller cemeteries.
- (i) That officers carry out consultations with the relevant Ward Members and Area Committees regarding these proposals.

154 Vision for Council Leisure Centres

Further to minute 74 of the meeting held on 2nd September 2008 the Director of City Development submitted a report on the outcome of the public consultation exercise undertaken in relation to the Council's draft Vision for Leisure Centres.

RESOLVED –

- (a) That the outcome of the public consultation exercise on the Vision for Council Leisure Centres be noted.
- (b) That officers explore in more detail the proposal to transfer Richmond Hill Sports Hall to community management as part of a community asset transfer.
- (c) That Sport England be requested to re-run their Facilities Planning Model for swimming pools provision in Leeds and in particular examine the implications of the Council's draft proposals.
- (d) That officers consider the potential for community management for each of the centres most affected by these proposals and report back to a future meeting of this Board.
- (e) That officers further develop capital investment proposals for Aireborough, Bramley, Kirkstall, Pudsey, Otley, Rothwell, Scott Hall and Wetherby Leisure Centres.

CENTRAL AND CORPORATE

155 Implications of Introducing a Living City Wage for Leeds

The Chief Executive submitted a report on the implications of introducing a Living City Wage in Leeds following a resolution made by Council at its meeting on 9th April 2008.

RESOLVED – That the report be noted.

156 Business Transformation in Leeds City Council

(a) Organisational Programme

The Assistant Chief Executive (Planning, Policy and Improvement) and the Director of Resources submitted a joint report outlining the Council's developing business transformation agenda and setting out the reasons behind the development, the high level scope of the programme of work required, initial benefits accruing from the work and governance arrangements to secure delivery.

RESOLVED – That the establishment of an organisational wide Business Transformation Programme be endorsed in the terms outlined on the submitted report.

(b) Design and Cost Report for Key Enabling Projects

The Director of Resources and Assistant Chief Executive (Planning, Policy and Improvement) submitted a joint report on proposals for the delivery of the first phase of the Business Transformation Programme.

RESOLVED –

(a) That approval be given to the release of £7,183,000 (over a five year period), to be funded from the Business Transformation allocation in the Strategic Development Fund for the first phase of the Business Transformation programme.

(b) That authority be given to incur expenditure on procuring and implementing the key enabling projects which provide the foundations for delivering the Council's Business Transformation aspirations.

157 Calling In of Decision Taken on 8th October 2008

The Chief Democratic Services Officer submitted a report on the outcome of the Call In of a decision of the Executive Board on 8th October 2008 regarding the Capital Programme Update 2008 –2012

RESOLVED – That the report be noted.

DEVELOPMENT AND REGENERATION

158 Deputation to Council - Spenhill Residents' Association regarding the Protection of Butcher Hill Playing Fields and Surrounding Land

The Director of City Development submitted a report in response to the deputation to Council from the Spenhill Residents' Association on 10th September 2008.

RESOLVED – That the report be noted.

159 Leeds Local Development Framework Annual Monitoring Report

The Director of City Development submitted a report on the City Council's recommendations on the Leeds Local Development Framework for the Secretary of State's consideration.

An amended page of the submission was circulated at the meeting.

RESOLVED – That the Annual Monitoring Report be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

DATE OF PUBLICATION: 5th December 2008
LAST DATE FOR CALL IN: 12th December 2008

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Monday 15th December 2008).

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