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## SCRUTINY BOARD (CHILDREN'S SERVICES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 17th March, 2011 at 9.45 am

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

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### 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)
- Vacancy - 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

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></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><b>RESOLVED</b> – 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><b>No exempt items or information have been identified on this agenda.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></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><b>DECLARATION OF INTERESTS</b></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><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 20TH JANUARY 2011</b></p> <p>To confirm as a correct record the minutes of the meeting held on 20<sup>th</sup> January 2011.</p>	1 - 6
7			<p><b>OFSTED ANNUAL UNANNOUNCED INSPECTION OF CONTACT, REFERRAL AND ASSESSMENT ARRANGEMENTS IN CHILDREN'S SERVICES</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the findings of the Ofsted unannounced inspection of contact, referral and assessment arrangements that took place in January 2011.</p>	7 - 16

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p><b>CHILDREN'S SERVICES UPDATE</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting a number of update reports on children's services as follows:</p> <ul style="list-style-type: none"> <li>a) Children's Services Improvement Update – To receive an update on key developments across Children's Services</li> <li>b) Children's Services Improvement Plan – monitoring report – To receive the Children's Services Improvement Plan – monitoring report, as presented to the Improvement Board in February 2011</li> <li>c) Children's Services Scrutiny Board Performance Report Quarter 3 2010/11 – To receive a report presenting an overview of performance against priority outcomes.</li> </ul>	17 - 64
9			<p><b>NEW STRATEGIC PLANS 2011-15</b></p> <p>To receive and consider a report from the Chief Executive and Director of Children's Services presenting Scrutiny the proposals for the new set of strategic planning documents for advice and consideration before these go to Executive Board and Council for approval.</p>	65 - 82
10			<p><b>RECOMMENDATION TRACKING</b></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>	83 - 92
11			<p><b>WORK PROGRAMME</b></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>	93 - 112
12			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>To note that the next meeting of the Board will be held on Thursday, 21<sup>st</sup> April 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, 20TH JANUARY, 2011

**PRESENT:** Councillor J Chapman in the Chair

Councillors M Coulson, G Driver, B Gettings, W Hyde, A Lamb, B Lancaster, P Latty, J Lewis, K Maqsood 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)

### CO-OPTED MEMBERS (NON-VOTING):

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

## 71 Chair's Opening Remarks

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

## 72 Late Items

The Chair admitted to the agenda an updated version of the Leeds' Child Poverty Needs Assessment, to be considered as part of agenda item 7, Combating Child Poverty and Raising Aspirations inquiry. (Minute No. 76 refers)

## 73 Declaration of Interests

There were no declarations of interest at this point, but a declaration of interest was made at a later point in the meeting. (Minute No. 76 refers)

## 74 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillor Morgan and Co-opted Member, Mr J Granger.

Draft minutes to be approved at the meeting to be held on Thursday, 17th February, 2011

## **75 Minutes - 16th December 2010**

**RESOLVED** – That the minutes of the meeting held on 16<sup>th</sup> December 2010 be confirmed as a correct record.

## **76 Scrutiny Inquiry - Combating Child Poverty and Raising Aspirations**

The Head of Scrutiny and Member Development submitted a report which introduced the evidence to be considered as part of the first formal session of the Board's Inquiry into Combating Child Poverty and Raising Aspirations.

The following information was appended to the report for Members' information:

- A copy of the agreed terms of reference for the inquiry
- background information in relation to combating child poverty and raising aspirations
- briefing paper on the key implications of the Child Poverty Act
- pyramid of factors that impact upon child poverty
- detailed summary of the findings of the review entitled 'The Foundation Years: preventing poor children becoming poor adults'
- common risk factors for children, young people and families at risk of poor outcomes
- draft Leeds' child poverty needs assessment.

The Chair welcomed to the meeting the following Executive Members and officers to present the report and respond to Members' questions and comments:

- Councillor Blake, Executive Member (Children's Services)
- Councillor Dowson, Executive Member (Learning)
- Sally Threlfall, Chief Officer – Early Years and Integrated Youth Support Services, Children's Services
- Jane Hopkins, Service Manager – Jobs and Skills Service, Environment and Neighbourhoods
- Diana Towler, External Relations Manager, Jobcentre Plus
- Liz Bailey, Health and Wellbeing Improvement Manager, Adult Social Care
- Rob McCartney, Housing Strategy and Commissioning Manager, Environment and Neighbourhoods
- Dave Roberts, Senior Policy and Information Officer, City Development.

The Scrutiny Board was provided with a PowerPoint presentation which provided background and contextual information around child poverty, including the significant responsibilities placed on local authorities.

The remainder of the presentation focused on four specific building blocks, as follows:

Draft minutes to be approved at the meeting  
to be held on Thursday, 17th February, 2011

## **Education, Health and Family**

- Current level of teenage pregnancies in Leeds approximately 800 per year.
- 12% increase in 0-1 age group linked to growth in manufacturing sector and migration from across the EU.
- Issues relating to adult dependency on drugs and alcohol and impact on children and families.
- Issues around widening of attainment gap and emphasis on early interventions and narrowing the gap – further data and information to be provided.
- Development of integrated approach across key agencies.
- Support for vulnerable families and development of the think family approach.
- The effect of changes in the family on child stability, e.g. housing, introduction of a new partner, etc.
- The role of academies in supporting young people from deprived backgrounds.

## **Employment and Adult Skills**

- Levels of worklessness in Leeds – 60,000 people not working in Leeds with 20,000 children living in homes where no-one works.
- Concern about changes to employment support allowance and disability living allowance. It was reported that work capability assessments were being undertaken from March / April 2011 – it was expected that 3,000 people in Leeds would be considered fit for work.
- Greater support needed for those that were unemployed to attend job centres, interviews, etc.

## **Housing and Neighbourhoods**

- Concern about the lack of Council housing provision and support for individuals who had lived in a Council property for many years.
- Increasing numbers of people in housing need.
- The need for more robust monitoring of Council house sales.
- The role of the Housing Options Service and ALMO's in providing stable housing.

## **Financial Support for Families**

- Potential for reduced availability of support services / advice to local communities.
- Concern about the poor take up of free school meals.
- Rising fuel costs and the impact of fuel poverty on children and families.

The Scrutiny Board discussed next steps, particularly in terms of developing work in localities, support for families and the role of Area Committees.

The Chair thanked the officers for their attendance and contribution to the Board's inquiry.

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

(Councillor W Hyde declared a personal interest in this item as Governor at West Leeds Academy.)

(Councillor James Lewis left the meeting at 11.50 am, Councillor Gettings at 11.55 am, Councillors Coulson and Lamb at 12.12 pm and Ms Cox at 12.25 pm, during the consideration of this item.)

## **77 Recommendation Tracking**

The Head of Scrutiny and Member Development submitted a report which requested Members to confirm the recommendation status from the youth services user surveys inquiry.

Appended to the report was the recommendation tracking flowchart and draft recommendation status.

The recommendation status was agreed as follows:

- Youth Service User Surveys – recommendation 2 – continue monitoring – next report in 6 months to coincide with the other outstanding recommendation from this inquiry, and to allow sufficient time for progress to be achieved.

**RESOLVED** –

- (a) That the report and information appended to the report be noted
- (b) That the Scrutiny Board approves the recommendation status as set out above.

## **78 Draft Scrutiny Inquiry Report - Outdoor Education Centres**

The Head of Scrutiny and Member Development submitted a report which presented the conclusions and recommendations arising from the Scrutiny Board's work on outdoor education centres.

**RESOLVED** –

- (a) That the Scrutiny Board's final report and recommendations be approved; and
- (b) That a formal response to the recommendations be produced in line with normal procedures for scrutiny inquiry reports.

Draft minutes to be approved at the meeting  
to be held on Thursday, 17th February, 2011



## 79 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, the minutes of the Executive Board meetings held on 15<sup>th</sup> December 2010 and 5<sup>th</sup> January 2011, and an extract from the Forward Plan of Key Decisions for the period 1<sup>st</sup> January 2011 to 30 April 2011.

In brief summary, the main highlighted points were:

- It was reported that the Scrutiny Board (Health) had agreed in principle to a joint working group on reducing teenage conception, although they had not named specific Members. It had been suggested that the first meeting was arranged for March, as a scoping exercise.

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

## 80 Date and Time of Next Meeting

It was reported that the scheduled meeting in February was being used for the site visits as part of the Board's inquiry into Combating Child Poverty and Raising Aspirations

The next Board meeting was scheduled for Thursday 17<sup>th</sup> March 2011 at 9.45 am with a pre-meeting for Board Members at 9.15 am.

(The meeting concluded at 12.35 pm.)

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Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 17 March 2011

**Subject: Ofsted Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements in Children's Services**

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 Introduction

- 1.1 This report presents the findings of the Ofsted unannounced inspection of contact, referral and assessment arrangements which took place in January 2011.
- 1.2 The inspection findings were reported to the Executive Board on 9 March (Appendix 1). Relevant members and officers will attend the Scrutiny Board meeting to discuss the inspection findings with board members.

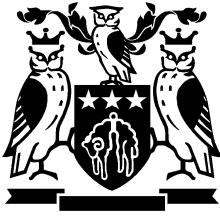
### 2.0 Recommendation

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

### Background papers

None

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**Report of the Director of Children’s Services**

**Executive Board**

9<sup>th</sup> March 2011

**Ofsted Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements in Children’s Services**

**Electoral Wards Affected:** All wards

  
  
  
  
  
  
  
  
  
  
 Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call-in

Not Eligible for Call-in   
(Details contained in the Report)

**EXECUTIVE SUMMARY**

- 1.0 This report covers the Ofsted Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements that took place during January 2011.
- 2.0 The last unannounced inspection in July 2009 highlighted many of the issues that subsequent improvement activity has addressed. The positive overall outcomes of this latest inspection are therefore a very encouraging reflection of the impact that this improvement work has made and the efforts of officers.

**RECOMMENDATIONS**

- 3.0 It is recommended that Executive Board:
  - (i) Note the outcomes of the Ofsted unannounced inspection
  - (ii) Acknowledge the significant positive impact made overall since the unannounced inspection in July 2009 and recognise the significant efforts of all those who have contributed towards this.

## **1.0 Purpose of this Report**

- 1.1 This report provides details of the Ofsted Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements that took place during January 2011.

## **2.0 Background**

- 2.1 The latest unannounced inspection took place on the 18<sup>th</sup> and 19<sup>th</sup> January 2011. It is particularly significant for Leeds as it was the previous unannounced inspection, carried out in July 2009, that highlighted many of the challenges that have been the focus of improvement activity and resources over the past 18 months.

## **3.0 Main Issues**

- 3.1 The latest unannounced inspection involved visits to services at Roundhay Road (Disability Team) and the White Rose House and Hunslet Hall Duty offices. Inspectors spoke to a range of staff and considered evidence including electronic case records, supervision files and notes, and observation of social workers undertaking assessments and referrals.
- 3.2 The letter summarising the findings of the inspection is attached as an appendix. The unannounced inspection does not have a single overall judgement, but does address a variety of key issues. Critically, no priority areas of action were identified by Ofsted and the main findings include the following:
- (i) That strong leadership has resulted in a 'remarkable and impressive' improvement in the quality of the services inspected and the safety of children in the city.
  - (ii) That no cases were identified where children had been left at risk.
  - (iii) Significant investment has ensured that front line assessment services are now fit for purpose and with the capacity to continue to improve.
  - (iv) Social work staff have manageable caseloads, regular supervision and access to appropriate training. Newly qualified social workers receive a comprehensive support package.
  - (v) Thresholds for referrals have been clarified.
  - (vi) Child Protection procedures are up to date.
  - (vii) In all cases examined by inspectors, children were visited and seen alone where appropriate.
- 3.3 Many of these areas were highlighted as priorities for action in the last unannounced inspection, so the fact that they have been highlighted as positives at this inspection is particularly encouraging.

3.4 Areas highlighted for development were:

- (i) The electronic social care record system, though the inspectors acknowledge the steps the Council is already taking to commission a new system (reported to the Board in January 2011).
- (ii) The quality of recording (information). Again the inspectors recognise that steps are being taken to address this.
- (iii) Adherence to the protocol for when joint visits should be undertaken. We are working with relevant partners to address this.
- (iv) How the arrangements for the out of hours service link in with the daytime service. It is acknowledged that a review of this is underway.

3.5 A significant amount of work has been undertaken by a wide variety of staff and others to support the improvements reflected in this report. As well as the positive leadership and direction recognised from within the Council, partners and the independently chaired Improvement Board have also played an important role. We wish to take this opportunity to thank the Board and particularly its Chair Bill McCarthy for their contribution to this improvement.

#### **4.0 Implications for Council Policy and Governance**

4.1 Addressing the issues highlighted by the July 2009 unannounced inspection of children's services has been a major priority for the Council and our wider partners over the last eighteen months. Whilst we continue to face significant challenges and pressures in this area and across other aspects of children's services, the progress highlighted in the latest unannounced inspection signals important progress for the service and the Council. It is important that a collective focus is maintained on this area of work to ensure ongoing shared-responsibility and joint action to reduce the risk of harm to children and young people across Leeds.

#### **5.0 Legal and Resource Implications**

5.1 There are no specific legal or resource implications within this report.

5.2 Members may wish to note that the unannounced inspection letter positively recognises the impact of the significant investment in children's services and particularly child protection services that the Council has made since 2009.

#### **6.0 Conclusion**

6.1 Overall this is a very positive report for Leeds that provides a platform from which the next stage of children's services developments can move forward. Whilst there continue to be some priority challenges in relation to safeguarding and child protection services, and the ongoing high demand on the service will require significant attention and resources to be focused on this area, the unannounced inspection findings suggests that the level of service being provided to children, young people and families is much closer to the standard and consistency we would hope for. Building on this we will work over the year ahead to continue moving these services forward, embedding the

improvements made across our practice, strengthening partnerships that contribute to the safeguarding agenda and addressing the areas for development that the latest unannounced inspection has highlighted.

6.2 The unannounced inspection has followed other important recent inspections of children's services, including Adoption and Youth Offending Service inspections, both of which were reported to Executive Board in February. Again, we know we have some important continuing challenges, but the combination of these various inspection outcomes indicates a positive overall trajectory for the standard of services being provided to some of the most vulnerable children and young people in Leeds.

6.3 The findings of these various external inspections are complemented by the ongoing performance monitoring work being lead by the independently chaired Improvement Board. The work of the Improvement Board is referred to in a related item on the Executive Board's agenda which gives an update on children's services.

## **7.0 Recommendations**

7.1 It is recommended that Executive Board:

- (i) Note the outcomes of the Ofsted unannounced inspection
- (ii) Acknowledge the significant positive impact made overall since the unannounced inspection in July 2009 and recognise the significant efforts all those who have contributed towards this.

## **Background Papers**

Letter from Ofsted 16 February 2011 (appendix)



16 February 2011

Mr Nigel Richardson  
Director of Children's Services  
Leeds City Council  
Merrion House  
110 Merrion Way  
Leeds  
LS2 8DT

Dear Mr Richardson

**Annual unannounced inspection of contact, referral and assessment arrangements within Leeds City Council Children's Services**

This letter summarises the findings of the recent unannounced inspection of contact, referral and assessment arrangements within local authority children's services in Leeds City Council which was conducted on 18 and 19 January 2011. The inspection was carried out under section 138 of the Education and Inspections Act 2006. It will contribute to the annual review of the performance of the authority's children's services, for which Ofsted will award a rating later in the year. I would like to thank all of the staff we met for their assistance in undertaking this inspection.

The inspection sampled the quality and effectiveness of contact, referral and assessment arrangements and their impact on minimising any child abuse and neglect. Inspectors considered a range of evidence, including: electronic case records; supervision files and notes; observation of social workers and advanced practitioners undertaking referral and assessment duties; and other information provided by staff and managers. Inspectors also spoke to a range of staff including managers, social workers and other practitioners.

The inspection identified areas of strength and areas of practice that met requirements, with some areas for development.

Due to the poor performance of children's services identified at the last inspection, the Secretary of State issued an improvement notice. An Improvement Board was established to provide effective challenge to drive swift and sustainable progress through a robust improvement plan. The areas of priority action identified at the previous inspection of contact, referral and assessment arrangements on 21 and 22 July 2009 have been addressed. The areas of development identified at the previous inspection have been mostly met with firm arrangements in place to deliver on the remaining issues.

From the evidence gathered, the following features of the service were identified:

<b>Strengths</b>
<ul style="list-style-type: none"> <li>▪ There has been considerable progress to improve the contact, referral and assessment arrangements from the time of the last inspection, when there had been significant variations in the consistency and practice of these services and children had been identified as having been left at potential risk of significant harm. Senior managers provide a strong leadership for children’s services and this has resulted in a remarkable and impressive improvement in the quality of the services inspected and the safety of children in the city. This was an area for priority action in the last unannounced inspection.</li> </ul>
<b>The service meets the requirements of statutory guidance in the following areas</b>
<ul style="list-style-type: none"> <li>▪ Leeds City Council has made a significant investment and commitment to continue to provide additional resources to this area of work. This has ensured that front line assessment services are now fit for purpose and with the capacity to continue to improve. This was an area for priority action in the last unannounced inspection.</li> <li>▪ Inspectors did not identify any cases where children had been left at risk. This was an area for priority action in the last unannounced inspection.</li> <li>▪ In all cases examined by inspectors, children were visited and seen alone where appropriate. This was an area for priority action in the last unannounced inspection.</li> <li>▪ Thresholds for the referral of cases of concern to children’s services have been clarified and this has resulted in a better identification and response to need. This was an area for development in the last unannounced inspection.</li> <li>▪ The quality of contact, referral and assessments work undertaken by children’s social care is much improved and now meets statutory guidance. This was an area for development in the last unannounced inspection.</li> <li>▪ Inspectors saw consistent practice in the teams visited, especially concerning the quality and timeliness of the completion of assessments. This was an area for development in the last unannounced inspection.</li> <li>▪ The city council contact centre receives all referrals and passes these on to the assessment teams in a timely manner. The quality of information recorded and passed on to relevant services is much improved. This was an area for development in the last unannounced inspection.</li> <li>▪ Referring agencies are routinely contacted to inform them of the decisions made by children’s social care at the completion of assessments. In most cases assessment records are also shared with the families. This was an area for</li> </ul>

development in the last unannounced inspection.

- Child Protection procedures are up-to-date. New on-line internal procedures for social care have been produced and Leeds City Council is part of the West Yorkshire Consortium which produces a set of procedures for four Local Safeguarding Children Board areas. Each set of procedures is updated on a six monthly basis, most recently in January 2011. This was an area for development in the last unannounced inspection.
- Systems have been introduced to ensure effective performance management. This includes a process where service managers review team managers' decisions on all contacts, referrals and assessments. Examples were also seen of good quality assurance and case recording audits. This was an area for development in the last unannounced inspection.
- Performance indicators show an improving performance across the teams in the completion of assessments in a timely manner. The management recording of when an assessment is concluded is consistent with national guidance. This was an area for development in the last unannounced inspection.
- Social work staff have manageable caseloads, regular supervision and access to appropriate training. Newly qualified social workers receive a comprehensive support package. This was an area for development in the last unannounced inspection.
- The ethnic, cultural and disability needs of children are responded to in a sensitive manner, acknowledging their individual needs.

### **Areas for development**

- The electronic social care record system does not meet the requirements of the service. There are a number of different systems for recording casework information which prevents a clear audit trail of actions taken and decisions made. This has been recognised by the authority and a new computer system is to be commissioned. This was an area for development in the last unannounced inspection.
- The quality of assessments has much improved. However, the quality of recording still varies. The local authority is aware of these issues, having been identified through their own performance management systems, and this is a focus of an improvement programme. This was an area for development in the last unannounced inspection.
- In most cases strategy discussions take place with the West Yorkshire Police in a timely and planned manner. Single agency visits are undertaken and children are protected. However, in some cases seen by inspectors this did not meet the agreed protocol for when joint visits should be undertaken by those agencies. The local authority and the West Yorkshire Police are aware of these

issues and are reviewing at a senior management level the deficits in practice.

- Arrangements for out-of-hours service do not effectively link with the daytime service. This has been recognised by the authority and a review is being undertaken.

Any areas for development identified above will be specifically considered in any future inspection of services to safeguard children within your area.

Yours sincerely

**Neil Penswick**  
**Her Majesty's Inspector**

Copy: Tom Riordan, Chief Executive, Leeds City Council  
Andrew Spencer, Department for Education

Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 17 March 2011

### Subject: Children's Services Update

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

- 1.1 This report presents a number of update reports on children's services, to bring the Scrutiny Board up to date with progress against priorities:
- 1.2
- a) Children's Services Improvement Update – report presented to 9 March Executive Board
  - b) Children's Services Improvement Plan – Current Developments and Next Steps
  - c) Children's Services Scrutiny Board Performance Report Quarter 3 2010/11
- 1.3 Relevant officers and members 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

None

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**Report of the Director of Children’s Services**

**Executive Board**

9<sup>th</sup> March 2011

**Children’s Services Improvement Update**

**Electoral Wards Affected:** All wards

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call-in

Not Eligible for Call-in   
(Details contained in the Report)

**EXECUTIVE SUMMARY**

1.0 This report follows on from a series of update reports presented to Executive Board during 2010 charting improvement, performance and development activity across children’s services. It covers:

- *Improvement Activity* – Reference to key recent inspections (reported separately to Executive Board) and an update on recent performance information presented to the Improvement Board.
- *Development of the vision and approach for children’s services* – progress on the Children and Young People’s Plan and the outcomes based accountability methodology.
- *Service redesign and transformation* – progress towards more integrated working.

**RECOMMENDATIONS**

- 2.0 It is recommended that Executive Board
- (i) Note the outcomes of the stock take of progress by the Improvement Board.
  - (ii) Acknowledge the significant positive impact made overall since the unannounced inspection in July 2009.
  - (iii) Endorse the use of outcomes based accountability as the central methodology to help drive the delivery of the priorities in the new Children and Young People’s Plan.

## **1.0 Purpose of this Report**

- 1.1 This report provides an update to Executive Board on improvement and development activity in children's services since the last update report to Executive Board in December 2010.

## **2.0 Background**

- 2.1 In December 2010 Executive Board received a report providing an update on the emerging new vision for children's services in Leeds, based around the aspiration to become a child friendly city. That report also highlighted the progress of improvement activity across the service and gave the most detailed public outline so far of the emerging shape of the revised children's services structure, which will deliver a more integrated approach to help deliver improved outcomes. The report made a commitment to provide a further update to Executive Board.
- 2.2 It is now timely to provide such an update in view of various stock-take activity and inspections that have been reported, or published during the first quarter of 2011 and to ensure members remain aware of how the emerging vision and structure for children's services are taking shape.

## **3.0 Main Issues**

- 3.1 The update report in December, whilst recognising ongoing challenges in some key areas, presented a positive overall assessment of the direction of travel and performance against the Improvement Plan and in terms of the wider progress across the service. That progress has continued during 2011 so far and has been highlighted in a number of developments.

### **3.2 Improvement and Inspection Activity**

- 3.2.1 Of particular significance in terms of the overall performance, confidence and position of the service has been the Ofsted Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements. This inspection took place on the 18<sup>th</sup> and 19<sup>th</sup> January. The letter reporting on this inspection was published on 16<sup>th</sup> February. It is particularly significant for Leeds as it was the previous unannounced inspection, carried out in July 2009, that highlighted many of the challenges that have been the focus of improvement activity and resources over the past 18 months.
- 3.2.2 A separate report on the 9<sup>th</sup> March Executive Board agenda discusses the outcomes of the unannounced inspection in more detail and includes the letter from Ofsted as an appendix. It is important that members note the findings of that inspection along with the information below about other improvement activity.
- 3.2.3 The unannounced inspection has followed other important recent inspections of children's services, including Adoption and Youth Offending Service inspections, both of which were reported to Executive Board in February. We



know we have some important continuing challenges, but the combination of these various inspection outcomes indicates a positive overall trajectory for the standard of services being provided to some of the most vulnerable children and young people in Leeds.

3.2.8 The findings of these various external inspections are complemented by the ongoing performance monitoring work being lead by the independently chaired Improvement Board. As part of these regular Improvement Update reports, Executive Board has received a summary of the performance information recently presented to the Improvement Board.

3.2.9 In January 2011, the Improvement Board received a half-year stock-take of performance against the ongoing Improvement Notice. The stock-take highlighted areas where assurance could be given that actions were complete and can be closed, or were being effectively monitored through other formal performance management processes, leaving fewer as outstanding areas of focus in areas where significant risks still remain.

3.2.10 The stock-take categorised the 48 actions in the Children's Services Improvement Plan into one of three categories, either:

- (i) The issue requires continued monitoring by the Improvement Board, but with recommendations being regrouped.
- (ii) The issue can now be monitored by another accountable body, but may be referenced in thematic reports to the Improvement Board, or
- (iii) The actions against the recommendation are complete and therefore can be closed with no further reporting to the Improvement Board.

3.2.11 Of the 48 actions reviewed, it was recommended that 17 continue to be monitored by the Board, 12 be monitored by other accountable bodies and 19 be closed. In the areas where continuing monitoring is recommended: four relate to the effective delivery of the restructure of children's services (including the ending of the Education Leeds contract); eight relate to safeguarding practice, primarily around the timeliness, completion of and (children's) involvement in child protection processes; four relate to the services provided to looked after children; and one relates to the improvements needed around the electronic social care recording system.

3.2.12 In those areas requiring continued monitoring a clear set of realistic but challenging timescales have been developed to lead us through the current transitional stage, as the new Children and Young People's Plan is developed and agreed.

3.2.13 In view of the shifting context that this progress collectively represents, discussions are ongoing about how to take forward the role of the Improvement Board to continue its performance monitoring role where appropriate, but to also draw on its collective expertise to support the next stage of development for children's services in Leeds. In the short-term the Board is receiving more focused monitoring information on the ongoing priority

areas. Beyond that we are working to define an appropriate remit for the Board's future work.

3.2.14 Elected members continue to be kept informed of how performance is developing through a number of routes. The Children's Services Scrutiny Board will receive its latest suite of quarterly performance information at its March meeting. Area Committee meetings were provided with a report updating members about overall strategic developments in children's services and detailing areas of key performance information relating to school standards and education, employment and training participation (NEET data). This was broken down to a local level to support a more detailed understanding for different areas and wards.

### 3.3 Development of the Vision for and Approach to Children's Services

3.3.1 In December the update report to Executive Board highlighted the development of a new vision for children's services, built around the aspiration to become a child friendly city and underpinned by five outcome areas and 11 priorities. The table below provides a reminder of these and highlights the starting points agreed at the Children's Trust Board meeting on 31<sup>st</sup> January.

<b>Five outcomes for children and young people in Leeds:</b>	We will major on <b>11 priorities</b> to deliver these outcomes.	We have <b>3 starting points</b> – our initial 'obsessions' where we want to make rapid progress
Are safe from harm	<b>1.help children to live in safe and supportive families</b> 2.ensure that the most vulnerable are protected	<b>Looked After Children</b>  <b>16-18 Year Olds Not in Education, Employment and Training (NEET)</b>  <b>Attendance at School</b>
Do well in learning and have the skills for life	3.support children to be ready for learning <b>4.improve behaviour, attendance and achievement</b> <b>5.increase the levels of young people in employment, education or training</b> 6.improve support where there are additional health needs	
Choose healthy lifestyles	7.encourage activity and healthy eating 8.promote sexual health	
Have fun growing up	9.provide play, leisure, culture and sporting opportunities	
Are active citizens who feel they have voice and influence	10.reduce youth crime and anti-social behaviour 11.increase participation, voice and influence	

3.3.2 This vision will be articulated through a new Children and Young People's Plan (CYPP). It is proposed that the plan for 2011-15 will be a short document

which focuses on setting out in simple terms what Leeds is like for Children and Young People and how the Children's Trust Board proposes to improve outcomes. A draft of the plan will be presented to the Children's Services Scrutiny Board in March, with a proposed final version presented to Executive Board and then Full Council later in the year (to tie in with the timescale for the city's other priority plans). An equality impact assessment of the draft plan is also being undertaken and this will inform the final content of the plan.

3.3.3 To initiate work on the three starting points, a series of 'turning the curve' workshops were held at the end of January (with elected members who sit on the Children's Trust Board invited). These introduced the 'outcomes based accountability' methodology that has been used successfully by a variety of public organisations in Britain and internationally.

3.3.4 Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through "turning the curve" exercises. The method takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will "turn the curve" towards the desired improvement. The approach takes partners through the following stages:

- How well are we performing in this area?
- What is the baseline position against the key indicator?
- What are the causes of the trends and the issues lying behind them?
- What are the information requirements?
- Who are the key partners, and how can we work together to produce an action plan that will improve outcomes for children and young people?

3.3.5 The outcomes based accountability workshops have given fresh impetus to activities to address the priorities highlighted above. Action plans emerging from these initial sessions will be incorporated into the new Children and Young People's Plan. Where it is possible to do so work will begin on them straight away.

3.3.6 Partners on the Children's Trust Board have acknowledged the value of the outcomes based accountability methodology and have agreed to pool resources to enable this methodology to be rolled out across the city. In addition, through the Corporate Leadership Team the wider Council is monitoring how this approach progresses, with a view to using it to deliver against the other city-wide thematic plans currently being developed.

3.3.7 The consistent application of outcomes based accountability will therefore become an ongoing feature of how we will drive improved progress towards better outcomes for children and young people in Leeds.

3.3.8 Another key element of delivering effectively against the ambitions set out in the new Children and Young People's Plan will be the ability to monitor and target resources more effectively. The Children's Trust Board has considered joint financial and investment planning. It has supported the development of a joint financial and investment plan to enable the delivery of the Children and

Young People's Plan with an initial focus on the priority of 'helping children to live in safe and supportive families'. This would mean that partners would agree to align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency responsible for the care of children and young people.

### 3.4 Service Redesign and Transformation

- 3.4.1 In the December 2010 update report, Executive Board were provided with a detailed overview of the proposals developed up to that point about the new structure for children's services. The Board approved the broad direction set out in that paper, including information about the senior leadership posts.
- 3.4.2 Work has continued to take the proposals from the broad design phase into a more detailed understanding of how the new model will be delivered and to understand the connotations for existing teams and services. The four senior leadership positions that will report directly to the Director of Children's Services have been refined, with job descriptions drawn up. These posts are due to be advertised during March and will be open to both internal and external candidates.
- 3.4.3 During March we will also finalise details of the tier three posts in the new structure and complete an equality impact assessment of the new senior structure proposals. With the tier two and three posts agreed we will have the framework to further progress the detail in each area. Our continuing ambition is to have the majority of new arrangements in place by the end of September – particularly so that things are in place locally, ready for the start of the new school year. In the meantime we are working actively with staff to keep them informed and supported, particularly in the run-up to the termination of the Education Leeds contract at the end of March.
- 3.4.4 We are keen to fully involve schools and other key partners in service transformation work. This includes developing a new relationship with schools with clear understanding and expectations about how we will work together to improve outcomes. At the start of March we launched a Service Prospectus. This brought together in a single website the services the local authority deliver on behalf of the children of Leeds to all learning providers, those services funded by the council and delivered specifically to maintained schools and children's centres which other providers will have to pay for, and traded services offered on a full cost recovery basis.
- 3.4.5 This work is aided significantly with the temporary appointment in January of Simon Flowers, an experienced head teacher from Carr Manor High School, into the role of Strategic Leader for Education Integration. A multi agency implementation team is also now in place to support transformation work, further develop the proposals, drive implementation and support extensive communications with stakeholders. As well as Council officers, a number of

head teachers offering part time support and representing our primary, secondary and special schools are involved, along with experienced children's centre and voluntary sector representatives. The Service Prospectus referred to above is being developed further between March and June to clarify those services funded by the council and delivered via area or locality partnerships rather than to individual schools.

- 3.4.6 We are progressing work to increase the emphasis on locality working. Proposals are being developed to build on the work of extended services clusters, use outcomes based accountability approaches in localities and support locality projects to assist with service integration. It is planned to take a report to the Children's Trust Board on 24<sup>th</sup> March to propose refreshed cluster partnership arrangements. This will build on the development of partnership approaches at a city level through the Children's Trust Board which has been operational since April last year and the work done in local cluster partnerships across the city over recent years. In line with a previous report to Executive Board in December 2009, it is planned to recommend that elected members are involved in these local children and young people partnerships. It is also planned that the work of the partnerships and support to the roles of elected members in them is provided through a 'Local Authority Partner'. This would be a senior officer in children's services undertaking this role as part of other leadership and management responsibilities.

#### **4.0 Implications for Council Policy and Governance**

- 4.1 The progress reflected in the unannounced inspection and the stock take reported to the Improvement Board in January demonstrates a positive direction of travel overall for children's services in Leeds. This is important for the Council as progress in this area is a Council and city priority. It is important that a collective focus is maintained on this area of work to ensure ongoing shared-responsibility and joint action to reduce the risk of harm to children and young people across Leeds.
- 4.2 Proposals for a new Children and Young People's Plan fit in with the framework recently approved at Executive Board for the development of new city priority plans. It is planned for partnership governance for this to continue through the Children's Trust Board which was approved by Executive Board in April 2010.
- 4.3 Once proposals for local children and young people partnerships have been discussed by partners through the Children's Trust Board, the involvement of elected members in them will be followed up through the Member Management Committee.

#### **5.0 Legal and Resource Implications**

- 5.1 There are no specific legal or resource implications within this report.

- 5.2 Members may wish to note that the unannounced inspection letter positively recognises the impact of the significant investment in children's services and particularly child protection services that the Council has made since 2009.
- 5.3 Whilst the council and all partners are experiencing a very challenging financial climate, the opportunity to work more closely with partners and develop joint financial and investment planning provides scope to use our limited resources more effectively.

## **6.0 Conclusion**

- 6.1 The start of 2011 has been a significant period for children's services. The unannounced inspection assessment coupled with the stock take undertaken for the Improvement Board indicates that children's services are in a notably stronger position overall than when the Children's Services improvement arrangements and review of Children's Services were presented to Executive Board twelve months ago. This does not mean that the improvement work needed is complete, there is still much effort required to implement and embed a range of necessary changes.
- 6.2 However, this report does suggest that children's services are now in a stronger position to move forward. Over the coming months the ability to finalise the Children and Young People's Plan with wider ownership of its vision and methodology along with the ability to implement the children's services transformation programme effectively and efficiently will be critical. This will have to be done in a challenging financial context with some particular pressures on the children's services budget that will be difficult to tackle. However, the positive developments outlined in this report should increase confidence about the ability to deliver against these ambitions. We will continue to keep elected members involved in and updated on this work.

## **7.0 Recommendations**

- 7.1 It is recommended that Executive Board
- (i) Note the stock take of progress by the Improvement Board.
  - (ii) Acknowledge the significant positive impact made overall since the unannounced inspection in July 2009.
  - (iii) Endorse the use of outcomes based accountability as the central methodology to help drive the delivery of the priorities in the new Children and Young People's Plan.
  - (iv) Note the continuing progress with service design and transformation activity to support better integrated working in children's services.

## **Background Papers**

*'Children's Services Improvement Arrangements'* Report: Executive Board- 10.03.10  
*'Children's Services Improvement Update Report'* Report: Executive Board- 25.08.10  
*'Children's Services Improvement Update Report'* Report: Executive Board- 15.12.10



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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 17 March 2011

### Subject: Children's Services Improvement Plan – monitoring report

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

- 1.1 This report presents the Children's Services Improvement Plan monitoring report, as presented to the Improvement Board in February 2011 (Appendix 1). The Improvement Plan is the council's plan for responding to the issues raised in the Improvement Notice 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 the 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 in delivering the Improvement Plan. In addition to this the Scrutiny Board is also due to receive six-monthly progress reviews against the Improvement Plan actions.
- 1.3 Relevant officers and members will attend the meeting to discuss progress with the Improvement Plan 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

None

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## **Children's Services Improvement Plan : Current developments and next steps 14 February 2011**

### **1. Purpose of report**

- 1.1 The purpose of this report is to provide the Improvement Board with an update on the current strategic context for progress against the recommendations within the Improvement Plan, to sit alongside the more detailed reports on safeguarding which provide the main focus for the meeting.

### **2. Context**

- 2.1 At the January meeting the Board received a stock-take of progress against the Improvement Plan to inform areas of focus and priorities for the coming months. A small number of amendments were made to recommendations within the monitoring report, with the Board expressing a view that it would wish to continue to monitor these until further evidence or progress had been secured. These amendments have been incorporated, a summary of which is attached at Annex A, for completeness, and which the Board is invited to note.
- 2.2 A forward work programme for the period February to May 2011 was also broadly agreed at the last Board meeting. This programme takes the Board to the next six month review of performance and key targets, which will form the basis of the update report on the Improvement Notice which is submitted to the Department for Education.

### **3. Unannounced inspection and other inspection updates**

- 3.1 At the last Board meeting reports from the recent inspections of the adoption and youth offending services, both of which were very positive, were considered. In January of this year Ofsted undertook an unannounced inspection of contact, referral, and assessment, which is of particular significance for the work of the Board. The feedback we have received to date and the contents of the draft letter are both very positive. The final release of the report is scheduled for 16 February 2011. There will be an opportunity to update the Board on the outcome of the unannounced inspection elsewhere on the agenda.
- 3.2 Since Ofsted commenced inspecting children's centres in September 2010, eight centres have been inspected, of which one was assessed as being outstanding, five good and two satisfactory. Of the schools inspected in the current academic year, 45% were judged to be good or better in their overall effectiveness (82% good or better for the effectiveness of their safeguarding procedures). The cycle of inspections of our residential homes identifies that of the thirteen inspected 62% are good, with the remainder satisfactory.

### **4. The current financial context**

- 4.1 The creation of the new integrated Children's Services Directorate is providing an opportunity to fundamentally review the Children's Services budget to enable us to support our new priorities in the light of changing national policy,

increasing service demands and the significant reduction in national grants and funding.

- 4.2 The overall strategy for the Children's Services budget 2011/12 seeks to protect the services that support the most vulnerable children, young people and families in the city (a full copy of the budget strategy is available if required). The budget strategy recognises the continuing demand pressures around the number of requests for service, the increasing number of referrals to social care, increasing numbers of children with a child protection plan and the increasing number of children and young people looked after in the care system. It assumes that the integration of services will provide radical opportunities to deliver many services in new ways, bringing together the best of voluntary, private and other statutory sector partners in localities and shaping more services around our schools and children's centres. It also assumes significant changes in commissioned services and management reductions, and an increasing emphasis on joint investment e.g. health/schools/ council.

**5. The Children and Young People's Plan and use of an outcomes based accountability approach to 'turn the curve' on key priorities**

- 5.1 In last month's report to the Board we explained how an 'outcomes based accountability' (OBA) approach, providing a method for engaging partners in discussion on how to move from priorities to action, would be used to provide a framework to help us address our key priorities more effectively together. The OBA methodology adopts an approach to developing action plans by asking: how well are we performing in this area; what are the causes of the trends and the issues lying behind them; and how can partners work together to improve outcomes.
- 5.2 Workshops were held in January where this approach was applied to the three key areas (known as 'our obsessions') of reducing the number of Looked After Children (LAC), reducing the number of young people not in education, employment or training (NEET) and improving school attendance. Over 120 representatives from across all partners attended these workshops, which were the first steps towards using OBA across children's services and potentially beyond that across council services. Feedback has been overwhelmingly positive and there is agreement that the approach is simple, effective and should be consistently adopted across Children Leeds. Colleagues are anxious that theory is translated into practice as quickly as possible. The outcomes from these first workshops have been shared with the Children's Trust Board which has agreed to pool resources to help turn the theory into practice and roll out OBA in Leeds.
- 5.3 The workshop outputs are being used to develop action plans for these three key areas which will be picked up in the new Children and Young People's Plan (CYPP) due for publication in July 2010. There will be a further round of consultation on the draft CYPP with partners and children and young people in late February/March. The final plan will be considered by the Children's Trust Board and Scrutiny in the March cycle for final approval by Council in July 2011. Notwithstanding that timetable the implementation of the action

plans will start as soon as possible. The event report and presentation material is available if required.

- 5.4 Finally, in terms of progressing the use of OBA, additional awareness sessions are being organised to increase the number of staff in teams across the partnership who have an understanding of how to use OBA and more intensive training will be undertaken to enable staff to themselves deliver OBA sessions and introduce OBA to others. It is intended, also, that we will carry out facilitated sessions with front line practitioners in a few areas of the city, using local data and information, identifying local curves to turn and tell the local stories behind the baselines. The aim is to get the approach into localities where need is greatest and to start making a real difference to children and families.

## **6. Children's Services Transformation Programme update**

- 6.1 At the last Board meeting members received an update on the progress being made on the transformation programme. The proposals being progressed were informed by local and national policy developments and reflected the emerging financial situation for local partners. At the heart of the proposals is an increased emphasis on locality working with locally led and managed targeted services. These will sit alongside universal services which will be expected to have increasing responsibility for building the capacity to deliver preventative and extended services to meet additional need.

- 6.2 Since the last Board report progress on the transformation programme has included :

- The formation of a multi agency implementation team and holding of a number of development sessions in January to focus on scoping the next steps. The outcomes are now being developed into a work programme to bring clarity, highlight priorities and support new ways of working. The work will be supported by an extensive communication strategy to engage and inform partners and stakeholders.
- Work to implement the tier two and tier three leadership structure for the new integrated children services directorate. Recruitment to the four tier two posts will hopefully commence in March. The draft proposals for the senior management structure are due to be released for consultation with staff and trade unions very soon. There has been communications with background information for senior managers, a note for all staff, and a leadership event is planned for 4 March 2011.
- The Making Integration Work for Children Board is progressing work on integrated processes including: the development of the Common Assessment Framework; review of learning from integrated service leader posts; area panels and the Early Intervention Fund; improving information sharing; and ensuring there are robust arrangements in place for managing contact and referrals through the city council's contact centre.

- The CYPSC remodelling is progressing with a detailed analysis of sustained workload increases to challenge and refresh previous redesign proposals. A verbal update can be provided at the meeting.
- A review of all existing workforce development programmes is being undertaken with a view to having a new interim workforce programme in place by September 2011. A leadership development programme for newly appointed leaders and managers is being supported by NCSL funding.
- Progress towards locality working is being made which includes: reviewing cluster and area geographies; governance and accountability arrangements; using outcomes based accountability approaches at locality level to make progress on agreed priorities; and the development of an operational handbook to support more effective locality working.
- A secondary school headteacher has been seconded to the post of Strategic Leader for Education Integration to take forward developments around the new relationship with schools, which will reflect the changing role of the local authority, focused upon: commissioning excellent provision for local children and young people; owning school improvement across the local area; leading on admissions and promoting fair access to all services; and being local champions for social justice. The school improvement service offer (prospectus) is due to be published in mid February. It will make plain the proposals by which the city council will undertake its statutory and moral role as a local authority and identify how enhanced support will be provided to ensure that the city's priorities are reflected in the allocation of resources across all schools and other providers. Seconded headteachers have commenced work on remodelling commissioned services to schools and reviewing the implications of having schools at the heart of locality arrangements.

6.3 The design and development stage for the model for integrated children's services has been overseen by the Children's Services Transformation Board. Following agreement of the proposed direction by both the Children's Trust Board and Executive Board the implementation phase is now commencing, presenting an appropriate time to split actions for the 'mainly council' directorate and those from the 'council and partner' practice, locality and workforce issues. It has therefore been agreed that the former, primarily the new leadership and staffing structure, are progressed through the Children's Services Leadership Team. The 'council and partner' issues are to be considered by a newly constituted a Workforce Reform and Practice Development Sub Group, responsible for developing and implementing the workforce strategy and driving delivery of locality and multi agency integrated working.

6.4 Activity to deliver the Education Leeds contract closure and lead out plan, which has been approved by the Education Leeds Board and Executive Board, is progressing well and to timescale. The main challenges revolve around workforce planning and specifically determining the numbers and kinds of skills required in the new integrated directorate. Education Leeds staff

will transfer to the city council on 1 April 2011 on their current terms and conditions of service (TUPE) and with their current management reporting arrangements in those circumstances where the new structure is not yet fully implemented. Induction and governance training will be provided for all Education Leeds staff transferring to the Council.

- 6.5 The contract agreement between the city council and Education Leeds has been reviewed so that there is clarity and agreement about the scope of education statutory functions which will be transferred back to the local authority. All IT equipment, software, licences and data securely will transfer to the city council and discussions are ongoing regarding the information management services which will continue to be provided to schools. The transfer of assets and liabilities, various tax reconciliations and the preparation of the final years company accounts will be progressed after 31 March 2011. Arrangements are in hand to reassign all Education Leeds contracts and agreements to the city council.

## **7 Other developments**

- 7.1 There are a range of other developments within the directorate and across the partnership. There is an increasing confidence that the new ambitions will be delivered, although the changing financial and policy context and the level of change will present a challenge as well as an opportunity. There is optimism and willingness to make progress.

## Annex A

### Summary of proposed categorisation of Improvement Plan recommendations

<b>CSIB</b>	Continued monitoring by the Improvement Board, but with recommendations being regrouped
<b>Other</b>	Monitoring by other accountable body, but may be referenced in thematic reports to the Improvement Board
<b>Closed</b>	Actions against recommendation complete and therefore can be closed with no further reporting to the Improvement Board

<b>THEME 1 : EFFECTIVE LEADERSHIP AND GOVERNANCE OF INTEGRATED CHILDREN'S SERVICES</b>	
1.1.1 Design, develop and implement an Integrated Children's Services delivery model	<b>CSIB</b>
1.2.1 Develop and agree an implementation plan for a new and effective performance management arrangements for children's services. Subset of 1.1.1	<b>Other</b>
1.2.2 Create a single commissioning function made up of all relevant commissioning resources from across council provided children's services. Subset of 1.1.1	<b>Other</b>
1.2.3 Within six months develop and begin implementation of a service review programme for commissioned services (as part of the performance management framework) (Commissioning and Finance)	<b>Closed</b>
1.2.4 Immediately undertake a full evaluation of the allocation of children's service resources, to ensure that the capacity of the workforce is sufficient to meet the demand for service at the published threshold and redesign current children's services base budget to reflect new practices and model of integrated processes	<b>CSIB</b>
1.2.5 Create a new Children's Trust Board to strengthen partnership and co-operation arrangements and strategic oversight.	<b>Closed</b>
1.2.6 Design, Develop and implement an integrated business support and commissioning delivery model. Subset of 1.1.1	<b>Other</b>
1.3.1 Ensure the effective closure of the Education Leeds Contract	<b>CSIB</b>
1.4.1 Ensure the Transformation Programme is supported by effective integrated processes	<b>CSIB</b>
<b>THEME 2 : EXCELLENT SAFEGUARDING STANDARDS AND PRACTICE</b>	
2.1.1 Immediately improve the timeliness and quality of social work responses for assessments, case planning and recording, including the analysis of risk, to meet minimum standards.	<b>CSIB</b>
2.1.2 The council will ensure, through the establishment of a rigorous performance management and quality assurance system, that the quality of referrals and assessments are monitored (including quality assuring recording)	<b>Closed</b>
2.1.3 Within three months ensure children and young people and their parents receive information on how to make complaints and gain access to the advocacy service	<b>Closed</b>
2.1.4 Improve the satisfaction of children and families	<b>CSIB</b>
2.1.5 Immediately ensure that the capacity for the delivery of child protection conferences matches the demand for service and ensure that child protection core group meetings are effective and actions and outcomes for individual children are monitored against their child protection plan.	<b>CSIB</b>
2.1.6 Within three months ensure the involvement of children, young people and their families in the child protection process is consolidated and records demonstrate that practice is being implemented effectively and their views taken into account.	<b>CSIB</b>
2.1.7 Within six months complete an analysis of why there is such a high proportion of children who are the subject of a child protection plan for two or more years.	<b>Closed</b>
2.1.8 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'	<b>CSIB</b>
2.1.9 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	<b>Closed</b>
2.1.10 Ensure that assessment reports are routinely shared with parents as appropriate	<b>Closed</b>
2.2.1 Within three months improve access to multi-agency child protection training delivered	<b>Other</b>

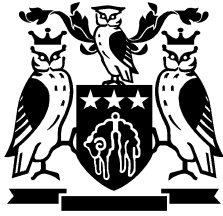
by the Leeds Safeguarding Children Board in order to ensure all partner agency staff are well informed and they know and understand their child protection roles and responsibilities.	
2.2.2 Strengthen the Leeds Safeguarding Children Board arrangements in providing challenge and monitoring safeguarding across the partnership so that more rapid progress is made in delivering robust safeguarding services across Leeds for children and young people	Other
2.2.3 Develop an Integrated Safeguarding Unit	CSIB
2.2.4 The Council will 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	CSIB
2.3.1 Improve early intervention and prevention.	CSIB
2.3.2 The Council will 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.	Other
2.4.1 Immediately tackle the unacceptably high level of social worker caseloads, ensure that newly qualified social workers are protected from carrying high and complex caseloads and increase capacity within children's social care, in particular at team manager and social worker level, by ensuring there is an effective senior management team responsible for social care.	CSIB
2.4.2 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	Other
2.4.3 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 assessment.	Closed
2.4.4 Ensure there is a robust supervision policy in place so that there is effective supervision of social workers and case management arrangements	CSIB
<b>THEME 3 : IMPROVED OUTCOMES FOR LOOKED AFTER CHILDREN</b>	
3.1.1 Within three months strengthen the arrangements for monitoring the quality and outcomes of external placements, particularly in residential special schools and for those children and young people who are in schools out of the city.	Closed
3.1.2 Improve the range of placement choice available, particularly those from minority ethnic communities or for those children and young people with complex needs	CSIB
3.2.1 Reduce the numbers in care and time spent in care	CSIB
3.3.1 Within three months improve the quality of core assessments and case records.	CSIB
3.3.2 Within three months ensure all looked after children and young people are made aware of how to make a complaint	Closed
3.3.3 Within three months ensure that clear systems exist so lessons learned from complaints can help shape services and strengthen access to the children's rights services, particularly for those in out of city placements	Closed
3.3.4 Within three months develop a clear and understandable set of measures and targets for the achievement of the Care Promise	CSIB
3.3.5 Within three months, review the level of resource available to support the children in Care Council and increase awareness of its role and membership so that it is more representative of the looked after children population	Closed
3.3.6 Within six months improve the regularity and timeliness of information-gathering on the progress of looked after children at a strategic level, to enable regular tracking of pupils' progress and more timely evaluation of the impact of actions and interventions on progress and learning of looked after children	Closed
3.3.7 Within three months ensure the views of looked after children and young people are sought and taken into account in the reshaping of services for looked after children	Closed
3.3.8 Within six months improve the effectiveness and relevance of personal education plans	Closed
<b>THEME 4 : ALL YOUNG PEOPLE PARTICIPATING FULLY, SOCIALLY AND ECONOMICALLY</b>	
4.1.1 Reduce the number of 16-19 year olds who are not in education, employment or training	Other
4.2.1 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	Other

met	
4.2.2 Achieve a sustained upward trend in the achievement of black and mixed heritage pupils and other priority minority ethnic group	Other
4.2.3 Increase achievement of Level 2 qualifications by the age of 19	Other
4.2.4 Narrow the achievement gap between pupils eligible for free school meals and their peers	Other
4.3.1 Embed Children's Services Attendance Strategy and secure engagement of key partners	Other
<b>THEME 5 : A HIGHLY SKILLED, WELL SUPPORTED, MOTIVATED AND CONTINUALLY IMPROVING WORKFORCE</b>	
5.1.1 Produce and agree an integrated workforce strategy. Further develop and agree an implementation plan. (Workforce Reform Sub Group)	CSIB
5.2.1 Immediately ensure that the combined resources and expertise of the council, partners, the Government Office and specialist contractors prioritise and tackle the difficulties associated with the electronic recording system.	CSIB

## Summary

Theme	Continued monitoring by the Improvement Board	Monitoring by other accountable body	Closed
1	4	3	2
2	10	4	6
3	4	-	7
4	-	6	-
5	2	-	-
<b>Total</b>	<b>20</b>	<b>13</b>	<b>15</b>





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**Report of the Head of Policy and Performance**

**Meeting: Children's Services Scrutiny Board**

**Date: 17<sup>th</sup> March 2011**

**Subject: Children's Services Scrutiny Board Performance Report Quarter 3 2010/11**

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1 Executive Summary**

- 1.1 This report presents the performance information summarising our progress against the Leeds Strategic Plan priorities, many of which are also Children and Young People's Plan priorities, relevant to the Children's Services Scrutiny Board for the third quarter of 2010/11 which is the final year of delivery of these plans. The report includes three action trackers which are from the small number of key performance areas as identified by CLT in Dec 2009. The purpose of these extra trackers is to enable officers and members the opportunity to more closely performance manage these high risk areas and ensure that as necessary appropriate remedial action is taken. In addition a Performance Indicator (PI) report is provided and of the indicators which available at the current time 45% (15/33) are green and on track to hit target.

**2 Purpose of the Report**

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

**3 Background Information**

- 3.1 The agreed performance reporting process provides PI reports only at Quarters 1 and 3 with Action Trackers at Quarters 2 and 4. In December 2009 CLT identified a small number of high risk performance areas where they wanted to receive a more regular update and for these areas actions trackers are produced on a quarterly basis. The action trackers report progress against our strategic priorities and bring together qualitative and quantitative information including progress against targets for aligned performance indicators, the delivery of key actions/activities and relevant challenges and risks. An overall 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.
- 3.2 A number of appendices are provided with this report and these are summarised below:

- **Appendix 1** – action trackers for the high risk performance area from the Leeds Strategic Plan which are relevant to the Children’s Services Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 2** – performance indicator report showing the Q3 results and predicted year end traffic lights for all key performance indicators aligned to the LSP which are relevant to the Children’s Services Scrutiny Board.

#### 4 Main Issues

##### Analysis of Performance Improvement Priorities

4.1 The table below sets out the overall progress rating for the three high risk improvement priorities from the Leeds Strategic Plan which are relevant to the Board and how these have progressed over the past year. The main change is the improvement of the NEET action tracker from red to amber.

Improvement Priority	2009/10 Q3	2009/10 Q4	2010/11 Q1	2010/11 Q2	2010/11 Q3
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	↓	↑	↑	↑	↑
LN-1d Increase the proportion of vulnerable groups engaged in education, training or employment	↔	↑	↔	↑	↔

##### Performance Indicators

4.2 An analysis of the Performance Indicators for the Board is shown below with 45% of these performance indicators currently predicted to hit their 2010/11 targets.

Q3 2110/11	Number	%
Red	4	12%
Amber	11	33%
Green	15	45%
Unable to traffic light	3	9%

#### 5 Implications for Council Policy and Governance

5.1 The Leeds Strategic 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 None to report.

## **7 Conclusions**

- 7.1 This report provides the Children's Services Scrutiny Board with a Q3 update of the performance against the priorities in the Leeds Strategic Plan. This report highlights 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 information provided and where appropriate, recommend action to address the specific performance concerns raised.

### **Background papers**

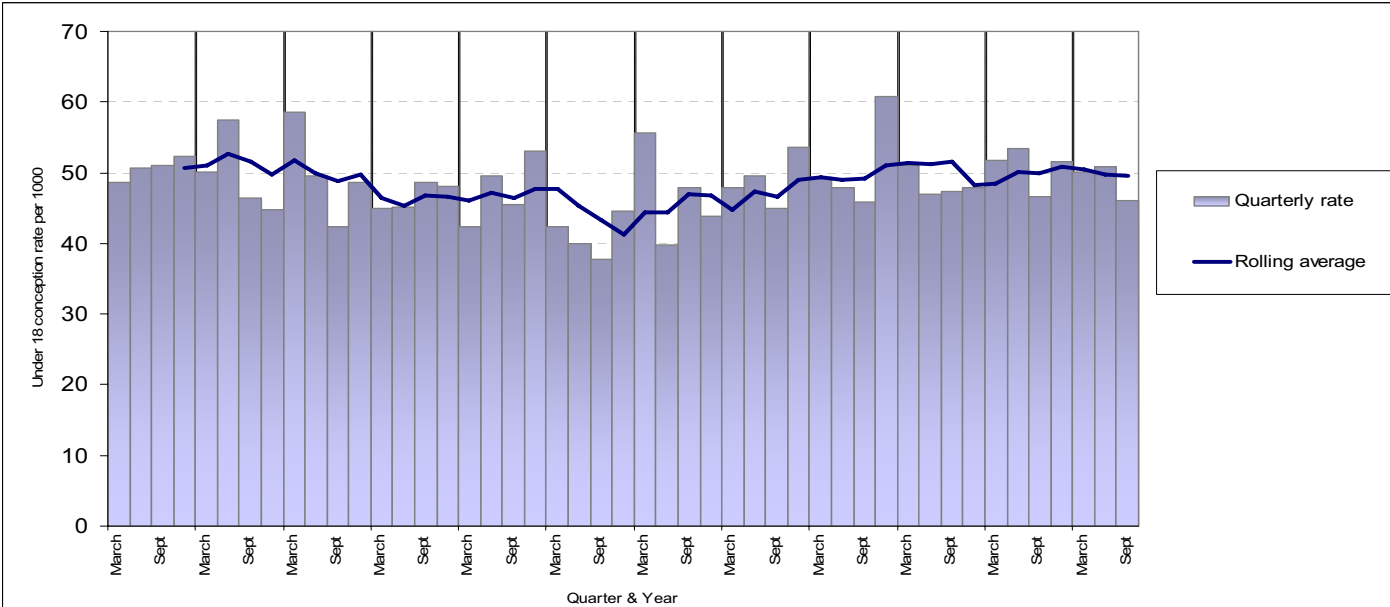
- Leeds Strategic Plan 2008-11
- Children and Young People's Plan 2009-14

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<b>Overall Progress</b>

**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.



NB 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 the whole of 2009 in February 2011.

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

**Overall Summary**

The latest available position for Sept 2009 shows that this was the lowest quarterly rate since 2006 and that the rolling 12 month average for teenage pregnancy has now fallen for three consecutive quarters. However these are modest improvements and our overall judgement is that performance remains static without evidence of a consistent reduction towards the local partnership target. External support and review from the National Support Team suggests Leeds is the using the right strategy. We must therefore question whether we are applying our collective resources, from across the local authority and from partners, appropriately to change the direction of travel. As a result we have assigned a red rating for this priority and it is probable that it will continue as priority indicator in the new Children and Young People’s Plan, supported by effective actions to reducing teenage conception rates. This does not negate the ongoing efforts outlined below to improve our strategic approach and to both support prevention and young parents. Our challenge is to translate these efforts into greater impact.

**Activity achievements since the last quarter**

Strategic

- The Children’s Scrutiny Board and Health Scrutiny Board have agreed to work collectively to review and challenge progress and identify joint actions between Health and the Local Authority.
- The Health and Social Care Improvement Board has been instigated bringing together the local authority and NHS Leeds leadership into a closer working relationship to address shared actions for health and social care outcomes. Actions on children and young families work will address contributory issues for teenage conception including early effective parenting support and mental health support for young people.

## HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

### Data

- Improved locality information reporting at Middle-layer Super Output Areas (MSOAs) and Postal Sector will allow local Children's Service Leadership Teams and Area Committees to review local progress.

### Communications

- The '12 days of mythmas' campaign run jointly by the Council and NHS Leeds is intended to challenge common myths young people have about sexual health. The campaign is available online ([www.mythmas.co.uk](http://www.mythmas.co.uk)) and was promoted through both radio and posters sent to schools prior to the Christmas holidays. A breakdown of the take-up of the campaign will be available soon.
- Consistent advertising and development of a young person focused information portal on sexual health shows evidence of good take up from young people. October-December 2010 had a large increase in hits at Leedssexualhealth.com, a 49.3% increase compared to the same quarter the previous year. The number of visits to the site were 17,908 in this period, the most popular information viewed being was how to access STI testing and contraception services.
- Health and Wellbeing Board and Director of Public Health have agreed on strong alignment and integration between sexual health public health resources held in local authority and NHS Leeds which will improve the communications approach across the public health agenda for sexual health maximising coherence and minimising costs.

### Work within education settings

- Attainment for teenage parents improved this year. GCSE results for pregnant schoolgirls and school-age mothers and fathers in Leeds, increased by 10% for girls and 20% for boys. High GCSE attainment reduces likelihood of repeat teenage conception.
- 80% of schools have committed to support and develop Healthy Schools and a range of activity is in place to support the successful roll out of the initiative. 8 schools have come forward to provide leadership and mentor schools in their area in a peer support role. All teenage pregnancy priority schools are engaged with the new Healthy Schools Enhancement Model and will be focussing on teenage pregnancy as one of their first priorities.

### Sexual Health Services

- City-wise and Marie Stopes International have achieved the 'You're Welcome' accreditation. This is a significant first step to services being young people friendly.
- A further one year Strategic Health Authority (SHA) grant has been secured and action plan agreed towards improving access to contraception eg the drop in sexual health clinics with FE colleges have been commissioned for a further year.

### Workforce Development

- The SRE Training Team was re-launched in December with a wider remit to support staff delivering SRE in settings other than schools. Work has begun to train up SRE Champions at Leeds City College campuses to provide peer support for colleagues delivering SRE. This will improve both the confidence and the quality of the delivery of SRE.

### Work with parents and carers

- Leeds has one of the UK trial projects for the Family Nurse Partnership approach proven effective with young and vulnerable mothers in the USA. A third year evaluation of the UK trial indicated that this service is effective in promoting good parenting, reducing swift second (repeat) teenage pregnancies and improving parents access to work. This approach is supported by the recently published Allen Review on Early Intervention and we are actively creating an opportunity for joint investment between the local authority and children's services to extend this approach as priority for joint investment.
- Ciaran Moore, a young father supported by the Education Leeds Specialist Learning Mentor for School Age Fathers, has been short listed for the Brook UK Young Person of the Year Award 2011.

## HW-1d/CYPP 7 - Reducing teenage conception

Lead Officer – Sarah Sinclair

### Risks and Challenges

- To replicate the impact achieved in other core cities our challenge is to use the new Children's And Young People's Plan and Children's Trust Board framework to improve our approach to systematic joint working that addresses the causes behind teenage pregnancy. To effect this we must ensure that membership of the Teenage Pregnancy and Parenthood Partnership is of sufficient senior level to drive change; and ensure that causative factors are being addressed through services considering teenage pregnancy and parenthood as a priority. A reduction in teenage conception is not achievable without a renewed significant joint systemic approach across the local authority and partners.
- Reducing resources and competing service change may challenge further improvement in services. One response to this has been a review of all planned expenditure across partners of TP related services, this was undertaken for the 2011-12 budget in order to look for opportunities to improve efficiency and effectiveness through reducing investment in low impact targeted services. Recommendations are being taken forward.
- 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.
- With changes in the relationship with schools there is a risk that universal settings do not consistently implement 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
- The risk that family support and parenting services not consistently prioritising the needs of teenage parents across the city could leave some of the most vulnerable young parents without the support they need. This will also mean that we will not sufficiently reduce risk taking behaviours.

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

<b>Council / Partnership Groups</b>	Teenage Pregnancy and Parenthood Partnership Board		
<b>Approved by</b> ( <i>Accountable Officer</i> )	Paul Bollom/ Sarah Sinclair	<b>Date</b>	19/01/11
<b>Approved by</b> ( <i>Accountable Director</i> )	Nigel Richardson	<b>Date</b>	03/02/11

## 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 Creating local prevention approaches in the identified hotspot areas in Inner West Leeds.  (NB locality work already underway to address hotspots in Inner East and Inner South Leeds)	Paul Bollom	<ul style="list-style-type: none"> <li>“Westnet” event to be held in West of Leeds to challenge and support local services in the area to develop a shared objective and accountability.</li> <li>Development of a local action plan addressing SRE, positive activities and good access to services with local accountability</li> </ul>	13/1/11  Feb 2011	
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.	Gary Milner	<ul style="list-style-type: none"> <li>Future of youth work provision to be agreed for funding and priorities clarifying contribution to HYPS services in future.</li> </ul>	February 2011	11 January 2011
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  Barbara Newton	<ul style="list-style-type: none"> <li>Four GP practices in high rate areas nominated to complete You’re Welcome accreditation.</li> <li>Children’s Services in Leeds aim to make Leeds a ‘Child Friendly City’ which would include the aim of all services for children and young people, including sexual health services, being friendly and children centred. Actions to address this to be developed as part of the new CYPP.</li> </ul>	November 2011  July 2011	11 January 2011
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"> <li>Research into the needs of young fathers in Leeds via a longitudinal study in Leeds begun in partnership with the Timescape project at University of Leeds. This will be presented to policymakers in Westminster</li> </ul>	Mid 2011	11 January 2011

### Performance Indicators

NI 112 - Under 18 conception rate per 1000 girls ages 15-17 - The 2009 figures are released in February 2011



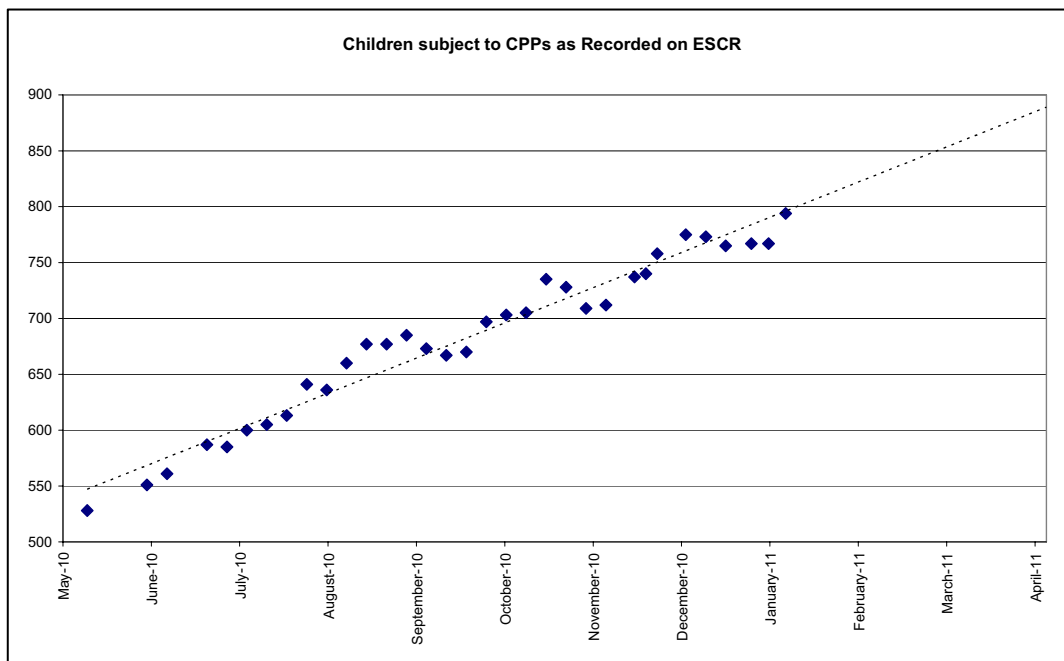
**Improvement Priority - HW-3a/CYPP-9 Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk**

**Lead Officer - Jackie Wilson**

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' doesn't 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**

Quarter three continues to show that the overall improvements in safeguarding awareness, quality of services, changes to thresholds, improved management and governance all contribute to continuing to reduce the risk to the children of Leeds. We anticipate that these improvements will be reflected in outcomes of the recent unannounced inspection, once published. Improvements are further reflected in the recent Adoption inspection and in the supportive feedback received from the Children's Services Improvement Board.

Our overall judgement of amber reflects the wide range of service improvements made and that there is a high level of confidence that further service improvement and improved partnership efforts will continue the upward trend, despite the continued growth in the demand for services.

The graph above highlights the growth in the number of children subject to child protection plans, from 541 to 778 since May. This reflects that better safeguarding arrangements are being applied as well as an increase in the underlying demand. This increase is bringing the proportion of Leeds children subject to a child protection plan into line with core cities and statistical neighbours, indicating that the thresholds applied in Leeds are appropriate. There is also an accompanying increase in referrals and requests for service received which have this year-to-date already exceed the total received last year.

Improving the quality of safeguarding, and enforcing timely activity is stretching existing resources and consequently the timeliness of performance has suffered in quarter three. This is likely to continue to be an issue in quarter four before the full impact of service improvements is reflected in performance data. Although the timeliness of initial assessments has gone down slightly during the quarter, the October to date performance of 79.9% can be considered in line with the Improvement Notice target (80% cumulative, October to March). Core assessment performance (87.1%) remains above target (85% cumulative, October to March). Current performance is significantly higher than our statistical neighbours' performance last year. While our initial and core assessment workload has risen by over 30% when compared to the same period 12 months ago, the service has delivered a 30% increase in performance over the same period, and, importantly, improved quality.

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

**Lead Officer - Jackie Wilson**

**Achievements since the last report**

- This quarter the Practice Improvement Programme completed its training and mentoring phase with 470 staff having now benefited. A major case file audit programme was completed with 94 auditors having reviewed 1,085 children's cases. 83% were rated in the top three bands representing a positive analysis of the quality of social care practice. The resulting consultants report indicates that progress is being made towards eradicating unacceptable practice while also highlighting areas for continued focus.
- The business case for the creation of an Integrated Safeguarding Unit (phase one LCC) has been developed with the creation of the unit to commence in April 2011. This is the main focus to ensure a sustainable service provision, to the required quality thresholds, can be delivered.
- Developing the governance arrangements for the LSCB progressed well in quarter three. This includes setting out clear understanding of the roles and responsibilities, reporting and success measures, and functions and starting to develop the business plan for 2011/12.
- The Adoption Service received a 'good' overall judgement, with outstanding for 'enjoy and achieve' from Ofsted, which is a major achievement.
- The Leeds conversion rate of referrals into assessments continues to increase bringing Leeds more into line with comparator performance. This evidences improved safeguarding practice in terms of revised thresholds and practice standards being applied, and the impact of the screening team's triage work.
- Further recruitment of social care professionals has resulted in 24 offers of appointment to social work posts being made at the end of December; ongoing recruitment to replace agency staff will continue.
- Outcome-based specifications have been introduced for external fostering and residential carers with a revised quality framework and inspection process.
- A revised version of the electronic procedures manual has been launched with a rolling programme of updates in place to ensure that staff continue to have easy access to the correct guidance. A recent self-audit of assessment teams evidenced improved awareness of how to access these online procedures.
- Further improvements in ICT systems have been implemented that promote flexible working and efficient and effective recording. This is enabling social worker access to management information in the field and is resulting in more accurate information about children subject to child protection plans.
- The detailed strategy and business case for replacement core information systems for CYPSC has been completed, agreed in principle by CLT, and approved at Executive Board in January 2011.

**Challenges/Risks**

- Improving quality and maintaining timeliness in the context of a continued and sustained rise in demand for services is a significant challenge, especially at a time of service redesign. The volume of referrals going on to initial and core assessments continue to rise; 108% more core assessments were carried out in quarter three 2010-11 than the same period 12 months ago (although the proportion completed within timescales has declined in quarter three). Additional capacity is being put in place such as a further two Safeguarding and Reviewing Chairs being recruited.
- . There is a sustained trend of increase in outstanding assessments (in part due to late recording). Addressing this will be prioritised in quarter four to ensure cumulative targets are met and recording standards are enforced. Reassurance can be given that this does not imply children are left at risk rather that processes are not formally completed.
- The numbers of looked after children are not decreasing, so the overall workload and pressure on the service continues to increase. This is a key children's improvement obsession for the new Children and Young People's plan.
- ICT capacity and core systems performance issues have emerged in quarter three. The ICT infrastructure is unable to support the current usage of core social care systems, and is delaying the implementation of critical developments, such as e-forms delivery.

**Council / Partnership Groups**

<b>Approved by</b> ( <i>Accountable Officer</i> )	<b>Sal Tariq for Jackie Wilson</b>	<b>Date</b>	<b>09.02.11</b>
<b>Approved by</b> ( <i>Accountable Director</i> )	<b>Nigel Richardson</b>	<b>Date</b>	<b>03.02.11</b>

**Improvement Priority - HW-3a/CYPP-9 Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk  
Lead Officer - Jackie Wilson**

<b>Key actions for the next 6 months</b>			
<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
Continued implementation of the actions contained in the children's services improvement plan safeguarding priority	CO CYPSC	Improvement Board monitoring reflects acceptable progress	Ongoing

<b>Performance Indicators</b>											
Performance indicators aligned to the Improvement Priority											
<b>Reference</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency and Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2009/10 Result</b>	<b>2010/11 Target</b>	<b>Q3 Result</b>	<b>Predicted Full Year Result</b>	<b>Data Quality</b>	
NI SP-47	Number of looked after children (Numerical) excluding unaccompanied asylum seekers	Children and Young People's Social Care	Quarterly Numerical	Fall	1281 (2007/08)	1362	n/a	1,376	n/a	No data concerns	
LSP-HW2b(i) b	Number of children looked after (expressed as a rate per 10,000) excluding UASC	CYPSC	Quarterly Number	Fall	83.8 (2007/08)	89.1	n/a	90.6 (child popn is 151,800)	n/a	No data concerns	
NI 59	The proportion of Initial Assessments undertaken within 7 days	CYPSC	Quarterly %	Rise	79.9% (08-09)	61.2%	80% (Oct-Mar cumulative)	79.7% (Apr-Dec)	80% (Oct-Mar cumulative)	No data concerns	
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)	83.8% (Apr-Dec)	85% (Oct-Mar cumulative)	No data concerns	
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%	61.8% (21/34)	65%	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		No data concerns	

**Improvement Priority - HW-3a/CYPP-9 Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk  
Lead Officer - Jackie Wilson**

**Performance Indicators**

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency and Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q3 Result	Predicted Full Year Result	Data Quality
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 in Q4	No data concerns
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	Annual PI to be reported in Q4	No data concerns
NI 68	Percentage of referrals to children's social care going on to initial assessment	CYPSC	Annual %	Bell Shaped	56.8%	60.7%	70%	Annual PI to be reported in Q4	Annual PI to be reported in Q4	Some concerns with data

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

**Accountable Officer – Sally Threlfall**

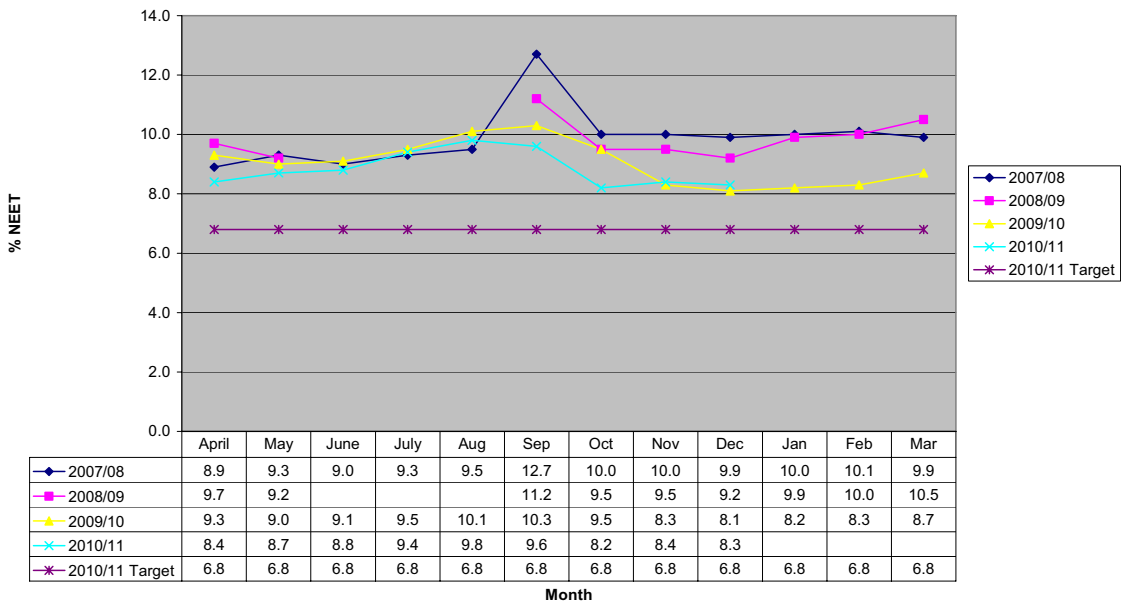
Overall Progress



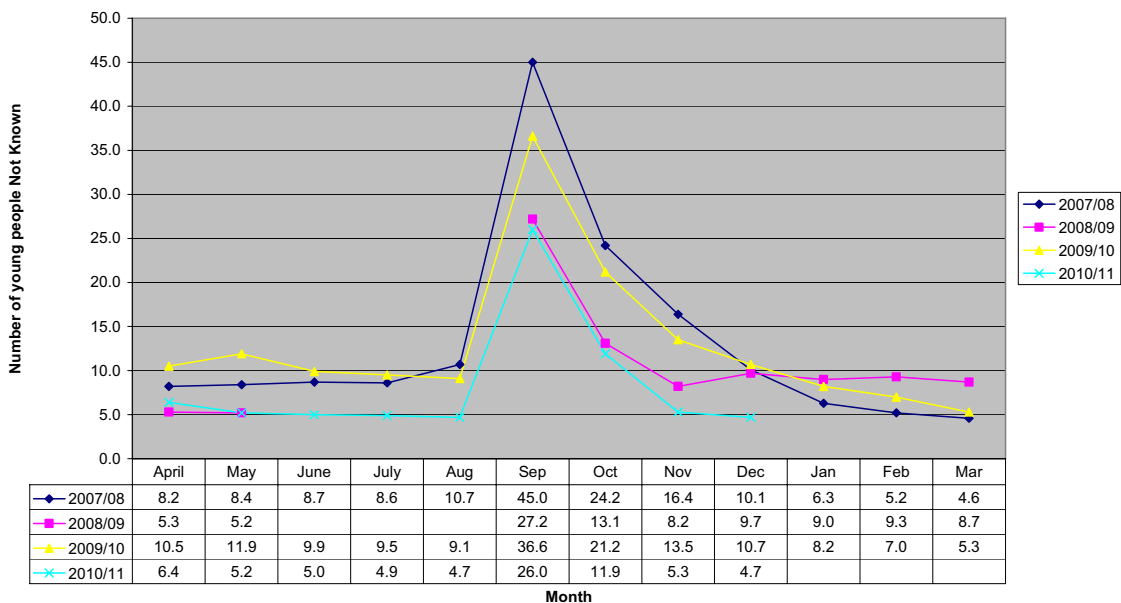
**Why is this a priority**

Ensuring young people are in education or work helps increase their confidence, prospects and economic independence. Doing this supports the city's overall economic performance. By targeting groups and areas where being out of education, employment or training is a particular challenge, we can raise aspirations and support informed decision making. The current economic downturn presents particular challenges for young people looking to enter the workplace for the first time and needing help to do so.

**Leeds Adjusted NEET (monthly %)**



**Leeds Not Known (monthly %)**



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

**Accountable Officer – Sally Threlfall**

**Overall Progress to date and outcomes achieved**

**Overall Summary**

The December NEET level is 8.3% (1821 young people) and the Not Known level is 4.7% (1056 young people).

The level of NEET has remained in-line with the reduced figure achieved last year for November, this has happened at the same time as a significant reduction in the number of young people whose status is Not Known. Not Known has fallen significantly in the quarter, following the yearly cycle, and is the lowest figure recorded for Leeds in November.

This significant reduction can be attributed to the work done by the Connexions Service to improve tracking processes and recording practice. The rate of NEET and Not Known is now better than a couple of statistical neighbours, and getting closer to the mean indicator for statistical neighbours in November 2010 which was 7.5% NEET and 4.4% Not Known, compared to 8.4% and 5.3% respectively for Leeds.

Improvements in recording on the Connexions database are demonstrated by the reduction in Not Known figures. The reduction in Not Known means that there is clear information available on the young people who are NEET, previously the adjustment of the NEET figure to take account of Not Known meant that we were unclear about which young people made up the NEET cohort. A better understanding of the needs of this cohort of young people will enable the partnership to put in place appropriate support and options for young people to increase engagement in learning.

From this improved position, where Not Known is coming under control, we can now plan to move from improvement and control to aspiration and challenge. Key to the improvement achieved were multi-agency workshops undertaken in January and March 2010. An Outcomes Based Accountability session will be held for key stakeholders in January this year to help this ambition.

Significant reductions in the Connexions budget will have an impact on the service's ability to deliver the same level of outcomes. There will be a reduction in the number of staff employed in Connexions making it difficult to sustain the recent improvements that have been made on NEET and particularly the Not Known level. Contracts with Connexions providers are currently being negotiated, to agree delivery priorities for reduced funding levels.

Lack of clarity on Government policy and funding is still impacting on the ability of services to plan. The announcement of the removal of Education Maintenance Allowance (EMA) will leave a big gap in the financial support available to young people to take up places in learning.

There are competing factors having a positive and a negative impact on the number of young people NEET. Improved performance by connexions providers, increased information sharing with other services, improved learning options available to young people have all contributed to reducing NEET over the last 3 years. At the same time the loss of funding for support to young people, including reductions in Connexions budget and ending of Engage funding and Activity Agreement will have a negative impact on NEET. The economic downturn, and consequent loss of employment opportunities for young people, will increase the number of young people NEET, particularly among 18 year olds.

For the reasons outlined above the RAG rating has been set at Amber and the direction of travel set at static. The national indicator target of 6.8% for November – January is unlikely to be achieved. It has always represented a significant challenge for the Local Authority and its partners and especially so in the current circumstances. While remaining an aspiration performance is better judged in comparative terms, as stated above Leeds is improving accepting there is scope to improve further.

**Achievements since the last report**

- Work undertaken during the quarter to address data quality, so that consistent audit arrangements are now in place, includes:
  - Information from the MI Team being used in Connexions contract monitoring arrangements to ensure accurate recording by Connexions PAs.

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

**Accountable Officer – Sally Threlfall**

- Insight Audit Toolkit to be used by all Connexions Managers, to check the quality of PA record keeping.
- FE Colleges delivered a number of flexible start options for young people in 2009/10. A programme is in place for 2010/11 in a number of FE Colleges to ensure young people are able to access college provision at different points during the year.
- New model for Targeted Connexions has improved partnership working between Connexions providers to develop integrated services to young people. This service is ensuring Connexions representation at Children Leeds panels, to ensure young people receive targeted support from Connexions where appropriate.
- European Social Fund (ESF) funding from the Young People Learning Agency (YPLA) to igen Trust (Future Pathways) has been used to put in place targeted responsive provision and support for young people who are NEET. The full range of courses are now running and Connexions PAs are able to influence delivery to ensure that provision meets the needs of young people who are NEET.
- Connexions contracts have been renegotiated to take account of the reduction of funding in-year. New delivery plans are in place.

**Challenges/Risks**

- Lack of clarity on government policy around Raising Participation Age and Information, Advice and Guidance (IAG) delivery. IAG was not referred to in the Education White paper in the autumn. It has been announced that an all-age careers guidance service will be put in place from April 2012 but details of the LA's responsibility to delivered targeted support to young people are not known. It is also unclear how RPA will be enforced or monitored and the duties on the Local Authority.
- Reduced funding for Connexions delivery, due to the in-year cut in Area Based Grant, will lead to reduced level of service to young people and is likely to impact on NEET and Not Known levels. Uncertainty over the future of Connexions after the introduction of the all-age careers guidance service could impact on the staff currently in those roles, and their delivery of services to young people.
- 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.
- Removal of Educational Maintenance Allowance (EMA) for young people to access learning provision, current learners will keep support until summer 2011 but young people starting flexible courses from January onwards will not be able to access financial support. New arrangements are to be in place from September 2011, with reduced funding, but there is no support available for the rest of this academic year. There is a lack of clarity at the moment on what arrangements will be in place in September 2011, which will impact on guidance given to young people in current Year 11, and may impact on their decision making.
- Uncertainty over future Children Leeds delivery model and budget for 2011/12
- Delayed funding model for 16-19 learning provision may impact on providers ability to put on flexible and responsive provision to meet the needs of young people NEET. New model will mean a significant reduction in funding per learner to certain providers, which may impact on the total number of places available to learners in Leeds from September 2011.

<b><u>Council / Partnership Groups</u></b>			
<b><u>Approved by</u></b> <i>(Accountable Officer)</i>	<b>Sally Threlfall</b>	<b><u>Date</u></b>	<b>19.01.11</b>
<b><u>Approved by</u></b> <i>(Accountable Director)</i>	<b>Nigel Richardson</b>	<b><u>Date</u></b>	<b>03.02.11</b>

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

**Accountable Officer – Sally Threlfall**

<b>Key actions for the next 6 months</b>				
	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
	NEET is a priority in the new the CYPP. Turning the curve workshops on this priority and the other two top priorities are happening week commencing 24 <sup>th</sup> Jan 2010. The intention of the workshops is learn new ways of working to improve outcomes in relation to these priorities.			
	Continue to deliver actions identified in the NEET action plan: <a href="http://www.leeds.gov.uk/files/Internet2007/2010/39/neet_action_plan_2010_09.pdf">http://www.leeds.gov.uk/files/Internet2007/2010/39/neet_action_plan_2010_09.pdf</a>	Mary Brittle	As detailed in the plan	

**Performance Indicators**

Performance indicators aligned to the Improvement Priority

<b>Reference</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency &amp; Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2009/10 Result</b>	<b>2010/11 Target</b>	<b>Q3 Result</b>	<b>Predicted Full Year Result</b>	<b>Data Quality</b>
NI 117	16 - 18 year olds who are not in education training or employment (NEET)	Youth Services	Annually %	Fall	9.1% (An average of Nov, Dec 2006 and Jan 2007)	8.2%	6.8%	Annual PI	NA	No Concerns with Data
NI 148	Care leavers in education, employment or training	Children and Younger People's Social Care	Annually %	Rise	70.8% (2006/07)	62.3%	86.8%	Annual PI	NA	No Concerns with Data
NI 45	Young offenders' engagement in suitable education, employment or training	Youth Offending Service	Annually %	Rise	68.2%	74.9%	75.4%	68.5% (595/868)	72%	No Concerns with Data



**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
<b>CYPP Priority - 1. Improving outcomes for LAC</b>															
1	National Indicator	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Children and Young People's Social Care	Quarterly %	Rise	81.4%	88.3%	85.0%	54.5%	64.3%	61.8% 21/34	65.0%	↓	No concerns with data quality
<p>Following in year data cleansing work, figures for previous quarters have been amended. Performance data for quarters one and two have been revised to 54.5% (6/11) and 64.3% (18/28) respectively. Although more children have been placed for adoption this year, the indicator denominator includes only those children for whom an Adoption Order has been made. Increased timeliness of placements for adoption will not be seen in the indicator results until these children have actually been adopted, although the low numerator and denominator do lead to large in-year variations/fluctuations. Factors influencing the placement of children, and the progression of Adoption Orders include:</p> <ul style="list-style-type: none"> <li>- limits in court capacity to timetable adoption hearings;</li> <li>- increasing level of needs of children requiring adoptive placements;</li> <li>- increasing number of children from ethnic minority backgrounds requiring adoptive placements; and</li> <li>- increasing number of sibling groups requiring adoptive placements together.</li> </ul> <p>The predicted year end result forecast at Q3 is 65% therefore the annual target of 85% for 2010/11 will not be met.</p> <p>However it should be noted that Ofsted inspected the Adoption Service in December 2010, with the result being published in January 2011. The final reported noted that, "this is a good adoption service with significant strengths. It operates with a clear focus on providing good outcomes for children through adoption". It also stated that "the adoption panel carefully scrutinises assessments and plans for children. It makes very clear recommendations along with the reasons for these. This supports the very rigorous decision-making process".</p>															
2	Leeds Strategic Plan - Partnership Agreed	NI 63	Stability of placements of looked after children: length of placement	Children and Young People's Social Care	Quarterly %	Rise	70.5%	68.4%	74.0%	70.2%	71.4%	72.7% 386/531	72.7%	↑	Some concerns in year but subject to data validation at Q4
<p>Performance has improved slightly for the third quarter in a row and is well above the 09/10 national average (68%) and that of statistical neighbours (66.5%). However, current rates of improvement are unlikely to be sufficient to meet the 10/11 target. The degree of placement choice available impacts upon the stability of placements for looked after children. One identified issue is the capacity of fostering staff to complete assessments of potential foster carers in a timely manner due to the level of demand for support to existing foster carers who have children placed with them. Plans have been in place to establish a third fostering team who will focus entirely on recruitment and assessment. Earlier difficulties in recruiting to this team have now been overcome and staff are identified for all the posts within the team which should be established by April 2011.</p> <p>Support from Education Leeds staff has been provided to develop an improved marketing approach in order to maximise numbers of people who consider becoming foster carers. A full review is currently being finalised of the foster carer career structure which includes clear criteria for entry to the service at different levels and progression through the levels according to set competencies. It is anticipated that this will have a positive impact on foster carer retention levels.</p> <p>Significant progress has been made in the re-design of services to looked after children. It is proposed that specific looked after children teams will integrate existing support services from across Children's Services, which will be co-located in three teams, and which will provide a more flexible and holistic service to looked after children and their carers. This should increase levels of placement stability and ensure that placement moves are more likely to occur in a planned way.</p>															

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
3	Leeds Strategic Plan - Partnership Agreed	NI 66	Looked after children cases which were reviewed within required timescales	Children and Young People's Social Care	Quarterly %	Rise	66.3%	71.1%	90.0%	87.8%	84.2%	78.8% 1101/1397	78.8%	↑	Some concerns in year but subject to data validation at Q4
		<p>Performance throughout the first three quarters of 2010-11 has mirrored performance in the same period 12 months ago, with a steady drop in performance being seen across all three quarters. The quarter 3 position is below statistical neighbours 91.6% and the national average 90.5% (09/10).</p> <p>Internal Audit reported their findings in December, confirming that reporting procedures and processes in place were acceptable. Two minor recommendations were made about regular quality checks and these are being considered. Development work on a looked after children review 'dashboard' on ESCR is underway; this will improve the timely access to accurate information about reviews, and will help the service identify children at risk of missing reviews quickly, allowing appropriate action to take place. This dashboard will be available in time for the new financial year.</p> <p>The performance clinics that took place during quarter two were delivered to the best and worst performing teams. The clinics helped to raise awareness of poor performance against this indicator and explored the reasons behind the performance. Access to timelier data was cited as a change that should positively impact on performance of this indicator, and work is underway to develop a looked after children review dashboard in ESCR.</p>													
4	Local Indicator	CYPP-P1-5	Percentage of looked after children who participate in their review.	Children and Young People's Social Care	Quarterly %	Rise	81.1%	80.5%	95.0%	91.0% (527/579)	89.3%	84.8% 909/1072	84.8%	↑	Some concerns in year but subject to data validation at Q4
		<p>Performance remains at the same level as the position 12 months ago, and has slowly dropped throughout the first three quarters of the year. New requirements for Independent Reviewing Officers (provisionally due to come into force in April 2011) to meet with each child individually, as part of the review process, will lead to improvements in performance against this indicator.</p>													
5	Local Indicator	CYPP-P1-6	Percentage of looked after children with up to date health needs assessment	Children and Young People's Social Care	Quarterly %	Rise	72.0%	91.9%	90.0%	87.1%	82.6%	85.5% 923/1079	90.0%	↓	Some concerns in year but subject to data validation at Q4
		<p>Performance is significantly higher this year when compared to the same period 12 months ago (85.5% vs 71.8%), and has risen since the end of quarter two 2010-11. Multi-agency discussions are continuing to review progress made in streamlining and co-ordinating processes. Health have implemented a new IT system called SystemOne which should help reduce the timelag between HNAs taking place and their recording on ESCR. The issue of under-reporting on ESCR remains and will be a focus in the coming months. As part of the LAC service review, the internal processes in Social Care will be examined to ensure they are not barriers/blockers to the quick, smooth flow of information.</p>													

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
6	Local Indicator	CYPP - P17	Percentage of looked after children with an up to date dental check.	Children and Young People's Social Care	Quarterly %	Rise	78.0%	79.0%	84.0%	74.7%	76.2%	80.6% 870/1079	84.0%	↑	Some concerns in year but subject to data validation at Q4
													<p>Performance has improved significantly this quarter following work to specifically target those children who had no recorded dental check. This work included delivering performance clinics to the best and worst performing teams. These performance clinics helped to raise awareness of weak performance against this issue and also explored the reasons behind the performance. Poor recording of dental checks, which had in fact taken place, was a factor cited most often. Subsequent investigative work found that 78 children had their record updated to reflect a dental check had already been carried out. This exercise will be repeated during quarter four. For any children who have genuinely not received a dental check (including those who persistently do not attend appointments), the reasons for this will be considered at their review and plans put in place to address them.</p> <p>Data validation and clean up should account for known under recording issues and the service is confident that a minimum of 81%, will be achieved by the end of the financial year however the annual target of 84% for 2010/11 will not be met.</p>		
CYPP Priority - 4. Places to go, things to do															
7	Local Indicator	LKI-IYSS6	Number of children and young people involved in positive activities through the Target Activity Programme (TAP)	Integrated Youth Support Service	Quarterly Number	Rise	3,826	4,115	3,535	578	2,337	2,693	3,535	↓	No concerns with data quality
													<p>Due to nationally enforced in year cuts, £76,000 was lost from the activity funding budget which equates to direct delivery to 1,292 young people. However, in light of these cuts, the team is ahead of target for the year with a quarter to go and with a full year's monitoring from our key partner, the Youth Inclusion Programmes (YIPs), to be included. It is therefore likely that the annual target will be met, possibly exceeded.</p>		
CYPP Priority - 5. Raising the proportion of YP in education or work															
8	National Indicator	NI 45	Young offenders - engagement in suitable education, training and employment	Youth Offending Service	Quarterly %	Rise	68%	75%	75%	60%	68.1%	68.5% (595/868)	72%	↓	No concerns with data quality
													<p>The level of engagement in suitable education, training and employment has remained more or less static since Q2. There has been a reduction in staff working with this group leading to a 3% decrease in contact which may have slowed the speed of improvement which was significant in Q1 and Q2. New line management arrangements should improve the supervision of this area of work.</p> <p>The YOS has recently undertaken a 'data cleaning' exercise around this indicator that has led to an improved picture than reported in previous quarters. With the new line management arrangements in place for this area of work the YOS is confident that improvements will continue, and are predicting that by the end of year 72% of young offenders will be engaged in suitable education, training and employment missing the 2010/11 annual target by 3%.</p>		

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**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality	
<b>CYPP Priority - 8. Reducing the need for children to be in care</b>																
9	Leeds Strategic Plan - Partnership Agreed	LSP-HW2B(I) A	Number of looked after children (Numerical)	Children and Young People's Social Care	Quarterly Numerical	Fall	1,281	1,362	N/A	1,381	1,357	1,376	N/A	N/A	No concerns with data quality	
		LSP-HW2B(I) B	Rate of children looked after per 10,000. This figure excludes unaccompanied asylum seeking children. (Rate)	Children and Young People's Social Care	Quarterly Number	Fall	83.8 per 10,000	89.1 per 10,000	N/A	90.1 per 10,000	89.4 per 10,000	90.6 per 10,000	N/A	N/A	No concerns with data quality	
		<p>The LAC population has remained relatively stable in the year to date, fluctuating between 1,360 and 1,380. There has, however, been a slow rise from the April figure of 1,348 to the current figure of 1,376, which is the second highest figure recorded this year, after 1,381 in June. The December/quarter three result is 58 higher than the recorded figure of 1,318 this time last year, which clearly shows the continued and sustained rise in the LAC population. This increasing number is impacting on workload and demand on Social Care services, a demand compounded by pressures created by rising referrals, initial assessments, and core assessments.</p> <p>The HOSDAR (Head of Service Decision and Review) panel confirm that appropriate thresholds are being applied to children coming into care. Focusing on children pre-/on the edge of care will help reduce LAC numbers, and this is the responsibility of the Council and its external partners. The ongoing, multi-agency preventative work taking place will be supported by 'turning the curve' workshops held in January 2011. The outputs from the workshops will be used in the further development of strategies to reduce the number of looked after children in Leeds.</p>														
<b>CYPP Priority - 9. Strengthening safeguarding</b>																
10	National Indicator	NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	Children and Young People's Social Care	Quarterly %	Rise	79.9%	61.2%	80.0%	80.0%	79.4%	79.7%	4762/5978	80%	↑	No concerns with data quality
														<p>The October 2010 Improvement Plan target of 80% was exceeded, with the stand-alone month result being 88.2%. Performance this quarter is above statistical neighbours 65.5% and the national average of 67.1% (2009/10).</p> <p>The timeliness of initial assessments has deteriorated during the quarter and, whilst the October to December performance (79.7%) is very close to the October to March target of 80%, there is a growing backlog (the amount of overdue assessments has doubled in the year-to-date) and there is a need to improve timeliness and recording. Year-to-date performance is, however, significantly better than the same period 12 months ago (79.5% vs 58.3%) despite the volume of initials completed being 56% higher (and those being completed within time 112% higher).</p>		
11	National Indicator	NI 60	The percentage of Core Assessments that were completed within 35 working days of their commencement	Children and Young People's Social Care	Quarterly %	Rise	77.4%	64.9%	84.0%	79.9%	82.2%	83.8%	1469/1753	85%	↑	No concerns with data quality
														<p>The October 2010 Improvement Plan target of 85% was exceeded, with the stand-alone month result being 85.7%. Performance this quarter is above statistical neighbours 73.8% and the national average of 74.3% (2009/10).</p> <p>Core assessment performance during October to December (87.6%) is consistently above the October to March target of 85% but the outstanding workload has increased (by 68% in the year-to-date) and needs to be an area of renewed focus during quarter four. The management of assessments is closely monitored and there is a high level of confidence that the Improvement Notice target will be achieved. Year-to-date performance is, however, significantly better than the same period 12 months ago (83.5% vs 65.9%) despite the volume of cores assessments being 108% higher (and those completed within time being 163% higher).</p>		

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
<b>Other key PI, but not allocated to any of the 10 priorities</b>															
12	National Indicator	NI 53A	Coverage of breast-feeding at 6-8 wks from birth (Breastfeeding coverage)	NHS Leeds	Quarterly %	Rise	89.0%	90.9%	95.0%	93.3%	96.9%	98.8%	96.4%	↑	No concerns with data quality
		The coverage rose again this quarter to 98.75%. This is the result of significantly improved and timely inputting of the data by health visitors.													
13	National Indicator	NI 53B	Prevalence of breast-feeding at 6-8 wks from birth (Breastfeeding prevalence)	NHS Leeds	Quarterly %	Rise	41.0%	40.8%	44.0%	44.9%	49.0%	50.6%	48.2%	↑	No concerns with data quality
		The prevalence rate increased again this quarter and remains above the year end target for 2010/11. Work continues on encouraging breastfeeding and there is targeted work in specific postcode areas with low prevalence.													
<b>Not in CYPP</b>															
13	National Indicator	NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Youth Offending Service	Quarterly %	Fall	10.6%	8.9%	7.5%	7.0%	8.0%	7.4% (79/1073)	7.5%	↑	No concerns with data quality
		The number of young people receiving a custodial sentence has fallen in this quarter and is in line with our forecast (based on yearly trends).  The YOS continues to work with the Judiciary to inform them of alternative programmes to custody and it is expected that the number of custodial sentences will continue to reduce and the end of year result is likely to be on target.													
15	National Indicator	NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	NHS Leeds	Quarterly Number	Rise	16 out of 16	13 out of 16	15 out of 16	14 out of 16	15 out of 16	15 out of 16	15 out of 16	↑	No concerns with data quality
		This measure is assessed by answering a series of four questions each worth 4 points enabling a maximum score of 16. The assessment focuses on the following areas:  1. range of CAMH services - assessed at 4 2. access to services and accommodation appropriate to their age and level of maturity - assessed at 4 3. availability of 24 hour cover to meet urgent mental health needs - assessed at 4 4. range of early intervention support services delivered in universal settings - assessed at 3.  Quarter 3 shows an improvement from the beginning of the year position and is static from the last quarter.  The final area of improvement to achieve the full 16 score is: 'an increase in early intervention support services delivered in universal settings'. A key stakeholder event is planned in February, following the recent National Support Team visit, to promote area and to support the rollout of the Targeted Mental Health in Schools (TaMHS) model. If successful this will address performance in this final element of the assessment.													
15	National Indicator	NI 126	Early Access for Women to Maternity Services	NHS Leeds	Quarterly %	Rise	80.2%	90.0%	90.0%	89.9%	96.1%	90.9%	93.4%	↑	No concerns with data quality
		The percentage assessed within twelve completed weeks is 90.95%. Whilst this is a slight fall from the previous quarter it is just over the target for 2010/11. Work continues to be undertaken in order to encourage women to access to maternity services early in pregnancy, especially women from communities which are least likely to access services.													

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
16	Local Indicator	LKI-IYSS9	Number of Breeze Card holders	Integrated Youth Support Service	Quarterly Number	Rise	104,000	120,676	130,000	161,941	165,626	164, 010	165, 000	↑	No concerns with data quality
<p>The quarter 3 result is on track to meet and exceed the year end target.</p> <p>In Q3 the Breeze Card database was cleansed and 2,796 duplicate records were deleted leaving the total number of live Breeze Card members at the end of Q3 as 164,010.</p> <p>No Breeze events took place and there was no active Breeze promotion or marketing activity in Q3 therefore young people were not actively informed about Breeze or signposted to join.</p>															
17	Local Indicator	LKI-IYSS8	The number of positive activities in which Breeze card holders participate.	Integrated Youth Support Service	Quarterly Number	Rise	423,174	789,897	750,000	248,177	452,019	651,734	750,000	↓	No concerns with data quality
<p>In Q3 no Breeze events took place because of the time of year. The result for Q3 is therefore made up casual swims, dry sports activity and courses as well as library activity such as borrowing and attendance at library events and library promotions, etc.</p> <p>Breeze events and activities usually take place in the spring and school holiday months, for example, Breeze International Youth Festive and Breeze on Tour. Taking this into account it is likely that the full year target of 750,000 will be met.</p>															

Children's Services Performance Report Quarter 3 2010/11

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
18	P9-3	The majority of residential homes judged by Ofsted to be good or outstanding, with none judged as inadequate	Children and Young People's Social Care	Quarterly	Rise	46%	100%	Yes	Yes	Yes	No	Yes	↔	No concerns with data quality
<p>This indicator relies on the results of unannounced Ofsted inspections, which can occur at any time. CYPSC are unable to influence either the timing of the inspection or the choice of the home that Ofsted visit. Homes judged as 'satisfactory' or 'inadequate' have Ofsted approved action plans and will ensure these plans are completed to agreed timescales, but this will not have an impact on the indicator's performance until the next Ofsted inspection visit.</p> <p>Five homes were inspected during quarter three: Inglewood was rated as 'inadequate' (previously 'satisfactory'). Lingfield Approach remained 'good'; Wood Lane dropped from 'outstanding' to 'good'; and Rainbow House and Squirrel Way remained 'satisfactory'. Of the 13 homes run by Social Care, only Cranmer Bank has not been inspected in the financial year.</p> <p>No homes are rated 'outstanding'; 8 are rated 'good'; 4 are rated 'satisfactory'; and one is rated 'inadequate'. Due to the methodology of this indicator, performance will remain red/no until Inglewood is inspected and awarded a 'satisfactory' or better rating.</p> <p>A high vacancy factor in the senior management of residential homes had caused standards to dip. Senior unit managers are in now place for all residential homes, and measures have been put in place to enhance the standards. Informal discussions with Ofsted inspectors have indicated that they are satisfied with the procedures now in place and are pleased with the direction of travel being shown. Furthermore, the Ofsted senior regional manager has revealed that Inglewood will be re-inspected before the end of the financial year, and it is hoped that the outcome will be positive.</p> <p>January 2011 update:                      Inglewood: recently inspected and is now rated as 'satisfactory', which returns the indicator performance to 'yes'.                      East Moor: received a interim unannounced inspection, and maintained their rating of 'good'.                      Luttrell Crescent: received an 'outstanding' rating on their safeguarding inspection (although this does not change Luttrell's overall 'good' rating).</p> <p>The results of these inspections confirm the positive comments made by the Ofsted inspectors about the direction of travel being shown.</p>														

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
<b>Education – The following indicators are reporting the full year result for academic year 2009/10. Please note the results are RAG rated based on performance against comparators, targets and trends.</b>															
19	Leeds Strategic Plan - Government Agreed	NI 57	NI 57 Children and young people's participation in high-quality PE and sport	Education Leeds	Annually %	Rise	66.0%	81%	82%	Annual	Annual	83% Annual result		↑	No concerns with data quality
		This is the result from the 2009/10 academic year PE and school sport survey. Leeds levels of participation have increased from the previous year and the target was achieved, however there is now a slight gap to national performance which is at 86%. This is a compromise measure with the original intention of this national indicator being to measure 5 hours of school and community participation. A slightly broader measure does exist that also includes non curriculum time school sports activity, against this 55% of children and young people aged 5-16 are participating for at least 3 hours. Participation rates drop in later year groups. The continuation of these performance measures and more importantly the partnership activity to support them is being reviewed in response to national changes in funding for school sport partnerships.													
20	Leeds Strategic Plan - Partnership Agreed	NI 72	Early Years (EYFSP) – to increase achievement for all children at age 5	Education Leeds	Annually %	Rise	47.1%	51.0%	56.0%	Annual	Annual	53.0% annual result		↑	No concerns with data quality
		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 national figure for 2010 is 56%; an increase of 4 percentage points, this has slightly widened the gap with Leeds. As an authority we are categorised by Ofsted as in the lower middle level of performance. While the statistical neighbour average for performance is 56.9%, Ofsted assessment considers Leeds performance as inline and not significantly below comparators. The improvement in the 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 key parts of the foundation stage that contribute to the national indicator are improving, average performance as a whole across all the strands of the foundation stage is static.													
Page 60	Leeds Strategic Plan	NI 73	Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	Education Leeds	Annually %	Rise	72.0%	72.0%	77.0%	Annual	Annual	74.0% Annual result		↑	No concerns with data quality
		2010 results show that against headline measures Leeds children continue to achieve in line with their peers nationally at the end of primary education. After three years of maintaining performance at 72%, the percentage of pupils achieving level 4 or above in English and maths increased by 2 percentage points, compared to a 1 percentage point increase nationally and a 2 percentage point increase for statistical neighbours. The statistical neighbour average is now 75% and national 73%. In Leeds the percentage achieving level 4 or above increased by 2 percentage points for English (81%) and 3 percentage points for Maths (80%); with a third of pupils reaching level 5 in each subject. Due to the SATS boycott Key Stage 2 test data is only available for 57% of schools in Leeds, this is compared to 73% of schools nationally. The DfE considers Leeds participation in the tests to be representative of the authority. However it should be noted that when the test results are compared to the performance of the same schools in 2009 it shows that the proportion of pupils achieving level 4 or above in English and in the combined English and maths indicator dropped by 1 percentage point with a 1 percentage point improvement for maths.													



Children's Services Performance Report Quarter 3 2010/11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
Page 61	Leeds Strategic Plan	NI 75	5+A*-C at GCSE including English and maths (Threshold)	Education Leeds	Annually %	Rise	42.1%	45.9%	56.9%	Annual	Annual	50.6% Annual result		↑	No concerns with data quality
	<p>There has been strong improvement against the headline national measure of 5 or more GCSEs at grades A*-C including English and maths, with over half of young people in Leeds now reaching this level. At 50.6% this represents a significant improvement of 4.7 percentage points from the 2009 result of 45.9% and returns Leeds to a long term trend of steady improvement. National results improved by 3.7 percentage points, therefore the gap to national attainment for this indicator has narrowed with performance in Leeds now 2.9 percentage points lower than national. The improvement achieved in statistical neighbour authorities (4.6 percentage points) was in line with the improvement in Leeds, attainment in Leeds is 2.4 percentage points lower than the statistical neighbour average. Despite the significant improvements achieved, the challenging target of 56.9%, set by schools, has not been achieved. Significant improvements have also been seen in the percentage of pupils achieving 5 or more GCSEs at grades A*-C, with an 8.3 percentage point increase. Over three quarters of pupils in Leeds now achieve five good GCSEs.</p> <p>This represents an almost doubling of the percentage of pupils achieving 5 or more GCSEs at grades A*-C since 2001 (40% in 2001). The percentage of pupils attaining 5 or more A*-C is now above the national level of attainment for this indicator and within half a percentage point of the statistical neighbour averages.</p>														
	National Indicator	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	Education Leeds	Annually Number	Fall	32 Schools	34 Schools	15 Schools	Annual	Annual	26 Schools Annual result		↑	No concerns with data quality
<p>The number of schools below floor target has been calculated using test data where available and teacher assessment where tests were not undertaken. Provisional data for 2010 indicates that the number of schools below the floor target of 55% of pupils achieving level 4 or above in English and maths, has fallen from 34 in 2009 to 26 in 2010. This is the lowest ever number of schools below the floor target in Leeds. There are seventeen schools which were previously below the floor target and are now above it, of these 10 boycotted the SATS tests. The government has proposed new floor standards against these there are an estimated 35 primary schools below the new standard of 60% of pupils achieving level 4 or above in English and maths. To be below the new floor standard these schools also need to have lower than national average progress in English and maths between key stage 1 and 2.</p>															
	Leeds Strategic Plan - Government Agreed	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.	Education Leeds	Annually Number	Fall	13 Schools	4 Schools	1 Schools	Annual	Annual	3 Schools Annual result		↑	No concerns with data quality
<p>In 2010 there were three Leeds schools remaining below the current floor target of 30% or more pupils achieving 5 or more GCSEs at grades A*-C including English and maths. This is compared to four in 2009 (in addition there were 3 schools that closed in 2009 that were below the floor target). The 3 schools remaining below floor target are Primrose (25%), Swallow Hill (25%) and South Leeds Academy (29%). City of Leeds, Carr Manor and David Young Community Academy achieved above the floor target, having been below in 2009. This indicator has been the basis for National Challenge work which has overall resulted in good and sustained improvements in individual school performance. These efforts now need to follow through into the challenge of the new national floor standard outlined in the recent education white paper. This states that the floor target will be raised from 30% achieving 5 or more A*-C including English and maths to 35%. In 2010, there were 8 schools below this level and it is not anticipated that their levels of progress in maths and English would be above national averages, which would remove them from this category.</p>															

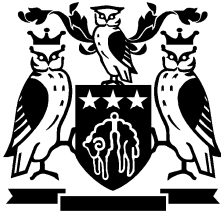
**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
Page 82	National Indicator	NI 86	Secondary schools judged as having good or outstanding standards of behaviour	Education Leeds	Annually %	Rise	63%	71%	75%	Annual	Annual	80% Annual result		↑	No concerns with data quality
	Of the 7 secondary schools inspected in the last calendar year 6 were graded as good for behaviour. This has resulted in Leeds now having 80% of secondary schools that have been inspected rated as good or better. National results are not yet known for the 2010 calendar year but Leeds results are now above national performance as at December 2009 of 78.4%.														
	National Indicator	NI 90	Take up of 14-19 learning diplomas	Education Leeds	Annually Number	Rise	96	96	519	Annual	Annual	432 Annual result		↑	No concerns with data quality
The result is the count of students enrolled on diploma courses in the 2009/10 academic year. From the initial 2 diplomas offered in 2008-09, 7 were offered in 2009/10. Take up was as follows: Business, Administration & Finance (11% of learners), Construction & the Built Environment (26% of learners), Creative & Media (28% of learners), Engineering (6% of learners), Hair & Beauty Studies (12% of learners), Information Technology (14% of students), Health & Development (3% of learners). Numbers are anticipated to have increased for the 2010-11 academic year. The current focus is to consolidate existing diploma lines while awaiting the national review of vocational learning which will shape the future of diploma activity. This measure is not appropriate for national or statistical neighbour comparison.															
Leeds Strategic Plan	NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Education Leeds	Annually %	Fall	38.2%	35.6%	31.4%	Annual	Annual	35.7% Annual result		↔	No concerns with data quality	
	The "Gap" indicator, is derived by calculating the difference between the median score of the full cohort and the mean score of the lowest achieving 20% percent of the cohort. The challenge to local authorities 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 for Leeds is effectively static from the previous year. Similarly the mean score of the lowest 20% is only marginally different from 2009 to 2010. This gap has narrowed both nationally and in statistical neighbours with the gap in Leeds is now 3 percentage points wider than the national gap.														
Leeds Strategic Plan	NI 93	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English	Education Leeds	Annually %	Rise	84.0%	86.0%	89.0%	Annual	Annual	88.0% Annual result		↑	No concerns with data quality	
88% of Leeds pupils made the expected 2 levels of progress in English, noting that this is only based on the schools taking the key stage two tests. Leeds performance remains above comparator performance, both national and statistical neighbour. In terms of rates of improvement the 2% points increase in Leeds is inline with national. Leeds strong performance mitigates weaker key stage one performance and enables Leeds children to complete primary school achieving in line with national performance in this core subject. Targets were set to DFE methodology based on school submissions.															
Leeds Strategic Plan	NI 94	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in Maths	Education Leeds	Annually %	Rise	77.0%	83.0%	88.0%	Annual	Annual	85.0% Annual result		↑	No concerns with data quality	
85% of Leeds pupils made the expected 2 levels of progress in maths, noting this is based on the schools taking the key stage two tests. Leeds performance is above comparator performance, both national and statistical neighbour. The 2% points increase in Leeds is inline with national rates of improvement. Leeds performance mitigates weaker key stage one performance and enables Leeds children to complete primary school achieving in line with national performance in this core subject. Targets were set to DFE methodology based on school submissions.															

**Children's Services Performance Report Quarter 3 2010/11**

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
30	National Indicator	NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Education Leeds	Annually %	Fall	24.0%	26.1%	22.8%	Annual	Annual	26.0% Annual result		↑	No concerns with data quality
		<p>The DFE has not published Leeds data for this measure on the basis that the SATS boycott has meant results are not representative, caution should therefore be applied to the information provided here. Between 2009 and 2010 the percentage achieving level 4 or above in English and maths increased by 2 percentage points for both those eligible for free school meals and those that are not eligible, therefore the gap in attainment has not narrowed in 2010 and remains at 26% points. Levels of attainment for pupils not eligible for free school meals in Leeds are in line with national levels of attainment whereas attainment of pupils eligible for free school meals is lower in Leeds, therefore the gaps in attainment have historically been wider in Leeds than nationally. It must though be recognised that the percentage of FSM entitled children reaching Level 4 in English and maths did increase in 2010. This remains a key improvement area of focus for Children's Services improvement.</p>													
31	National Indicator	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% pts	35.2%pts	24.8% pts	Annual	Annual	33.0% Annual result		↑	No concerns with data quality
		<p>There has historically been a wide gap in attainment in Leeds between pupils eligible for free school meals and those who are not, with the gap in Leeds wider than the national gap. The performance of pupils not eligible for free school meals is closer to their peers nationally than the performance of those eligible for free school meals. Improvements in attainment in 2010 have been greater for pupils eligible for free school meals than those who are not eligible and Leeds rates of improvement for FSM pupils have been higher than national. Therefore the gaps have narrowed, however in Leeds while 23% of FSM pupils now reach this level nationally is 31%. The Leeds narrowing of the gap in 2010 was by 2 percentage points with the attainment of pupils eligible for free school meals now being 33 percentage points below attainment of pupils who are not eligible. More positively a significant narrowing of the gap has occurred for 5 A*-C, where the percentage of pupils eligible for free school meals attaining at this level increased by 15 percentage points in 2010, the gap for this indicator has narrowed from 34 percentage points in 2009 to 27 percentage points in 2010. This remains a key improvement area of focus for Children's Services improvement.</p>													
32	National Indicator	NI 114	Rate of permanent exclusions from school	Education Leeds	Annually %	Fall	0.08	0.04	0.04	Annual	Annual	0.05 Annual result		↓	No concerns with data quality
		<p>After a long term trend of falling numbers of permanent exclusions in Leeds, the number rose slightly in 2009/10 – both for all state funded secondary schools and for LA maintained schools. There was a rise in exclusions from LA maintained schools despite two schools becoming academies in 2009/10 and their exclusions not being included in the LA maintained figure. From LA maintained schools 49 pupils were excluded compared to 46 the previous year, academy exclusions rose from 8 to 10 with overall 59 pupils being permanently excluded in 2009-10. It should be noted that the rate of permanent exclusion remains well below the national level in 2008/09 (national 2009/10 data is not yet available). The Area Inclusion Partnership framework developed from the 'no child left behind agenda', supports the maintenance of comparatively low numbers of exclusions. As in 2008/09 there were two permanent exclusions from Leeds primary schools in 2009/10.</p>													

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### Report of the Chief Executive and Director of Children's Services

Meeting: Children's Services Scrutiny Board

Date: 17<sup>th</sup> March 2011

Subject: New Strategic Plans 2011-15

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1 Executive Summary

- 1.1 This report presents for Scrutiny the proposals for the new set of strategic planning documents for advice and consideration before these go to Executive Board and Council for approval. This includes the proposals for the long term partnership strategy for the city the Vision for Leeds 2011 to 2030 as well as the set of delivery plans for the first 4 years. These proposals have been developed in light of the current financial situation which means that we need our priorities to be much more focused than previous plans. These proposals also take into account the results of two recent public consultations on the Vision for Leeds and Spending Challenge.

## 2 Purpose of the Report

- 2.1 Scrutiny of the proposals for the most important plans and strategies, as specified within the Budget and Policy Framework, ensures that these plans are robust and include the issues that are important to local people. Therefore, this report brings to the Board the proposals for the new Vision for Leeds 2011 to 2030 along with the first set of priorities which will be delivered by the council, and its partners, over the next 4 years. In addition, this report also includes the relevant priorities from the Council Business Plan including the shared cross council priorities and the objectives for the Director of Children's Services for the next two years.

## 3 Background Information

- 3.1 In December Executive Board considered changes to the partnership and planning framework which would enable a better alignment between the partnership structures, strategic plans and our supporting performance management arrangements. Allied to this in the current financial climate there is a need for our strategic plans to focus on a smaller number of priorities to provide a more targeted and focused approach to delivering our long-term ambitions for the city.
- 3.2 In particular, a number of changes to the planning framework are in the process of being discussed and approved with amendments to the Council's Budget and Policy Framework (contained in Article 4 of the Constitution) in train. These changes are scheduled to go to the General Purposes Committee in March and Full Council in April. The new city planning

framework is shown in appendix 1 and the role and function of each of these plans is detailed below:

- 3.2.1 **Vision for Leeds 2011 to 2030** - is the Leeds Sustainable Community Strategy which sets-out the long term ambition and aspirations for the city. It is being developed by the Leeds Initiative in conjunction with all local partners, including the public, private, and third sectors. The draft Vision was subject to an extensive consultation with the public and stakeholders through the 'What if Leeds' campaign.
- 3.2.2 **City Priority Plans 2011 to 2015** – these are new city-wide partnership plans which identify the key outcomes and priorities to be delivered by the council, and its partners, over the next 4 years. They replace the Leeds Strategic Plan and are aligned to the new Strategic Partnerships which are listed below.
- Children's Trust Board
  - Safer and Stronger Communities Board
  - Sustainable Economy and Culture Board
  - Regeneration Board
  - Health and Wellbeing Board

These partnerships will own the plans and be responsible for ensuring the delivery of the agreed priorities. They are structured around a small set of short term (4 years) priorities each of which is measured through a headline indicator. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed plans as the partnership sees fit. In the case of the Children's Trust this is the wider Children and Young People's Plan which is included elsewhere on this agenda. The City Priority Plan dovetails with the CYPP in clearly identifying a very small number of the broader CYPP priorities to be the top priorities for the next 4 years.

The priorities are to be written in clear, simple language that will be meaningful to everyone including the public. The headline indicators are crucial and have been carefully selected in order to galvanise efforts to drive improved outcomes across the partnership and should also bring with it progress across a wider set of outcomes. For example increasing the proportion of people in Leeds who are physically active will in turn improve mental health, reduce cardiovascular disease, reduce sickness levels, prevent falls in the elderly, reduce obesity (for adults and children), reduces risk of premature death etc. In this way we can ensure that the effort of the partnership is sufficiently focused but as many of the proposed priorities are closely linked to other areas of challenge they will also drive the delivery of a broader range of outcomes across the city

- 3.2.3 **Council Business Plan 2011 to 2015** – this is the single plan for the council that brings together all the priorities for the council alongside the medium term financial plan. It has two main elements; a small number of cross council priorities and a set of directorate priorities. The cross council priorities are clearly aligned to the council's values and will drive change across the whole of the organisation. The directorate element of the plan will outline the Directors own objectives and as such may include service transformation, service delivery and any significant contributions to the relevant City Priority Plans so that that are the most significant 'must do' priorities for the directorate.
- 3.3 These plans will run for a period of 4 years in order to align better to our financial planning cycles but will be reviewed after two years. They will be supported by more detailed service and locality plans so they will not include everything we do just the priorities. Service plans will continue to be published to provide members with a more detailed picture of the actions and activities happening across the authority. For this year in order to enable service plans to better reflect these priorities the deadline for completion has been extended until 30<sup>th</sup> June 2011.
- 3.4 The timeline for approval of the plans is for them to go to Executive Board in May; and for approval by Council in July 2011. However Members should note that the City Priority Plans for

Regeneration and Sustainable Economy and Culture may have to follow a different timetable as the relevant Strategic Boards do not currently exist and need to be constituted first.

#### **4 Main Issues**

- 4.1 The ambition of the draft Vision for Leeds 2011 to 2030 proposes that Leeds should aim to be locally and internationally recognised as the “best city in the UK” – an aim which was well supported in the public consultation. The Council Business Plan also proposes the ambition to be the “best city council in the UK”. We recognise that these are challenging ambitions but having this clear goal provides some clarity on what we need to tackle first in order to achieve this aim. It is also important that we set out clearly what this means in order to be able to judge our progress and ultimately our success. The five City Priority Plans and the Council Business Plan seek to do this and set out the first set of the “must-do” priorities that will help us achieve our ambition. In addition direct links can be seen from the Vision to the City Priority Plans where Boards have described what ‘best city’ means for each theme, e.g. ‘the best city for children and families’.
- 4.2 Performance reporting arrangements are currently being developed but will be focused around the priorities in these plans. In addition it is anticipated that the Leeds Initiative Board will have a role to provide challenge to the 5 Strategic Boards in the following areas:
- Is there a sufficient level of ambition within the plans ie is each board doing enough to work towards the achievement of the aim to be the Best City?
  - Examining how well the city is doing overall in tackling poverty and inequality looking across all 5 boards and challenging whether sufficient progress is being made.
- 4.3 In drawing up our new long term Vision and 4-year delivery plans we have had to balance a number of conflicting demands. This is as a result of the difficult situation we find ourselves in with the toughest local government funding settlement in many years. This is on top of a ‘funding gap’ arising from changes to the make up of the city like an aging population, rising birth-rates and the overall growth of the city. At the same time the city is experiencing a difficult economic climate with for example rising unemployment, inflationary pressures, increasing demands for social housing and reforms to the welfare systems. Many of these factors are resulting in greater demands on local authority and partner services as well as reductions in our income. This has led us towards the approach proposed where our plans are focused on the absolute “must-do’s” and, therefore, inevitably do not include everything. The challenge for us is to ensure that we have got the right balance between focus while still including the most important issues for the city. As well as balancing our ambition for the city with what is realistic and achievable in light of the agreed Budget.
- 4.4 In light of this overall context then the further development of our partnership working arrangements is essential. Each Director has a clear leadership role to develop strong and productive working relationships with partners in order to create the environment for effective partnership working in their area. This will ensure that as a city we can maximise the opportunities to provide truly joined-up and efficient services for the people of Leeds. Therefore, this has been included specifically as a priority for each Director.
- 4.5 The priorities of relevance to the Children’s Services Scrutiny Board are set out in Appendix 2 and includes the following elements:
- Vision – overall Vision aim to be recognised as ‘the best city in the UK, locally and internationally’ as well as the three supporting aims, to be a city which is:
    - fair, open and welcoming;
    - prosperous and sustainable; and
    - successful.
  - City Priority Plans – the appendix includes the outline of all 5 City Priority Plan in order to enable Members to look across the entirety of the city’s priorities. The Board may wish to particularly focus their attention on the Children’s Trust Board plan. However, it is important the Board understands the overall picture.

- Council Business Plan – the Board are asked for their views on the 5 Cross Council Priorities as well as the draft Directorate Priorities for Children’s Services.
- 4.6 In order for Scrutiny to be able to fully consider the full planning picture the proposals for the Children and Young People’s Plan are also shown in Appendix 2. The three priorities and headline indicators highlighted in the City Priority Plan form part of this broader plan and are the areas where there is a need to make rapid progress and where work will have the biggest knock on effect on the other key indicators. To initiate work on these three must-do priorities, a series of ‘turning the curve’ workshops were held at the end of January (with elected members who sit on the Children’s Trust Board (CTB) invited). These introduced the ‘outcomes based accountability’ methodology that has been used successfully by a variety of public organisations in Britain and internationally.
- 4.7 Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. The method takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach takes partners through the following stages:
- How well are we performing in this area?
  - What is the baseline position against the key indicator?
  - What are the causes of the trends and the issues lying behind them?
  - What are the information requirements?
  - Who are the key partners, and how can we work together to produce an action plan that will improve outcomes for children and young people?
- 4.8 The outcomes based accountability workshops have given fresh impetus to activities to address the priorities highlighted above. Action plans emerging from these initial sessions will be incorporated into the new CYPP.
- 4.9 Partners on the CTB have acknowledged the value of the outcomes based accountability methodology and have agreed to pool resources to enable this methodology to be rolled out across the city. In addition, through the Corporate Leadership Team the wider Council is monitoring how this approach progresses, with a view to using it to deliver against the other city-wide thematic plans currently being developed.
- 4.10 Another key element of delivering effectively against the ambitions set out in the new Children and Young People’s Plan will be the ability to target resources more effectively. The Children’s Trust Board has considered joint financial and investment planning. It has supported the development of a joint plan to enable the delivery of the Children and Young People’s Plan with an initial focus on the priority of ‘helping children to live in safe and supportive families’. This would mean that partners would agree to align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency responsible for the care of children and young people.
- 4.11 Members are asked to look across the proposed set of strategic priorities and consider the following questions:
- Are the plans clear, simple and meaningful to all relevant audiences?
  - Do the City Priority Plan(s) and Council Business Plan clearly articulate the absolute must-do’s for the next 4 years?
  - Does the draft Children and Young People’s Plan capture the broader set of work for the partnership?
  - Work is currently on-going to further develop the indicators that will be used to measure progress. Members are asked for their views/input into these and particularly what they would like to see reported to them in order to enable them to fulfil their Scrutiny role?



## **Public Consultation**

- 4.12 We have recently received the results of two major consultation exercises (on the Vision for Leeds 2011 to 30 and Spending Challenge) and the outcomes of these consultations can be clearly seen within these proposed plans. Appendix 3 sets out the key issues that the public told us were important in these consultations and shows how these are included within the proposed set of priorities in the plans.
- 4.13 Clearly these plans with their stated aim of providing simplicity, clarity and focus do not include detail about what actions will be taken. It is proposed that each Cross Council and City Priority will be supported by an action plan and this will form the structure and focus for the performance reporting. Work is currently underway to develop these and it is proposed that these are brought to the relevant Scrutiny Board early in 2011/12.
- 4.14 The delivery of many of the priorities are inextricably linked and there are a number of cross cutting areas that have been raised as important issues such as tackling child poverty and improving the wider social determinants of health (ie good housing, access to employment, income levels etc). Many of the specific drivers for making improvements in these areas are already priorities which are included within the 5 City Priority Plans but it is recognised that we might want to bring these together to ensure progress is sufficient. Further work is underway to consider the role of the Main Partnership Board in challenging progress in these cross cutting areas. Once the action plans underneath have been developed (see above) a piece of work will be undertaken to identify these cross cutting areas that will inform further discussions about whether these are being adequately addressed.

## **5 Implications for Council Policy and Governance**

- 5.1 The formal amendments to the Constitution to specifically include the City Priority Plans as a replacement to the Leeds Strategic Plan are underway but have not yet been completed. A report is being taken to the General Purposes Committee in March to consider these changes and make recommendations to full Council in April. Within this report it is proposed that all City Priority Plans are added to in the Budget and Policy Framework alongside the Vision and the Council Business Plan which are already included. Provided that this amendment is agreed then the Vision for Leeds, the 5 City Priority Plans and Council Business Plan would collectively represent the medium and long term policy and strategy for the city. Therefore they are being brought to Scrutiny at this time in line with the Budget and Policy Framework procedure rules for discussion and challenge.
- 5.2 Members should note that these priorities are also being consulted on with Partners across the city through the relevant strategic partnerships or with key stakeholders where these boards have not yet been constituted.

## **6 Legal and Resource Implications**

- 6.1 It is important that the outcomes and priorities within our strategic plans are realistic and achievable and, in particular, that they align with the agreed budget. Members are specifically asked to consider this issue and provide their views as part of this consultation.
- 6.2 From April 2011 the Council will have a general public duty under the Equalities Act to
- eliminate unlawful discrimination, harassment, and victimisation
  - advance equality of opportunity, and
  - foster good relations

This is underpinned by specific duties which require public bodies to develop specific, measurable and reasonable equality objectives to further the aims of the general duty and to publish data and performance relating to these. As part of the specific duty the equality information needs to be accessible and the decision has been made in Leeds that the most pragmatic way of ensuring this is the case is to provide all the appropriate information in one

place ie to produce an Equality Scheme. The priorities within these plans ( well as the action plans that sit underneath) will be used as the basis for the development of this Scheme.

- 6.3 During the consultation period work will be undertaken to consider equality in each of these plans and will be subject to the council's equality impact assessment process.

## **7 Conclusions**

- 7.1 This report brings to the Board the long term Vision and strategic priorities for the next four years. Members are asked to look across these priorities and make sure that they provide enough focus while also including all the most important things for the next 4 years while at the same time being realistic and achievable in terms of the resources available. These plans will be our focus for the next 4 years and it is vital that Members can collectively own them and that they reflect Member's ambitions for the council and for the city.

## **8 Recommendation**

- 8.1 Members of the Board are asked to provide their views and feedback on the proposals for the new Vision and first set of strategic priorities to deliver the Vision over the next 4 years. In particular Members are asked to consider the following questions:
- Are the plans clear, simple and meaningful to all relevant audiences?
  - Do the City Priority Plan(s) and Council Business Plan clearly articulate the absolute must-do's for the next 4 years?
  - Does the draft Children and Young People's Plan capture the broader set of work for the partnership?
  - Work is currently on-going to further develop the indicators that will be used to measure progress. Members are asked for their views/input into these and particularly what they would like to see reported to them in order to enable them to fulfil their Scrutiny role?

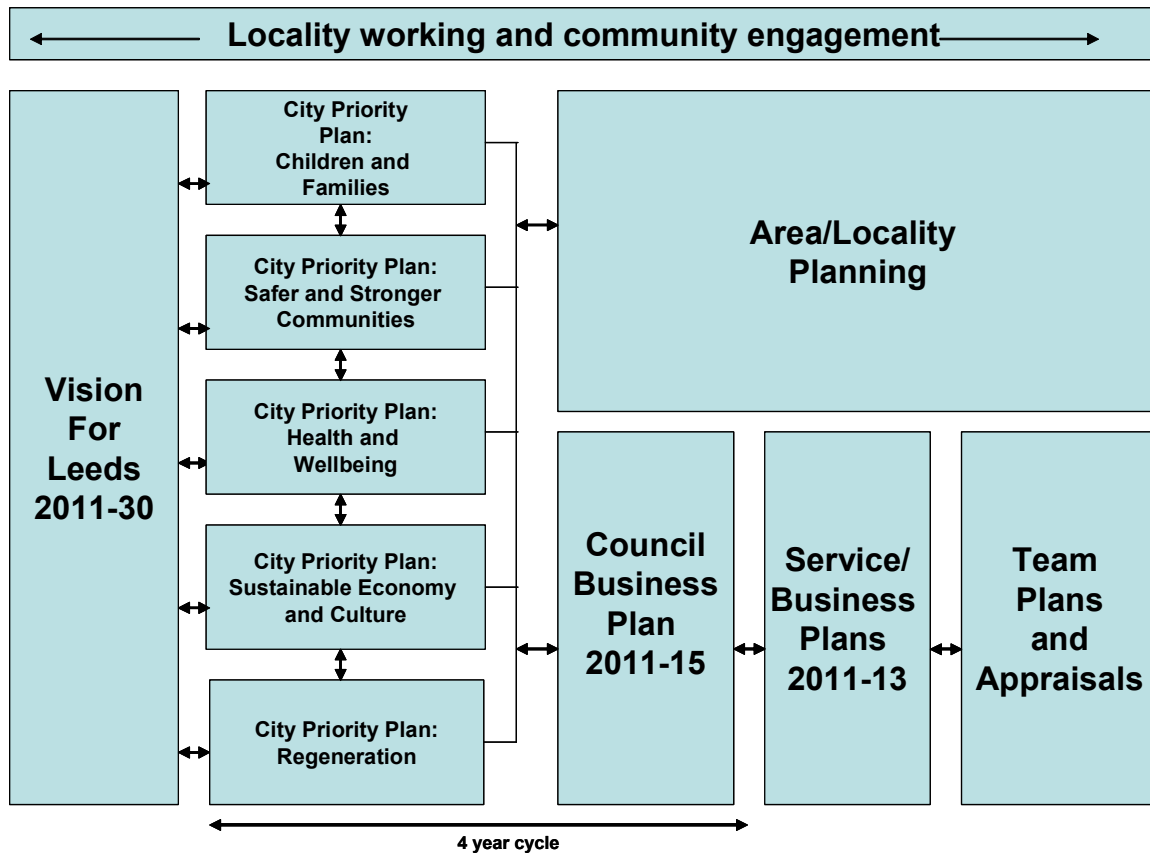
### **Background Papers**

Executive Board Report on "Revenue Budget and Council Tax for 2011/12" 11<sup>th</sup> Feb 2011

Executive Board report on "Proposed changes to the Leeds Initiative Partnership and the City Planning Framework" 10<sup>th</sup> Dec 2010

Budget and Policy Framework Procedure Rules

# Appendix 1 - The new city planning framework



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## Appendix 2 – Draft Plans as relevant to the Children’s Services Scrutiny Board

### Vision for Leeds 2011 to 2030

‘By 2030, Leeds will be locally and internationally recognised as the best city in the UK .

#### *Our Aims*

**By 2030, Leeds will be fair, open and welcoming.** Leeds will be a place where everyone has an equal chance to live their life successfully and realise their potential. Leeds will embrace new ideas, involve local people, and welcome visitors and those who come here to live, work and learn.

To do this Leeds will be a city where:

- people from different backgrounds and ages feel comfortable living together in communities;
- people are treated with dignity and respect at all stages of their lives;
- we all behave responsibly;
- people have a shared sense of belonging;
- there are good relations within and between communities;
- the causes of unfairness are understood and addressed;
- people feel confident about doing things for themselves and others;
- our services meet the diverse needs of our changing population;
- people can access support where and when it is needed;
- local people have the power to make decisions that affect us;
- people are active and involved in their local communities; and
- everyone is proud to live and work.

**By 2030, Leeds’ economy will be prosperous and sustainable.** We will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living.

Leeds will be a city that has:

- a strong local economy driving sustainable economic growth;
- a skilled workforce to meet the needs of the local economy;
- a world-class cultural offer;
- built on its strengths in financial and business services, and manufacturing, and continued to grow its strong retail, leisure and tourism sectors;
- world-class, cultural, digital and creative industries;
- developed new opportunities for green manufacturing and for growing other new industries;
- improved levels of enterprise through creativity and innovation;
- work for everyone with secure, flexible employment and good wages;
- high-quality, accessible, affordable and reliable public transport;
- successfully achieved a 40% reduction in carbon emissions (by 2020);
- adapted to changing weather patterns;
- increased use of alternative energy supplies and locally produced food; and
- buildings that meet high sustainability standards in the way they are built and run.

**By 2030, All Leeds' communities will be successful.** Leeds' communities will thrive and people will be confident, skilled, enterprising, active and involved.

To do this Leeds will be a city where:

- people have the opportunity to get out of poverty;
- education and training helps more people to achieve their potential;
- communities are safe and people feel safe;
- all Leeds' homes are of a decent standard and everyone can afford to stay warm;
- healthy life choices are easier to make;
- community-led businesses meet local needs;
- local services, including shops and healthcare, are easy to access and meet our needs;
- local cultural and sporting activities are available to all;
- there are high quality buildings, places and green spaces, which are clean and looked after.

## City Priority Plans 2011 to 2015

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
<p>Best City... for Children – Children’s Trust Board</p> <p>Leeds will be a Child Friendly City where children will:</p> <ul style="list-style-type: none"> <li>• be safe from harm</li> <li>• do well in learning and have skills for life</li> <li>• choose healthy lifestyles</li> <li>• have fun growing up</li> <li>• be active citizens who feel they have voice and influence</li> </ul>	Help children to live in safe and supportive families	Number of Looked after Children (LAC)
	Improve behaviour, attendance and achievement	Level of attendance / Rate of persistent absence (Primary and Secondary)
	Increase the levels of young people in employment, education or training	16 to 18 year olds that are not in Education, Employment or Training (NEET)
<p>Best City... for Business – Sustainable Economy and Culture Board</p> <p>Leeds will be a great place for people and businesses, where</p> <ul style="list-style-type: none"> <li>• Significant new job opportunities are created;</li> <li>• Businesses are supported to start up, thrive and grow;</li> <li>• People enjoy a high quality and varied cultural offer</li> <li>• People choose sustainable travel options; and</li> <li>• We all benefit from a low carbon economy</li> </ul>	More jobs are created	The creation of xx new jobs <sup>1</sup>
	Improved skills	Number of apprentices recruited
	Supporting the recovery of the Leeds economy	Redevelopment of xx Ha of brownfield land <sup>2</sup>
	More people get involved in the city’s cultural opportunities	Proportion of adults and children who regularly participate in cultural activities
	Improved journey times and reliability of public transport	Reduced Bus journey time variability on the core network
	A better quality environment through reduced carbon emissions across the partnership	Per capita reduction in CO2 emissions in the LA area (NI186)

<sup>1</sup> needs further development but intention is to link to identified work programme (e.g. Trinity, Eastgate Arena etc)

<sup>2</sup> needs further development but intention is to link to identified an identified area/quantity of land & work programme (e.g. MEPC, International pool site, Quarry hill, Sovereign Street etc)

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
<p>Best City... for Communities – Safer Leeds Board</p> <p>Leeds will be an attractive place to live, where:</p> <ul style="list-style-type: none"> <li>• People are safe and feel safe</li> <li>• The city is clean and welcoming</li> <li>• All communities are truly empowered, valued and engaged</li> <li>• People get on well together</li> </ul>	Reducing Crime levels and its impact across Leeds	X% reduction in overall crime rate /head of population <sup>3</sup>
	Effectively tackle and reduce anti-social behaviour in our communities	Improved Public perception rates that ASB is being managed effectively <sup>5</sup>
	Ensure that local neighbourhoods are clean	X% improvement on city-wide cleanliness measure (NI195 a – d)
	Increase a sense of belonging that builds cohesive and harmonious communities	% people who believe people from different backgrounds get on well together in the local area <sup>4</sup>
<p>Best City... for Health and Wellbeing – Health &amp; Wellbeing Board</p> <p>Leeds will be a healthy and caring city for all ages where:</p> <ul style="list-style-type: none"> <li>• everyone lives longer, healthy lives</li> <li>• everyone has the opportunity to improve their health</li> <li>• people will live safe and fulfilling lives in their own homes</li> <li>• everyone has active and independent lives</li> </ul>	More people will make healthy lifestyle choices	Smoking prevalence in adults (over 18) <sup>5</sup>
	More people live safely in their own homes	Rate of emergency admissions to hospital Rate of admission to residential care homes
	People will have choice and control over their health and social care services	Proportion of people with long-term conditions feeling supported to be independent and manage their condition

<sup>3</sup> Improving our core cities position

<sup>4</sup> previously measured through Residents Survey (and Place Survey) but the methodology and frequency of this is currently being revised but it is unlikely that we will be able to compare with other core cities so will have to aim to improve on the baseline position

<sup>5</sup> With a possible stretch target for the most deprived SOA's



Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
<p>Best City... to Live - Regeneration Board</p> <p>Leeds will be a great place to live, where:</p> <ul style="list-style-type: none"> <li>• The growth of the city is sustainable and provides long-term benefits for all</li> <li>• Regeneration activity is creating the right physical environment for the delivery of vibrant and sustainable communities</li> <li>• A range of quality housing exists in different types, sizes and tenures that can meet the full range of residents' needs in a growing city</li> <li>• Local people benefit from regeneration investment</li> </ul>	<p>Maximise regeneration investment to deliver a range of housing options.</p>	<p>Number of new homes per year<sup>6</sup></p>
	<p>Enabling growth of the city whilst minimising the impact on the environment or</p> <p>Enabling growth of the city whilst protecting the distinctive green character of the city</p> <p><i>We know the wording for this priority is not quite right yet. We are trying to capture the balance that needs to be achieved between accommodating the growing population of the city whilst maintaining the character of the city and the surrounding towns and villages as well as providing good quality green space.</i></p>	<p>TBA but may include:</p> <ul style="list-style-type: none"> <li>• Quality of green space – but it is unclear how we might measure this</li> <li>• Improved local Biodiversity (proportion of local sites where positive conservation management has been or is being implemented)?</li> <li>• Public satisfaction of quality of the environment</li> <li>• Design Standard Mark</li> <li>• Investment in green space arising from S106 developments</li> </ul>
	<p>Improve housing conditions and energy efficiency</p>	<p>Number of properties enhanced with energy efficiency measures</p>

<sup>6</sup> target to be provided from the Corporate Planning Strategy due in summer 2011

## Draft Children and Young People’s Plan – Outcomes, Priorities and Indicators

Leeds is a child friendly city where children and young people:

5 Outcomes	11 priorities <i>(NB 3 City Priority Plan Priorities are highlighted in bold italics)</i>	15 Key indicators & baselines <i>(NB 4 City Priority Plan Headline indicators are highlighted in bold italics)</i>
Are safe from harm	<b>1. Help children to live in safe and supportive families</b> 2. Ensure that the most vulnerable are protected	<b>1. Number of looked after children- 1,434 January 2011</b> 2. Number of children and young people with child protection plans- 778 at January 2011
Do well in learning and have the skills for life	<b>3. Improve behaviour, attendance and achievement</b> <b>4. Increase numbers of young people in employment, education or training</b> 5. Support children to be ready for learning 6. Improve support where there are additional health needs	<b>3. 16-18 NEET is 8.2% (average monthly figure for November-January 2009/10)</b> <b>4. Primary school attendance 94.3% (half terms 1-4, 09/10 academic year)</b> <b>5. Secondary attendance: 91.6% (half terms 1-4, 09/10 academic year)</b> 6. Foundation stage threshold- 53% in 09/10 academic year 7. 5+ A*-C GCSE inc E&M- 50.6% in 09/10 academic year 8. KS2 L4+ E&M- 74% in 09/10 academic year 9. Level 3 qualifications at 19. 44.2% in 08/09 academic year 10. The number of a) children b) families accessing short breaks - baseline to be identified
Choose healthy lifestyles	7. Encourage activity and healthy eating 8. Promote sexual health	11. Obesity levels at year 6 (age 11) 21%, 09/10 12. Teenage pregnancy- 49.8% per 1,000 15-17 year olds, June 2009
Have fun growing up	9. Provide play, leisure, culture and sporting opportunities	13. Number of CYP engaged in high quality, school PE & Sport- 81%, 09/10 academic year. Work on wider indicators for this priority is ongoing.
Are active citizens who feel they have voice & influence	10. Reduce crime and anti-social behaviour 11. Increase participation, voice and influence	14. Proportion of 10-17 year olds offending- 2023 young people with 1 or more offence in 09/10 which is 2.7%  15. C&YP influence in a) school b) the community - 70% and 56% reporting at least a fair amount of influence. Work on additional measures of engagement is ongoing.

In addition there is a cross cutting priority to minimise the effects of poverty on children and families

Cross Council Priorities and Indicators

	Value	Improvement Priority (delivered over first 1 or 2 years)	Measure/Target
1.	Working as a team for Leeds	Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	100% staff have had an appraisal
2.	Being open, honest and trusted	Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	% staff who feel engaged <sup>7</sup>
3.	Working with communities	We will consult with local people on changes that may affect their lives	% of key and major decisions which have evidence that consultation has taken place with local people <sup>8</sup>
4.	Treating people fairly	Equality Impact Assessments (EIA) influence council policy and decision making	% of key and major decisions where there is evidence that Equality issues have been fully considered <sup>9</sup>
5.	Spending Money Wisely	All directorates/services deliver within their approved budget with no overspends	No variation from approved directorate level revenue budget in year

Children's Services Directorate Priorities and Indicators

- Creating the environment for effective partnership working
- Delivery of Children and Young People's Plan with the aim of creating a Child Friendly City
- Implement an integrated children's directorate
- Build a strong and pro-active relationship with the learning community which delivers improved outcomes and develops their role within their locality
- Developing a high performing and skilled workforce

<sup>7</sup> This indicator would require some form of staff survey to take place on a regular basis, perhaps on a sampling basis. Options are being developed in conjunction with HR. This would not be a direct question but would be drawn from a number of questions that assess the factors that influence staff engagement like communication and leadership.

<sup>8</sup> This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide links to relevant consultation on Talking Point or provide a reason why consultation is not required for this decision.

<sup>9</sup> This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide with the report either a screening form or an Equality Impact Assessment in addition the guidance specifies that the cover report includes any key actions taken to address issues raised by the EIA.

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### Appendix 3 – How recent consultations are reflected in the new Plans

<b>“What if Leeds..” Consultation on the new Vision</b>	
<b>Key Issues identified from the consultation</b>	<b>Where this appears in our delivery plans</b>
Developing a sense of community, and doing things more locally;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement but there is also a specific priority to: <ul style="list-style-type: none"> <li>• Increase a sense of belonging that builds cohesive and harmonious communities</li> </ul>
An acceptance that residents will need to do more for themselves and for their community;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement as well as within the 2011/12 budget where a number of specific community asset transfers are proposed.
No list of capital projects, reflecting the current economic situation	This is reflected in the reduced capital programme
Environment, particularly in terms of cleanliness, but also in terms of developing green businesses, and businesses taking advantage of green technologies;	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• Ensure that local neighbourhoods are clean</li> <li>• Enabling growth of the city whilst minimising the impact on the environment (wording not yet finalise)</li> <li>• More jobs are created and improved skills – together these should encourage green business but it did not seem sensible in the short term to restrict this to a specific sector</li> </ul>
Transport, particularly improving public transport, especially cost and reliability;	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Improved journey times and reliability of public transport</li> </ul>
Jobs and work;	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• More jobs are created</li> <li>• Improved skills</li> </ul>
Tackling inequalities;	This is included across many of the City Priority Plans and will be a cross cutting issue that will be picked up by the Main Board. Key actions are also brought together within the council 's Equality Scheme and specific issues will also be brought out within the performance reports for many of the priorities.
Better culture and entertainment;	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• More people get involved in the city's cultural opportunities</li> </ul>
A city that is friendly for everybody, both in the city centre and the communities.	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Increase a sense of belonging that builds cohesive and harmonious communities</li> </ul>

<b>Spending Challenge Consultation</b>	
<b>Key Issues identified from the consultation</b>	<b>Where this appears in our delivery plans</b>
Prioritising Services for Vulnerable People including the elderly and disabled	This is reflected in the increased budget allocation for Adult Social Care in 2011/12 and the further planned investment within the medium term Financial Strategy.
Supporting people to stay in their own homes	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• People will live safe and fulfilling lives in their own homes</li> </ul>
Giving choice in social care services	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• People will have choice and control over their health and social care services</li> </ul>
Tackling the worst anti-social behaviour	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Effectively tackle and reduce anti-social behaviour in our communities</li> </ul>
Encouraging more recycling	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Ensure that local neighbourhoods are clean – there are also likely to be more specific priorities within the Environment and Neighbourhoods Directorate priorities but these are not yet confirmed</li> </ul>
More Affordable Housing	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Maximise regeneration investment to deliver a range of housing options.</li> </ul>
Creating more jobs especially for local people	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• More jobs are created</li> </ul>
Improving transport infrastructure particularly public transport	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Improved journey times and reliability of public transport</li> </ul>
Encouraging the community to take responsibility for their own actions/place	This is broadly included in our developing approach to locality working which is a specific priority for the Planning, Policy and Improvement Directorate.
Being involved in decision making and service design	This is broadly included in our developing approach to locality working but more specifically there is a cross council priority and indicator to ensure that consultation is embedded in our decision making processes. Through monitoring this closely at the highest level this will also have an impact on the quality of consultation.
Better use of buildings	This is broadly reflected with the cross council value and priority to “Spend Money Wisely” and the Budget and medium term Financial Strategy include a number of specific actions. Also the Changing the Workplace programme is specifically about more efficient use of our buildings and this is a Directorate priority for Planning, Policy and Improvement albeit that it will involve all Directorates. In addition the City Development Directorate priorities includes the delivery of the Council’s Asset Management plan.

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 17 March 2011

### Subject: Recommendation Tracking

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 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 allows 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 June/July 2011, enabling the Board to judge progress against outstanding recommendations.

## **3.0 Recommendations**

3.1 Members are asked to:

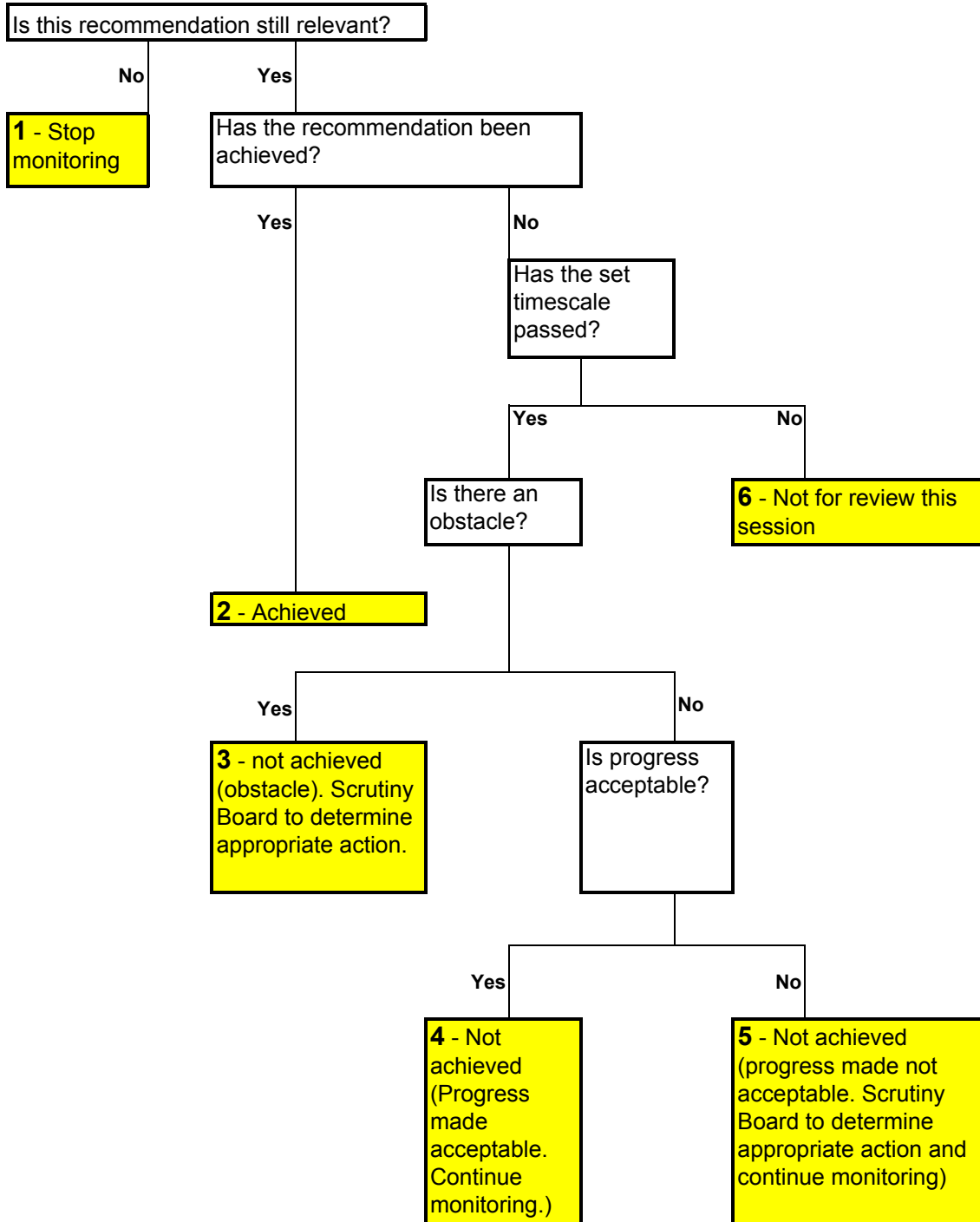
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the board wishes to take as a result.

## **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
1	<p><b>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.</b></p> <p><b>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.</b></p>	<p><b>4 Not achieved (Progress made acceptable. Continue monitoring.</b></p>	
	<p><b><u>March 2011 update</u></b></p> <p>The unannounced inspection of contact and referral arrangements in January 2011 found that 'Social work staff have manageable caseloads, regular supervision and access to appropriate training'. This is a positive reflection on the recruitment and wider work that has been done to address case load issues.</p> <p>However, this remains an area that requires careful management and monitoring, particularly given increases in the number of referrals to CYP Social Care. The service re-design work that will change the way teams are organised is moving forward as part of the wider transformation programme and it is anticipated that this will be fully implemented by September 2011. In order to be fully effective this will need to run alongside wider efforts to develop our early intervention work, which is a key feature of the transformation programme.</p> <p><i>Director's Response (Approved by Executive Board February 2010)</i>  <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 7<sup>th</sup> 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>		

*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.*

*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.*

*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.*

*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.*

#### September 2010 update

*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.*

*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.*

*We would anticipate a continuing positive impact on caseloads through:*

- 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.*
- 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.*

*December 2010 update*

*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.*

*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.*

*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.*

	Recommendation	Stage	Complete
1	<p><b>That Education Leeds revises its complaints procedure to incorporate a specific section for school complaints, including an appropriate third stage review process.</b></p>	<p><b>3 Not achieved (obstacle). Scrutiny Board to determine appropriate action.</b></p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 99</p>	<p><b><u>March 2011 update</u></b>            From the start of April, as Education Leeds is incorporated into the Council's Children's Services, a fully integrated Complaints Service will be in place (this is largely the case already).</p> <p>Children's Services will work closely with schools to resolve any issues at the earliest point.</p> <p>The ombudsman has confirmed that they can only take cases from individuals who want to complain about their local authority. So, if an individual from a school, such as a governor, wants to make a complaint about services in connection with a school matter, then they can do so but not on the school's behalf.</p> <p>If, we have not been able to resolve a wider issue with a school, and that school remains dissatisfied after going through stages one and two of the complaint procedure, then therefore their only recourse is to take the council to judicial review.</p> <p><i><u>Director's Response (Approved by Executive Board May 2010)</u></i>  <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.</i></p> <p><i><u>September 2010 update</u></i></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><i><u>December 2010 update</u></i></p> <p><i>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.</i></p>		

	Recommendation	Stage	Complete
2	<p><b>That the Chief Executive of Education Leeds ensures that parents, schools and governors continue to be reminded that term time holidays are discouraged.</b></p>	<p><b>4 Not achieved</b></p>	
	<p><b><u>March 2011 update</u></b>            Good practice from two primary schools in the city who have seen significant decreases in requests for Extended Leave has been incorporated into the guidance which is now under consultation/comment.</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><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><b>(Progress made acceptable. Continue monitoring.</b></p>	

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Originator: Kate Arscott

Tel: 247 4189

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Children's Services)

Date: 17 March 2011

### Subject: Work Programme

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 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 January meeting.
- 1.2 The minutes of the February meeting of Executive Board (appendix 2) and the current Forward Plan of Key Decisions (appendix 3) 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
<b>Meeting date – 21 April 2011</b>			
<b>Fostering</b>	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
<b>School performance and Ofsted Inspections</b>	Annual report on school performance	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board  To include information regarding the education of gypsy and traveller girls in response to the recommendation of the Environment and Neighbourhoods Scrutiny Board	PM
<b>Annual Report</b>	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**

<b>Working Groups</b>			
<b>Working group</b>	<b>Membership</b>	<b>Current position</b>	<b>Dates</b>
<b>Youth Services Commissioning Framework</b>	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
<b>Children's Social Care System Review</b>	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 24 February 24 March 18 April
<b>Reducing Teenage Conception</b>	Councillor Chapman Councillor Gettings Councillor Lancaster James Granger Jeannette Morris-Boam	Proposed joint working group with the Health Scrutiny Board	April

**EXECUTIVE BOARD**

**FRIDAY, 11TH FEBRUARY, 2011**

**PRESENT:** Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,  
S Golton, P Gruen, R Lewis, T Murray,  
A Ogilvie and L Yeadon

Councillors J Dowson and R Finnigan – Non-Voting Advisory Members

**159 Late Items**

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) A revised version of the report entitled, 'The Future of Mental Health Day and Accommodation Services' (Minute No. 163 refers).
- (b) Copies of the equality impact assessments which had been undertaken in respect of the proposals detailed within agenda item 17 entitled, 'The Future of Mental Health Day and Accommodation Services' and agenda item 18 entitled, 'Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre. (Minute Nos. 163 and 162 refer respectively).

**160 Declaration of Interests**

Councillor Murray declared a personal interest in the item relating to the Outcomes for Looked After Children in the Care of Leeds, as his wife was employed within the Children's Services Department as an Independent Reviewing Officer (Minute No. 171 refers).

**161 Minutes**

**RESOLVED** – That the minutes of the meeting held on 5<sup>th</sup> January 2011 be approved as a correct record.

**ADULT HEALTH AND SOCIAL CARE**

**162 Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre**

The Director of Adult Social Services submitted a report regarding proposals to decommission the counselling and support service known as the 'Leeds Crisis Centre', as part of a wider review of Council provided mental health services. The Director referred to the recent emails circulated by individuals expressing concern at the proposal, a petition which had been submitted and to the equality impact assessment carried out in relation to the proposal. In her detailed introduction to the report, the Director responded to the points raised in the emails and also to the petition.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 9th March, 2011

John Lawlor, Chief Executive of NHS Leeds addressed the meeting and responded to Members' questions.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

**RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That the proposal to decommission the Leeds Crisis Centre be approved.
- (c) That the joint approach with NHS Leeds to managing customer and referrer expectations be endorsed, and it be ensured that appropriate signposting / redirection to existing services which can meet the needs of the population be provided.
- (d) That the joint work with NHS Leeds to relocate staff with a planned closure date of June 2011 be noted.
- (e) That having approved the decommissioning of the service provided by Leeds Crisis Centre (as detailed at resolution (b) above), the premises at Spring Road be declared surplus to the requirements of Adult Social Care and handed to Corporate Property Management for disposal.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both voted against the decisions taken within this minute)

**163 The Future of Mental Health Day and Accommodation Services**

Further to Minute No. 140, 15<sup>th</sup> December 2010, the Director of Adult Social Services submitted a report detailing proposals with regard to the reconfiguration of in-house mental health day services in Leeds, the undertaking of a recommissioning exercise for day service provision and proposing a review of options regarding the future provision of the supported accommodation services.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

A revised version of the report which contained amendments to paragraphs 3.1.8, 3.2.5 to 3.2.6 and 7.3 to 7.8 was tabled at the meeting for Board Members' consideration.

## **RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That approval be given to the reconfiguration of the directly provided mental health day services along the lines envisaged in the i3 service model, which will consolidate buildings based services on one site, enabling cost efficiencies whilst also delivering a modernised and enlarged community focused service. (Paragraphs 3.1.1 to 3.1.11 of the submitted report refer).
- (c) That in order to assist the process detailed at resolution (b) above, approval be given to beginning a personalised consultation with service users on how their needs are best met within the new service model, with appropriate levels of consultation with staff and Unions following and with service changes to be completed between July and September 2011 in order to allow time to arrive at individual agreements with service users over their future needs and that there be no closures until alternative services are available and in place. (Paragraphs 3.2.1 to 3.2.5 of the submitted report refer).
- (d) That approval be given to the establishment of a Stakeholder Involvement Group as described in paragraph 3.2.5 of the submitted report, which will meet regularly as implementation is put under way.
- (e) That a further report in relation to how the service model has been implemented and how service users have moved into their new support arrangements be submitted to Executive Board in November 2011.
- (f) That approval be given to the decommissioning of existing mental health day services across the internal and third sectors, and that approval also be given to the tendering of new, modernised services across the care pathway (as detailed within the 'i3 Project Final Report'), which are fit for purpose, with this beginning in February 2011. (Paragraphs 3.4.1 to 3.4.5 of the submitted report refer).
- (g) That approval be given to the consideration of options for the future provision of supported accommodation services in line with Best Value, with a further report and recommendations being submitted to Executive Board in July 2011. (Paragraphs 3.5.1 to 3.5.3 of the submitted report refer).

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the decisions taken within this minute)

## **RESOURCES AND CORPORATE FUNCTIONS**

### **164 Financial Health Monitoring 2010/2011 - Third Quarter Report**

The Director of Resources submitted a report outlining the financial position of the authority after nine months of the financial year in respect of revenue expenditure and income projected to the year end. In addition, the report also highlighted the latest position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

**RESOLVED –**

- (a) That the projected financial position of the authority after nine months of the financial year, together with the level of reserves carried forward to 2011/2012, be noted.
- (b) That approval be given to the release of £500,000 from Housing Revenue Account reserves in order to offset the pressure as a result of the Lifetime Homes PFI project not proceeding.

**165 Revenue Budget 2011/2012 and Capital Programme**

(A) Revenue Budget and Council Tax 2011/2012

Further to Minute No. 119, 15<sup>th</sup> December 2010, the Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2011/2012, on the Leeds element of the Council Tax to be levied in 2011/2012 and on Council House rents for 2011/12, which had been prepared in the context of the Council's initial budget proposals agreed by Executive Board in December 2010 and the Local Government Finance settlement.

The report noted that where appropriate, a full equality impact assessment had been undertaken in respect of the budgetary proposals and associated decisions which had been presented for consideration, and in response to Members' enquiries, the Board was provided with details of the formal assessment process and how that process had influenced the submitted proposals.

On behalf of the Board, the Chair paid tribute to all those officers and Members who had been involved in the preparation of the 2011/12 budget setting process and thanked them for their efforts. In addition, the Chief Executive paid tribute to all of those employees who had, or were due to leave the employment of the Council as part of the Early Leavers Initiative. In doing so, the Chief Executive thanked them for their many years of loyal service and acknowledged their vast experience.

**RESOLVED –**

- (a) That Council be recommended to approve the Revenue Budget for 2011/2012 totalling £582,228,000, as detailed and explained within the submitted report and accompanying papers, with no increase in the Leeds element of the Council Tax for 2011/2012.
- (b) That with respect to the Housing Revenue Account, Council be recommended to:



- (i) approve the budget at the average rent increase figure of 6.84%;
  - (ii) increase the charges for garage rents to £6.49 per week;
  - (iii) increase service charges in line with rents (6.84%).
- (c) That the Director of Resources be authorised to make minor changes for the purpose of clarification, with such changes being highlighted within the subsequent report to Full Council.

(B) Capital Programme Update 2010-2014

The Director of Resources submitted a report setting out the updated Capital Programme for 2010-2014, which included details of forecast resources for that period.

The report noted that the capital programme outlined a plan for future capital expenditure and highlighted that as more detailed information became available in terms of how of such expenditure would potentially impact upon services, buildings and people, then directorates would undertake equality impact assessments as part of the rationale in determining specific projects from capital budgets.

**RESOLVED –**

- (a) That the following be recommended to Council:
- (i) That the capital programme, as attached to the submitted report, be approved;
  - (ii) That Executive Board be authorised to approve in year amendments to the capital programme, including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
  - (iii) That the proposed Minimum Revenue Provision policies for 2011/2012, as set out within paragraphs 5.5 and 5.6 of the submitted report, and as explained within Appendix F be approved.
- (b) That the capital strategy, as attached at Appendix D to the submitted report be agreed.
- (c) That the list of land and property sites shown in Appendix E to the submitted report be disposed of in order to generate capital receipts for use in accordance with the capital strategy.
- (d) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments in order to ensure that the programme is affordable.

(C) Treasury Management Strategy 2011/2012

The Director of Resources submitted a report setting out the Treasury Management Strategy for 2011/2012 and outlining the revised

affordable borrowing limits under the prudential framework. The report also provided a review of strategy and operations in 2010/2011.

**RESOLVED –**

- (a) That approval be given to the initial treasury strategy for 2011/2012, as set out within Section 3.3 of the submitted report, and that the review of the 2010/2011 strategy and operations, as set out within Sections 3.1 and 3.2 of the submitted report, be noted.
- (b) That Council be recommended to set borrowing limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.4 of the submitted report.
- (c) That Council be recommended to set treasury management indicators for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.5 of the submitted report.
- (d) That Council be recommended to set investment limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.6 of the submitted report.
- (e) That Council be recommended to adopt the revised Treasury management policy statement.

(The matters referred to in parts A(a), A(b)(i) to (iii), B(a)(i) to (iii), and C(b) to (e) being matters reserved to Council were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both abstained from voting on the decisions referred to within parts (A) and (B) of this minute)

**DEVELOPMENT AND REGENERATION**

**166 Draft Interim Affordable Housing Policy 2011**

The Acting Director of City Development submitted a report detailing the outcomes arising from the Economic Viability Assessment (EVA) which tested the viability of implementing affordable housing targets across Leeds, in addition to presenting for approval for the purposes of public consultation, a Draft Interim Affordable Housing Policy, which had been informed by the EVA.

Members emphasised the importance of a flexible policy which could adapt to changes within the housing market, with reference being made to the policy being further considered by the Board should the need arise.

**RESOLVED –**

- (a) That the publication of a Draft Interim Affordable Housing Policy, as appended to the submitted report, and which had been informed by the Economic Viability Assessment, be approved.

- (b) That a four week public consultation exercise be undertaken on the Draft Interim Affordable Housing Policy.
- (c) That the outcomes from the public consultation exercise be reported back to Executive Board, along with any further recommendations for changes to the draft policy.

## **NEIGHBOURHOODS AND HOUSING**

### **167 Housing Adaptations Strategy 2010 - 2013**

The Director of Environment and Neighbourhoods, the Director of Children's Services and the Director of Adult Social Services submitted a joint report providing an update on the development and content of the Housing Adaptations Strategy for 2010-2013, outlining the recent developments in service delivery, whilst also presenting the strategy for formal approval.

Copies of the strategy had been circulated to Board Members for their consideration at the time of the agenda publication and despatch.

**RESOLVED** – That the Adaptations Strategy 2010 – 2013 be approved, and that officers be instructed to report back to Executive Board in due course on the progress made with the delivery of the related action plan.

### **168 Scrutiny Board Recommendations**

The Chief Democratic Services Officer submitted a report providing a summary of the responses to a number of Scrutiny Board recommendations which had been received since the last meeting of Executive Board. The recommendations had arisen from the recent Scrutiny Board (Environment and Neighbourhoods) inquiry into gypsies' and travellers' site provision within Leeds.

The Executive Member for Neighbourhoods and Housing thanked the Scrutiny Board (Environment and Neighbourhoods) for the comprehensive inquiry it had undertaken on this matter.

Councillor Anderson, Chair of the Scrutiny Board (Environment and Neighbourhoods), attended the meeting in order to present the Board's findings.

The Board noted that recommendations 1, 2 and 4 of the inquiry report which had been made specifically to Executive Board were substantial recommendations, and therefore further work was required to be undertaken and reported back to the Board, in order to determine what action should be taken in response.

The report noted that if Executive Board undertook to proceed with recommendations 1, 2 and 4 of the Scrutiny Board's report, then a risk benefit analysis and an equality impact assessment should be undertaken as part of the implementation process.

**RESOLVED –**

- (a) That recommendations 1, 2 and 4 of the Scrutiny Board's inquiry report, as appended to the submitted report, be noted, with further work being undertaken and reported back to the Board, in order to determine what action should be taken in response.
- (b) That recommendations 3 and 5 to 12 of the Scrutiny Board's inquiry report, together with the formal responses from the relevant Directors and Executive Board Members to the Board's recommendations be noted.

**CHILDREN'S SERVICES**

**169 Introduction of the Newly Appointed Strategic Leader of Education Integration**

The Board welcomed Simon Flowers to his first meeting of Executive Board following his recent appointment to the position of Strategic Leader of Education Integration on a temporary basis.

**170 Deputation to Council - Friends of Allerton Grange regarding Allerton Grange Playing Fields - Community Access**

The Director of Children's Services submitted a report in response to the deputation to Council on 17<sup>th</sup> November 2010 from Friends of Allerton Grange organisation regarding community access to Allerton Grange playing fields.

**RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That meetings with the Friends of Allerton Grange continue, and that subject to the outcome of the statutory process to create new primary provision in the area, if the proposal is agreed, to continue to engage with the Friends organisation through any subsequent design and planning stages.

**171 Outcomes for Looked After Children in the Care of Leeds**

The Director of Children's Services submitted a report summarising the progress made in respect of provision for Looked after Children in Leeds and identifying strategies which have supported improvement in those outcomes. The report also outlined the progress achieved with respect to regulated Fostering, Adoption and Residential services.

**RESOLVED –**

- (a) That the contents of the submitted report be noted, and that the Board recognise the improving outcomes for looked after children in Leeds in light of the fact that this matter remains one of the highest priorities for children's services and the city.
- (b) That the key role that Elected Members, as corporate parents, play in supporting work with looked after children be acknowledged, both through formal arrangements such as Fostering and Adoption Panels

and at a local level through links with, for example, schools, children's homes and foster carers, and that this work continue to be supported and encouraged.

**172 The Ofsted Inspection of Leeds City Council's Adoption Service 2010**

The Director of Children's Services submitted a report providing details of the December 2010 Ofsted inspection of Leeds City Council's Adoption Service.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

**RESOLVED** – That the contents of the submitted report be noted, and that the key role played by adopters and the adoption service in improving outcomes for children and young people in Leeds be recognised.

**173 Her Majesty's Inspectorate of Probation Inspection of the Leeds Youth Offending Service 2010**

The Director of Children's Services submitted a report detailing the outcomes from Her Majesty's Inspectorate of Probation (HMIP) inspection of the Youth Offending Services (YOS) in Leeds.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

**RESOLVED** - That the contents of the submitted report be noted, in the context of the significant role that Youth Offending work plays in creating a safer, more prosperous city.

**174 Annual Standards Report - Primary Schools**

The Chief Executive of Education Leeds submitted a report providing an overview of primary schools' performance as at the end of the 2009/10 academic year, and as demonstrated through statutory national testing and teacher assessment.

**RESOLVED –**

- (a) That the progress which has been made and the challenges which remain be noted, and that the implications of the revised Ofsted framework and the proposed raised floor standards be acknowledged.
- (b) That the future proposals for support, challenge, monitoring and intervention in Leeds, as outlined within the government white paper, 'The Importance of Teaching' be noted.
- (c) That a report be submitted to a future meeting of the Board regarding the strategies and partnerships being developed which are aimed at ensuring better opportunities and outcomes for the young people of Leeds.

**175 Annual Standards Report - Secondary Schools**

The Chief Executive of Education Leeds submitted a report summarising the progress made in relation to secondary school improvement in Leeds and providing a commentary on the challenges faced with respect to further improvement in the future.

**RESOLVED –**

- (a) That the progress which has been made and the areas which need further improvement be noted.
- (b) That the future provision of support, challenge and intervention required in Leeds to ensure that progress continues to be made, in light of the government white paper, 'The Importance of Teaching', be noted.

**DATE OF PUBLICATION:** 15<sup>TH</sup> FEBRUARY 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 22<sup>ND</sup> FEBRUARY 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12noon on 23<sup>rd</sup> February 2011)

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

**(Extract relating to Scrutiny Board (Children's Services))**

For the period 1 March 2011 to 30 June 2011

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Children's Services Commissioning Intentions 2011/12 Approval of expenditure for Children's Services for financial year 2011/12 for contracts held with the Voluntary sector, PCT and Private providers	Director of Children's Services	1/3/11	With Providers	Report	sarah.sinclair@educationleeds.co.uk
Establishing Integrated Safeguarding Unit Agreement of the future structure of the Integrated Safeguarding Unit	Director of Children's Services	1/3/11	Children's Leeds Partners	Report	deborah.lightfoot@educationleeds.co.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
School Funding Formula To agree the formula for 2011/2012	Director of Children's Services	1/3/11	Schools Form	Report	simon.darby@educationleeds.co.uk
Provision of Temporary Teachers and Support Staff Framework Agreement To agree the award of the framework agreement	Director of Children's Services	1/3/11	Schools and Procurement Unit	Tender submissions	julia.shemilt@leeds.gov.uk
Schools devolved Formula Capital Budgets 2011/12 Approval to carry our capital works and incur expenditure at Leeds Schools, to be funded by Devolved Formula Capital Grant	Director of Children's Services	1/3/11	Schools	Design and Cost Report	tony.palmer@leeds.gov.uk



<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>MAJOR BUILDING WORKS IN RELATION TO THE EXPANSION OF A NUMBER OF PRIMARY SCHOOLS IN LEEDS</p> <p>Approval to proceed with a major building programme to expand a number of primary schools in Leeds during 2011 in order to accommodate additional school pupils, and to incur expenditure from the approved capital programme.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>9/3/11</p>	<p>All schools that will be subject to building works, Leeds City Council Planning Department</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>tony.palmer@educationleeds.co.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
WHITKIRK PRIMARY SCHOOL - PROVISION OF NEW LIFT AND REMODELLING WORKS Approval to provide a new lift and carry out remodelling works at Whitkirk Primary School, plus approval to incur expenditure from the approved capital programme	Executive Board (Portfolio: Children's Services)	9/3/11	Whitkirk Primary School	The report to be issued to the decision maker with the agenda for the meeting	tony.palmer@leeds.gov.uk
Revised Nursery Fees 11/12 To accept the proposed nursery fees for 2011/12	Director of Children's Services	18/3/11	Executive Member	n/a	Director of Children's Services andrea.richardson@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Adult Social Care - Business Systems Requirements Executive Board to approve the approach for the future development of Adult Social Care business system requirements in line with emerging national and local agendas	Executive Board (Portfolio: Adult Health and Social Care)	30/3/11	Directors, Senior Managers within ASC, Children's Services (including CYPSC) and Resources (including ICT), Department of Health, NHS Leeds	The report to be issued to the decision maker with the agenda for the meeting	Steve Hume steve.hume@leeds.gov.uk
Outcome of the consultation for expansion of primary provision for September 2012 Permission to publish statutory notices	Executive Board (Portfolio: Children's Services)	30/3/11	5 <sup>th</sup> Jan – 18 <sup>th</sup> Feb	The report to be issued to the decision maker with the agenda for the meeting	lesley.savage@leeds.gov.uk
Leeds Building Schools for the Future Phase 5 - Parklands Academy Stage 0 Confirmation of Procurement Approval	Executive Board (Portfolio: Children's Services)	18/5/11	Education Leeds, E-ACT, PfS, PPP Unit Management Team, Planning, Executive Board, Project Board, SIB	The report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services David.outram@leeds.gov.uk

