



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds on
Thursday, 7th May, 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 B Wanyonyi - 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

Agenda compiled by:
Guy Close
Governance Services
Civic Hall
LEEDS LS1 1UR
Tel: 24 74356

Principal Scrutiny Advisor:
Kate Arscott
Tel: 24 74189

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 - 1ST APRIL 2009</p> <p>To confirm as a correct record the minutes of the meeting held on 1st April 2009.</p>	1 - 10
7			<p>FORMAL RESPONSE TO SCRUTINY RECOMMENDATIONS - MULTI-AGENCY SUPPORT TEAM (MAST)</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, attaching the Board's final scrutiny report on action taken by children's services around the MAST.</p>	11 - 32
8			<p>BUILDING BRIGHTER FUTURES: THE LEEDS CHILDREN AND YOUNG PEOPLE'S PLAN 2009-14</p> <p>To receive and consider a report from the Director of Children's Services, which provides the Board with an opportunity to comment on the near final version of the CYPP prior to its submission to the Council's Executive Board and full Council in June 2009.</p>	33 - 124

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>YOUTH SERVICE USER AND NON-USER SURVEYS 2009</p> <p>To receive a report from the Director of Children's Services, which updates the Board on user consultation with young people.</p>	125 - 126
10			<p>SCRUTINY INQUIRY - ATTENDANCE</p> <p>To receive a report from the Head of Scrutiny and Member Development, which requests the Board to consider the working groups' conclusions on school attendance.</p>	127 - 128
11			<p>SCRUTINY INQUIRY - 14-19 EDUCATION REVIEW</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which requests the Board to consider the working groups' conclusions to date on the 14-19 education review.</p>	129 - 130
12			<p>ANNUAL REPORT 2008/2009</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development, which details the Board's contribution to the Annual Scrutiny Report 2008/2009.</p>	131 - 138
13			<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>	139 - 158

Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

WEDNESDAY, 1ST APRIL, 2009

PRESENT: Councillor W Hyde in the Chair

Councillors G Driver, J Elliott, R D Feldman,
B Lancaster, V Morgan, K Renshaw, E Taylor and
C Townsley

CO-OPTED MEMBERS (VOTING):

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

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote	- Teacher Representative
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104 Exempt Information - Exclusion of the Press and Public

RESOLVED – That the press and public be excluded from the meeting during the 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 detailed below:-

- (i) Agenda Item 13 (Minute No 115 refers) – Update on OfSTED Inspections and Schools Causing Concern – Primary – Annex 2 of the report of the Chief Executive, Education Leeds – Paragraphs 10.4 (1) and 10.4 (2) of the Council's Access to information Procedure Rules – information relating to any individual or information which is likely to reveal the identity of an individual;
- (ii) Agenda Item 14 (Minute No 116 refers) – Update on OfSTED Inspections and Schools Causing Concern – Secondary - Annex 2 of the report of the Chief Executive, Education Leeds – Paragraphs 10.4 (1) and 10.4 (2) of the Council's Access to information Procedure Rules – information relating to any individual or information which is likely to reveal the identity of an individual.

105 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair admitted to the agenda as late items of urgent business the following information, which had not been available at the time of agenda despatch, but which was crucial to the discussion of those particular agenda items:-

- (i) Agenda Item 10 (Minute No 112 refers) – Recommendation Tracking – Update on progress in implementing some of the Board’s previous recommendations;
- (ii) Agenda Item 11 (Minute No 113 refers) – Safeguarding – Report on the proceedings of the two Working Groups – Resources and Preventative Duty – established by the Board in January. These meetings had taken place on 17th and 19th March respectively.

106 Declaration of Interests

Mr I Falkingham declared a personal interest in respect of Agenda Item 13 (Minute No 115 refers) – Update on OfSTED Inspections and Schools Causing Concern – Primary – in his capacity as a parent of a child attending Quarry Mount Primary School and a Parent Governor at North West SILC (including acting as an advisor to the Manager of the SILC Children’s Centre).

See also later Minute Nos 110 and 116.

107 Apologies for Absence

Apologies for absence from the meeting were submitted on behalf of Councillor Cleasby, Ms C Johnson, Ms J Morris –Boam and Ms T Kayani.

108 Minutes - 5th March 2009

RESOLVED – That the minutes of the meeting held on 5th March 2009 be confirmed as a correct record.

109 Young People’s Scrutiny Forum – ‘Protecting our Environment’

The Board considered the final report of the Young People’s Scrutiny Forum on its chosen topic this municipal year, ‘Protecting Our Environment’.

Present at the meeting, and responding to Members’ queries and comments, were Gaby Paradis of The Project, Connor Prior, Leeds Youth Council representative on the Forum, and Laura Nield, of the Council’s Scrutiny Support Unit, who co-ordinated the Forum’s activities.

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

- The Board congratulated the Young People's Forum on the excellent work it had done in producing the report, and on the report content. The Board took the Forum's work extremely seriously, and would be ensuring that the next necessary steps would be taken to follow-up the Forum's report. The Chair requested that this message be conveyed back to the Forum;
- It was agreed that the report should be referred to the Council's Scrutiny Board (Environment and Neighbourhoods) for its consideration, that the response of Council officers to the report's recommendations be referred back to the Leeds Youth Council Scrutiny Forum for its comments, after which there would be a further report back to the Scrutiny Board (Children's Services) on the outcome;
- The lack of a reference in the report to the Forum's views on incineration of waste, and whether or not this was an option which the City Council should pursue. It was suggested that perhaps this was an issue which could be further explored when the report was considered by the Scrutiny Board (Environment and Neighbourhoods);
- A view was expressed that the Council's current recycling targets up to 2020 were not challenging enough;
- A suggestion was made that schools could get much more involved in recycling, not only in respect of their own waste, but perhaps also in terms of neighbourhood recycling centres being sited at schools. This would also present an opportunity for pupils to become actively engaged in 'managing' the site, thus enhancing skills and raising awareness even further.

RESOLVED –

- (a) That the report be noted, and the Board's congratulations be conveyed to the Young People's Forum;
- (b) That the Forum's report be referred to the Scrutiny Board (Environment and Neighbourhoods);
- (c) That the formal response of Council officers to the report's recommendations be referred back to the Leeds Youth Council Scrutiny Forum for its comments, after which there would be a further report back to the Scrutiny Board (Children's Services) on the outcome;

110 Children's Services and the Children and Young People's Plan - Priorities Update

As part of its process of receiving regular progress reports on the Council's Children and Young People's Plan, the Board considered a report submitted by the Director of Children's Services which included updates on two particular aspects of the Plan, the anti-bullying strategy and services for children and young people with mental and emotional health needs.

In attendance at the meeting were Rosemary Archer, Director of Children's Services, Hilary Farmery of Education Leeds and Ashley Wyatt, from CAHMS, who responded to Members' queries and comments. In brief summary, the main areas of discussion were:-

- The next steps for the Children's Trust arrangements (Paras. 2.7 and 2.8 of report refer);
- The current consultation exercise in respect of the updated Children and Young People's Plan 2009-2014 (Para. 4.5 refers);
- Current anti-bullying strategy and initiatives (Para. 5.2 onwards);
- Current services and proposed improvements to services aimed at children and young people with mental and emotional health difficulties (Para. 5.15 onwards);
- Due to the increased measures put in place to tackle bullying, and the growing confidence of young people to report bullying, it was anticipated that initially there would be an increase in the number of instances being reported, but this should show a reduction as policies and strategies came into play and issues were addressed. A fairer assessment of how effectively the strategy was working would be gained in 18 months time, when detailed information would be available to the Board;
- Whilst acknowledging bullying as a very real problem and welcoming initiatives to tackle it, concern was raised regarding the effect this would, and was, having on school-based staff, in terms of increased workload in tackling bullying, and often shortened break times in an attempt to reduce the opportunities for bullying;
- Comment was made that the initiatives also concentrated on in-school bullying, rather than out of school bullying, or on so-called cyber-bullying. Was any work done with the families of children who were either being bullied, or were doing the bullying?
- The problems of special needs pupils was discussed, both in terms of being bullied and whether they were sufficiently equipped to take advantage of the reporting avenues, but also cases of bullying carried out by special needs pupils, particularly at primary school, and whether these were appropriately addressed.
- Concern was expressed regarding the use of valuable Educational Psychologist time in assessing the anti-bullying pilot project within Ralph Thoresby High School, and whether this was having a detrimental effect on the Education Authority's ability to complete timely SEN statements.

The officers responded to the issues raised. In terms of the possible effect on school-based staff of the anti-bullying strategy, an assurance was given that this issue would be picked up as part of the JCC process. Out of school bullying was more difficult to directly address, but there were currently 20 Safer Schools Partnerships across Leeds, with a police presence on site at least 3 days a week, and plans to roll-out this initiative across Leeds. Work was done with families of bullied pupils and families where bullying was identified as a problem. Self-esteem workshops, skilling youngsters to cope with bullying, as well as the peer mentors for children identified as vulnerable were other initiatives. All Children's Services staff were being issued with guidance relating to bullying, and this would include reference to special needs children. Only two psychologists were involved, for a limited time, in evaluating the pilot project at Ralph Thoresby High School.

Reference was also made to the national CAMHS (Children and Adolescent Mental Health Services) review, and the fact that Leeds was taking part in a pilot on 'Targeted mental health in Schools', which would encompass not just the specialist staff in schools, but the more generic staff as well. This was in addition to all the other work identified in the report, and that recently reported to the Board at a previous meeting.

In conclusion, the Board felt it was important that the initiatives were co-ordinated, to provide a wrap-around service for young people both in school and out of school, as an integral part of the Safeguarding agenda. There also needed to be more work done on establishing improvement targets against which future progress could be measured.

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

(N.B. Councillor Townsley declared a personal interest in this item, in relation to his daughter, who is a teacher at Ralph Thoresby High School).

111 Performance Report Quarter 3 2008/09

The Head of Policy, Performance and Improvement submitted a report outlining progress against a raft of both national and local performance indicators for the period October to December 2008, and highlighting initiatives being taken to tackle areas of under-performance.

In attendance at the meeting, and responding to Members' queries and comments, were Councillor Stewart Golton, Executive Member Children's Services, Rosemary Archer, Director of Children's Services and John Maynard, Children's Services.

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

- Recognition was given to the large areas of good performance contained within the report;
- The Board welcomed the inclusion of some numbers in the reports, rather than just percentage figures, which could by themselves be meaningless or misleading. However, Members asked for this to be extended further in future reports;
- NI 92 – Narrowing the Gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest. Members expressed concern at the widening of the gap by 1.5%, and that the improvements witnessed in 2007 had not been maintained;
- Reference was made to possible 'hot housing' of pupils, especially at Key Stage 2, by too much concentration on literacy and numeracy teaching in order to meet national targets, and the detrimental effect this could have at Key Stage 3, where the same levels of progress proved unsustainable. However, Members welcomed new local targets focused on closing the gap, which signified a more inclusive approach to the curriculum;

- Alleged lack of funding for Breakfast Clubs was referred to, and the detrimental effect this could have on children's academic performance if they were not getting a proper start to the day;
- The need to achieve a balance between academic and vocational studies, and the work being done in this area;
- NI 43 – Young People within the Youth Justice system receiving a conviction in Court who are sentenced to custody. This particular performance indicator had various contributory factors affecting performance, as outlined in the report. It was also interlinked with other indicators such as NI 44, 45, 46 and 111, also detailed in the report. The attitudes and actions of local Magistrates played a huge part in performance under this indicator, and discussions were taking place with the local Bench. Work was also ongoing with the Prison Reform Trust on this subject, and further details would be supplied to the Board;
- Local indicator LKI -IYSS3 – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area. Frustration was expressed, given the stated good level of contact between young people and the Youth Service, that an apparent problem with adequately recording outcomes was causing under-performance in this area;
- Local indicator BV - 46 – percentage of half-days missed due to total absence in primary schools maintained by the local education authority. The lack of real numbers, as opposed to percentages, was again commented upon. It was explained that a lot of the problems associated with this particular performance indicator were due to sickness absence or parents taking pupils on often extended breaks outside of official school holiday periods. A lot of work was being done to tackle this latter issue. Actual numbers would be supplied to the Board;
- Reference was also made to possible links between the number of Youth Workers and youth activities in some parts of the City and a possible link to youth crime. Limited resources meant that choices had to be made, and often that choice was to concentrate resources on perceived areas of greatest need, often in inner-City Wards.

RESOLVED – That subject to the above comments and requests for further information, the report be received and noted.

112 Recommendation Tracking

The Board received its regular update report on recommendation tracking from the Head of Scrutiny and Member Development, the system whereby Scrutiny Boards received quarterly reports on progress in implementing the recommendations of previous Inquiries.

The Board made the following decisions in respect of outstanding recommendations:-

- (i) Adoption – Recommendation 3 (Agenda Page 73) – Category 4 maintained – progress acceptable, continue to monitor;

Draft minutes to be approved at the meeting
to be held on Thursday, 7th May, 2009

- (ii) Youth Services – Recommendation 7 (Agenda Page 75) – Category 5 – progress not acceptable in respect of the survey – report back to next meeting;
- (iii) Catching the Bus – Recommendations 2 and 5 (Agenda Pages 76 and 77) – Category 4 maintained – progress acceptable, continue to monitor;
- (iv) Inclusion – Recommendations 1 and 2 (Agenda Pages 78-81 refer) – Category 2 – completed – no further action required;
- (v) Services for 8 – 13 year olds – Recommendations 1, 3 and 10 (Agenda Pages 82, 83 and 86 refer) – Category 2 – no further action required;
- (vi) Services for 8 – 13 year olds – Recommendations 5 and 9 (Agenda Pages 84 and 85 refer) – Category 4 – progress acceptable, continue to monitor.
- (vii) Leeds Inclusive Learning Strategy – concern was expressed regarding delays in implementing the Strategy, including the lack of a scheduled report to the Council’s Executive Board. Members requested confirmation of the revised timetable for implementation.

(N.B. Councillor Taylor left the meeting at 11.50 am, at the conclusion of this item).

113 Scrutiny Inquiries - Safeguarding

Further to Minute no 71, 8th January 2009, the Board received reports from the meetings of the Resources Working Group and the Preventative Duty Working Group held on 17th and 19th March 2009 respectively.

RESOLVED –

- (a) That the report of the Working Group meetings be received and noted;
- (b) That the Working Groups continue to meet, either separately or jointly, to discuss and consider the issues identified in the reports before the Board today, and report back to the Board in May.

114 Work Programme

The Head of Scrutiny and Member Development submitted a report on the Board’s work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract of the Council’s Forward Plan of Key Decisions for the period 1st April – 31st July 2009 and the minutes of the Executive Board meeting held on 4th March 2009.

Further to Minute No 111, reference was made to the need for a further report back with information on Breakfast Clubs.

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

115 Update on OfSTED Inspections and Schools Causing Concern - Primary

The Board received and considered the report of the Chief Executive, Education Leeds, submitted to the Council's Executive Board on 13th February 2009, which provided an overview of the performance of primary schools in Leeds during 2007/08, based on national and local performance indicators, monitoring activities undertaken by school improvement advisers and the outcome of OfSTED inspections undertaken since September 2007. The report also outlined the actions being taken by Education Leeds to address particular issues.

Annex 2, relating to primary schools giving cause for concern, was regarded as containing exempt information i.e. information relating to particular individuals, or information which was likely to reveal the identity of an individual. As such, it was regarded by the report author that the public interest in disclosing the information was outweighed by the need for it to remain exempt in order to secure improvement and increase confidence in those schools, which would be adversely affected by disclosure of the information. The Board had earlier accepted this argument (see Minute No 104) and had resolved to exclude the press and public during the consideration and discussion of Annex 2 to the report.

In attendance at the meeting, and responding to Members' queries and comments, were Dorothy Smith and Christine Halsall of Education Leeds.

In brief summary, the main points of discussion were;-

- The Board re-iterated its previous request for the inclusion of more actual numbers in these type of reports, not merely percentages;
- Reference was made to the decline in standards in maths and literacy at Key Stage 1, and action being taken to address this. Key Stage 2 performance was broadly in line with previous years, and Members were referred to Paragraph 3.2 of the report;
- Further to Minute No 111, reference was again made to the effects of concentrating on national targets at KS1 and KS2, by 'hot housing' pupils purely to achieve the Government's required standard and the subsequent dip in performance at KS3, whereby the performance of the bottom 20% of pupils actually deteriorated. In this respect, work was taking place in conjunction with the Early Years Service, on early identification and intervention to support pupils and parents, and the Extended Schools initiatives and the new national curriculum would also assist to combat this problem;
- With regard to the table contained in Paragraph 3.2.1 of the report, the Board requested a more detailed breakdown of which Leeds primary schools fell into which particular OfSTED category over the full cycle of inspections since the introduction of the new framework, compared to the national picture;
- Reference was also made to the potential benefits of Federations of Schools, in supporting small primary schools, which often faced problems attracting and retaining ambitious Heads.

RESOLVED – That subject to the above comments and requests for additional information, the report be received and noted.

Draft minutes to be approved at the meeting
to be held on Thursday, 7th May, 2009

(NB Councillor Renshaw left the meeting at 12.03 pm, during the consideration of this item).

116 Update on OfSTED Inspections and Schools Causing Concern - Secondary

The Board received and considered the report of the Chief Executive, Education Leeds, submitted to the Council's Executive Board on 13th February 2009, which provided an overview of the performance of secondary schools in Leeds during 2007/08, based on national and local performance indicators and the outcome of OfSTED inspections, and including progress reports on schools with extended partnerships, trends of improvement and key priorities for priority groups.

Annex 2, relating to primary schools giving cause for concern, was regarded as containing exempt information i.e. information relating to particular individuals, or information which was likely to reveal the identity of an individual. As such, it was regarded by the report author that the public interest in disclosing the information was outweighed by the need for it to remain exempt in order to secure improvement and increase confidence in those schools, which would be adversely affected by disclosure of the information. The Board had earlier accepted this argument (see Minute No 104) and had resolved to exclude the press and public during the consideration and discussion of Annex 2 to the report.

In attendance at the meeting, and responding to Members' queries and comments, were Dorothy Smith and Brian Tuffin of Education Leeds.

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

- Paragraph 3.1 of the report was highlighted, and the fact that 2008 was the first year that outcomes in Leeds secondary schools had been in line with national performance figures. This represented a huge improvement since 2003/04;
- The strengths and achievements of secondary education in Leeds (Agenda Page 252) were also highlighted;
- Reference was made to measures being introduced at the new Allerton High School to address the issues highlighted by OfSTED;
- Reference was also made, and concern expressed, regarding the comments in Annex 2 relating to ongoing difficulties relating to Elmete Central BESD SILC, with some Members expressing concern about its operation over a split site.

RESOLVED – That the report be received and noted.

(N.B. Councillor R D Feldman declared a personal interest in this item, in his capacity as a Governor of Allerton High School).

117 Date and Time of Next Meeting

Thursday 7th May 2009 at 9.45 am (Pre-Meeting 9.15 am).

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 7 May 2009

Subject: Formal Response to Scrutiny Recommendations – Multi-Agency Support Team (MAST)

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 In February 2009 the Scrutiny Board (Children's Services) published a report setting out its conclusions and recommendations arising from its Inquiry on the Multi-Agency Support Team (MAST).
- 1.2 It is the normal practice to request a formal response to the board's recommendations, once an inquiry report has been issued. A formal response to the recommendations has now been received and is attached.
- 1.3 Due to recent changes in procedure, the Director's proposed responses to the recommendations were submitted to the Executive Board for approval, on 1 April, before being forwarded to the Scrutiny Board. The attached responses also include an update on the latest position in respect of each recommendation, to supplement the response agreed by the Executive Board.
- 1.4 Members are asked to consider the responses provided, and to decide whether any further scrutiny involvement is required.
- 1.5 Any recommendations which have not yet been completed will be included in future quarterly recommendation tracking reports to enable the Board to continue to monitor progress.

2.0 Recommendation

- 2.1 Members are asked to consider the responses provided and to decide whether further scrutiny involvement is required.

Background papers

None

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Report of the Director of Children's Service

Scrutiny Board (Children's Services)

Date: 7th May 2009

Subject: **East Leeds Multi-Agency Support Team (MAST) Scrutiny Report:
Response to the Recommendations and Position Update**

Electoral Wards Affected:	Specific Implications For:
	Equality and Diversity
	Community Cohesion
	Narrowing the Gap

1.0 Background

- 1.1 In late 2008 and early 2009, following a request for scrutiny from Councillor Brian Selby, the Children's Services Scrutiny Board conducted an inquiry into action taken by children's services around the MAST, which works with the Seacroft Manston family of schools. The request had followed concerns about proposals to reduce aspects of funding to the service and the subsequent handling of activity relating to this. The final scrutiny report, containing full details is attached at appendix 1.
- 1.2 The Scrutiny Board's reports made six recommendations, all of which were accepted by the Director of Children's Services, who acknowledged the importance of learning from the issues that the MAST has raised. On 1st April 2009 the proposed response to the recommendations was submitted by the Director of Children's Services to the Council's Executive Board, who accepted the actions detailed in the response.
- 1.3 This report provides the Scrutiny Board with a copy of the response submitted to the Executive Board by the Director of Children's Services, it also provides an update on the activity that has taken place relevant to each of those recommendations. For ease of reference this information has been summarised in a single table, attached at appendix 2.

2.0 Main Issues

- 2.1 The Locality Enabler (East) is continuing to work on behalf of the Director of Children's Services with those local services and individuals who are involved with the MAST. As outlined in the summary table at appendix 2, progress is being made to ensure that the services and individuals concerned are being appropriately considered and informed as the work progresses and that steps are being taken to ensure learning from the experiences of the MAST service can be acted on constructively in future.
- 2.2 The Children's Services Scrutiny Board will continue to be kept informed of this work through regular updates in the coming months.

3.0 Conclusion

- 3.1 The Scrutiny Board inquiry into the MAST provided valuable information for helping to support and develop services both in the local area and across the city. Actions relating to these recommendations are now being taken forward. The Board will continue to be informed about developments regarding this work.

Background Papers

Report to Executive Board: March 2009 – Response to the Children's Services Scrutiny Board's MAST Inquiry.

Multi-Agency Support Team (MAST)

Scrutiny Inquiry Report

Conclusions and Recommendations



Introduction

1. In November 2008, the Scrutiny Board accepted a request for scrutiny from Councillor Brian Selby, relating to the proposed withdrawal of funding from the Multi-Agency Support Team (MAST) project in east Leeds.
2. The Board established a small working group to meet as quickly as possible and report back to the full Scrutiny Board on the following issues:
 - the decision-making process with regard to the decision to withdraw funding from the MAST project
 - any consultation carried out with stakeholders
 - the current proposals for the future of MAST and for wider behaviour support at area level
3. The working group met with Councillor Selby; senior MAST team staff; a local primary school head; and officers from the Director of Children's Services Unit, Children and Young People's Social Care and Education Leeds in December.
4. As a result of the working group's deliberations, the Scrutiny Board has produced the following conclusions and recommendations.

Background

5. The Multi-Agency Support Team (MAST) was initially set up as a pilot project in 1996. The team works with children, their families and schools in the Seacroft Manston family of schools, covering 16 primary and 3 high schools. The team is involved in helping schools where there is concern about a child's emotional well-being or behaviour. Their work can take place in the child's home, at school or at the MAST base. The team provided us with detailed information on the wide range of their activities.
6. The MAST team currently provide help with:
 - children who cannot concentrate or settle in school
 - children/families reacting to negative/traumatic life events eg parental separation, divorce, bereavement
 - children who are emotionally and socially withdrawn
 - children/families experiencing bullying
 - children engaged in bullying
 - children/families who may have experienced some form of abuse
 - advice on educational matters eg exclusion, truancy, school meals
7. The team deals with individual referrals and case loads, but also

Conclusions and Recommendations



provides a number of group activities. Team members work in a variety of ways. They

- undertake individual work with children eg art work, drama therapy, counselling and play therapy
- provide therapeutic family sessions
- undertake issue-focussed groups with children
- provide advice to schools, parents/carers and children on a wide range of issues

8. MAST receive complex referrals. Following an assessment, a range of planned interventions are used to support positive outcomes for children and their families. The work undertaken is not time limited but is determined by the needs of the children and through regular reviews of cases. We received some case study examples of the team's work.
9. Certain cases may be closed following initial assessment whereas others could be open for up to 18 months. The average time for a case to be open is 8-10 weeks. All work is evaluated through questionnaires.
10. It was also confirmed that the team continued to work with clients for as long as required even if they move out of the immediate area. This could

happen especially for example as a result of domestic violence, or for looked after children moving placements and schools.

11. In 2006/07 MAST received 112 referrals from 16 schools. Of these 112, 75 individual cases were taken up. In other cases group work was recommended or children were referred elsewhere.
12. We heard that a key feature of the team's success is local people's willingness to engage with MAST staff, and the lack of stigma attached to attending their premises or accessing their services. This is in contrast to a common resistance to work with social services.
13. The MAST team were also highly valued as a source of advice for support staff in schools, and were a key resource for signposting to other services.
14. It was clear to us that the work of the MAST team, both individually and collectively, was generally very highly regarded and valued by children, families, schools and other professionals.
15. As at 1 April 2008 the MAST team staff were:
 - Manager
 - Deputy Manager - a full-time teacher/drama therapist
 - 2 half-time Social Workers
 - Youth worker (20 hours)

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- Education Leeds Project Worker
 - Education Leeds Play Therapist
 - Administrator
16. The youth worker moved to a different role in the summer of 2008 as part of a restructure of the Integrated Youth Support Service. She has not been replaced. The administrator left for another job due to the uncertainty over future funding of the project. One of the Social Workers is currently on maternity leave.
 17. The team is currently based at the East Leeds Family Learning Centre in Seacroft, although the future of this accommodation has been uncertain for nearly a year.
 18. The MAST Team Manager is also the Manager of the BEST team (Behaviour and Education Support Team) based at John Smeaton School, and the two teams merged in 2006.
 19. There is a MAST Management Group, chaired by a local headteacher, which meets six times a year. A constitution and action plan for MAST was first produced in 2007/08, and closer monitoring and evaluation of the team's work by the Management Group is now taking place than was previously the case. The MAST Management Group reports to the Seacroft Manston Family of Schools.

Withdrawal of Funding

20. The team is currently funded through Children and Young People's Social Care. The Team Manager's post is 50% funded by Education Leeds, and the administrator is funded by the Seacroft Manston Family of Schools. The Children's Fund has provided funding of over £40,000 per year for at least the past two years, but this reduced to £7,000 in 2008/09. Taking account of this, the cost to the Children and Young People's Social Care budget in 2008/09 was projected to be £152k.
21. As part of budget discussions to arrive at a balanced budget for 2008/09 Children and Young People's Social Care proposed to cease funding to the MAST team, with a projected saving of £80k per year.
22. We were made aware that Children and Young People's Social Care had faced significant financial pressures in setting a budget for 2008/09 onwards. The service had been forced to evaluate all provision in order to identify savings from non-core services. The children and families accessing MAST exhibited needs which were generally well below a threshold which would normally trigger social care intervention, and it was for this reason, combined with the

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reduction in income from the Children's Fund, that it had been identified for funding to be withdrawn.

23. It was acknowledged by officers that the preventative role of MAST would in many instances actually prevent cases escalating to the level where social care intervention was required. However, in the existing financial circumstances, Children and Young People's Social Care felt they could no longer justify continuing funding this team at the expense of the local authority's core social work duties.
24. The first reference we were provided with in relation to the decision to withdraw MAST funding was from the Children and Young People's Social Care Finance Board meeting on 21 January 2008. This was subsequently confirmed in the February 2008 Budget Action Plan 2008/09 to 2010/11, with a projected saving of £80k per year for three years.
25. However subsequent Finance Board minutes indicate that the team's future was still under review in April 2008 after the start of the new financial year. By 25 April 2008 the Head of Children and Young People's Social Care was indicating that the funding would be withdrawn by March 2009 at the latest.
26. It was acknowledged by officers that there was no evidence available to explain how the decision was taken to withdraw funding from MAST rather than other potential areas of saving. It was recognised by the new Children and Young People's Social Care leadership team that there needed to be a more robust and transparent process to support future decision-making, albeit that the decision may still have been the same at the end of such a process.
27. Officers who we spoke to stressed that the decision to withdraw funding in no way implied that the quality of the MAST team's work was in question.
28. The original Children and Young People's Social Care decision to cease funding MAST from April 2008 was subsequently delayed for one year, to come into effect from April 2009. It has now been further agreed to extend the deadline for resolving the future of the team to 1 September 2009, to coincide with the timing of the BEST review (see below) and the start of the new school year.

MAST and BEST reviews

29. The Children and Young People's Social Care decision to withdraw funding from MAST has coincided with a city-wide review of the BEST programme and

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realignment of BEST funding city-wide by Education Leeds, which is still ongoing. Because MAST and BEST are linked in the east of the city, this appears to have relieved MAST in the short term, but also potentially delayed a final resolution of the team's future.

30. A review of the MAST team was carried out at the request of the Director of Inclusion and Integrated Children's Services within Education Leeds, reporting in May 2008. The review followed on from a review of the BIP/BEST teams completed in January 2008. BIP is the national Behaviour Improvement Programme. BESTs are the Behaviour and Education Support Teams set up in schools using BIP funding.
31. The MAST review concluded among other things that there had been a lack of line management and monitoring via Social Care, but that this function had been undertaken more recently through the BEST arrangements and the MAST Management Group.
32. At least partly as a result of this weakness, to date there is a lack of significant amounts of hard data on the successes achieved by the MAST team to complement the anecdotal evidence, survey evidence and case studies which indicate that success has been achieved.
33. In effect the existence of the MAST team has meant that the east area of the city has additional provision to other areas of the city. Whilst there is undoubtedly a high level of demand for the service locally, the current position does not take account of levels of need in other areas of the city and the city-wide review will seek to address this. At a meeting to consider the BEST review report in April 2008, head teachers and senior professionals concluded that equity of access across the city was a key principle for the review to address.
34. Everyone we spoke to acknowledged that it was appropriate to review the overall provision of these type of services at a local level to provide a more sustainable future service.
35. We noted that Family of Schools meeting minutes have referred to concerns over reduced funding for MAST since at least May 2007, but this appeared to be linked to the reduction in support from the Children's Fund initially.
36. We were told that the MAST team has been looking at extending services to other Families of Schools in order to secure additional funding. For example the Temple Moor Family of Schools were accessing the Bridge Centre, and domestic violence support work had also

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been opened up across the whole of the east wedge.

Consultation with stakeholders

37. Councillor Selby outlined his concerns that there appeared to have been little or no consultation with staff, service users or schools on the proposed withdrawal of funding. He was also concerned that there was little written evidence of the Director of Children's Services or Executive Member's involvement in the decision, although it was explained that this was in part because some briefing had only been verbal
38. There had also been no consultation with local ward councillors in either of the two wards affected.
39. He acknowledged that since he had made his request for scrutiny there had been regular meetings involving local councillors alongside the Locality Enabler, the Area Management Board and the Family of Schools. However the service itself was still reducing and new cases were not being dealt with.
40. Councillor Selby also acknowledged the need for a review of provision due to the ad hoc nature of the development of MAST and BEST over a 12 year period. His concern was about the

risk of withdrawal of the existing highly valued service before any replacement provision – whatever shape that might take – is agreed.

41. MAST staff informed us that they initially heard about the planned funding cut from a third party, and were only formally notified by managers in May 2008.
42. The working group deplored the idea that staff in the MAST team heard about the risk to their jobs from a third party rather than directly from management. This is symptomatic of the lack of clear lines of management and accountability which need to be resolved for this and any other multi-agency projects.
43. It was acknowledged by officers that Children and Young People's Social Care had not consulted staff or schools about the proposed cuts. There had been no expectation on the part of Children and Young People's Social Care that other funding would be withdrawn, but neither had consideration been given to the likely impact of unilateral action. It was accepted that this did not match the expectations of integrated working embodied at a strategic level by Children's Services, but had been driven by hard financial expedients.
44. As a result of the uncertainty about the future, the service has

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been reducing, with new referrals not being taken on and at least one member of staff leaving. The MAST Manager explained that the current case load was about 50 cases, plus group work activities. He estimated that when fully staffed the team could handle 15-20 additional individual cases.

45. The team and the local schools are concerned about the loss of local knowledge as well as the loss of service pending a resolution of the wider review of behaviour support services across the city.

Future

46. By July 2008, the Locality Enabler (East), based in the Director of Children's Services Unit, had been tasked with developing a new model of multi-agency provision for the wedge, to be locally commissioned and funded, to operate from 1 April 2009. The timescale for this has subsequently been extended to 1 September 2009 to coincide with the start of the new school year.
47. The Locality Enabler outlined his current thinking on progressing a decision on the future of provision in the east wedge. He had convened a steering group of key stakeholders, including local councillors. The aim was to take a pragmatic approach and seek to more effectively match up the

available resources with staff and functions that needed to be carried out.

48. At the same time effective management and administrative arrangements (for example banking and employer functions) also needed to be put in place for whatever services are to be provided. The Locality Enabler offered to provide minutes of the steering group to the Scrutiny Board to keep members updated with progress.
49. He also confirmed that he was now meeting regularly with the MAST team to keep them updated on the situation, and that he was committed to being open and honest with them in doing so.
50. The working group welcomed reassurance that local stakeholders, including ward councillors, are now involved in developing a proposed model of integrated children's services to replace MAST/BEST in the east. The momentum for this process needs to be maintained to successfully resolve the future for behaviour support in this area of the city, especially as we understand that funding continues to be tight for all parties. The lessons learned here also need to be applied to transition planning for future service changes.

Conclusions and Recommendations



51. The working group was also concerned that the proposals to redistribute the existing BEST funding 'equitably' across the whole city begged questions about the definition of 'equitably' and about the adequacy of overall resources. Members were informed that once a distribution of resources between wedges was decided, it would be up to the schools in each local area to determine how those resources would be deployed.

Recommendation 1

That the Director of Children's Services ensures that the staff of the MAST team are given clear information about the current plans for the future of the team as a matter of urgency, and that the staff are kept regularly updated on progress.

Recommendation 2

That the present MAST team is retained until revised service proposals are in place.

Recommendation 3

That the Director of Children's Services informs the Scrutiny Board of plans for future provision of the type of service offered by MAST, in the East area of the city and city-wide.

Recommendation 4

That the Director of Children's Services ensures that the local knowledge of staff is properly recognised and retained. Also that the MAST name is retained in some way if it works for local people.

Conclusion

52. The Scrutiny Board recognises the value of the work done by the MAST team.
53. As recently as a year ago the MAST team was held up as a model for multi-agency working and staff were advising colleagues elsewhere on their practices. It seems to us that the whole thrust of Every Child Matters and the establishment of Children's Trusts is designed explicitly to ensure that more multi-agency work of this type takes place, and that appropriate governance arrangements are in place to support this.
54. The Board is therefore disappointed and alarmed that the widely acknowledged benefits of this project are apparently being threatened by a return to 'silo mentality', whereby the service operates in isolation rather than taking account of the wider implications of its decision.

Conclusions and Recommendations



55. This inquiry has demonstrated how the funding difficulties of one partner can jeopardise the wider achievement of Every Child Matters objectives. The creation of children's trusts is designed to harness and multiply the benefits of joint working and therefore we must find a way of avoiding a repeat of this situation.

Recommendation 5

That the Director of Children's Services produces clear guidelines which support partners to manage existing and future jointly funded activities, projects or teams, with clear lines of accountability for key areas such as personnel and performance management.

Recommendation 6

That the Director of Children's Services produces a protocol with partners which promotes proper consultation with all partners involved in jointly funded activities, projects or teams before the removal of funding. The protocol should allow for the consideration at a strategic level of the implications of the potential loss of any such service within the overall priorities for Children's Services.

Evidence



Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Review of the Multi-Agency Support Team (MAST) – May 2008
- Financial Analysis of the MAST Project
- MAST and decision making within Children and Young People's Social Care
- Summary Notes of Agreed Action from MAST meeting 18 July 2008
- MAST Update – extract from Executive Member meeting notes – 24 July 2008
- Letter to Chair of Seacroft/Manston Family of Schools – 23 July 2008
- Minutes of Seacroft/Manston Family of Schools meetings – 2007 and 2008
- MAST Enquiry – summary of dates
- Information on the work of MAST provided by MAST team (Appendix 1 includes confidential information in relation to staff members)
- MAST briefing from Director of Children's Services Unit
- Report to School Forum – Behaviour and Educational Support Teams (BEST) Review – 18 September 2008
- Leeds Inclusive Learning Strategy 2007-2010

Evidence



Witnesses Heard

Councillor Brian Selby	Ward Councillor (Killingbeck and Seacroft)
David Weetman	Manager, MAST team
Ann Dix	Deputy Manager, MAST team
Ros Hamer	Headteacher, Crossgates Primary School and Chair of MAST Management Group
Ken Morton	Locality Enabler, Director of Children's Services Unit
Tony Griffin	Children and Young People's Social Care
John Fryett	Project Director, Education Leeds

Working Group Members

Councillor Ronnie Feldman
Mr Tony Britten
Mr Ian Falkingham

Dates of Scrutiny

13 November 2008	Scrutiny Board meeting – request for scrutiny
15 December 2008	Working Group meeting
5 February 2009	Scrutiny Board meeting - Inquiry report agreed

<u>Scrutiny Recommendation</u>	<u>Director's Response</u> (Approved by Executive Board)	<u>Update on Latest Position/Activity</u>
<p><i>1. That the Director of Children's Services ensures that the staff of the MAST team are given clear information about the current plans for the future of the team as a matter of urgency, and that the staff are kept regularly updated on progress.</i></p>	<p>The Director of Children's Services has required that the Locality Enabler (East) has met with all staff, meets regularly with the manager of the team and for any HR processes associated with the team to be routed through him to ensure that a co-ordinated approach is retained. The Locality Enabler will keep the Director informed of progress.</p>	<p>The Locality Enabler (East) is continuing to take an overview of progress and activity relating to the MAST and is encouraging all relevant colleagues to ensure that staff are kept up-to-date with information in a timely and co-ordinated manner.</p>
<p><i>2. That the present MAST team is retained until revised service proposals are in place</i></p>	<p>The MAST team will all remain in place to August '09 with the expectation that they will have opportunity to be part of the re-aligned BEST service in East Leeds.</p>	<p>Staff funded through the BEST / BIP initiative on the payroll of John Smeaton School have been accommodated by Crossgates Primary School and Parklands Primary School until August 2009. This adjustment has been made to comply with the request of the Governing Body at John Smeaton. Each individual member of staff will be accommodated within the process of re-aligning BEST across the city from September 2009 along with other members of MAST.</p>
<p><i>3. That the Director of Children's Services informs the Scrutiny Board of plans for future provision of the type of service offered by MAST, in the East area of the city and city-wide.</i></p>	<p>The Scrutiny Board will be informed of this through the Leeds Inclusive learning Strategy (LILS). Recommendations for changes through the LILS will be finalised for approval during the summer 2009 term.</p>	<p>The re-alignment of BEST (mainly staffing) within East Leeds requires that the priorities for the service need to be re-assessed. Discussion is underway with Headteachers to give some shape to this work in the context of broader proposals emerging to support children and young people with challenging behaviours.</p> <p>The Seacroft / Manston Children and Young Peoples Partnership is reviewing the work of the 3 Parent Support Advisers (these posts are</p>

additional to MAST) and the 2 Home School Liaison Officers (part of MAST) to determine how to continue and improve parent support services locally. This work will take account of the support now available from the Children Centre Family Outreach Workers and the new contract in East Leeds for intensive family support with the PCT.

In East Leeds Re'new have been successful with a Youth Sector Development Fund bid (£2.2m over 2 years) to provide services which will improve opportunities for young people, there are more details about what sort of services this includes at appendix 3.

In addition, the Seacroft / Manston Children and Young People Partnership has worked with the David Young Community Academy to submit a £3.3m capital bid through the Cross Government Co-location Fund. Part of this bid involves a commitment to establishing a multi disciplinary youth support service team on site. The bid if successful would also see the building available for the type of work MAST has successfully developed with children and young people in recent years.

The draft of the new Children and Young Peoples Plan 2009-2014 outlines the ambitions for helping services work together better. It is envisaged that to meet individual needs will require a multi-disciplinary team around the child to be established. This broad approach will help to shape future progress around

		support services to children and families in East Leeds.
4. <i>That the Director of Children's Services ensures that the local knowledge of staff is properly recognised and retained. Also that the MAST name is retained in some way if it works for local people.</i>	<p>It is anticipated that the current staff will be an important part of the new arrangements and the DCS will encourage local 'cluster' partnerships and services to have a high-regard for the knowledge of local staff and to use this in developing more integrated working around activities like the common assessment framework.</p> <p>The DCS expects that the local cluster partnership will undertake an assessment before any change in name that adversely impacts on service delivery. The Locality Enabler (East) will monitor this.</p>	<p>The skills of staff in the MAST will continue to be utilised locally, for example in providing therapy to meet the emotional health needs of children and young people with challenging behaviours.</p> <p>Future consideration of the name of the relevant services in the area must recognise that for local people the name MAST has positive and well-understood connotations about the type of services provided and without stigma attached.</p>
5. <i>That the Director of Children's Services produces clear guidelines which support partners to manage existing and future jointly funded activities, projects or teams, with clear lines of accountability for key areas such as personnel and performance management.</i>	<p>A new financial planning framework established in 2009/10 will ensure that all aspects of children's services financial planning are considered together.</p> <p>Detailed guidance will also be developed by a small partnership group. This will be completed by September 2009.</p>	It is anticipated that the partnership group will complete this work over the summer of 2009.
6. <i>That the Director of Children's Services produces a protocol with partners which promotes proper consultation with all partners involved in jointly funded activities, projects or teams before the removal of funding. The protocol should allow for the consideration at a strategic level of the implications of the potential loss of any such service within the overall priorities for Children's Services.</i>	A partnership working group will be established to progress this recommendation, which will be completed by September 2009. This will link in to the financial planning framework outlined in recommendation 5 above.	It is anticipated that this work will be completed over the summer of 2009. This will enable the group to set it in the context of the new Children and Young People's Plan and consider new government guidance around Children's Trust Arrangements.

Appendix 3: Key Features of the Re'new Project in East Leeds

Re'new have been successful with a Youth Sector Development Fund bid (£2.2m over 2 years) to provide services which will improve opportunities for young people:

This proposal builds on the expertise of re'new's Archway project in working with disadvantaged young people in inner-city Leeds. The proposal is for a 'one stop shop' for 13-19 year olds in the Seacroft area of Leeds, delivering both outreach and centre-based youth work provision, which will offer an holistic and innovative approach to support the needs of young people living in Seacroft and surrounding areas. The project will focus on providing intensive support to those involved in, or at greatest risk of involvement in crime, anti-social behaviour and substance abuse, working towards reducing NEET figures.

Key features:

- The project will develop the successful Archway model, consisting of the provision of high quality support, information, advice and guidance, with a particular skill in mediation and intensive support for young people facing homelessness and unemployment.
- The development of a young person centred approach to conflict resolution, helping to build community cohesion, which incorporates both Archway's experience and re'new's other work in East Leeds
- Drawing on re'new's experience of intensive neighbourhood management, the project will work in partnership with other organisations in the area to identify those at risk, in order to engage them in positive activities.

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Originator: Adam Hewitt

Tel: 0113 24 76940

Report of the Director of Children's Service

Scrutiny Board (Children's Services)

Date: 7th May 2009

Subject: **Building Brighter Futures: The Leeds Children and Young People's Plan 2009-14**

Electoral Wards Affected:

All

Specific Implications For:

Equality and Diversity



Community Cohesion



Narrowing the Gap



Purpose

The purpose of this report is to give Scrutiny Board members an opportunity to comment on the near final version of the CYPP prior to its submission to the Council's Executive Board and full Council in June 2009.

1.0 Background

- 1.1 All local authorities are required to lead the development and approval of a Children and Young People's Plan (CYPP) for their area, in partnership with all local children's services. The CYPP is intended to form the 'single, overarching strategy' for improving outcomes for children and young people. The CYPP is an important document to guide partnership working and provide a framework for measuring our progress. It is also used by inspectors to judge progress and importantly is part of the Council's Budget and Policy Framework.
- 1.2 Leeds' first Leeds CYPP was developed in 2005/06 and approved by Full Council in summer 2006. The plan was for a three-year period and so is now coming to its conclusion. As such a new Children and Young People's Plan is being developed. This is in line with revised national guidance and provides a link to the wider Leeds Strategic Plan and national Children's Plan, from which it takes its name. The new plan will be for the years 2009-2014. This period

has been chosen to link into national and local planning and budget cycles and to allow time to set out and implement the longer term strategy for children's services in line with the government's own 2020 targets in the Children's Plan. It is intended to undertake a major review in 2011, when new statutory requirements are likely to come into force for children's trusts, and also to coincide with the next Leeds Strategic Plan and the next three-year national budget cycle.

- 1.3 At its March 2009 meeting the Children's Services Scrutiny Board received a draft of the new Children and Young People's Plan for Leeds. The Board were invited to comment on the Plan as part of the final stage of a consultation process that started in January 2008.
- 1.4 The draft Plan shared with Scrutiny members was also distributed widely to partners across children's services for comments during the final consultation period running from 6th March until 6th April. It was also posted on the Children Leeds website, with opportunities to respond promoted to a variety of relevant groups.
- 1.5 In addition to the feedback received from the Scrutiny Board a variety of other comments have been submitted. This includes feedback from:
 - The Leeds Youth Council, Anti-bully Ambassadors and Reach Out and Reconnect (ROAR).
 - Individual Councillors and Political Groups
 - School Governors
 - Leeds University
 - A number of different groups within the Voluntary, Community and Faith sector.
 - Specific individuals from a wide variety of services working with children, including health, Education Leeds, Youth offending, Children and Young people's Social Care and Housing.
- 1.6 The Children and Young People's Plan has been re-drafted to take this feedback into account. A revised draft is attached to this report at appendix 1. This is being presented to the Scrutiny Board for comments prior to its submission to Executive Board and full Council for final approval and adoption.
- 1.7 The remainder of this cover report sets out very briefly the main themes within the Plan and highlights areas of notable amendment from the previous version. It also makes specific reference to issues raised by the Scrutiny Board at their March meeting and how these have been addressed within the revised draft.
- 1.8 The plan is now in the final stages of revision and refinement as it is proof read and tidied up to ensure consistency and comprehensiveness and agreed by the DCS.

2.0 Main Issues

2.1 The previous draft Plan submitted to Scrutiny included eight distinct sections. This has been simplified down to five sections with the previous distinctive sections on Safeguarding, Working Together Better and 14-19 Education merged into a single section along with our priorities. This reflects the fact that safeguarding and working together are key themes throughout our priorities and need to be seen in this context. Issues around 14-19 education have been highlighted within specific relevant sections, again to set these in a wider context. The new layout for the Plan is as follows:

- **Our Vision:** this section sets out our shared principles and ambitions for Leeds, for children, families and communities; our promise to children and young people; our vision for safeguarding and integrated working; and our work as a children's trust.
- **Review:** this part of the plan considers the progress we have made since the first Leeds Children and Young People's Plan in 2006 in particular our approach to continuity and learning, and also examines changes in the wider context both nationally and in Leeds.
- **Our immediate priorities and our long term ambitions:** informed by our review, our needs analysis, and the targets in the Leeds Strategic Plan, this section sets out our priorities for improving outcomes over the next two years; it also describes our long-term agenda and the key themes, vision and objectives for our wider work. This section includes our approach to improve safeguarding and integrated working to ensure that we identify problems sooner, to work together better to provide quicker and more flexible support, and how we plan to manage this change.
- **Delivering our plan:** this last section details key information on how we will deliver our plan. This includes targets, performance management arrangements within the children's trust and our joint plans for commissioning and resource management and programme management.
- **Further information:** This last section includes a glossary, web links to relevant documents and additional detail on action plans for the shorter term priorities.

2.2 The goals set out in the Plan have been defined more specifically as immediate priorities and long term ambitions. These are interlinked. They are summarised in the two tables below, together with the rationale for selecting these important areas.

Our immediate priorities		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
Improving outcomes								
1	Improving outcomes for Looked After Children			✓		✓	✓	✓
2	Improving attendance and reducing persistent absence from school				✓	✓	✓	✓
3	Improving early learning and primary outcomes in deprived areas		✓		✓	✓	✓	✓
4	Providing places to go and things to do	✓	✓	✓		✓		
5	Raising the proportion of young people in education or work	✓	✓		✓	✓	✓	
6	Reducing child poverty	✓	✓	✓		✓	✓	✓
7	Reducing teenage conception		✓		✓	✓	✓	✓
8	Reducing the need for children to be in care			✓	✓		✓	✓
Working together better								
9	Strengthening safeguarding		✓	✓	✓	✓	✓	✓
10	Enabling integrated working		✓	✓	✓	✓		✓

Our long term ambitions.		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
All Children and Young People:								
1	Are safe and secure	✓	✓	✓	✓	✓	✓	✓
2	Are safe and supported in stronger communities	✓	✓				✓	✓
3	Are helped to narrow the gap			✓			✓	✓
4	Are thriving in learning		✓		✓	✓	✓	✓
5	Are safe supported in stronger families	✓	✓	✓	✓	✓	✓	✓
6	Enjoy life and have places to go and things to do	✓	✓			✓		✓
7	Make the right choices	✓	✓			✓		✓
8	Make a good start		✓		✓	✓	✓	✓
9	Are supported by excellent, integrated working.		✓	✓	✓	✓		✓

2.3 Other notable changes from the previous draft of the Plan include:

- The addition of an 'Aiming Higher' section to make clearer reference to the Disabled Children's Strategy.
- Details on all offers and entitlements for children and young people to be included as an annex to the Plan.
- More focus on the role of elected members around accountability within the 'Delivering Our Plan' section.
- Specific reference to Narrowing the Gap in the 'Vision'.

2.4 At their last consideration of the Plan the Scrutiny Board raised a number of particular issues, these are referenced, along with a response below:

- A number of concerns around the term 'places to go and things to do' and the work associated with this – *Response*: this phrase has been maintained as it is familiar to young people who themselves identified it as a priority. However it has been set in the context of the wider agenda to develop a child-friendly and play-friendly city, where children and young people can enjoy life through play, sports and arts. The priority is linked to providing high quality youth work and developing more opportunities for young people in their local area.
- Members highlighted the importance of looked after children work, particularly around early intervention and parental responsibility – *Response*: The importance of this reflected in two of the short term improvement priorities being specifically around LAC and the wider emphasis on safeguarding and integrated working.
- The need for appropriate consultation with the Unions and staff in progressing the workforce reform agenda: *Response*: This is recognised as being important and has now been referenced in the Plan.
- Concerns about the impact of efficiency savings – *Response*: work towards greater efficiencies sits within the context of the national (Gershon review) targets for efficiencies and the Council's medium-term financial plan. Targeted commissioning and stronger working together will enable resources to be better targeted at priority areas.
- Questions about the role of Area Committees and the Scrutiny Board in taking forward and monitoring work stemming from the new Plan – *Response*: A revised section on managing performance specifically references the involvement of Area Committees and Scrutiny. There is a strong commitment to involving elected members consistently throughout the implementation and monitoring of the new Plan.

- The need to increase the number of apprenticeships and opportunities for young people with learning difficulties and disabilities – *Response*: clearer reference to ambitions for Disabled Children through the Aiming High work.
- Concern that in its current form the Plan would mean little to children, young people and the public in general – *Response*: an accessible, short ‘public friendly’ version will be published with the official launch of the Plan in early autumn.

3.0 Next Steps

3.1 Having been through a detailed consultation process the latest draft of the Children and Young People’s Plan takes into account a wide variety of contributions. The version submitted to the Scrutiny Board is also being shared with the key bodies within the Children’s Trust Arrangements, as required by national guidance. Following feedback from this further final and minor amendments will be made before the Plan is submitted to the Council’s Executive Board and then to Full Council and the Department for Children’s Schools and Families. This process will be completed over the summer of 2009. Following this, the Plan will be formally launched in the autumn of 2009 with public and young people friendly editions also made available.

4.0 Conclusion

4.1 The development of the new Children and Young People’s Plan for 2009-14 follows an extensive and detailed consultation over the past year with relevant groups and individuals across Leeds. The Plan recognises the ongoing challenges facing Leeds to deliver improved outcomes in children’s lives, but also sets out clearly how services will priorities and work together to achieve this. The Plan will be the basis for guiding work with children and young people in Leeds in the years ahead, so it is crucial that it effectively sets out the overall vision, approach and priorities for services. Scrutiny will be regularly updated on work to implement the priorities in the Plan.

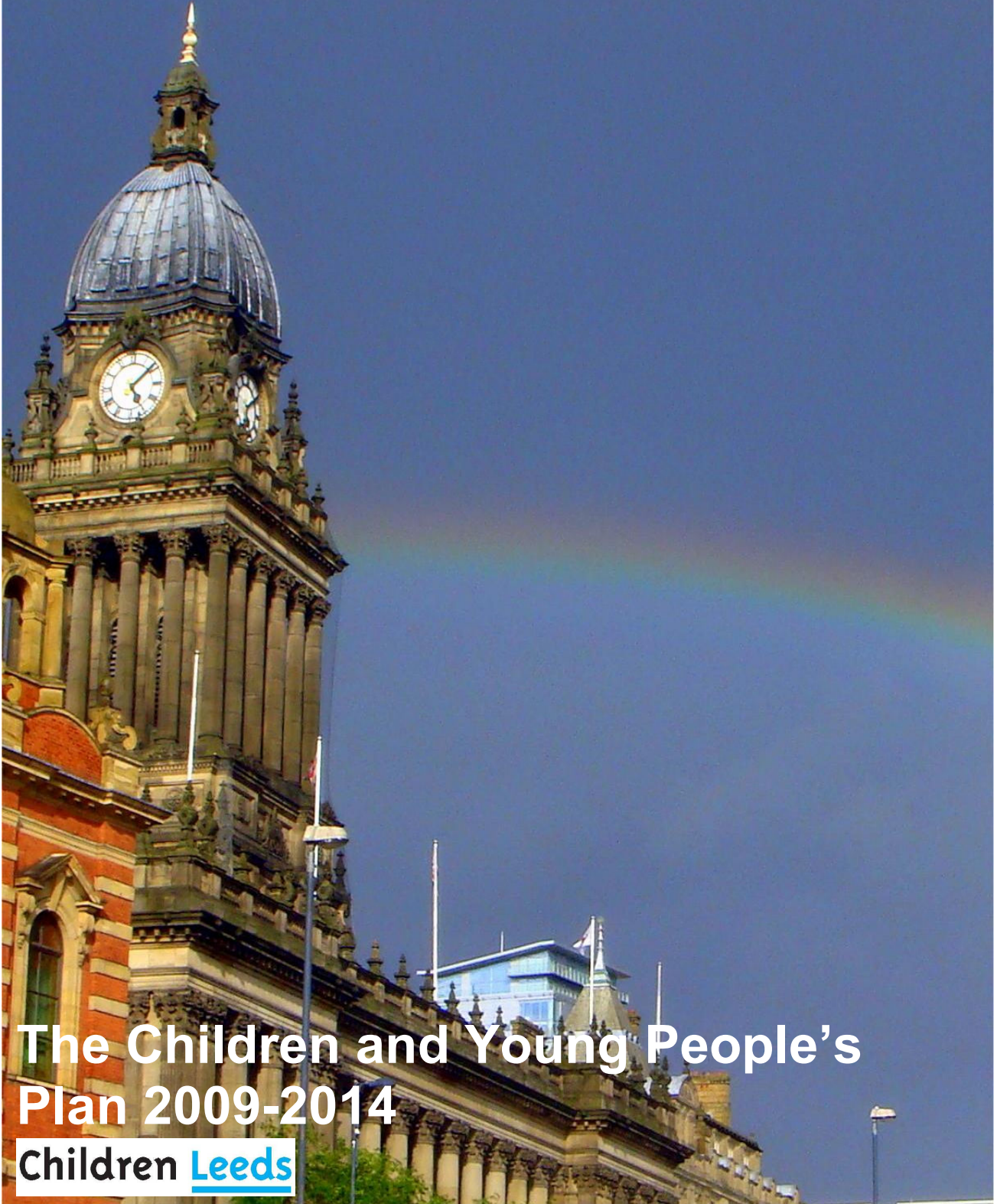
5.0 Recommendations

- 5.1 Scrutiny Board are asked to note the current version of the CYPP09-14 and the way previous comments have been taken on board.
- 5.2 Scrutiny Board are asked to offer any final comments on the latest version of the CYPP prior to its final submission to Executive Board and full Council.

Background Papers

Leeds’ Children and Young People’s Plan 2006-2009

Building Brighter Futures in Leeds



The Children and Young People's Plan 2009-2014

Children **Leeds**

Building Brighter Futures In Leeds – Our Shared Plan

Children Leeds

This Children and Young People's Plan has been developed and agreed by all the organisations in the city that work for children, young people and families. This plan builds on the progress we have made since our first plan in 2006. We all pledge to work together to build brighter futures for all our children, families and communities. We will bring the commitment, energy and expertise of our organisations together through our shared partnership, Children Leeds.

[All CLP logos to be added]

Our pledge

As part of developing and agreeing this plan, all the organisations that make up Children Leeds have agreed to the following pledges:

- We will work together for *all* the children, families and communities in Leeds
- We will work to put the needs, views and choices of children, parents and families and local partners first
- We will prioritise resources and the energy and creativity of our organisations to deliver our shared plan
- We will work in trust and partnership with all local partners and all organisations that can help the children, parents and families of Leeds

Foreword

Working together to build brighter futures in Leeds

Welcome to the new Children and Young People's Plan for Leeds.

Our first plan, published in 2006, was clear about Leeds' unique response to the 2004 Children Act and our aspirations to improve children's lives.

Yet we could not have anticipated how much we have learned, such as the breadth of the agenda and strength of partnership needed to respond; the pace of change expected of us and that we have demanded of ourselves; and about the ongoing balance to provide the best universal services every day, to every child and young person, along with the most effective targeted and responsive support to meet a multitude of additional needs. Developing our new plan was a chance to take stock, to listen carefully and critically assess our progress and renew our ambition and priorities for what we must achieve next.

We have lots to be proud of. Leeds has delivered real improvement in outcomes against the majority of priorities set in 2006. Our children and young people are making a better start in life through support offered to them and their families in our children's centres; they are achieving their best year-on-year GCSE results; they are participating significantly in activities that help them shape their care and their communities, live healthier lives and tackle issues, like bullying, that they themselves identified as a priority.

The attitude and approach of those working with children in Leeds is making this possible. Partners are coming together city-wide and especially at local level, sharing intelligence and resources so they focus on the best way to meet specific local needs. Our children's trust arrangements are underpinning this, particularly through their emphasis on developing integrated strategic commissioning and stronger locality based leadership.

However, as well as building on this success, we still have significant challenges. Leeds received positive feedback in the external inspections and in our Joint Area Review in 2007. Never the less, our most recent Annual Performance Assessment highlighted that we must increase the pace and level of improvement in some key areas. We fully recognise this and it is reflected in the tone of this new Plan through our focus on vulnerable groups and working together to safeguard children and young people.

Indeed, the national Every Child Matters agenda developed principally out of concerns about safeguarding children. Five years on and these concerns are still prominent nationally. In Leeds we are concentrating more attention on safeguarding to put it at the heart of all we do. We will ensure colleagues across Children Leeds have the knowledge, confidence and support to make the right choices and help each other to keep children safe.

The Leeds approach reflects the national agenda in other ways too. We recognise that children and young people get the best, personalised support when everyone supporting them works together effectively to put the child and their family at the centre, meet their needs and improve their lives. This is 'integrated working', and our new plan is clear that we will continue to increasingly shape services to work this way. This can only be achieved if staff have the skills and understanding to develop their role within the overall children's

services agenda and work across traditional boundaries - a strong focus on workforce reform will help take this forward. Better integration of services should deliver more choice and opportunity for young people and this is reflected in key initiatives, such as our strategy for 14-19 reform. These themes and others in our plan show how the national Children's Plan and other important national strategies are being delivered here in Leeds.

We have drawn a distinction in our priorities between those for immediate action – between now and 2011; and those longer term ambitions that take us to the end of the plan period. There are relevant action plans for both these aspects, with more detail for the shorter term priorities – which are also very focused on areas that will help us narrow the gap between young people, creating better opportunities for all and helping them to reach their personal potential.

We want to thank the children, young people, families and wide range of partners who have contributed to this plan. Our shared ownership will be the key to its impact, our shared determination will ensure its success. With collective focus on delivering the plan we can build on the achievements of our first plan and address our ongoing challenges. Together we will build a brighter future for every child and young person in Leeds.



**Councillor
Stewart Golton,
Executive Lead
Member for
Children's
Services**



**Rosemary
Archer,
Director of
Children's
Services**

The Children and Young People's Plan 2009-2014 BUILDING BRIGHTER FUTURES IN LEEDS

Introduction and outline of the plan

This plan sets out how all local services in Leeds will work together better over the next five years. We have used the learning from our first Children and Young People's Plan and talked to children, parents, partners and practitioners to help us develop this plan. The plan links into the wider Leeds Strategic Plan (which sets out the priorities for our city), the national Children's Plan ('Building Brighter Futures'), and the more recent Laming review ('The Protection of Children in England: A Progress Report').

The Leeds Children and Young People's Plan sets out our shared strategy for improving outcomes for all children and young people, and how we will narrow the gap for those facing the most barriers to success.

This plan brings together and is linked to other important strategies and plans for Leeds, such as the Local Safeguarding Children Board plan, the 14-19 Plan, the NHS Leeds Strategy, the Education Leeds Strategy, service plans for major providers, local cluster plans for schools and children's centres, and plans for many third sector organisations.

As the agenda for children is so far reaching, this document cannot include all the detail on every aspect of children's services in Leeds. Instead the plan focuses on those areas where we can make the most difference by working together, so it sets out our shared vision, priorities, targets and a selection of action plans.

The remainder of the plan is structured as follows:

- **Our Vision:** this section sets out our shared principles and ambitions for Leeds, for children, families and communities; our promise to children and young people; our vision for safeguarding and integrated working; and our work as a children's trust.
- **Review:** this part of the plan considers the progress we have made since the first Leeds Children and Young People's Plan in 2006, in particular our approach to continuity and learning, and also examines changes in the wider context both nationally and in Leeds.
- **Our long term ambitions and our shorter term priorities:** informed by our review, our needs analysis, and the targets in the Leeds Strategic Plan, this section sets out our priorities for improving outcomes over the next two years; it also describes our long-term agenda and the key themes, vision and objectives for our wider work. This section includes our approach to improve safeguarding and integrated working to ensure that we identify problems sooner, to work together better to provide quicker and more flexible support, and how we plan to manage this change.
- **Delivering our plan:** this last section details key information on how we will deliver our plan. This includes targets, performance management arrangements within the children's trust and our joint plans for commissioning, resource management and programme management.
- **Further information:** This last section includes a glossary, web links to relevant documents and additional detail on action plans for the shorter term priorities.

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Our Vision

This section sets out our vision, from a variety of different perspectives. More detail on what this means for our short term and long term priorities – and our shared actions to achieve these - is included in the next section.

Our ambition for children and young people

We want all the children of Leeds to be **happy, healthy, safe, successful and free from the effects of poverty**. We will work to ensure every child and young person has the opportunity to achieve their potential because **every child matters**. We will work to **narrow the gap** so that every child has the chance to succeed regardless of their background and the barriers they face. We want to ensure that every young person has the highest hopes for their future, and the support to fulfil them.

Our ambition for parents, carers, families and communities

We know that it is parents, families and communities that bring up children, not services. Therefore we will work with, and be led by, the needs and choices of parents, families and communities to support them in taking a lead role to help their children and young people in the best way.

Our promise to children, young people and families

We aim to provide every child, young person and family with the best help and support. To do this we will make clear **our promise to children, young people and families**. We have worked with children and young people to agree with them how we will provide the most important help and support as they grow up. These are:

- Universal Offer
- The Breeze Youth Promise
- Leeds Learner Entitlement
- Care Promise

Our vision for safeguarding

If children and young people are to achieve positive outcomes, they need to be safe and secure. **Safeguarding is the key foundation** in our approach to the planning and delivery of services across Leeds. **Identifying, assessing and responding to the safeguarding needs** of children and young people is our priority. We want practitioners to be able to spot when a child or young person is vulnerable and know how to work with them, their parents or carers and other organisations to address issues before they develop into serious difficulties. When this 'preventative approach' is unable to improve matters or there are concerns that the child or young person may be at risk of, or suffering significant harm, we want to take decisive and timely action their safety and to plan with them for a more secure future.

Our vision for integrated working across our children's trust

Underpinning our approach to safeguarding, is the need to transform the way we work together to help children, families and communities in a more co-ordinated and joined up way in order to achieve our ambitions such as safeguarding. We will reshape our services to be 'child centred' and adopt a 'think family' approach to the way that we work. We will use our partnership and our children's trust arrangements as routes for ensuring we work together better, working locally in places children and families know and with excellent professionals whom they know and trust.

Our approach to working together better is founded on early identification and prevention. We will enable this by developing a shared route to access services based on a common assessment becoming the assessment process used by all agencies for entry into and exit from multi-agency working.

Wherever possible we will work together in places which are local to the children and families who need us most – in our schools, children's centres, health centres and GP surgeries. This approach will be supported by a better infrastructure, with shared systems to enable us to communicate, sharing information, commission and work together better.

We will invest in and support our services and people – **we will make Leeds the best place to work in children's services.**

Our ambition for Leeds

The government aims to make the UK the best place in the world to grow up in. We share that ambition. We know that Leeds is already a success – it is one of the UK's favourite cities and has won awards as a place to live for families. Over the next five years we will work to make Leeds the best city in the UK for all our diverse children and families. Our ambition is not just for some communities or some families, but to make sure the success of the city is shared by all. We are committed to making life better for all the many different children, families and communities in our city. **We will work to build a brighter future for every child, family and community in Leeds.** Ultimately, we want children to say 'I was lucky to grow up in Leeds'.

Our review of progress since 2006

The first part of this section summarises the progress against the outcomes and the learning we have made over the past three years since we agreed our first Leeds Children and Young People's Plan in 2006. The second part of this review takes account of the national and local context for developments. There is more detail about our progress against our priorities in Appendix B.

Continuity and Learning: Building on our first Children and Young People's Plan

The pace and profile of the children's service agenda are such that flexibility and the ability to look ahead are needed to ensure services can respond to the next big challenge. However, at the same time continuity of messages and understanding are also important to ensure those working with children, young people and families every day can understand how their role fits into developments taking place both nationally and locally.

How we deliver children's services in Leeds has been evolving since the publication of our first Children and Young People's Plan in 2006. That Plan was Leeds' initial response to the significant change agenda stemming from the 2004 Children Act and Every Child Matters agenda for change. In that Plan we set out our priority areas for improving outcomes and the principles that teams and individuals would need to adopt to work together to deliver those improvements.

This was captured as the Leeds '4 Ps' – Participation (of children young people and parents in service planning), Partnership (between services and with children and families), Personalisation (tailored support to individual young people) and Prevention (through effective early intervention). This has helped to inform the way that services in Leeds have carried out their work over the past three years: from children and parents helping to develop the criteria and specifications for the future commissioning of services, to the 'Leadership Challenge' Pilot around integrated working; from the impact and learning achieved through the Budget Holding Lead Professional work, to the difference made in schools by getting more young people to speak out and raise awareness of bullying. Emphasising this way of working has given the children's workforce across a range of disciplines, common ground in how they sought to really meet the needs of their children and families and help improve outcomes.

The 4 Ps are not the focus of this Plan in the same way that they were previously. As our understanding of the challenges we face develops, so the focus of this Plan looks more at some of the wider themes that will deliver change in the months and years ahead, for example safeguarding and working together more effectively. Although these are 'big' issues, they, like the 4 Ps have the same fundamental basis – helping individuals within the children's services workforce to be more effective in the way they deliver support and improvement in people's lives. The big themes in this Plan reflect our learning about how we can do this more effectively – they build on what Leeds' has learnt in implementing its 4 Ps approach over the last three years.


Every member of the children's services workforce will therefore be continuing to use participation, partnership, personalisation and prevention as principles in their daily work with one another and most importantly with children, young people and families. This new Plan continues to build on that starting point and provides details of the next steps in those

key areas that will help make this approach more effective and ultimately deliver better outcomes for children and young people in Leeds.

Our stock take against the outcomes


This section of the review tries to provide an overall assessment of our progress in improving outcomes over the past three years.

Be Healthy


Successes	Improved breast feeding rates.	✓
	Increased dental services for looked after children.	✓
	Improved CAMHS waiting times.	✓
Areas for Development	Reduce infant mortality rates. Increase the number of children immunised against MMR. Reduce the number of teenage conceptions. Improve health outcomes for Looked After Children. Increased respite provision for disabled children and young people. Improved emotional health services.	✗
What we have learned	The benefits and improved outcomes that are delivered from integration of universal and targeted services.	

Stay Safe

Successes	Improved the quality of support for unaccompanied asylum seeing children.	✓
	Improved the quality and timeliness of reviewing of Looked After Children's care plans. In 2006/07 only 34% of Looked After Children received all their care plan reviews within nationally required time scales. For 2008/09 70% of Looked After Children will have received all their reviews in a timely way. In 2006/07 only 74% of reviews had contributions from the children who were the subjects of the review. In 2008/09 This had been improved to 88%. These two successes will have improved the quality of planning for individual Looked After Children	✓
	There have been significant improvements in the timeliness of core assessments over the period from 57.8% in 2006/07 to 82.8% in 2008/09. A greater proportion of both initial and core assessments are completed within statutory timescales in Leeds than in comparator authorities	✓
Areas for Development	<ul style="list-style-type: none"> Further improving residential care, fostering and private fostering services. These were judged to be weak in 2008. Progress has since been made but further work is needed. We need to improve the timeliness of our child protection initial conferences. We need to ensure that the quality of assessment and reviews 	✗


	is improved.	
What we have learned	Helping the children and families with the highest risk and need requires all services to support the lead role of social care and social workers.	

Enjoy and Achieve


Successes	Attainment and achievement in secondary schools has strongly improved due to the hard work of learners, schools and services. In particular GCSE results have seen sustained and significantly improved, with great improvements seen in schools, groups and communities that have previously had poor outcomes.	✓
	Leeds has successfully managed an extensive multi-million pound programme of change and investment in its schools, children's centres and infrastructure. The city has won awards for its new buildings, design and IT facilities.	✓
	There has been strong progress on inclusion – local partnership working has seen a sharp reduction in permanent exclusions, improved provision in schools and better partnership working between schools, Specialist Inclusive Learning Centres (SILCS) and services.	✓
Areas for Development	<ul style="list-style-type: none"> • The city still faces significant challenges in raising attendance, particularly amongst those learners, schools and communities where persistent absence is high • Learning outcomes for vulnerable groups – particularly those learners in care or from deprived communities remain well below the city average • Outcomes in early learning and primary settings have seen slower improvement than in secondary. 	✗
What we have learned	<ul style="list-style-type: none"> • Collaborative working and leadership between and within schools, children's centres and their communities is vital to success. • There is a need to better balance the 'Enjoy' with the 'Achieve' agenda. 	

Make a Positive Contribution

Successes	We have exceeded targets for reducing the number of young people entering the Youth Justice System, and for reducing re-offending.	✓
	We have agreed an enhanced range of activities, support and provision for young people through the Breeze Youth Promise. We have exceeded targets for participation in Breeze and Youth Service activities, and also for targeted activities for young people at risk. We have succeeded in winning funding to further develop this through the multimillion pound MyPlace development	✓
	We have developed strong arrangements for participation, engagement and leadership by children and young people including more and better school councils and our award-winning Youth Scrutiny and Youth on Health Group. Young people have	✓

	contributed well to citywide priorities e.g. on the 'Power of Me' anti-bullying programme or the work of the Young People's Sexual Health Action Group on sexual health and teenage conception.	
Areas for Development	<ul style="list-style-type: none"> Reducing the proportion of Looked After Young People in the Youth Justice System Improving the proportion of Looked After Children who contribute to the planning and review of their care 	✗
What we have learned	<ul style="list-style-type: none"> Our work over the past three years has emphasised the powerful leadership potential of our young people 	

Achieve Economic Well-being

Successes	14-19 Education has improved, with marked improvements in the proportion achieving Level 2 qualifications, and slower but steady improvement at Level 1. Some vulnerable groups have narrowed the gap, and some schools have sharply raised outcomes.	✓
	Support for childcare and families has continued to improve, with the continued successful roll-out of children's centres across Leeds, and improved support for families through the new, agreed, Family Support and Parenting Strategy.	✓
	The city has made very good progress in improving housing, employment and economic growth, has invested significantly in regeneration and improved services.	✓
Areas for Development	<ul style="list-style-type: none"> Raising the proportion of young people aged 16-18 in learning or work Continuing work to reduce the proportion of children and young people who live in poverty, workless households or poor housing Sustaining progress on poverty and housing in the current economic climate 	✗
What we have learned	<ul style="list-style-type: none"> The persistence of multiple barriers to good outcomes for children living in deprivation and how this raises the risk of multiple poor outcomes. We have completed research to identify common risk factors and the characteristics of the most vulnerable children and young people. 	

Transforming services and building the partnership

Successes	We have developed strong and effective citywide children's trust arrangements that in some important ways lead the national agenda. OfSTED praised this approach in the 2007 inspection. We have set up new commissioning groups and targeted significant funding on innovation to deliver priorities.	✓
	We have developed strong local leadership and partnerships through the development of 'Extended Services Clusters' and wedge based 'Local Children Leeds Partnerships'. Engagement is strong and improving and all local partnerships have agreed shared plans for the future.	✓

	We have exceeded our targets for developing modernised, integrated extended services in schools and children's centres.	✓
	We have made good initial progress on key elements of integrating services such as Common Assessment Framework and ContactPoint and have led a range of national pilots such as Intensive Family Support and Budget Holding Lead Professional. Nearly 1,000 CAFs have now been completed in Leeds.	✓
Areas for Development	<ul style="list-style-type: none"> We will need to respond to the changing national requirements for further strengthening children's trust arrangements. Further strengthening project and programme management of the complex change agenda. 	✗
What we have learned	<ul style="list-style-type: none"> We have learned the benefits of improved project and programme management to ensure proper control and direction of a wide change agenda. 	💡

Appendix C includes some more detail including a review of how we progressed against each of the priorities in the first CYPP.

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The Changing Context for children's services

The National Children's Plan – 'Building Brighter Futures'

The government launched its national Children's Plan in December 2007. The plan sets out new priorities, plans and targets for children's services, supported by the subsequent publication of many linked strategies on key areas such as play, child health and safeguarding. Key elements of the government's Children's Plan include:

- **Parents:** recognising the central role of parents; improving support and information for them, and increasing their role in schools
- **Play and positive activities:** the plan includes significant investment for play, and for activities for young people such as 'MyPlace' youth centres
- **Poverty:** the plan retains a strong focus on reducing child poverty, and its impact on outcomes
- **Central but changing role of schools:** schools and raising standards is a central part of the plan, including changes for governance, extended services and the national challenge. This approach has since been developed through '21st Century Schools'.
- **Extending learning:** the plan sets out the government's commitment and plans for raising the age of compulsory learning to 18, and reform of 14-19 learning.
- **Safeguarding:** the plan re-emphasises the government's commitment to strengthening safeguarding, but also seeks a better balance with the need to manage risk.

The Leeds Strategic Plan

The Leeds Strategic Plan (LSP) describes the key priorities and targets for improving the city over the next two years. The LSP is supported by the Council, Primary Care Trust (NHS Leeds) and all other major local public and voluntary sector organisations. The LSP includes the Leeds Local Area Agreement, which is a set of local targets and funding agreed by the city and central government to help support the achievement of national and local priorities. The Leeds Strategic Plan includes a wide range of priorities and targets that are both directly and indirectly for children and children's services. These are set out in Appendix A. Our Children and Young People's Plan is closely intertwined with the LSP, and the links between these plans are set out in the sections below. Importantly, our priorities are informed by the targets and outcomes in the Leeds Strategic Plan, and are focused on those areas where there is most risk, and where most joint effort is needed.

The NHS Leeds Strategy – Better Health for All

The NHS Leeds Strategy sets out the strategic vision to improve health and well being, reduce health inequalities and transform health services for the people of Leeds, by working with others and being a leading edge organisation. The strategy is written in the context of sustaining and developing strong and innovative partnerships, with 10 strategic objectives, 6 priorities for action and 10 key health outcomes.

The wider context

The wider world will have a significant impact on our plans. In particular, the changing economic circumstances will require plans to improve efficiency and reduce costs, while the challenge of climate change will need a focus on sustainability in design and policy.

Lord Laming Review into the protection of children in England

Lord Laming's review into child protection in England followed the death of Baby P in the London Borough of Haringey. The review looks back at progress made since Lord Laming's initial recommendations for children's services in England following the Victoria Climbié inquiry in 2003. Lord Laming concluded that whilst progress has been made to implement reforms detailed in the Every Child Matters framework and the 2004 Children Act, there is much more that can and should be done to ensure the protection of vulnerable children and young people.

Conclusions – emerging themes

Our review of progress and the wider context, alongside more detailed consultation and needs analysis (see sections below and Appendix E) has confirmed some key themes that have shaped this new Children and Young People's Plan.

These themes are summarised below:

- *Outcomes in the early years:* national and local research shows that there remains a cluster of multiple poor outcomes for some younger children, for example around breastfeeding, low birth weight, infant mortality and early learning achievement. Furthermore it is clear that a failure to provide additional support means that these children are more likely to struggle and experience poor outcomes throughout their childhood and into adulthood.
- *Outcomes in teenage years:* similarly, there is a cluster of multiple poor outcomes experienced by some young people, for example around attainment, attendance, youth crime and staying on in learning. Leeds faces particularly challenges around some of these key outcomes that are important to success in adulthood.
- *'Common factors' and the impact of poverty:* National research has repeatedly emphasised the often severe negative impact of poverty and deprivation on all outcomes for children young people. Local research has confirmed this and explored in detail through looking at the common risk factors and interdependencies between poor outcomes for young people and how poor outcomes at an early stage can greatly restrict life chances throughout childhood.
- *Narrowing the gap:* whilst acknowledging the important role played by deprivation it is clear that there are multiple barriers faced by particular children and young people and particular groups that need additional support. Both nationally and in Leeds disabled children and young people, disabled children and young people and Looked After children and young people are all key groups where despite some improvements outcomes are in general lower.
- *Safeguarding:* nationally both the Children's Plan and recent events in light of the 'Baby P' case and Laming report have further raised the importance of safeguarding. In Leeds there are particular challenges as local reviews and inspection have raised concerns about some key elements of our local services.
- *Need for stronger emphasis on 'enjoy':* past national and local plans have been criticised for focusing too much only the latter part of 'Enjoy and Achieve'. Local views and national policy now need to recognise the importance of play and leisure to young people.

- *Central role of parents and family:* both national and local policy now better recognise the central role of parents and families in raising children and young people and the need to adopt a better 'Think Family' approach that seeks to help children by addressing the needs of the whole family.
- *Resilience and aspiration:* there is a need to better build our services around promoting the ability of children, young people and families to manage their own lives and supporting them in developing their skills and raising their aspiration and confidence.
- *Integrated working:* both services and service users emphasised the need to better 'join up' the way different services work with the same children and families to reduce confusion, delay and waste.

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Our immediate priorities and long term ambitions

A framework for our priorities and ambitions

We have worked together across the children's trust, with local children, young people and parents to develop our vision and agree our shared priorities for the years ahead. In Leeds, we have continually tried to balance our efforts between developments for the long term, whilst also ensuring immediate improvements for those growing up in the city today. So, we have agreed:

- a set of **immediate priorities** to deliver by 2011
- a set of **long term ambitions** for the period of this plan

This distinction is important to set out both our urgent, shared focus for improving outcomes and the way we work whilst also helping set out our wider strategy that is part of a national long term programme of change. This dual approach also helps strengthen links and joint work with wider services and the city-wide planning framework. For the period up to 2011, we have the Leeds Strategic Plan (with the Local Area Agreement incorporated), so the immediate priorities reflect relevant issues from that important plan. For the long term, there will be a refresh of the Vision for Leeds, and the long term ambitions from this plan will feed into that development process. Importantly, these longer term ambitions also work towards the 2020 ambitions in the national Children's Plan.

Inevitably, there is some overlap in the expression of these, for example some of the short term priorities are steps towards the long term ambition. This is particularly the case for two of our very important issues – around **safeguarding** and delivering **integrated working**. Selecting this limited set of issues to work on does not mean that other areas, such as GCSE results, are unimportant – it is more that the ambitions and priorities are the areas where we need to change, and to work together better for greater impact. Also, other big agendas may be spread across priority areas rather than listed separately, such as 14-19 reforms which appear in a number of places.

The process and rationale for our ambitions and priorities

In developing our ambitions and priorities, we have considered a wide range of views and information including:

- The views of local children, parents, councillors and the wider community
- The views of staff and organisations within children's services in Leeds
- The priorities and targets in other local and national plans
- Our reviews of progress since 2006
- Our analysis of need and service performance, including the Leeds Joint Strategic Needs Assessment and the Children Leeds Needs Analysis.
- Feedback from inspectors and the Government, for example: the OfSTED Joint Area Review report; the Annual Performance Assessment letter; priorities agreed with the Government Office for Yorkshire and the Humber.
- An assessment of the level of risk of not achieving key national and local targets

The following two tables show our immediate priorities and our long term ambitions, together with a brief rationale for why they have been chosen.

Our immediate priorities		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
Improving outcomes								
1	Improving outcomes for Looked After Children			✓		✓	✓	✓
2	Improving attendance and reducing persistent absence from school				✓	✓	✓	✓
3	Improving early learning and primary outcomes in deprived areas		✓		✓	✓	✓	✓
4	Providing places to go and things to do	✓	✓	✓		✓		
5	Raising the proportion of young people in education or work	✓	✓		✓	✓	✓	
6	Reducing child poverty	✓	✓	✓		✓	✓	✓
7	Reducing teenage conception		✓		✓	✓	✓	✓
8	Reducing the need for children to be in care			✓	✓		✓	✓
Working together better								
9	Strengthening safeguarding		✓	✓	✓	✓	✓	✓
10	Enabling integrated working		✓	✓	✓	✓		✓

Our long term ambitions.		Priority for children	Priority for parents	Priority for services	Priority for inspectors	National priority	Leeds Strategic Plan priority	Narrowing the gap
All Children and Young People:								
1	Are safe and secure	✓	✓	✓	✓	✓	✓	✓
2	Are safe and supported in stronger communities	✓	✓				✓	✓
3	Are helped to narrow the gap			✓			✓	✓
4	Are thriving in learning		✓		✓	✓	✓	✓
5	Are safe and supported in stronger families	✓	✓	✓	✓	✓	✓	✓
6	Enjoy life and have places to go and things to do	✓	✓			✓		✓
7	Make the right choices	✓	✓			✓		✓
8	Make a good start		✓		✓	✓	✓	✓
9	Are supported by excellent, integrated working.		✓	✓	✓	✓		✓

Delivering our immediate priorities

For each of the **immediate priorities**, we have agreed a **shared framework** to help us work together better to improve in these areas. These include: **shared targets; shared action plans; and shared resource and commissioning plans**. The action plans are set out in detail in Appendix B. The table below summarises the targets that relate to our immediate priorities. Further detail on targets is included in Appendix A.

Priority	Measure	Leeds Baseline	Comparative/ similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving early learning and primary outcomes in deprived areas	NI 92 ^{1*} (DCSF) - The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers	39.7% (07/08 ac yr)	34% (07/08 ac yr)	35.6% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/10 ac yr)
	NI 76 ² - Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	28 Schools (07/08, ac yr)	Not applicable	Not applicable	11 (08/09 ac yr)	15 (09/10 ac yr)
Improving attendance and reducing persistent absence from school	NI 87 ^{3*} (DCSF) - Secondary school 'Persistent Absence' rate (>20% absence)	7.9% (07/08 ac yr)	5.7% (07/08 ac yr)	5.6% (07/08 ac yr)	7.7% (08/09 ac yr) 125 fewer pupils from baseline	6.3% (09/10 ac yr) 692 fewer pupils from baseline
Reducing teenage conception	NI 112 - Under 18 conception rate (in the six wards with highest rates) (also in basket of poverty indicators)	50.4 (1998) = 641 women 48.1 (2007)	49 (2007)	41.7 (2007)	42.7	TBD
Raising the proportion of young people in education or work	NI 117*(LAA) - The proportion of young people aged 16-18 Not in Education, Employment or Training (also in the basket of poverty indicators)	9.1% approx 2000 young people	**	**	7.8%	6.8%
Reducing the need for children to be in care	LSP-HWb(i)* (PA) - Number of Looked After Children per 10,000 population of young people	83.8	***	***	67.5	59.3
Reducing Child Poverty	NI 116 - Proportion of children in poverty ⁴	See footnote	See footnote	See footnote	See footnote	See footnote
Improving Outcomes for Looked After Children	NI 101* (DCSF) - Looked after children achieving 5 A* - C GCSEs or equivalent) at KS 4 (including maths and English)	4.0% (07/08 ac yr provisional)	**	**	17% (08/09 ac yr) 17 looked after children	23.9% (09/10 ac yr) 22 looked after children
Places to go, things to do	NI 110 ^{5*} (PA) Young people's participation in positive activities	65.9%	67.3%	69.5% (national median) (08/09)	70% by 2011	70% by 2011

¹ PI measures the gap in scores between groups of children, not numbers of children achieving a certain level therefore the percentage result cannot be converted into a number of children.

² This indicator involves a count of schools.

³ Persistent absence is calculated as a percentage of enrolments not pupils – i.e. pupils count more than once in the denominator if they change schools in the same academic year.

⁴ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission. A basket of indicators have been developed at a local level to monitor the numerous different ways in which poverty is being addressed.

⁵ This indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey.

Working together better to build brighter futures in Leeds

14-19 Education	N 179* (LAA) -Achievement of a level 2 qualification by the age of 19	65% (06/07 ac yr)	**	**	71.8% (08/09 ac yr) 595 more young people than baseline	75.2% (09/10 ac yr) 1134 more young people than baseline
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Our immediate priorities have been informed by a need to focus the work of all local services and communities on improving the key issues for children and young people in Leeds. These outcomes are those that most urgently need improvement, and these are the targets in the Leeds Strategic Plan that are most at risk without more change and more collective effort.

To drive improvement all local services have agreed Priority Action Plans that set out how services will work together to improve these outcomes. These Action Plans are included in Appendix B. These action plans only set out the key strategic actions, further detail and work is set out in linked strategies, and the plans of individual services and local partnerships.

DRAFT

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;

** DCSF have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

***Local indicator, no comparative data available

Delivering our long term ambitions

In addition to our immediate priorities this plan also needs to set out our wider, longer term strategy as the Every Child Matters children's services agenda is a long term national and local change programme.

The section below sets out in some detail our strategies for delivering **our long term ambitions** to improve outcomes, describing how we will deliver change over the next five years. This is intended to show how we will continue to manage change to improve outcomes and services for children, and how we plan to work towards the challenging targets for 2020 set out in the national Children's Plan. It provides a summary of our **vision, objectives and the key actions** we plan to take over the next five years against each ambition. As such it is less detailed than the action plans for the immediate priorities that are presented later.

Ambition 1 – All children and young people are safe and secure

Rationale

For children and young people to be able to achieve the best possible outcomes they need to be safe and secure. Safeguarding children and young people is therefore a local as well as national priority and is the key foundation in our approach to the planning and delivery of services across Leeds.

Every year services provided for children in Leeds are assessed by Ofsted and the 2008 Annual Performance Assessment of children's services in Leeds judged the overall standard of safeguarding work to be 'adequate'. This suggests that while there are many things we are doing well there are areas where we can improve to further ensure that all children in Leeds feel safe and secure.

All organisations working with children and young people in the city are committed to improving the quality and impact of what they do to ensure that the safeguarding needs of children and young people are identified, assessed accurately and responded to with effective and appropriate services.

Our needs analysis shows that:

We are making good progress in:

- Agencies understanding the role that they play in contributing to safeguarding and promoting the wellbeing of children and young people.
- Supporting and challenging agencies to evaluate the effectiveness of their safeguarding arrangements as set out in s(11) of the Children Act 2004 (the 'duty to safeguard').
- Developing interagency processes and procedures which help agencies to work together to protect children and young people.

- Tightening recruitment processes and improving our response to allegations made against staff in order to reduce the risk of children and young people of being abused by professionals.
- Putting in place arrangements to investigate and analyse all deaths of children and young people in Leeds which can provide information about how to reduce the number of deaths which are preventable.

We should aim to make more progress in:

- Ensuring all agencies are clear about the contribution they can and must make in working together to keep children and young people safe and secure.
- Informing communities and members of the public about safeguarding issues and how they can help to promote the welfare of our children and young people.
- Listening to what children and young people can tell us about the challenges they experience in keeping safe and in moving toward adulthood.
- Ensuring that the lead safeguarding agency, Children and Young People's Social Care, is able to provide consistently high quality investigation, assessment and intervention services for those children and young people who are suffering, or at risk of suffering, significant harm.
- Helping adult and children's services to work more effectively together where children and young people are living in families where their parents / carers have problems of their own which undermine their ability to parent.
- Increasing the number of staff who access high quality interagency safeguarding training.
- Learning lessons when things go wrong and making changes that improve services for the future.
- Identifying underperformance in safeguarding practice so that improvements can be made for the benefit of children and young people.

Our Vision for 2014

By 2014 we aim to achieve a city where people have confidence that:

- Safeguarding services for families, children and young people are inclusive, comprehensive, effective and efficient.
- Agencies work well together in a framework that engages children and young people when they need extra help and intervenes appropriately if they become vulnerable or at risk of harm.
- Services for children and young people are consistently improved by learning through experience and are modified in response to changing pressures and circumstances.
- The effectiveness of inter agency safeguarding activity is monitored and quality assured by the Leeds Safeguarding Children Board.

Key actions:

- Enhance and embed the Leeds Safeguarding Children Board's ability to hold partner agencies to account for the adequacy of their safeguarding work through

monitoring and quality assuring their services and their contribution to interagency activity.

- Support partner organisations in following up reviews, inspections and evaluations of their services with improvement plans.
- Improved arrangements for commissioning and service planning to ensure that safeguarding is an integral part of the planning, commissioning, procurement, delivery and review of all local services.
- Implement and develop the Children and Young People's Social Care Transformation Programme.
- Develop efficient and more focused processes for managing Serious Case Reviews that learn lessons from deaths and life threatening injuries of children and young people where abuse or neglect is known or suspected to have been a factor.
- Use the analysis of children and young people's deaths to make changes in the way services operate in order to reduce the number of deaths which are preventable.
- Embed and broaden the implementation of processes designed to ensure the safe recruitment, selection and management of staff who work with children and young people.
- Initiate a communication strategy designed to keep all the citizens of Leeds informed about safeguarding issues and to receive feedback about issues and proposals for new developments.

Links to national Plans:

- The Protection of Children in England: a Progress Report

Ambition 2 - All children and young people are supported by safer, stronger communities

Rationale

Strong, harmonious and safe communities are important for children, young people and their families. Our children and young people deserve to feel safe, trusted and valued in their schools and communities by all generations. We need to foster respect and understanding between different groups of children and young people, and between young people and the wider communities. This is particularly important as the city changes and new populations integrate into existing communities. We need to support children and young people, and help them to use their energy and enthusiasm to become active, empowered citizens. We need to support communities to be empowered, and to foster local organisations to take more of a role in supporting their children and young people. We need to encourage everyone, including children and young people, to take responsibility for the safety of themselves and others particularly as road users, whether they be pedestrians, cyclists, drivers/riders or passengers in vehicles.

Our needs analysis shows that:

- Children and young people share many adult concerns about their communities and are worried about crime, drugs, gangs and litter.
- Most children and young people feel safe in Leeds, but a significant minority (approximately one in four) do not feel safe in their local neighbourhood.

- Too many children and young people are victims of discrimination, bullying or crime. For example one in three children and young people report that they have been bullied, and one in twenty report being bullied every day.
- Most children and young people are active in their communities; 59% of children and young people have given their time to help a charity, local voluntary group or a neighbour.
- In 2007 there was a total of 339 child (0-15yrs) casualties as a result of road traffic collisions in Leeds distributed as follows :- 155 Pedestrians (46%), 111 Car passengers (33%), 42 Pedal cyclists (12%) and 21 Bus passengers (7%).
- In 2007 there was also a total of 355 (16-19yrs) casualties as a result of road traffic collisions in Leeds distributed as follows:- 116 Car passengers (33%), 104 Car drivers (29%), 57 Powered Two Wheeled Vehicle (Motorcycles/scooters) riders/passengers (16%), 52 Pedestrians (15%) and 15 Pedal cyclists (5%).

Our Vision for 2014

By 2014 we aim to achieve:

- Every child and young person has a sense of belonging and takes responsibility for their role in their community
- Every child and young person feels safe in their local area

Key Actions

- Continue to work to reduce bullying and harassment through the 'Power of Me' Strategy. This includes the work of Anti-Bullying Ambassadors and improved peer support. It also includes improving the monitoring of incidents and community tensions to inform direct action.
- Increase the number of children and young people engaged in activities that give them responsibility, meet community needs and improve their quality of life. This will include: restorative justice and youth inclusion programmes and promoting volunteering among children and young people.
- Improve the range and quality of play, leisure and social activities for children and young people. This also means improving opportunities for all (See 'Places to go' Priority Action Plan in Appendix B)
- Create safer environments by tackling crime through early identification of young people at risk of anti-social behaviour or crime, and through high visibility patrols and awareness raising activities.
- Foster tolerance and reduce community tensions through intergenerational and inter community events and projects, improve the skills of our workforce, improve, support for new arrivals and initiatives to support the Preventing Violent Extremism initiative.
- Improve road safety through improved pedestrian and cycle training and road improvements.
- Improve safety for children and young people in their schools and neighbourhoods through promoting and supporting Safer Schools Partnerships.

Related Leeds Strategic Plan Priorities

- Reduce bullying and harassment
- Increase the number of local people engaged in activities that meet community needs and improve quality of life

- Create safer environments by tackling crime
- Increase the sense of belonging and pride in local neighbourhoods that help to build cohesive communities
- Improve road safety for all our citizens

Ambition 3 - All children and young people are helped to narrow the gap between them, their peers, their community and in Leeds

Rationale

In line with the Vision For Leeds, the first Leeds Children and Young People's Plan made a commitment to narrow the gap for those children and young people who are more likely to have poor outcomes. Our plan highlighted four key groups: Looked After Children and young people; disabled children and young people; black and minority ethnic children and young people and children and young people from deprived families. Whilst we have made some progress, for example in raising school attainment for some groups, the gap in outcomes remains significant and therefore a strong, sustained focus on these children is needed.

Our needs analysis shows that although there are exceptions, statistically:

- Looked After Children in Leeds are more likely to be classed as underachievers in school, more likely to be absent or excluded, more likely to not be in education post-16, more likely to offend and/or exhibit other risk taking behaviour, more likely to have a higher rate of teenage conceptions and an increased likelihood of experiencing mental health difficulties.
- Disabled children and young people are more likely to live in poverty and are more likely to not realise their full potential compared to other pupils at the same school
- Black and minority ethnic children and young people are more likely to experience a range of poor outcomes than the Leeds average, though this varies between communities. In particular young people from Bangladeshi, Pakistani, Black Caribbean, Black African, Gypsy, Roma and Traveller communities are more at risk of low attainment in school and can also be more likely to suffer from a range of poor health outcomes.
- Children and young people from deprived backgrounds are more likely to experience a range of poor outcomes throughout their lives ranging from a higher risk of infant mortality through to significantly lower attainment at GCSE and more likely to then go on to not being in education, employment or training.
- Socio-economic factors are inter-related, for example some groups are more likely to have lower incomes and live in deprived neighbourhoods. In addition, we are aware through our research into common factors, that the interaction of multiple factors can have a varying and often significant impact on outcomes. These include health, education, aspirations and poverty to name a few.

Our Vision for 2014

By 2014 we aim to achieve:

- We will deliver on a demanding promise to all our Looked After Children and care leavers

- All services working together to ensure that children and young people only enter care when their safety or wellbeing cannot be maintained within their family
- Reduce the number of children and families living in poverty
- All disabled children and young people enjoy full access to a range of excellent inclusive services to achieve their full potential alongside their peers
- All children and young people are able to achieve their potential and fulfil their aspirations, irrespective of background or early disadvantage
- A better range and quality of short break provision for children and young people with disabilities

Key Actions

- Work with all local services and communities to provide more co-ordinated help for children, young people and families living in poverty and workless households (see Child Poverty Priority Action Plan in Appendix B)
- Implement our Priority Action Plan for Looked After Children and Young People (see Appendix B)
- Target support to improve learning outcomes for children and young people from deprived communities (See NEET and Early Learning Outcomes Action Plans in Appendix B)
- Improve learning for the most vulnerable children and young people through the Leeds Inclusive Learning Strategy and 14-19 Strategy.
- Implement a more integrated approach to assessment and service delivery for the most vulnerable children and families through the use of the Common Assessment Framework, Early Intervention Fund and the wider Family Support Strategy
- Provide extra support for Young Carers through the Leeds Young Carers Strategy
- Implement the Leeds Aiming High for Disabled Children Strategy – see below

Aiming High for Disabled Children

At Children Leeds our vision is for every child and young person in Leeds to be happy, healthy, safe and successful, and free from the effects of poverty. We recognise that disabled children are at the centre of the Every Child Matters agenda and are committed that every disabled child and young person (including children with complex health needs or limiting conditions) should be supported to reach their potential.

Leeds has signed up to the national Every Disabled Child Matters charter and we have developed the Leeds Aiming High for Disabled Children Strategy, which sets out key strategic objectives for 2008 to 2011 and is underpinned by a more detailed work programme. Strategic planning and delivery will be closely aligned with the Leeds Inclusive Learning Strategy and with the Emotional Health Strategy.

This strategy has 14 key strategic objectives that will inform the more detailed work programme. These are:

- | | |
|-----------------------------------|---------------------------------------|
| ▪ <i>Robust Data</i> | ▪ <i>Transport</i> |
| ▪ <i>Information for Families</i> | ▪ <i>Child Care</i> |
| ▪ <i>Participation</i> | ▪ <i>Transition to Adult Services</i> |
| ▪ <i>Early Support</i> | ▪ <i>Self Directed Services</i> |
| ▪ <i>Assessment</i> | ▪ <i>Palliative Care</i> |
| ▪ <i>Play and Leisure</i> | ▪ <i>Continuing Care</i> |

Ambition 4 - All children and young people are thriving in learning

Rationale

Learning is vital for the wellbeing and development of children and young people. Being engaged in learning is important not only for success, but for gaining the knowledge, skills and qualifications to compete in a globalised world. It is also important to make sure children and young people are happy, healthy and safe in a supportive learning environment.

Our needs analysis shows that:

- Outcomes in primary schools are close to the national average, and have improved slowly recently, in line with the national trend. Schools and learners in more deprived areas face particular challenges.
- Outcomes in secondary schools have improved markedly. However, in some schools, such as those identified in the National Challenge, too many learners continue to have relatively poor outcomes. Low outcomes are more common in deprived areas, for Looked After Children and some Black and Minority Ethnic (BME) groups.
- A relatively high proportion of young people (10%) in Leeds are not in employment, education or training (NEET) after the age of 16. Learners with lower achievement in school are more likely to be in this group.
- Qualification levels at age 19 in Leeds are below the average for similar areas.
- Leeds has relatively low levels of attendance in secondary schools, and nearly 1 in 10 learners are 'persistently absent'.
- The diversity, skills and capacity of our current learning provision does not meet the needs of all children and young people as successfully as we would want.

Our Vision for 2014

By 2014 we aim to achieve:

- All learners will have an Individual Learning Plan that will take into account personal circumstances and be tailored to reflect their needs, including access and additional support needs
- All learners will have a dedicated personal support from a coach or mentor
- All young people will be engaged with and successful in appropriate learning up to the age of 18
- A greater choice of learning routes and pathways to support every young person's entitlement to learning and development
- A rich variety of different models of 21st century learning environments working in close collaborative partnerships for the benefit of young people
- All children and young people will be active participants in shaping their own learning and that of their peers

- Families, parents and carers are empowered to support their children's development and learning
- Every learner in Leeds will have access to high quality learning environments that promote their health, safety and wellbeing. A learning environment that stimulates and promotes achievement and that enables all learners to achieve their maximum potential.
- Every child and young person will be able to attend their successful local school and be supported by their friends and peers
- Through their school / children centre / college / other learning centre children and young people will be able to access and benefit from additional support when required.
- Children and young people with more complex needs will continue to benefit from specialist services and provision including provision in special schools
- The voice of parents and parental preference will be strengthened
- There will be increased opportunities for the participation of children and young people.

Key Actions

- Improve learning outcomes for the learners in early years and primary schools (see Priority Action Plan in Appendix B)
- Improve the proportion of young people in learning and work (see Priority Action Plan in Appendix B)
- Reduce persistent absence (See Priority Action Plan in Appendix B)
- Implement the 14-19 Strategy to improve curriculum choice, progression and support (**see 14-19 section below**)
- Invest in learning sites through the Building Schools for the Future programme and Primary Capital Programme
- Improve personalised support for learners through the e-Individual Learning Plan and additional mentoring and coaching support
- Engage parents and families in wider family learning and supporting the learning of their child

Related Leeds Strategic Plan Priorities

- Improve learning outcomes for 16 year olds, with a focus on narrowing the gap
- Improve learning outcomes and skills levels for 19 year olds
- Increase the proportion of vulnerable groups engaged in education, training or employment

National Goals for 2020

- every child is ready for secondary school, with at least 90 per cent achieving at or above the expected level in both English and mathematics by age 11;
- every young person with the skills for adult life and further study, with at least 90 per cent achieving the equivalent of five higher level GCSEs by age 19; and at least 70 per cent achieving the equivalent of two A levels by age 19;
- employers are satisfied with young people's readiness for work.

Introduction

14-19 Education is a key part of the national and local agenda for children's services. Leeds has agreed a local '14-19 Education Plan' that sets out how the city – schools, colleges, training providers and local services will work together to improve learning outcomes for all young people and ensure they all have the confidence, knowledge and skills for work and adult life. In Leeds we will build on and expand this approach by ensuring our work on 14-19 learning is closely linked to our wider 14-19 agenda for all young people and work to ensure that they are happy, health, safe and successful.

14-19 Education and wider support for young people

Every Child Matters and our local approach is all about ensuring that services and support consider all the needs of each child, young person and family. Therefore in Leeds our strategy for 14-19 Education is closely linked to building wider, joined-up help for young people. In particular this means building closer links between schools, colleges and other learning and the work of the Integrated Youth Support Service, Targeted Youth Support and more targeted and specialist advice and support services for young people. Our aim is to ensure that joined-up support is available and accessible for all young people to help them with learning, their lives and their progression to adulthood.

Vision for 14-19 Education

Our vision is to transform 14-19 education and training in Leeds so that every young person in the city enjoys learning and achieves to their full potential. We want to help young people make positive choices from a dynamic, varied and accessible curriculum. We want them to be engaged by, and committed to a personalised programme of learning that will meet their needs, build their aspirations and lead to a successful and happy future. Young people will work in active partnership with schools, colleges and employers to deliver this vision and exceed the needs and expectations of everyone. **To achieve this vision** we must build a provision landscape for Leeds that is right for full participation in 2015.

Context and Review

The 14-19 Education Plan reviews the progress and challenges of 14-19 Education in Leeds. These include:

- **Progress:** an increasing number of 16 and 17 year olds staying in education; strong improvements in the proportion achieving Level 2 qualifications; slower but steady improvements in the proportion achieving Level 1 qualifications; and improvements in outcomes for some groups of young people from black and minority ethnic communities and also for those with special educational needs.
- **Challenges:** the high overall rate of 16-18 year olds not in education or work; the proportion of young people gaining Level 3 qualifications; participation by young people with learning difficulties; outcomes for those from deprived communities; and lastly progress with apprenticeships.

Key Themes and Activity Programmes

- a. Curriculum - the right learning options:** includes Learner entitlement and personalisation; Curriculum mapping; Diplomas Foundation Learning Tier; Young Apprenticeships; Apprenticeship Progression.
- b. Support - the right choices.** Includes: Information, Advice and Guidance; Area-wide prospectus; Common Application Processes; e-ILP; Careers education

- c. **Quality - the best in everything:** includes: Post-16 support and challenge priorities for schools 2008/9
- d. **Planning & Funding - excellent integrated services:** includes: Partnership and collaboration; Funding and commissioning; Facilities; Transport; Employer engagement.

Ambition 5 - All children and young people are supported by stronger families

Rationale

Services do not bring up children – parents, carers and families do. We know that poverty is at the root of most poor outcomes for families. The role of services is to provide support for parents, carers and the wider family. We also recognise that families' cultures and values have an impact on their needs. This support will have to become more flexible as families' needs change and we will have to work in new ways to give families the chance to choose the help they need. Most families need little help; some however, are more vulnerable and have complex needs which require us to provide a range of responses in proportion to their level of need. For those at most risk, there needs to be the strongest safeguards to protect vulnerable children and families, and where necessary services must intervene. Where children need to be in public care, we need to ensure the provision is of the highest standard and their outcomes match those of their peers.

Our needs analysis shows that:

- Parents and carers say that we need to improve outcomes for looked after children; services need to work together better and be structured in such a way that they engage parents and support the whole family.
- Leeds has a relatively high proportion of children in care, roughly 50% higher than in similar areas
- Parental substance misuse and mental health problems are a key factor in family breakdown and children's needs. Analysis suggests that this is a growing problem for Leeds.
- Poor and overcrowded housing is a common factor in the lives of most vulnerable families
- 3.8 million children live in poverty in the UK, equating to one in three children. A significant number of children live in workless households, equating to one in five children
- Families are changing
- There are more lone parents, unmarried parents, same sex parents, young carers and non-English speaking families, with a growth in the number of BME families in inner city areas

Our Vision for 2014

By 2014 we aim to achieve:

- A significant reduction in the number of children living in poverty in Leeds
- The voice of families is evident in shaping the development and commissioning of services

- A world class social care service for our most vulnerable children, young people and families
- An integrated network of high quality information and advice for parents, online, in one-stop centres and in our schools, children's centres and health centres
- Accessible high quality family and parenting support services available to all families, with a rapid multi agency response for those with acute additional needs
- There are opportunities for families to live independently in quality, affordable housing.

Key Actions

- A reduction in the number of children living in poverty (see Child Poverty Priority Action Plan in Appendix B)
- Intensive, targeted support for those families and children most at risk (See Reducing the Need for Care Priority Action Plan in Appendix B)
- Improved information and advice for parents through the Family Information Service which is joined up with the national parents know-how site
- 'Think Family' approach is developed through our Family Support and Parenting Strategy, which joins up services that support both children and adults, for example housing, mental health and substance misuse services.
- Develop more effective identification of need and co-ordination of joined up support through the use of the Common Assessment Framework (CAF) and the Early Intervention Fund.
- Ensure all children's services support the Leeds Domestic Violence Strategy

Related Leeds Strategic Plan Priorities

- Improve assessment and care management for children and families
- Improve our safeguarding arrangements
- Reduce the number of children in poverty
- Reduce worklessness across the city with a focus on deprived areas
- Increase the number of decent homes
- Increase the number of affordable homes
- Reduce in the number of homeless people
- Reduce the number of people who are not able to heat their home adequately

National Goals for 2020

- Parents satisfied with the information and support they receive;
- Child poverty halved by 2010 and eradicated by 2020.

Ambition 6 - All children and young people enjoy life and have 'places to go and things to do'

Rationale

Children and young people need and deserve to enjoy their childhood. In general young people have greater wealth and more opportunities than in previous generations, but are in other ways under more scrutiny, pressure and constraint than ever before. We need to

work together to make Leeds a child-friendly and play-friendly city, where children and young people can enjoy life through play, sports and arts. We need to pay particular attention to those children and young people who face additional barriers to accessing opportunities – whether due to cost, transport, fears of safety or of not feeling welcome. Importantly we need to consider and prioritise children's rights and choices rather than simply consider what adults think best.

Our needs analysis shows that:

- Children and young people tell us that more places to go and things to do is their top priority for improving Leeds
- Cheaper, safer transport to get around is also a high priority for our young people
- Parents and the wider community say they want more, and safer, places and activities for children and young people
- Certain groups of children and young people are less likely to access opportunities, particularly disabled children and those from low-income groups, and those in some areas of Leeds.
- Some young people need support to develop the skills and confidence to be able to access services
- We need to strive to improve the quality of the existing offer of activities for our children and young people

Our Vision for 2014

By 2014 we aim to achieve:

- Reduced barriers to access including ensuring affordable and accessible transport for every child and young person in Leeds
- A lasting 2012 legacy for the city, with every young person active and regularly engaged in physical activity including sport
- All children and young people able to access a broad cultural programme of activity in, after and beyond school.
- All children able to access local high quality play opportunities
- High quality, locally based youth services

Key Actions

- Prioritise better opportunities and facilities for young people throughout Leeds (see 'Place to go' Priority Action Plan)
- Promote play through the Leeds Play Strategy and the Playbuilder funding for 22 new play sites and wider projects
- Promote arts and culture through the 'Find Your Talent' programme
- Develop opportunities for children and young people through Extended Services provision in each cluster of schools
- Promote sport and the PE Curriculum through the Leeds PE and School Sport Strategy

Related Leeds Strategic Plan Priorities

- Enable more people to be involved in sport and culture
- Reduce the rate of increase in obesity and raise physical activity for all

- Deliver and facilitate a range of transport proposals including cycling and walking

National Goals for 2020

- Child health improved, with the proportion of obese and overweight children reduced to the year 2000 levels

Ambition 7 - All children and young people make the right choices

Rationale

All children and young people face challenges as they are growing up and at certain times some may need additional help or support. We need to help children and young people to build resilience and gain the confidence, knowledge and skills to manage their lives as best they can. In order for them to achieve this we need to provide the right support, advice and guidance, if and when they need it. We need to make sure our services are more joined up, more accessible and that children and young people have more of a role in shaping the services that work for them. Crucial to support for young people will be developing self-esteem and the life skills that children and young people will need in a rapidly changing world. Some children and young people are more vulnerable and have more complex needs, particularly those with mental health needs, substance misuse problems or those at risk of offending. They may be growing up in households or living in neighbourhoods that have multiple challenges. These children and young people need effective co-ordinated help earlier, to avoid problems escalating, and more holistic support as their needs evolve.

Our needs analysis shows that:

- Roughly one in four children and young people report feeling stressed 'most' or 'all' of the time.
- Roughly one in ten young people have mental health problems
- The teenage conception rate in Leeds is relatively high and has not fallen in line with the national trend
- Children and young people say that they would like better information, advice and guidance, about a range of issues including: careers, healthy lifestyles, sex and relationships
- Offending and re-offending rates have been significantly reduced in Leeds; however there were in excess of 1700 first time entrants to the youth justice system in 2007-08 and a small number of these young people went on to become highly prolific offenders
- Our young people represented an increased rate of alcohol use, with only 23% of those surveyed stating they had 'never had a drink' compared to 38% the year before (Tellus 2 and Tellus 3, Spring 2007 and Spring 2008 respectively).

Our Vision for 2014

By 2014 we aim to achieve:

- All children and young people are able to access the right advice, help and support, in the right place at the right time
- Children and young people will be involved in the design, development and delivery of services to help them make the right choices

- All services take mental health and promoting emotional resilience seriously
- Services for vulnerable people are commissioned and delivered in an integrated way
- Young people have better sexual health; and teenage conception rates are reduced.

Key Actions

- Improve support for sexual health and work to reduce teenage conception rates (see Teenage Conception Priority Action Plan in Appendix B)
- Raise the proportion of young people in learning or work and improve information, advice and guidance for young people(see NEET Priority Action Plan in Appendix B)
- Reduce the harm caused by alcohol, smoking and drugs through the Leeds Substance Misuse Strategy through improved workforce skills, early identification and better coordinated treatment and support services
- Improve the emotional wellbeing of young people through improved workforce skills, commissioning new services and more accessible information, advice and guidance
- Promote social enterprise and financial skills through school and wider partnership working including the Local Enterprise Growth Initiative and Education Business Partnership
- Promote healthy eating for learners and their families through the Leeds School Meals Strategy and Childhood Obesity Strategy

Related Leeds Strategic Plan Priorities

- Reduce teenage conception and improve sexual health
- Reduce the number of people who smoke
- Reduce the harm caused by substance misuse
- Improve mental health
- Reduce offending by managing offending behaviour better

Ambition 8 - All children make a good start

Rationale

The first years of life are crucial for determining future life chances. Maternal physical and mental well-being is key in ensuring a good start for every child. Nurturing and love in early years is vital for a child's developing brain. We need to make sure that parents and children are supported with high quality flexible services throughout this period, from antenatal care to early learning and play. Outcomes need to improve for all children, and faster for those families living in poverty or where there are multiple factors contributing to disadvantage such as ethnicity and disability. We will address this by making sure that additional help is targeted at those with more need.

Our needs analysis shows that:

- The city has a relatively high rate of infant mortality; in Leeds, around 50-60 babies under one year old die each year. The rate is higher due to the relatively higher rate in deprived areas where there are also associated higher rates of smoking in pregnancy and low birth weights.

- Immunisation rates are below targets and the national average. One in five children in Leeds still does not receive the MMR vaccination.
- The early years population is changing, with significant growth in the proportion from black and minority ethnic communities. Birth rates in Leeds are increasing above expected rates – the population is expected to grow by nearly 6% by 2030.
- Whilst early learning outcomes have shown some improvement in recent years, the latest data shows Leeds falling behind the national trend and that there is a continued significant gap in outcomes for children from the most deprived neighbourhoods.

Our Vision for 2014

By 2014 we aim to achieve:

- 59 Children's Centres open in Leeds providing a range of family services including early identification and support to children most in need, targeting communities where disadvantage and inequality continue to impact on positive outcomes
- Access to early play and learning for all 2 year olds at risk of poor outcomes
- Settings judged 'good' or 'better' by OfSTED providing high quality early learning for all 3 and 4 year olds
- All children making good progress and at the end of Early Years Foundation Stage
- Every Children's Centre and school being a point of access in the community where a joined-up system of health, family support, childcare and educational services can be received by every family
- A reduction of the infant mortality rate to, or below the national benchmark. Infant mortality will be reduced from 8 deaths per 1000 to 7 per 1000. This will mean that 10 fewer children under the age of one will die each year.
- Effective integrated working across all maternity and wider children's services providing improved access, positive health choices, effective early identification of need, and support for vulnerable groups of children and families.

Key Actions

- Improve learning outcomes for the learners in early years and primary school settings (see Priority Action Plan in Appendix B)
- Open 10 more Children's Centres and further develop the quality of services delivered in and around these centres through work on leadership, parental involvement and family learning
- Implement the Infant Mortality Action Plan to engage all services in reducing premature mortality, with targeted work in the most deprived areas of the city
- Provide more support to parents around the birth of their child, offering all the Child Health Promotion Programme and advice on stopping smoking to those parents that need it
- Improve the rates of immunisation to 95% coverage, with additional work on MMR
- Further promote breastfeeding throughout Leeds through work in health services and children's centres

Related Leeds Strategic Plan Priorities

- Reduce premature mortality in the most deprived areas

- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas
- Reduce the number of children in poverty

National Goals for 2020

- Every child ready for success in school, with at least 90 per cent developing well across all areas of the Early Years Foundation Stage Profile by age 5;

Ambition 9 - All children and young people are supported by excellent, integrated services

Rationale

Children, young people and families need services that are centred around them and focussed on meeting their needs. For some children and families additional support is needed to help them be happy, healthy, safe and successful. We know that the challenges and needs of children and families are varied and often complex, but are rarely, if ever, neatly divided along the lines that services are organised. As well as this, other considerations include a diversity of backgrounds, abilities and circumstances. As such we need to be led by the choices and views of children and their families in developing new models of joined up, integrated services that provide the right support, in the right way, at the right time. Well-integrated services are greater in impact than the sum of their parts. We need to develop services that are providing a coordinated and rapid response to need that reduces risk, builds on strengths and raises resilience. It is important that as much of this support as possible is provided in places children and families recognise and by people that they know and trust. We want all our services to consider a Common Assessment Framework first approach as a mechanism for multi-agency working.

. We need to look at this at three levels:-

- Citywide – in strengthening Strategic Commissioning;
- Local – in implementing Integrated Service Delivery;
- Individual – in extending support that is more ‘wrapped around’ the needs of each child and family, recognising different experiences, valuing diversity and recognising different cultures and backgrounds.

To support this, significant changes are required to develop greater capacity in new shared forms of governance, leadership and partnership, and greater support through integrated processes for assessment, intervention and information sharing.

Our needs analysis shows that:

- Leeds has made good progress in key areas of the Change for Children agenda – particularly on extended services, children’s centres, ContactPoint and the Common Assessment Framework
- Resource pressures are likely to grow due to changes in national funding and wider economic changes such as higher inflation, lower growth
- Multi-agency working is crucial in responding effectively to a child or family’s needs
- Preventing problems is better than dealing with them
- Where prevention is not sufficient, early identification of need is critical to being able to support a child or family

Our Vision for 2014

By 2014 we aim to achieve:

- All communities engaged in developing strong local partnerships and networks of schools and services
- Significant growth in personalisation and direct payments for children and families with additional needs
- Excellent services – OfSTED to rate Leeds Children's Services as 'Outstanding' overall
- More effective use of resources and delivering 3% efficiency savings over 5 years
- Leadership, management and governance arrangements to provide an effective framework to support services for children, young people and their families
- Our universal children's services i.e. schools, children's centres, colleges, GP surgeries and youth hubs are the 'hub' for targeted services which are focussed at meeting a child or young person's additional needs
- We have a shared pathway for accessing additional and specialist services, which is owned by all agencies and known to all practitioners in Leeds and which reinforces safeguarding procedures
- The Common Assessment Framework is the primary mechanism used by all services which gives an early assessment of a child's additional needs and is part of a system or process which ensures children and families are getting the right service at the right time
- Through earlier support and more timely intervention, more children and families have their needs met earlier, which means that our specialist services see a reduction in the number of referrals made to them
- There is a continuum of intervention and support for children, young people and families in the city, which reinforce robust safeguarding arrangements.

Our Objectives

Key Actions

- Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together.
- Implement an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working.
- Embed our approach to commissioning of integrated services through the implementation of the city-wide commissioning framework.
- All services will be commissioned to engage with the CAF, to enable this to become the assessment process used by all agencies for entry into and exit from multi-agency working to ensure a seamless transition and appropriate support to vulnerable children and young people to access targeted and specialist support.
- Commissioning of targeted and specialist support services to focus their interventions on children and young people with additional and multiple additional needs, based on evidence from intelligence gathered through use of integrated processes.
- Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services to link together and provide a more coherent continuum of intervention and support for children, young people and families in the city.

- Review governance arrangements in the city which support the development of locality children's trust arrangements.
- Develop a partnership approach with staff, unions, services and wider stakeholders to inform and implement our Workforce Reform Strategy
- Support this approach through the development of a programme of change to lead the achievement of integrated working in Leeds.

Supporting our approach to developing excellent, integrated services

Introduction – review and context

If we are to achieve the aims of this plan and to improve safeguarding for the children of Leeds we will need to continue to change the way services for children and young people work, help services for children and young people work together better, enabling services for children and young people to work better with adult and community services. This is a challenge for Leeds and for the whole country as part of the major, long-term 'Change for Children' programme. At present, despite unprecedented investment in public services, too many children and families continue to have poor outcomes and limited lives. Despite all the improvements made to services, children and families continue to fall between service thresholds and are put at risk. Notwithstanding the progress that has been made at better joint working, services and professionals do not always share work, information, communicate and plan together, which in turn can cause delay and confusion for children and families. In the worst cases this can pose avoidable risk.

The case for change is clear, and that is why the government and local services are working together to transform the way children's services work with children and families. We have high ambitions for our children, our city and our services. We have made a lot of progress and in many areas are at the leading edge of national change. This next section of the plan sets out how we will build on this, our plans to achieve the changes we need over the next five years, and the principles we will share in our work.

Child-Centred Services

We need to be better at organising our services around the needs and choices of children, and young people rather than historical organisational divides. This means being more ready to listen to children and young people and their parents, and being more prepared to be flexible in the way we work together, to make sure we are working as **'teams around a child'**. Through participation processes and giving children and families **'choice and voice'** in the support they want and need we aim to develop more **child and young person led services**.

'Think Family'

Parents and families bring up children, not services and government. Parents and families are the first and most important people in ensuring children and young people's safety, security and wellbeing. Therefore we will make sure our approach and our services inform, support and work with parents and families to support them in doing what is best for their children. We will make sure that our children's services work with adult and community services to support the whole family.

World Class Universal Services for All

The foundation of our approach to children's services is based on providing the highest quality 'universal services' – i.e. those that all children and young people can use – children's centres, schools and GP services. These are the services that work with and for all the children and young people of Leeds, and these are the services that are likely to know them best and be able to support them best through their everyday work. We will make sure that these services are world class – in their facilities, staff, leadership and management so that they can provide the best day to day and year by year support for all our children.

Prevention

We all know that prevention is the best way to deal with problems – it is more effective and better for all concerned. We will work to further develop a **shared preventative approach** that helps avoid problems. Our main strategy for developing prevention is to **build resilience** – supporting children, families and communities to have the confidence, knowledge and skills to better manage their lives and to support each other to mitigate the risks they face. This will require better information, advice, guidance and support to children, young people and families and clear entitlements to services so that they can better lead their own lives and access the support they need.

Early Identification

Where prevention is not sufficient we will work to develop better shared systems for identifying problems at an early stage. We aim to avoid problems for children and families escalating and becoming entrenched or chronic. This will rely on better **information sharing** and **closer local working** so that the professionals that know children and families best can share their views and concerns and act together. We will work through the shared '**Levels of Need and Service Response**' to improve understanding of risk and resilience and a better informed and consistent response to need.

Shared Assessment – a CAF - first city

Where problems are identified that need additional support it is important that all the professionals that know the child or family and those that could help all work together on a shared assessment. We will achieve this through ensuring all services use the **Common Assessment Framework (CAF)**. The CAF will become the initial assessment process used by all agencies, which will look at the holistic needs of each child and family. Through the CAF a single multi-agency plan is agreed with the child, family and all partners. Alongside this we will ensure that **care pathways** are simplified and regularised to ensure specialist, targeted and universal services work together seamlessly. Over time these changes should drive wider developments in the range, quality and focus of children's services and will help us to become a '**CAF- first city**'.

Shared Response

Assessment is only of value if it leads to action and improvement. To ensure that CAFs lead to better, joined up action and shared support we will continue to develop the role of the **Lead Professional**. Lead Professionals will manage the implementation of the shared plan, simplify communication for and to the child and family and will ensure that all partners

deliver. Lead professionals will ensure seamless transfer between services to make sure that children and families do not become 'lost' between several professionals or services. The development of Lead Professionals is crucial to our approach to children's services as it gives a proper, clear leadership role to the expert professionals that best know the child, family and community. To further enhance this role we will develop staff and continue to expand the use of the **Early Intervention Fund** and new roles that allow front line staff and the families they work for more control over the resources they need.

Extended Services

Leeds has been very successful in developing extended services, and we will continue to build on this success. We will continue to develop the range and quality of services based in or around schools, children's centres and other key sites such as GP surgeries. We will continue to promote and enable the joint working and local neighbourhood children's services teams that are needed to support the further development of extended services in Leeds. Key developments will include the '**Seven Day Response**' teams in children's centres and '**Targeted Youth Support**' for young people.

Local Partnerships, Local Leadership

As children's trust arrangements have developed in Leeds it has become increasingly clear that it is the delivery and integration of services locally that has the most direct impact on improving outcomes. The pace of work in this area has increased significantly over the past year with local teams coming together to review the partnerships, priorities and arrangements that help them to co-ordinate their work around common goals.

This is helping to bring more consistency to the type of arrangements in place in different parts of the city, particularly through the establishment of local Children Leeds Partnerships, while also allowing the flexibility for different areas to respond to their unique needs and circumstances. In keeping with this approach, more of the work being initiated and commissioned to address priorities aims to target those parts of the city where those priorities are most significant. Getting ownership of this work from local services and representatives is crucial to make this effective.

Developing local integrated, extended services will require effective working and direction across the different communities of Leeds. To continue to support this we will continue to **bolster local partnerships** in each 'wedge' and 'cluster' in Leeds. Alongside this we will **empower, develop and support local leaders** in their new roles. Lastly we will ensure that there are strong links between these new leaders and partnerships and their counterparts in other local partnerships as well as with the local councillors and democratic structures of the city.

Integrated Commissioning

We will use commissioning as a lever to drive change, improve performance and deliver improved outcomes for children and young people. We will utilise our single commissioning framework to help drive change and better joint working through more joined-up commissioning at all levels – **citywide, local and individual, and** across all partners. This will enable improved value for money and a greater opportunity to develop joint solutions to key priorities. Engagement of front line staff, children, young people and

their families as well as service providers will be critical to the implementation of successful commissioning.

Workforce Reform

What do children and young people want from the people who work with them:

- A workforce which is positive, has a young outlook, is relaxed in dealing with them, open minded, unprejudiced, and trustworthy
- Behaviours which are characterised by fairness, a willingness to trust and believe in the child or young person, asking and listening, helpfulness in creating understanding among their peers, not prejudging their needs or characteristics, keeping promises and ease of contact.
- Processes which are transparent, honest, inspected and explained – with visible actions resulting, channels to voice opinions, supported by enough resources/staffing, realistic, and without undue pressure or cause of unnecessary worries.

The people who work with, and in support of, children, young people and their families can make great differences to their lives. Most are passionate about doing so. They should be respected and supported and have the confidence, pride and capacity to make a positive difference for all children especially the most disadvantaged.

To achieve our ambitions for Leeds we support the Government's vision that everyone in for the children and young people's workforce in 2020 will need to be:

- Ambitious for every child and young person
- Excellent in their practice
- Committed to partnership and integrated working
- Respected and valued as professionals

We cannot achieve these ambitions if they are not led by the experts – the staff in our services. In order to provide high quality, joined-up services to children, young people and families in Leeds, we need to empower our staff and build the most highly skilled, professional and representative workforce for our city. For much of the workforce the context in which they are working has changed. Many people are trained in one area of work, but are now increasingly needed to work with other agencies and professionals from other backgrounds. We will need our staff to work flexibly between agencies and to use new tools and new processes to help them work better together for children and families. We need to help staff first understand, then accept, then lead the changes we need in our services and our city. We need to give our staff the confidence, knowledge and skills to grow and develop in their roles as our children's services grow and develop across the city.

Alongside these changes there is a need to further develop the skills and knowledge of our workforce. Better skilled staff lead to better services and better outcomes for children and families. In particular we need to meet the national drive for a graduate-led early years workforce, masters level qualifications for teachers and respond to the development of a youth professional status, all of which will support the raising of skills and competency levels across the workforce.

We will reinforce knowledge and skills around safeguarding through a revision of training and development; ensuring that the safeguarding and welfare of children and young people is everyone's business.

The government has made clear its aims and plans in the National Workforce Reform Strategy. We will publish our own Strategy by December 2009 after a period of extensive consultation. Consultation with staff and unions will be central to this process.

Integrated Processes

New ways of working will need to be supported and informed by new, shared processes. These will be implemented through a range of national and local reforms. The first is **ContactPoint**, which will work to improve communication and joint working between professionals by better sharing of information on who is working with each child, young person or family. The **Common Assessment Framework** is explained above, but this will be supported by an improved 'E-CAF' IT system to better manage the process and produce analysis to inform future working. The **Integrated Children's System** is a new system of practice, information management and IT that will better manage information on children in need and those in care. The **Family Hub** will continue to be developed and will provide a full 'service directory' of services for children, young people and families, enabling both them and professionals to access the support and services they need. Finally we will develop more shared and integrated 'signposting' services linked to the Family Hub and our **Contact Leeds** call centre to help talk to and advise children, families and professionals.

Levels of Need and Our Change Agenda

Our approach is informed by the national models that describe 'Levels of Need' and how services and processes can best respond. Our particular concern is for those children and families that are on the margins between 'additional' and 'multiple additional' need – i.e. those that have significant problems that are a major concern but are not sufficient to require specialist intervention. [This is shown in the graphic below]. All research and local experience has shown that this group of children and families is key – that without often significant support, problems can escalate leading to crisis and poor outcomes. However, at present this group 'fall between' services – as they have too many needs for universal services to manage but have too few to warrant the involvement of hard-pressed specialist services. Our aim is to develop more services, new approaches and better ways to work together to support these children and families. The main ways we will do this include developing agreed and understood processes to enable effective graduated responses to need. These responses will form a single plan for the child or family using intelligence shared locally with partners and city wide so that aggregated data informs planning.

The 'windscreen' model

Children's Trust Arrangements: There are several ways in which the different strands of Leeds' Children's Trust Arrangements will manage performance:

- The Director of Children's Services (DCS) – The Director of Children's Services has overall accountability for ensuring that partners work together to deliver the priorities of the Plan, with support from the DCS Unit, the Director will take an overview of progress, support the trust arrangements to deliver the priorities, provide timely information to political bodies (see below) and help to target strategic and local resources to maximise impact.
- Our Children Leeds Partnership - the large body of partner representatives from across the city that support policy development, information sharing and input from young people, Chaired by the Executive Member for Children's Services. It will continue to focus on engaging partners around different priorities from the Plan at its meetings as well as receiving timely overview reports across all priorities. This will inform support, advice and challenge on the annual review of the Plan.
- Our Integrated Strategic Commissioning Board – the smaller body of key senior representatives from those organisations named under the duty to co-operate or identified as key partners, through detailed performance and resource management and as part of commissioning across the city. It will receive the more detailed performance information relating to priorities and targets in the Plan several times each year, helping to target resources, address underperformance and ensure partners implement designated actions. A major progress review by the Board in the autumn will help to shape the following year's budget and commissioning cycle.
- Our Leeds Safeguarding Children Board – the body of key representatives from the main safeguarding agencies working with children and young people that is independently Chaired and monitors progress on safeguarding initiatives and performance as well as overseeing the completion and implementation of Serious Case Reviews.
- Our locality based partnership arrangements - The local element of our trust arrangements are key to both the delivery of front-line services and providing the intelligence and expertise to help the other aspects of the arrangements make informed and timely responses to need. Local partnerships and clusters will agree their own plans to show how they support the priorities and themes of the city-wide Plan. Regular reviews of progress will inform reporting to local Area Committees (see below).

In addition, lead performance management officers will meet regularly through a children's services performance board to bring together and monitor performance data and refer information to other groups where necessary.

Democratic Involvement: The local authority's locally elected Councillors have a key role to play in scrutinising, monitoring and supporting the delivery of the Children and Young People's Plan.

- The Executive Member for Children's Services has overall political accountability for the Plan's delivery and will receive regular information through both the Director of Children's Services and in the role of Chair of the Children Leeds Partnership.
- The Full Council must approve the Children and Young People's Plan before it is submitted to government.

- The Council's Executive Board, as well as making key decisions that support delivery of the Plan's priorities, will receive timely updates on overall progress and specific details relating to key, new national legislation and the outcomes of performance inspections.
- The Council's Children's Services Scrutiny Board will continue its well-established process of receiving quarterly performance information that includes an update on work across the children's trust arrangements and specific focus on each of the short-term priorities from the Plan in turn. The Board will also continue conducting more detailed reviews that support service improvement.
- The Corporate Governance and Audit Committee will receive details of key inspections and external audits of children's services and help to monitor Action Plans in response to this. It will be kept informed of developments with implications for local governance arrangements.
- Finally, the Council's 10 Area Committees will support delivery of the Plan locally through regular localised performance information focussing on priorities with a particular relevance to the local area. The role of a Children's Member Champion on each Committee will be developed to provide an advocacy role for considering children and young people across various local issues. A 'corporate carer' representative from each Area Committee makes up the city-wide Corporate Carers Group that focuses specifically on outcomes for looked after children.

Taken together, these processes ensure a range of elected member involvement in helping ensure the Plan delivers improved outcomes across the city.

External Inspection: Leeds has learnt significantly from both the Joint Area Review and Annual Performance Assessment inspections carried out in recent years, as well as the more service-specific inspections relating to early years, schools and colleges, social care services and Youth Offending, amongst others. The new Ofsted Inspection Framework as part of the Comprehensive Area Assessment will focus closer scrutiny specifically on safeguarding and looked after children's services. Leeds will develop a framework to learn from, report on and respond to the various external inspections across children's services and use this to inform performance monitoring and future reviews of the Children and Young People's Plan.

Resource Management and Commissioning

Implementing this plan will require the joint effort and resources of all local partners. This will require all local partners to work together to target their resources more effectively on our shared priorities, and to work together to commission services.

Once this plan is confirmed in Spring/Summer 2009, the Integrated Strategic Commissioning Board will lead on a programme to better focus all partners' resourcing and commissioning plans on the priorities and ambitions set out in this plan. This will be developed through budget and commissioning plans to be confirmed in Autumn/Winter 2009.

Within the context of an extremely tight financial settlement (Comprehensive Spending Review 2007), enabling improved outcomes for Children and Young People depend significantly on the effective management of our resources. Each year we will invest

significant resources into services that support Children, Young People and Families and over the length of this plan, our strategy is to clearly align these resources to our agreed priorities and to bring together budgets and other resources in an integrated and transparent way.

Our medium-term financial strategy recognises the need to continue to invest resources into preventative services and targeted early intervention whilst also prioritising investment into safeguarding.

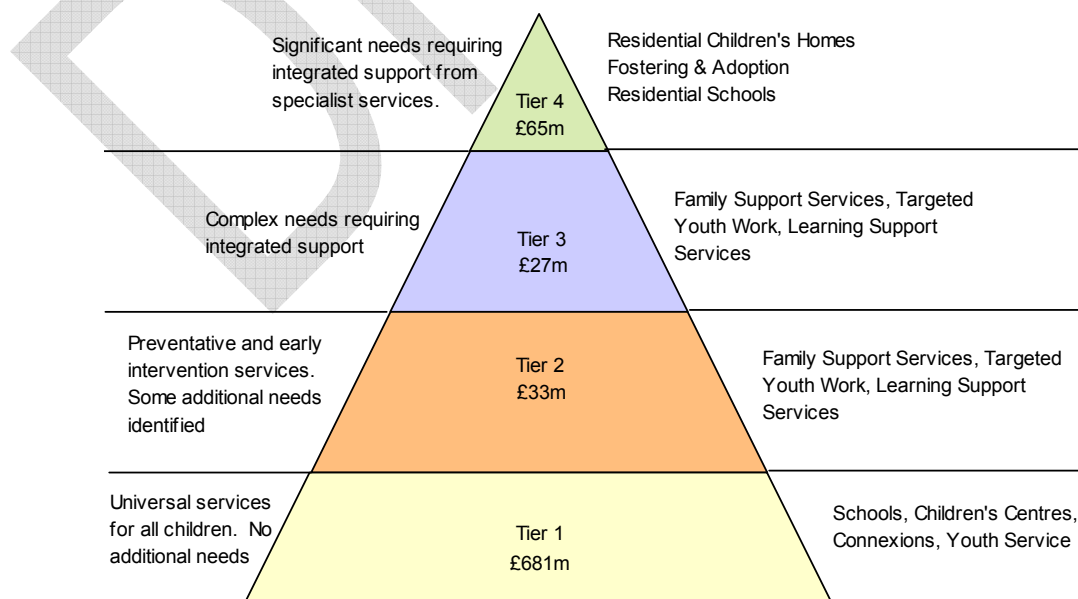
Also, through our devolved budgetary strategy we will further align operational and financial decision-making and accountability at the most practical level. We will empower front-line staff by streamlining bureaucracy and re-aligning resources to the front line.

Our Resources

A total budget of £950m is available in 2009/10 to resource the priorities set out in this plan. The total revenue budget spend (2009/10 budgets) broken down across the five Every Child Matters outcomes is;

Be Healthy	Stay Safe	Enjoy and Achieve	Making a Positive Contribution	Economic Well Being	Total
£184m (19.37%)	£70m (7.32%)	£655m (68.99%)	£23m (2.42%)	£18m (1.90%)	£950m (100%)

The summary analysis below shows how the spending is allocated between universal, targeted specialist services. The aim is to increase the proportion of early intervention and targeted preventative services and decrease the proportion of spend in the integrated specialist services.



How We Manage Our Resources

At present, the budget processes for the Council and partner agencies operate relatively independently with each organisation prioritising and aligning resources to the priorities in this plan. Our intention, through the Integrated Strategic Commissioning Board, is to integrate as far as possible these budget processes and to use statutory powers (e.g. Section 75 of the NHS Act 2006) and other non-statutory flexibilities (aligned budgets) to develop jointly-funded pooled budgets.

Our budget planning and monitoring incorporates comparative information (e.g. Section 52 children's services budget analysis and information from benchmarking clubs) to challenge value for money and to identify areas of relative high/low resourcing. We also use Performance Data, Risk Assessments and Impact Assessments to inform how resources should be prioritised.

The key working hypotheses that underpinned our financial strategy are that;

- Through exploration of the further implementation of integrated, locality based services we can increase value for money and create efficiencies.
- Through close integration and rationalisation of back-office, support functions and management we can reduce cost, improve service quality and redirect resources to front-line service provision.
- By further targeting the resources invested in preventative services and early intervention we can reduce the need for children and young people to become looked after.
- Through implementing the Commissioning Strategy and contracting arrangements we can work with in-house and external providers to create efficiencies whilst improving service provision.

Our Key Resources Priorities for 2009/10

- Develop an integrated financial strategy across relevant partners based on the agreed priorities in this plan.
- Further develop the integration of performance and value for money information into financial reporting and embed our financial benchmarking with other organisations.
- Develop integrated processes to manage external funding and integrate with base budgets.
- Provide financial reports to the Integrated Strategic Commissioning Board monitoring spend against budgets.
- Further align resources and budgets (including external and grant funding).
- Further develop procurement processes and contracting to ensure value for money for bought-in services.

Our Key Resources Priorities for 2009/14

- Develop and implement jointly-funded pooled budgets where appropriate.
- Continue to prioritise resources into prevention and early intervention.
- Align Financial and Budget Management to support the developing Commissioning Strategy.
- Further develop governance and control systems to support our Children's Trust.

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Further Information

Appendix A – Targets

This Appendix provides details of the key targets for improving outcomes for children and young people in Leeds. These include:

- Top 10 targets – based around our priorities
- Leeds Strategic Plan/Local Area Agreement targets
- Other key local targets

Appendix B – Action Plans

This appendix sets out the key actions and targets for the next two years for each of the priorities, plus additional action plans for Safeguarding, Integrated Working and Transforming Social Care

Appendix C – Review of the 2006 CYPP Priorities

Appendix D - Glossary

[This will be added once consultation is complete and the final draft is approved and published]

Appendix E - Our promises to Children, Young People and Families

We have made a number of promises to Children, Young People and Families in Leeds details of these can be found through the links in Appendix E.

Appendix F – Linked Documents – Key Strategies and Needs Analysis

Key Strategies

The action plans in Appendix B only include the most significant actions for our ten shared priorities over the next two years. More information and detail on our wider work can be found in Appendix F which provides links to a range of documents which set out the broader agenda and work of children's services in Leeds

Needs Analysis

Extensive work is undertaken by children's services and their partners to analyse need, outcomes and service performance. In addition valuable information is provided through feedback from inspectors and central government. The links which can be found in Appendix F provide more information on the key elements of needs analysis that have underpinned this plan.

APPENDIX A – TARGETS

The targets in this section are not finalised and are subject to change as part of ongoing budget and service planning and the wider refresh of the Leeds Strategic Plan

Priority Measures

Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving Outcomes for Looked After Children	Increase KS2 to 4 Contextual Value Added scores for looked after children (percentage point difference between estimated and actual performance for 5 A* -C)	- 9.1 percentage points (07/08 ac yr)	**	**	- 6.8 percentage points (08/09 ac yr)	- 5.4 percentage points (09/10 ac yr)
	Persistent absence rate for looked after children in secondary schools	16.2% (07/08 ac yr)	**	**	15.8% (08/09 ac yr)	12.9% (09/10 ac yr)
	Reduce fixed term exclusions from school for looked after children	429.1 per 1,000 pupils	**	**	310 per 1,000 pupils	190 per 1,000 pupils
	Reduce permanent exclusions from school for looked after children	1 exclusion	**	**	0 exclusions	0 exclusions
	NI 99* (DCSF) -Looked after children reaching level 4 in English at KS2	44.8% (07/08 ac yr provisional)	**	**	56.0% (08/09 ac yr) 36 looked after children ⁶	44.4% (09/10 ac yr) 20 looked after children
	NI 100* (DCSF)- Looked after children reaching level 4 in maths at KS 2	42.6% (07/08 ac yr provisional)	**	**	56.0% (08/09 ac yr) 36 looked after children	46.7% (09/10 ac yr) 21 looked after children
	NI 101* (DCSF) - Looked after children achieving 5 A* - C GCSEs or equivalent) at KS4 (including maths and English)	4.0% (07/08 ac yr provisional)	**	**	17% (08/09 ac yr) 17 looked after children	23.9% (09/10 ac yr) 22 looked after children
	NI 61- Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	81.4% = 48/59 (07/08)	70% (2007/08)	76% (07/08)	85%	90%
	NI 63* (PA) - Stability of placements of looked after children: length of placement	70.5% = 389/552 (07/08)	65.7% (07/08)	66.5% (07/08)	75%	80%
	NI 66* (PA)- Looked after children cases which were reviewed within required timescale	66.3% = 856/1291 (07/08)	95% (07/08)	90% (07/08)	90%	95%
	Percentage of looked after children who participated in their review	81.1% = 870/1073 (07/08)	94% (07/08)	91% (07/08)	95%	TBD
	Percentage of looked after children with up to date health needs assessment	83.1% Sept = 884/1063 (2008 ac yr)	90% (07/08)	84% (07/08)	90%	TBD

⁶ This target is lower for 2010 than for 2009 because the number of pupils in the cohort is very small (only 45 children for 2010, so the difference of each child's estimate affects the aggregate target by more than 2 percentage points. The cohort size varies each year; the 2009 target was set on the basis of 64 children in the cohort. Comment also applies to NI 100.

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
	Percentage of looked after children with an up to date dental check	79% = 840/1063 (2008 ac yr)	84% (07/08)	86% (07/08)	90%	TBD
Improving attendance and reducing persistent absence from school	NI 87 ^{7*} (DCSF) - Secondary school 'Persistent Absence' rate (>20% absence)	7.9% (07/08 ac yr)	5.7% (07/08 ac yr)	5.6% (07/08 ac yr)	7.7% (08/09 ac yr) 125 fewer pupils than baseline	6.3%.(09/10 ac yr) 692 fewer pupils than baseline
	Overall attendance in secondary schools	91.7% (07/08 ac yr)			92.5% (08/09 ac yr) 50,000 extra school days from baseline, 1.25 per pupil	92.9% to be confirmed (09/10 ac yr) 75,000 extra school days from baseline, 1.25 per pupil
Improving early learning and primary outcomes in deprived areas	NI 92 ^{8*} (DCSF)- The gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and their peers (also in the basket of poverty indicators)	39.7% (07/08 ac yr)	34% (07/08 ac yr)	35.6% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/10 ac yr)
	NI 76 ⁹ - Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and maths at KS2	28 Schools (07/08 ac yr)	Not applicable	Not applicable	11 (08/09 ac yr)	15 (09/10 ac yr)
	NI 102a ¹⁰ - The proportion of children eligible for Free School Meals achieving Level 4 in English and maths at KS2 (also in the basket of poverty indicators)	24.6 percentage points KS2 (07/08 ac yr) (provisional)	**	**	24.0 percentage points KS2 (08/09 ac yr)	22.8 percentage points KS2 (09/10 ac yr)
	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at KS2	28 (07/08 ac yr)	**	**	11(08/09 ac yr)	15 (09/10 ac yr)
	Gap between the proportion of children eligible for Free School Meals achieving Level 4 in English and maths at KS2 and their peers	24.6 percentage points (07/08 ac yr)	**	**	24 percentage points (08/09 ac yr)	22.8 percentage points (09/10 ac yr) ¹¹
Providing places to go, things to do	Number of Breezecard holders	104,000	***	***	116,000	128,000
	Number of positive activities in which Breezecard holders participate	69,991	***	***	400,000	500,000
	Number of children and young people involved in positive activities through the Targeted Activity Programme (TAP)	TBD by 1/05/09	***	***	TBD by 1/05/09	TBD by 1/05/09

⁷ Persistent absence is calculated as a percentage of enrolments not pupils – i.e. pupils count more than once in the denominator if they change schools in the same academic year.

⁸ PI measures the gap in scores between groups of children, not numbers of children achieving a certain level therefore the percentage result cannot be converted into a number of children.

⁹ This indicator involves a count of schools.

¹⁰ PI measures the gap in scores between groups of children, not numbers on individual children achieving a certain level.

¹¹ Equates to an additional 117 FSM entitled children achieving level 4 from baseline

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families; ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
	NI 110* ¹² (PA) Young people's participation in positive activities	65.9%	67.3% (07/08)	69.5% (national median) (07/08)	70% by 2011	70% by 2011
Raising the proportion of young people in education or work	NI 117*(LAA) - The proportion of young people aged 16-18 Not in Education, Employment or Training (also in the basket of poverty indicators)	9.1% = approx 2000 young people (Nov. Dec and Jan 06/07 sample)	**	**	7.8%	6.8%
	NI 45 - Young offenders' engagement in suitable education, employment or training	68.2% =1,209 young people (07/08)	**	**	TBD ¹³	78.0%
	N 179* (LAA) -Achievement of a level 2 qualification by the age of 19	65% (06/07 ac yr)	**	**	71.8% (08/09 ac yr) 594 more young people than baseline	75.2% (09/10 ac yr) 1134 more young people than baseline
	NI 80* (PA) - Achievement of Level 3 qualifications by the age of 19	41% (06/07 ac yr)	**	**	47% (08/09 ac year) 530 more young people than baseline	49% (09/10 ac yr) 862 more young people than baseline
Reducing Child Poverty	NI 116 - Proportion of children in poverty ¹⁴	See footnote	See footnote	See footnote	See footnote	See footnote
	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	**	**	29.2%	28.4%
	NI 187a - Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	7.90% (07/08) (SAP<35)	**	**	5.85%	4.89%
	NI 187b - Tackling fuel poverty - % of people receiving income based benefits living in homes with high energy efficiency rating	34.59% (07/08) (SAP>=65)	**	**	38.12%	38.85%
	LSP-TP1E- Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6,700 (Jan - Dec 2007)	***	***	3,500	3,000
	NI 102b) ¹⁵ - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	32.7 percentage points KS4 (07/08 ac yr)	**	**	28 percentage points (08/09 ac yr)	24 percentage points (09/10 ac yr)

¹² NI 110, 69, and 57 - this indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey

¹³ The Youth Justice Board required the Youth Offending Service to set a target for 2010/11. An interim target for 09/10 has yet to be agreed.

¹⁴ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission.

¹⁵ NI 102b this PI measures the gap in scores between groups of children, not numbers of children achieving a certain level

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families; ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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Priority	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
		(provisional)				
	NI 118 – Take up of formal childcare by low-income working families	19.0% (2005/06)	**	**	TBD once 08/09 data available	TBD once 08/09 data available
	Additional Benefits Uptake	£9.76M additional take up in 07/8	***	***	£10.5M	TBD
	NI 158- Percentage of non decent council homes	22.8%	**	**	10%	5%
Reducing teenage conception	NI 112 - Under 18 conception rate (in the six wards with highest rates) (also in the basket of poverty indicators)	50.4 (1998) = 641 women 48.1 (2007)	49 (2007)	41.7 (2007)	42.7	TBD.
Reducing the need for children to be in care	LSP-HWb(i)* (PA) - Number of Looked After Children per 10,000 population of young people	83.8	***	***	67.5	59.3
Strengthening safeguarding	NI 59 - The proportion of Initial Assessments undertaken with 7 days	76.6% (early data)	**	**	85%	87%
	OfSTED judgement on the quality of Leeds Fostering Service	Inadequate	**	**	Satisfactory	Good
	OfSTED judgement on the quality of Leeds Private Fostering	Inadequate	**	**	Satisfactory	Good
	The proportion of residential homes judged by OfSTED to be good or better	66%	**	**	100%	100%
Enabling Integrated working	NI 88 - Percentage of schools providing access to extended services	65% (Sep 2008)	**	**	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

Other Children's Services Indicators in LSP

Link to CYPP	Measure	Leeds Baseline	Comparative similar Areas data	National	Target for 2009/10	Target for 2010/11
Improving Outcomes for Looked After Children	NI 58 (PA) - Emotional and behavioural health of looked after children	New indicator for 08/09	**	**	TBD ¹⁶	TBD
	NI 148 (PA) - Care leavers in education, employment or training	70.8% = 85 /120 (07/08)	67.7% (07/08)	64.9% (07/08)	81.70%	86.80%
Improving early learning and primary outcomes in deprived areas	NI 72 (DCSF) – Early Years EYFS (Early Years Foundation Stage) – to increase achievement for all children age 5	47.2% (07/08 ac yr)	49% (07/08 ac yr)	49% (07/08 ac yr)	53% (08/09 ac yr) 613 more pupils than baseline	56% (09/10 ac yr) 856 more pupils than baseline
	NI 73 (DCSF) - Key stage 2 – to increase the proportion achieving level 4+ in both English and Maths	72% (07.08 ac yr)	**	73% (07/08 ac yr)	77% (08/09 ac yr) 329 more pupils than baseline	77% (09/10 ac yr) 304 more pupils than baseline ¹⁷
	NI 93 (DCSF) -Key stage 1-2 – to improve the proportion progressing 2 national curriculum levels in English	84.4% (07/08 ac yr provisional)	**	**	87% (08/09 ac yr) 128 more pupils than baseline	89% (09/10 ac yr) 258 more pupils than baseline
	NI 94 (DCSF) - Key stage 1-2 – to improve the proportion progressing 2 national curriculum levels in Maths	78.2% (07/08 ac yr provisional)	**	**	85% (08/09 ac yr) 465 more pupils than baseline	88% (09/10 ac yr) 674 more pupils than baseline
Places to go, things to do	NI 57* (LAA) – Children and young people's participation in sporting opportunities	74% (07/08 ac yr)	Not known	78% (07/08 ac yr)	Target not applicable in 08/09 ac yr ¹⁸	76% (09/10 ac yr) 2088 more pupils than baseline
Other	NI 69* (LAA) - Children who have experienced bullying	43.3% (07/08 ac yr)	48.9% (07/08 ac yr)	48.0% (07/08 ac yr)	No survey in 08/09 ac yr	38.7% (09/10 ac yr)
	NI 75 (DCSF - Key stage 4 – to increase proportion achieving 5 A* - C grades at GCSE and equivalent including GCSE English and Maths	46.4% (07/08 ac yr)	47.6% (07/08 ac yr)	47.6% (07/08 ac yr)	52.0% (08/09 ac yr) 392 more pupils than baseline	56.9% (09/10 ac yr) 772 more pupils than baseline

¹⁶ Target to be set once baseline results become available.

¹⁷ Smaller cohort than baseline year.

NI 110, 69, and 57 - this indicator is calculated from a sample. The sample size changes each year and we do not know how many children and young people will complete the survey

¹⁸ National indicator NI57 has been subject to significant national delays in agreeing a measurable definition. An interim measure was agreed in early 2009 arriving too late to set a target for 2009. There are potential risk associated with the difference between the original intent of the indicator and the more limited focus reflected in how it is now measured.

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families; ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYPP 2009-14 annual review.

*** Local indicator, no comparative data available

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NI 78 (LAA) - Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths	6 schools (07/08 ac yr)	Not appropriate for comparison	Not appropriate for comparison	2 schools (08/09 ac yr)	1 school (09/10 ac yr)
NI 88 (PA) - Percentage of schools providing access to extended services	65% (Sep 2008)	**	**	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools
NI 53a – Prevalence of breastfeeding at 6-8 weeks from birth	41% (08/09)	**	**	45.6%	50.6%
NI 53b – Coverage of breastfeeding at 6-8 weeks from birth	89% (08/09)	**	**	90.2%	95%

*LSP Indicators – (LAA) Local Area Agreement; (PA) Partnership Agreed; (DCSF) Department for Children, Schools and Families;
 ** DCSF and DCLG have not yet released comparative or national data. Comparative data will be included in the CYP 2009-14 annual review.

*** Local indicator, no comparative data available

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APPENDIX B – PRIORITY ACTION PLANS

Improving Outcomes

Priority 1 – Improving outcomes for Looked After Children

Introduction
<p>Improving the outcomes for Looked After Children has been highlighted as a key issue in recent evaluations and through the Joint Area Review. There has been significant additional investment committed by the PCT, via the Children Leeds Innovations Fund, and the secondment of an Education Leeds head teacher to the Leeds virtual school. This has added significant leadership and management capacity and has provided a champion for improvements in care, well-being and educational progress, and facilitated improvements in the rigour of information and data. The virtual school has raised expectations and developed a more strategic approach to improving outcomes. We are prioritising continued improvements in standards, attendance and behaviour. Rates of fixed-term exclusion are much higher for LAC, attendance declines with age from Year 8 until Year 11 when attendance rates fall to less than 82%. Young people are significantly underachieving at foundation stage, at ages 11, 14 and 16. Over 20 % of LAC are unemployed after year 11.</p>

Targets

Ref	Target	Baseline ¹⁹	09/10 ²⁰	10/11
	Education			
1	Increase Key Stage 2 to 4 Contextual Value Added scores for looked after children (% point difference between estimated and actual performance for 5 A*-C)	-9.1 percentage points (07/08 ac yr)	-6.8 percentage points (08/09 ac yr)	-5.4 percentage points (09/10 ac yr)
2	Persistent absence rate for looked after children in secondary schools	16.2% (07/08 ac yr)	15.8% (08/09 ac yr)	12.9% (09/10 ac yr)
3	Reduce exclusions from school for looked after children a) fixed term b) permanent	a) 429.1 per 1,000 pupils (07/08 ac yr) b) 1 exclusion (07/08 ac yr)	a) 310 per 1,000 pupils (08/09 ac yr) b) 0 exclusions (08/09 ac yr)	a) 190 per 1,000 pupils (09/10 ac yr) b) 0 exclusions (09/10 ac yr)
4	NI 99 -Looked after children reaching level 4 in English at Key Stage 2	44.8% (07/08 ac yr provisional)	56.0% (2008/09 ac yr)	44.4% (2009/10 ac yr) ²¹
Ref	Target	Baseline ²²	09/10 ²³	10/11

¹⁹ Based on 2007/08 academic year for OC2 cohort

²⁰ All provisional pending further discussion and agreement

²¹ The figure for this target is lower because comparative cohort sizes are lower

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5	NI100 - Looked after children reaching level 4 in maths at key stage 2	42.6% (07/08 ac yr provisional)	56.0% (2008/09 ac yr)	46.7% (2009/10 ac yr) ²⁴
6	NI101 - Looked after children achieving 5 A* - C GCSEs or equivalent) at key stage 4 (including maths and English)	4.0% (07/08 ac yr provisional)	17% (2008/09 ac r)	23.9% (2009/10 ac yr)
7	NI 148 - Care leavers in education, employment or training	70.8% (07/08)	81.70%	86.80%
Children and Young People's Social Care				
8	NI 63 - Stability of placements of looked after children: length of placement	70.5% (07/08)	75%	80%
9	NI 66 - Looked after children cases which were reviewed within required timescale	66.3% (07/08)	90%	95%
10	NI 61 -Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	81.4% (07/08)	85%	90%
11	Percentage of looked after children who participated in their review	81.1% (07/08)	95%	95%
Health				
12	Percentage of looked after children with up to date health needs assessment	72% Sept 07/08	90%	TBD ²⁵
13	Percentage of looked after children with an up to date dental check	78% Sept 07/08	90%	TBD ²⁶
14	NI 58 - Emotional and behavioural health of looked after children	New indicator for 08/09 ²⁷	TBD	TBD

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Work with individual designated teachers to regularly assess progress of individual Looked After Children against targets and address the key barriers to their further educational improvement.	Head teacher for the Extended School for Looked After Children	Bi-annual summary of progress against target and annual (Autumn) exam result analysis.	From Sept 2009
2	Provide a personalised intervention programme for Looked After Children which builds on existing successes (e.g. mentoring; AIO and	Head teacher for the Extended School for Looked After Children	Personalised intervention programme for Looked After Children in place.	April 2009

²² Based on 2007/08 academic year for OC2 cohort

²³ All provisional pending further discussion and agreement

²⁴ The figure for this target is lower because comparative cohort sizes are lower

²⁵ Targets to be set once 09/10 results available

²⁶ Targets to be set once 09/10 results available

²⁷ New national indicator. A baseline and targets will be set once the 2008/09 result becomes available

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	Connexions PA support; accredited holiday learning programmes; 1-to-1 tuition to looked after children; therapeutic support to child and carer using an MTFC model – see below)			
3	Build capacity to deliver quality outcomes for Looked After Children through a network of designated teachers with appropriate job descriptions and suitable professional development opportunities.	Head teacher for the Extended School for Looked After Children	Completed first round of individual needs assessment with designated teachers and planned CPD in partnership with ISPS.	Easter 2009
4	Review and remodel the social care workforce to create interdisciplinary teams dedicated to providing the best support for carers; and placement stability, progression to ETE and care leaving services to Looked After Children.	Chief Officer of CYPSC	Remodel the existing social care organisation to create a 'shadow structure' for specialist Looked After Children support.	2010-2011
6	Remodel CAMHS support for Looked After Children to provide a range of flexible interventions including the Multi-Treatment Foster Care (MTFC) model of support for children and young people facing the greatest challenges.	Head of CAMHS Commissioning	Utilise experience gained from the MST pilot to create a 'shadow structure' that includes MTFC teams(s).	2010-2011
7	Establish binding links between LILS and shadow structures in 2.1 and 2.2 to bring together the work of BESD and Inclusion specialist with that of the Looked After Children teams.	Deputy Director of Education Leeds	Phase the implementation of the Looked After Children Service shadow structure with the implementation of LILS strands 2 & 3.	2010-2011
8	Carry through the Placement Strategy and invest in specialist and intensively supported foster care placements. Remaining residential placements will be therapeutic and supported by multi-agency teams including educational and health professionals.	Head of Operations for C&YPSC	Clear implementation plan for the reduction of residential care placements and 'shadow structure' for the staffing and resourcing of the residential places that will remain	2010-2011
9	Remodel the fostering and residential services and link developments to the broader organisational change within social care so that social worker support for Looked After Children; fostering service support for carers and the work of residential workers is better integrated.	Head of Operations for C&YPSC	'Shadow' structure for Looked After Children support	2010-2011
10	Establish binding links between the expanded Looked After Children Health Team and the Looked After Children Support	Head teacher for the Extended School for Looked After Children	Remodel the existing social care organisation to create a 'shadow structure' for specialist Looked After	2010-2011

	Teams		Children support.	
11	Continue increased investment in Looked After Children Health Team.	Director of Commissioning and Planning for Children's and Maternity Services	See above	2010-2011
12	Share electronic information and data between social care and health professionals to ensure Looked After Children receive the service defined for them and carers are more closely involved in supporting their health and wellbeing.	CYPSC and PCT	See above	2010-2011

Priority 2 – Improving attendance and reducing persistent absence from school

Ref	Introduction
1	<p>Improving attendance is a key priority for the city because attendance in school is vital not just to ensure success in learning but also to reduce risk and ensure children and young people are in a safe, supportive environment. Poor attendance can be a key sign of disengagement and young people that are not in school are more likely to become involved in activities that put themselves or others at risk. For example, we know that a third of persistent absentees will eventually become young offenders. Whilst the city has made some important progress in recent years, and our strategy has been praised, attendance continues to be a significant challenge, particularly for some learners, schools and communities. In particular Leeds has relatively high rates of 'persistent absence' – those learners who miss over 20% of their education. Some learners – e.g. those eligible for Free School Meals or Looked After Children are more likely to become persistent absentees.</p>

Targets

Ref	Target	Baseline	09/10	10/11
1	Overall attendance in secondary schools	91.7% (2007/08 ac yr)	92.5% (2008/09 ac yr) 50,000 extra schools days from baseline, 1.25 per pupil	92.9% to be confirmed (2009/10 ac yr) 75,000 extra schools days from baseline, 1.25 per pupil
2	NI 87- Persistent absence in secondary schools	7.9% (2007/08 ac yr)	7.7% (2008/09 ac yr) 125 fewer pupils from baseline	6.3% (2009/10 ac yr) 692 fewer pupils from baseline

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Agree and implement a citywide Children's Services Attendance Strategy and related action plans	Director of Integrated Children's Services	a) Plan agreed b) Good progress with implementation	a) September 2009 b) March 2010
2	Secure commitment and engagement of other services in implementation of Children's Services Attendance Strategy	Director of Integrated Children's Services	Partnership engagement secured including identification of attendance champions in each service	December 2009
3	Agree Integrated Youth Support Service's contribution to the Children's Services Attendance Strategy and develop more holistic tailored support for young people at risk in partnership with the Attendance Strategy Team	Director of Integrated Children's Services	Publication of new strategy highlights an integrated approach	September 2009
4	Provide support and challenge to targeted schools with high rates of persistent absence	Director of Integrated Children's Services	Schools meet their agreed targets.	March 2010 (end of academic year 09/10)
5	To build on the success of Attendance Champions Initiatives: <ul style="list-style-type: none"> Re-engage with the Rhino's (secondary) through the SpEEd framework Reach for the Stars (primary focus). 	Director of Integrated Children's Services	a) To secure funding for continuation and extension for successful initiatives. b) Attendance Champions initiatives in place and operating for 2009-10 academic year	a) June 2009 b) September 2009
6	Target support, monitoring, challenge and intervention to groups of vulnerable pupils who are over-represented in the persistent absence cohorts or at risk of becoming Children Missing Education	Director of Integrated Children's Services	a) Evaluate impact of targeted support b) Review CME strategy c) Track number of CME cases resolved.	a) Termly b) March 2010 c) March 2010
7	Improve availability and use of attendance data by partners at both city and local levels	Director of Integrated Children's Services	Establish expectations for 2009-10 academic year	September 2009
8	Produce publicity materials to promote the benefits of good attendance to schools, parents, pupils and other agencies through a variety of media	Director of Integrated Children's Services	Publications Available	October 2009

9	Develop more targeted and tailored curricula options for learners at risk of persistent absence	Director of Integrated Children's Services	Evaluation of existing projects	September 2009
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Priority 3 – Improving early learning and primary outcomes in deprived areas

Ref	Introduction
1	<p>Raising the achievement of all children in the Early Years Foundation Stage will give them the best start in their learning. We know that an achievement gap opens before a child is two for children from disadvantaged localities and families living in poverty. Focusing our work to narrow the gap between the highest and lowest achieving young learners will support their later attainment in school and long term economic wellbeing and inclusion.</p> <p>Similarly, primary school is a vital stage of a child's learning. We know that children who leave primary school without the required skills and knowledge are at much greater risk of discouragement, disengagement, and poor outcomes in secondary school and later life. Whilst primary schools in Leeds are generally good and outcomes in line with the national average, improvement has been limited in recent years so there is a need for renewed focus, particularly for those schools in more deprived areas that face particular challenges.</p>

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 92 -Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.7 % points (2007/08 ac yr)	30 % points (2008/09 ac yr)	31.35 % points (2009/10 ac yr)
2	The number of schools where less than 55% of pupils achieve Level 4 in English and maths at Key Stage 2	28 (2007/08 ac yr)	11 (2008/09 ac yr)	15 (2009/10 ac yr)
3	Gap between the children eligible for Free School Meals achieving Level 4 in English and maths at Key Stage 2 and their peers	24.6%pts (2007/08 ac yr)	24%pts (2008/09 ac yr)	22.8%pts (2009/10 ac yr) Equates to an additional 117 FSM entitled children achieving level 4 from baseline

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Establish an Early Years Outcome Duty Board	Director of School Improvement	Project Brief and Action Plan in place	Established
2	Recruit five Early Years Consultants	Chief Officer for Early Years and IYSS	Consultants in post	June – Sept 2009
3	Develop focused learning programmes in schools in localities of greatest disadvantage or not meeting EYFS targets	Director of School Improvement	Planned programme of interventions offered	Establish October 2009 for delivery over 2009-10 academic year
4	Embed robust Foundation Stage moderation and support to schools experiencing difficulties with the assessment of young learners	Director of School Improvement	Moderation to all schools with no or low numbers of children making good progress	April – May 2009
5	Deliver the two year old pilot	Chief Officer for Early Years and IYSS	750 two year olds at risk of social exclusion accessing free early learning	March 2010
6	Implement a range of BME focused learning programmes	Director of School Improvement	BME cohorts meet their individual and group targets.	Academic year 2009-10
7	Improve the quality of school buildings through the Primary Capital Programme	Director of School Improvement	All programmes on track.	March 2010
8	Implement the Primary Leadership Programme	Director of School Improvement	All primary schools inspected by OfSTED show satisfactory leadership with 70% having good or better good leadership	Academic year 2009-10
9	Improve support for vulnerable pupils and families through the mentoring and STEPS programmes.	Director of School Improvement	Targets for mentoring and STEPs programmes met.	March 2010
10	Improve support for vulnerable schools through the Intensive Support Programme (ISP) and stronger peer partnerships between schools	Director of School Improvement	ISP schools all meet school level targets.	Academic year 2009-10

Priority 4 – Providing places to go and things to do

Introduction

Young people consulted about the CYPP identified this as the number one priority. Delivery is underpinned by the Breeze Card and by multi agency commitments. The Breeze Youth Promise is in place for April 2009 as a platform for addressing this priority.

Targets

Ref	Target	Baseline	09/10	10/11
1	Number of Breeze Card holders	104,000	116,000	128,000
2	Number of positive activities in which Breeze Card holders participate	69,991	400,000	500,000
3	Number of children and young people involved in positive activities through the Targeted Activity Programme (TAP)	TBD by 1/05/09	TBD by 1/05/09	TBD by 1/05/09
4	NI 110 - Young people's participation in positive activities	65.9%	70% by 2011	70% by 2011
5	NI 57 -Children and young people's participation in sporting opportunities	74% (07/08 ac yr)	Target not applicable in 08/09 ac yr ²⁸	76% (09/10 ac yr)

Actions

Ref	Action	Lead Officer	Milestone	Timescale
1	To monitor and improve access to positive activities by promoting the delivery of Breeze events to areas with little provision and low Breeze Card take-up.	Out of School Activities Manager		Autumn 2009 and yearly increase
2	To increase access to the arts and culture for all young people	Chief Officer Libraries Arts and Heritage		May 2009
3	To increase the availability and take-up of positive activity opportunities at the weekend across the city.	Principal Youth Officer	Establishment and operation of the "Friday Night" initiative. Inclusion of Friday night youth work provision within Youth Service programmes Continuation of the Bang Bang Project	March 2010

²⁸ National indicator NI57 has been set subject to significant national delays in agreeing a measurable definition. An interim measure was agreed in early 2009 arriving too late to set a target for 2009. There are potential risk associated with the difference between the original intent of the indicator and the more limited focus reflected in how it is now measured.

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4	To develop a bespoke arts space for young people in the centre of Leeds to be available 7 days a week	Chief Officer Libraries Arts and Heritage – to be confirmed		Partially open by Nov 2009. Fully open Nov 2011
5	To increase the number of PAYP and PAYP PLUS targeted projects delivering in geographic hot spots to reduce the negative impact of gang culture and improve weapons awareness.	Out of School Activities Manager		April 2010
6	To develop and broaden the information presented on the Breeze Web Site to make it more attractive and engaging to young people.	Development and Communications Officer, Breeze		May 2009
7	To form a Sports Partnership to promote physical activity and offer a city wide delivery of sports based accredited learning.	Out of School Activities Manager		Sept 2009
8	To develop 22 outdoor play areas across the city	Chief Officer Early Years and IYSS	11 play areas developed A further 11 play areas developed	April 2010 April 2011
9	To develop a state of the art Youth Hub Centre in South Leeds and continue to develop the Youth Hub Centre Strategy.	Head of IYSS	Project management arrangements operating during 2009/10 Proposals for a city centre hub centre in conjunction with other agencies	South Leeds Centre fully open by Nov 2010 and others by March 2014
10	To increase access and take-up of positive activities in areas with fewer resources by increasing mobile provision.	Principle Youth Officer	Introduction of five new mobile units to add to existing units	Spring 2009

Priority 5 – Raising the proportion of young people in education or work

Ref	Introduction
1	This priority is critical to maximising the ability of young people to achieve independent economic well-being and by doing so support the city's overall economic performance.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI117 - The proportion of young people aged 16 – 18 not in education, employment or training	9.1%	7.8%	6.8%
2	NI 45 – Young offenders engagement in suitable education, employment or training	68.2% 1,209 young people (07/08 ac yr)	TBD ²⁹	78.0%

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	To establish a new, top quality, Connexions Centre in the City Centre with extended opening hours including Saturdays. Ensure young people are able to access holistic, multi-agency support to remove barriers to engagement in EET.	Head of IYSS	1) Extended hours at current Connexions Centre 2) Partnerships established 3) New premises identified 4) New centre established	July 2009 Sept 2009 Oct 2009 April 2010
2	Work with the FE Colleges to set up flexible start, full-time education provision for young people, based on information from Connexions around the occupational preferences of young people who are NEET.	Operations Manager, Prospects	1) Initial pilots of courses starting March – May 2009 2) Evaluate programmes and identify good practice in getting young people on courses 3) Identify future opportunities for flexible start dates 4) Plan programme for 2009/10	May 2009 June 2009 Oct 2009 Oct 2009
3	To review the Connexions age range of 13-19. Through the Connexions service undertake pilot activity during Key Stage 3 to ensure young people are	IYSS Manager	1) Include this requirement in new contracts for 1/1/10 2) Plan programme of activity on a wedge basis	Jan 2010

²⁹ The Youth Justice Board required the Youth Offending Service to set a target for 2010/11. An interim target for 09/10 has yet to be agreed.

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	on the correct pathway age 14-19		from January 2010 and identify good practice in getting young people on Courses	
4	To commission additional targeted NEET activity programmes through LSC/ESF funding. Ensure programmes have clear progression routes in to mainstream learning opportunities.	Targeted Youth Support Manager	1) Agree priorities for future rounds of commissioning 2) Carry out commissioning process 3) Work being full delivered by providers	May 2009 Aug 2009 Dec 2009
5	To commission targeted Connexions support to the most vulnerable young people on a wedge basis, including Connexions mobile units. Ensuring services are delivered to engage young people in EET and support them to remain in EET.	IYSS Manager	1) Review current provision 2) Multi-agency consultation to inform specifications 3) Provision out to tender 4) New services established	Jan 2010
6	To review the ethnic and geographical make-up of the NEET cohort. Establish if there are geographic areas of the authority or communities where aspiration raising work needs to take place with families and the community.	IYSS Manager	1) Management information produced from CCIS 2) Needs analysis conducted based on data 3) Report produced with recommendations for service delivery	June 2009 Aug 2009 Sept 2009
7	To ensure the national IAG quality standards are met by all IAG providers, including learning providers, across the authority. Ensure all young people receive impartial IAG to help them find appropriate learning opportunities, with enhanced support to the most vulnerable groups of young people.	IYSS Manager	1) Establish IAG Steering Group 2) System for assessment of providers in place 3) Audit of IAG completed 4) Action plans in place to improve IAG	June 2009 Sept 2009 March 2011 March 2011
8	To review holistic Personal Adviser support available to identified groups of young people who are most at risk of becoming NEET. These groups will include: Young Carers; young people who are looked after; young people with LDD; teenage mothers; teenage fathers; young offenders; persistent absentees; young people excluded from school.	IYSS Manager	1) Management information from CCIS 2) Needs analysis conducted based on data 3) Revised programme of support in place 4) PA training delivered 5) Measures in place to assess impact of PA support by determining 'distance travelled'	Jan 2010 Jan 2010 March 2010 April 2010 April 2010
9	To ensure that the 5 Confederations established in the authority have targets around reducing the number of	Head of 14-19 Strategy	1) Confederations established 2) Priorities for confederations identified	Jan 2010

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	young people NEET and clear plans to address issues, in partnership with Connexions providers. Ensure links to IYSS and TYS developments on a wedge basis.		3) Action plans in place	
10	To ensure curriculum reform, particularly the development of the Foundation Learning Tier, in Leeds means that all young people are offered an appropriate learning pathway, with progression pathway, age 14-19. Ensuring that provision is influenced by learner voice.	Head of 14-19 Strategy	<ul style="list-style-type: none"> 1) Coherent plan for the phased implementation of new diploma lines/ functional skills/ foundation learning tier produced 2) Successful implementation of five new Diploma lines in September 09 3) Young people's views reflected in 14-19 Plan 4) Young people consulted across all 14-19 projects, initiatives and planning 	Sept 2010

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Priority 6 – Reducing child poverty

Ref	Introduction
1	Reducing the number of children in poverty is a strategic outcome in Leeds Strategic Plan. We know that poverty is the root of most poor outcomes for children and blights the lives of too many children in Leeds. Poverty lies behind the common factors for poor outcomes and must be addressed if we are to narrow the gap between the most and least advantaged children, young people and families.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 116 - Proportion of children in poverty ³⁰			
2	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	29.2%	28.4%
3	NI 187a - Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	7.90% (2007/08) (SAP<35)	5.85%	4.89%
4	NI 187b - Tackling fuel poverty - % of people receiving income based benefits living in homes with high energy efficiency rating	34.59% (2007/08) (SAP>=65)	38.12%	38.85%
5	LSP-TP1E - Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6,700 (Jan - Dec 2007)	3,500	3,000
6	NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.7% (07/08 ac yr)	30% (08/09 ac yr)	31.35% (09/ 10 ac yr)
7	NI 102A - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	KS2: 25.6 percentage points	24.0 percentage points (08/09 ac yr)	22.8 percentage points (09/10 ac yr)
8	NI 102B - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	KS4:32.7 percentage points	28.0 percentage points (08/09 ac yr)	24.8 percentage points (09/10 ac yr)
9	NI 112 – Under 18 conception rate (in the six wards with the highest rates)	50.4 (1998) = 641 women 48.1 (2007)	42.7	TBD
10	NI 118 - Take up of formal childcare by low-income working families	19.0% (2005/06)	TBC	TBC
11	Additional Benefits Uptake	£9.76M additional benefit take-up in 2007/8	£10.5M	TBC
12	NI 117 - 16 - 18 year olds who are not in education training or employment (NEET)	9.1% (Average of Nov, Dec, Jan 06/07 sample)	7.8%	6.80%

³⁰ Technical definition revised (Mar 09) to include low income working families as well as families on out of work benefits. Hub timetable doesn't give a date for this information to be made available - query raised with the Audit Commission.

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13	NI 158 - % non decent council homes	22.8%	10%	5%
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Actions

Ref	Action	Lead Officer	Milestones	Timescales
1	Establish a Child Poverty Strategic Outcome Group and use project management tools to drive an agreed action plan	Chief Officer for Early Years and IYSS	Board established Project brief approved	April 2009
2	Design an integrated service continuum across all partners including services to families from all LCC directorates and across levels of need	Chief Officer for Early Years and IYSS	Service response elements of LNSR completed	April 2010
3	Embed the Common Assessment Framework across children's services	Chief Officer for Early Years and IYSS	CAF as first part of assessment	Nov 2009
4	Identify a model across all elements of tackling child poverty for case working/ lead professional to personalise service responses	Chief Officer for Early Years and IYSS	Case working- teams around the child or family- in place across all services	April 2010
5	Increase budget holding to case workers and lead professional to remove the barriers to economic well-being	Chief Officer for Early Years and IYSS	Access to the Early Intervention Fund and other budget holding funds for all lead professionals and case workers	Jan 2010
6	Align the work of outreach workers to ensure that joint training and quality information delivers a seamless service	Chief Officer for Early Years and IYSS	Joint training, integrated working and information sharing is in place in all outreach teams across all wedges.	April 2010
7	Complete the Directory of Family Support Services	Chief Officer for Early Years and IYSS	A single database provides high quality information for children, young people, families and practitioners	Nov 2009
8	Deliver the East Leeds Financial Inclusion pilot	Senior Policy and Information Officer, Economic Policy Team	Financial advice including debt counselling and advocacy available through universal services in areas of significant disadvantage which are delivered in a co-ordinated way.	April 2010
9	Deliver the Tackling Worklessness pilot in the four localities identified	Head of Regeneration Policy and Planning	Appoint project staff and identify participants Construct evaluation framework to identify benefits	

			Monitor and support implementation through EASEL	
10	Increase targeted access to STEPS programme for parents	Head of Extended Services	STEPS available for those families that require it	Sept 09

Priority 7 – Reducing teenage conception

Ref	Introduction
1	Evidence clearly shows that having children at a young age can damage young women's health and wellbeing and severely limit their education and career prospects. Long term studies show that children born to teenagers are more likely to experience a range of negative outcomes in later life and are up to three times more likely to become a teenage parent themselves. Priority actions will focus on recognising the interdependencies between teenage pregnancy and improving other outcomes for children and young people; providing young people with the means to avoid early pregnancy; tackling the underlying circumstances that motivate young people to want to, or lead them passively to become parents at a young age; working in effective partnerships to ensure universal provision for all young people with strengthened delivery and services to those most at risk; and acknowledging that effective interventions require significant time to deliver sustainable change.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 112 – Under 18 conception rate (in the six wards with the highest rates)	50.4 (1998)	42.7	22.7 ³¹

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Further increase senior local sponsorship and engagement of all key partners	Director of Commissioning & Planning for Children's & Maternity Services	a) Embedding of strategy in service plans b) Locality leadership teams in place in priority wards c) Joint commissioning plans in place	Oct 09 Oct 09 Oct 09
2	Improving performance management, specifically data quality, information sharing and performance reporting within each organisation and across the partnership.	Performance Manager - Children's and Maternity Services	a) Performance dashboard and monitoring in place	Oct 09

³¹ This is the target given to the Council by Government Office. The most recently available data (based on 2007) shows a rate of 48.1 teenage pregnancies per 1000. Due to the time lag in producing data results for 2010 will not be available until 2012. The 09/10 target appears to be very challenging and is currently being renegotiated with Government Office.

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3	Further implementation of communication and social marketing	Marketing Manager – Education Leeds	a) Media campaigns in place b) Social marketing within priority wards	March 10 March 10
4	Increased provision of young people focused contraception and sexual health services	NHS Leeds	a) Increased provision in schools and FE b) Service map complete c) Interagency service pathway complete	March 10 June 09 March 10
5	Ensure strong delivery of sex and relationship education (SRE) and personal, social and health education (PSHE) both in schools and out-of-school settings	Education Leeds	a) Increased provision in priority schools b) Health input embedded into YTS	March 10 March 10
6	Targeted work with at risk groups of young people, in particular the six hot spot wards, looked after children and care leavers	Development Worker Sexual Health – Children and Young People's Social Care Teenage Pregnancy Co-ordinator – Education Leeds	a) Locality teams and champions in place b) Local services planned and commissioned	June 09 March 10
7	Put in place effective workforce training on sex and relationship issues	Education Leeds	a) Review of current training and effectiveness b) Improved training in place c) Consistent skills in children's workforce	March 09 June 10 Oct 10
8	Increase work with parents and carers to increase their confidence in talking about sex and relationships	Early Years, NHS Leeds, Education Leeds	a) Rollout of SpeakEasy programme in priority areas b) Incorporated in STEPS programme	June 09 Oct 09
9	Increase support to teenage parents	NHS Leeds, LTHT, Education Leeds, Early Years	a) Specialist Learning mentors in Children's Centres b) HV and MW in Children's Centres c) FNP programme operational d) Care pathways in place	March 09 June 09 April 09 Oct 09
10	Ensure a well resourced Youth Service, with a clear remit to tackle big issues, such as teenage pregnancy and young people's sexual health	Youth Service	TYS in place	Oct 09

Priority 8 – Reducing the need for children to be in care

Ref	Introduction
1	High quality universal services, integrated at the frontline, represent the best preventative strategy. We know that prevention is cost effective and provides the best outcome for children, young people and families. Our priority actions aim to increase resilience and reduce risks for everyone. Our frontline services will place the child, young person and family at the centre, personalise services and provide rapid and proportional responses where there is escalating risk.

Targets

Ref	Target	Baseline	09/10	10/11
1	LSP-HWb(i)Number of looked after children per 10,000 population of young people	83.8	67.5	59.3

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Embed the Common Assessment Framework across Children's Services	Chief Officer for Early Years and IYSS	CAF is the first point of assessment for all children with additional issues and needs	Nov 2009
2	Design an integrated service continuum across all partners	Chief Officer for Early Years and IYSS	Service response elements of Levels of Need and Service Response are: 1) agreed and published on the internet 2) in use across services	Nov 2009 April 2010
3	Increase budget holding to lead professional	Chief Officer for Early Years and IYSS	Access to the Early Intervention Fund for all lead professionals	Nov 2009
4	Complete the Directory of Family Support Services	Chief Officer for Early Years and IYSS	A single database provides high quality information for children, young people, families and practitioners	Nov 2009
5	Effectively target vulnerable young people on the edge of care	Head of Operations C&YPSC	Edge of Care and LAC segmentation reports completed Establish an adolescent cases panel to prevent young people on the edge of care becoming looked after.	April 2009 May 2009
5a	Effectively target vulnerable young people	Head of Service Delivery C&YPSC	Reduce by 30% the number of children and	April 2010

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	on the edge of care continued....		young people placed at home with parents on care orders	
6	Effectively commission services to focus on reducing the need for children to be looked after	Director of Commissioning and Planning for Children's and Maternity Services	C&YPSC Commissioning Framework in place Fully implement Family Group Conferences across the city	Sept 2009 April 2010
7	Learn from pilot intensive support programmes in order to fully implement evidence based best practice	Head of Transformation C&YPSC	Report on pilot evaluation Inform commission of decisions	April 2010 April 2011
6	Effectively target vulnerable children aged 0 – 5 on the edge of care through Children's Centres and Family Resource Centres	Chief Officer for Early Years and IYSS	Integrated frontline teams in place in children's centres Second senior member of staff to target more effective early intervention for younger children	April 09 May 2009
7	Focus work on young people aged 12 – 16 and their families on the edge of care through Targeted Youth Support (TYS) and other local services	Targeted Youth Support Manager	Lead Professional and Team around the child model fully operational	Nov 2009
8	Strengthen and grow the work of the parenting unit to co-ordinate services across the continuum of need	Parenting Commissioner	Robust service model for parents and family support across all levels of need	Jan 2010

Working Together Better

Priority 9 – Strengthening safeguarding

Ref	Introduction
1	Safeguarding children and young people is the first and foremost duty for all local families, communities and services. Much progress has been made over recent years through the Every Child Matters programme but recent developments such as the 'Baby P' case and the Laming Report make clear the continuing challenges for us all. Leeds faces particular challenges as shown by recent local reviews and inspection. These have highlighted some weaknesses in local services and the need to further strengthen the way services work together to help children in need. This has informed our service plan, which is formed from two main parts – firstly the transformation programme for Children and Young People's Social Care and secondly the Business Plan of the Local Safeguarding Children Board. This is important because social care plays a vital role in safeguarding and we need to improve these services, but it is important that safeguarding is recognised as all

services' responsibility and therefore our action plan needs to include work and improvement for all.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 59 - The proportion of Initial Assessments undertaken with 7 days	76.6% (early data)	85%	87%
2	OfSTED judgement on the quality of Leeds Fostering Service	Inadequate	Satisfactory	Good
3	OfSTED judgement on the quality of Leeds Private Fostering	Inadequate	Satisfactory	Good
4	The proportion of residential homes judged by OfSTED to be good or better	66%	100%	100%

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Support CAF first city development	Chief Officer for Early Years and IYSS	CAF recognised by all agencies as part of a multi-agency assessment process	November 09
2	Implement the Fostering Inspection Action Plan	Head of Operations – C&YPSC	Complete all required actions	July 09
3	Implement the Private Fostering Inspection Action Plan	Head of Operations – C&YPSC	Complete all recommendations	July 09
4	Implement existing improvement plans for residential provision	Head of Operations – C&YPSC	1) All homes to be satisfactory or better 2) All homes to be good or better	1. June 09 2. March 10
5	Implement a project to re-engineer referral pathways to social care	Head of Transformation - C&YPSC	New pathway model in place	September 09
6	Improve processes for assessment and care planning	Head of Operations – C&YPSC	New arrangements in place for: 1. S.47 investigations 2. Child Protection Plans 3. Assessments	1. June 09 2. June 09 3. June 09
7	Invest and improve capacity in key support services for Social Care	Head of Transformation - C&YPSC	1. Additional performance management capacity in place 2. Review of ESCR completed	1. September 09 2. July 09 3. October 09

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			3. Initial Commissioning Paper completed	
8	Invest in and improve processes for independent quality assurance to better inform the Safeguarding Board, DCS and Lead Member	Safeguarding Board Manager	1. Additional capacity in place. 2. New processes agreed by Board and DCS	1. July 09 2. November 09
9	Further strengthen capacity and processes for managing Serious Case Reviews	Safeguarding Board Manager	1. Additional capacity in place. 2. New processes agreed by Board and DCS	1. July 09 2. November 09
10	Embed and broaden the implementation of processes designed to ensure the safe recruitment, selection and management of staff who work with children and young people.	Safeguarding Board Manager	Audits reveal all key services compliant with national and local guidance	November 09
11	Develop a citywide communications programme to raise awareness and engagement in all communities	Safeguarding Board Manager	Programme in place	November 09
12	Embed safeguarding considerations in the planning, commissioning and delivery of all services for children and young people and for services which come into contact with children and young people	Safeguarding Board Manager	1. s(11) 'duty to safeguard' follow up audit of partner agencies 2. s(11) audit of Third Sector Agencies 3. Inclusion in LCC Procurement processes	1. July 09 2. November 09 3. January 10
13	Identify key themes in the deaths of children and young people judged to be preventable and make recommendations for action to reduce the number in the future.	Safeguarding Board Manager	Annual Report of the Child Death Overview Panel	January 10
14	Ensure we can evidence safe recruitment practice and compliance with regulatory regimes by embedding a recruitment process that meets regulatory requirements and the needs of the service	Head of Human Resources – Children's Services	1. SAP and FAB will accurately reflect the staffing structure in CYPSC 2. A new process will be in place to control changes required in SAP and FAB following a change in the	1. End of June 2009 2. End of June 2009

			organisational structure	
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Priority 10 – Enabling integrated working

Ref	Introduction
1	Children, young people and families need services that are centred around them and focussed on meeting their needs. For some children and families additional support is needed to help them be happy, healthy, safe and successful. It is important that as much of this support as possible is provided in places children and families recognise and by people that they know and trust. To enable this to happen we need to integrate our services so they can work together better, ensuring when they need us most, children and families get the right service at the right time.

Targets

Ref	Target	Baseline	09/10	10/11
1	NI 88 - Percentage of schools providing access to extended services	65% (Sep 2008)	85% (Sep 2009) 224 schools	100% (Sep 2010) 264 schools

Actions

Ref	Action	Lead Officer	Milestone	Timescales
1	Lead the development of a CAF first city	Chief Officer for Early Years and IYSS	CAF recognised by all agencies as part of a multi-agency assessment process	November 2009
2	Embed the Common Assessment Framework and ContactPoint as underpinning integrated processes which enable practitioners to work together.			
2a	Adopt national eCAF, in line with government objectives.	Chief Officer for Early Years and IYSS	System in place	Completion by the end of 2010
2b	Achieve ContactPoint connectivity.	Chief Executive Education Leeds	Connectivity to be achieved by June 2009	Contact point to be embedded by December 2010
3	Implementation of an integrated training and development programme to enable practitioners and leaders to develop the skills to practice integrated working.			
3a	Implement a children's workforce development strategy	Locality Enabler	Strategy agreed	October 2009
3b	Provide training to support the delivery of ContactPoint, to national specifications, to practitioners.	Chief Officer for Early Years and IYSS	Training programme in place and on track	November 2009
3c	The creation of a shared approach to leadership development which will	Locality Enabler	Agreed as part of overall children's workforce	Draft model available for consultation by


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	ensure clear strategic ownership of leadership development in children's services.		strategy	the end of 2009
4	Deliver a commissioning development programme, which is supported through the nationally sponsored children's commissioning support programme	Director of Commissioning and Planning, NHS Leeds	Programme on track	June 2009
5	Review the existing locality governance arrangements and new fit for purpose framework	Locality Enabler	Review complete	End of 2010
6	Agree a common understanding and response on levels of need and intervention in the city which supports agencies and services in linking together as well as providing a more coherent continuum of intervention and support for children, young people and families in the city.	Chief Officer for Early Years and IYSS	Framework agreed	September 2009
7	Services will be commissioned to engage with the CAF.	Chief Officer for Early Years and IYSS	Compliance with CAF and ContactPoint part of all standard commissioning contracts	April 2010

Appendix C – Summary Review of progress against 2006 Priorities


This section is set to highlight a selection of successes, some ongoing areas for development and a selection of points we've learned during the period.

Reducing obesity and raising activity


Successes	We exceeded our target for raising the proportion of pupils taking part in two or more hours of PE and Sport	✓
	Over 50,000 pupils took part in the 'Be Healthy Challenge'	✓
	Leeds was recognised a Beacon area for its best practice in developing Healthy Schools.	✓
Areas for Development	Increase Weight Management Services and interventions On-going implementation of the Leeds School Meals Strategy Ensure that 95% of schools achieve the National Healthy Schools standard by December 2009 Increased community based obesity prevention interventions	✗
What we have learned	The vital contribution that parenting, emotional well being, physical activity, food, school meals, play, parks, green space and community safety strategies have on the reduction of childhood obesity.	

Reducing bullying

Successes	The national Tellus3 survey of children and young people showed that Leeds has the lowest levels of bullying in the Yorkshire and Humber region. 43% of Leeds children and young people have been bullied at least once in the last year at school or somewhere else. This is below the national level of 48% and the statistical neighbour median of 49%.	✓
	Since the start of the Leeds anti-bullying strategy in November 2007, 114 schools have engaged with training, information days and activities. The anti-bullying alliance have reported to the DCSF that the anti-bullying strategy for Leeds is a model of good practice.	✓
	The Leeds Anti-bullying Ambassador programme currently has 70 Ambassadors from 13 secondary schools. The objective is to meet other Ambassadors from across the city to share good practice. The first group of Ambassadors has been awarded the Diana Anti-bullying Award which is a prestigious national award for outstanding contribution towards tackling bullying. The primary Ambassador programme will be piloted from May 2009.	✓
Areas for Development	We need to improve our understanding of bullying and harassment complementing a broad promotion of anti-bullying messages with more work targeted at hotspots and addressing the underlying causes. A project is underway to improve the recording of bullying and harassment in school. This will provide improved intelligence in schools, localities and across the city.	✗


What we have learned	There is greater acceptance of the need to reduce bullying and harassment and of the importance of this to children and young people. The Tellus3 survey highlights that 43% of children and young people have been bullied at least once in the last year and 7% (equating to over 7,000 children and young people) are bullied in schools on most days.	
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Strengthening Safeguarding


Successes	We have improved the timeliness of key assessments for children in need. The proportion of Initial and Core assessments completed to timescale were well below the national average and the rate in similar areas. The rates in Leeds continues to improve and are now broadly in line with benchmarks.	✓
	The quality of residential care has been rapidly improved. Previously some homes were judged to be inadequate and now all are adequate, the majority good and one outstanding.	✓
	The Local Safeguarding Children Board has made good progress, leading work in key areas such as Safer Recruitment, and managing stronger arrangements for learning and improving safeguarding through Serious Case Reviews.	✓
Areas for Development	<ul style="list-style-type: none"> • Reducing the need for children to be in care. We need to do this to improve outcomes for children and to reduce the pressures on the service to enable it to provide the best care for those who need it. • Further strengthening multi-agency and LSCB arrangements for audit, assurance and commissioning to promote safeguarding 	✗
What we have learned	<ul style="list-style-type: none"> • The proportion of children from BME communities subject to safeguarding plans has risen steadily over the period of the plan, raising issues about the effectiveness of preventative services for these groups. 	

Improving secondary school achievement


Successes	Leeds had its best ever GCSE results in 2008 with improvements at all levels. Especially pleasing is that the number of young people getting 5 or more good GCSEs exceeded local targets with the performance of Leeds young people now being almost in line with their peers nationally, from being significantly below their peers three years ago.	✓
	There have been strong improvements in Leeds secondary schools with improved Ofsted inspection results, including two schools now rated as outstanding. In addressing national key stage four floor targets we have a history of strong improvement based on a commitment to partnership working and where necessary the confidence to make the changes needed.	✓
	We are continuing to transform secondary education through major investment in new and refurbished schools and in the use	✓

	of information technology. This has been recognised in external awards including Partnership for Schools awards for Innovation in ICT and Best Operational Local Education Partnership for delivering new school buildings.	
Areas for Development	<ul style="list-style-type: none"> Ongoing improvement is needed in secondary attendance with a particular focus on reducing persistent absence. While we have reduced this by 22% over the past 3 years it remains too high with 9% of secondary pupils persistently absent and Leeds levels remaining above national. We must continue to focus on ensuring good progress for all pupils throughout their secondary education. While we can evidence solid improvements in pupil progress we are aware that not all young people are making the progress expected compared with national expectations. Progress throughout key stage 3 and for young people at risk of limited or no qualifications is a key focus. 	✗
What we have learned	<ul style="list-style-type: none"> The benefits of collaborative working especially between schools through our school improvement policy. The importance of strong and transformational leadership and of the need for leaders at all levels within schools. The value of differentiated support based on robust information and targeted to need, be it in respect to schools, groups of young people across the city or pupils within schools. 	

Promoting respect and reducing anti-social behaviour

Successes	We have exceeded our targets for reducing the number of children who offend and re-offend.	✓
	We have developed 'Safer Schools Partnerships', with police working closely within five schools in Leeds.	✓
	We have exceeded targets for engaging at risk young people in positive activities and have greatly developed the range and quality of worthwhile diversionary activities for the young people and communities that need them most.	✓
Areas for Development	Reducing the proportion of Looked After Children that enter the Youth Justice System.	✗
What we have learned	<ul style="list-style-type: none"> The value of preventative approaches that target young people and communities at risk. The benefits of a restorative approach to offending that confronts offenders with the damage they have caused and involves them in redressing the problem. 	

Improving outcomes in deprived areas and for children and young people in care

Successes	In 2008 the performance of young people eligible for free school meals improved significantly at GCSE level, narrowing the gap with their peer group. Since 2006 the proportion obtaining no qualifications at this level has halved and the proportion getting 5 or more good GCSEs has increased by 50%.	✓
	Improved the long term stability of placements for looked after children thereby ensuring a more settled environment in which more looked after children can flourish.	✓
	Improved the quality of residential provision – all homes are now adequate, the majority good and one judged as ‘outstanding’	✓
Areas for Development	<ul style="list-style-type: none"> • A significantly larger proportion of children still need to be in the care of the local authority in Leeds than in comparable authorities. • Further improving all outcomes for Looked After Children – in particular around being healthy and staying safe. • While there are improvements in educational outcomes for Looked After Children and for children and young people entitled to free school meals, results remain substantially below that of their peer group and improvements are not consistent nor rates of improvement consistently better than their peers. 	✗
What we have learned	<ul style="list-style-type: none"> • Educational performance continues to reinforce the connection between low incomes and poor results. However at the same time we are learning more about the complexity behind this, the common factors involved and that there isn’t a single answer and we need to target better and personalise more. 	

Appendix D – Glossary

[This will be added once consultation is complete and the final draft is approved and published]

DRAFT

Appendix E - Our Promises to Children, Young People and Families

We have made a number of promises to Children, Young People and Families in Leeds these are the:

- Breeze Youth Promise,
- Universal Offer,
- Leeds Learning Entitlement
- Care Promise

[Once the Children and Young People's Plan is published, electronic links will be provided to online versions of these documents]

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Appendix F – Local Strategies and Analysis

Local Strategies

The action plans in Appendix B only include the most significant actions for our eight shared priorities over the next two years. More information and detail on our wider work can be found in the following documents which set out the broader agenda and work of children's services in Leeds:

- Leeds Strategic Plan
- NHS Leeds Child Health Plan
- Education Leeds Strategic Plan
- Council Service Plans
- DCSF Children's Plan
- Children Leeds Needs Analysis
- Joint Strategic Needs Assessment
- JAR Report and Action Plan
- APA Report and Action Plan

[Once the Children and Young People's Plan is published, electronic links will be provided to online versions of these documents]

Needs Analysis

Extensive work is undertaken by children's services and their partners to analyse need, outcomes and service performance. In addition valuable information is provided through feedback from inspectors and central government. The following links provide more information on the key elements of needs analysis that have underpinned this plan:

- Children's Services Needs Analysis
- Joint Strategic Needs Assessment
- Education Leeds Standards Report
- Common Factors Research Report
- ECM Survey Report
- Attendance Research Report
- Index of Local Child Wellbeing Report
- 2008 OfSTED Annual Performance Assessment Letter
- 2008 Joint Area Review Report
- 2008 14-19 Progress Check report

[Once the Children and Young People's Plan is published, electronic links will be provided to online versions of these documents]

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Report of the Director of Children's Services

Meeting: Scrutiny Board (Children's Services)

Date: 7 May 2009

Subject: Youth Service user and non-user surveys 2009

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Background

- 1.1 IYSS annually carries out a user consultation with young people in the form of a questionnaire to assess levels of satisfaction with service provision among service users. An additional consultation is carried out with non-users of the service. Taken together, the findings of the two surveys help to inform front line service delivery.
- 1.2 The survey of service users is carried out internally by IYSS Curriculum Development Team officers. In 2008 the Youth Service also commissioned, through West Yorkshire Youth Association, an additional survey of non-users of the service.
- 1.3 The last survey findings were published in April 08.
- 1.4 Results of the 2009 consultation were expected to be published in Spring 2009. A progress report was presented to Scrutiny Board in April, outlining a delay in carrying out the work, with a recommendation that final publication be postponed to August 2009. Scrutiny Board required the exercise to be concluded sooner, with a report provided to the meeting of May 7 as to how this would be achieved.

2 Current Situation

- 2.1 The ability of the IYSS Central Team to progress these surveys in 2009 has been affected by capacity factors during the period of filling the approved IYSS staffing structure.
- 2.2 Recent recruitment to posts is alleviating pressure on the team, however, and a team member has now been asked to progress the user survey as a priority.

- 2.3 A budget of £2000 has been allocated to West Yorkshire Youth Association to undertake the survey of non-users, with a strict deadline attached to this piece of work.
- 2.4 The approach taken to the 2009 surveys takes account of previous experience and of Scrutiny Board feedback
- 2.5 The consultation questionnaires were sent to print on 17 April, representing a significant milestone in the process.

3. Proposal

- 3.1 To reflect the requirements of Scrutiny Board, projected timescales for publication have been brought forward from the previously proposed date of August 2009.
- 3.2 The proposed date for publication is now, therefore, Friday 26 June 2009.

4. Recommendation

- 4.1 That Scrutiny Board notes the content of this report and agrees to receive the results of the two surveys at a future meeting.

Background Papers

Recommendation Tracking report to Scrutiny Board (Children's Services) – 1 April 2009



Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 7 May 2009

Subject: Scrutiny Inquiry – Attendance

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 The Scrutiny Board agreed at the start of the municipal year that attendance was a key area on which it wished to undertake some work during the year, leading to the appointment of a small working group.
- 1.2 The purpose of the working group was to consider current performance and strategies in relation to school attendance, and to determine whether to recommend that the Board carries out any further work in the next municipal year.
- 1.3 The working group met with relevant officers on 21 April. A summary of the working group's discussion and conclusions will be circulated to Board Members in advance of the Board meeting.

2.0 RECOMMENDATION

- 2.1 The Board is asked to consider the working groups' conclusions.

Background papers

None

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 7 May 2009

Subject: Scrutiny Inquiry – 14-19 Education Review

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 The 14-19 education review has been one of the Scrutiny Board's areas of inquiry for this year. As part of the inquiry the Board agreed that a number of working group activities and visits would take place.
- 1.2 On 21 April members met with a number of providers from schools, colleges and the voluntary sector, to discuss their role in the future provision of 14-19 education in Leeds.
- 1.3 A summary of the working group's discussion and conclusions will be circulated to Board Members in advance of the Board meeting.
- 1.4 Working group members will also be visiting Sheffield on 1 May to hear about their approach to 14-19 provision, for which the council was awarded beacon status last year, and to visit a number of providers.
- 1.5 There will be an opportunity to discuss the working group's visit at the Board meeting.
- 1.6 There is one further meeting to be organized - with employers' representatives - before the final session of the Board's inquiry, which will now take place in the new municipal year.

2.0 RECOMMENDATION

- 2.1 The Board is asked to note the working groups' conclusions to date.

Background papers

None

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Originator: Kate Arscott

Tel: 2474189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 7 May 2009

Subject: Annual Report 2008/2009

Electoral Wards Affected:

All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

- 1.1 The purpose of this report is to present the draft of the Board's contribution to the Scrutiny Boards' Annual Report.

2.0 Introduction

- 2.1 Members will be aware that the operating protocols for Scrutiny Boards require the publication of an Annual Report to Council.
- 2.2 This is the Board's opportunity to contribute to that Annual Report.

3.0 Draft Annual Report

- 3.1 Attached is a draft of this Board's proposed submission which includes an introduction from the Chair and details of the work undertaken by the Board in this municipal year.
- 3.2 This year attention will be given to ensuring that each of the Scrutiny Boards submissions follow the same order and layout and whilst the content will not change there may be some changes necessary when the final document is published.

4.0 Recommendation

- 4.1 Members are asked to approve the Board's contribution to the composite Annual Report.

Background Papers

None

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Scrutiny Board (Children's Services)



*Cllr Bill Hyde
Chair of Scrutiny Board
(Children's Services)*

Membership of the Board

Councillor Bill Hyde (Chair)	Mr Tony Britten
Councillor Brian Cleasby	Mr Ian Falkingham
Councillor Geoff Driver	Ms Celia Foote
Councillor Judith Elliott	Prof Peter Gosden
Councillor Ronald Feldman	Mr Robert Greaves (part)
Councillor Brenda Lancaster	Mr Tim Hales (part)
Councillor Jim McKenna	Mrs Sandra Hutchinson
Councillor Veronica Morgan	Ms Claire Johnson (part)
Councillor Karen Renshaw	Ms Taira Kayani
Councillor Eileen Taylor	Mrs Sue Knights
Councillor Chris Townsley	Ms Jeannette Morris-Boam
	Mr Ben Wanyonyi (part)

The Chair's Summary

I am, as always, proud and pleased to be able to introduce the annual report of the Children's Services Scrutiny Board. As usual my colleagues on the Board have worked hard to ensure that our input makes a difference to the children and young people of our city, working alongside the ever-widening range of partners engaged in providing services in this arena.

This year has, once again, seen our work programme closely mirror the priority areas in the Children and Young People's Plan, and key performance indicators from the Local Area Agreement. We have carried out a major inquiry into education standards for young children entering the education system, focusing on transition between early years provision and the first years of formal schooling. We have also contributed to the ongoing development of 14-19 education provision in the city.

We have continued a strong focus on performance monitoring, and holding the Executive Members and senior officers to account for delivery of the key priorities. This year in particular we have become much more assertive in our tracking of action in response to scrutiny recommendations, to ensure that promised improvements in services are delivered.

As a Board, we continue to face (and from time to time to debate) the challenge for one Scrutiny Board in maintaining an overview across such a broad spectrum, as well as being effective in the detailed work that we choose to undertake. For us the answer continues to be a determined prioritisation of subjects for inquiry, and an ongoing reliance on the unfailing willingness of many Board members to take on additional work through working groups, which adds a vital dimension to our capacity.

Once again, we are delighted that young people in Leeds have been involved in scrutiny, through the Young People's Scrutiny Forum, which has produced an excellent report on 'Protecting our Environment'. We are proud to support their recommendations and look forward to working with the young people to track progress in the future.

We are also delighted that the young people's scrutiny work has received national recognition, being highly commended in the community engagement category of the inaugural *Good Scrutiny Awards* presented by the Centre for Public Scrutiny in June 2008.

As always, we have also tried to make room in our work programme for issues that arise during the year. The most significant of these is of course the safeguarding of our children and young people, echoing events on the national stage. We have added two inquiries about safeguarding into our work programme, and these will continue into the new year. The Board will continue to play its part in ensuring that the children of our city are safe.

The next few pages highlight some of the main features of our work over the past year, and I would like to thank all those who have contributed as witnesses to the success of our programme.

Cllr Bill Hyde
Chair of Scrutiny Board (Children's Services)

Co-opted Members

This year the Board has said goodbye to two of its co-opted members: Robert Greaves, our secondary parent governor representative; and Tim Hales, one of our teacher representatives. We particularly pay tribute to Tim's contribution to scrutiny, as he has been with the Board since its very first year, and has been a strong player in many of our working groups and visits over the years. In their places, we are pleased to welcome Ben Wanyonyi and Claire Johnson, who are both already beginning to make their own contributions to the Board's work.

Safeguarding

Safeguarding of our children and young people has been at the forefront of everybody's mind since the national reports of the Baby P tragedy in late 2008. In January 2009, the Scrutiny Board considered a general report on safeguarding activity here in Leeds, and decided to undertake some more in depth work on the arrangements in place.

As a result the Board has set up two working groups, one focusing on core child protection resources, the other on the general preventative duty applying across the whole range of children's services. Following an initial scoping exercise by each group, the Board agreed a detailed remit for further work by both groups which will extend into the new municipal year. This will include investigations with local staff as well as learning from the significant pieces of work being carried out at a national level.

Education Standards

The Board has carried out two inquiries on this topic during the current year. Our inquiry on the 14-19 education review is ongoing, as indeed the review itself is ongoing. However our work so far has included a meeting with senior representatives of providers across all sectors, and a visit to Sheffield, which last year was awarded Beacon status for their innovative work with this age group.

The second of our inquiries is focused on the other end of the education system, on children entering formal education for the first time, often but not always from some form of childcare setting. In this case we have been particularly concerned to look at the transition from informal to formal education, and how information is shared between the various professionals working with children to enable them to start out on the best possible footing.

(to be completed in light of draft report)

Young People's Scrutiny Forum

'Protecting our Environment' is the third inquiry carried out by the Young People's Scrutiny Forum and, as always, we have been impressed at the quality of the recommendations and report that the young people have produced.

The Forum decided to concentrate on three aspects of the environment:

- Recycling
- Sustainability
- Education

They focused their work on ways that they could influence change and make a difference in Leeds.

The young people canvassed the views of their peers through a questionnaire, as well as collating written evidence from council departments, before holding a question and answer delegate event with a range of officers from across the council.

They have come up with a challenging set of recommendations which have now been formally endorsed by the Children's Services and Environment and Neighbourhoods Scrutiny Boards. We have also agreed to work with the newly formed Scrutiny Panel of Leeds Youth Council to monitor implementation of the recommendations. This is part of a stronger working relationship that we are working to develop between the Youth Council Scrutiny Panel and the Scrutiny Boards on an ongoing basis.

Multi-Agency Support Team (MAST)

Our work on this topic arose from a request for scrutiny by a local ward councillor, concerned that a unilateral decision by one part of the council to reduce its funding contribution to a multi-agency project was going to lead to the project's closure, without proper consultation or consideration of the wider implications of that decision.

The project in question is the Multi-Agency Support Team, known as the MAST team, operating in East Leeds. Whilst everyone we heard from agreed that there was a need to review future operation, it was also very clear to us that the project was held in very high regard both locally and more broadly across the city.

Working with the local ward councillor who made the original referral, the Scrutiny Board has successfully negotiated a commitment to retain the project and its staff until September 2009 whilst the planned broader review of services is carried out, and also a commitment to ensure that the staff involved are kept regularly briefed on progress.

In addition the Board has obtained a commitment from the Director of Children's Services that appropriate arrangements will be put in place to ensure that such unilateral action does not jeopardise future joint projects, without the opportunity for the wider children's services partnership to consider the potential impact on the overall priorities for delivering children's services in Leeds.

Recommendation Tracking

Last year the Scrutiny Boards introduced a more formal system of tracking progress against previous recommendations, to ensure that they are put into effect. This is particularly important as some of our recommendations may take longer to achieve in full than others, and it would be all too easy to lose sight of them as the Board's work programme moves on to new inquiries.

We believe that our efforts are beginning to bear fruit. There have been at least three instances over the course of the year where we have found that progress in implementing our recommendations has been subject to unsatisfactory delays. As a consequence we have gone back to the service concerned to demand explanations and action. We trust that this has also sent a clear message to others to take Scrutiny Board recommendations seriously.

The Board's full work programme 2008/09

Requests for Scrutiny

Multi-Agency Support Team
Meadowfield Primary School

Review of existing policy

Children and Young People's Plan review
Leadership Challenge
Safeguarding - preventative Duty
Safeguarding - Resources
Education Standards - entering early education
Attendance

Development of new policy

Joint Strategic Needs Assessment
Children and Young People's Plan
14-19 Review of Education
Sustainable Communities Act
Involving Young People in Scrutiny

Monitoring Scrutiny Recommendations

Quarterly Recommendation Tracking
Inclusion response
Services for 8-13 year olds response
Breeze Youth Promise
Inclusion consultation
Adoption recruitment
Youth Service Surveys
Leeds Inclusive Learning Strategy
Multi-Agency Support Team response

Performance Management

Quarterly performance reports
Quarterly overview of Children's Services and Children and Young People's Plan priorities
Ofsted Annual Performance Assessment of Children's Services
Ofsted inspection and education standards biannual reports

Briefing

Commissioning

Young People's Scrutiny Forum

Protecting our Environment Inquiry

Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 7 May 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 work programme is attached for members' consideration (appendix 1). The attached chart reflects work that it has not been possible to complete yet, some of which will roll forward into the new municipal year.
- 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 1 April (appendix 3), 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 note the current position with regard to the work programme, which will be forwarded to the new Board for the 2009/10 municipal year.

Background papers

None

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

Item	Description	Notes	Type of item
Outstanding business at May 2009			
Inquiry – 14-19 Education Review	To receive evidence as the second session of the Board's inquiry	Following completion of visits	DP
Inquiry Reports – Entering the Education System	To finalise the report and recommendations arising from the Board's inquiry		RP

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
14-19 Education Review	Councillor Hyde Councillor Cleasby Councillor Driver Councillor Elliott Councillor Lancaster Councillor McKenna Mr Britten Mr Falkingham Professor Gosden	Meeting with providers to be arranged	
Safeguarding – Preventative duty	Councillor Driver Councillor Elliott Councillor Lancaster Mr Britten Mr Falkingham Ms Kayani Ms Morris-Boam	Next steps agreed April 2009 To consider the universal safeguarding duty and preventative work, particularly at a wedge level	
Safeguarding – Resources	Councillor Hyde Councillor Driver Councillor Elliott Councillor Morgan Mr Britten Mr Falkingham Ms Foote Prof Gosden	Next steps agreed April 2009 To consider the adequacy of current children's social work resources to meet core child protection responsibilities	
Meadowfield Primary School	Councillor Elliott Councillor Feldman Councillor McKenna Councillor Renshaw Mr Britten Mr Falkingham	Met 23 April 2009 Further meeting to be arranged	

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 May 2009 to 31 August 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)
PAYP and PAYP Plus Funding Approval of Bids	Chief Officer - Early Years and Youth Service	1/5/09	ASBU, Community Safety, Police, and IYSS and external partners Royal Armouries No to Knives Campaign.	Report to be submitted by the Out of School Activities Co-Ordinator	Chief Officer - Early Years and Youth Service gerry.hudson@leeds.gov.uk
East Moor Secure Children's Centre To decide whether to move to the next stage of constructing a replacement for East Moor following contract negotiations with DCSF and Youth Justice Board	Executive Board (Portfolio: Children's Services)	13/5/09	Extensive consultation with ward members and local community	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services david.mcdermott@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)
Leeds BSF Phase 4 Approval of Outline Business Case in respect of Intake High School	Executive Board (Portfolio: Children's Services)	13/5/09	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 consultation on proposed changes to Education Leeds Policy for the provision of 16+ Transport Approval to withdraw 16+ discretionary provision	Executive Board (Portfolio: Children's Services)	13/5/09	23 Feb to 3 April 2009	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds viv.buckland@educationleeds.co.uk
School Calendar 2010 - 2011 To agree the school calendar for community and voluntary controlled schools and SILCS for the academic year 2010/2011	Executive Board (Portfolio: Children's Services)	13/5/09	Headteacher Forum, Governor Forum, TJCC, an online consultation with parents, carers, pupils and employees of schools and Education Leeds (Nov 2008 – February 2009)	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds vicki.white@educationleeds.co.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)
Design Cost Report - Playbuilders Capital Programme To give authority to incur expenditure of £1,000,000 (fully funded by DCSF) to replace and develop 22 play sites across Leeds	Executive Board (Portfolio: Children's Services)	17/6/09	Children's Plan – published December 07 Play Strategy (DCSF) – December 08	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer - Early Years and Youth Service sally.threalfall@leeds.gov.uk
Proposal to add Specialist Community Provision at Whitkirk Primary School for pupils with complex physical difficulties and medical needs Permission from Executive Board to consult on the proposal.	Executive Board (Portfolio: Children's Services)	17/6/09	It is proposed that Whitkirk Primary School serve the east of the city as a specialist resource and make up to 14 places available for children who have complex needs (an average of 2 children per year group).	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds john.chadwick@leeds.gov.uk
Proposals for changes to primary provision in the Richmond Hill area Final decision following statutory notice	Executive Board (Portfolio: Children's Services)	22/7/09	n/a	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.

EXECUTIVE BOARD

WEDNESDAY, 1ST APRIL, 2009

PRESENT: Councillor A Carter in the Chair

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

Councillor J Blake – Non Voting Advisory Member

227 Exclusion of the Public

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

- (a) Appendix 2 to the report referred to in minute 243 under the terms of Access to Information Procedure Rule 10.4 (1) and (2) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because the appendix contains details relating to individuals residing at a Leeds Children's Home, and it is likely that those individuals could be identified from such information.
- (b) The report appended to the covering report referred to in minute 249 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that it contains information relating to the financial or business affairs of the Council. It is considered not to be in the public interest to disclose this information at this point in time as it could undermine the method of disposal should that come about and affect the integrity of disposing of the property/site. Also it is considered that the release of such information would or would be likely to prejudice the council's commercial interests in relation to this or other similar transactions, in that prospective purchasers of this or other similar properties would have information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (c) Appendix 1 to the report referred to in minute 252 under the terms of Access to Information Procedure Rule 10.4(3) and (5) and on the grounds that the public interest in maintaining the exemption outweighs

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th May, 2009

the public interest in disclosure because publication of this information could prejudice the City Council's commercial interests and the City Council's legal interests in maintaining legal professional privilege, during legal proceedings. Sensitive negotiations have already commenced with the private sector to establish liability and hence cost for the procurement of a long term solution to the problem of instability of the A639 embankment. In these circumstances it is considered that the public interest in not disclosing the information outweighs the interests of disclosure.

228 Declaration of Interests

Councillors A Carter, J L Carter, Finnigan, Golton, Harker, Harrand, Wakefield and Blake declared personal interests in the item relating to the revised membership of the Admission Forum (minute 238), and the item relating to the annual consultation on admission arrangements for September 2010 (minute 239) due to their respective positions as school governors.

Councillor Blake declared a personal interest in the item relating to the introduction of the 'Valuing People Now' strategy (minute 246), due to being a member of Leeds NHS Primary Care Trust.

229 Minutes

RESOLVED – That the minutes of the meeting held on 4th March 2009 be approved, subject to the addition of the following at the end of minute 225, as was detailed within the exempt appendix to the report:

- “(h) That approval be given to the affordability ceiling for the Chapeltown and Harehills Project as shown in table 1 of the exempt appendix, with an affordability deficit of £396,000 to be funded by the Council in the first year of operations (2011/12); and
- (i) That the affordability ceiling for the Kirkstall Joint Service Centre be approved at a maximum deficit of £245,000 in the first full year of operations (2012/13).”

230 Matters Arising

Machinery of Government Changes and 14-19 Commissioning Arrangements: Leeds/Sub-Regional Proposals (minute 218)

In response to enquiries, the Chair indicated that the matter of obtaining greater Elected Member representation on the 14-19 Strategy Group would be pursued.

NEIGHBOURHOODS AND HOUSING

231 Lease at Less than Best Consideration - Agreement to Lease 28 Miscellaneous Properties to GIPSIL and Leeds Housing Concern on a 25 Year Lease Agreement

The Director of Environment and Neighbourhoods submitted a report presenting a proposal to grant a long lease at less than best consideration for

28 miscellaneous Council owned properties to GIPSIL and Leeds Housing Concern (LHC).

RESOLVED – That the report be withdrawn, with a further report being submitted to the Board following a consultation exercise being undertaken on this matter with local Ward Members.

LEISURE

232 Deputation to Council - Kippax Amateur Swimming Club regarding the Potential Closure of Kippax Leisure Centre

The Director of City Development submitted a report in response to the deputation to Council from Kippax Amateur Swimming Club on 28th January 2009.

RESOLVED – That a substantive response to the deputation be incorporated into the comprehensive report on the Council's draft vision for leisure centres which is currently scheduled to be submitted to Executive Board in May 2009.

ENVIRONMENTAL SERVICES

233 Garden Waste Collection Scheme

The Director of Environment and Neighbourhoods submitted a report regarding the proposed purchase of wheeled bins as part of the city-wide roll out of the Garden Waste Collection scheme.

RESOLVED –

- (a) That approval be given to an injection of £975,000 into scheme 14261 and that authority be given to incur expenditure of £2,877,000 on this project;
- (b) That a further report be submitted to a future meeting of the Board providing details of the overall waste collection service throughout Leeds.

234 Scrutiny Board (Environment and Neighbourhoods) Statement on the Enforcement of Dog Fouling

The Director of Environment and Neighbourhoods submitted a report presenting the proposed responses to the recommendations of the Scrutiny Board (Environment and Neighbourhoods) following the publication of a statement by the Scrutiny Board in February 2009 on the enforcement of dog fouling.

RESOLVED – That the proposed responses to the recommendations of the Scrutiny Board (Environment and Neighbourhoods), as detailed within the submitted report, be approved.

NEIGHBOURHOODS AND HOUSING

235 Leeds Prevent Programme

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A report was submitted by the Director of Environment and Neighbourhoods outlining the strategic context to the current national focus on Preventing Violent Extremism which was referred to as 'Prevent', and providing an update on the development of the approach to such work in Leeds.

RESOLVED –

- (a) That the progress which has been made on the Leeds Prevent programme be noted;
- (b) That the Executive Member for Neighbourhoods and Housing be nominated to represent the city at the initial meeting convened by the Local Government Association to discuss the Prevent Elected Member Engagement programme;
- (c) That the Chief Executive be requested to write to both the Editor and the Managing Director of the Yorkshire Post newspaper on behalf of the Council, expressing the disappointment felt in relation to the coverage that a recent event promoting the safeguarding of children and young people had received in that publication.

236 Council Rents 2009/2010

The Director of Environment and Neighbourhoods submitted a report outlining proposals for amending Council rents for the period 2009/2010, and advising of the implications that such amendments would have on the 2009/10 Housing Revenue Account budget and housing subsidy grant. The proposals had arisen in response to the government's recent revision to the national guideline for rent increases.

RESOLVED –

- (a) That the full cash change in housing subsidy be passed onto tenants and matched by the change in the average rent for 2009/10;
- (b) That in light of the timescales, the decision on the new rent change be delegated to the Director of Environment and Neighbourhoods, in consultation with the relevant Executive Member, with a further report being submitted to Executive Board on 13th May 2009 which details the costs incurred by the implementation of this change.

CHILDREN'S SERVICES

237 Deputation to Council - 'Leeds Schools Together' Opposing Proposals for Academies in Leeds

The Chief Executive of Education Leeds submitted a report in response to the deputation to Council from the 'Leeds Schools Together' organisation on 28th January 2009.

RESOLVED – That the following be noted:

- (a) The issues presented through the deputation were similar to those raised during the consultations on the future of South Leeds and Intake High Schools and had been presented in detail to the December Executive Board meeting;

- (b) When making decisions on the future of these schools, the Executive Board were already aware of the concerns expressed in the deputation.

238 Revised Membership of the Admission Forum in the New School Admissions Code

A report was submitted by the Chief Executive of Education Leeds on the main provisions of the revised Code of Practice on Admissions and the regulations governing the establishment and core membership of a mandatory Admission Forum.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That the core membership of the Admission Forum, as proposed at paragraph 3.3 of the submitted report be noted, with the Chief Executive being requested to write to the Secretary of State for Children, Schools and Families on behalf of all Group Leaders expressing concern and seeking a review in relation to the revisions to Local Authority representation on the Admission Forum, as detailed within the new School Admissions Code.

239 Annual Consultation on Admissions Arrangements for September 2010

The Chief Executive of Education Leeds submitted a report outlining the proposed admission numbers, the Local Authority admission policy in addition to the admission arrangements for September 2010.

RESOLVED – That the following proposals be approved for implementation in the 2010 admission round:

- (a) Giving a higher priority to children with a high level of need, but for whom a statement has not been sought;
- (b) Prioritising Looked after Children and those recently adopted;
- (c) Formalising the acceptance of an offered place;
- (d) Variation to the late applications process;
- (e) Changes to school admission numbers:-

Brownhill Primary	45 to 60
Whitkirk Primary	45 to 60
Mill Field Primary	30 to 45
Moor Allerton Hall Primary	45 to 60
Deighton Gates Primary	60 to 30
Calverley C/E Primary	40 to 45
Bruntcliffe High	270 to 240

240 Children's Services Improvement Projects

The Director of Children's Services and Chief Executive of Education Leeds submitted a joint report outlining proposals relating to five major children's services improvement projects. The report detailed how such projects would impact upon a range of issues including regeneration, the city's economy, investment, employment and helping to deliver improved outcomes for children and young people in Leeds.

RESOLVED – That the contents of the overview report be noted.

(Minutes 240(a) to 240(e) refer respectively to each specific project).

- (a) Swallow Hill Community College – Annexe Design and Cost Report
The Chief Executive of Education Leeds submitted a report on proposals to undertake works in respect of the Swallow Hill Community college annexe, which included the purchase of new ICT equipment and providing network connectivity to the College.

RESOLVED –

- (a) That the ICT infra-structure and refurbishment investment proposals be approved with the refurbishment element being delivered through the Local Education Partnership, and that authority be given to proceed with the purchase and implementation of the new ICT equipment;
- (b) That authority be given to incur expenditure of £612,600 on new technology which will initially be used at the temporary annexe site before transferring to Swallow Hill, and that authority be given to incur further expenditure of £302,000 from the approved capital programme on refurbishment costs.
- (b) Morley High School – New Music Block
The Chief Executive of Education Leeds submitted a report on proposals to provide a new music block at Morley High School.

RESOLVED –

- (a) That the design proposals in respect of the scheme to construct a new music teaching block at Morley High School at an estimated total cost of £1,000,000 be approved;
- (b) That authorisation be given to incur expenditure of £800,000 from capital scheme 14861/PH1/MOR.
- (c) Bruntcliffe High School – New Science Block
A report was submitted by the Chief Executive of Education Leeds on proposals to provide a new science block at Bruntcliffe High School.

RESOLVED –

- (a) That the design proposals in respect of the scheme to construct a new science teaching block at Bruntcliffe High School at an estimated total cost of £1,600,000 be approved;
- (b) That authority be given to incur expenditure of £1,400,000 from capital scheme 14861/PH1/BRU.
- (d) Bankside Primary School – Construction of New School Accommodation
Further to minute 39, 16th July 2008, the Chief Executive of Education Leeds submitted a report detailing a proposal to demolish the existing 2 form entry Bankside Primary School building, and rebuild in a 3 form entry format.

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RESOLVED –

- (a) That the content of the report be noted;
 - (b) That the scheme proposals to rebuild of Bankside Primary School, as described in section 3 of the submitted report, be approved;
 - (c) That authority be given to incur capital expenditure of £9,018,900 in respect of construction costs and fees.
- (e) South Leeds Integrated Youth Centre
Further to minute 184, 8th February 2008, the Head of Integrated Youth Support Service submitted a report on proposals to build an integrated high quality youth centre for the benefit of young people from South Leeds on the site of the former Merlyn Rees High School.

RESOLVED – That authority be given to spend £4,979,376 of 'myplace grant funding' to facilitate the establishment of South Leeds Integrated Youth Centre.

- 241 Proposals for Changes to Primary Provision in the Richmond Hill Area**
Further to minute 148, 3rd December 2008, the Chief Executive of Education Leeds submitted a report advising of the outcomes from the consultation exercise undertaken on the linked proposals to expand Richmond Hill Primary School by one form of entry, add new community specialist provision for children with special educational needs (SEN), and close neighbouring Mount St Mary's Catholic Primary School.

RESOLVED – That approval be given to publish a statutory notice on the linked proposals enlarge Richmond Hill Primary School by one form of entry, establish community resourced provision for children with a statement of special educational needs at the new Richmond Hill Primary School and close Mount St Mary's Catholic Primary School.

- 242 Update on the Locations for Boston Spa and Wetherby Children's Centres**
Further to minute 174, 14th January 2009, the Acting Chief Officer for Early Years and Integrated Youth Support Service submitted a report providing an update on the proposed location of Wetherby Children's centre scheduled to be built by April 2010 and notifying a possible change to the exact location of Boston Spa Children's centre on the site of Deepdale Community Centre.

RESOLVED – That the location of Wetherby Children's Centre on the site of Wetherby High School be approved, and that the possible revised siting of Boston Spa Children's Centre within the site of Deepdale Community Centre be noted.

- 243 Children's Services Update: JAR and APA Progress and Safeguarding Activity**
The Director of Children's Services submitted a report providing an update on the progress made against the recommendations from the Joint Area Review

Inspection of Children's Services, an update on the progress made against the 'areas for development' identified through the Annual Performance Assessment of Children's Services, summarising the work undertaken to date in 2009 to review the safeguarding of children and young people in Leeds and outlining the next steps to strengthen practice in this area.

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

RESOLVED –

- (a) That the progress made against the Joint Area Review Action Plan and Annual Performance Assessment 'areas for development' be noted along with the actions which are currently underway and those which are proposed to strengthen performance against safeguarding priorities;
- (b) That a report relating to confederations with respect to 14-19 provision, and a report relating to the educational attainment levels of Looked after Children be submitted to the Board for consideration.

244 Response to the Children's Services Scrutiny Board Inquiry into the Multi-Agency Support Team

The Director of Children's Services submitted a report presenting the proposed responses to the recommendations of the Scrutiny Board (Children's Services) following the Board's inquiry into the Multi-Agency Support Team (MAST). The report also detailed how the Director of Children's Services proposed to respond to the recommendations.

RESOLVED – That the proposed responses to the Scrutiny Board (Children's Services) recommendations, as detailed within the submitted report, be approved.

ADULT HEALTH AND SOCIAL CARE

245 Deputation to Council - Social Service Users Regarding Adult Social Care Management

The Director of Adult Social Services submitted a report in response to the deputation to Council from representatives of Social Services users on 28th January 2009.

RESOLVED –

- (a) That the progress made in relation to implementing the measures described in the 'Putting People First' publication, in addition to the development of personalised services be noted;
- (b) That the full engagement process of a wide number of stakeholders in developing the service changes be noted;
- (c) That the ongoing review of information and support for individuals affected by the service changes made, including the plan to commission a range of appropriate support services, be noted;

- (d) That the intention to submit further reports on the progress made to the Executive Board in May and October 2009 be noted;
- (e) That the engagement with the Member Task Group and Scrutiny Board as part of the process to develop the Local Authority's response to the current challenges which exist in this field be noted.

246 Valuing People Now - Introduction of a National and Local Strategy for People with Learning Disabilities

The Director of Adult Social Services submitted a report advising of the recent publication of the 'Valuing People Now' document, a national 3 year strategy for people with learning disabilities. The report also provided an update on the development of a learning disability strategy and action plan for Leeds.

RESOLVED –

- (a) That the publication of the latest 'Valuing People Now' documents and the wide ranging proposals they make in relation to improving the lives of people with learning disabilities be noted;
- (b) That the implications for the Council, particularly in relation to the requirements for all organisations to meet the requirements of 'Valuing People Now' be noted;
- (c) That the Leeds Learning Disability Strategy 'Putting People at the Centre', and the Overview Action Plan be approved as the local mechanism to support the local delivery of the requirements associated with Valuing People Now;
- (d) That a further report be submitted to a future meeting of the Board providing information relating to the agreements reached on the requirement to transfer remaining commissioning responsibility from NHS Leeds (Leeds PCT) to Leeds City Council from the commencement of the 2009/10 financial year in the terms set out within section 6 of the submitted report for the continuing greater benefit of people with learning disabilities.

CENTRAL AND CORPORATE

247 Progress Report on PPP/PFI Programme in Leeds

The Deputy Chief Executive submitted a report providing an update on the Council's current portfolio of PPP/PFI projects and programmes, highlighting the planned key activities of the projects and identifying any potential challenges arising from them. The report also began to address the employment opportunities which would be created as a consequence of the investment programme, commencing with the new Holt Park Well Being Centre.

RESOLVED – That the current status of the Council's portfolio of PPP/PFI projects and programmes be noted.

248 Members' Improvements in the Community and Environment and Ward Based Initiative Schemes

The Director of Resources submitted a report outlining proposals to update the Ward Based Initiative (WBI) scheme and the guidance on the Members Improvements in the Community and Environment (MICE) scheme.

RESOLVED –

- (a) That the revised eligibility criteria for WBI schemes, as outlined in paragraph 3.2 of the submitted report, be approved;
- (b) That authority be given to incur expenditure of £330,000 on the WBI scheme, subject to approvals in line with procedures set out in the Guidance Notes as detailed at Appendix A to the submitted report;
- (c) That the changes to the MICE scheme application process as detailed in paragraph 4.6 of the submitted report, be approved.

DEVELOPMENT AND REGENERATION

249 Deputation to Council - Six Local Associations and Action Groups with regard to the future of the West Park Centre

The Director of City Development submitted a report in response to the deputation to Council from six local associations and action groups on 28th January 2009.

The following options which related to the future of the West Park Centre were detailed within the report. It was noted that in accordance with the resolution of Full Council on 28th January 2009, whichever option was pursued, constructive discussions would be undertaken with all local Ward Members, with a view to keeping facilities for Youth and Community Work on site:

- (i) The Council retain and refurbish all of the current buildings at the Centre;
- (ii) The Council retain and refurbish some of the buildings at the Centre, or consider limited new build, whilst seeking to dispose of the balance of the developable part of the site;
- (iii) To close the Centre and to seek to dispose of the whole of the developable part of the site;
- (iv) To investigate the potential and advisability of transferring the ownership of all of the Centre to the local community;
- (v) To investigate the potential and advisability of transferring the ownership of some of the Centre to the local community or other partnership, and to seek to dispose of the balance of the developable part of the site.

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

RESOLVED –

- (a) That the issues raised in the deputation to Council and the responses provided be noted;
- (b) That the resolution of the Full Council meeting held on 28th January 2009 regarding the West Park Centre be noted;

- (c) That the conclusions of the submitted report be noted and that officers be instructed to undertake, as a matter of priority, consultation with the user groups and the community organisations in order to determine how their needs can best be met;
- (d) That officers be instructed to explore the options detailed at paragraph 4.2 of the report, and to report back to the Board in six months time with the results of the consultation and the options appraisal.

250 A65 Quality Bus Initiative - Land Acquisition

The Director of City Development submitted a report regarding the previously approved acquisition of land which was not in the City Council's ownership, in order to progress the A65 Quality Bus Initiative.

RESOLVED – That approval be given to incur expenditure of up to £2,500,000 from the Local Transport Integrated Transport scheme for the acquisition of third party lands necessary for the implementation of the A65 Quality Bus Initiative.

(The matter referred to in this minute was not eligible for Call In on the basis that authorisation to incur expenditure in order to acquire land for this scheme was a necessary consequence of the decision taken by Executive Board on 4th April 2007).

251 Climate Change Strategy

A report was submitted by the Director of City Development providing Executive Board with an opportunity to comment upon the 'Leeds Climate Change Strategy: Vision for Action', prior to its submission to Full Council for formal approval.

RESOLVED –

- (a) That the 'Leeds Climate Change Strategy: Vision for Action' be agreed prior to its submission to Full Council for formal approval;
- (b) That a further report be submitted to the Board outlining the actions which have been undertaken and are proposed to be undertaken in the future in order to meet the aims set out within the strategy.

252 A639 Stourton Landslip

The Director of City Development submitted a report on proposals to develop potential options to rectify a stability problem on the A639, near Leeds Valley Park roundabout resulting from a landslip.

Following consideration of Appendix 1 to the report designed as exempt under Access to Information procedure Rule 10.4(3) and (5) which was considered in private at the conclusion of the meeting it was

RESOLVED – That authority be given to incur additional expenditure of £245,000 to enable the continuation of design options for a solution to the problems on the A639 in the vicinity of the Leeds Valley Park Roundabout

resulting from a landslip which will be funded from Contingency Scheme No 01371 within the approved Capital Programme.

253 City Development Scrutiny Inquiry into Residents' Parking Schemes

The Chief Environmental Services Officer and the Director of City Development submitted a joint report presenting the proposed response to the recommendations of the Scrutiny Board (City Development) following the Board's inquiry into Resident Permit Parking Schemes (RPPS).

RESOLVED – That the response of the Director of City Development and the Chief Environmental Services Officer to the recommendations of the Scrutiny Board (City Development) be noted and that, for the reasons now stated, no action be taken by officers to implement these recommendations.

DATE OF PUBLICATION: 3RD APRIL 2009

LAST DATE FOR CALL IN: 14TH APRIL 2009 (5.00 pm)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on 15th April 2009).