



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 16th December, 2010 at 9.45 am

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

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
- M Coulson - Pudsey;
- G Driver - Middleton Park;
- B Gettings - Morley North;
- W Hyde - Temple Newsam;
- A Lamb - Wetherby;
- B Lancaster - Moortown;
- P Latty - Guiseley and Rawdon;
- J Lewis - Kippax and Methley;
- K Maqsood - Gipton and Harehills;
- V Morgan - Killingbeck and Seacroft;
- B Selby - Killingbeck and Seacroft;

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)
- Ms N Cox - Parent Governor Representative (Special)
- Mr J Granger - Parent Governor Representative (Primary)

Co-opted Members (Non-Voting)

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 18TH NOVEMBER 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 18th November 2010.</p>	1 - 6
7			<p>CHILDREN'S SERVICES STRATEGIC UPDATE REPORT</p> <p>To receive and consider a report from the Director of Children's Services updating the Board on key developments across Children's Services.</p>	7 - 26
8			<p>CHILDREN'S SERVICES PERFORMANCE REPORT QUARTER 2 2010/11</p> <p>To receive and consider a report from the Head of Policy and Performance presenting an overview of performance against the priority outcomes relevant to the Children's Services Scrutiny Board, including an analysis of performance indicator results at the end of Quarter 2.</p>	27 - 74

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>CHILDREN'S SERVICES IMPROVEMENT PLAN - MONITORING REPORT</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development presenting the Children's Services Improvement Plan – monitoring report, as presented to the Improvement Board in November 2010.</p>	75 - 88
10			<p>RECOMMENDATION TRACKING</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development requesting Members to confirm the status of recommendations from previous inquiries.</p>	89 - 108
11			<p>WORK PROGRAMME</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work programme for the remainder of the current municipal year.</p>	109 - 118
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Thursday, 20th January 2011 at 9.45 am with a pre meeting for Board Members at 9.15 am.</p>	

Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 18TH NOVEMBER, 2010

PRESENT: Councillor J Chapman in the Chair

Councillors M Coulson, G Driver, W Hyde, A Lamb,
B Lancaster, P Latty, J Lewis, K Maqsood, V Morgan
and B Selby

CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Ms N Cox	- Parent Governor Representative (Special)
Prof P H J H Gosden	- Church Representative (Church of England)
Mr J Granger	- Parent Governor Representative (Primary)

CO-OPTED MEMBERS (NON-VOTING):

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

53 Chair's Opening Remarks

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

54 Exempt Information - Possible Exclusion of the Press and 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:

Appendix 2 of the Social Care Systems Review report attached to the Work Programme referred to in Minute No. 60 under the terms of Access to Information Procedure Rule 10.4 (3) – information relating to the financial or business affairs of any particular person (including the authority holding that information) and on the grounds that if the information was disclosed it would, or would be likely to, prejudice the commercial interest of the Council in securing best value for money solutions in the future.

55 Late Items

The Chair admitted to the agenda as supplementary information, notes of the working groups visits and meetings which had taken place as part of the Scrutiny Board's inquiry on service redesign, to be considered as part of agenda item 7. (Minute No. 59 refers)

56 Declaration of Interests

There were no declarations of interest.

57 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillor Gettings and Co-opted Member, Ms C Foote.

58 Minutes - 21st October 2010

RESOLVED – That the minutes of the meeting held on 21st October 2010 be confirmed as a correct record.

59 Scrutiny Inquiry - Services for children with disabilities, special educational needs and additional health needs - Inquiry into Service Redesign

Further to Minute No. 50 of the meeting held on 21st October 2010, the Head of Scrutiny and Member Development submitted a report which presented evidence in line with Session 2 of the Board's Inquiry into Services for Children with Disabilities, Special Educational Needs and Additional Health Needs – Inquiry into Service Redesign.

The following information was appended to the report:

- Service model for children under 5, and a further refinement of the model
- Service model for children and young people from 5-14
- Service model for children and young people from 14+
- A paper in relation to funding for over 18s not in statutory education
- Information relating to the provision of short breaks and respite provision
- Scrutiny Inquiry Report – Transitional Arrangements for Disabled Young People into Adult Social Care – Scrutiny Board (Adult Social Care), May 2010
- Recommendation Tracking – Progress Report – Scrutiny Board (Adult Social Care), September 2010.

The Chair welcomed to the meeting, the following Executive Member and officers:

- Councillor Blake, Executive Member (Children's Services)

Draft minutes to be approved at the meeting
to be held on Thursday, 16th December, 2010

- Nigel Richardson, Director of Children's Services
- Barbara Newton, Strategic Leader, Performance, Children's Services
- Barbara Shaw, Interim Head of Disability Services, Children's Services
- Linda Randall, Team Manager, Adult Social Care.

Children's Services and Adult Social Care Update

- Update on child and adolescent mental health – discussions had taken place around access to services and delivering a joined up approach.
- Confirmation that transition arrangements for young people (14-25) had transferred to Adult Social Care.
- Greater resources had been allocated as part of the revised transition arrangements – it was reported that 9 officers had been allocated to work across Leeds.

The Chair then invited questions and in brief summary, the key areas of discussion were:

- Concern around some of the definitions used in the service models and the need to ensure that specialist systems were in place, particularly in terms of addressing individual needs.
- Support for young people and families, including those that had not met the eligibility criteria for adult services.
- The role of the voluntary, community and faith sector.
- Helping parents to become more confident.
- The challenges of joint partnership working, especially in view of the proposed changes to health services and the role of GPs.
- Concern around funding and staffing constraints in implementing the service models outlined in the report. The Scrutiny Board was advised that the service models focussed primarily on improving the co-ordination of existing services. The anticipated start date was April 2011.
- Consultation with parents and families through the work of the Family Hub – Members were informed that families were asked how they wished to access / receive information, e.g. via the internet, hard copy, etc.
- Clarification about the timetable for self directed support – it was reported that work was ongoing with Adult Social Care around development of the personalisation agenda linked to Children's Services.

The Chair then invited feedback from Members who had attended the working group visits and in brief summary, the main points of discussion were:

- Members were very impressed with the services they had visited.
- Emerging concerns around insufficient provision of social workers and education psychologists.
- The costs associated with missed appointments

- Development of communication strategy in relation to integrated children's services – it was reported that a series of visits were planned to take place in the New Year. The Executive Member (Children's Services) also reported that an invitation had been sent to all headteachers and Chairs of Governors to discuss elements of the transformation agenda.

The Chair thanked all those present for their positive contribution to the inquiry and for their attendance at working group meetings and visits.

RESOLVED – That the issues raised be incorporated in the draft report of the Board's Inquiry.

(Councillor J Lewis left the meeting at 11.50 pm during the consideration of this item.)

60 Work Programme

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

Appended to the report was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1st November 2010 to 28 February 2011, the minutes of the Executive Board meeting held on 13th October 2010, and a report in relation to the Social Care Systems Review that was considered by the Executive Board in June 2010.

In brief summary, the main highlighted points were:

- The Director of Children's Services provided an update on the recent proposal to proceed with a separate electronic information system for Adult Social Care and Children's Services, as part of the Social Care System Review. It was reported that this was based on national changes, a rapidly changing agenda and the need to develop a system that was fit for purpose.
- The Scrutiny Board agreed to establish a working group to track implementation of the new system. The following Members volunteered to serve on the working group:
 - Councillor Chapman
 - Councillor Lamb
 - Councillor James Lewis.

It was also agreed to establish whether Councillor Gettings might be interested in serving on the working group.

- The Scrutiny Board received and endorsed the notes of the Working Group to scope an inquiry on raising aspirations and combating child poverty. It was agreed to finalise the draft terms of reference by e-mail.

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

61 Date and Time of Next Meeting

Thursday 16th December 2010 at 9.45 am with a pre-meeting for Board Members at 9.15 am.

(The meeting concluded at 12.13 pm.)

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Originator: Adam Hewitt

Tel: 0113 24 76940

Report of the Director of Children's Services

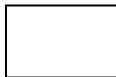
Children's Services Scrutiny Board

16th December 2010

Children's Services Strategic Update Report

Electoral Wards Affected:

All wards



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Background

- 1.1 The Children's Services Scrutiny Board has a well-established process of receiving regular update reports several times during its workplan year. These provide an overview of key strategic children's services developments.
- 1.2 As well as a broad overview, the report enables members to receive information about specific issues or priorities that are particularly timely. In this report, as well as the update on key developments there is a more detailed focus on the progress of the children's services transformation programme and specifically the proposed emerging model for revised leadership arrangements across the Council's children's services functions and the next stage of development on working locally.
- 1.3 The main themes of this report are therefore as follows:
- An overview of the emerging new vision for children's services in Leeds, which will form the basis of our new Children and Young People's Plan.
 - A brief summary of the changing national context of children's services developments, in particular the newly published education White Paper.
 - An update on some important inspection and assessment developments, particularly the publication of the Annual Ofsted Assessment for children's services in Leeds. The letter from Ofsted relating to this assessment will be published a day after the Scrutiny Board papers and will therefore be submitted as a late appendix to this report.
 - A brief update on the progress of the Children's Trust Arrangements.
 - Finally, notably more detail about the children's services transformation programme and in particular the emerging new leadership arrangements being proposed and how we will refocus local services to become more responsive to local need.

2.0 Main Issues

2.1 Overview

2.1.1 The Children's Services Scrutiny Board received its last 'update' report in September. Since then there have been a number of important developments that make this latest update particularly timely. Ongoing developments nationally, particularly following the Comprehensive Spending Review are providing a clearer idea of the pressures and policy changes that children's services across the country face. In Leeds, the new Director of Children's Services, Nigel Richardson, started on 30th September and since then the direction for both the leadership aspects of the transformation programme and the vision to inform the new Children and Young People's Plan has been set out more clearly. It is important to keep the Scrutiny Board informed of these developments.

2.2 A New Vision for Children's Services in Leeds

2.2.1 The Scrutiny Board have previously been informed of the development of a new Children and Young People's (CYP) Plan for Leeds. Although the government is removing the statutory responsibility for local areas to have a CYP Plan, key partners across the city have confirmed their desire for a revised Plan to be developed to provide a shared vision and framework for children's services across the city. This is particularly relevant as we move towards a more integrated model of service delivery and require collective effort to improve outcomes and cope with the emerging financial pressures.

2.2.2 Since the Board was last updated on the outline proposals for a new plan, there have been some important developments. Firstly, a revised framework for city wide and Council directorate planning has been agreed and will this have a direct influence on format, content and timescales of the CYP Plan, which will now cover the period 2011-15. Within this framework the Children's Trust Board has been identified as the owner of the CYP Plan, as one of the five city priority plans.

2.2.3 Taken together the five city priority plans are the medium term deliverables against the new long term vision for Leeds. Each plan will have a similar format and a four year timescale commencing April 2011. Whilst the framework suggests a maximum of 3 key strategic outcomes, it has been agreed that, given the breadth and complexity of the children and young people's agenda, the 5 outcomes articulated in the refreshed single vision will be appropriate. Each strategic outcome will be supported by 2 or 3 priority actions with accompanying priority action plans, performance indicators and targets as the key components of the city priority plans. Some of these priority actions may be led by other partnerships, such as Health and Wellbeing or Safer Leeds.

2.2.4 Following on from this a second important development has been the arrival of the new Director of Children's Services, who joined Leeds at the end of September. The new Director has helped to shape a revised vision for the CYP Plan and the city, which builds on the initial development and consultation work done, including that done with children and young people during the summer.

2.2.5 The focus of this new vision is for Leeds to become a child friendly city. The idea of a child friendly city builds on a project developed by Unicef that aims to help cities develop a system of good governance committed to fulfilling children's rights. There is more information on the website www.childfriendlycities.org. This city ambition can be used to engage a wide range of partners, public, private, voluntary and communities

more generally in a collective effort to put the child at the heart, make the economic case for investing in the future, and evidence the voice and influence the child.

- 2.2.6 The five outcomes the CYPP will cover to make sure that children and young people:
- are safe from harm;
 - do well in learning and develop skills for life;
 - choose healthy lifestyles;
 - have fun growing up; and
 - are active citizens who feel they have voice and influence
- 2.2.7 These will be underpinned with a short, clear set of priorities, including a cross-cutting focus on minimising the effects of poverty on children and families. They will be delivered by creating a stronger sense of the shared values and behaviours that bind the children's workforce and these will in turn reflect the Council's new corporate values. To do this there will be an increased focus on working in partnership to develop the children's workforce together in a way that helps us realise our ambitions.
- 2.2.8 The vision that informs the new Children and Young People's Plan has been captured in a summary sheet, attached at appendix 1. Work on the detail, including the performance indicators that will sit behind this is now taking place. An outcome based accountability approach will be used to engage those who can make a difference to the priority areas. A draft of the new Children and Young People's Plan will be submitted to the Scrutiny Board in the spring of 2011.

2.3 National Policy Context

- 2.3.1 The September update report informed the Scrutiny Board about the change of direction signaled by the coalition government in relation to Children's Services and drew attention to a number of consultations and policy changes that are shaping and reflecting this. These developments have continued in recent months, many of which are reflected in the government's Education White Paper: 'The Importance of Teaching', which was published on 24th November. The White Paper is wide-ranging, but in very brief summary some of the main areas it covers include:
- Attainment: Raising the floor target of achievement at GCSE level from 30% of pupils getting 5 A*-C grades, up to 35%. Changing the A Level and GCSE course structure and school ranking systems.
 - Curriculum Review: Launched in December 2010 and implemented by 2013
 - Inspection Changes: More streamlined focus for Ofsted, down to four key areas: teaching., leadership, behavior and attainment. Local authority Children's Services inspection focus also to change and become more 'streamlined'.
 - Behaviour: Revised powers and 'protections' for teachers on discipline issues.
 - Teaching: Reforming initial teacher training and putting in place/supporting processes aimed at improving teachers learning and development.
 - Funding: Introducing a Pupil Premium and consulting on revised arrangements for the national funding formula for schools.
- 2.3.2 Through the White Paper and elsewhere, the government has also re-asserted its commitment to the academies programme for schools and set out a desire to see this extended to a growing number of underperforming schools, primary schools and schools working in partnership arrangements with others (for example in federations, or cluster arrangements). The implications and opportunities of this for Leeds are

being considered and developed as part of the wider locality working approach and the emerging vision and top five outcomes.

- 2.3.3 Aside from schools, the first part of the Munro review of Child Protection was published at the start of October. The focus of this was on analysis rather than specific recommendations. In view of the child protection challenges Leeds faces we have been monitoring this review closely and are currently exploring opportunities to become more involved in learning and development opportunities stemming from it.
- 2.3.4 Furthermore, as mentioned in the update report in September, policies across other areas of government are likely to have an increasing impact on how children's services are delivered. A particularly prominent example is the publication of the new Health White Paper 'Healthy Lives, Healthy People' which places an increased emphasis on the role of local authorities to protect the public from health threats. This is likely to place an increased emphasis on the role of education in preventative work and, for example, initiatives that support good maternal health to give children a positive start in life. At the time of completing this report the White Paper had only just been published, but it will be an important influence to incorporate as we move forward.
- 2.3.5 The other key development since September was the publication of the Comprehensive Spending Review (CSR) towards the end of October. Reports to the Council's Executive Board have provided more details about the implications of the CSR. This should be considered alongside the details of the current financial context locally and nationally, the combined effect of grant reductions and significant demand pressures on the social care system. This demand profile, through referrals, the child protection system and looked after children, is not sustainable. Much of the focus of this paper – for example the focus on outcomes, service redesign and revised leadership – is being put in place to change this pattern of demand.

2.4 Inspection and Assessment Update

- 2.4.1 Although the government has made a number of changes to the inspection and assessment process for local government and indicated the intention for further changes to children's services inspections in the future, for 2010 the annual children's services assessment has been retained. This is not an on-site inspection in its own right, but rather is drawn from the outcomes of all of Ofsted's inspections of children's services and settings in the local authority area and an extensive set of performance indicators. The children's services assessment for Leeds will be published on 9th December, this is a day after the Scrutiny Board papers are published. Therefore the assessment letter will be provided to Board members as a late paper (as appendix 4 to this report) to ensure that the embargo on publication before the designated Ofsted date is not broken. The Director of Children's Services will be able to provide more context to and detail about this assessment at the Board's meeting.
- 2.4.2 The Council's Adoption Service was inspected during the week commencing 6th December. The outcomes of this inspection are not yet known, but Members will be informed when they are published given that this is an important strand of the wider improvement activity taking place in children's services.

2.5 Progress of the Children's Trust Arrangements

- 2.5.1 It is now eight months since Leeds began to implement a new Children's Trust Board and new arrangements for the city's Local Safeguarding Children Board. Both play a critical role in building and operating the partnership arrangements that must be in

place to enable different agencies to deliver improved outcomes and our safeguarding responsibilities. Although the government has indicated that the statutory responsibility to have a Children's Trust Board in its current form is likely to be removed, partners across Leeds have indicated their intention to keep the arrangements that have been developed during this year to provide an overview of and driver for partnership and integrated working.

- 2.5.2 The progress and improvement of the Local Safeguarding Children Board (LSCB) is particularly important in view of the challenges that have been identified in Leeds and the focus on the Board within the 2009 Announced Inspection. Since April the new LSCB, chaired by an independent member, has met three times and held a development session for members. Key short term priorities have been agreed as: leadership; communications; performance management and quality assurance; monitoring; governance; and workforce development.
- 2.5.3 Within this list the current top priority for the Board is to develop performance management and quality assurance processes. As such, agreement had been reached on the scope of the quarterly performance reports for the LSCB across a set of performance indicators. The information and data will form part of the performance management framework to be considered by the LSCB in January 2011 for implementation from April 2011.
- 2.5.4 The Safeguarding Board is also overseeing the implementations of a revised training programme to support staff, this will ensure that practice is informed by lessons from Serious Case Reviews.
- 2.5.5 The Chair of the Safeguarding Board is also now a member of the Children's Trust Board, helping to establish clearer accountability in both directions. The Trust Board itself has been reviewing the framework that it uses to monitor performance and will consider new proposals in December to link more effectively with directorate performance monitoring and that of the Safeguarding Board. The Trust Board is also continuing to take an overview of the service redesign work discussed below.

2.6 Service Redesign

- 2.6.1 In the update report to the Scrutiny Board in September, members were informed about the overall direction and broad proposals for the next stage of children's services arrangements. Members were informed about the transformation programme and the progress towards:
- Ending the contract with Education Leeds
 - Developing integrated business support, including commissioning
 - Developing integrated service delivery
- 2.6.2 On the basis of the proposals presented to scrutiny in September, a paper was submitted to the Children's Trust Board on 13th September outlining more of the detail. That paper was agreed by the Trust Board's members and followed by a period of consultation with a wide variety of stakeholders, this concluded at the end of October to coincide with the publication of the Comprehensive Spending Review. During November the new DCS has been reviewing the feedback and learning from this consultation and drawing up revised proposals for the Transformation Board and key stakeholders.
- 2.6.3 The Transformation Programme has continued to develop proposals across all areas of children's services for future working. This includes the council provision, an

extensive proposal being worked up with headteachers about the new relationship with schools, and commissioning review activity to challenge outcomes and value for money.

- 2.6.4 The September update report also outlined the approach that has informed the development of proposed new leadership arrangements for those aspects of children's services in Leeds that are run by the local authority (including education services). During November outline proposals have been drawn up by the DCS for a new leadership structure and directorate shape. Further detail is being developed on these, and the relevant personnel panel approval will be sought on the detail either late December or early January.

Outline Leadership Arrangements and Responsibilities

- 2.6.5 The top two tiers of leadership in Children's Services and Education Leeds currently consists of the Director of Children's Services and the Chief Executive of Education Leeds, two Deputy Directors of Children's Services and two Deputy Chief Executives of Education Leeds and two Children's Services Chief Officers, one for Children and Young People's Social Care and one for Early Years and Integrated Youth Support Services. The new proposals that have been developed reflect the intention that from 1st April 2011 services currently provided by Education Leeds will return to being the responsibility of the local authority.
- 2.6.6 A outline revised leadership model is shown in the diagram at appendix 2, though more work is being done to develop this further. The new emerging proposals have streamlined the existing structure, but more importantly they put forward a model designed to make the integration of different aspects of children's services easier, clearer and more focused, so that improvements can be delivered and sustained.
- 2.6.7 The proposals recognise the extremely challenging financial context in which an ambitious change programme needs to be implemented. The need for efficiencies have been a central consideration throughout the re-design process, but this has been balanced by the imperative to provide right interventions and support to children and young people at the right time and create a whole system that underpins this. It is anticipated that overall the new model will deliver significant savings at senior officer (JNC) level, although further efficiencies may be identified as the design process continues. Over time it is the ability to better manage the placement and referral process for vulnerable children and young people that offers the greatest potential for achieving sustainable efficiencies. The new model being proposed and developed has been designed to do this through a stronger overall system for supporting and safeguarding children and young people in Leeds.
- 2.6.8 The review of children's services, approved by Executive Board in March 2010 suggested that as a starting point any future leadership structure should reflect both the continuing need to secure and develop support for strong learning and universal services as well as the need to draw together more of the resources that target and support the more vulnerable children. The review proposed that the Director of Children's Services should be supported by a Deputy Director (or equivalent) to provide the professional lead and champion the education and learning functions and a Deputy Director (or equivalent) to provide the professional leadership and champion targeted and specialist services for vulnerable children and young people (e.g. children and young people's social care). The Deputy Director posts proposed will indeed be responsible for the leadership of these two key remits. The information in appendix 3 provides more detail about the responsibilities that will be aligned to these roles.

- 2.6.9 These two Deputy Director remits will rationalise many of the overlapping services that are currently dispersed across different part of the Directorate (including Education Leeds). In addition to the Deputies, the revised structure proposes two Chief Officers, to support the DCS and Deputies. The first of these Chief Officer posts will cover strategy, commissioning and performance and the second will cover business support and change. Again there is more detail about what these roles cover in appendix 3.
- 2.6.10 In recognition of the changes this model will bring about and the importance of making the forthcoming period run as smoothly as possible, both for Council staff and wider partners, it proposed that under the oversight of the Chief Officer for Business Support and Change, additional capacity is identified in the short term to support this transition process. There will be an emphasis on using this capacity to work with schools, the voluntary, community and faith sector and other key partners across the city to help deliver a coordinated and widely-understood approach to putting the new arrangements in place. This additional change capacity would look to draw on existing knowledge and expertise in the city to add to the intelligence, relationship management and implementation skills that will be needed. The details of this proposal are still being drawn up, but it is anticipated that we would look to second one or more experienced Leeds head teacher and suitably senior representation from the VCSF to provide this support, as well as the possibility of drawing on other expertise from across the Council.
- 2.6.11 During December the proposals outlined in appendix 3 are being shared and discussed and further developed across existing services. It is intended that implementation will begin from January 2011 onwards.

Locality Working

- 2.6.12 The details above and at appendix 3 demonstrate a stronger commitment to ensuring better integrated working. However, we know from previous pilot initiatives and learning, from the feedback received when consulting on a new model and from children, young people and families themselves, that integrated working only realises its potential if it is embedded at a local level – closest to the clients it aims to support. The information at appendix 3 touches on some of the ways we will bring responsibility and resources closer to meeting specific local need, through the key worker model, the development of new multi-disciplinary local capacity and the reconfiguration of social work resources to better serve local need. However, we know we will need to go further to put in place the processes and relationships that empower local services to make the most impact.
- 2.6.13 It is particularly timely to be re-focusing on how we can change the way that children's services are delivered locally, as the Council reviews its wider arrangements for Area Leadership, based on learning from the recent locality pathfinder project. A new Area Leader role for the city (3 in total) and the wider change being taken forward with it (see the 15th December Executive Board report for more details) offers opportunities for children's services to adapt its new structure to build stronger links and leadership within local areas. To this effect a number of proposals are being developed that offer such opportunities including:
- ▶ Leadership roles locally (mirroring the Area Leadership geography) for the child protection/children in need and targeted services responsibilities. These will help clearer links to be made in a local area between this work and other roles that shape outcomes for vulnerable children across all services. It will also enable the sharing of information and learning across the city between a network with clearly defined leadership roles. The local targeted service leaders in particular will be

central to shaping and supporting the relationships between different partners who contribute to the new multi-disciplinary preventative teams. They will cut across service, professional discipline and partner boundaries ensuring that a lead professional can be appropriately allocated (and supported) to meet needs. They will work closely with the Area Leader (subject to Executive Board approval) to extend the multi-disciplinary approach into other local services wherever this can make a positive difference. They will act as the local expression of the two Deputy Director roles with a continual focus on using integration to better meet need.

- ▶ A key and defined role for leaders in local settings, such as schools and children's centres to develop a stronger understanding of and relationship with specialist services operating at an area, or city level and taking on increasing responsibility for building the capacity to deliver preventative and extended services to meet additional need.
- ▶ Stronger links with local leaders of partner services including health and the police to support the integrated working aspirations set out above.
- ▶ A partnership role linking a senior leader (from tiers 3 – 4) within the council's children's services structure with a local cluster, in a supporting and two-way information sharing capacity. This would be a limited part of these officers job description, but would help to build knowledge of local issues and links into frontline services across the leadership team, helping the cluster to connect with the local authorities priorities and ambitions. It would also help to deliver consistent communications and provide challenge to the cluster where appropriate. This link role would be part of a wider team offering supporting to clusters in a given area. Elected members could be an important aspect of this supporting role, though this approach needs to be developed further.

2.6.14 The list of proposals above is not a comprehensive picture of all aspects of how we intend to develop children's services at a local level, but rather it is intended to give a flavor for how we will use new leadership roles and responsibilities either at, or linked in at a local level to broaden ownership of the integration agenda and responsibility for getting services to work together to improve outcomes. By asking leaders at a local level to increasingly work across different disciplines to draw on whatever skills are needed and mirroring this in the approach of the senior leadership team we aim to create a service that is much more flexible and therefore more responsive to local need. We will underpin this by developing a clearer accountability framework so that all leaders and services understand their responsibility as part of the wider system to improve outcomes.

2.6.15 We have recognised that developing staff fully into these roles will take time. However, there is a strong base of skilled and experienced colleagues who can help to lead this work and form the basis of the new approach. Building on this, we will ensure that as we put new roles into place we match this with a strong emphasis on workforce development and will be exploring this further as we move into the next phase of developing and implementing our new approach.

2.6.16 Finally, at a local level we are complementing the changes proposed above by reviewing the way we use existing processes, such as the common assessment and intervention panels to ensure these evolve in ways that support the wider system and fits in with changing roles and responsibilities locally.

2.6.17 Overall, this new model signals a significant shift in responsibilities and structure for children's services in Leeds. Whilst the proposals aim to ensure greater efficiency, integration and ultimately improved outcomes for children and young people, the

transition will inevitably be a challenging period. Every effort will be made to keep the workforce, our partners, trade union representatives and elected members appropriately involved and informed as the implementation progresses.

3.0 Implications for Council Policy and Governance

- 3.1 The new vision for children's services in Leeds, to become a Child Friendly City, is a key strand of the Council's revised framework for city wide and Council directorate planning. Once completed, the new Children and Young People's Plan will guide future work and prioritisation relating to children and young people.
- 3.2 The work to re-model children's services builds on the need to address the significant performance challenges identified in children's services. This is a priority for the Council and the city.
- 3.3 The Government's new White Paper on Education points towards potential changes in the relationship between schools and local authorities. The review of children's services looks to take account of this changing direction, continue to make close partnerships with schools central to our approach and have the flexibility to adapt to the new models of schools and potentially school governance that may emerge.

4.0 Legal and Resource Implications

- 4.1 As outlined in this report, it is anticipated that the re-modelling of the children's services leadership and management structures and over, time, the integration of existing services, will deliver significant efficiency savings. At this stage more specific details are not available beyond the information above.
- 4.2 The legal aspects of the winding down of the Education Leeds contract are being handled appropriately by the Council's legal services.
- 4.3 Appropriate Human Resources procedures will be put in place to support the transition to new leadership arrangements in children's services.

5.0 Conclusions

- 5.1 This continues to be an important and challenging period of improvement for children's services in Leeds. The new vision for children and young people in the city, being developed as part of a new children and young people's plan, sets out an ambitious and positive approach to moving forward. The new direction for the leadership of children's services and the remit of these leadership roles signals an exciting opportunity to change our deliver model in Leeds so that services become better integrated, more focused on those with the greatest need and work better as part of a whole system to give children and young people the right support at the right time.

Background Documents

'Children's Services Improvement Arrangements' Report to Executive Board 10.03.10
'Children's Services Update Report' Report to Scrutiny Board 20.09.10
Government White Paper: The Importance of Teaching published November 2010

Leeds - a child friendly city

Children and young people in Leeds:

- are safe from harm;
- do well in learning and have the skills for life;
- choose healthy lifestyles;
- have fun growing up; and
- are active citizens who feel they have voice and influence.

We will major on the following **priorities** to deliver these outcomes:

- help children to live in safe and supportive families
- ensure that the most vulnerable are protected
- encourage activity and healthy eating
- improve support where there are additional health needs
- promote sexual health
- support children to be ready for school
- improve behaviour, attendance and achievement
- increase the levels of young people in employment, education or training
- provide play, leisure, culture and sporting opportunities
- reduce youth crime and anti-social behaviour
- increase participation, voice and influence

[Further work being done on PIs, targets, owners and main actions in line with the corporate framework]

A cross cutting theme for the city is to minimise the effects of poverty on children and families in Leeds

The main **approaches** we'll use to achieve our ambitions are:

- Everybody has a part to play – a whole city approach
- Services shaped locally by children and families and delivered through strong schools and communities
- Impacting on outcomes through local results based accountability
- Helping children and families take responsibility through restorative practice approaches (working with children and families rather than doing to or for)
- Applying our shared and unique skills and experience to deliver excellent practice
- Targeting resources and commissioning to impact on our top priorities
- Doing the simple things better
- Seeing the child as the client

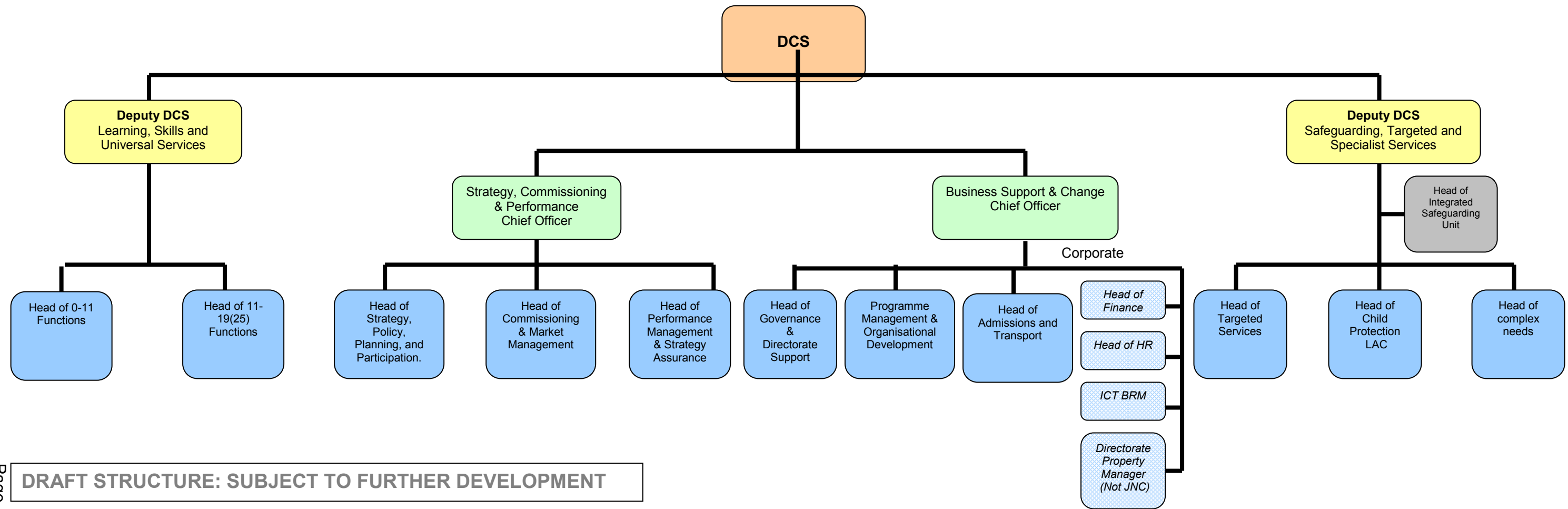
We'll promote these five **values** to influence our behaviours:

- Celebrating diversity
- Engaging citizens locally
- Being open and honest
- Working as a team for Leeds
- Spending money wisely

[Further work to do on approaches and values to improve coherence of these].

A cross cutting partnership theme is to develop our workforce to deliver our ambitions

**Children's Services Draft Revised Structure Proposals
(Top Three Tiers only)**



DRAFT STRUCTURE: SUBJECT TO FURTHER DEVELOPMENT

Draft Outline Responsibilities for the Proposed Tier 2 Leadership Responsibilities Within Children's Services

Deputy Directors:

- 1.0 The Deputy Director for **Learning, Skills and Universal Services** will oversee those universal functions that support different phases of a child/young person's progress. They will: (i) help deliver better integration of the support for children aged 0-11, including children's centres and early year's issues, primary schools and play; (ii) draw together the different support for young people aged 11-19(25) offered to schools and academies and also provided through the Youth Offer and the learning and skills agenda for 14-19(25) year olds. Both those roles will have focus on support and challenge to help to close the gap for children and young people in poverty and in groups that underachieve, including children and young people receiving free school meals and those with behavioural difficulties. It is envisaged that there will be two key leadership roles within this and a number of service managers will provide the leadership support around this remit, focusing on building relationship and providing a strong strategic role as champions for parents, families and vulnerable pupils
- 1.1 In a context of reduced funding and the shifting national policy emphasis, key to this agenda will be fostering an environment where universal settings are supported to be innovative and entrepreneurial, where their autonomy and diversity of governance arrangements are recognised, but don't act as a barrier to effective partnerships. To help achieve this, there will be a greater emphasis on delivering support at a local level with the aim of making sure the universal plays its full role to safeguard and promote the welfare of children, and in turn contribute to challenging referral patterns and the numbers of looked after children. Further details about the proposals for local arrangements are discussed below.
- 2.0 The Deputy Director for **Safeguarding, Targeted and Specialist Services** will draw together the services that work with children and young people identified as being particularly vulnerable and having the most complex need.
- 2.1 The specialist services aspect incorporates those services currently provided by social care and has two key elements: Firstly, a distinct looked after children's function, initially using social care capacity, but over time building on and integrating other relationships. These teams will handle the cases of those children and young people once a decision for them to be taken into care has been made. They will drive a whole system response to improving outcomes for this group and enable a stronger focus on, for example, care planning, and transitions into adulthood. The Council's fostering, adoption and residential teams will also be part of this service; Secondly, re-shaped child protection teams, re-organising social workers into 22 teams across the city with the explicit aim of creating more manageable case loads as part of a more coherent whole safeguarding system. These teams will take referrals from a stronger, multi-agency duty team, which is also part of the child

protection service and they will actively work with other local services and settings to provide professional advice and expertise and in doing so strengthen the relevant skills in the wider system to fulfill their safeguarding responsibilities.

- 2.2 The Targeted Services aspect of this Deputy Director's remit signals a particularly important shift in emphasis. Under these proposals, staff in (what are currently) different parts of the Children's Services Directorate would be brought together locally, to work alongside other colleagues, in schools, for example, or other partners to form a local/multi-disciplinary capacity, serving a local, cluster related area to fulfill an effective wellbeing function. This function will focus on those families where risk factors (like poor attendance, or poor housing) indicate vulnerability and the potential for problems to escalate. Through some 'key worker' model within this function – a single professional linked closely to an individual child or family, but able to draw on a range of expertise and options from the resource around them - they will aim to address issues at an earlier point and prevent the need for social care intervention. The detailed shape and reporting arrangements for these functions (to include council services, partners and commissioned services) are being worked on at the moment. It is expected that in the short term at least, the Youth Offending Service will be part of the targeted services remit, but retain a distinct function.
- 2.3 Also importantly, within this Deputy Director's remit will be services for children and young people with the most complex needs, i.e. long-term SEN/disability and health issues and their families. This will also be more integrated over time to be an integrated team providing a single point of contact, a key worker and a unified referral, assessment and planning process. Again the details are still under development, but it is anticipated that part of this service will be organised into 3 teams across the city building on existing arrangements, whilst some of the most specialized aspects will remain at a city-wide level.
- 2.4 Finally, under this Deputy Director will be the new Integrated Safeguarding Unit. This Unit will pool together different safeguarding specialists currently dispersed across different part of children's services to provide a consistent, single point of contact on safeguarding children for **all** council services, as well as fulfilling/managing many of the safeguarding requirements set out in recent legislation and guidance.
- 2.5 To oversee this significant remit it is anticipated that the Deputy Director for Safeguarding, Specialist and Targeted Services will be supported by three heads of service, plus a head of the Safeguarding Unit. The management arrangements reaching down into the locality teams within the model will also be critical and these proposals are being drawn up at the current time.

Chief Officers:

- 3.0 The first of the two Chief Officer posts will cover **strategy, commissioning and performance**. The commissioning remit of the role will manage commissioning processes and business and market development across children's services. It will also incorporate the managing of contracts and procurement. Effective coordination of these activities across the Directorate, and linking to the broader council and partner arrangements will be particularly important in the context of responding to

ongoing budget pressures and funding reductions. The strategy aspect will include capital planning, work to ensure the sufficiency of school places – a key issue for the coming years – and a focus on supporting young people’s participation, which will be central to taking forward the child friendly city agenda. The performance aspect will cover the management of performance and risk information, work relating to external inspections and the quality assurance and auditing work necessary to support, monitor and maintain improvement across frontline services. Again, provisional proposals suggest that three Heads of Service and a number of service management roles will provide the leadership support to this function.

- 4.0 The Chief Officer for **Business Support and Change** will oversee the remaining key business functions required by the Directorate. This will include management of school admissions and transport administration. It also incorporates complaints and customer relations, information knowledge management and the project, political and administrative support required within a large Directorate. This Chief Officer will also have the key links with the relevant senior officers from corporate functions including human resources, finance, ICT and property management.

9 December 2010

Mr Nigel Richardson
Director of Children's Services
Leeds City Council
6th Floor, East Merrion House
110 Merrion Centre
Leeds, West Yorkshire LS2 8DT

Dear Mr Richardson

Annual children's services assessment

Ofsted guidance published in July 2010 explains that the annual assessment of children's services is derived from the performance profile of the quality of services and outcomes for children and young people in each local area. This performance profile includes findings from across Ofsted's inspection and regulation of services and settings for which the local authority has strategic or operational responsibilities, either alone or in partnership with others, together with data from the relevant indicators in the National Indicator Set (NIS).

In reaching the assessment of children's services, Ofsted has taken account of all inspected and regulated services for children and young people, arrangements for making sure children are safe and stay safe and performance against national measures. More weight has been given to the outcomes of Ofsted's inspections and regulatory visits (Blocks A and B in the performance profile).

The annual assessment derives from a four point scale:

4	Performs excellently	An organisation that significantly exceeds minimum requirements
3	Performs well	An organisation that exceeds minimum requirements
2	Performs adequately	An organisation that meets only minimum requirements
1	Performs poorly	An organisation that does not meet minimum requirements

Within each level there will be differing standards of provision. For example, an assessment of 'performs excellently' does not mean all aspects of provision are perfect. Similarly, an assessment of 'performs poorly' does not mean there are no adequate or even good aspects. As in 2009, while the performance profile remains central to Ofsted's assessment, meeting or not meeting the minimum requirements alone does not define the grade. The assessment has involved the application of inspector judgement.

Leeds City Council children's services assessment 2010

Children's services assessment	Performs poorly (1)
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Children's services in Leeds City Council perform poorly.

Following an unannounced inspection of front-line child protection services which identified two areas for priority action, children's services were judged to be inadequate in 2009. A full inspection of safeguarding arrangements and provision for looked after children subsequently took place. This found that the overall effectiveness of services to ensure children and young people were safe was inadequate with provision for looked after children rated as adequate. The judgement of inadequate for overall effectiveness in safeguarding from this inspection is applied as a limiting judgement to the children's services assessment. As no other inspection has taken place in the intervening period since November 2009, this judgement stands and must therefore limit the annual assessment to performs poorly.

A large majority of types of services, settings and institutions inspected by Ofsted are good or better. All three domestic childcare settings and five of the six special schools are good or better and the sixth form college is outstanding. Around two-thirds of primary schools and local authority children's homes are good. Secondary schools, school sixth forms and further education colleges do not do as well. Not enough of these settings are good and a few are inadequate. The local fostering and adoption agencies are both good.

National performance measures show the large majority of outcomes are in line with the averages for England or for similar areas. Results in national tests and examinations are in line with similar areas for children at the end of the Reception year and for 11- and 16-year-olds. The gaps in achievement between children and young people who come from low-income families and their peers remain too wide at both the age of 11 and 16. Nineteen-year-olds from low-income families in Leeds do not gain as many qualifications as those from similar backgrounds across the country.

Key areas for further development

- Improve the quality of safeguarding.
- Improve secondary schools and sixth forms so that more are good or better.
- Increase the number of young people from low-income families who achieve well at the ages of 16 and 19.

Outcomes for children and young people

Ofsted's inspections show that most services and settings successfully promote healthy lifestyles. However, some inconsistencies in health outcomes remain in the local area. Good outcomes are seen in the increasing numbers of mothers who are still breast-feeding their babies after six weeks. Similarly, a growing number of young people think their parks and playgrounds are good. Children in care receive timely support for their emotional and mental health needs but there is still more work to do to improve services for all children and young people with these difficulties. The number of children who are too overweight at the ages of five and 11 has risen faster than in similar areas. The number of young women under the age of 18 who become pregnant is still not reducing and this is a key priority for improvement in the local area.

The full inspection of safeguarding arrangements and provision for looked after children judged the overall effectiveness of safeguarding to be inadequate and identified a number of areas for development. These included improving the timeliness and quality of social work responses for assessments, case planning and recording. However, the good contribution of Education Leeds to the broad safeguarding agenda was acknowledged as was the good engagement of health partners. It was also noted that the local authority had recently undertaken significant work to prioritise improvements in front-line child protection services. Since this inspection, significant activity has taken place and reports to the Improvement Board by the local authority show better performance against some of the areas for improvement, including the timeliness of social care assessments. Ofsted's inspections of schools show that arrangements for keeping children and young people safe are mostly good. Hospital admissions are high and continue to rise. Services for children who have run away from home or overnight care have not been developing as fast as services nationally, although recent data show improvement. Feedback from children and young people indicates that Leeds continues to have low and decreasing levels of bullying.

Domestic child carers and the sixth form college are good at helping children and young people to do well and enjoy their learning. This is also true of the local authority's children's homes and local fostering and adoption agencies. Although inspections show most primary schools do well in this area, the number not reaching the expected standards rose in 2009. The local authority reports this number has reduced in 2010. Provision in pupil referral units and special schools is almost always good. Leeds has a large number of satisfactory secondary schools and sixth forms but too few are good or better. Pupils in their Reception year at school achieve at a comparable level to their peers in similar areas with a good improvement in standards in 2009. At the end of primary school and at the age of 16 attainment is comparable to that seen elsewhere although, by 2009, improvement had not been as fast as that of similar areas. Pupils from a number of minority ethnic groups do not do as well as others at the ages of both 11 and 16. However, the achievement of children in the care of the local authority shows good improvement at both the age of 11 and 16. Behaviour in secondary schools has improved considerably over the last three years, particularly in 2009. However, the number of secondary school

pupils who are often absent from school, while declining, remains higher than the national average and is a local priority for improvement.

The local area has a range of ways in which children and young people are involved in planning services. These include specific contributions to sexual health and anti-bullying work. Most services and settings are good at involving young people in decision-making and activity in their communities. Re-offending by young people in Leeds is worse than in similar areas although by most measures the youth offending service works reasonably well and was judged to have excellent capacity for improvement in its last published inspection. The number of young people who are offending for the first-time has reduced well over time. There has been a recent significant reduction in the number of young people involved in the court process who receive a custodial sentence. However, this number remains higher than in similar areas. More young people who offend have access to suitable housing than previously but this is not improving as fast as the national rate.

Most services and settings promote children and young people's future economic well-being reasonably well. Not all young people do as well as they can at the age of 19, particularly those from low-income families, although there has been steady improvement in gaining five good GCSEs or equivalent qualifications by this age. The number of 17-year-olds in school, college or other forms of training has improved but remains below that of similar areas. Local services have had good success in reducing the number of 16- to 18-year-olds not in education, employment or training. While recent data show a fall in the numbers of care leavers in education, employment or training this figure remains similar to that found nationally. The number of care leavers in Leeds who are given a suitable place to live when they leave care has fallen and is a focus for improvement in the local authority.

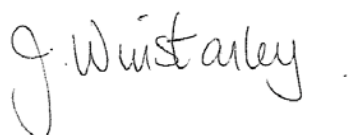
Prospects for improvement

Leadership of children's services has undergone a number of changes over the last year. These include the appointment of both a new director of children's services from September 2010 and a new independent chair of the Local Safeguarding Children Board as well as significant changes to the leadership and functioning of the Children's Trust Board. The inspection of safeguarding and services for looked after children in 2009 identified some key weaknesses. These included shortfalls in staffing levels, safeguarding procedures and leadership and management, notably a lack of effective leadership from the Local Children Safeguarding Board and insufficient challenge from all key bodies. However, it judged that the local authority had adequate capacity to improve in this important area of work despite a variable track record of delivering improvement. Inspectors noted the strong corporate steer for improvement from the lead member and the then current chief executive. The recently appointed new chief executive and the new leader of the council have continued to provide strong corporate support. The local area's review of its Children and Young People's Plan sets out how priorities have to be delivered alongside the Children's Services Improvement Plan. It is clear about the work that still has to be done to improve services and acknowledges the pressures of recruitment and retention of social care staff. It is also clear about the priority to narrow gaps in

achievement. An improvement board providing external scrutiny and reporting to the Secretary of State has supported this work and notes that progress is being made as well as significant challenges remaining. Ofsted's monitoring visits to weaker schools show that the local authority is doing good work to help them get better. However, in addition to the major task of improving safeguarding, continued effort is needed to further improve the quality of secondary schools, school sixth forms and further education colleges as well as to improve outcomes for children and young people from low-income families and from a range of minority ethnic groups.

This children's services assessment is provided in accordance with section 138 of the Education and Inspections Act 2006.

Yours sincerely

A handwritten signature in black ink that reads "Juliet Winstanley". The signature is written in a cursive, flowing style.

Juliet Winstanley
Divisional Manager, Children's Services Assessment

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Report of the Head of Policy and Performance

Meeting: Children's Services Scrutiny Board

Date: 16th December 2010

Subject: Children's Services Performance Report Quarter 2 2010/11

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the Quarter 2 action trackers summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the Children's Services Scrutiny Board. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow along with amber trackers with a static or deteriorating direction of travel. A complete set of action trackers are published on the intranet for information. There is no separate performance indicator report as all relevant key performance indicators are now provided on the action trackers. Overall, Members should note that for the improvement priorities relevant to the Children's Services Scrutiny Board 36% (5 out of 14) of **improvement priorities** are currently assessed as green and on track.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Children's Services Scrutiny Board so that the Board may understand our current performance and, as necessary, take appropriate action.

3 Background Information

- 3.1 A number of appendices are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against all improvement priorities relevant to the Children's Services Scrutiny Board.
- **Appendix 2** – selected amber and red rated action trackers from the Leeds Strategic Plan priorities relevant to the Children's Services Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.

This information is supported by a guidance document to aid the reader in interpreting the actions trackers.

4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided.
- 4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. Therefore a full performance indicator report is **not** provided on this occasion. A performance indicator report will be produced at Q3.

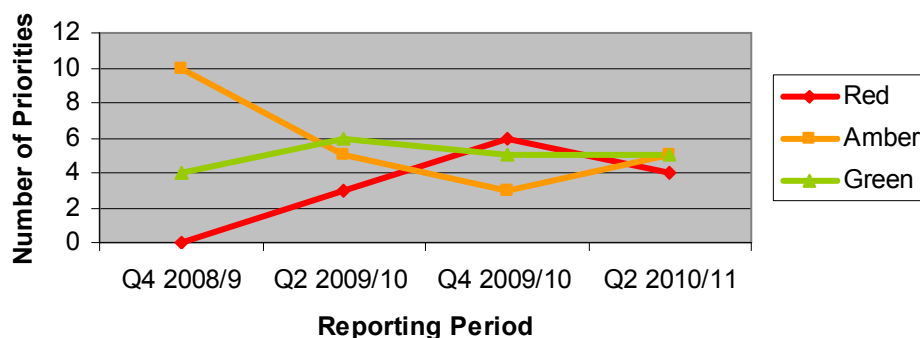
Analysis of Overall Performance Improvement Priorities

- 4.4 There are 14 improvement priorities from the Leeds Strategic Plan which are relevant to the Children’s Services Board and of these 5 are assessed as green, 5 as amber, and 4 are assessed as red. This represents an improvement in the overall position compared to quarter 4 2009/10 as illustrated in the table and graph below.

	Q4 2008/9		Q2 2009/10		Q4 2009/10		Q2 2010/11	
	Number	%	Number	%	Number	%	Number	%
Red	0	0	3	21	6	43	4	29
Amber	10	71	5	36	3	21	5	36
Green	4	29	6	43	5	36	5	36

Members are asked to note that at quarter 4 the improvement priority LN-1e “Improve participation and early learning outcomes for all children, with a focus on families in deprived areas” has been split into two action trackers one focusing on Early Years outcomes and other on Primary Outcomes.

Change in Children's Services Improvement Priority RAG Ratings



High Risk Priorities

- 4.5 A number of the action trackers are produced on a quarterly basis to enable closer monitoring of the high risk improvement priorities from the Leeds Strategic Plan. The table below shows the trackers which are relevant to the Board and how these particular trackers have progressed over the past year or so.

Improvement Priority	2009/10 Q2	2009/10 Q3	2009/10 Q4	2010/11 Q1	2010/11 Q2
HW-1d/CYPP 7 Reduce teenage conception and improve sexual health	↓	↓	↓	↔	↔
HW-3a Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk / HW-1e Improve assessment and care management of children and families*	↔	↓	↑	↑	↑
LN-1d Increase the proportion of vulnerable groups engaged in education, training or employment	↔	↔	↑	↔	↑

* At Q2 this tracker has been split into the two separate improvement priorities but these currently have the same overall progress rating

- 4.6 Of these trackers, 2 have shown improvement over the 6 months, 1 is static and none are deteriorating. The NEET tracker has progressed from static to improving with particular improvements in the level of young people whose status is not known. However, there are still 2150 young people in the city who are NEET and there are likely to be on-going challenges in sustaining this improvement during a period of funding reduction. Safeguarding children continues to make steady progress. In terms of teenage conception, this is a more complex picture as the data is subject to a significant time lag but despite a focus of activity from 2009 onwards the figures continue to flat line. Furthermore the Action Tracker continues to suggest that there is more to be done in terms of leadership, partnership working and resourcing.

5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

6 Legal and Resource Implications

- 6.1 The statutory requirement to have a local area agreement which was previously fulfilled by the Leeds Strategic Plan has been withdrawn. Any resource or funding issues are picked up in the individual trackers.
- 6.2 The council is subject to a formal improvement notice for Children's Services and within this a number of specific targets have been set for key performance indicators. Failure to meet these particular targets may result in Secretary of State intervention. The council is unlikely to be able to meet two of these targets including the number of young people who are NEET and skill levels at 19. However, the coalition government have indicated that they are less inclined to intervene directly in local government but the option remains open to them at this time.

7 Conclusions

- 7.1 This report provides the Board with a high level overview of the Children's Services performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at quarter 2 2010/11. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

8 Recommendation

- 8.1 Members are asked to consider the overall performance of Children's Services against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.

Background Papers

- Leeds Strategic Plan 2008-11
- Children and Young People's Plan 2009-14

Thriving Places				Learning			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
TP-2b	Reducing and managing offending behaviour	●	Neil Evans	LN-1b	Improve learning outcomes and skill levels for all 16 year olds, with a focus on narrowing the achievement gap.	●	Nigel Richardson
TP-2e	Reduce bullying and harassment	●	Nigel Richardson	LN-1c	Improve learning outcomes and skill levels for all 19 year olds.	●	Nigel Richardson
TP-3b	Reduce the number of children in poverty	●	Neil Evans/ Nigel Richardson	LN-1d	Increase the proportion of vulnerable groups engaged in education, training or employment	●	Nigel Richardson
TP-3c	Develop extended services, using sites across the city, to improve support to children, families and communities	●	Nigel Richardson	LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas. (Early Years)	●	Nigel Richardson
				LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas. (Primary)	●	Nigel Richardson

Health and Well Being				Harmonious Communities			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
HW-1c	Reduce rate of increase in obesity and raise physical activity for all.	●	Sandie Keene	HM-1a	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents	●	Neil Evans
HW-1d	Reduce teenage conception and improve sexual health	●	Sandie Keene / Nigel Richardson				
HW-1e	Improve the assessment and care management of children	●	Nigel Richardson				
HW-3a	Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk	●	Nigel Richardson				
HW-1f	Improved psychological, mental health and learning disability services for those who need it.	●	Nigel Richardson				

Key

●	Significant delays or issues to address
●	Minor delays or issues to address
●	Progressing as expected – on schedule to complete actions & targets

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Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

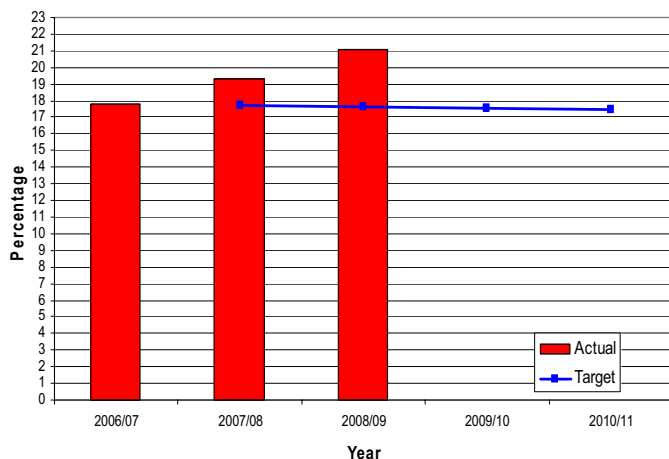
Overall Progress



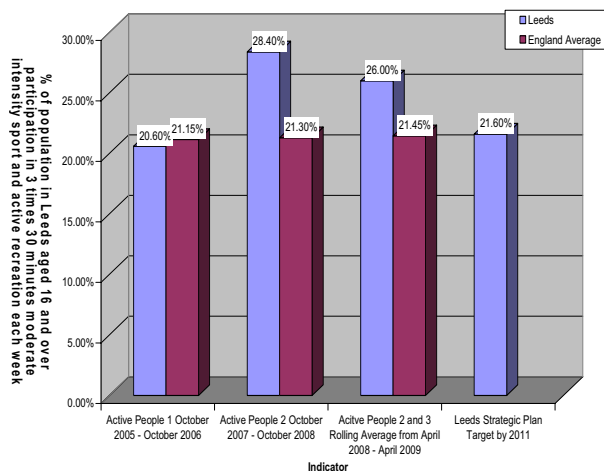
Why is this a priority

Obesity is on the increase and is associated with many illnesses, and is directly related to increased mortality and shortened life expectancy. It leads to higher risks of diabetes, hypertension, breathlessness, coronary heart disease, osteoarthritis in the knees, complications in pregnancy and impaired fertility and a range of cancers. It also has an impact on wellbeing, educational and economic attainment.

Percentage of obese in Year 6



National Indicator 8 - Leeds Strategic Plan



Overall progress to date and outcomes achieved April 2010- September 2010

Overall Summary

Services have been redesigned and programmes and initiatives are in place to work with families, children and young people to provide solution focused support to help them achieve a healthy weight. Based on this data from the Health survey for England 2003 we can conservatively estimate that for the population of Leeds approximately 152,084 people would be expected to be obese (BMI of 30kg/m² or more). This figure is not weighted for deprivation but it should be noted men and women from unskilled manual groups are 4 times more likely to be obese than professional groups.

Achievements

- The 'Chapel Allerton and Beyond' Walking Group has formed as a result of health walks training in July 2010. 2 further volunteers from this group are attending the next training in October.
- Work to improve children's nutrition through increasing uptake of free school meals has resulted in nine frontline workers and eight catering staff being trained around the Free School Meals Toolkit. These staff are now working to increase take up in eligible families and to improve the quality of school meals
- The city wide Breastfeeding (BF) Action Plan has been agreed. A BF Support Service is now operational with new mothers being offered additional support to continue to BF on discharge from hospital. 423 women received a telephone call in July. 63 of who received a visit within 48 hours of being discharged from hospital. In addition 20 women received 1-2-1 support of the wards at SJUH. Early qualitative reports from the women are very positive.
- The BF social marketing campaign based in the south of the city is now in the implementation stage: including work with local young women to establish a local young parents group.
- Leeds data for 09-10 has been uploaded to National Child Measurement Programme data base. Coverage rates were below national target of 85% at 69% due to capacity issues within school health services. The school nursing service specification has been revised and a contingency plan has been developed which will support the service to achieve this Commission for Quality and Innovation target in the coming year. Training has been delivered to school nursing staff to enable them to best implement the programme and respond to parental concerns.
- Health, Exercise, and Nutrition for the Really Young (HENRY) 22 centres have now taken part in the training. 28 Children's Centres staff have now attended Group Facilitation Skills training and 3 Lets Get Healthy with HENRY parents groups have been run. A further 6 have been booked.
- Change4Life events continue, as part of a broader communication strategy, to be held for the NHS Leeds and LCC workforce to raise awareness of key messages. These have evaluated well with many colleagues making pledges to make a change. Future events and articles, to support colleagues fulfil their pledges, are planned in response to pledges made.
- Change4Life themed fun days have been held at Primary Schools in Middleton and Harehills areas. They are proving very successful and have allowed for robust piloting and evaluation of the toolkit that supports the event. 15 schools/community groups have run events engaging over 2500 people from disadvantaged communities in health

Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

education and behaviour change. Some toolkits are available now and the plan is to make more available, to allow use by all schools enabling them to run events to engage and support families to make a healthy lifestyle behaviour change.

- Two Third Sector organisations have been commissioned to establish a change4life service in each of the demonstration sites (Harehills and Middleton). This new service is now providing one to one support to at risk families to enable them to achieve the change4life behaviours. The 13 group sessions that have been offered have been very popular. Take-up of the individual family sessions has been slower in these 'hard-to-reach' communities, however 11 families in Harehills and 6 families in Middleton are being supported however the growing demand for 1 to 1 support in Harehills has led to the provider applying for further funding from DH to increase capacity.
- NHS Leeds continues to commission the Watch It Weight Management Service to provide 8 clinics in 10% most deprived SOAs. The parent focused programme to enable families with obese 5 -11 year olds to achieve a healthy weight, has been successfully piloted and an evaluation report completed.
- NHS Leeds continues to commission Leeds Community Health Care to provide adult weight management service which is now focusing the majority of specialist intensive service provision within the most deprived areas of the city, where research would suggest obesity prevalence is higher than the citywide average. NHS Leeds continues to review the access of services and success rates. Increasing awareness and systematic referral into this service is part of the Healthy Living Interventions programme being implemented as part of NHS Leeds operational plan.
- A Ministry of Food Centre opened in Leeds City markets in partnership with NHS Leeds, LCC, Zest Health for Life and Jamie Oliver LTD. 171 people are either attending or have completed a 10 week course since opening. The project is now running at capacity with a waiting list for some slots. Excellent feedback has been received from a variety of intervals and organisations.
- Progressing with a joint NHS Leeds and LCC Sport and Recreation programme to offer heavily discounted access to leisure services via Leeds card for people identified at high risk of CVD via NHS Health check and is on track to be available for practices to offer to identified patients in January 2011.
- A part of the healthy living interventions programme a central database with information regarding all healthy living services and opportunities across Leeds is being developed. This will be held in one central point which is accessible to patients, public health professionals and branded change4life.
- Undertaken a review of good practice regarding planning and environmental controls regarding hot food takeaways as requested by Healthy Scrutiny Board to inform possible future actions in Leeds.
- Work to improve children's nutrition through increasing uptake of free school meals has resulted in nine frontline workers and eight catering staff being trained around Free School Meals Toolkit. These staff are now working to increase take up in eligible families and to improve the quality of school meals.
- The West North West Partnership have mapped the healthy lifestyle interventions for healthy eating and physical activity provided by statutory, voluntary and private sectors for four area committees. This information is being linked to the cardio-vascular NHS Health checks being offered to people between 40-74 in the 10% most deprived SOAs
- Leisure Centres - Leeds City Council opened two new leisure centres at Armley & Morley, increasing the level of junior and adult swims and visits to council pools and leisure centres compared to last year. Power Leagues plc has opened an additional 5-a-side centre in Leeds, increasing capacity and forcing down prices.
- Leeds Core Cycle Network (LCCN) – The Middleton – City Centre route was opened in Sept and a second route has been completed between Kirkstall Brewery Halls of Residence and the Civic Quarter University Campuses. This route is due to be officially opened in Oct. Construction on three others has commenced, for opening this financial year, with contributions from external funders. Partnership working between LCC, Sustrans and the Universities continues. The number of cycles hired out has grown from 200 in 2008 to 370 in 2010 however the scheme is due to finish in 2012 and no funding has been identified.

Challenges/Risks

- To increase the priority given to obesity and increasing physical activity against context of structural reorganisation and cost improvements.
- Capacity of Children's Centres to deliver HENRY given likely reduction in LCC resources
- Lack of strategic support for agenda due to ongoing structural re-organisation within both NHS and LCC
- Significant reduction in investment available to enable commissioning of physical activity for inactive children living in deprived Leeds.
- The high level of investment in the promotion of unhealthy foods by the food industry
- The availability of bariatric surgery is unlikely to meet demand.
- Lack of specific National targets to tackle adult obesity
- Changes in levels and sources of funding for Change4Life campaign nationally
- Leisure Centres – The impact of the abolition of the national 'Free Swimming' initiative from 31 July 2010 - which led to a 44% increase in junior swimming in Leeds - will need to be assessed. The results of the Active People Survey for Leeds will also need to be analysed further. Leeds fell back from huge improvement in 2008 (this may be sampling variation) although Leeds score is still well above both the national average and other– Leeds Core Cycle Network - Whilst designs have been progressed for other LCCN routes, implementation of these in future years is stalled by lack of funding.

Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

<u>Council / Partnership Groups</u>			
<u>Approved by (Accountable Officer)</u>	John England	<u>Date</u>	20.10.2010
<u>Approved by (Accountable Director)</u>		<u>Date</u>	

Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

Key actions for the next 6 months October 2010 to March 2011

Action	Lead Officer	Milestone	Timescale
Establish citywide Joint Healthy Weight Board to review current strategy and determine priorities for future action in Leeds	Brenda Fullard	On hold due to organisational change anticipated in White paper (due Dec 2010) NHS Leeds has Obesity commissioning plan	On hold
Establish Leeds Childhood Obesity Task Group to support implementation of Leeds Childhood Obesity Action Plan 2010-2013.	Janice Burberry	First meeting to be held November 2010. Quarterly thereafter.	April 2011
Deliver actions from Leeds breastfeeding Action Plan	Sarah Erskine	Key deliverables in 2010/11 include improve data monitoring, strategic promotion of 'Food for Life', procure city-wide promotional/ social change intervention	April 2011
Peer support.. Training courses underway in Beeston/Middleton, Bramley and Little London. Re-fresh training underway in East Leeds. Contract with NCT includes training and support for 1 year.	Sarah Erskine	30-45 peer mentors trained	December 2010
Procure city wide breast feeding welcome here scheme	Sarah Erskine	Contract will be awarded by end 2010	December 2010
HENRY	Jackie Moores	Further 6 centres trained and 2 further group facilitation courses run.	March 31 2011
A review of VCFS commissioning will continue to enable cost improvements to be identified while maintaining delivery of regular physical activity opportunities to inactive children and young people, from deprived communities.	Jan Burkhardt	Commission, monitor and evaluate children and young people's active4life programme 2010/11	September 2010
A review of the Watch It Commissioning will be undertaken to enable further roll out of parent focused 5-11 years treatment services within current resources.	Janice Burberry	Revised SLA negotiated	April 2011
Agreement on priority areas for action between health and planning following Reuniting health and planning event	Brenda Fullard NHS Leeds/ Christine Farrar/ Leeds Initiative	Briefing paper with recommendations from national good practice has been developed. Agreement on priorities to be taken forward by DPH and Chief planner. Progress report to Scrutiny Board due Jan 2011	January 2011
Increase the number of people participating in sport and regular physical activity in deprived areas	Mark Allman LCC/ Brenda Fullard	See NI 8 performance indicator	Ongoing
Implement the U travel action plan	Tim Parry LCC Sustrans		

Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

Implement school meals and packed lunch strategies	Rosie Molinari Education Leeds	Piloting training programme for extended services as champions for Free School Meals Increase in uptake of School meals and FSM embedded in Enhanced Healthy Schools model.	Ongoing
Pilot Healthy Food Mark Standard	Lisa Mallinson LCC/ Kay Lawton LHTH	Has been discontinued at National level as Food Standards Agency has been disbanded. Further programmes may form part of new Nutrition responsibilities for DH	On hold
To evaluate and further develop change 4 life campaign	Alison Cater (NHS Leeds) Mark Allman (LCC)	Local change4life database and website currently in development.	January 2011
VCFS agencies commissioned to develop physical activity and food access. Cooking/ healthy eating opportunities within and community development approach	NHS Leeds Staying healthy ICT/ John England LCC?	Zest Health for Life commissioned to deliver ministry of food Currently reviewing cooking skills and physical activity programmes commissioned from VCFS with a view to increasing quality and value for money.	Ongoing
Change4life health promotion in most deprived 10% SOAs in WNW Leeds. Children deliver healthy eating messages to parents	Sue Mulligan	Schools identified and programme delivered Autumn 2010	Autumn 2010
Work to reduce the (-16.59) physical activity participation gap between disabled individuals and the rest of Leeds has led to a multi agency tasking group being convened.	Liz Bailey	Leeds Card Extra application process being amended to enable currently excluded carers to apply	Feb 2011

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 2	Predicted Full Year Result	Data Quality
NI 57	Children and Young People's participation in high-quality PE and sport	Children and Younger People	Annually %	Rise	74% (2007/08 academic year)	81% (2008/09 academic year)	82%	Annually reported	Annually reported	No Concerns with data
NI 55a	Coverage - Obesity in primary school age children in Reception	Leeds PCT	Annual %	Rise	92%	93%	92%	Annually reported	Annually reported	No Concerns with Data Quality
NI 55b	Prevalence - Obesity in primary school age children in Reception	Leeds PCT	Annual %	Fall	9.30%	10.30%	10.00%	Annually reported	Annually reported	No Concerns with Data Quality

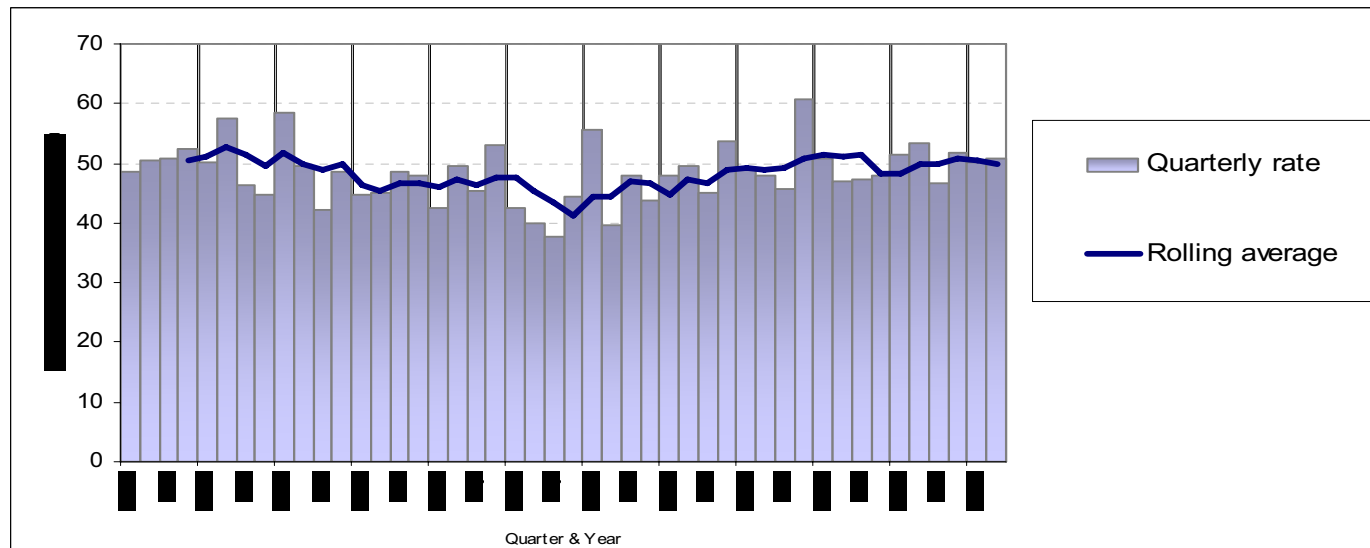
Improvement Priority – Reduce the rate of increase in obesity and raise physical activity for all

Lead Officer – John England, Brenda Fullard

NI 56a	Coverage - Obesity in primary school age children in Year 6	Leeds PCT	Annual %	Rise	98%	93%	98%	Annually reported	No Concerns with Data Quality
NI 56b	Prevalence - Obesity in primary school age children in Year 6	Leeds PCT	Annual %	Fall	17.80%	20.90%	17.67%	Annually reported	No Concerns with Data Quality

**Why is this a priority**

Evidence 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 3 times more likely to become teenage parents themselves. Teenage parents are shown to be high users of services compared to other parents and are therefore a significantly higher cost to communities in comparison to those who become parents in later life.

**Overall progress to date and outcomes achieved – Quarter 1 2010-11****Overall Summary**

The latest available position for June 2009 shows a modest reduction in rates from 50.8 to 49.8 (rate per 1000 15-17 year old young women) as demonstrated by the graph above. Our performance is measured nationally against Office of National Statistics (ONS) conception rates for 15 -17 year old young women. There is a 14 month time delay in the data due to the nature of the information being collected and the significant number of suppliers of data. New data on under 18 conceptions rates from ONS will be available for Q3 2009 23rd November 2010 and for the whole of 2009 in February 2011.

Our overall position is that Leeds is not moving in the right direction quickly enough. External support and review from the National Support Team suggests Leeds is the using the right strategy. We therefore must question whether we are utilising all our resources across the local authority (including those outside children's services) and in our partners in sufficient volume to change the direction of travel.

Activity achievements since the last quarter**Strategic**

- Councillor Judith Blake has been inducted as the lead member for Children's Service's. The Teenage Pregnancy Co-ordinator has met with both Councillor Blake and Councillor Jane Dowson (Executive Member for Learning) to ensure teenage pregnancy remains high on the agenda.
- Elected members have been identified as local champions for the newly-identified West hotspot. Councillor Mick Coulson (Outer West) and Councillor Alison Lowe (Inner West).
- Family support and youth work commissioning specifications have been agreed to ensure reducing teenage conception is a priority for these services.

Data

- Young people who conceive now have information collated locally to ensure that services act more swiftly to target their services and improve their quality. Work is underway to ensure teenage parents are given the choice to share earlier the information they give to their midwife to ensure postnatal support is in place.

Work within education settings

- 97% of schools in Leeds have Healthy Schools Status which ensures that each school has a statutory

HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

Sex and Relationships Education (SRE) policy in place.

- All schools have been provided with information on the route for young people to access contraceptive services located either on site or at a local venue.
- Work with Leeds City College to develop training around SRE provision for college support staff is underway.

Sexual Health Services

- Sexual health services are operating effectively in FE colleges which serve high risk populations for teenage conception.
- 38 pharmacy sites in Leeds now offer emergency hormonal contraception (EHC) to young people.
- 90 practices have signed up to the delivery of the Local Enhanced Service (LES) specification for Long-Acting Reversible Contraception (LARC) in primary care. They provide a combination or either implant only, IUD only or both.
- Leedssexualhealth.com website received a total of 49,000 visits to the site in 2009/10 indicating it is a well utilised service.
- Young people who conceive now have the choice to self refer for a termination without consulting their GP.

Workforce Development

- 47 facilitators have been trained to deliver the recommended early intervention parenting programme to reduce teenage conceptions.
- Work is underway to increase the confidence, knowledge and skills of City College FE staff to signpost effectively and deliver quality SRE.
- There has been a 50% increase on last year in the uptake of training for social care staff for work with young people on sex and relationship issues.

Work with parents and carers

- 16 parents from the teenage pregnancy priority areas have completed the recommended early intervention parenting programme to reduce teenage conception.
- Young fathers have suggested ways services can improve following a 'mystery shopping' project.

Targeted Work

- Postal area hotspots in the West locality have been identified by local data analysis. A meeting has been set up with councillors and local partners. Following this meeting agreement has been reached to develop a local action plan and a practitioners event to agree accountabilities.

Risks and Challenges

- Leeds continues to be at a disadvantage if its senior leaders do not systematically approach joint working to address teenage pregnancy. Core Cities who have achieved significant reduction demonstrate joint ownership and action on this priority at the Chief Executive level both within the Local Authority and PCT.
- There is a risk that a misunderstanding occurs that teenage conception reduction is achievable without significant joint systemic approaches across all local authority departments.
- Membership of the Teenage Pregnancy and Parenthood Partnership may not be at a sufficiently senior level to drive change and attendance is not consistent.
- There is a risk that services do not consider teenage pregnancy and parenthood as a priority and therefore there is insufficient progress in addressing the wide range of causative factors.
- There is a risk that universal settings do not implement consistent high quality SRE and promote access to sexual health services, especially to vulnerable groups at high risk of teenage conceptions, eg, pupils with Special Educational Needs
- Leeds has a lower investment in community based health services which young people can access for their sexual health needs than other leading Core Cities. The challenge will be whether we can meet the demand for service use with the likely reduced investment levels in this area.
- The risk that family support and parenting services not consistently prioritising the needs of teenage parents across the city leaves some of the most vulnerable young parents without the support they need
- A challenge for parenting support is to support families sufficiently to reduce risk taking behaviours
- Reducing resources and competing service change may challenge further improvement in services.

HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

Budget pressure

In addition to an existing 10% reduction target, a 25% in-year reduction of the Area Based Grant which supports teenage pregnancy will risk overall progress of the work programme. Impacts are likely to be felt through reduced programme support and/or the support given to service users.

All the challenges and risks identified above are being considered by the Teenage Pregnancy Board with mitigating actions included in the action plan.

Council / Partnership Groups			
Approved by (<i>Accountable Officer</i>)	Paul Bollom/ Sarah Sinclair	Date	29/10/10
Approved by (<i>Accountable Director</i>)	Nigel Richardson	Date	10/11/10

HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

Key actions for the next 6 months

Action	Lead Officer	Milestone	Timescale	Date Action Last Reviewed
1 A leadership review of teenage conception to be undertaken through a summit of senior leaders of the authority, health services, elected members and parliamentary representation.	Paul Bollom	Date originally arranged for summit was August 2010. New date to be organised now that the new Director of Children's Services is in post.	December 2010	9 August 2010
2 Research on effective sexual health services in schools (HYPS) requires they take place more than once a week in any one school and are delivered in partnership between the school, school health and youth services.	Vicky Womack	<ul style="list-style-type: none"> Report writing group formed - completed Report presented to TPPPB (June 2010)] Revision to School Nursing Contract with PCT in light of report – completed Agreement with CSLT on youth work and education support for HYPS services – November 2010. 	November 2010 (revised)	9 August 2010
3 Effective cities in reducing teenage conception require all services in contact with young people to be young person friendly and able to support young people confidently in their sexual health needs. All CaSH, Genitourinary Medicine (GUM) and the Termination of Pregnancy (TOP) providers will be 'You're Welcome' accredited. Target set for GP practices in high rate localities	Vicky Womack	A target set for GP practices in high rate areas to complete 'You're Welcome' accreditation. (July 2010) – milestone revised Sept 2010. Expressions of interest received from four GP practices in July 2010.	November 2011	9 August 2010
4 Effective services for young fathers are not evidenced in Leeds. We undertake to research the current service offer and the needs of young fathers and ensure services are in place for these parents.	Jenny Midwinter	<ul style="list-style-type: none"> Interim findings to be provided to TPPPB, June 2010. Milestone revised final report to be presented to TPPPB December 2010 (Revised) Family Support and Parenting Unit issue guidance of working with young fathers - completed Family Support and Parenting Commissioning Plan to reflect outcomes of report in addressing needs of young fathers. (September 2010) – revised to November 2010 	October 2010	9 August 2010
5 Develop action plan for identified hot pockets in West Leeds (noted in previous action tracker – locality work already underway to address hotspots in Inner East and Inner South Leeds)	Paul Bollom	<ul style="list-style-type: none"> To instigate working group for Inner West area focused on local hotspot rates suggesting joint local actions. To arrange joint event for local practitioners to identify joint actions To formulate local action plan with local accountability 	Completed October 2010 (revised) Jan 2011 Feb 2011	9 August 2010

HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

Key actions for the next 6 months

Action	Lead Officer	Milestone	Timescale	Date Action Last Reviewed
6 To review all expenditure across partners of TP related services and make recommendations to improve efficiency and effectiveness and look for opportunities to combine program with other appropriate expenditure.	Paul Bollom	<ul style="list-style-type: none"> Recommendations to make savings to be shared with deputy director of commissioning and TPPPB 	October 2010	New Action

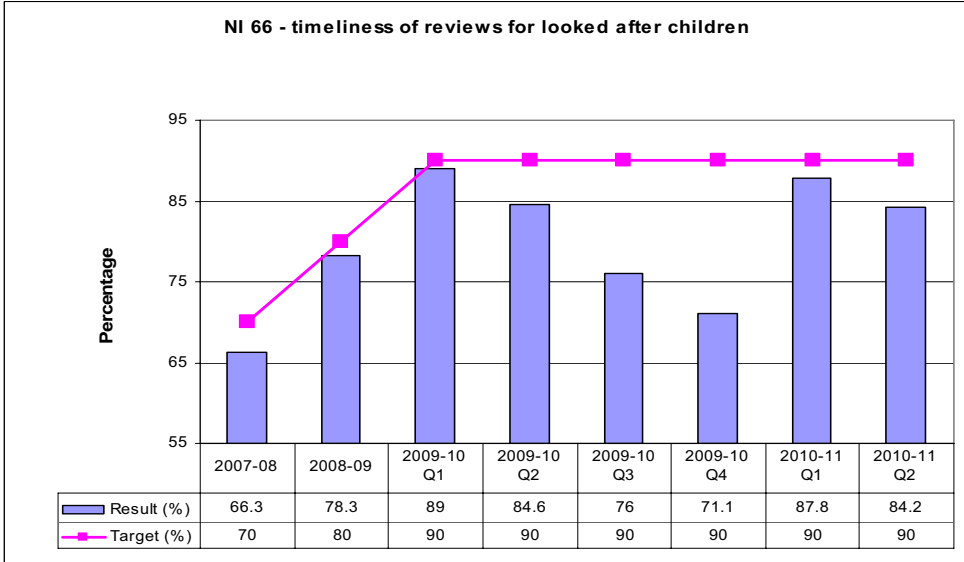
Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 2010/11 result	Predicted Year End Result	Data Quality
NI 112	Under 18 conception rate per 1000 girls ages 15-17	PCT	Annual	Fall	50.4	50.6 conceptions per 1000 (691) (2008)	TBD	The 2009 figures are released in February 2011		No Concerns
NI 113	Prevalence of Chlamydia in under 25 year olds measured through number of the resident population aged 15 -24 accepting a test/screen for chlamydia	PCT	Quarterly number	Rise	n/a	32,025	49,106	14,565	No year end prediction is available	No Concerns

Overall
Progress

Why is this a priority If children and young people are to achieve positive outcomes, they need to be safe and secure. With our partners it is important that we can identify when a child or young person is vulnerable, take decisive and timely action to make sure children are safe and to plan with them for a more secure future. If this 'preventative approach' does not work, there are concerns that children or young people may be at risk of, or suffering, significant harm.



Overall Progress to date and outcomes achieved

Overall Summary

The information contained within this action tracker should be cross-referenced with the safeguarding action tracker (HW-3a).

The Improvement Plan provides the management framework in response to the inspection report and the Improvement Notice; it identifies all the areas where improvement is required and provides the tracking and monitoring framework. Additional management capacity in Q2 has provided the resource and skills to accelerate the development of the looked after children’s services, provide challenge and develop practice improvements.

The target of 90% for the timeliness of reviews for LAC is in this year’s plan, (to meet this from last years 71.1% would be a major achievement) but the performance to date (84.2%) makes this unachievable as a result of the way the indicator is calculated (Each child’s set of reviews due in the year must be carried out on time for the indicator to be met) Therefore performance results cannot improve in the second half of the year. Our ambition is for performance to be 100% and this will be the 2011/12 target. Service re-design and re-provision will take account of our intention to ensure that 100% of reviews for looked after children take place within the required timescales.

Strengthening the governance and quality assurance arrangements around children being admitted to care has evidenced that there is improving social care practice and that children are not being inappropriately brought into care. Further work will develop commissioned services to ensure improved VfM and better outcomes for children in placements.

There has been significant progress and improvements in Q2 which can be evidenced though our performance management and quality assurance activities which justifies the upward direction of travel; it also recognises that some initiatives are complex, medium to long term improvements.

An announced inspection of the Fostering Service was carried out in Q2 and this reported an improvement from ‘satisfactory’ to ‘good’ for that service reflecting the improvement in capacity, management and

Improvement Priority – HW-1e - Improved assessment and care management (LAC)

Lead Officer – Jackie Wilson

outcomes for LAC which have resulted from the additional investment during this year. Improvements in the outcomes of the Ofsted inspections of residential homes were recorded, with all homes retaining or improving their overall ratings.

Looked After Children

- NI66, timeliness of LAC review performance, above, is showing a very similar trajectory to last year (the calculation method means the %age always falls during the year) despite the growth in LAC and child protection work.
- Appointment of a permanent HoS LAC in Q2 and the extra focus and impact that has had is showing improvement, specifically;
 - Commenced redesign of LAC service;
 - Commenced review of in-house residential provision
 - Final draft of the Placement Strategy and Sufficiency Plan
 - Development of the multi-agency placements unit has startedall evidencing considerable progress on the improvement plan objectives.
- The HOSDAR (Head of Service Decision and Review) panel has been successfully implemented, providing a strengthened governance gateway to admissions for children into care and to ensure the quality of assessments is high. This links closely to the work of the Children Leeds Board and the engagement with Health and Education where there is potential for joint funding for placements. The strengthening of commissioning and contract management for external placements is a key aspect of this improvement and challenge to external residential providers has commenced.
- Work has started on reviewing S20 children in care who may be ready to leave the care system, identifying the appropriate support for children and families.
- The standard of assessments of prospective kinship carers has improved considerably, helping to ensure that the right support for kinship carers is identified and put in place at an earlier stage, thus increasing the stability of these placements.

Staff recruitment and general development

- Recruitment to a 3rd fostering team, which will focus on recruitment and assessment of applicants, is continuing but has been delayed by difficulties in being able to recruit to the posts.
- Further work is to be undertaken with adult social care teams who take over responsibility for some young care leavers with ongoing social care needs; this particularly involves young people with disabilities., and focuses on their educational attainment and appropriateness of accommodation. This work is intended to increase awareness amongst adult social care staff of the requirement to be “in touch” with each care leaver during a four month period around their 19th birthday.
- Further recruitment activity has been prepared for another tranche of advanced practitioners, social workers and team managers in Q3.

Challenges/Risks

- The service is expecting an unannounced Ofsted inspection in the coming weeks. The outcome of this inspection may present a number of challenges for the service to address.
- A planned recruitment of social workers and advanced practitioners during quarter two was not wholly successful as it did not provide the number of required new starters. A re-advertisement will take place during quarter three.
- Ongoing recruitment has not resulted in a rise in the number of social workers. Over the last 15 months, the number of FTEs in post has only risen from 176 to 179, but the number of FTE vacancies has also risen, from 22 to 33 reflecting the gap in recruitment to newly created posts; there is still a high reliance on agency staff.

Council / Partnership Groups

Approved by (Accountable Officer)

Sal Tariq

Date

10.11.10

Approved by (Accountable Director)

Sal Tariq

Date

10.11.10

Improvement Priority – HW-1e - Improved assessment and care management (LAC)

Lead Officer – Jackie Wilson

Key actions for the next 6 months				
Action (Desired Achievements)		Contributory Officer / Partner	Milestone / Actions	Timescale
Refer to the Children's Service Improvement Plan		CO - CYPSC	Various, these are included in the CSIP	Various

Performance Indicators

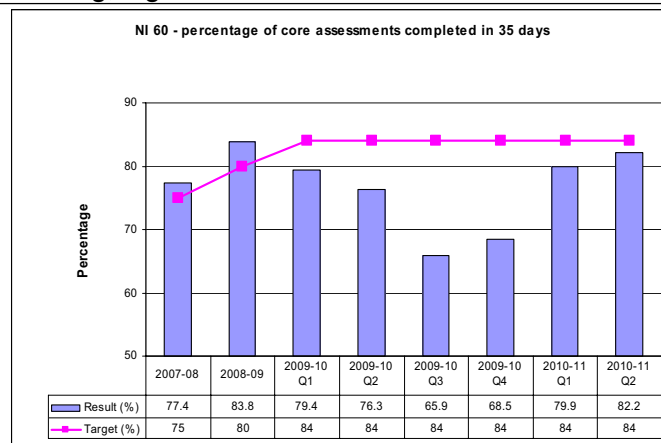
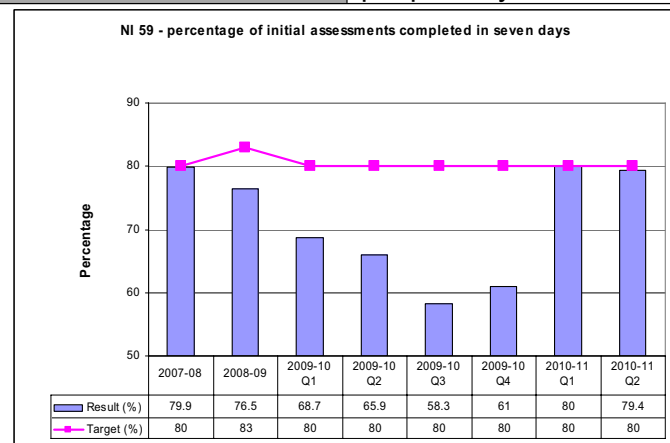
Performance indicators aligned to the Improvement Priority

Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 63	Stability of placements of looked after children: length of placement	CYPSC	Quarterly %	Rise	70.5% (December 2007)	64.2%	80.0%	71.4%	73.2%	Some concerns with data
NI 66	Looked after children cases which were reviewed within required timescales	CYPSC	Quarterly %	Rise	66.3% (2007/08)	70.2%	95.0%	84.2%	84.2%	No concerns with data
NI 147	Care leavers in suitable accommodation	CYPSC	Annual %	Rise	94.2%	86.8%	92%	Annual PI	Annual PI	No concerns with data
CYPP1-5	Percentage of looked after children who participate in their review	CYPSC	Quarterly %	Rise	81.1%	80.5%	95.0%	89.3%	95.0%	Not completed
CYPP1-6	Percentage of looked after children with up to date health needs assessment	CYPSC	Quarterly %	Rise	72.0% (07/08)	91.9%	90.0%	82.6%	90.0%	Some concerns in year but subject to data validation at Q4
CYPP1-7	Percentage of looked after children with an up to date dental check	CYPSC	Quarterly %	Rise	78.0% (07/08)	79.0%	84.0%	76.2%	84.0%	

Lead Officer – Jackie Wilson

Why is this a priority

If children and young people are to achieve positive outcomes, they need to be safe and secure. With our partners it is important that we can identify when a child or young person is vulnerable, take decisive and timely action to make sure children are safe and to plan with them for a more secure future. If this 'preventative approach' does not work, there are concerns that children or young people may be at risk of, or suffering, significant harm.



Overall Progress to date and outcomes achieved

Overall Summary

The information contained within this action tracker should be cross-referenced with the assessment and care management action tracker (HW-3a).

The Improvement Plan provides the management framework in response to the inspection report and the Improvement Notice; it identifies all the areas where improvement is required and provides the tracking and monitoring framework. The high level of management scrutiny and focus on improvement provides a high level of assurance that children’s best interests are being addressed, and all this work is underpinned by programmes of organisational development & improved practice standards, quality assurance, better systems, information, support and management

In this quarter there is evidence of continued improvement in the key performance indicators, in particular

- The timeliness of completing initial and core assessments (within 7 working days and 35 working days respectively), which has specific improvement targets in the improvement notice
- The improvements in provision of and timeliness of initial child protection conferences

This needs to be taken in the context of the significant increases in workloads across the service; the difficulty in recruiting experienced social workers and the higher standards of social care practice being applied.

There has been a major increase in the volumes of referrals and an increase in the percentage of those which result in initial assessments. Never-the-less the Service has continued to improve performance on the timeliness and appropriateness of contact, referral and assessments. Further reductions in the number of overdue assessments have been achieved; it should be noted that overdue assessments do not imply that referrals are not being actioned or that children are being placed at risk; complex cases require more in-depth consideration and there are known issue on late recording. Furthermore decisions on referrals are routinely taken within the 24 hour practice standard and all referral decisions relating to potential abuse and neglect (incl. domestic violence) are audited on a weekly basis.

Addressing the capacity to hold initial child protection conferences within the required timescales and with the appropriate agency representatives in attendance has been a key focus in this quarter. Organisational changes and additional resources have been introduced and are already demonstrating a marked improvement.

Improvement Priority – HW-3a/ CYPP-9 Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

Lead Officer – Jackie Wilson

Achieving 100% of child protection review conferences within the best practice guidelines for timeliness is still the ambition and the improvements detailed in this document are moving towards this target which will be reported at the end of the year.

The detail provided below significant progress and improvements in Q2 which can be evidenced through our performance management and quality assurance activities which justifies the upward direction of travel.

The RAG status remains amber in recognition of the further work still required.

Initial and Core Assessments

- Performance against the Improvement Notice targets for initial and core assessments (NI 59 and NI 60) remains strong. The service is well placed to achieve the challenging cumulative target covering October to March (80% for NI 59; 85% for NI 60). The charts above and data below show how well these have improved.

(NI59 – the number of initial assessments completed within 7 days)

NI59 Initial Assessments Monthly Performance				
	Completed within 7 working days	Completed in more than 7 working days	Completed within 7 working days	Completed in more than 7 working days
September	83.80%	16.20%	597	115
August	81.00%	19.00%	479	112
July	74.40%	25.60%	554	191
June	80.80%	19.20%	548	130
May	82.40%	17.60%	497	106
April	75.20%	24.80%	410	135

(NI60 the number of core assessments completed within 35 working days)

NI60 Core Assessments Monthly Performance				
	Completed within 35 working days	Completed in more than 35 working days	Completed within 35 working days	Completed in more than 35 working days
September	80.30%	19.70%	163	40
August	83.30%	16.70%	145	29
July	85.20%	14.80%	207	36
June	90.70%	9.30%	147	15
May	77.20%	22.80%	149	44
April	76.00%	24.00%	139	44

- The improving performance on the timeliness of Initial and Core assessments is even more encouraging when considering the overall increase in the volume of referrals and subsequent assessment workload.
- New arrangements in the Contact Centre introduced at the end of May. The Children’s Screening Team’s ‘triage’ approach is working well, and quality checks on all referrals are carried out to ensure the

Improvement Priority – HW-3a/ CYPP-9 Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

Lead Officer – Jackie Wilson

appropriate thresholds are applied.

Safeguarding

- New staffing and management arrangements in the safeguarding section has achieved considerable progress in the performance and quality of the work undertaken in safeguarding children.
- Detailed modelling of needs and resources identified a shortfall in the current capacity and future capacity needed to meet the number of Initial Child Protection Conferences (ICPCs) and review conferences. Four extra conference chairs have been recruited already (2 more in progress) and new processes/systems in place to develop, manage and monitor improvements.
- One key issue identified, i.e. that staff were not routinely applying the statutory requirement for Initial Child Protection Conferences (ICPCs) to be held within 15 days of the strategy discussion. Addressing this has been a priority in this period and achieving the 15 day target has tripled during Q2; i.e. the timeliness of ICPCs has seen a rise in performance from circa 20% to 34% in July, 38.6% in August and 62.6% in September as the extra resources and revised management arrangements are deployed.
- Analysis of agencies invited to, and attending, child protection conferences has been provided for August and September to identify where better integration and liaison is required.
- Higher priority is being given to address the growing number of allegations of abuse which have been made against a person who works with children, in line with best practice guidelines, and the numbers of cases being dealt with is increasing as a result.
- A review has been undertaken by Heads of Service, which robustly tested the application of thresholds for entering care. These thresholds have been deemed to be set at the appropriate level. There is no evidence that children are being inappropriately received into care.
- An analysis of the source of referrals and engagement with other agencies - particularly the Police - has commenced, with the purpose of identifying the thresholds different agencies apply.
- The research paper on children subject to a child protection plan for more than 2 years, commissioned from Leeds Met. University, has been received and will inform next steps.

Systems and Support improvements

- A programme to ensure all social workers have remote access to ICT systems commenced in Q2 by providing tablet/laptop PCs and VASCO tokens (remote access security devices) to staff. Over 30 new PCs are being provided and over 100 staff received VASCO remote access in Q2, a further 100 + scheduled in early Q3.
- The developments to ESCR to improve data quality, changes to S47 processes, the development of new case file audit recording and electronic forms for case management have all commenced and are on schedule to be implemented in Q3.
- A number of interim systems have been introduced to improve recording and accurate management information, particularly in the safeguarding section, pending the delivery of ESCR developments.
- Performance management clinics with social workers/managers have commenced.
- Additional facilities on the performance dashboards and reports in ESCR have been developed and deployed.

Practice Improvement Programme

- This programme of work is half way through its delivery phase and the mid-term report identified a high level of satisfaction with, and relevance of, the training provided to social workers; 351 staff members have attended the learning programme in Qtr 2 in 21 cohorts. Now all 470 staff have received the 2 days training and development through this programme.
- Development and design work for the comprehensive file audit is complete in time for the training of auditors in October and the audit work to be done in November.
- Further work to improve access to the Practice Standards Manual on the intranet and scheduled updates to all practice guidance information has been undertaken; these have been well received and utilised.

Improvement Priority – HW-3a/ CYP-9 Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

Lead Officer – Jackie Wilson

Challenges/Risks

- The service is expecting an unannounced Ofsted inspection in the coming weeks. The outcome of this inspection may present a number of challenges for CYPSC to address.
- The volume of referrals going on to initial assessments (NI 68) and (NI59) and core assessments (NI 60) continue to rise; 202% more core assessments were carried out in quarter two 2010-11 than the same period 12 months ago.
- The comprehensive case file audit will take place in November, and is a major time and resource commitment; further resource pressures may ensue dependent on the outcome of the audit.
- There is a sustained and continued growth in child protection activity - numbers of children subject to a child protection plan has risen by a third since March (from 511 to over 700) and this upward trend continues.

<u>Council / Partnership Groups</u>			
<u>Approved by</u> <i>(Accountable Officer)</i>	Sal Tariq	<u>Date</u>	10.11.10
<u>Approved by</u> <i>(Accountable Director)</i>	Nigel Richardson	<u>Date</u>	10.11.10

Improvement Priority – HW-3a/ CYPP-9 Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

Lead Officer – Jackie Wilson

Key actions for the next 6 months			Milestone / Actions	Timescale
Action (Desired Achievements)	Contributory Officer / Partner			
Refer to the Children's Service Improvement Plan	CO - CYPSC		Various, these are included in the CSIP	Various
Multi-agency audit of initial and core assessments that took place between August and October	CYPSC, Education Leads, Children's Services		Approximately 140 cases to be examined Examination of thresholds applied by different services	October

Performance Indicators

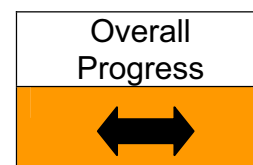
Performance indicators aligned to the Improvement Priority

Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 59	The proportion of Initial Assessments undertaken within 7 days	CYPSC	Quarterly %	Rise	79.9% (08-09)	61.2%	80%	79.4%	80%	No concerns with data
NI 60	The percentage of core assessments that were completed within 35 working days	CYPSC	Quarterly %	Rise	77.4% (08-09)	64.9%	85% (Oct-Mar cumulative)	82.2%	85%	No concerns with data
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	CYPSC	Quarterly %	Rise	81.4% (07/08)	80.3%	85%	66.7%	85%	Some concerns in year but subject to data validation at Q4
NI 64	Child Protection Plans lasting 2 years or more	CYPSC	Annual %	Fall	7.8% (07/08)	5.8%	5.5%	Annual PI to be reported in Q4	Annual PI to be reported	No concerns with data
NI 65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time	CYPSC	Annual %	Bell Shaped	17.5% (07/08)	12.2%	12.5%	Annual PI to be reported in Q4	Annual PI to be reported	No concerns with data

Improvement Priority – HW-3a/ CYPP-9 Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

Lead Officer – Jackie Wilson

Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 67	Percentage of child protection cases which were reviewed within required timescales	CYPSC	Annual %	Rise	98.4% (07/08)	98.1%	100%	Annual PI to be reported in Q4		No concerns with data
NI 68	Percentage of referrals to children's social care going on to initial assessment	CYPSC	Annual %	Bell Shaped	56.8%	60.7%	70%	70.1%	70%	Some concerns
LSP-HW2b(i)a	Number of looked after children (Numerical)	Children and Young People's Social Care	Quarterly Numerical	Fall	1281 (2007/08)	1362	n/a	1,357	n/a	No concerns with data
LSP-HW2b(i)b	Number of children looked after (expressed as a rate per 10,000) excluding unaccompanied asylum seekers	CYPSC	Quarterly Number	Fall	83.8 per 10,000 (2007/08)	89.1 per 10,000	n/a	89.4 (child popn is 151,800)	n/a	No concerns with data



Why is this a priority

Learning outcomes at 19 reflect the extent to which young people are making progress in formal learning and as a consequence both their preparedness for the workforce and the likelihood of positive outcomes in adult life. We must make sure aspirations are raised and that young people are aiming high, in terms of both higher education and career options, especially for young people where such references may not be strongly evident in their lives. The advice and guidance young people receive on their future learning and career choices must be accessible and the best possible. Young people must have ownership of their learning and of their learning choices, with understanding of how their learning can provide a pathway into employment.

Overall Progress to date and outcomes achieved

Overall Summary

The latest data on qualifications at 19 were presented in the report made in the last quarter, 2010 information is unlikely to be published until quarter 4. Reductions in NEET (further information on separate action tracker) which is a crucial variable affecting outcomes at 19 continue to be sustained in a difficult economic climate, and progress has made across the various strands of the 11-19 (25 for disabled young people) agenda. Strategies to mitigate against real and possible further budget reductions have been identified but a key focus going forward will be responding to changes in national policy and the implications of the Comprehensive Spending Review especially on non school funding.

Achievements since the last report

- The first meeting of the new 11-19 (25) Learning and Support Partnership took place in September 2010. This partnership amalgamates previous structures and will operate within the developing Children’s Trust Board arrangements.
- As part of the government improvement notice for children’s services in Leeds a target for level 2 qualifications at 19 of 75.2% was set for 2010. Importantly the results for 16 year olds for 2010 are provisionally at 75.8% for this measure instilling a degree of confidence for ongoing improvements at 19 in coming years, both in terms of those reaching level 2 by 19 and those going on to achieve level 3. Outcomes for 19 year olds in 2010 won’t be available until quarter 4, looking at progress of 18 year olds in 2009 suggest good improvement but potentially not to the level specified by the improvement notice in January of this year.
- Provisional information shows that in 2010 4614 Leeds young people aged 16-18 were entered for a level 3 qualifications at least equivalent in size to one A Level/applied A level. This is an increase from 4138 young people in 2009. The provisional data for 2010 indicates the continuing trend of reducing average points per student, but increasing points per entry indicating that there is a continued pattern of students in Leeds studying fewer subjects, but achieving better results in the subjects they do study. Nationally both points per student and points per entry fell, although the latter only marginally. Leeds performance remains below national averages.
- A Careers Education Information Advice and Guidance (CEIAG) package has been rolled out to support schools in meeting statutory guidance for careers education.
- Thirty six schools are using the Common Application Process with Year 11 learners. 64% of the cohort had made online applications by June 2010 with 16 schools having application rates of 80% or above.
- The Framework Agreement for 13-19 Offsite Learning is now in place.
- The NW and NE Confederations are both developing the “Identified Progression Pathways and Support (IPPS)” project whereby every Year 8 pupil will be reviewed with an agreed learning pathway through KS4 and KS5, with relevant support, identified to ensure they have a clear route through the 14-19 phase. These will be flexible and regularly reviewed to allow for learners to change their pathway and/or support needs as appropriate. Learners will be reviewed by their host school with the support of all partners including FE, VCFS, Connexions and Education Leeds.
- A total of 8 diploma lines are running from September 2010, with just under 500 learners engaged.
- Projects to develop the Foundation Learning Tier have been commissioned and assessment has begun. (The Foundation Learning Tier deals with entry level and level 1 qualifications)
- Joseph Priestley College will enter into a formal merger process with Leeds City College, with a view to merge from April 2011, subject to the completion of a due diligence process and approval by Department for Business, Innovation and Skills (BIS).
- Leeds College of Music will enter into a formal merger process with Leeds City College, with a view to merge from September 2011 (or potentially earlier).
- Leeds College of Art is currently applying to Higher Education Funding Council for England (HEFCE) to become a HE institution.

Improvement Priority – LN-1c. Improve learning outcomes and skill levels for all 19 year olds.

Accountable Officer – Chris Edwards

Challenges/Risks

- Agreement on further steps to enhance cross service and agency approaches and programmes to close the achievement gap for under achieving groups such as pupils from low income families and from Black and minority ethnic backgrounds.
- Effective and co-ordinated responses to changes in national funding arrangements and policy direction, including the forthcoming White Paper. Examples include ensuring the Careers Education Information Advice and Guidance strategy is revised to reflect the reductions to the Connexions service and the consequent need to delivery is focus on schools and colleges. Additionally funding risks exist to such as the work of the Education Business Partnerships in developing skills programmes for young people.

<u>Council / Partnership Groups</u>	11- 19 (25 for disabled young people) Learning & Support Partnership		
<u>Approved by (Accountable Officer)</u>	Chris Edwards	<u>Date</u>	22/10/10
<u>Approved by (Accountable Director)</u>	Nigel Richardson	<u>Date</u>	3/11/10

**Improvement Priority – LN-1c. Improve learning outcomes and skill levels for all 19 year olds.
Accountable Officer – Chris Edwards**

Key actions for the next 6 months

Action (Desired Achievements)		Contributory Officer / Partner	Milestone / Actions	Timescale
1.	Agree further steps to enhance cross service and agency approaches and programmes to close the achievement gap for under achieving groups such as pupils from low income families and from Black and minority ethnic backgrounds.	Paul Brennan	Full evaluation of results for 2009/10 academic year by January 2011	September 2011
2.	Revision of CEIAG strategy to ensure schools and colleges continue to deliver quality CEIAG in light of the reductions in funding to the Connexions service.	Gary Milner	Revised strategy	December 2010
3.	Work with the 11 schools having application rates below 40% on the CAP (Common Application Process)	Gary Milner	Meet with schools, ensure training and support is in place, issue login details sent directly to young people	June 2011
4.	Manage the impact of budget reductions for commissioned services, eg. Connexions	Gary Milner		March 2011
5.	The Service (and partners) will continue to work closely with Joseph Priestley College, Leeds College of Music and Leeds City College to ensure smooth transition of the impending mergers	Gary Milner	Meet regularly with the colleges, HEFCE and SFA to ensure changes are incorporated into the 2011/12 allocations	Ongoing

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	2010/11 Result (Academic year 2009/10)	Data Quality
NI 79	Achievement of a Level 2 qualification by the age of 19	Education Leads	Annually %	Rise	62.9% (2005/06 academic year)	70.9%	75.2%	Information will be available at Q4	No Concerns with data
NI 80	Achievement of Level 3 qualifications by the age of 19	Education Leads	Annually %	Rise	41.0% (2006/07 academic year)	44.2%	48.0%	Information will be available at Q4	No Concerns with data
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19	Education Leads	Annually % points	Fall	28% points	30%	26%	Information will be available at Q4	No Concerns with data
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	Education Leads	Annually % points	Fall	43% points	33%	50.5%	Information will be available at Q4	No Concerns with data

Improvement Priority – LN-1d. Increase the proportion of vulnerable groups engaged in education, training or employment

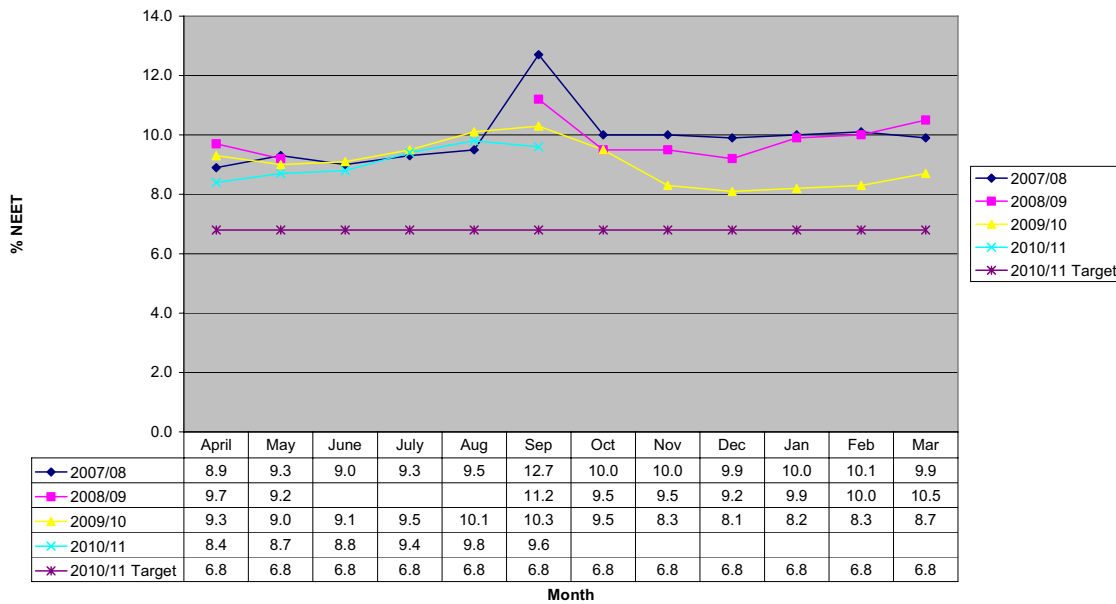
Overall
Progress

Accountable Officer – Sally Threlfall

Why is this a priority

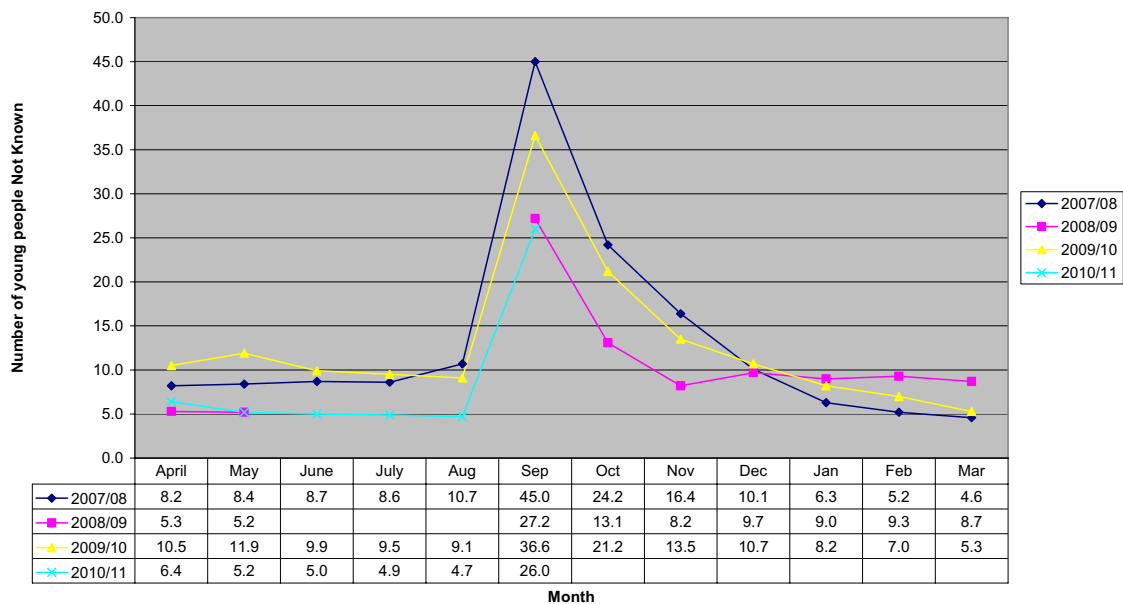
The number and percentage of young people who are NEET is a key indicator for Leeds. Engagement in EET improves outcomes for young people. NEET is part of the Local Area Agreement for the authority. Improvements in the NEET rate for vulnerable young people are part of the Ofsted notice to improve for Children’s Services. Reducing the number of Not Known’s is also a key issue in Leeds. Failure to improve EET rates will represent a major obstacle to improving outcomes for young people and will have an associated impact on the social and economic health of the city.

Leeds Adjusted NEET (monthly %)



The latest monthly data, for September 2010, shows 9.6% of young people (2150) are NEET compared to 10.3% (2462 young people) in September 2009, which taking seasonality factors into account, represents improvement on performance in other years. The 2010/11 target is monitored on the average of November, December and January figures.

Leeds Not Known (monthly %)



The latest monthly data in September 2010 shows 26% of young people (6561) are Not Known compared to 36.6% (9596) young people in September 2009. It should be noted that seasonal factors also affect the Not

Improvement Priority – LN-1d. Increase the proportion of vulnerable groups engaged in education, training or employment

Accountable Officer – Sally Threlfall

Known figures as can be seen by the trends in the graph. September is the peak time due the start of the new academic year when there are transitions in young people's education e.g. leaving school to go to college.

Overall Progress to date and outcomes achieved

Overall Summary

NEET is a sound proxy indicator for poverty and deprivation and that ensuring every young person has the opportunity of education, employment or training at the start of their adult life is an equity issue and the mark of a fair and young person friendly city.

Whilst the NEET and Not Known positions are improving, see below for details this quarter, they are still a major challenge for the City which the public and private sector will need to collectively address to ensure young people have improved outcomes and are able to participate and contribute to the communities in which they live.

The Leeds reported figure for 16-18 year old NEET in September was 9.6%. With September being the start of the academic year the figure is quite volatile, post submission to the DfE additional college information became available which put the actual Leeds figure at 8.6%. Early indications are that October will show a further reduction to 8.2% (to be confirmed). While we are encouraged by improved comparative performance and the overall positive reduction in NEET since last year it will be a significant challenge to reach the 6.8% target for the formal November – January monitoring period.

For the reasons outlined above the RAG rating has been set as red and the direction of arrow set at improving.

The Children Leeds Learning Partnership, the 14-19 Strategy Group and the IYSS Board have merged to form the 11-19 (25 for disabled young people) Learning and Support Partnership which met for the first time in September 2010. This partnership will have clear ownership of the NEET Strategy on a permanent basis. The corporate NEET Improvement Board has passed all residual elements of the NEET Improvement Plan to the newly formed partnership discussed above. The work of the board since Nov 2009 has driven significant improvements.

Significant reductions in the Connexions budget will have an impact on the service's ability to sustain the same level of outcomes. There will be a reduction in the number of staff employed in Connexions making it difficult to continue the recent improvements that have been made on NEET and particularly the Not Known level. Contract variations with Connexions providers are currently being negotiated, to agree delivery priorities for reduced funding levels. Some actions have been removed from the NEET Action Plan as they are not considered a priority in light of budget reductions.

Clarification is awaited on Government Policy regarding IAG and Connexions delivery. This is expected in the Education White paper in the autumn. This may change statutory duties and reporting requirements, which will influence future commissioning priorities.

Achievements since the last report

- FE colleges have returned data on offers, starters and leavers to the IYSS Management Information (MI) team in the agreed format.
- Work undertaken during the quarter to address data quality include:
 - Records are corrected by the MI Team when errors are identified which impact on the ability to upload data in the return to DfE. This does not flag up all errors in PA recording.
 - Insight training package has been developed by IYSS MI Team and Connexions providers. Training has been delivered to Targeted Connexions Personal Advisers (PAs).
- The project to support schools to implement the Statutory Guidance, by providing support from an external consultant, is continuing. To date initial visits have been made to 23 institutions and Connexions will be contacting the remaining schools. 8 schools have already received support from an external consultant. The consultant has identified a number of common themes that are emerging from the visits. The project team have agreed steps to make the support more effective. In a number of schools there has been a change of IAG (Information, Advice and Guidance) lead for the new academic year.

Improvement Priority – LN-1d. Increase the proportion of vulnerable groups engaged in education, training or employment

Accountable Officer – Sally Threlfall

- FE Colleges delivered a number of flexible start options for young people in 2009/10. A programme is planned for 2010/11 in a number of Further Education (FE) Colleges to ensure young people are able to access college provision at different points during the year.
- A system was put in place to ensure the September Guarantee of an offer of a place to all Year 11 leavers and 17 year olds was met. Returns in August showed 90.0% of Year 11s and 82.9% of Year 12 age young people have received an offer of learning.
- A new model for Targeted Connexions work has improved partnership working between Connexions providers to develop integrated services to young people. Improved performance is demonstrated through improved reporting on the Connexions database for these Connexions PAs.
- A further round of European social Fund (ESF) funding was awarded by the Young People Learning Agency (YPLA) to igen Trust (Future Pathways) resulting in an additional £1.5 million over 2 years of funding for targeted responsive provision and support for young people who are NEET. The provision has been sub contracted to providers and delivery has begun.
- Roll-out of the 'RAG' project to schools through confederations to enable early identification of young people at future risk of NEET and plan appropriate intervention.

Challenges/Risks

- Lack of clarity on government policy around Raising Participation Age (RPA) and IAG delivery. This is expected in the Education White paper in the autumn. This may change statutory duties and reporting requirements, which will influence future commissioning priorities.
- Reduced funding for Connexions delivery, due to the in-year cut in Area Based Grant, will lead to a reduced level of service to young people and is likely to impact on NEET and Not Known levels.
- The quality of data on Insight is improving but still requires further work to ensure Connexions PAs input to an acceptable quality standard.
- Need for consistent approach to auditing of records across the Connexions partnership to identify staff not recording information correctly.
- The deliverability of the NEET Action Plan with reduced funding and the development of the plan with uncertainty around policy direction at a national level.

Council / Partnership Groups			
Approved by <i>(Accountable Officer)</i>	John Paxton /Sally Threlfall	Date	29/10/10
Approved by <i>(Accountable Director)</i>	Nigel Richardson	Date	10.11.10

Improvement Priority – LN-1d. Increase the proportion of vulnerable groups engaged in education, training or employment

Accountable Officer – Sally Threlfall

Key actions for the next 6 months					
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale	
1.	Establish priorities, actions and functions of existing services that contribute to reduced NEET and Not Known levels. Feed this information in to the development of local delivery model for Children Leeds.	Mary Brittle	Review of action plans	October 2010 – March 2011	
2.	Renegotiate Connexions contracts on the basis of reduced funding in-year.	Andrea Cowans / Mary Brittle	Contract variations in place	Nov 2010	
3.	Respond to publication of national Govt policy on IAG delivery to ensure that systems in Leeds still respond to levels of NEET, and that there is smooth transition between arrangements.	John Paxton/Andrea Cowans	Service review and redesign	Dec 2010	

Performance Indicators

Top performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Result	Q2 2010/11	Predicted Full Year Result	Data Quality
NI 117	16 - 18 year olds who are not in education training or employment (NEET)	IYSS	Annually %	Fall	9.1% (An average of Nov, Dec 2006 and Jan 2007)	9.6%	8.2% (1930)	Annual PI	Annual PI	No concerns with data
NI 148	Care leavers in education, employment or training	C&YPSC	Annually %	Rise	70.8% (2006/07)	68.9%	62.3%	Annual PI	Annual PI	No concerns with data
NI 45	Young offender engagement in suitable education, employment or training	Youth Offending Service	Quarterly %	Rise	68.2% (1209 young people)	76.2%	75.4% (952/1263) Provisional	68.1% (422/620)	75.4%	No concerns with data



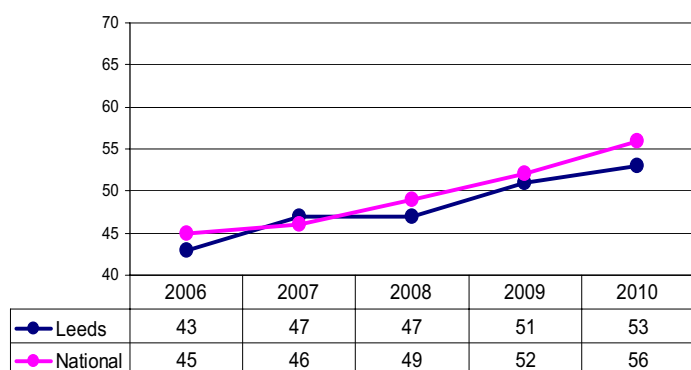
Improvement Priority – LN-1e(i) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Early Years Outcomes

Accountable Officer – Chris Edwards

Why is this a priority

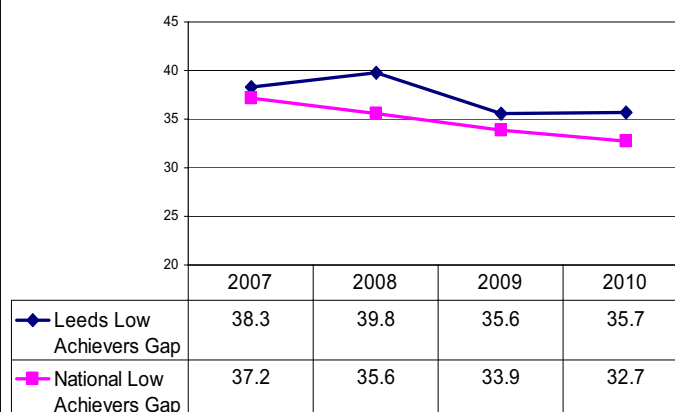
Every child deserves the best possible start in life and support to fulfil their potential. A good start in the early years has a major impact on their future life chances. It is crucial to their future success that children's earliest experiences help to build a secure foundation for learning throughout their school years and beyond. This priority is about ensuring that investment in the early years foundation stage (EYFS) translates into improved early learning outcomes and ensures that all young children are making good progress. We will work to improve the quality of provision and teaching and learning across all early years sectors. This priority addresses the twin challenges of raising standards for all, while narrowing the gaps that exist for some groups of children, especially those from deprived backgrounds.

Percentage of Children with a Good Level of Development 2006-2010



First graph- National indicator 72

Gap between the lowest 20% of achievers and the "average"



Second graph- national indicator 92)

Overall Progress to date and outcomes achieved

Overall summary

Local authority and national results were published by DfE on 12th October 2010. The first graph above shows the percentage of children achieving a Good Level of Development (GLD) (NI72). Following a very encouraging 4 percentage points improvement in 2009, outcomes have again risen in 2010; by two percentage points to 53%. This continued improvement has been driven by the strong performance observed in the Personal, Social and Emotional Development (PSED) and Communication, Language and Literacy (CLL) strands which are key to this indicator. The provisional National figure for 2010 is 56%; an increase of 4 percentage points, this has slightly widened the gap with Leeds. The improvement in the GLD national indicator provides evidence of the impact of a growing awareness amongst practitioners of the importance of encouraging children's secure and appropriate development in the key areas of PSED and CLL. Whilst performance against the national indicator for GLD is improving, average performance as a whole across all the strands of the foundation stage is static.

The second graph looks at the gap between the "average" performance of the full cohort and the "average" performance of the "lowest 20% of achievers." The challenge is to improve outcomes for the lowest achieving children at a faster rate than the "average" child; thus "closing the gap". The 2010 gap figure 35.7 shows minimal change from 2009 35.6. The national gap has continued to narrow, from 33.9 in 2009 to 32.7 in 2010. The narrowing of this achievement gap remains a key challenge for Leeds in terms of early years outcomes.

The outcome "gap" for many groups of children is significant, but there have been some encouraging developments this year. Results for boys, free school meal eligible pupils and looked after children have all improved more than the overall figure. However, outcomes for some BME groups and for children with English as an additional language have fallen:

- There were encouraging increases in the percentage of looked after children (34 in the cohort) achieving a good level of development (up to 32.4% from 19.6% in 2009) and the gap in outcomes between LAC and Leeds children has closed further by 10.3%.
- Outcomes for boys (4168 in the cohort) improved by 2.9% with 43.9% of boys achieving a good level of development; 61.6% of girls achieved a good level of development (4162 in the cohort).
- Outcomes for children with special education needs continues to improve and the special educational needs (SEN) / non-SEN gap continuing to close. Page 60

Improvement Priority – LN-1e(i) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Early Years Outcomes

Accountable Officer – Chris Edwards

5.8%, 3 times as much than outcomes for non-SEN pupils.

- Outcomes for children eligible for free school meals (FSM) (1835 in the cohort) and non-FSM eligible pupils (6490 in the cohort) continue to improve. This could be due to improved monitoring of children’s progress, better analysis of cohort data and smoother transitions of children when entering school from other settings.
- Outcomes by month of birth continue to improve for all but those children born in the summer months of June and August. This follows a national trend where outcomes for children born in the autumn months continue to have better outcomes than those born in the summer months, this issue is being raised in the current national review of the foundation stage.
- The outcomes for ethnic groups in Leeds remains mixed. Only 37.5% of children with English as an additional language achieved a good level of development in 2010 (1323 in the cohort), a decline of 1.7% from 2009. There were also declines for Bangladeshi, Black Caribbean, Chinese, White Irish, Gypsy Roma and White Eastern European children. However, there are improvements for others including mixed Asian and White children and Other Asian backgrounds. Improvement plans to promote the appropriate use of moderation guidance materials for assessing EAL pupils are in place and targeted support is provided to schools where high number of EAL children attend.

Achievements since the last report

- Further analysis is showing that where support has been targeted and monitored, outcomes for children have improved and gaps in achievement closed. For example, 86% schools that participated in Narrowing the Gap in the early years training have increased their GLD and 75% have fewer pupils in the bottom 20%. Data from the Every Child a Talker programme shows an average reduction of 21% (137) of children at risk of language delay with 85 % (555) children in the programme now working at or above the expected level of development.
- The DCSF launched the *Early Years Quality Improvement Support Programme (EYQISP)* a set of guidance materials to support LA’s in categorising and challenging settings to become good or better. A cross sector ‘Levels of Support’ group has been established to develop the materials further. Initial Quality Conversations with group settings receiving government funding for 3 and 4 year olds and all 930 childminders have begun.
- Schools have shown their commitment to high aspirations for pupils in the Early Years Foundation Stage via Autumn term school visits with SIPs.
- The Making a Big Difference Strategic plan has been reviewed and identifies four strands with the following key features; accelerating progress towards narrowing the gap and raising threshold scores for each cohort; high quality delivery of the EYFS; and developing an effective Early Years Outcomes Duty (EYOD) plan based on tried and tested successful approaches.

Challenges/Risks

- A national review on both the current welfare and learning requirements of the EYFS framework is underway. Any recommendations will be published early 2011 with any amendments to be statutory from September 2012. The Early Years Service has reminded settings of their statutory responsibility to follow the EYFS framework until that time.
- The ongoing local and national financial pressures have resulted in an end to the funding of National Strategies’ posts. This has significantly reduced both the amount of time available to schools for challenge/support. The ending of two temporary consultant posts in February 2011 will result in the loss of the EYFS Profile Moderation Manager and Early Years Improving Schools Programme lead.

Council / Partnership Groups	Early Years Outcomes Duty Board		
Approved by (Accountable Officer)	Chris Edwards	Date	22/10/10
Approved by (Accountable Director)	Nigel Richardson	Date	3/11/10

Improvement Priority – LN-1e(i) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Early Years Outcomes
Accountable Officer – Chris Edwards

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	<p>Deliver the four priorities identified in the Early Years Outcome Duty Plan in order to raise attainment and close the gap:</p> <ol style="list-style-type: none"> 1) To develop the analysis and reporting of data across all sectors services in order to ensure effective tracking systems to support the targeting of resources and intervention strategies for all settings, young children and their families. 2) To ensure the development of continuous quality improvement and self evaluation systems across all settings and schools. 3) To develop integrated working in order to support parents/settings/schools in identifying and accessing services. 4) To develop and promote improving parents engagement with their child's learning in a home setting. 	<p>Head of Primary School Improvement Interim Head of Early Years</p>	<p>Full details of actions and timescales are outlined in Early Years Outcome Duty Board minutes.</p>	<p>Ongoing, and throughout 2010/11 academic year</p>
2	<p>Early years ethnic minority achievement consultant to work closely with school improvement advisers and early years consultants in targeted schools to raise BME attainment by building leadership and management capacity in schools.</p> <p>Ensure training is targeted to settings most in need e.g. narrowing the gap, every child a talker and support/challenge is offered in inverse proportion to success e.g. satisfactory/inadequate settings</p>	<p>Head of Primary School Improvement Head of Primary School Improvement EYFS Improvement Manager</p>	<p>Work to incorporate Early Years Outcome Duty Board objective 2. Progress reports from Making a Big Difference (MABD) programme demonstrate impact.</p>	<p>Ongoing, and throughout 2010/11 academic year Ongoing, and throughout 2010/11 academic year (review April 2011)</p>
3	<p>Distribute Leeds' early years guidance e.g. 'Are We there Yet?' (leadership & management) and 'Starting and Staying Strong' (transition) to settings delivering the EYFS</p>	<p>EYFS Improvement Manager</p>	<p>Finalise documents, print and distribute via training</p>	<p>March 2011</p>
4	<p>Continue to strengthen and widen communication and information with schools, social care, health staff across the Children's Centre reach areas to support and enhance services to children at risk of underachievement.</p>	<p>Interim Head of Early Years Head of Primary School Improvement</p>		<p>March 2011</p>

Improvement Priority – LN-1e(i) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Early Years Outcomes
Accountable Officer – Chris Edwards

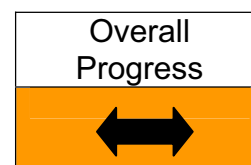
Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	2010/11 Result (Academic year 2009/10)	Data Quality
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Education Leeds and Early Years Service	Annually %	Rise	47.1% (2006/07 academic year)	51% (2008/09 academic year)	53.0%	51% (2009/10 academic year) PROVISIONAL	No concerns
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Education Leeds and Early Years Service	Annually %	Fall	38.2% (2006/07 academic year)	35.6% (2008/09 academic year)	30.0%	35.7% (2009/10 academic year) PROVISIONAL	No concerns

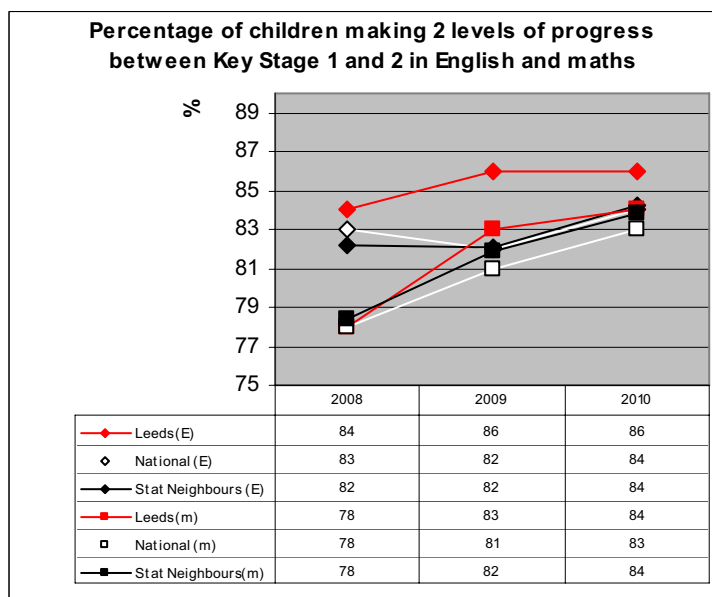
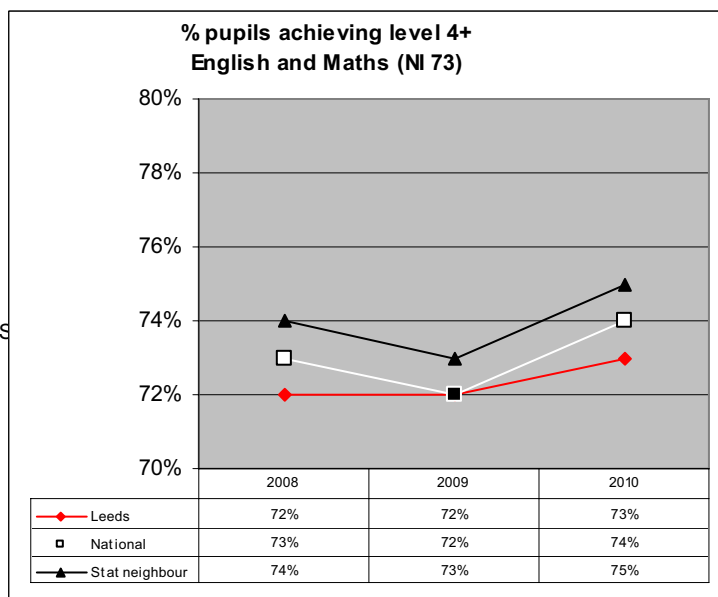
Improvement Priority – LN-1e(ii) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Primary Stage Outcomes

Accountable Officer – Chris Edwards



Why is this a priority

Every child deserves the best possible start in life and support to fulfil their potential. A good start in the Early years foundation stage (EYFS) (see action tracker LN-1e (i)) has a major impact on their future life chances. It is crucial to their future success that children's experiences in Primary school build on this start by continuing to prepare children for learning throughout their school years and beyond. This priority is about ensuring that investment in the primary learning stage translates into improved outcomes and ensures that all young children are making good progress. This priority is about addressing the twin challenges of raising standards for all, while narrowing the gaps that exist for some groups of children, especially from deprived backgrounds.



Overall Progress to date and outcomes achieved

Overall summary

Provisional results show that Leeds children continue to achieve in line with their peers nationally at the end of primary education. 73% of Leeds children reached the national benchmark of achieving level 4 in both English and maths in 2010 a slight improvement from 2009. The percentage achieving level 4 or above increased by 1 percentage point for English and 3 percentage points for Maths. In terms of the percentage achieving 2 levels of progress through Key Stage 2 86% of Leeds children achieve this in English and 84% in maths. While overall measures are marginally below comparators the progress measures are inline or above accepting that the best overall judgement of Leeds performance is one of inline with national and comparator authorities.

Provisional Key stage 2 data also suggests a reduction in the number of schools below the floor targets from 34 in 2009 to 25 in 2010. The improvement in learning and achievement evidenced in the provisional results for the 2009/10 academic year and the Ofsted inspection process reflects the support given to, or brokered for, the schools and settings in the greatest need. This involves extensive partnership working with and between schools and across different services. One to one tuition, targeting specialist advice and developing the leadership capacity within, and between schools, have again proved to be extremely effective ways to accelerate achievement.

The quality and consistency of services is being maintained through a transitional period where there is uncertainty over future levels of funding, particularly the future of the national strategies programme where funding ends in March 2011 and capital funding. The forthcoming White Paper is likely to signify further change to national school improvement policy and practice, building on the recent free school and academy developments. In the light of these changes work on revised models of service delivery, including detailed discussions with headteachers and managers across children's services, are progressing with the intention of implementing changes from April 2011.

Detailed analysis of pupil and group level performance by for the 2009/10 academic year will be available at quarter 3.

Improvement Priority – LN-1e(ii) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Primary

Stage Outcomes

Accountable Officer – Chris Edwards

(Due to the boycott of Key Stage 2 tests, test data is available for 58% of Key Stage 2 pupils in Leeds. The percentage of schools taking part in the tests was lower in Leeds (57%) than nationally (73%). The DfE considers Leeds participation in the tests to be representative of the authority. However caution needs to be taken when interpreting test results for 2010, the DfE have stated that because not all schools undertook tests in 2010, national results may be overstated by one percentage point)

Achievements since the last report

- The headline provisional figures for Key stage 2 results for 2010 show an improvement in all subjects compared to 2009. The evidence from the 2010 assessments show that schools that received local authority / Education Leeds support made better progress than unsupported schools.
- Following a process of identification and recruitment we now have 6 National leaders of education and 8 Local leaders of education and these have been deployed to support a partner school. All of these have produced action plans in collaboration with their partner school.
- 12 pilot locality working projects have been established across the city involving primary School improvement partners liaising with other services working in the locality. The main purpose of this work is to begin to establish the cluster as a learning community ensuring that services and school heads in the locality share their school improvement priorities with each other and begin to share resources, expertise and knowledge. The aim is to develop self improving clusters in which all head teachers take responsibility for the outcomes for all children.
- Two –thirds of Leeds primary schools are rated as good or better, with currently 35 Outstanding, 111 Good, 71 Satisfactory and 4 Inadequate. Of the inadequate schools one left this category in the summer term however an additional school received a notice to improve. The other schools in Ofsted categories are working well and have received satisfactory monitoring visits from HMI.
- The head teacher curriculum innovation working group continue to meet and are planning for a major primary head teacher conference to take place in February 2011 focusing on classroom practice. Collaborative efforts are considered worth continuing even though the focus will now not be on changes to the national primary curriculum which have been halted.

Challenges/Risks

- Reductions in funding effective from March 2011 will lead to a loss of the amount of time available to support and challenge schools and also to a loss of skills and knowledge.
- A wider realignment of school improvement services will be required in the light of the Comprehensive spending review, the forthcoming White Paper and the development of an Integrated Children’s services directorate
- The issue of the growing school population and the subsequent shortage of primary school places continues with birth rates having risen further over the past year. The need to find year on year additional capacity will continue for the foreseeable future. Following the successful expansion of a number of existing primaries across the city, further options are being developed for the immediate future with longer term options also being explored such as the development of through schools.

Council / Partnership Groups	Early Years Outcomes Duty Board		
Approved by (Accountable Officer)	Chris Edwards	Date	22/10/10
Approved by (Accountable Director)	Nigel Richardson	Date	3/11/10

Improvement Priority – LN-1e(ii) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Primary Stage Outcomes
Accountable Officer – Chris Edwards

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	<p>Deliver the four priorities identified in the Early Years Outcome Duty Plan in order to raise attainment and close the gap:</p> <ol style="list-style-type: none"> 1) To develop the analysis and reporting of data across all sectors services in order to ensure effective tracking systems to support the targeting of resources and intervention strategies for all settings, young children and their families. 2) To ensure the development of continuous quality improvement and self evaluation systems across all settings and schools. 3) To develop integrated working in order to support parents/settings/schools in identifying and accessing services. 4) To develop and promote improving parents engagement with their child's learning in a home setting. 	<p>Head of Primary School Improvement</p> <p>Interim Head of Early Years</p>	<p>Full details of actions and timescales are outlined in Early Years Outcome Duty Board minutes.</p>	<p>Ongoing, and throughout 2010/11 academic year</p>
2.	<p>Develop focused learning programmes in schools in localities of greatest disadvantage or not meeting EYFS targets</p>	<p>Head of Primary School Improvement</p>		<p>Ongoing, and throughout 2010/11 academic year</p>
3.	<p>School improvement partners support and challenge all schools, identifying early signs of underperformance; evaluating school improvement systems, self evaluation and brokered support.</p>	<p>Head of Primary School Improvement</p>	<p>Termly meetings between SIPs and Head teachers</p>	<p>Ongoing, and throughout 2010/11 academic year</p>
4.	<p>Review school improvement categorisations for all schools. Including, delivery of support plans for all schools in extended and focused partnerships, and developing effective relationships between partner and client schools.</p>	<p>Head of Primary School Improvement</p>	<p>Annual review of categories</p>	<p>Ongoing, and throughout 2010/11 academic year</p>
5.	<p>Ensure ongoing delivery and evaluation of national one to one tuition programme across all schools, targeted towards pupils most at risk of poor achievement.</p>	<p>Head of Primary School Improvement</p>		<p>Ongoing, and throughout 2010/11 academic year</p>

Improvement Priority – LN-1e(ii) Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Primary Stage Outcomes
 Accountable Officer – Chris Edwards

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result (ay 08-09)	2010/11 Target (ay 09-10)	2010/11 Result (Academic year 2009/10)	Data Quality
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	Children and Younger People	Annually %	Rise	72.0% (2006/07 academic year)	72.0%	77.0%	73% (Provisional)	No Concerns with Data*
NI 76	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	Children and Younger People	Annually Number	Fall	32 schools (2006/07 academic year)	34 schools	15 schools	25 schools (Provisional)	No Concerns with Data*
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Children and Younger People	Annually %	Rise	84.0% (2006/07 academic year)	85%	89.0%	86% (Provisional)	No Concerns with Data*
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Children and Younger People	Annually %	Rise	76.5% (2006/07 academic year)	78.8%	88.0%	84% (Provisional)	No Concerns with Data*
NI 99	Looked after children reaching level 4 in English at Key Stage 2	Children and Younger People	Annually %	Rise	40.0% (2006/07 academic year)	43.0%	56.0%	Published national indicator data not yet available	No Concerns with Data*
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2	Children and Younger People	Annually %	Rise	30.0% (2006/07 academic year)	41.0%	56.0%	Published national indicator data not yet available	No Concerns with Data*

*2010 results are complicated by not all school participating in SATS – see note above.



Why is this a priority

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.

Child poverty will be a cross cutting theme in the new CYPP 2011-15, currently under development.

Overall Progress to date and outcomes achieved

Overall Summary

The Child Poverty Strategic Outcomes Group has good representation from across key agencies and has in place a clear work plan for producing the Child Poverty Needs Analysis and Child Poverty Strategy that are required to be in place by April 2011. This strategy will highlight clear actions which can be taken to either tackle or alleviate the effects of child poverty. Lead Officers have been identified to start working on the 4 strands of the child poverty strategy and a framework has been developed to drive the work of the group forward. The value added by the group is to drive rationalisation and minimise duplication in activities that impact on child poverty and to bring practices together across the authority to enhance their effectiveness.

Most partners with a duty to cooperate have now been engaged in the work of the group and a number are now members of the Strategic Outcomes Group. More work needs to be done to fully engage other partners, including the Police. Work has been started to explore potential impact on child poverty in Leeds of likely funding cuts to identify where impact can be minimised.

It is hard to categorise this priority as anything other than red and static at any time but particularly now - due to the possibility of deteriorating positions in terms of some of the indicators, in particular NI 116, as a result of the general economic climate. Even though more effective work is being undertaken by the group the full impact of recent policy announcements from the Coalition Government are not yet known.

Achievements since the last report

Strategic update

- Most partners with a statutory duty in the Child Poverty Act have now been engaged in the Child Poverty Strategic Outcomes Group.
- There has been no guidance from the DfE on the delivery of the Child Poverty Strategy. However the requirement to deliver a strategy will remain. The Strategic Outcome Group has worked with the Child Poverty Unit and pilot Local Authorities and has begun to outline a Child Poverty Strategy for Leeds against the following four building blocks identified in the Act:
 - Education, Health and Family
 - Employment and Adult Skills
 - Housing and Neighbourhoods
 - Financial Support for Families
- A framework for developing a Child Poverty Strategy for Leeds has been identified and lead officers for each of the 4 strands are in place.
- In preparation for meeting the strategic requirements of the Child Poverty Act a joint Child Poverty Needs Assessment has been undertaken. The Needs Assessment builds upon the data mapping undertaken in quarter 4. A first draft of the Needs Assessment will be complete by mid November.
- In recognition of the work needed to coordinate partners to deliver a strategy, the DfE has placed additional funding of £121,600 in the Area Based Grant for Leeds which will be available from November.

Strand/ element update

- The first phase of the Free School Meals project was completed successfully. The first stage involved commissioning research to understand why 8000 children were not taking up their entitlement to free school meals (FSM) The findings informed the development of resources targeted mainly at schools. This has resulted in an improvement in the up take of FSMs. The project has now been extended to use

Improvement Priority – TP-3b. Reduce the number of children in poverty

Accountable Officer – Sally Threlfall

“assets” within the community (for example, children’s centres, practitioners and health visitors) to better reach parents who were identified as being a barrier to the take up of FSMs .

Challenges/Risks

- Lack of coordination of work across council directorates and partners.
- Lack of priority given to child poverty as a key equality strand especially in difficult financial circumstances.
- Likely impact of cuts to services that are having a positive impact on reducing child poverty (E.g. Funding for Advice work in Leeds through the ABG.)
- Loss of regional/GOYH support will mean less guidance and support for pulling together needs assessment and strategy. It will also make it more difficult to benchmark against other authorities and have external assessment of our progress.
- Ability to meet requirements set down in the Child Poverty Act 2010.
- Retaining partnership commitment to tackling child poverty in Leeds

Council / Partnership Groups			
Approved by <i>(Accountable Officer)</i>	Sally Threlfall	Date	29.10.10
Approved by <i>(Accountable Director)</i>	Nigel Richardson	Date	10.11.10

**Improvement Priority – TP-3b. Reduce the number of children in poverty
Accountable Officer – Sally Threlfall**

Key actions for the next 6 months			
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions
1.	Child Poverty Needs Assessment to be completed	Lisa Martin	Project Team to be established Structure/governance arrangements agreed Assessment incorporated within development of new Vision for Leeds, Leeds Strategic Plan 2 and updated CYPP.
2.	Development of a Leeds joint Child Poverty Strategy	Sally Threlfall	Partnership/governance arrangements established; Resource arrangements identified; Reporting arrangements for Strategy agreed; Strategy linked in to Vision and Leeds Strategic Plan, and CYPP.
3.	Continue to incorporate partners listed under the 'duty to cooperate' within Child Poverty Strategic Outcomes Group, with particular emphasis on the Police.	Sally Threlfall/Martyn Long	Representatives from Police, Probation service, WY Metro to be invited to be part of Child Poverty Strategic Outcomes Group.
			April 2011
			Statutory deadline March 2011.
			December 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 116	Proportion of children in poverty	Children's Services	Annually %	Fall	21.4% (05/06)	22.5% (06/07)	TBD	22.1% (07/08)		Not completed
NI 187	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating (SAP < 35)	Fuel Savers	Annually %	Fall	7.90% (2007/08)	5.43%	4.89%	To be determined – survey used to obtain this result is currently under review		No Concerns with Data
	Tackling fuel poverty, % of people receiving income based benefits living in homes with a high energy efficiency rating (SAP >= 65)	Fuel Savers	Annually %	Rise	34.59% (2007/08)	38.73%	38.85%	To be determined – survey used to obtain this result is currently under review		No Concerns with Data

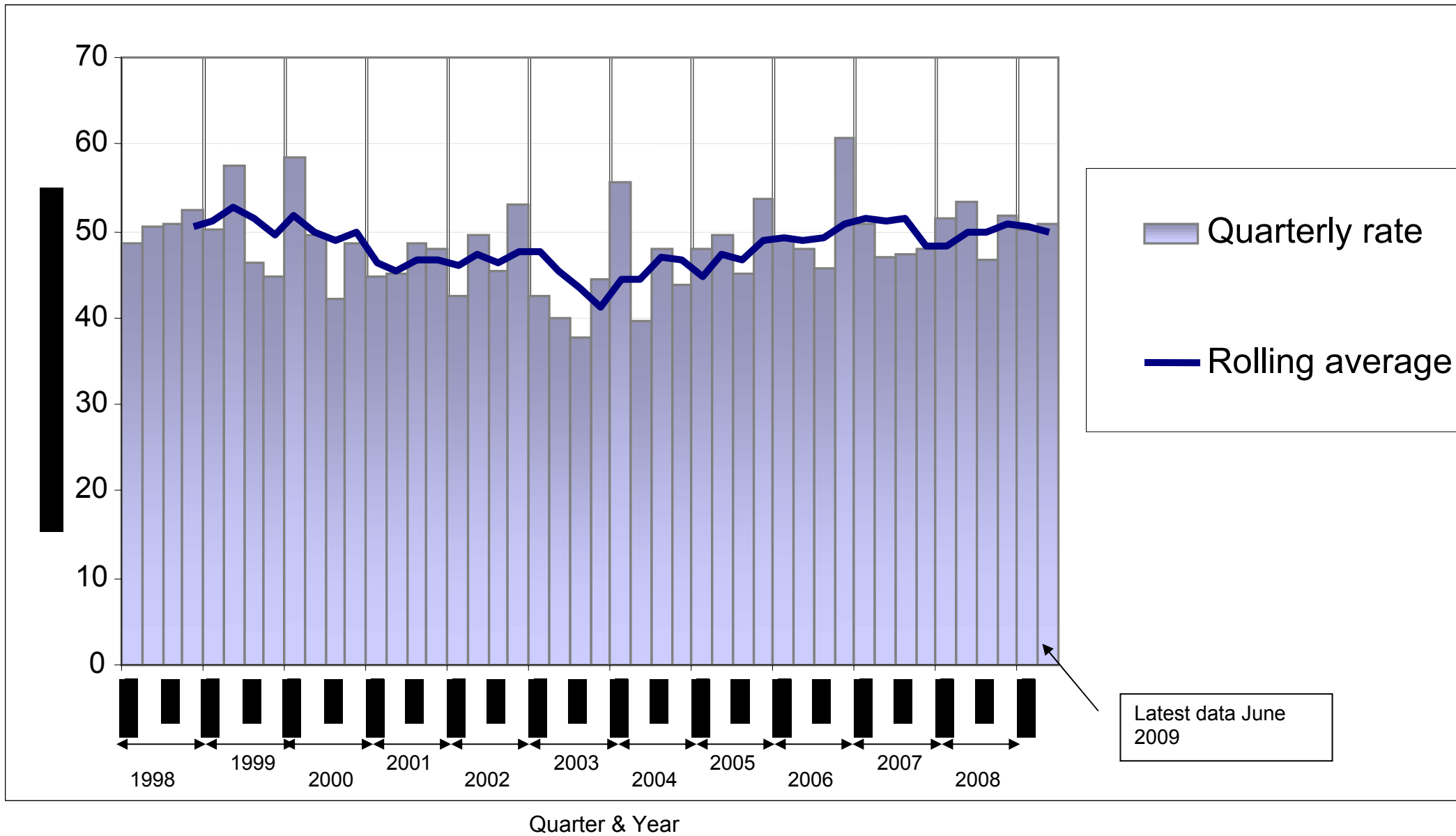
Improvement Priority – TP-3b. Reduce the number of children in poverty

Accountable Officer – Sally Threlfall

Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Regeneration	Quarterly %	Fall	28.7% (2007)	16.9% (Q1 2009)	Narrow the gap between the Leeds out of work claimant rate & the overall rate for the combined NI areas to 16.5% by Q2 May 2011.	17.5% (Feb 2010)	17.5%	No Concerns with Data
LSP-TP1e	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	Strategy and Policy	Quarterly Number	Rise	6,700 (2007)	3,113	3,000	574	2,400	No Concerns with Data
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile & the rest	School Improvement	Annually %	Fall	38.2% (2006/07 academic year)	35.6%	30.0%	PROVISIONAL 35.7% (2009/10 academic year)		No Concerns with Data
NI 102A	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	Education Leeds	Annually %	Fall	25.6% (2006/07 academic year)	26.1 % points	22.8% points	Annual PI		No Concerns with Data
NI 102B	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	Education Leeds	Annually %	Fall	32.0% (2006/07 academic year)	35.2 % points	24.8% points	Annual PI		No Concerns with Data
NI 158	Percentage of non-decent council homes	Strategic Landlord	Monthly %	fall	18.5% (2008/09)	14.1%	5%	11.6%	5%	No Concerns with Data

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NI 112 Under 18 conception rate per 1000 girls ages 15-17



Latest data June 2009

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 16 December 2010

Subject: Children's Services Improvement Plan – monitoring report

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 This report presents the interim performance update against the Leeds Children's Services Improvement Notice, as presented to the Improvement Board (Appendix 1). The Improvement Notice was issued by the Secretary of State in March 2010. The Improvement Board is an independently chaired multi-agency body which monitors and drives progress against an Improvement Plan, with the chair reporting progress regularly to government.
- 1.2 When the Improvement Plan was agreed by the Executive Board in March 2010, it was also agreed that this Scrutiny Board would receive a quarterly update on progress. This is the third of those quarterly reports, and the next one will be presented to the Scrutiny Board in March 2011.
- 1.3 Relevant members and officers will attend the meeting to discuss progress and answer Scrutiny Board members' questions.

2.0 Recommendation

- 2.1 The board is recommended to consider the information provided and identify any specific areas for further scrutiny inquiry.

Background papers

Improvement Notice - March 2010

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Interim performance update against the Leeds Children's Services Improvement Notice as at September 2010

1 Purpose of the report

- 1.1 The report provides the Children's Services Improvement Board and the Department for Education with an interim update on overall progress against the Improvement Notice which was served in January 2010. The last update was for the period up to the end of March 2010. The Improvement Notice runs until October 2011 and the next update is due on March 2011 (reported May 2011).

2 Background

- 2.1 In January 2010 the Children's Services Improvement Board was established, chaired by an independent chair. In response to the Improvement Notice and the Unannounced and Announced Inspections, a detailed Improvement Plan was agreed by the Board and submitted to the former Department for Children, Schools and Families.
- 2.2 In September 2010 the Improvement Plan was refreshed to take into account progress against the recommendations, ongoing developments nationally and the context and direction of the transformation programme. The refresh reflected on learning to date and sought to ensure that the actions in the Improvement Plan would continue to deliver the improvements required to address the issues identified through inspections and wider audit activity.
- 2.3 The Improvement Plan has five themes which cover all aspects of the Improvement Notice and the broader improvement agenda. The themes are :
- Effective leadership and governance of integrated children's services ;
 - Excellent safeguarding standards and practice ;
 - Improved outcomes for looked after children ;
 - All young people participating fully, socially and economically ; and
 - A highly skilled, well supported, motivated and continually developing workforce.
- 2.4 A robust monitoring process has been established and monthly monitoring reports have been submitted to the Improvement Board highlighting actions and progress. The reports provide a RAG rating against all recommendations in the Improvement Plan, as well as providing an analysis of risk. The monthly monitoring reports have been supplemented by themed reports which provide more detailed data and information for the Board to consider. These have included reports on safeguarding, looked after children, leadership, resources, the transformation programme and the development of the Children and Young People's Plan.

3 Main issues

- 3.1 The Improvement Notice states that the regular reporting arrangements established between the chair of the Children's Services Improvement Board and the

Department for Children, Schools and Families (as at the time of the publication of the notice) would be supplemented by interim reviews at the end of : March 2010 (reported in May 2010); September 2010 (reported in November 2010); and March 2011 (reported in May 2011). This report provides the second update on the Improvement Notice recommendations.

- 3.2 Appendix A provides, as at end September 2010, an overview of the current position and the progress made against the Improvement Notice and data relating to the associated performance indicators. This report sits within the context of, and is supported by, the detailed information already provided for the Improvement Board through the monthly monitoring process. Appendix A demonstrates significant improvements in a number of PI areas and process issues. These are now mostly sharing a sustained trajectory, and Leeds is confident that further improvements will be delivered between now and the end of the Improvement Notice. Equally, Leeds is very aware of the size of the outstanding performance challenge.

4 Conclusions

- 4.1 Monitoring progress against the improvement plan will continue in accordance with the arrangements agreed by the Council's Executive Board and endorsed by the Children's Services Improvement Board. Outstanding issues from the Improvement Notice will be progressed through the new CYPP and service plans where appropriate.

Interim performance update against the Leeds Children's Services Improvement Notice as at September 2010 (reported November 2010)

NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of June 2010, to 80% for the month of October 2010 and to 80% for the cumulative period October 2010 to March 2011

Overall there is evidence of continued improvement against this indicator.

- Performance at quarter two (July to September 2010) at 79.4% is comparable with the level reached at quarter one (April to June 2010) of 80%, and is significantly higher than the 65.9% achieved in the same period 12 months ago.
- The volume of initial assessments carried out in the last three months is 79% higher than the volume carried out 12 months ago. This improvement in performance, despite a huge rise in volume, reflects the development of capacity in teams and continued effective use of iPerformer in ESCR by all levels of management.
- The service remains confident that the October 2010 targets of 80% in the Improvement Notice will be met and if current performance levels are maintained the cumulative target from October to March of 80% will be achieved.
- Further work has been undertaken to improve practice guidance information and electronic access to it.
- The development and design work for a comprehensive file audit and the training of auditors has been completed for the audit work which is to take place during November.

NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of June 2010, to 84% for the month of October 2010 and to 85% for the cumulative period October 2010 to March 2011

Overall there is evidence of continued improvement against this indicator.

- Performance at quarter two at 82.2% is both higher than the figure achieved for quarter one of 79.9% and significantly higher than the 76.2% figure achieved in the same period 12 months ago.
- The volume of core assessments carried out during quarter two is 202% higher than quarter two in 2009-10, so the level of performance achieved this year is even more significant.
- As with NI 59, this level of performance can be explained by the regular use of iPerformer in ESCR; constant monitoring and the development of capacity in teams.
- The service remains confident that the October 2010 target of 84% in the Improvement Plan will be met, and if current performance levels are maintained, the cumulative target from October to March of 85% will also be achieved.
- Further work has been undertaken to improve practice guidance information and electronic access to it.
- The development and design work for a comprehensive file audit and the training of auditors has been completed for the audit work which is taking place during November.

NI 78 - 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 to no schools in the 2011 examinations, with plans in place and demonstrable progress towards that goal by September 2010

Overall the strategy to deliver improvements as set out in the National Challenge action plan and Children's Services Improvement Plan is proving successful.

- Analysis of 2010 provisional results shows strong improvement. Only three local authority maintained schools remain below the floor target of the original 13 and several more schools are now securely over 40%, evidencing that the floor target in itself is not an end point. (note one academy's results are not yet known)
- Of the three schools below floor target two have seen good improvements that offer confidence for 2011 results being above the 30% level. These improvements will be reinforced by the structural changes being progressed including academy status for one school and having established a new governing body at the other. Academy status is also being progressed for a further national challenge school now above the floor target.
- For the third school in 2010 below the floor target where performance was static we can provide reassurance that the intensive support necessary to deliver immediate and substantive improvements is in place. And that it is subject to continuous review and if necessary revision to ensure that an impact is being made. Achievement of the floor target is considered realistic.
- It is also worth noting that the level 2 performance of schools at risk of the floor target is consistently strong.
- Improvement plans are in place for all schools that remain in the National Challenge and improvement activity and progress is monitored by the National Challenge Board.

NI 79 – increase achievement of Level 2 qualifications by the age of 19 to 75.2% in the 2009/10 academic year.

2010 full year results will not be published until spring 2011, however early indications are that achievement rates in colleges have improved.

- Based on 2009 results (DfE Statistical First Release – SFR 06/2010) there have been steady improvements in the proportion of young people achieving level 2 qualifications, with over a 10% increase over the last five years. The full year result for the 2008/9 academic year was 71%.
- We are confident of ongoing improvement. This is evidenced by the 69.8% of the 2010 cohort having reached level 2 by age 18 which is 2.3 percentage points above the performance of the 2009 cohort. The implication for 2010 is for a good improvement in performance but not necessarily to target.
- DfE SFR 30/2010 shows provisionally that 75.8% of 16 year olds achieved the equivalent of level 2 in 2010. In addition to noting that this is above the target for 19 year olds it also places Leeds' performance marginally above national performance. This provides reassurance that progress at 19 will continue especially as the 16-19 increase in the proportion of young people with level 2 has remained consistent at around 18% points for the last five years, even with the significant increases at 16 over the same time period.

NI 102 - narrow the achievement gap between pupils eligible for free school meals and their peers achieving a 5 ppts reduction at Key Stage 4 in the 2010 examinations

No published 2010 results are currently available. The information below is drawn from the provisional data sets available to us at this time. However, early indications are that the gap between pupils eligible for free school meals and their peers is narrowing.

- Provisional information is indicating that the gap will narrow in 2010 with the percentage of pupils eligible for free school meals (FSM) achieving 5+ A*-C including English and maths increasing by 6 percentage points. While this should be recognised as strong and positive improvement it is in the context of overall performance also rising. As a consequence it is estimated that the gap will be closed by one percentage point in 2010. There is an underlying principle that our ambition must be to close the gap while raising overall standards.

- As evidence of progress and capacity to improve, for the 5 A*-C indicator, the gap has narrowed by 7.5 percentage points in 2010, with the percentage of pupils eligible for free school meals achieving this benchmark increasing by 15 percentage points against an increase of 7.5 percentage points for those not eligible for free school meals.
- Additional support is allocated to schools with a high proportion of FSM pupils.
- Our school improvement focus on this area continues including engaging schools in a 'narrowing the gap' project which includes groups identified by ethnicity and eligibility for FSM.

NI 108 - achieve a sustained upward trend in the achievement of black and mixed heritage pupils by the end of the academic year 2010/11

No published 2010 results are currently available. The information below is drawn from the provisional data sets available to us at this time. However, early indications are that there is a sustained upward trend in the achievement of BME pupils.

- The percentage of pupils of BME heritage achieving 5+A*-C including English and maths increased to 45.4% in 2010. This is an increase of 5.7 percentage points against an increase of five percentage points for all pupils.
- Within this the BME groups with the lowest levels of attainment (Black Caribbean, Other Black heritage, Bangladeshi and Pakistani pupils) all increased by greater than the Leeds' average and all showed an increase of 10 percentage points or more. This reflects the impact of targeted work and our engagement with schools on this priority.
- Targeted programmes for 2010/11 academic year are underway and will be subject to refinement as the 2009/10 results are analysed by ethnicity. Closing the gap is a key theme in all engagement with schools, emphasised in the autumn term school improvement dialogue.

NI 117 – reduce the number of 16-18 year olds who are not in education, employment or training (NEET) to 6.8% in 2010/11

There has been a continued reduction in the September NEET figure although the March 2011 target remains challenging.

- The impact of processes which started part way through last year and were embedded earlier this year is reflected by the reduction in NEET to 9.6% in September 2010 (2150 young people), compared to 10.3% (2462 young people) in September 2009. Noting that this is the annual peak month due to the start of the new academic year; and that actual target performance is monitored on the average of November, December and January figures.
- There has been an accompanying reduction in not knowns, while these have spiked in September the level is considerably lower than 2009 and the August level was the lowest seen in Leeds to date. Improvements in data collection, quality and management are evident.
- The 14-19 Strategy Group and the IYSS Board have merged to form the 11-19 (25 for disabled young people) Learning and Support Partnership. This partnership has clear ownership of the NEET Strategy.
- The Improvement Notice target remains challenging with budget reductions being a clear risk factor. However we are confident Leeds can evidence improvement.

1. The Council is expected to improve the response to child protection referrals to meet statutory guidelines, and ensure discussions with the police and other agencies take place in a timely manner in all relevant circumstances, as set out in 'Working Together to Safeguard Children' (IN 1.1)

Performance against response to child protection referrals and requirements of child conferences has improved, but this is not yet sustained across all performance areas.

- Against these improvements the number of referrals is increasing almost twice as fast as the national average.
- There has been continued improvement in the timeliness of completing initial and core assessments (NI 59 – 7 working days and NI 60 - 35 working days respectively) and the service

is well placed to achieve the challenging targets October 2010/March 2011 of 80% and 85%, with performance at quarter 2 standing at 79.4% and 82.2% respectively.

- Cumulative 2010/11 performance to date on initial and core assessments has remained above the 2009/10 year end statistical neighbour performance and continues to show marked improvements.
- Over half of all referrals go on to be initial assessments with almost 10% requiring an immediate Section 47 enquiry.
- Between January and March 2010 63% (514) referrals came from the police, 5% from the probation service, 5% from the health service and 4% from schools.
- Figures for the first six months 2010/11 show a significant reduction in the number of 'not stated' referrals to 17.3%, indicating that the quality of information collected and recorded has significantly improved.
- The number of recorded strategy discussions increased by 41% over the first six months of 2010/11 and the overwhelming majority have the outcome 'Section 47 enquiry as part of the core assessment'.
- The number of child protection case conference chairs has been increased from four to ten (although at this stage some are agency) to ensure there is sufficient capacity to meet rising demand, although there are still some capacity issues for minute taking – which are being worked on. The number of conferences now being held show the impact of the extra capacity in ability to meet demand better (although hitting the 100% target is still a challenge). Real time performance reporting, profiling and work programming is now developed to support a better system in this crucial area of work.
- Performance against the statutory requirement for Initial Child Protection Conferences (ICPCs) to be held within 15 days of the strategy discussion has improved from 34 % in July 2010 to 62.6% in September 2010.
- Decisions on referrals are routinely taken within the 24 hour practice standard and all referrals relating to potential abuse and neglect, including domestic violence, are audited on a weekly basis.
- Linked to the increase in initial child protection conferences there has been a significant increase in the number of children subject to a Child Protection Plan (CPP) from 551 in March 2010 to 704 in September. This reflects an increase in safeguarding activity. Leeds has the third highest average number of children subject to a CPP compared to the core cities.

2. The Council must have clear multi-agency thresholds in place, shared with and understood by partners, in order for children and young people to access appropriate services and to ensure consistent and high quality referrals from other agencies. (IN 1.2)

Multi-agency thresholds are in place and are disseminated across all partners.

- Training on the use of thresholds is incorporated in the programme of CAF training, delivered on a multi-agency basis.
- All referrals to the contact centre are screened by a team of professionals who are applying the referral pathways flow diagram.
- A detailed in-year analysis of referrals is underway to ensure appropriate standards are applied and to provide a baseline for future performance.
- There is currently a consultation exercise being undertaken on the update of the threshold guidance for frontline practitioners and managers. The final toolkit will be presented to the Children's Trust Board for approval in December 2010.

3. The Council needs to ensure that it has effective information management arrangements in place, ensuring that records for all children and young people are up-to-date and that assessment reports are routinely shared with parents as appropriate. (IN 1.3 & 2.17)

Improvements to the electronic social care record (ESCR) continue to be made and the file audit

process is used to confirm that assessment reports have been shared with parents.

- The referral audit process has been reviewed and the routine audit of all referrals is being maintained. The system for recording audit findings on ESCR has been completed which enables individual records to note that an audit has taken place and what corrective actions were taken and for that information to be shared with managers. It enables more timely feedback to be given to those responsible for completing corrective actions and will also be used the information to identify any emerging training needs.
- A multi agency audit of case files was completed in October. It involved 140 cases which had undergone either an initial or initial and core assessment. The results of the audit are currently being analysed.
- The Practice Improvement Programme (PIP) includes the development of standardised E-forms, as part of ESCR development and this work is on schedule.
- Key social worker assessment forms have been standardised across the city. This has been done through embedding key forms into ESCR and through the development of a electronic forms library that will sit alongside the Practice Standards Manual which is available on all social worker desktops.
- The assessment template has been revised to ensure that action taken and agreed with parents and children and young people is recorded and that parents can sign to show their engagement. Case file audits track that these actions are secured.

4. The Council needs to ensure that it has effective quality assurance arrangements in place to monitor the quality of contact, referral and assessment services and ensure that assessments are of a consistently high standard. (IN 1.4)

A range of quality assurance measures and actions have been embedded within services and the routine audit of all referrals continues and is up to date.

- The focus on performance management has been strengthened and the impact of this can be seen in the greatly improved timeliness of initial and core assessments.
- A comprehensive approach to quality assurance of assessments through case file auditing has been developed and has been rolled out.
- Developments are progressing to ESCR project plan, focusing on streamlining, the use of e-forms and reducing duplication.
- The Children's Screening Team in the Contact Centre reviews calls made to the contact centre and quality audits all referrals to ensure the appropriate thresholds are applied. Over time the appropriateness of referrals can be expected to improve and this should have a positive impact on the ability of the service to carry out initial assessments.
- Decisions on referrals are routinely taken within the 24 hour practice standard and all referrals relating to potential abuse and neglect, including domestic violence, are audited on a weekly basis.
- The two mock inspections have helped us monitor performance and inform learning.
- A series of quarterly performance clinics have been scheduled, the first of which was held in September, focussing on specific development issues or areas of concern and on the sharing of good practice across teams.
- The work through the Practice Improvement Programme is enabling us to embed quality assurance better.

5. The Council must further embed the use of the CAF in practice across children's services so that it is effectively used to inform early intervention. (IN 1.5)

The use of CAF by different agencies continues to increase a rate which is significantly higher than the national rate of increase.

- A recent survey of staff across Children's Services and Education Leeds established that 84.4% of staff had a 'good to excellent' level of awareness of the CAF.
- The percentage increase in the number of CAFs initiated in 2007/08 and 2009/10 increased by

209%, against a national rate of increase of 165%.

- The number of CAFs initiated by Early Years and primary schools has continued to increase year on year and they initiate the greatest number of CAFs, although the use of CAFs by all agencies has increased.
- The majority of CAFs involve multi agency responses and a small percentage require specialist intervention.
- The deemed CAF pilot initiated by Leeds Community Health now covers a broader geographical area and has led to an increase in the use of the process by health services.
- The number of children and young people and families being supported through multi agency panels, which create opportunities for better integrated working, is increasing.

6. The Council must demonstrate improvements in staff satisfaction (measured through the Council's corporate staff survey and the local social worker survey) and in the satisfaction of children and families (measured through various service specific surveys) throughout the term of the Improvement Notice. (IN 1.6)

A methodology for demonstrating the improvements in staff satisfaction and in the satisfaction of the children and families has been agreed. This comprises :

Staff

- In terms of the corporate staff survey, Children's Services were aiming to achieve in line or better than council results, with no areas underperforming by more than 5% or showing deterioration from the current position. However, the annual staff satisfaction survey will not be repeated for the foreseeable future, so Children's Services is considering how best to secure regular feedback from staff about progress and outstanding issues in order to inform actions.
- The social worker survey will be used as an indicator, the targets being that no statements in the survey should see a decline in the performance from last year to this; there should be an increase in agreement with statements and an associated reduction in negative and non-committal responses.

Children

- The local ECM survey continues to be used as a broad measure of children and young people's wellbeing, e.g. feeling safe in the school and community. The 2009/10 survey analysis will be reported by the end of 2010. Children and young people from Years 5, 6, 7, 9 and 11 took part in the survey.
- The Care 4 Me survey will be used to measure against targets set by Children and Young People's Social Care to address particular issues e.g. access to and awareness of advocacy support and involvement with care planning.

Parents and carers

- The monthly survey of parents and carers continues to be used to monitor improvement.

7. The Council must establish clear and agreed processes with partners in the Children's Trust and LSCB to ensure effective scrutiny and training takes place so that the quality of contacts, referrals and assessments improve. (IN 1.7)

Both the Leeds Children's Trust Board and LSCB are fully constituted and have clear governance arrangements which strengthen partnership working across children's services.

- The new LSCB, chaired by an independent member, has met three times and held a development session for members. Short term priorities have been agreed as: leadership, communications, performance management and quality assurance, monitoring, governance and workforce development. Within this the current top priority for the LSCB was identified as the need to develop performance management and quality assurance processes.
- Agreement had been reached on the scope of the quarterly performance reports for the LSCB across a set of performance indicators. The information and data will form part of the performance management framework to be considered by the LSCB in January 2011 for

implementation from April 2011.

- Staff have been appointed to the posts of performance manager and quality assurance officer for the LSCB and will contribute to the development of a performance framework.
- The LSCB will consider a review of the revised training programme, and of how effectively the course has met needs, at its meeting in January 2011. Lessons from SCRs are also included in LSCB training programme.
- The Children's Trust Board is now established with agreed governance arrangements, and the LSCB chair is a member to ensure there is clear accountability in both directions.
- A report will be considered by the Children's Trust Board in December to clarify expectations around the scope of the performance framework and its fit with the directorate performance framework and LSCB performance frameworks.

8. Working with the National Challenge Board and any other government agencies as appropriate, effectively deliver the National Challenge Programme, implement the Council's agreed plan for Schools Vulnerable to the National Challenge and ensure agreed targets are met. (IN 2.1)

There were strong improvements in some current and former National Challenge schools.

- Bruntcliffe, Rodillian, Farnley Park are now securely over 40% evidencing that floor target in itself is not an end point.
- Results at Carr Manor and Parklands are above the 30% floor target.
- Only three schools are now below the floor target compared with 13 at the outset of the national challenge in 2007. Of those three, two (City and Primrose) have improved and have transformational improvement strategies in place. The third school has been a particular priority for ensuring the necessary support and strategies are in place to address the weaknesses evident in the 2010 results.
- The level 2 performance of schools at risk of the floor target is even more encouraging.

9. Working with DCSF, GOYH, National Strategies and other government agencies as appropriate, the Council is expected to demonstrate overall improvements in LAA indicators relating to children's services and statutory attainment targets through the period of this Improvement Notice. (IN 2.2)

Robust performance management arrangements are in place to monitor progress against the indicators relating to Children's Services and statutory attainment targets, in line with the Children and Young People's Plan.

- Targeted remedial action is put in place to address identified issues.

10. Cooperate with the independent chair to establish an Improvement Board and support the Board in providing effective challenge across the partnership to drive swift and sustainable progress through a robust improvement plan. The Council must provide the Improvement Board with robust evidence of both quantitative outcomes and qualitative processes as required. The Council must take full account of the advice and recommendations of the Improvement Board to deliver improvements in its children's services, and to continue to improve partnership arrangements. (IN 3.1)

The Improvement Board is fully established with an independent chair, Bill McCarthy, and a high level of engagement. The Board continues to meet monthly.

- Regular updates, monitoring reports and detailed performance information are provided for the Board.
- Feedback from the Board is disseminated and used to inform ongoing improvement work.
- The Board chair has effective communications through to the Council's Chief Executive, leader and scrutiny, and he reports regularly to DfE.

11. Prepare a robust Improvement Plan to be agreed with the Improvement Board for delivering

<p>improvements across children and young people's services, addressing all areas of weaknesses highlighted in Ofsted inspections, the 2009 Comprehensive Area Assessment and other areas of concern as appropriate. (IN 3.2)</p>
<p>A comprehensive improvement plan has been developed and agreed around five key themes and provides the basis upon which monthly reports are submitted to the Board.</p> <ul style="list-style-type: none"> • The improvement plan was refreshed in September 2010 to take into account progress made and the changed context for children's services in Leeds. • A robust monthly monitoring and evaluation process in place which ensures continued accountability by services responsible for delivery against recommendations . • A further review will take place in 2011.
<p>12. Monitor improvement in children's social care, by establishing rigorous performance management and quality assurance systems which deliver regular monitoring, scrutiny and quality assurance of social care performance. (IN 3.3)</p>
<p>The quality assurance and performance management framework has been reviewed</p> <ul style="list-style-type: none"> • A team performance template has been developed. • Managers have received training in use of the performance template. • Auditing arrangements are being rolled out systematically. • Performance management clinics are scheduled to be held regularly.
<p>13. Increase capacity within children's social care, in particular at team manager and social worker levels, by ensuring that there is an effective senior management team responsible for social care. (IN 3.4)</p>
<p>The ongoing recruitment of social workers, despite focussed drives, continues to present challenges and has not achieved an increase in the number of social workers.</p> <ul style="list-style-type: none"> • All newly appointed social workers have been allocated to the social work teams based on resource requirements. Significant activity is underway at a strategic level to enable budgets to be aligned to strategic priorities as part of the service review of the transformation programme. • Additional investment has enabled recruitment of staff into advanced practitioner and social worker roles. • Although the overall directly employed FTEs (approx 170)remains fairly consistent (circa 40 turnover per annum), there are 19 Advanced Practitioners and Agency staff covering other vacancies – which has helped reduce caseloads. 51 candidates are due to be interviewed in December to replace agency staff.
<p>14. Review social workers' responsibilities and workloads to ensure that responsibilities are clearly and tightly defined, and that no staff carry too wide a range of work. This will need to involve consideration of whether a restructure of children's social care services is necessary to deliver high quality services. (IN 3.5)</p>
<p>Restructuring of Social Care services is being progressed as part of the Children's Services transformation programme to implement integrated Children's Services for Leeds.</p> <ul style="list-style-type: none"> • Caseloads have been analysed by area and baselines set, reduction from approx average of just over 25, just over 21. • Systems are being developed to ensure evidence can be provided that newly qualified social workers have a reduced 90% caseload which is appropriate in terms of level of complexity. • A vertical slice staff group has been established and is developing proposals for a caseload management scheme. • Service design is gaining momentum.
<p>15. Develop a comprehensive programme of training, mentoring and continuous professional development for all social care staff so that they have the skills to complete high quality and timely</p>

assessments. (IN 3.6)

A range of professional development is being offered via the Practice Improvement Programme.

- A comprehensive organisational development programme for Social Care staff has been procured.
- Staff conferences reaching high members of frontline staff are a key part of the overall workforce development programme..
- A programme to ensure all social workers have remote access to ICT systems is being rolled out.
- The mid-term review of the Practice Improvement Programme identified a high level of satisfaction with, and relevance of, training provided to social workers. All staff have received the two day training and development through this programme.

16. The Improvement Board will receive regular updates on performance against the above measures. The Chair of the Improvement Board will report to the Department for Children, Schools and Families and Leeds City Council on a bi-monthly basis. (IN 4.1)

Regular reporting to the Improvement Board enables further dialogue with the DfE as appropriate.

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Originator: Kate Arscott

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 16 December 2010

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Each Scrutiny Board receives a quarterly report on any recommendations from previous inquiries which have not yet been completed.
- 1.2 This will allow the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 For each outstanding recommendation, a progress update is provided. In some cases there will be several updates, as the board has monitored progress over a period of time.
- 1.5 To assist members, the Principal Scrutiny Adviser has given a draft status for each recommendation. The board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.6 In particular, members should note that some recommendations may have a draft status of 4 or 5. For these recommendations, the Principal Scrutiny Adviser suggests that progress has been made. However, the decision as to whether this progress is acceptable is a judgement for board members to make.

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

2.0 Next Steps

2.1 The next cycle of quarterly recommendation tracking reports will be presented to Scrutiny Boards in March 2011, enabling the Board to judge progress against outstanding recommendations.

3.0 Recommendations

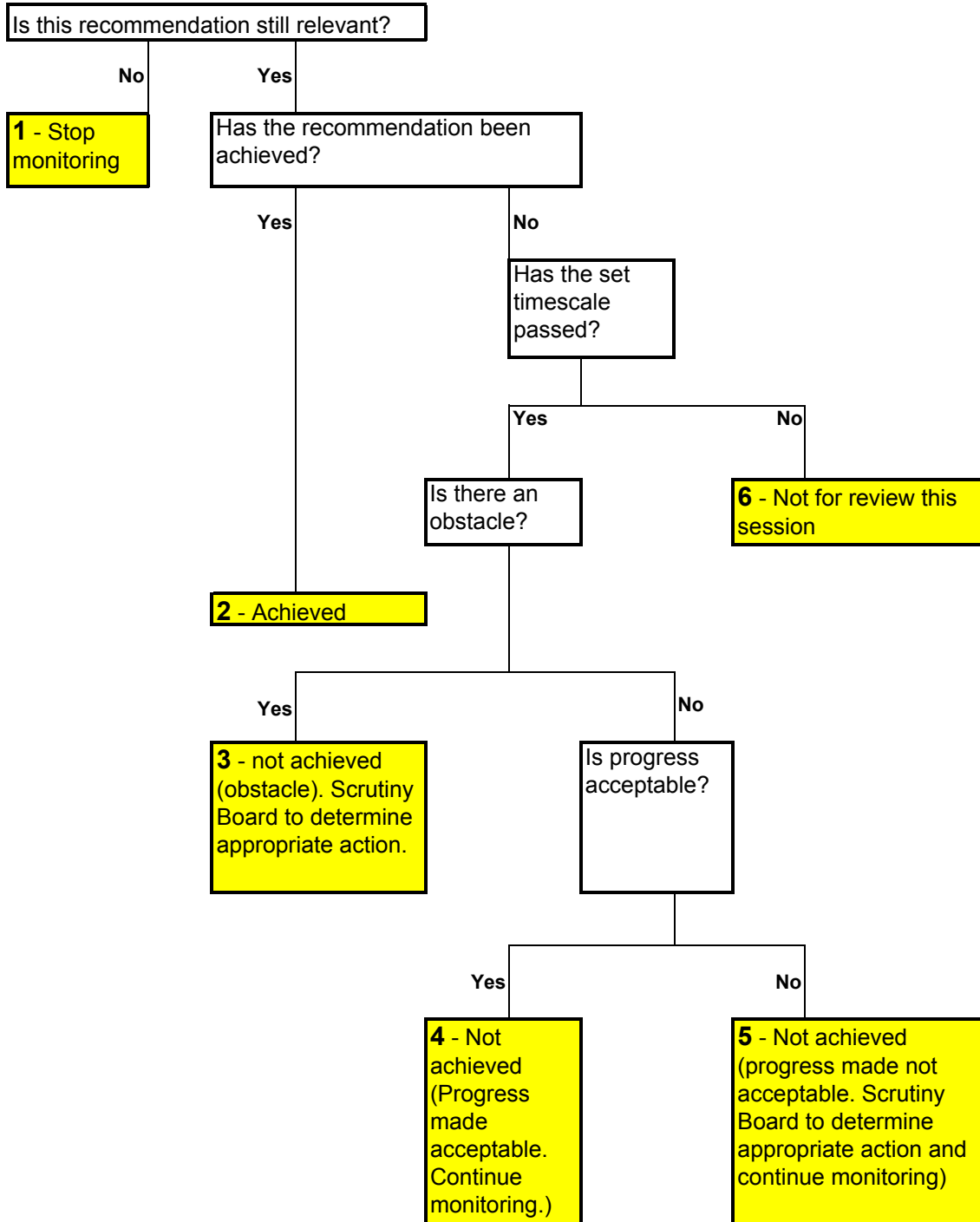
3.1 Members are asked to:

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

Background Papers

Recommendation Tracking – Report to Overview and Scrutiny Committee – 4 December 2006

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



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	Recommendation	Stage	Complete
4	<p>That the Director of Children’s Services and the Chief Executive of Education Leeds report back to us within three months on the steps being taken to promote the EYFS Transition Record as widely as possible, and to encourage as many settings as possible to make use of it.</p>	<p>2 (Achieved) or</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 99</p>	<p><u>December 2010 update</u> Publication and launch of the document ‘Starting and Staying Strong’ will commence in January 2011. In partnership with the Early Years Regional Advisor from National Strategies an Early Years Consultant has planned a series of events for all sectors delivering the Early Years Foundation Stage. The document is already available for use and has been included in the service’s recently launched leadership and management guidance ‘Are we there yet?’. A trial training session has been undertaken with 20 practitioners (including one head teacher). Evaluations were extremely positive with 100% participants indicating that the training and document will have a positive impact on their practice. Comments included “a useful document and guidance with ideas to take to staff in the setting to develop an action plan” “great ideas for involving children and families” “Having to start from scratch developing two Reception classes for Sept 11, the training has offered an insight and some very good advice on how I can work with other providers to support transition over the next two terms” “Really useful and a good time of year to access training, leaving time to implement, develop and action” “[this training] has given me more confidence” A further session will be delivered to Early Years Professionals in private settings (approximately 35) at their network meeting in January 2011. Settings (including both schools and early years settings) receiving the nursery education grant will be required to use and refer to the guidance during the transition to school period next year – this will be monitored through annual quality conversations and school improvement visits.</p> <p><i>Director’s response (approved by Executive Board August 2009) The Director of Children’s Services agrees with this recommendation. The EYFS Transition Record has been created by a range of settings including day care and childminders. The record has been piloted and is due to be widely distributed from September 2009.</i></p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	

	Recommendation	Stage	Complete
8	<p>Also, that the Director of Children’s Services and the Chief Executive of Education Leeds carry out a review of the funding for children with Special Educational Needs within Early Years, within the next three months, with a particular focus on ensuring that children are offered the same level of high quality support, regardless of the type of setting which they attend.</p>	<p>4 (not achieved)</p>	
	<p>December 2010 Update <i>The funding solutions for disabled children remain under discussion. No further progress can be made on this until the plans for an integrated disabled children’s service are further developed. Progress will be reviewed through the transformation programme in children’s services.</i></p> <p><i>Director’s Response (Approved by Executive Board August 2009)</i> <i>The Director of Children’s Services agrees with this recommendation. A review is being undertaken around funding for young children with disabilities across all sectors to ensure inclusion and access- this will report to the Sure Start partnership in September 2009. There is a planned programme for all Children’s Centres to undertake Early Support training by April next year- this is a national programme to facilitate parental engagement as central to all planning for their disabled child.</i></p> <p>December 2009 update <i>Earlier this year the Private Child-care Providers network and the Early Years Reference Group which oversees the implementation of flexible free entitlement for nursery education and the implementation of an equitable funding system for free entitlement in school and Private Voluntary and Independent Sector (PVI) nurseries, requested that a small group should look into the cost of inclusion in PVI providers. The aim of this piece of work was to develop a formula for the cost of inclusion in PVI settings and to make recommendations around the affordability for such provision in the current economic climate. The ultimate aim was to reduce barriers to inclusion in the PVI sector and ensure that this provision was sustainable.</i></p> <p><i>The work was undertaken by a small group of volunteers from the PVI sector and supported by early years business support. The findings of this group have been compiled into a draft report ‘the cost of inclusion in PVI settings’. This report will be ready for consultation in the new year and the results of the consultation will be incorporated into the report.</i></p>	<p>Progress made acceptable. Continue monitoring</p> <p>(Monitor again in 6 months)</p>	

The outline recommendations are as follows

- a) Consultation on the following recommendations should take place**
 - i) A single equitable funding system should be implemented across PVI and Maintained sector settings*
 - ii) The amount of funding for each type of setting should be the same per unit*
 - iii) The funding delivery system should be equitable*
 - iv) Further investigations should be undertaken to ascertain if we are able to pay this funding to the PVI sector through the free entitlement system which would reduce the resources needed to administer the system and if this would be acceptable to PVI settings*
- b) After consultation and recommendations from this are incorporated into the report, implementation should be undertaken at the earliest possible opportunity**
- c) Further investigation needs to be undertaken on funding methods for those above the age of 5**

March 2010 update

Extensive work is now being undertaken on a single funding formula for inclusion. Extensive consultation with all providers will commence in April 2010 with the intention of implementation of April 2011 of a new funding formula equitable across all sectors including schools.

September 2010 Update

Work is being undertaken as part of the Children's services Transformation Programme around the formation of an Integrated service for Children with Disabilities. It has been agreed to postpone the implementation of a Single Funding Formula for Inclusion until further progress has been made on this. In this financial year all children regardless of the setting they attend have been funded in the same way (EYFFI) although not at the same level. All plans are in place to implement a single funding formula when the time is right.

Reduction of children at risk of language delay: Data from the Every Child a Talker programme in Leeds shows an average reduction of 21% (137) of children at risk of language delay since the programme began in September 2009. Approximately 653 children (aged 2-4, accessing early years provision in childminding, school, children centre or pre-school settings) have benefited from the targeted programme led by an Early Language Consultant in partnership between the Early Years Service and Speech and Language Therapy service. 85% (555) of children in the programme are now working at or above the expected level of development, building a firm foundation for language development when starting Reception class.

	Recommendation	Stage	Complete
1	<p>That the Executive Board includes an increased resource for children's social care staffing in the budget proposals to be put forward to Council in February 2010.</p> <p>Also that the costings provided to us by the Chief Officer for Children and Young People's Social Care for a caseload of 20 cases are used as a minimum starting point for working towards a children's social work service with sufficient staff to ensure a reasonable caseload, and promoting quality outcomes for the children and families of Leeds.</p>	<p>4 (not achieved) Progress made acceptable. Continue monitoring</p>	
	<p><u>December 2010 update</u></p> <p>Leeds now has 14 Advanced Practitioners in post and a further five people have been recommended for the post, subject to the necessary HR processes and checks.</p> <p>At the start of December the latest round of interviews for social workers was due to commence. The latest round of recruitment saw a significant level of interest. We hope to be able to update the Board further at their December meeting.</p> <p>Work to address case loads is continuing. The latest analysis (carried out in November) showed case loads for social workers in Child Protection Teams down to an average of 21.6 per social worker. Although case load levels continue to be managed to reflect the experience of different social workers. The service re-design work to reorganise teams locally is progressing. A draft structure has been developed and is currently subject to approval as part of the wider transformation programme in children's services. As stated previously, this model has been informed by the intention to reduce the average case load for social workers in child protection teams to 20.</p> <p><u>Director's Response (Approved by Executive Board February 2010)</u> <i>Children's Services recognize and value the depth of the Scrutiny Inquiry into Safeguarding and appreciate the timeliness of this interim report and its recommendation. The Interim Director of Children's Services is happy to support the first part of the Board's recommendation. The need for additional resource has been highlighted through analysis carried out with Children and Young People's Social Care during 2009/10. Resource levels are also a key theme in the report on the announced inspection of safeguarding and looked after children's services, published on 7th January 2010. The Council is committed to responding effectively to the findings of that report. A separate report about the announced inspection is also on the February Executive Board agenda.</i></p> <p><i>Before the announced inspection, as Scrutiny Board's interim report recognises, work had already started to help reduce caseloads. In October 2009, for example, it was agreed that capacity should be increase through 25 new Advanced Practitioner posts. Eight of these have been recruited and will be starting work in these posts in February. The second wave of recruitment has now commenced.</i></p>		

<p><i>In view of the Scrutiny Board's recommendation, Executive Board is asked to note the report also on its February agenda, which sets out the Council's proposed revenue budget for 2010/11. In broad terms, the scrutiny recommendation is already taken account of within the proposed budget, which incorporates a £6.2 million increase for Children and Young People's Social Care.</i></p> <p><i>What this proposed increase does not do is direct the full amount suggested in the Scrutiny Board's interim report for the immediate recruitment of the additional social worker numbers suggested (and the administrative and managerial staff needed to support these extra numbers). This would be an unrealistic ambition given the limitations of the support of qualified social workers currently available. Instead, the 2010/11 budget proposals include a two-year approach to increasing social work capacity. Year one builds-in additional funding for the 25 advanced practitioners, alongside a re-designation of other funding into additional frontline social work posts. Year two (2011/12) will allow for further new posts to be built into the social worker establishment. The two-year approach is pragmatic, with a strong focus in year one on remodeling the existing workforce to undertake more support functions and release social worker capacity. Importantly, this increased capacity is part of a wider approach to improving the quality of practice at the front line and the quality of service as a whole.</i></p> <p><i>It is suggested therefore that Executive Board endorses the recommendation of the Scrutiny Board but rather than proposing the immediate recruitment of the number of additional social workers and support staff suggested in the scrutiny's report, agreed a more pragmatic approach, combining the remodeling of existing services along with phased recruitment of additional frontline staff. This is considered a better way to achieve the improved quality and reduced case loads being sought. Over the next two years this approach can significantly improve our support for vulnerable children and young people in Leeds.</i></p> <p><i>If approved, Children's Services will welcome the opportunity to report progress on this approach to the Scrutiny Board. In addition, the progress and the impact of this work will be closely monitored by the newly established Improvement Board, ensuring it is continually and effectively reviewed. Executive Board will be kept up-to-date through the monitoring reports on the Children's Services Improvement Plan.</i></p>		
<p><u>September 2010 update</u></p> <p><i>In February 2010, both the Executive Board and Full Council approved a budget for 2010/11 that includes significant additional investment in Children and Young People's Social Care. A proportion of that investment has been used for the recruitment of additional social workers. Since February the number of Advanced Practitioners in post has risen to 12, another round of recruitment to these posts is underway. A number of temporary additional Team managers have also been appointed. Furthermore, over the summer 35 new social workers have also been recruited. A further round of recruitment for social workers is also about to be launched.</i></p> <p><i>These new social workers, when combined with the agency staff who have been retained, have helped to increase capacity, which has in turn had a positive impact on caseloads. At present the average caseload is approximately 22 per social worker. However, it is important to recognise that given that many of the recently appointed social workers are newly qualified, workloads are being managed to reflect their experience.</i></p> <p><i>We would anticipate a continuing positive impact on caseloads through:</i></p> <ul style="list-style-type: none"> <i>• Ongoing recruitment drives – a budget is in place to enable continuing recruitment of social workers. Though this must be considered in the context of the national shortage of social workers and the competition this creates.</i> <i>• The service re-design work that is a key part of the transformation programme in children's services. The re-design work is informed by the intention to reduce case loads in child protection work to 20. More details about this can be provided on request.</i> 		

	Recommendation	Stage	Complete
1	<p>That Education Leeds revises its complaints procedure to incorporate a specific section for school complaints, including an appropriate third stage review process.</p>	<p>4 (not achieved)</p>	
	<p><u>December 2010 update</u></p> <p>A further update will be provided by 31 March 2011 once the complaints procedure has been reviewed as part of the transfer of Education Leeds into an integrated Children's Services.</p> <p><i>Director's Response (Approved by Executive Board May 2010)</i> Education Leeds will work within the context of the Children's Services to ensure that the recommendation is incorporated into the Leeds City Council procedure.</p> <p><u>September 2010 update</u></p> <p><i>The complaints framework and procedures for Children's services are currently being reviewed under the One Council arrangements as part of the Children's Services Transformation Programme. Children's services will ensure that schools' interests, as stakeholders will be taken account of in that programme.</i></p>	<p>Progress made acceptable. Continue monitoring</p>	

	Recommendation	Stage	Complete
4	<p>That Education Leeds confirms the actions agreed with the school to sign off the agreed list of outstanding issues at Paragraph 43, and the timetable to complete these actions.</p>	2 (Achieved)	✓
	<p><u>December 2010 update</u> The School Leadership identified six issues in relation to the building. During meetings with the school Education Leeds agreed to address the following:</p> <ul style="list-style-type: none"> • Education Leeds agreed to reimburse the school for replacement vinyl flooring in Early Years and Reception. This work was undertaken in February half term 2010 at a cost of £10,600 and the School reimbursed upon receipt of supporting documentation on 25 May 2010. • Education Leeds agreed to undertake a benchmarking study in respect of maintenance and repair costs for 2007-2008 and 2008-2009. The study has been completed, which indicated that the maintenance and repair costs were within benchmarked range. The information was provided to the school at a meeting with the Headteacher and Chair of Governors on 18 November 2010. <p>In addition in respect of other issues identified the following action has subsequently been taken:</p> <ul style="list-style-type: none"> • Education Leeds commissioned a technical report of the water heaters and has agreed with the school that where possible heaters will be replaced by an extension of the central hot water system. Where this is not possible, and small heaters are currently installed in pods of three, they will be replaced by a single, larger water heater, positioned accessibly. This will reduce the number of individual heaters from 39 to less than 10. All works associated with their replacement will cost approximately £25,365 and be funded by Education Leeds. The work has commenced and is due to be complete by end December 2010. • The school has obtained an estimate for the replacement of 16 double window actuators with single actuators at a cost of £3,857. Education Leeds has agreed to fund these works but has not been informed if the school has progressed a date for the start of works. <p>Education Leeds now believes that the actions associated with signing off the agreed list of outstanding issues have now been completed.</p>		

Director's Response (Approved by Executive Board May 2010)

The Director of Learning Environments and Planning met with the Head teacher and Chair of Governors of Meadowfield School on 13 May 2009 and agreed a list of six actions in respect of Meadowfield School. These are either completed or in the process of resolution.

September 2010 update

The School Leadership identified six issues in relation to the building. During meetings with the school Education Leeds agreed to address the following:

- Education Leeds agreed to reimburse the school for replacement vinyl flooring in Early Years and Reception. This work was undertaken in February half term 2010 at a cost of £10,600 and the School reimbursed upon receipt of supporting documentation on 25 May 2010.
- Education Leeds agreed to undertake a benchmarking study in respect of maintenance and repair costs for 2007-2008 and 2008-2009. The study is underway but will not be completed for the start of September. The target completion date is end September 2010.

In addition in respect of other issues identified the following action has subsequently been taken:

- Education Leeds commissioned a technical report of the water heaters and has agreed with the school that where possible heaters will be replaced by an extension of the central hot water system. Where this is not possible, and small heaters are currently installed in pods of three, they will be replaced by a single, larger water heater, positioned accessibly. This will reduce the number of individual heaters from 39 to less than 10. All works associated with their replacement will cost approximately £25,365 and be funded by Education Leeds. Work is due to commence w/c 30 August 2010.
- The school has obtained an estimate for the replacement of 16 double window actuators with single actuators at a cost of £3,857. Education Leeds has agreed to fund these works. A date for the start of works has yet to be agreed.

	Recommendation	Stage	Complete
5	That Education Leeds benchmarks the maintenance costs at Meadowfield Primary School with other similar schools in order to assess whether they are significantly higher.	2 (Achieved)	✓
	<p><u>December 2010 update</u> Education Leeds agreed to undertake a benchmarking study in respect of maintenance and repair costs for 2007-2008 and 2008-2009. The study has been completed, issued to the school and a meeting with the Headteacher and Chair of Governors took place on 18 November 2010. The conclusion is that there appears to be no evidence that maintenance costs at Meadowfield are significantly higher than other schools rebuilt at the same time. Having discussed the report the school has one or two specific questions which Education Leeds is clarifying, and the school feels that the original figures in relation to annual repairs and maintenance that it had provided were understated, and so wishes to write a paragraph of explanation to be attached as an addendum to the report.</p> <p><i><u>Director's Response (Approved by Executive Board May 2010)</u></i> Meadowfield Primary School provided information in January 2010 and one of the other two schools in the procurement package in February 2010. Education Leeds will scope, obtain comparative data and commence a benchmarking exercise to be completed by the start of September 2010.</p> <p><i><u>September 2010 update</u></i></p> <p><i>Education Leeds agreed to undertake a benchmarking study in respect of maintenance and repair costs for 2007-2008 and 2008-2009. The study is underway but will not be completed for the start of September. The target completion date is end September 2010.</i></p>		

	Recommendation	Stage	Complete
6	That Education Leeds reports back to the Scrutiny Board on the handover process for new school buildings and alterations to existing buildings where appropriate.	6 (Not for review this period)	
	<p><u>December 2010 update</u></p> <p>There have been no new school buildings handed over during this period.</p> <p><i>Director's Response (Approved by Executive Board May 2010)</i> <i>Education Leeds expects five new build schools to be handed over by different partners, the Strategic Design Alliance (SDA) and Leeds Local Education Partnership (LEP) during 2010, 2011 and 2012, and for three major capital projects at primary schools and the Leeds West Academy to be handed over by the LEP during 2011/12. Education Leeds will report back to the Scrutiny Board on the handover process with different partners in respect of these major projects after their completion.</i></p> <p><u>September 2010 update</u></p> <p><i>There have been no new school buildings handed over during this period.</i></p>	<p>Review again in September 2011</p>	

	Recommendation	Stage	Complete
1	<p>That the Chief Executive of Education Leeds works with Area Inclusion Partnerships to ensure that attendance and behaviour targets are embedded in all area plans.</p>	2 (Achieved)	✓
	<p><u>December 2010 update</u> The Area Inclusion Partnerships now have persistent absence targets embedded in their planning. A report has been compiled to be submitted to the Children's Trust Board that captures, from all five current areas, the key indicators around specific outcomes for children and young people, including attendance and persistent absence.</p> <p>The Attendance Strategy Team has good representation in four of the five wedges and is seeking to ensure that all areas have that support as there is evidence of excellent practice across the partnership and between different agencies that is impacting on attendance and persistent absence. Key examples of this work have been the co-ordination of family support for pupils with poor attendance by the Integrated Service Leaders and Attendance Strategy Team reviewing all persistently absent pupils in the South: a Positive Health Initiative between school health and the Attendance Strategy Team in the West to tackle illness as the biggest reason for absence. There are many more examples across the city of this work that is supported through the AIP and wedge leadership.</p> <p><i><u>Director's Response (Approved by Executive Board June 2010)</u></i> The Attendance Strategy Team have realigned resources to enable the appointment of an Attendance Data Management Officer to enable regular monitoring/analysis/reporting on persistent absence and attendance by wedge/cluster/school.</p> <p><i>All high schools, the Area Inclusion Partnerships and all children's services share the responsibility for achieving the DCSF goal of no more than 5% persistent absence across the authority by the end of 2011. In order to support progress to this goal, all high schools and wedge areas have been provided with individual targets for persistent absence to enable Leeds to achieve this goal.</i></p> <p><i>Education Leeds officers have been working with Area Inclusion Partnerships to secure an appropriate framework for targets for improving attendance, and reducing persistent absence and exclusions. The Area Inclusion Partnerships carry out the statutory functions of the Behaviour and Attendance Partnership and are an integral part of the local Children's Trust Board. Data will be provided for each partnership to secure an adequate baseline and set appropriate targets for September 2010. Once agreed, progress towards these targets will be monitored on a regular basis.</i></p> <p><i>Good progress will be identified and successful intervention will be shared with other areas. Where progress is less than satisfactory, partnerships will be expected to review their strategic approaches and see how their local plans can be adapted to bring about more rapid improvements.</i></p> <p><u>September 2010 update</u> Work facilitated by the Attendance Strategy Team in collaboration with the area leadership team in the West Wedge has resulted in a wedge-specific attendance strategy which has a targeted approach to tackling absence from school based on identified local challenges and needs.</p>		

	Recommendation	Stage	Complete
2	<p>That the Chief Executive of Education Leeds ensures that parents, schools and governors continue to be reminded that term time holidays are discouraged.</p>	4 (not achieved)	
	<p><u>December 2010 update</u> More and more clusters across the city are adopting consistent approaches to holidays in term time. The positive impact of this is being seen in the data – in 2009/10 primary school children attended an extra 9,000 days compared to 2008/09 because fewer parents removed their children from school during term time. In the secondary phase, the impact was an extra 6,500 days of school attendance.</p> <p>When the socio-economic background of pupils who do take holidays in term-time was examined, there were not significant differences in the secondary phase. However, there is a small difference in the primary phase where parents who are defined as “comfortably off” take more holidays in term time than other categories i.e. wealthy achievers, hard-pressed etc. There is also a significant difference in parental attitudes to holidays across phases – almost twice as many parents take their primary age children on holiday than secondary.</p> <p>An initial draft of the Extended Leave guidance has been circulated to the members of the working group and to key partners for comments and amendment. The guidance will be circulated to an appropriate consultative audience before the end of January to enable to contribution of key community representatives.</p> <p><i>Director’s Response (Approved by Executive Board June 2010)</i> Following the lead taken by the North West area which reduced the overall number of days lost to holidays, more clusters and families of schools are adopting consistent holiday in term time policies across primary and high schools. The Attendance Strategy Team support schools by using penalty notices in instances of excessive, unauthorised holidays in term time. Analysis on the impact of holidays in term time is shared with schools and area partnerships. The policy on extended leave is being reviewed and updated. Once this has been completed, information will be sent out to all schools and key partners reminding them of the importance of regular school attendance and the impact holidays in school time has on learning. The Attendance Strategy Team utilises a variety of media to communicate with schools, parents and governing bodies e.g. press, radio, campaigns, newsletter, bulletin etc.</p> <p><u>September 2010 update</u> A working group has been set up to review the current policy on Extended Leave which includes primary heads, Attendance Strategy, elected members and community representatives with plans for a consultative process which includes the voice of parents and families. This revised policy also clarifies and reaffirms to schools the guidance from the DfE that holidays in term time are not a parental right and are authorised at the school’s discretion, in line with policies that must be communicated regularly to parents. Those policies are increasingly being adhered to by clusters and families of schools to deliver consistent responses to schools in their localities for example the North West area policy as the first example of schools working collaboratively to agree a single approach to holiday requests.</p>	<p>Progress made acceptable. Continue monitoring</p>	

	Recommendation	Stage	Complete
4	<p>That the Chief Executive of Education Leeds ensures that all governors are reminded of the importance of focusing on attendance.</p>	2 (Achieved)	✓
Page 105	<p><u>December 2010 update</u> The head of the Attendance Strategy team has produced a short guide, approved by the head of Governor Support, for governors to help them perform their monitoring, challenge and support role for their schools. The head of service and senior managers will be attending all the governor's forum meetings in December to both circulate the guidance and ensure governors are fully briefed on recent developments around the persistent absence agenda. The governor training programme has been scheduled for February and the head of service continues to use the bulletin to communicate with governors across the city.</p> <p>The guidance also steers schools to the Pupil Support Committee as the key vehicle for addressing attendance and provides a framework of activity that any individual governor or the Committee as a whole can engage in to become an integral part of a whole school approach to managing attendance and persistent absence.</p> <p><i>Director's Response (Approved by Executive Board June 2010)</i> The Attendance Strategy Team delivers training for governors twice yearly and reports on key issues using the governor's bulletin.</p> <p><i>Education Leeds will ensure that all schools have a named governor for attendance. The role of the governor will be to monitor school based initiatives such as fast tracking and school advisory panels.</i></p> <p><i>Key messages about the revised children's services and safeguarding have been disseminated through area governing body meetings. Regular updates will continue to ensure that attendance remains a high priority for all governors.</i></p> <p><u>September 2010 update</u> The Attendance Strategy Team continue to deliver training on attendance as part of the governor support package which is both well attended and positively evaluated as being highly informative and useful.</p> <p><i>The head of service of the Attendance Strategy Team regularly makes use of the Governor's Bulletin to keep governors informed of key developments in practice and legislation.</i></p> <p><i>All Attendance Advisers meet regularly with high schools to action plan for attendance. Advisers will recommend schools have a named Attendance Governor as best practice and advise regular reporting of schools' performance data to the governing body.</i></p>		

	Recommendation	Stage	Complete
2	<p>That the Director of Children’s Services and the Chief Executive of Education Leeds explore children and young people’s participation in activities and identify barriers to participation in more depth, either by including questions in the next Every Child Matters survey or by developing a separate survey using the Be Heard survey tool.</p>		
	<p><u>December 2010 update</u></p> <p><i>Director’s Response</i> It is agreed that understanding barriers to participation is an important area of work. Officers will explore the most appropriate way to gather young people’s views on this. This may involve using the Every Child Matters survey, or the Be Heard survey tool, but it may also be that another approach is considered more likely to gather a wider range of opinions from those young people who do not currently participate.</p> <p>The new Children’s Trust Board are also investigating opportunities to widen participation and will be working with young people to explore suitable opportunities.</p>		
3	<p>That the Director of Children’s Services ensures that the local analysis of findings from surveys such as the Every Child Matters survey and the Youth Service user survey is routinely made available at a local level to Area Committees and Clusters to inform their planning of future activity.</p>		
	<p><u>December 2010 update</u></p> <p><i>Director’s Response</i> We will work towards providing future survey information to both clusters and Area Committees in a routine way. Cluster Managers will be able to access data from the 2010 Every Child Matters Survey later this year. For 2010 it will be possible to break this down to wedge level and in future we will aim to localise this further. A process is already in place for reporting key children’s services performance information to Area Committees on a half-yearly basis. In future we will work to incorporate key survey outcomes into this where appropriate.</p>		

	Recommendation	Stage	Complete
4	<p>That the Chief Executive of Education Leeds reports back to us on how Education Leeds will ensure that engagement with stakeholders, particularly staff, will take place in circumstances where the school leadership and governing body are not engaging with school organisation proposals.</p>	<p>2 (Achieved)</p>	<p>✓</p>
	<p>The Board requested an update in December before signing off this recommendation because of the current changes taking place nationally, and how Education Leeds can play a role in ensuring stakeholders are consulted under any new arrangements, eg for academies.</p> <p><u>December 2010 update</u> The emerging arrangements for school organisations are normally initiated by governing bodies, particularly if a school now wants to change its status to become an academy. Staff are represented on a governing body considering such a change, as is the local authority. Education Leeds has agreed with local trades unions that they should encourage their members who are governors to suggest that the governing body seeks advice from the local authority prior to making a binding decision. Education Leeds has agreed with trades unions a series of questions that governing bodies should consider and answer prior to making such a change. As soon as it was clear that a governing body was considering such a move the same questions would be shared with LA governors as well as staff governors. If a governing body subsequently determines that a move to academy status is in the school and its community's best interests, then Education Leeds will ensure that appropriate statutory consultations, in particular those relating to TUPE, are carried out.</p> <p><u>Director's Response</u> <i>It is exceptionally rare that Education Leeds is unable to work in close partnership with our school leaders to develop and manage change within our schools. Most school leaders recognise the importance of good communications and transparency, and their duties and responsibilities to engage with the process.</i></p> <p><i>Education Leeds will contact a sample of parents/carers and school staff (and trade unions) to discover if communications have been reaching key stakeholders through the preferred primary channels – ie the school's existing communications.</i></p>		

This feedback will be given to the school leadership to encourage closer cooperation, and if it is still not forthcoming then Education Leeds will:

- *Write to the school leadership outlining the legal requirements and expectations of schools during the process, such as displaying notices advertising public meetings, statutory notices, and informing them of our intention to:*
 - *use Education Leeds HR and school census databases to send a personal letter and consultation booklet to all school staff and families of children in the school community explaining the proposal, the decision-making process and how they can find out more details and have their say.*

Arrange briefings for staff and a public meeting for parents/carers at a local community facility. This will be advertised through the above letter and in all non-school existing channels, including the Leeds City Council and Education Leeds websites, the local media, GPs surgeries, local libraries, early years settings and in the consultation booklet. In addition to the above actions, Education Leeds has carried out a thorough review of how it engages and consults with all stakeholders. It has transformed the language used and style of consultation materials and communications, and produced a simple checklist process to make sure that all stakeholders are communicated with in a timely and effective manner.

Education Leeds continues to monitor and evaluate the engagement methods, and to explore new ways to make sure Leeds City Council is planning and delivering a network of learning places which will serve their communities both now and in the future. This includes introducing new consultations as required, such as a questionnaire shortly to be introduced to assess parents' views of choice and diversity in Leeds, and exploring new ways to reach not just existing school communities but families with pre-school children (such as through GPs surgeries, early years and private nursery providers and potential partnerships with partners in the private sector).

Education Leeds places particular emphasis on developing new ways to secure engagement with key stakeholders with the planning of primary school places in the city, which have recently been under sudden and unprecedented pressure.



Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 16 December 2010

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 the discussions at the board's November meeting.
- 1.2 The current Forward Plan of Key Decisions (appendix 2) will give members an overview of current activity within the board's portfolio area.

2.0 Recommendation

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

Background papers

None

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**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 20 January 2011			
Combating child poverty and raising aspirations	To consider evidence as the first session of the Board's second inquiry		RP/DP
Outdoor Education Centres	To agree the report of the Board's Inquiry		RP
Meeting date – 17 February 2011			
Combating child poverty and raising aspirations	To consider evidence as the second session of the Board's second inquiry		RP/DP

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 17 March 2011			
Children and Young People's Plan/Council Business Plan	To consider the draft plans		DP
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has previously agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Improvement Plan	To consider a progress report from the Improvement Board on actions to achieve the Improvement Plan	The Board receives quarterly monitoring reports	PM
Performance Management	Quarter 3 information for 2010/11 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
School performance and Ofsted Inspections	Annual report on school performance and biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 21 April 2011			
Fostering	To receive an update on implementation of the Inspection Action Plan, and an evaluation of foster carer recruitment activity	Requested by the Board in September 2010	PM
Annual Report	To agree the Board's contribution to the annual scrutiny report		

Key:

RFS – Request for scrutiny

MSR – Monitoring scrutiny recommendations

RP – Review of existing policy

PM – Performance management

DP – Development of new policy

B – Briefings

Unscheduled Items

Young Carers – possible working group

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Working Groups			
Working group	Membership	Current position	Dates
Youth Services Commissioning Framework	Councillor Chapman Councillor Hyde Councillor Lamb Councillor Lancaster Councillor Maqsood Professor Gosden Mr Britten Ms Morris-Boam	To comment on the developing proposals Timetable has slipped from original deadline of September As a result, the Working group has been suspended until a more appropriate time	19 July 19 August
School Balances	Councillor Chapman Councillor Driver Councillor Hyde Councillor Selby Mr Britten Professor Gosden Ms Johnson	To consider the management of school balances	24 November 2010 13 December 2010
Children's Social Care System Review	Councillor Chapman Councillor Gettings Councillor Lamb Councillor Lewis	To monitor progress on an ongoing basis It is anticipated that the working group will meet 6-8 weekly	13 January 2011

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Children's Services)

For the period 1 December 2010 to 31 March 2011

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)
The Delivery of Connexions Services in Leeds: Information Advice and Guidance - Reduction in Funding To accept the proposed reduction in Funding of £647,000 with Prospects Ltd over the remaining initial period of the contract ending on 31 st March 2012	Director of Children's Services	1/12/10	Relevant stakeholders	Delegated Decision plus supporting documentation	Director of Children's Services iain.dunn@leeds.gov.uk
Primary Basic Need To give permission to consult on proposals for additional primary places for 2012	Executive Board (Portfolio: Children's Services)	15/12/10	Jan/Feb 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds lesley.savage@educati onleeds.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)
Revised Nursery Fees 11/12 To accept the proposed nursery fees for 2011/12	Director of Children's Services	1/2/11	Executive Member	n/a	Director of Children's Services andy.brown@leeds.gov.uk

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