



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 12th January, 2012 at 9.45 am

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

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
- G Driver - Middleton Park;
- P Ewens - Hyde Park and Woodhouse;
- B Gettings - Morley North;
- A Khan - Burmantofts and Richmond Hill;
- A Lamb - Wetherby;
- P Latty - Guiseley and Rawdon;
- K Maqsood - Gipton and Harehills;
- A McKenna - Garforth and Swillington;
- M Rafique - Chapel Allerton;
- K Renshaw - Ardsley and Robin Hood;

Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
- Vacancy - Church Representative (Church of England)
- Ms A Craven - Parent Governor Representative (Primary)
- Ms J Ward - Parent Governor Representative (Secondary)
- Ms N Cox - Parent Governor Representative (Special)

Co-opted Members (Non-Voting)

- Ms C Foote - Teacher Representative
- Ms C Johnson - Teacher Representative
- Mrs S Hutchinson - Early Years Representative
- Ms T Kayani - Leeds Youth Work Partnership Representative
- Ms A Choudhry - Young Lives Leeds

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A G E N D A

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

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATIONS OF INTEREST

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 10TH NOVEMBER 2011

1 - 6

To confirm as a correct record, the minutes of the meeting held on 10th November 2011.

7

CHILDREN SERVICES IMPROVEMENT UPDATE REPORT (JANUARY 2012)

7 - 34

To receive and consider a report from the Director of Children's Services providing an update on key improvement activity that is continuing across Children's Services in Leeds.

8

2011/12 QUARTER 2 PERFORMANCE REPORT

35 - 80

To receive and consider a joint report from the Assistant Chief Executive (Customer Access and Performance) / Director of Children's Services presenting a summary of the quarter 2 performance data relevant to the Scrutiny Board (Children and Families).

9	OUTCOMES FOR LOOKED AFTER CHILDREN	81 -
	To receive and consider a report from the Head of Scrutiny and Member Development presenting an analysis of the outcomes for looked after children.	82
	(Main report to follow)	
10	RECOMMENDATION TRACKING	83 -
	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.	90
11	WORK PROGRAMME	91 -
	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.	134
12	DATE AND TIME OF NEXT MEETING	
	Thursday, 9 th February 2012 at 9.45am in the Civic Hall, Leeds.	
	(Pre meeting for Board Members at 9.15am)	

Agenda Item 6

SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 10TH NOVEMBER, 2011

PRESENT: Councillor J Chapman in the Chair

Councillors G Driver, P Ewens, B Gettings,
A Khan, P Latty, K Maqsood, M Rafique
and K Renshaw

CO-OPTED MEMBERS (VOTING):

Mr E A Britten – Church Representative (Catholic)
Ms A Craven – Parent Governor Representative (Primary)
Ms J Ward – Parent Governor Representative (Secondary)
Ms N Cox – Parent Governor Representative (Special)

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote – Teacher Representative
Mrs S Hutchinson – Early Years Representative
Ms T Kayani – Leeds Youth Work Partnership Representative
Ms A Choudhry – Leeds VOICE Children and Young Peoples Services Forum
Representative

41 Chair's Opening Remarks

The Chair welcomed all in attendance to the November meeting of the Scrutiny Board (Children and Families).

42 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept the following late information:

- Agenda item 7 – Ofsted annual assessment letter (Minute No. 46 refers)
- Agenda item 8 – additional information on the programme plan to 'turn the curve' on placements (Minute No. 47 refers)
- Agenda item 11 – draft terms of reference for the Scrutiny Board's inquiry into increasing the number of young people in employment, education and training (EET) (Minute No. 50 refers)
- Agenda item 12 – notes of the children's social care system review working group held on 24 October 2011 (Minute No. 51 refers).

43 Declarations of Interest

There were no declarations of interest.

44 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors Lamb and A McKenna.

(Councillor Ewens joined the meeting at 9.50am during the consideration of this item.)

45 Minutes - 6th October 2011

RESOLVED – That the minutes of the meeting held on 6th October 2011 be approved as a correct record.

46 Findings of the Announced Inspection of Safeguarding Services for Children and Young People in Leeds

The Director of Children's Services submitted a report which presented the findings of the announced Ofsted re-inspection of safeguarding services for children and young people in Leeds.

The Chair welcomed to the meeting, Councillor Blake, Executive Member (Children's Services) and Nigel Richardson, Director of Children's Services.

In brief summary, the key areas of discussion were:

- Acknowledgement of the significant progress reflected in the inspection report, and the ambition to build on this as services continue to improve.
- Concern that there had been further delays with replacement of the ESCR computer system.
- Concern about the comment in the Ofsted report that the quality of the information provided by the police was poor, and recognition of the need for improvements in this area.
- Challenges in terms of tackling domestic violence, linked to work being undertaken by partners, especially the Safer Schools Partnership.
- Acknowledgement of the role and contribution of the voluntary sector.
- The transition from Education Leeds to Children's Services and the impact of these changes on staff.
- The role of clusters.
- The role of Elected Members and governors.

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

(Councillor Rafique joined the meeting at 9.55am during the consideration of this item.)

47 Scrutiny Inquiry - External Placements

The Head of Scrutiny and Member Development submitted a report which presented additional information as part of the Scrutiny Board's inquiry into external placements.

A copy of the programme plan to 'turn the curve' on placements had been submitted to the Scrutiny Board as late information.

The following Executive Member and officers attended the meeting and responded to Members questions and comments:

- Councillor Blake, Executive Member (Children's Services)
- Nigel Richardson, Director of Children's Services
- Sarah Sinclair, Chief Officer, Strategy, Commissioning and Performance
- Sue May, Head of Looked After Children, Children's Services.

In brief summary, the main areas of discussion were:

- Processes in place to reduce the number of external placements:
 - investment in family group conferencing
 - building in-house capacity
 - positive support and challenge
 - redesign of fostering service
 - weekly reviews of external placements.
- The need to develop family intervention practices.

The Chair requested a monthly update on progress against the plan, and agreed to keep the Board informed of progress.

RESOLVED –

(a) That the issues raised by the additional information provided to the inquiry be noted.

(b) That monthly updates on progress against the Plan be provided to the Chair of the Board.

(Councillor Khan and Maqsood left the meeting at 11.10am at the conclusion of this item.)

48 Scrutiny Inquiry - School Attendance

The Head of Scrutiny and Member Development submitted a report which presented evidence in line with session 1 of the Scrutiny Board's inquiry into school attendance.

The following information was appended to the report:

- Update on Children's Services Obsessions – Improving School Attendance – Report to Children's Trust Board, 12th September 2011
- Attendance OBA events reoccurring outputs and suggestions
- DfE press notice – Government changes definition of persistent absence to deal with reality of pupil absenteeism in schools
- DfE Reducing absence – ensuring schools intervene earlier
- Attendance Strategy persistent absence research report
- Scrutiny statement on attendance – March 2010.

The following Executive Member and officers attended the meeting and responded to Members questions and comments:

- Councillor Blake, Executive Member (Children's Services)
- Nigel Richardson, Director of Children's Services
- Jancis Andrew, Head of Service, Attendance Strategy Team, Children's Services.

In brief summary, the key areas of discussion were:

- The multi-agency approach being adopted in relation to attendance.
- Provisional data for last year showed a good rate of improvement.
- Clarification that schools had a statutory duty to provide information regarding deletions from the school register and pupils that had more than 10 consecutive days of unauthorised absence.
- Issues around bullying and mental health.
- The importance of starting a culture of attendance from the early years.
- The work of clusters in tackling persistent absenteeism.
- The role of governing bodies in tracking attendance.
- Links to the Child Friendly City agenda

The Chair invited the relevant Executive Members and the Director to join the Board's site visits on 8 December if they were available.

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

49 Review of Children's Congenital Cardiac Services in England: Inquiry Report

The Head of Scrutiny and Member Development submitted a report which summarised the main issues identified by the Joint Health Overview and Scrutiny Committee (Yorkshire and the Humber) arising from the review of Children's Congenital Cardiac Services in England.

A summary of the recommendations was appended to the report for Members' information.

The Chair welcomed to the meeting, Councillor Mulherin, Chair of the Joint Health Overview and Scrutiny Committee (Yorkshire and the Humber), and Steven Courtney, Principal Scrutiny Advisor, to present the report and respond to Members questions and comments.

RESOLVED –

- (a) That the issues and recommendations identified by the Joint Health Overview and Scrutiny Committee (Yorkshire and the Humber), be noted.
- (b) That the Board be kept informed of any updates.

(Ms Cox left the meeting at 12.10pm, Ms Choudhry at 12.23pm, Ms Foote at 12.25pm and Mrs Hutchinson, Ms Kayani, Councillor Gettings and Renshaw at 12.28pm during the consideration of this item.)

50 Draft Terms of Reference - NEET Inquiry

The Head of Scrutiny and Member Development submitted a report which invited Members to agree terms of reference for the Scrutiny Board's inquiry into increasing the number of young people in employment, education and training (EET).

A copy of the draft terms of reference had been submitted to the Scrutiny Board as late information.

There were some minor amendments to the terms of reference to include reference to evidence of how provision reaches and meets the needs of this target group of young people, and information on programme participation rates and completion/achievement rates.

RESOLVED – That the terms of reference, as amended, for the Scrutiny Board's inquiry into increasing the number of young people in employment, education and training (EET), be approved.

51 Work Programme

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

Appended to the report for Members' information was the current version of the Board's work programme, minutes of the Executive Board meeting held on 12th October 2011, together with an extract from the Forward Plan of Key Decisions for the period 1st November 2011 to 29th February 2012.

A copy of the notes of the children's social care system review working group held on 24 October 2011 had been submitted to the Scrutiny Board as late information.

It was reported that a meeting of the youth services working group was being arranged. Sarah Sinclair and Paul Brennan would be attending the working group meeting.

RESOLVED – That the work programme be approved.

52 Date and Time of Next Meeting

Members were advised that as part of the Scrutiny Board's inquiry into School Attendance, the December meeting scheduled to take place on Thursday, 8th December 2011, was taking the form of site visits involving all Scrutiny Board members to the two selected clusters of Rothwell and Inner East.

(The meeting concluded at 12.30pm.)

Report of the Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 12th January 2012

Subject: Children Services Improvement Update Report (January 2012)

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1.0 Purpose of this report

- 1.1 This report provides the Children and Families Scrutiny Board with an update on key improvement activity that is continuing across Children’s Services in Leeds. For some time the Board has received these regular, wide ranging update reports and since the government placed an Improvement Notice on Children’s Services in Leeds in March 2010, they have been used to update the Board on progress against this Notice. This has been an important part of the monitoring and accountability arrangements for the work of the service.
- 1.2 Given a number of recent developments in relation to this improvement work it is now timely to update the Board again and to also provide a brief update on some other important areas of activity.

2.0 Background information

- 2.1 During 2009 a range of performance information and in particular the outcomes of the unannounced and announced Ofsted inspections relating to safeguarding and looked after children’s services, highlighted significant performance challenges. As a result of the concerns highlighted and in response to the shared improvement aspirations of the local authority, partners across the city and the Department for Children, Schools and Families (now the DfE) a number of measures were put in place that aimed to underpin significant and rapid improvement in Children’s Services.

- 2.2 Foremost amongst these measures, the Department issued an Improvement Notice setting targets for the level and nature of improvement expected of Leeds in order to sufficiently strengthen services for children and young people. These targets were set for completion within an 18 month timescale, with clear interim monitoring and reporting arrangements.
- 2.3 Leeds developed a detailed Improvement Plan setting out how it would work to address these targets. An Improvement Board, with an Independent Chair, Bill McCarthy and representatives from key partners across the city, was established to monitor and challenge progress.
- 2.4 Since March 2010 rigorous monthly monitoring reports have been provided to the Improvement Board to enable them to monitor and challenge progress. Additionally, interim reports have been provided to the DfE in May and October 2010 and May 2011, which have formed the basis of the progress review meetings between the DfE and Leeds. Bill McCarthy has also provided regular reports to the Minister of State from his perspective as chair of the Improvement Board. All of the above performance monitoring information has been used to provide detailed quarterly progress updates to the Council's Executive Board, Children and Families Scrutiny Board, and a Cross Party Member Reference Group, the Children's Trust Board, the LSCB and other stakeholders.
- 2.5 There have been a number of developments during 2011 that have highlighted the progress being made. The unannounced Ofsted inspection in January 2011, the announced inspection in September 2011 (both reported to the Scrutiny Board), other services inspections (such as the fostering and adoption services, the Youth Offending Service and Children's Centres) and the Annual Performance Assessment published in November 2011, all noted significant progress. More broadly the service has been undertaking an ambitious reorganisation to put a new, integrated structure in place, the Leeds Education Challenge has been launched, city partnership arrangements have been strengthened and there is a clear vision in place for what Children's Services is aiming to achieve and how it will do this.

3.0 Main issues

Improvement Update

- 3.1 In view of the progress mentioned in 2.5 above, and the original timescale set out in the Improvement Notice, during the last quarter of 2011 work took place to enable Ministers and the DfE to take a view on the position in Leeds and the approach to ensuring further improvement in the future. There have been two particularly critical elements to this:
- 3.2 Firstly, a review meeting held in November between officers, the Executive Member and partner organisations from Leeds, with DfE representatives, in which the progress made against the Improvement Notice was reviewed in detail, a summary is attached at appendix A. In short, many areas of the Improvement Notice have been achieved in full, for example targets for Initial and Core Assessments. Some of the 'process' areas of the Notice are well on the way to being achieved but will be a journey of continuous improvement, for example, the quality and consistency of

practice. There are also a few areas of the Improvement Notice that have not been met such as the very challenging NEET targets. These are now being picked up in the Children and Young People's Plan and in the Leeds Education Challenge. Overall, significant progress has been made in all areas, as recognised in recent Ofsted reports.

- 3.3 Secondly, the latest letter from the Chair of the Improvement Board, Bill McCarthy, to the Minister for Children and Families, Tim Loughton, sent on 8th December and attached at appendix B. In this letter Bill McCarthy states that:

'To their credit, the council has placed children's services right at the top of their priorities, with continuous leadership focus from the new Chief Executive and Director as well as from political leadership across all groups... My view is that the council has reached the point... where the Improvement Notice and Improvement Board arrangements can safely be removed'.

- 3.4 In light of the review meeting, the letter from Bill McCarthy and a range of wider performance and contextual information the Minister for Children and Families wrote to the Leader of the Council on 21st December and detailed his assessment of the progress made in Leeds and the position moving forward. This letter is attached at appendix C and confirms the Minister's decision to lift the Improvement Notice with immediate effect.
- 3.5 This decision is another positive endorsement for the progress being made across the city. Following from the unannounced and announced inspection outcomes this year it highlights the greater confidence now in place that Leeds has the self awareness and 'grip' to take forward its own improvement agenda, using external support and challenge on an ongoing basis.
- 3.6 The Minister's letter does highlight areas where particular focus needs to continue, specifically to maintain the momentum around safeguarding and especially to address some key issues around education. The DfE have asked to meet with Leeds in March 2012 to monitor our progress. Plans are in place in each of the areas highlighted.

Maintaining the Focus on Improvement

- 3.7 The developments outlined above demonstrate the progress made, but are only the foundations for the much more ambitious improvements we want for all children and young people in Leeds. During the term of the Improvement Notice and Improvement Board many changes have taken place in children's services, in particular the strengthening of governance arrangements through the Children's Trust Board and Local Safeguarding Children Board. We have also developed a stronger vision for what we want to achieve, captured in the Children and Young People's Plan (CYPP) and forming an important part of the city's planning framework.
- 3.8 The Children's Trust Board is now operating well and has an ambitious and widely owned CYPP, which includes areas where there are significant outstanding challenges in terms of outcomes for children and young people in the city. The Leeds Education Challenge supports the CYPP as an ambitious plan to improve

learning in the city given the outstanding performance challenges in this area. The Local Safeguarding Children Board plays a crucial challenge role to the arrangements with its quality assurance focus and Children's Services can now be more confident about being effective in its key independent role.

- 3.9 It is important to complement these arrangements so that we maintain strong and extensive external support and challenge. As such it is proposed that we establish a Leeds Children's Services Challenge and Support Panel. The panel will have input across a range of partners and disciplines and from inside and outside the city. It will meet twice a year to maintain the focus on improvement. The panel will draw on experts on Outcomes Based Accountability, Restorative Practice, workforce development, and other key drivers for positive change, and the authority will partner with at least one 'Excellent' authority so that we make the most of peer learning opportunities.
- 3.10 We are also putting in place a new Improvement Plan for children's services in Leeds. The new plan is concentrating on bringing together the issues that are potentially outstanding from the current Improvement Plan/Notice, issues from the annual assessment and Ofsted recommendations from the most recent safeguarding inspection. It is likely to be a signposting document rather than a detailed plan as the different elements are now being monitored in detail elsewhere, for example through the Leeds Education Challenge. The plan will offer the coherence of related areas and provide an assurance that Children's Services is not being complacent.
- 3.11 Elected Members will continue to have a critical role to play in the ongoing monitoring of progress. Update reports will be brought at timely intervals to the Children and Families Scrutiny Board and to Executive Board, half yearly performance reports detailing localised information will continue to be produced for Area Committees. Elected Members continue to have a role on the Children's Trust Board and LSCB. In addition, the Member Management Committee have now approved the appointment of elected members to each of the Children's Services Cluster Partnerships across the city. These local partnerships of schools and other key services will play an increasingly critical role in overseeing, prioritising and delivering local services to children and families.

Ongoing Developments

- 3.12 The foundation that these developments lay for ongoing improvement in Children's Services will enable some key areas of work to progress over the coming year. In summary, some of the main areas to be progressed are:
- Taking forward the Leeds Education Challenge: This will be a critical year for the development of the relationship with schools and the work to address some important performance challenges around the learning agenda. A report to the November Executive Board outlined the rationale for the Education Challenge approach and the proposals for how this work is being taken forward. Senior Officers are working closely with Leeds Headteachers to build the momentum around this and put in place the practical arrangements that will strengthen this approach. At the same time, discussions with the Department for Education

are continuing to ensure effective steps are being taken to increase the pace of improvement in those schools facing particular challenges.

- Work is continuing to embed the use of outcomes based accountability across the partnership, and to use restorative practice as unifying way of working together and of working differently with children and families.
- Work is also progressing with the procurement and planning for a new Electronic Social Care system for children's services, the Scrutiny Board will continue to be kept up-to-date on this through its working group.
- The implementation of the new structure for the Directorate is progressing well, a number of key leadership posts at Head of Service and Senior Manager level have now been made and this process is continuing at the current time. Officers appointed so far have taken up post and are taking forward the design and development work to deliver closer integration of services and ultimately better outcomes for children and young people.

3.13 On each of these issues more details can be provided for Members at the Scrutiny Board meeting, or through specific information reports if requested.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 There are no specific implications under this heading.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 There are no specific implications under this heading.

4.3 Council Policies and City Priorities

4.3.1 Improvements in Children's Services across Leeds are a priority for the city. Significant partnership focus has been addressed to this over the last two years, so the decision to lift the Improvement Notice is an important and positive further development. Along with the inspection outcomes reported previously to the Scrutiny Board, this provides the foundations from which the service can move forward towards realising our bigger ambitions in terms of what we want to achieve for children and young people in Leeds, as set out in the City Priority Plan.

4.4 Resources and Value for Money

4.4.1 There are no specific implications under this heading.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no specific implications under this heading.

4.6 Risk Management

4.6.1 There are no specific implications under this heading.

5.0 Conclusions

5.1 The decision to lift the Improvement Notice with immediate effect illustrates the progress made across the city over the last two years and provides a further basis on which the pace and ambitions for future improvement can continue.

Background documents

A number of regular 'Improvement Update' Reports have been produced for the Scrutiny Board since the Improvement Notice was put in place in March 2010. The last full Improvement Update was in July 2011.

The Scrutiny Board have also received reports on key Children's Services Inspections.

LEEDS CITY COUNCIL CHILDREN'S SERVICES IMPROVEMENT NOTICE NOVEMBER 2011 UPDATE

Purpose

1. This is a consolidated update against all the areas in the Improvement Notice as at the end of the Improvement Notice period (insofar as is possible given availability of validated data). It follows the same format used for the interim update reports and is written within the context of all the detailed reports provided to Improvement Board on a monthly basis throughout the life of the Improvement Notice so far.

Background

2. We have had an Improvement Notice in place since March 2010, with an Improvement Board meeting each month since January 2010 to provide monitoring and challenge. Once the detailed Improvement Plan was agreed in March 2010, we provided very rigorous monthly monitoring reports to the Improvement Board. Additionally, we have provided interim reports to DfE in May and October 2010, and in May 2011, which formed the basis of progress review meetings with DfE. Bill McCarthy, chair of the Improvement Board, has also provided regular reports to the Minister of State, from his perspective as chair of the Improvement Board. We have used all of this monitoring information to provide detailed quarterly updates to the Council's Executive Board, Scrutiny Board, and a Cross Party Member Reference Group. Latterly, we have also provided update reports to the Children's Trust Board and to the Leeds Safeguarding Children Board.

Main Points

3. Many areas of the Improvement Notice have been achieved in full, eg targets for Initial and Core Assessments. Some of the 'process' areas of the Improvement Notice are well on the way to being achieved, but will be a journey of continuous improvement, eg the quality and consistency of practice. A few areas of the Improvement Notice have not been met, eg the very challenging NEET targets.
4. Overall, significant progress has been made in all areas, and has been recognised in a number of Ofsted reports, including the recent Safeguarding Inspection report and the draft Annual Assessment Letter. Improvement Board have also recognised significant improvements in a number of areas. The Children's Trust Board is operating well and has an ambitious, and widely owned Children and Young People's Plan, which includes areas where there are significant outstanding challenges in terms of outcomes for children and young people in the city. The Leeds Education Challenge sits alongside the Children and Young People's Plan as an ambitious plan to improve learning in

the city, given the performance challenges in that area. The leadership and governance arrangements for the Leeds Education Challenge are part of the Children's Trust Board's remit, and also include a broader group of relevant stakeholders and external challenge from leading national experts. Extensive discussions are taking place with relevant DfE colleagues and with the Schools Commissioner about the plans for improvement in the city.

5. We are in the process of developing a new improvement plan, which is appropriate for the current stage of development. Subject to the outcome of the Progress Review meeting with the DfE, and ministerial considerations of the Leeds position, we would expect that the Children's Trust Board would own and drive this improvement plan. We expect that this improvement plan will include:
 - a. outstanding areas from the current Improvement Notice. Eg ICPC performance and quality and consistency
 - b. Ofsted recommendations eg CAF, ICT system, quality of recording
 - c. issues contained within the Annual Assessment letter eg educational performance and quality of residential provision
 - d. relevant work from the CYPP and the Leeds Education Challenge.
6. The work we are currently doing is to ensure that this approach has widespread ownership, sufficient depth and rigour to be effective, but that it doesn't duplicate other plans. The Children's Trust Board will want to ensure some appropriate external challenge to the ongoing improvement journey in order to maintain what has been effective through the Improvement Board, but without necessarily the frequency and detailed monitoring that has taken place so far.

Conclusion

7. All the evidence is that we have made significant progress against the Improvement Notice and that we have ambitious and well owned plans in place for the key areas of outstanding challenge. The leadership and governance that wasn't in place when the Improvement Notice was issued is now in place and effectively driving improvement.

Recommendations

8. DfE colleagues are asked to consider the papers this report, the other papers in this pack, and all the information that has been considered by the Improvement Board, as they consider the next steps in the DfE intervention process and as they advise ministers.

CHILDREN'S SERVICES IMPROVEMENT NOTICE NOVEMBER 2011 UPDATE

<p>NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of June 2010, to 80% for the month of October 2010 and to 80% for the cumulative period October 2010 to March 2011</p>
<p>As reported in May, the cumulative target from March 2010 to October 2010 of 80% for initial assessments being completed within timescales was met with a performance of 80.1%. Performance remains above the 80% target set in the improvement plan. The August performance (80.5%) is higher than the same period 12 months ago (78.3%) in spite of a 42% increase in the total number of initial assessments carried out. Intensive work continues to ensure the timeliness of initial assessments in spite of the continuing rise in the volume of assessments.</p> <p>Work has continued to ensure improvements to the quality of recording practice and this has reduced the amount of out of date and incomplete recording. A program of file auditing is in place with corrective actions being addressed in a timely manner. Iperformer continues to be used at all levels to manage performance, as has been reported in previous updates.</p>
<p>NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of June 2010, to 84% for the month of October 2010 and to 85% for the cumulative period October 2010 to March 2011</p>
<p>As reported in May, the cumulative target from March 2010 to October 2010 of 85% for core assessments being completed within timescales was met with a performance of 90.1%. Performance on core assessments continues to be strong in 2011/12 and exceeds the 85% target set in the improvement plan. The August performance (90.2%) is higher than the same period 12 months ago (81.4%) in spite of a 64% increase in the total number of core assessments carried out.</p> <p>Work has continued to ensure improvements to the quality of recording practice and this has reduced the amount of out of date and incomplete recording. A program of file auditing is in place with corrective actions being addressed in a timely manner. Iperformer continues to be used at all levels to manage performance, as has been reported in previous updates.</p>
<p>NI 78 - reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths to no schools in the 2011 examinations, with plans in place and demonstrable progress towards that goal by September 2010</p>
<p>Confirmed school level results for academic year 2010/11 will not be available until January 2012 however provisional results indicate that three schools are below the threshold of 30% of pupils achieving 5 A*-C GCSEs including English and maths. These are:</p> <ul style="list-style-type: none"> ○ Primrose, which has now re-opened as The Co-operative Academy; a sponsored academy that will specialise in Enterprise. Results have improved in 2011 to 28.9%, with a possibility that confirmed results will be at or nearer 30%. ○ South Leeds Academy is part of a successful academy chain (Schools Partnership Trust) that has its own school improvement capacity. Current provisional reports available to the local authority suggest 25.4% of pupils reached the national level

but the school has indicated that confirmed results may be higher.

- City of Leeds provisional results are currently 18.3%. An executive headteacher is now in place who has substantial experience of school improvement within Leeds. The school is also receiving significant support around leadership, curriculum, HR and financial issues. It is acknowledged that these results are not good enough and discussions about different structural solutions are underway with the school.

Given provisional information may change there is the potential for between 1 and 3 Leeds secondary schools will be below the 30% target level for 2011. Swallow Hill which was below in 2010 is now above the 30% level, academy proposals are progressing with this school.

There are ongoing reductions in the number of schools below the current and future floor standards. With the current floor standard of 35% provisional results for 2011 show four schools were below this level; an improvement from seven below in 2010. David Young Academy, John Smeaton and Parklands have all achieved results above the floor standard. In anticipation of the floor standard rising, there are five schools below 40% on this measure (10 in 2010); 11 below 45% (15 in 2010); and 15 below 50% (20 in 2010). Four schools improved by more than 10 percentage points. 60% of Leeds schools improved against this measure. These results are provisional and do not include consideration of progress measures.

Schools below 35% achieving 5A*-C including English and maths in 2009

2009		2010		2011 - provisional	
Parklands	33%	Rodillian	48%	Rodillian	64%
Rodillian	33%	Farnley Park	45%	Farnley Park	47%
Farnley Park	32%	Leeds West Ac.	37%	David Young Ac	47%
Intake (closed)	30%	(Intake)	35%	Leeds West Ac. (Intake)	44%
David Young Ac.	29%	Carr Manor	32%	Carr Manor	41%
Carr Manor	27%	City of Leeds	32%	*Parklands Ac	38%
West Leeds	24%	Parklands	31%	Swallow Hill (Wort/W Lds)	31%
(closed) Primrose	16%	David Young Ac.	29%	*Co-operative Ac	29%
South Leeds	16%	South Leeds Ac	25%	(Primrose)	25%
(closed)	15%	Primrose	24%	South Leeds Ac	18%
Wortley (closed)	12%	Swallow Hill (Wort/W Lds)		City of Leeds	
City of Leeds					

Source: Performance tables 2009 and 2010, EPAS 2011

* Academies from September 2011

A fundamentally new approach to school improvement in the context of an integrated Children's Service is now set out in the Leeds Education Challenge. Initially produced in response to the Secretary of State's request in March 2011 for plans to tackle primary and secondary schools performing below floor standard, the Leeds Education Challenge now goes beyond this remit by describing an ambitious city-wide commitment to a child-friendly city that drives school improvement. This policy will not tolerate under-performance and will seek to use all powers of the local authority to support, monitor, challenge and intervene as appropriate. The Children's Trust Board recently agreed the leadership structure for the Leeds Education Challenge, which embraces partnership working and includes advice and challenge from nationally renowned experts.

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

The target of 75.2% for the 2009/10 academic year was not achieved with 73.7% reaching this level. This represented an increase of 2.6 %pts of Leeds young people reaching this level. We can be more confident about 2011 results based on the

position at age 18 of the cohort, that will be 19 in 2011. 76.1%, of this group had already reached level 2 by age 18. This is 6 %pts more than the 2010 cohort (who at the equivalent point achieved 70.1%) and the rate of improvement is twice the national rate. Ongoing improvement is being sustained with 70.8% of the cohort who will be 19 in 2011/12 already having reached level 2 by academic age 17. (DFE SFR04/2011)

2011 Key Stage 4 provisional data provides further confidence of ongoing improvement. Among the 2011 Year 11 cohort in Leeds (the cohort that will be 19 in 2013/14), 80.8% of young people have achieved level 2, which is the second year in a row that performance in Leeds has been above national for this indicator and Leeds is in the top half of local authorities for performance nationally. This accepts the methodologies for calculating achievement of the level 2 threshold are not directly comparable between the Key Stage 4 performance tables and the Level 2 and 3 attainment at 19 SFR.

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

In May we reported that improvements in attainment in 2010 had been greater for pupils eligible for free school meals than those who were not eligible and as a result the gaps had narrowed, but by differing degrees for different indicators. Provisional 2011 results show good progress in narrowing performance gaps at lower qualification levels but while more young people entitled to FSM are now reaching the 5+A*-C including English and maths level a sizeable gap remains to the overall cohort. This is a key focus in developing the Leeds Education Challenge and in implementing an integrated approach to meet the needs of children, especially those with the greatest needs.

Provisional data for 2011 indicates that, since 2009 the rate of improvement in the percentage of pupils achieving **5 A*-C GCSEs** has been almost twice as high for FSM pupils as pupils who are not eligible for FSM, increasing by 21%pts compared to 12%pts. The gap for this indicator has decreased from 34% pts in 2009 to 25%pts in 2011.

For the **5 A*-C including English and maths indicator**, despite the gap between FSM and non FSM pupils narrowing slightly in 2010, over the period of the Improvement Notice (2009-2011) the gap has remained the same with both sets of pupils improving by 7%pts over the two years. The provisional gap between FSM and non FSM in 2011 is 35%pts.

The gap between FSM and non FSM pupils has narrowed for attainment of **5 A*-G** since 2009 with the attainment of FSM pupils increasing 8%pts compared to a 1%pt increase for non FSM pupils.

Between 2009 and 2010 the rate of improvement for pupils eligible for free school meals was greater than the national improvement for FSM eligible pupils for 5A*-C, 5A*-C including English and maths and 5 A*-G. National data is not yet available for 2011.

There is evidence from the data above that improvements are being made but this is not yet showing sufficient improvement in the key indicator of 5A*-C including English and maths. Children and young people entitled to Free School Meals are a key vulnerable group being prioritised within the Leeds Education Challenge. This strand of the Leeds Education Challenge will be crucial to secure embedded improvement in

the city.

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

Provisional 2011 KS4 results indicate that BME cohorts of Black and Mixed heritage pupils are achieving improved results at a faster rate than the Leeds and national comparative averages. The improvement in the 5+A*-C (inc E&M) indicator for Black groups in Leeds is 9.5 percentage points over 3 years the equivalent figure for Mixed groups is 7.3 percentage points while the overall total improvement for Leeds is 6.9 percentage points.

The most recent available national data for BME outcomes (2010) also indicates that the improvements seen in Leeds for Black and Mixed groups are faster than those seen for the same groups nationally. The improvements in Leeds from 2009 to 2010 for Black and Mixed groups were 10 percentage points and 4 percentage points respectively, compared to national improvements of 4 percentage points and 3 percentage points. It is accepted that gaps to both national and local averages need to continue to be narrowed, and as with FSM entitled pupils, the strand on vulnerable groups within the Leeds Education Challenge will continue to address and embed improvement.

The most recent available RAISEonline Attainment Analyses (2010) indicates that there were significantly fewer BME groups performing significantly below average. In 2009 all 5 Mixed / Black BME groups were judged as significantly below average. In 2010 only 1 group (Mixed White & Black Caribbean) was judged to be significantly below.

Ofsted analysis of 2010 results for 5+A*-C (inc E&M) showed Leeds attainment for the Black cohort was above the statistical neighbour average. Additionally amongst our neighbours Leeds had the smallest gap between the Black cohort and the overall local authority result. For young people of mixed heritage Leeds compares less well with statistical neighbours having the third widest gap of the 8 authorities included.

Provisional 2011 Fisher Family Trust (FFT) Value Added (non-contextualised) analyses indicate that on the 5+A*-C (inc E&M) measure all Asian groups made progress which was broadly in line with, or significantly above expectations. The Black African cohort (the fastest growing BME group in Leeds) made progress which was significantly above expectations however the progress of the Black Caribbean cohort continued to make progress which was below expectation.

Despite some improvement trends the attainment for various ethnic minority groups in all phases of education is still too variable and with gaps both to the Leeds average and to national peer groups that need to be closed.

Through the Leeds Education Challenge a more coherent approach is being used to tackle some of the more complex issues surrounding ethnic minority achievement. Through the use of individual pupil data there has been an increased understanding of the interplay of issues such as ethnicity, levels of deprivation, gender and in some cases special educational needs coming together to impact on standards of attainment of groups of young people. This approach is particularly evident when reviewing the number of schools below floor standards as a high number of these schools are concentrated in areas of the city where there are higher levels of deprivation than the average for the city and have much higher proportion of pupils from ethnic minority backgrounds and for whom English is an additional language. We do not however take deprivation as an excuse for underperformance and will continue to support schools to identify pupils for particular intervention and support.

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

The January 2011 target of 6.8% presented a significant challenge for the city. The level of NEET for the November 10 – January 11 period was 8.3%, remaining in-line with the reduced figure of 8.2% achieved the previous year. Leeds has achieved a significant reduction in the number of young people whose status is Not Known over the past year. This reduction can be attributed to the work done by the Connexions Service to improve tracking processes and recording practice. The Not Known figure was 4.8% in January 2011, compared to 10.9% the previous year.

With the changing of the NEET definition in April 2011 Leeds now has around 400 extra young people in the NEET cohort. Leeds continues to have a higher NEET rate than national levels, although it is slightly below the current average rate for statistical neighbours, with 5 neighbours with higher rates and 5 with lower rates. Based on the most recent comparative data (July 2011) Leeds has a lower rate of young people whose status is not known (7.8%), compared to national (10.4%) and statistical neighbour levels (9.3%). The percentage of Leeds young people in learning (77.8%) is above national (76.4%).

To ensure further improvement NEET has been identified as a city priority being driven through our Children's Trust Board arrangements as one of the partnerships three "obsessions". As part of this improvement, partnership activity is taking place within localities (clusters) to determine how partners and communities can best address NEET related issues in their localities.

City- wide actions to reduce NEET over the coming year include:

- Work to increase numbers of young people in apprenticeships, including the development of a mentoring scheme to support new apprenticeships, particularly at the point of transition from school.
- Strengthening and development of enterprise and employability skills in pre and post 16 provision, supported by business, through the Education Business Partnership.
- Work with schools to ensure they provide good careers guidance support to young people under their new duties.
- Ensure IAG and careers guidance within schools and other learning providers links to future job prospects to raise aspirations;
- Implementation of the IAG targeted service review to commission quality services to enable vulnerable young people to participate in learning
- Improve the progression information and advice available to parents / carers.
- Work with post 16 learning providers, including the West Yorkshire Colleges Consortium, to ensure learners facing financial hardship in accessing learning receive appropriate financial support.
- Develop a city wide strategic action plan that joins up the work of children's and adult services with 14 to 19 year olds. This will focus on placing NEET in the context of city-wide issues such the raising of the participation age as youth employment, apprenticeships, jobs and skills, and changes to the provision of IAG.
- Use of systematic process in all schools to identify a learning pathway and progression route for every young person.
- Analysis of young people NEET and their needs to improve the recruitment of young people to available programmes.
- Investing in long term solutions by raising aspirations at an early age through

development of resources and training for primary schools on the careers curriculum, including systems for work across primary and secondary schools

National changes to the provision of careers education and information, advice and guidance; and reductions in financial support to young people in learning combined with the ongoing economic context provide a challenging background for improvement.

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

The timeliness of Initial Child Protection Conferences and response to referrals continues to improve against a backdrop of considerably increased workloads. A great deal of work around improving attendance, systems, procedures and processes and staffing is now starting to come to fruition.

- The improvement trend of the timeliness of ICPC's being reported in May has continued and the stand alone figure for ICPC's held within 15 days for August was 68.9%. There has also been a reduction in the number of overdue conferences with the majority taking place within 20 days (in the last 11 months 10 of these months have achieved 50% or higher ICPC's completed within 20 working days). There has also been a reduction in the number of cancelled conferences.
- As a result of an agreement reached between schools and Education Services, there was education input to 100% of ICPCs and core groups which took place during the school summer holidays.
- The number of conference chairs has been significantly increased to 10 established posts plus two additional posts to meet the demand for conferences.
- The service has recently introduced a duty system of conference chairs to provide additional challenge at the point of ICPC booking or cancellation.
- A new system for overseeing child protection core group meetings has been put in place which will provide greater consistency of approach as well as better analysis of agency attendance.
- The LSCB has now established an initial baseline for ICPC performance and will continue to monitor and further refine suitable interventions aimed at achieving continuing improvement in attendance at ICPCs and outcomes for children.

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

In May, it was reported that the January 2011 unannounced inspection of contact, referral and assessment had identified that there had been considerable progress in this area since the last inspection. In particular the inspection noted that senior managers provide strong leadership for Children's Services and this has resulted in a remarkable and impressive improvement in the quality of the services and the safety of children in the city. This has been confirmed in the recent Ofsted Inspection of Safeguarding.

Having clear multi agency thresholds in place that are shared with and understood by partners continues to be recognised as an important issue. Examples to demonstrate this include:

- The screening team in the Contact Centre has been increased. The team now includes two managers, an advanced practitioner, two social work staff and administrative support.
- The screening team are continuing to ensure the thresholds are adhered to and this is demonstrated through the rise in the percentage of referrals which lead to

<p>an initial assessment (formerly NI 68). Since the screening team started in May 2010, the percentage of referrals that lead to an initial assessment has maintained its performance of 70% since March 2011 which is a considerable increase on previous year end figures (54.6% in 08/09 and 60.7% in 09/10).</p> <ul style="list-style-type: none"> • To ensure appropriate thresholds are applied, the domestic violence protocol is being revised and shared with relevant partners. • Work is being undertaken to explore options for the co-location of C&YPSC and Police resources to provide the appropriate filter and signposting of DV notifications
<p>The Council needs to ensure that it has effective information management arrangements in place, ensuring that records for all children and young people are up-to-date and that assessment reports are routinely shared with parents as appropriate.</p>
<p>In May it was reported that funding had been agreed for a replacement for the ESCR system. The Practice Standards manual had been finalised and is available online and the practice improvement programme had been undertaken. Work continues to replace ESCR specifically:</p> <ul style="list-style-type: none"> • There is extensive engagement of practitioners in the whole design and procurement of the new system, to ensure that the ICT supports practice. • The first phase of the tender process, pre-qualification questionnaire assessment, has been completed resulting in seven suppliers being short listed to submit tenders detailing how their systems meet LCC user requirements. • Before the suppliers can submit their tender proposals LCC are to issue a Statement of Requirements Specification (SoR). The SoR has been released to suppliers in October 2011. • Suppliers will submit their responses in November 2011. System demonstrations will take place in January, site visits in February with a final decision in relation to the preferred supplier being made in May 2012. • Running in parallel to the procurement, significant pre-implementation work has also been initiated to a) review processes, templates and forms in readiness to build and configure the system and b) map all the data, both paper and electronic, and undertake a data cleansing exercise in preparation for the migration to the new system. <p>The service is also updating the practice standards manual sections on recording practice with an emphasis on avoiding delays in completed work being placed on the ESCR. Additionally, significant improvements have been made to the current system that have made for a better user experience.</p>
<p>The Council needs to ensure that it has effective quality assurance arrangements in place to monitor the quality of contact, referral and assessment services and ensure that assessments are of a consistently high standard.</p>
<ul style="list-style-type: none"> • In May it was reported that the unannounced inspection of January 2011 validated the changes made to monitor the quality of the contact, referral, and assessment service. These changes have been embedded further and the quality assurance of case files continues to be a key element of service delivery. Ofsted recently said "Cases referred to the social care services receive prompt attention, those that result in assessment are allocated promptly and the progress of assessments is closely monitored by managers." <p>Examples that demonstrate how this is being achieved include:</p> <ul style="list-style-type: none"> • Monthly auditing on children's social care case files is now established as part of the Casefile Audit Framework which is now in its third month of operation. Key themes are being drawn from the audit work and corrective actions are being put

into place. The continued number of Advanced Practitioners across the teams also contributes significantly to improvements in the quality of assessments and to risk analysis.

- Work has been carried out to address areas of weak recording practices which resulted in significant improvements in addressing the volume of out of date and incomplete recording. The momentum of this intensive work is being carried forward with ongoing challenge and support to staff across all teams in order to ensure that progress is maintained and improved upon.
- The LSCB has developed a performance management system and is now receiving regular performance reports of quarterly available information. Professor David Thorpe has been commissioned jointly by the LSCB and CTB to work on an updated evaluation of contacts, referrals and assessments.

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

Common assessment (CAF) practice has gained in momentum during 2011 in terms of fewer CAFs being abandoned, more multi agency meetings are taking place and the process is timelier with a larger proportion of meetings being held within agreed timescales. The majority of CAFs are closed with needs met. Parents' ratings are very good, and parent evaluation suggests that common assessments are helpful and supportive.

However as reflected in the recent Safeguarding Inspection, we need to significantly increase the usage of CAF. The 2010/11 period shows a reduction in CAFs initiated (958) compared to 2009/10 (1063) and rates are yet to pick up to desired levels for 2011/12. To address this improving the use of CAF is a partnership priority, with:

- A renewed communication strategy being launched to promote the use of CAF.
- Local Authority Partners (senior council staff) will act as advocates for CAFs within each of our local cluster partnership arrangements.
- Pilot clusters have Target Service Leaders embedded to coordinate responses to local need including better application of the CAF.
- Changes to the CAF process to emphasise the partnership approach and to minimise the paperwork.
- More regular performance management information is being produced for services and clusters.
- Clear expectations about the number of CAF's a service will be required to undertake.
- Links to the roll out of restorative practice as a way of working with families locally.

Leeds is currently working towards a permanent electronic solution through the national eCAF trial. The trial in Leeds began successfully with a number of participants in West Leeds. A consultation ended on 30th September and we are awaiting the final outcomes to determine our next steps. We continue updating and improving the current system and input our learning into the work around the new social care system.

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

Staff satisfaction and the satisfaction of children, young people and families continue to be gathered across the directorate and is considered critical to improving service provision.

- On 17th October the council opened its new employee engagement survey. Staff will be able to complete the survey up until 11th November. The survey is different

from previous surveys in that is shorter and looks at the simple things that affect the way staff feel about their jobs. The survey will collect information from as many staff as possible to build an understanding of how engaged staff are with the jobs they do and with the council. The results will be shared with staff in December. The survey will be repeated regularly throughout the year with samples of staff. By carrying out regular surveys throughout the year the authority will be able to take regular action on the answers obtained and see what's improved. Staff will also get more feedback on a more regular basis about how their views are being used.

- The results of the Parent and Carers Survey were presented to Social Care SLT on 21st July. CYPSC has recommenced carrying out the survey from July. Methods of consulting with parents for whom completion of a written survey is not appropriate are being explored and recommendations will be discussed with CYPSC SLT once the various options have been identified and investigated.
- The new case conference system has been running since mid August. The parental questionnaire about conferences continues to be undertaken. Early analysis indicates that parents are in favour of the new conference system. Verbal feedback on the new system has also been very positive.
- The 2010/11 ECM Survey has been undertaken and the report of findings will be published in November. Early analysis confirms that children and young people in Leeds continue to report that they feel safe, and that bullying levels are comparatively low.
- There is extensive work with children and young people through the approach to child friendly city, that is ensuring that there is a stronger voice being heard, and crucially that this is being responded to.

During their recent inspection, Ofsted noted 'User engagement and participation are good. The participation of children, young people and families in service planning and review is given a high priority in children's services. A wide range of consultation groups and forums are used to gather the views of service users.'

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

In May it was reported that strong new partnership arrangements had been developed in Children's Services over the last year despite considerable change for many partners and significant shifts in government policy. Both the Leeds Children's Trust Board and the Local Safeguarding Children Board were fully constituted and meeting effectively on a regular basis. In November 2011 these partnership arrangements have embedded further, resulting in an increasingly productive working relationship between the LSCB and CTB.

The LSCB has developed a performance management system and is now receiving regular performance reports of quarterly available information. Professor David Thorpe has been commissioned jointly by the LSCB and CTB to work on an updated evaluation of contacts, referrals and assessments. The LSCB is developing its Multi Agency Audit Programme. An audit of the effectiveness of Child Protection Plans will be initiated in Feb 2012.

Implementation of the performance management framework is progressing significantly, with very regular data being produced in all the key areas, and at a range of geographic levels. Dashboards are being considered by the CTB, clusters and the leadership team, in a much more active way to ensure the relentless focus on impact. The consistent use of Outcomes based accountability at all levels, with trained facilitators supporting this, is making a big difference.

The recent Ofsted inspection noted that:

- "The LSCB is adequate and meets its statutory responsibilities. It has an independent chair who provides effective leadership. She has worked to secure the effective engagement of all members and is beginning to challenge agencies on their contribution to safeguarding."
- "The LSCB has reviewed and improved its multi-agency training programme and access to this high quality training is good. It has secured resources to establish new posts to support the business of the board in 2011-12 and will use these to improve communication, consultation, quality assurance, performance monitoring and the participation of children and young people."
- "The CTB has established strong performance management arrangements and key performance measures are reported by senior managers on a monthly basis."

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

A refreshed approach to school improvement in the context of an integrated Children's Service is now set out in the Leeds Education Challenge. Initially produced in response to the Secretary of State's request in March 2011 for plans to tackle primary and secondary schools performing below floor standard, the Leeds Education Challenge now goes beyond this remit by describing an ambitious city-wide commitment to a child-friendly city that drives school improvement. The Children's Trust Board recently agreed the leadership structure for the Leeds Education Challenge, which embraces partnership working and includes advice from nationally renowned experts.

In addition we continue to work with national colleagues to address underperformance. The number of secondary sponsored academies is continuing to increase and discussions are progressing on how best the development of primary academies in Leeds can be applied as a school improvement solution. Including converter academies there are likely to be at least 14 secondary academies by the end of 2011/12

There are ongoing reductions in the number of schools below the current and future floor standards. The current floor standard is 35% of pupils achieving 5 good GCSEs including English and maths GCSE. In 2011 four schools were below this level; an improvement from seven below in 2010. David Young Academy, John Smeaton and Parklands have all achieved results above the floor standard. In anticipation of the floor standard rising, there are five schools below 40% on this measure (10 in 2010); 11 below 45% (15 in 2010); and 15 below 50% (20 in 2010). Four schools improved by more than 10 percentage points. 60% of Leeds schools improved against this measure. These results are provisional and do not include consideration of progress measures.

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

The Leeds Strategic Plan and associated indicators came to an end in March 2011. They have been replaced by five City Priority Plans including the CYPP in Children's Services. A robust performance management approach is in place and this was ratified by the recent announced inspection of safeguarding which judged the performance management and quality assurance to be good, a significant improvement on the inadequate judgement received last time. Outcome based accountability is being used across the partnerships in the city as a working method to

<p>help drive collective action on priority areas and to understand what makes a difference.</p>
<p>Cooperate with the independent chair to establish an Improvement Board and support the Board in providing effective challenge across the partnership to drive swift and sustainable progress through a robust improvement plan. The Council must provide the Improvement Board with robust evidence of both quantitative outcomes and qualitative processes as required. The Council must take full account of the advice and recommendations of the Improvement Board to deliver improvements in its children's services, and to continue to improve partnership arrangements.</p>
<p>The Improvement Board continues to meet on a monthly basis. Regular updates against the Improvement Plan are provided to the Board along with other themed reports and detailed performance information. The Improvement Board Chair has effective communications through to the Council's Chief Executive, leader of the Council and Children's Services Scrutiny.</p>
<p>Prepare a robust Improvement Plan to be agreed with the Improvement Board for delivering improvements across children and young people's services, addressing all areas of weaknesses highlighted in Ofsted inspections, the 2009 Comprehensive Area Assessment and other areas of concern as appropriate.</p>
<p>A robust monthly monitoring and evaluation process continues to be in place which ensures continued accountability by services responsible for delivery against recommendations.</p> <p>The areas for development identified in the recent re-inspection of safeguarding have been developed into a 'Inspection Recommendation Action Plan' which will be regularly monitored by the social care senior leadership team and CSLT.</p> <p>To oversee the performance improvement work being undertaken across services and with partners, an improvement plan is being developed for CSLT and the CTB. This action plan will reference and signpost to ongoing improvement work such as the Inspection Recommendation Action Plan, remaining Improvement Plan actions, the priorities of the Education Leeds Challenge; CYP Obsession Action Plans and Key Priority Indicator Report Cards as well as Blocks A, B and C of the Ofsted Profile used to determine the annual assessment judgement of Children's Services.</p>
<p>Monitor improvement in children's social care, by establishing rigorous performance management and quality assurance systems which deliver regular monitoring, scrutiny and quality assurance of social care performance.</p>
<p>The recent re-inspection of safeguarding resulted in the category 'Performance management and quality assurance' move up two grades from inadequate to good. The inspection report states "the robust approach taken to quality assurance is driving up standards. This has made a significant contribution to the improvements achieved in the overall effectiveness of safeguarding and the distance travelled since the last full safeguarding inspection in 2009."</p> <p>Quality assurance continues to be a key driver for improving performance.</p> <ul style="list-style-type: none"> • 110 audits of child protection and LAC cases were undertaken in July as part of a thematic audit of CYPSC files. 90.9% were judged to evidence an overall acceptable level of practice. No cases were deemed to fall within either the poorest practice standards category (overall score of 1) or the highest practice standards category (overall score of 5). • 134 audits were carried out in August and the corrective actions identified in these are being addressed. • The case file audit framework is currently being further developed to include methodologies which will ensure that standards are applied consistently across

<p>audits and that corrective actions identified as being needed are completed appropriately.</p> <ul style="list-style-type: none"> • The new case conference system has been running since mid August. The parental questionnaire about conferences continues to be undertaken. Early analysis indicates that parents are in favour of the new conference system. Initial verbal feedback on the new system has also been very positive.
<p>Increase capacity within children's social care, in particular at team manager and social worker levels, by ensuring that there is an effective senior management team responsible for social care.</p>
<p>The service redesign in social care is based on social work teams working to much smaller geographic localities ensuring that relationships between professionals in clusters are much stronger. At the 'front door', the screening team has been expanded, and work is now underway with Professor David Thorpe to implement plans which will lead to social workers being more directly involved in calls at the outset. This will ensure that children's needs are more effectively identified and the most appropriate service is offered to families through early intervention and targeted services. These approaches are aimed at reducing the demand for social work services by intervening effectively at an earlier stage with families by offering the appropriate support and intervention.</p> <p>As part of the service redesign in Children's Social Care, caseload targets were set in order to inform the capacity required to ensure effective service delivery. It was agreed that social workers in child protection and children in need teams would carry an average caseload of 20, and in looked after children's teams 22.</p> <p>The initial target of recruiting 24 Advanced Practitioners has been met. Recruitment will continue towards a higher number of 56 Advanced Practitioners in the service redesign.</p> <p>The senior leadership team has been significantly enhanced with new Head of Service posts and a new Assistant Chief Officer role.</p> <p>The recent inspection concluded "Significant financial investment has been made by the local authority to increase the number of employed social workers and considerable investment has been made to train and develop staff – through the practise improvement programme (PIP), the creation of advanced practitioner posts and relevant, good quality training."</p>
<p>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.</p>
<p>The service redesign in social care is based on social work teams working to much smaller geographic localities ensuring that relationships between professionals in clusters are much stronger. At the 'front door', the screening team has been expanded, and work is now underway with Professor David Thorpe to implement plans which will lead to social workers being more directly involved in calls at the outset.</p> <p>The average caseload figure in June 2011 was 23 and reflects an improvement from 2009. The average caseload figure as at 7th September 2011 is 21. For the cohort of newly qualified social workers who started in March 2011, the average caseload stands at 17, as at 9th September 2011, with more complex cases co-worked or supported by Advanced Practitioners.</p> <p>There remains some variation in terms of the actual numbers each social worker has at</p>

any given time. This is impacted upon by the current structure of assessment and care management teams, where numbers of open cases in assessment teams fluctuate with the turnover of work associated with the cycle of teams responding to their duty arrangements.

As a result of this demand led dynamic social workers in assessment teams have a level of fluctuation in their caseloads. This is monitored closely and adjustments made to duty arrangements to respond to particular pressures in teams where the numbers of cases is high. Caseloads can be actively monitored at all times through the workload manager element of iperformer on ESCR. Senior managers monitor where individual caseloads exceed 25, and commission reports to explain the reasons for this and the actions taking place to reduce caseloads.

Front line staff have reported that they feel things are better with regard to capacity and the plans outlined above are aimed at ensuring the capacity developed is sustainable and outcomes for children in Leeds continue to improve.

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 assessments.

Leeds continues to provide a wide range of training and development to meet the needs of social care staff. We have recently;

- Rolled out action learning sets to all Team Managers and Advanced Practitioners
- Reviewed and improved the NQSW programme
- Piloted practical workshops on Section 47 / Core Assessments, Chairing Meetings, Direct Work – use of resources and Risk Assessment to enhance current skills and pre-empt training needs arising from the restructure. Further workshops are to be rolled out prior to January 2012
- Organised briefings on ‘Child Participation in Child Protection Conferences’ for social care staff from November – January 2012
- Put in place a comprehensive training programme within residential children homes to meet the DfE minimum standards and OFSTED requirements

Leeds has also started to review our current approach to social work development in line with the recent Social Work Reform Board’s proposals for a Continuous Professional Development framework and overarching professional capabilities. Within this programme of work the authority is part of a national working group on the implementation of the Assessed and Supported Year in Employment (ASYE) from September 2012.

The Children’s Services Directorate workforce development plan is complete, and includes relevant areas of professional development as well as organisational development. The wider partnership workforce development plan is work in progress, and the CYPP is clear on three ‘ways of working’ that will inform this plan – restorative practice, outcomes based accountability and voice and influence. Building the confidence of the widest possible workforce in dealing with safeguarding issues effectively will be an ongoing priority for the city.

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

The Improvement Board continues to meet on a monthly basis. Regular updates against the Improvement Plan are provided to the Board along with other reports and detailed performance information.

An interim improvement update, tracking progress against the Improvement Notice was discussed by the Improvement Board on 9 May. This was submitted to the DfE and informed the Progress Review Meeting with DfE on 20 May.

The chair of the Improvement Board has submitted regular reports to the Minister of State, based on the work of the Improvement Board.

In terms of reporting progress to the council, a detailed improvement update report was presented to the Council's Executive Board on 22nd June. The most recent update was considered on 2 November.

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Quarry House
Quarry Hill
Leeds LS2 7UE

Tel: 0113 254 5842

8 December 2011

Tim Loughton
Parliamentary Under Secretary of State for Children and Families
Department for Education
Sanctuary Buildings
Great Smith Street
LONDON
SW1P 3BT

Dear Minister

LEEDS CHILDREN'S SERVICES IMPROVEMENT BOARD

I am writing to update you on progress with the work of the Leeds Children's Services Improvement Board.

The Improvement Board first met in January 2010 and I have submitted regular reports to Ministers since then.

As set out in the Improvement Notice, Children's Services in Leeds have had a great deal of work to do and ground to make up to achieve the aims of giving every child in the city a safe environment and the best chance of achieving their potential. I am pleased that the unannounced and announced safeguarding inspections undertaken this calendar year and the overall performance assessment by OFSTED have confirmed that significant improvement has been made – services are now judged to be adequate with good prospects for the future. The announced inspection of safeguarding saw measurable improvements in six of the nine categories, with five now good including ambition, capacity to improve, leadership and performance. This is very encouraging. But we should not underestimate the distance still to travel to achieve consistent excellence.

Since I started chairing the Improvement Board, I have been looking for evidence of self-generated momentum and sustainability of change. Three factors are, in my view, essential:

- an open outlook, benchmarking Leeds against other areas and searching out the very best practice to adopt;
- a culture of performance with a rigorous and unrelenting focus on key measures and indicators of impact on children and young people's outcomes;
- strong leadership.

At its inception, the Improvement Board needed to compensate for weaknesses in each of these critical areas – we brought an expert, external perspective to the work of the council and its partners; we required the improvement plans to be monitored rigorously and ensured that members and council leadership fora had progress reported regularly; we gave support and direction to two interim Directors and advised on leadership arrangements.

I am satisfied that capability and focus is now very different. To their credit, the council has placed children’s services right at the top of their priorities, with continuous leadership focus from the new Chief Executive and Director as well as from political leadership across all groups. Through his own initiative, the new Director has brought national and international expert advisers to the development of services; and is proposing to establish a twice-yearly reference event to take external advice. Partnership arrangements across the city are much improved and characterised by shared commitment and responsibility. A fully-refreshed leadership team has been recruited, and I have been assured that a granular and hard-headed approach to implementing and sustaining improvement plans will be maintained and hard-wired into the council’s own corporate performance governance arrangements and the Children’s Trust Board.

Our judgement is now how best to accelerate improvement into the future. I am confident that leaders in the city are honest and fully aware of the work still to be done. The language of ambition and obsession for young people in the city is an authentic reflection of the developing culture.

My view is that the council has reached the point, on the basis of the steps outlined in the paragraphs above, where the Improvement Notice and Improvement Board arrangements can safely be removed. Indeed, I believe this would reinforce local momentum and commitment as well as being a fair response to the progress made.

I hope this is a helpful summary and recommendation.

Yours sincerely



Bill McCarthy
Managing Director – NHS Commissioning Board Authority
Independent Chair for Leeds Children’s Services Improvement Board



Tim Loughton MP

Parliamentary Under Secretary of State for Children and Families

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tel: 0370 0012345 ministers@education.gsi.gov.uk

Councillor Keith Wakefield
Leader of Leeds City Council
Civic Hall
Calverley Street
Leeds
LS1 1UR

21 December 2011

Dear Councillor Wakefield,

I am writing regarding the Improvement Notice given to Leeds City Council by the Department for Education on 2 March 2010. This was given to the Council because of concerns about poor performance in delivering Children's Services in Leeds.

Officials from the Department met your Executive Member for Children's Services, the Chief Executive, the Director of Children's Services and other key officers on 7 November to review progress against the requirements of the Improvement Notice and the recommendations made by Ofsted following its inspection of safeguarding in September.

I have now heard from my officials following this review and I have read with interest the report from your independent Improvement Board Chair, Bill McCarthy and your plans to sustain improvement. I was pleased to hear of the significant improvements you have achieved to date and your commitment and clear plans to achieve a continued focus on safeguarding of children and young people in the City. In particular, it was good to learn about your plans for the "Leeds Children's Services Challenge and Support Panel". I see strong self awareness and expert and peer challenge as crucial to sustaining and building on improvements.

I wanted to acknowledge the hard work of Council staff and its partner organisations in bringing about this marked improvement and in the constructive way the Council has engaged with my officials.

Whilst all the reports acknowledge the strong progress you have made, they do also note some further areas for improvement, including:

- improving the Council's electronic social care record system;
- improving attendance, quality and timescales for initial children protection conferences;
- improving the quality of assessments to help achieve a consistent standard across the service;
- ensuring better information sharing between partner agencies in relation to domestic violence; and
- ensuring the common assessment framework (CAF) is used more effectively by all agencies.

I know that you have an ongoing improvement plan already in place to address these particular issues, which I welcome. I would like my officials to meet your officers again in March 2012, to hear about progress with this and to provide me with final reassurance that achievements have been embedded and sustained.

Whilst I recognise the good progress Leeds has made on safeguarding, I remain concerned about the pace of progress on improving education standards, both at Key Stage 2 and Key Stage 4. Progress has not been as good as we would like to have seen through the lifetime of the Improvement Notice.

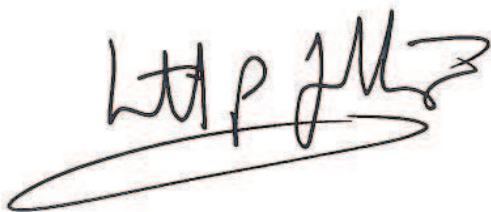
Since March 2010 when the Improvement Notice was given to the Council there has been a change of Government and consequently education policy has changed. I am aware that education standards in Leeds need to improve further and in particular the progress in converting underperforming schools to sponsored Academies has been slow. The Secretary of State believes that in schools where there has been consistent underperformance over a number of years, conversion to Academy status will be the catalyst for rapid progress and transformation. I am therefore expecting to see a commitment from the Council to working with my officials to address the issue of the Council's underperforming schools and for the Council to actively engage in developing Academy solutions for its worst performing schools.

Overall, in light of the commitment Leeds City Council has shown, the improvements made to date and Ofsted's judgement that safeguarding services in Leeds are now adequate with some good elements, and the progress in some of the, focussed aspects of educational attainment identified in the Improvement Notice, I am confirming that I no longer consider the Improvement Notice to be necessary, and am lifting this with immediate effect.

I congratulate you on the progress made with safeguarding to date, and hope to hear that this is supported by further improvements in Education Standards across the City, to raise the life chances of all young people in Leeds.

I am copying this letter to: Councillor Judith Blake - Executive Member for Children's Services, Tom Riordan - Chief Executive, Nigel Richardson –

Director of Children's Services and Mariana Pexton - Deputy Director of Children's Services.

A handwritten signature in black ink, appearing to read 'LTP JMS', with a large, sweeping underline that extends to the left and then curves back under the signature.

TIM LOUGHTON MP

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Report authors:
Heather Pinches / Peter Storrie
Tel: 43347 / 43956

Report of Assistant Chief Executive (Customer Access and Performance) / Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 12th January 2012

Subject: 2011/12 Quarter 2 Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: N/A	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. This report presents to Scrutiny a summary of the quarter 2 performance data relevant to the Scrutiny Board (Children and Families). Two key issues have been highlighted for Members’ attention – the budget and looked after children. Included is an overview of progress against all Children and Young People’s Plan priorities.

Recommendations

2. Members are recommended to:
- Note the two key issues of the budget and looked after children which have been highlighted and consider if they are satisfied with the work underway to address these issues.
 - Note the overall progress in relation to the delivery of the Children’s Services City Priorities and Children and Young People’s Plan and consider if they wish to undertake further scrutiny work in any of these areas.
 - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Children’s Services.

1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter two performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15, City Priority Plan 2011-15 and Children and Young People's Plan 2011-15.

2 Background information

- 2.1 A new set of delivery plans for the Council and the city were adopted by Council in July 2011 and this report is the first performance update setting out the progress in delivery of these plans. The plans and performance management arrangements that form the basis of this report have been developed alongside the revised partnership boards for the city in a whole system approach. Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report whilst providing an overview of the performance relating to the City Priority Plan deliberately focuses more on the council's contribution which will best enable Scrutiny to challenge the organisation.
- 2.2 The new performance management arrangements include a number of new reports including:
- Performance Reports – these are produced for each of the City Priority Plan priorities, for each CYPP priority and for the 5 Cross-Council Priorities in the Council Business Plan. They are a one page summary of progress in delivering the priority including a RAG rating of overall progress. Where possible the headline indicator is shown in a graph to clearly indicate progress and the reports include a look forward to the actions due over the next 3-6 months. We have adopted the principles of outcomes based accountability in these reports.
 - Directorate Priorities and Indicators – a directorate scorecard has been produced for each directorate which sets out the high level progress against each of the directorates priorities and indicators in the Council Business Plan. These are all available on the intranet and published on the Council's website. It also includes the directorate's contribution to the cross council priorities and indicators. For Scrutiny purposes these scorecards have been divided up so that each Scrutiny Board receives an update on the priorities within the remit of their Board recognising that these do not necessarily align directly to the Council's directorates in all cases. Members will note that this does mean that some priorities will go to two or more Scrutiny Boards and Boards are asked to consider working jointly on any follow up inquiries or nominate a lead Board.
 - Self Assessment – each directorate has the opportunity in this section to raise any other performance issues that might not be directly represented within the directorate priorities and indicators.
- 2.3 At the same time the Council and partnership also adopted a broader Children and Young People's Plan 2011-15 which set out the complete set of priorities for the Children's Trust Board. Performance reports on these priorities are produced six-monthly at quarters 2 and 4. These include the 3 "obsessions" which are the same as the 3 City Priority Plan priorities for children and young people. In view of this overlap this report is a combined update covering Council Business Plan 2011-15, City Priority Plan 2011-15 and Children and Young People's Plan 2011-15.
- 2.4 These reports are designed to provide a high level overview of performance issues related to the City Priority and Council Business Plans only. Members will need to use this information and the discussion in their boards to identify what further reports and more detailed information they might require in order to fulfil their scrutiny role. Therefore, these reports are designed to be a starting point for the work of the board.
- 2.5 This report includes two appendices:
- Appendix 1a – Performance Reports for the CYPP Priorities including the 3 "Obsessions" which are also the City Priority Plan Priorities.
 - Appendix 1b – Children's Services Directorate Priorities and Indicators

3 Main issues

Performance Overview

City Priority Plan (CPP)

3.1 There are 3 priorities in the Children and Families City Priority Plan (NB these are also the obsessions from the CYPP) and all 3 are assessed as amber. These are:

- Help children to live in safe and supportive families – number of children looked after
- Improve behaviour, attendance and achievement – primary and secondary school attendance
- Increase numbers in employment, education or training

Indicator	Summary	Quarter 2 Performance	Direction of Travel / RAG rating
Number of looked after children	Numbers in care are largely static with reductions in the rate of entry to care being mitigated by children and young people remaining in care for longer. Good social care practice and partnership improvements are being implemented, or are planned, with an increasing focus around early intervention.	1445 September 94.9 per 100,000	Amber
Primary & secondary attendance	Results for academic year 2010-11 half-terms 1-4 have shown improvements in the attendance rates in primary and secondary schools. However attendance remains lower in Leeds than nationally and in comparable authorities, but the gap has narrowed. The locality focus on attendance is being strengthened; this now needs to be complemented by a renewed city-wide strategic approach.	94.7% Primary 2010-11 HT1-4 92.4% Secondary 2010-11 HT1-4	Amber æ
NEET	Changes in the NEET definition have increased the size of the cohort in Leeds; however performance remains comparable to statistical neighbours and Not Known performance has improved. National changes to how services are structured combined with the ongoing economic context provide a challenging background for improvement.	8.9% September 2024 young people	Amber æ

Children and Young People’s Plan (CYPP)

3.2 The Children and Young People’s Plan quarter 2 performance reports highlight the partnership effort and impact against the plan’s priority measures. Overall, of the 16 outcomes and their priority measures 13 are assessed as amber, 3 are green and none were judged as red. At quarter 2 the successes were around numbers of apprenticeships, reduction in youth offending and an increase in the number of children reaching a good level of development at the Foundation Stage. As the first update following publication of the Plan, it is often too early to make solid judgements on improvements. This is reflected in the overall positive direction of travel being highlighted and the high proportion of amber ratings. It is recognised that local improvements need to be placed in the context of performance nationally and in comparator authorities. Children and Families Scrutiny Board should be secure that the progress to date and actions outlined provide a confidence for ongoing improvement.

Council Business Plan

Directorate Priorities and Indicators

3.3 There are 5 Directorate Priorities which support the delivery of the Children’s Services priorities. Of these none are red, 1 is amber and 4 are green. These are supported by 10 performance indicators that can be reported at quarter two: of these 2 are red, 2 are amber, 6 are green. The two red indicators are:

- Percentage of complaints resolved within 20 days
- Percentage of children’s homes that are rated good or better by Ofsted.

3.4 Complaints performance remains largely similar to quarter one; improvement strategies are in place focusing primarily on improving response rates to complaints about children and young

people's social care. Response rates to early years and education complaints are above 90%. The percentage of the council's children's homes (11 in total) rated by Ofsted as 'good' or better has declined from 58% in April to 45%. While none are rated as inadequate a number of issues have been highlighted by Ofsted's new inspection regime, including the fabric of our children's homes and their size. We are currently undertaking a full review of the homes (including staffing). One children's home has been closed as it was no longer fit for purpose.

Key performance issues for Children's Services Scrutiny Board

i) Budget

- 3.5 The overall budget position for the council remains an area for continued focus. At the end of quarter 2 £80m of the budgeted savings required are on target and the projected year-end overspend for the council continues to reduce (£7.2m at Month 6). However, it is an area where we must not be complacent and all Scrutiny Boards need to be aware of the overall financial context when scrutinising the areas of work within the remit of their Board.

ii) Looked-after children

- 3.6 The number of Looked After Children has stabilised over the last 6 months and the rate at which children are entering care is on a downward trend, but those who enter care remain within it for longer. Costs continue to rise because of where children are being placed and work is ongoing to address placement costs, including the promotion of in-house fostering. There is an increasing focus on preventative work at earlier stages in the development of need to reduce the need for children to come into care. This includes both initiatives and improvement in practice, for example: the investment in multi-systemic therapy teams; the development of early start provision; the increase in numbers of children on child protection plans; family group conferencing and promotion of the common assessment framework. At locality level cluster based OBA workshops and improved information are being used to focus and integrate local efforts around children and families, the three 'early adopter' clusters are an example of these developments.
- 3.7 The above performance issues are reflected in the Scrutiny Board inquiry into reducing the numbers of looked after children, that has a particular focus on external placement issues.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 All performance information has been reviewed by the Directorate Leadership Team and the Children's Trust Board as well as CLT and the Council's Performance Board.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Whilst some of the performance reports do include an update on the significant issues for the delivery of the priority from an equality perspective some do not. This is the first time that these reports have been prepared and, therefore, Scrutiny Boards may wish to consider whether this issue is sufficiently covered in the performance reports in their area. This feedback can then be used to strengthen the reporting arrangements going forward. For some priorities especially those based on academic years this information was not available at quarter 2 but will feature in future reports on educational outcomes.
- 4.2.2 This is also an issue that will be given further consideration through a piece of work that has been commissioned by the Leeds Initiative Board. This work is looking at what reporting arrangements are needed to track the cross cutting issues that run across several of the Strategic Partnership Boards like poverty and inequality (including child poverty and health inequalities). The aim is to be able to capture and understand the various contributions from across the Boards to these areas without necessarily creating separate and potentially bureaucratic processes. Proposals are scheduled to be brought back to the Leeds Initiative Board in February.

4.3 Council Policies and City Priorities

4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

4.4 Resources and Value for Money

4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position as this is a cross council priority within the Business Plan.

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publically available and will be published on the council and Leeds Initiative websites.

4.6 Risk Management

4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. From this quarter CLT have also reviewed the corporate risk register alongside the performance information which will further ensure that the Council's most significant risks are effectively identified and managed.

5 Conclusions

5.1 This is the first time that the performance reports and scorecards have been produced and there is still some work to do to ensure that they are high quality information updates, written in plain English with jargon kept to a minimum. Work will continue to develop and improve the reports and embed the process across the partnership. However, overall the performance reports and directorate scorecards are a clear and simple summary of performance that Members can use to understand the current performance in relation to the priorities from our strategic plans which are relevant to the Board.

6 Recommendations

6.1 Members are recommended to:

- Note the two key issues of the budget and looked after children which has been highlighted and consider if they are satisfied with the work underway to address these issues.
- Note the overall progress in relation to the delivery of the Children's Services City Priorities and Children and Young People's Plan and consider if they wish to undertake further scrutiny work in any of these areas.
- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Children's Services.

7 Background documents

- City Priority Plan 2011-15
- Council Business Plan 2011-15
- Council and City Performance Management Framework (Draft)

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Appendix 1a:

The appendix presents:

1. Summary of progress against each CYPP priority measure, based on report cards at October 2011	Pages 1-4
2. October CYPP dashboard	5
3. Report Cards	6-37

The direction of travel arrow indicates whether progress is stable, improving or declining

The traffic light RAG indicates either

- **Red** = progress is not being made as planned or expected. The curve has not yet been turned on the headline indicator and is getting worse. Few of the relevant actions or activities are on track. .
- **Amber** = Positive progress is being made but not as much as planned or expected. The curve has not yet been turned on the headline indicator. Only some of the relevant actions or activities are on track.
- **Green** = Progress is as planned or expected. The curve is being turned on the headline indicator. All, or most, of the relevant actions or activities are on track.

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Outcome	Indicator	Summary	Current Performance	RAG rating Direction of Travel	CSLT lead	CTB sponsor
Safe from harm	Obsession: Number of looked after children	Numbers in care are largely static with reductions in the rate of entry to care being mitigated by children and young people remaining in care for longer. Good social care practice and partnership improvements are being implemented, or are planned, with an increasing focus around early intervention.	1445 September 94.9 per 100,000	Amber	Jackie Wilson	Jane Held and Bridget Emery
	Number of children subject to Child Protection Plans	Significant increase in the number of children and young people subject to child protection plans, reflecting improved safeguarding practice. However numbers are now rising above comparators emphasising the need to further focus on addressing the underlying demand through effective partnership approaches to safeguarding and early intervention.	1111 September 73.0 per 10,000	Amber æ	Jackie Wilson	Chris Radelaar

Outcome	Indicator	Summary	Current Performance	RAG rating Direction of Travel	CSLT lead	CTB sponsor
Do well in learning and have the skills for life	Obsession: Primary & secondary attendance	Results for academic year 2010-11 half-terms 1-4 have highlighted improvements in performance. However this is against, especially in secondary, high levels of absence; with unauthorised absence a particular issue. The locality focus on attendance is being strengthened; this now needs to be complemented by a renewed city-wide strategic approach.	94.7% Primary 2010-11 HT1-4 92.4% Secondary 2010-11 HT1-4	Amber æ	Paul Brennan	Simon Whitehead and Tony Adlard
	Obsession: NEET	Changes in the NEET definition have increased the size of the cohort in Leeds; however performance remains comparable to statistical neighbours and Not Known performance has improved. National changes to how services are structured combined with the ongoing economic context provide a challenging background for improvement.	8.9% September 2024 young people	Amber æ	Paul Brennan	Martin Fleetwood & Diana Towler
	Foundation Stage good level of achievement	2011 has seen a substantial increase in proportion of children reaching a good level of development from 53% to 58%, this has helped narrow the gap with comparators. However the gap between the lowest achieving and the average remains too large. This is a key priority to be addressed through improvements to 0-5 and family support services.	58% 2010/11 academic year	Green æ	Paul Brennan	Ann Pemberton
	Key Stage 2 level 4+ English and maths	72% of children reached the national level in 2011, this is consistent with the long term position in Leeds. While Leeds continues to be considered in line with comparators the direction of travel is not positive with comparator averages improving. Leeds does perform well on progress measures between Key Stage 1 and 2. A proportion of schools remain at risk of floor standards.	72% 2010/11 academic year	Amber	Paul Brennan	Martin Fleetwood & Diana Towler
	5+ A*-C GCSE inc English and maths	Young people achieved the best ever GCSE results in 2011 with 53.1% (provisional) now reaching the national standard. However gaps to national performance are widening. The proportion of schools under both current and likely future floor standards has reduced. The Leeds Education Challenge will take forward increasing the number of good and outstanding schools and increasing the rate of improvement in attainment.	53.1% 2010/11 academic year	Amber æ	Paul Brennan	Martin Fleetwood & Diana Towler

Outcome	Indicator	Summary	Current Performance	RAG rating Direction of Travel	CSLT lead	CTB sponsor
Do well in learning and have the skills for life	Level 3 qualifications at 19	2011 results will not be available until March 2012. 2010 results show ongoing improvement with 47% of young people achieving level 3. This is tracking just below statistical neighbours but well below national. Based on results at age 18 around half of the 2011 cohort should have achieved level 3. The Free School Meal gap remains an issue.	47% 2009/10 academic year	Amber æ	Paul Brennan	Martin Fleetwood & Diana Towler
	16-18 year olds starting apprenticeships	2006 young people started apprenticeships in the 2010-11 academic year, a 59% increase. This improvement is above comparators and above local targets. This reflects strong support and commitment from partners, including business at both city and local levels.	2006 2010/11 academic year	Green æ	Paul Brennan	Martin Fleetwood & Diana Towler
	Children and families accessing short breaks	In 2010/11, 1,732 children accessed short breaks a 132% increase over two years. A total of 150,056 hours and 15,545 nights of short break were delivered in 2010/11. The loss of Aiming Higher funding will result in a recommissioning of the service in 2012 and an expectation of a decreased take up in 2011/12	1732 2010/11 financial year	Amber æ	Paul Brennan	Diane Reynard
Healthy lifestyles	Obesity levels at year 6	In line with the national picture rates in Leeds appear to be plateauing; however with 1:3 children in Year 6 being at risk of developing obesity related health issues this remains a priority. Analysis confirms links between deprivation and obesity rates. Local training has been successful in raising the skills, knowledge and confidence of the workforce in both children's centres and health visiting teams.	20% 2009/10 academic year	Amber æ	Sarah Sinclair	Hilary Devitt
	Uptake of free school meals - primary & secondary	While improving rates of school meal uptake by free school meal entitled children and young people rates are below national levels. An estimated 4,000 children and young people are not taking up their entitlement. Efforts to improve uptake and to promote healthy eating are ongoing including encouragement to ensure the nutritional quality of packed lunches.	76.8% Primary 67.1% Secondary 2010/11 financial year	Amber æ	Sarah Sinclair	Hilary Devitt

Outcome	Indicator	Summary	Current Performance	RAG rating Direction of Travel	CSLT lead	CTB sponsor
	Teenage conceptions (rate per 1000)	The latest national data shows the rates in Leeds are 45.6 conceptions per 1000 15-17 year old females. Citywide rates have reduced by 11.2% in 3 years, with a trend of continued reduction. Rates in the majority of priority wards have begun to 'turn the curve'. Efforts are focusing on work with young people and ensuring that the promotion of sexual health is embedded into partnership efforts at local levels.	45.6 As at June 2010	Amber æ	Sarah Sinclair	Ian Cameron
Fun	Children and young people who enjoy their life	The 2010/11 Leeds ECM survey highlighted 84% of primary age children and 74% of secondary school children and young people saying that they enjoyed their life. These figures are very similar to last year. Whilst this is a positive, it does highlight a reasonable minority of children and young people who either aren't sure or don't agree with this the statement that 'I enjoy my life.'	80% 2010/11 academic year	Amber	Paul Brennan	Alan Bolton
Voice and influence	% of 10 to 17 year-olds committing one or more offence	For 2009/10 2.7% of the Leeds 10-17 population committed an offence, compared with 1.9% nationally and 2.2% regionally. For 2010/11 the number of young offenders fell to a rate of 1.9%, compared with a rate of 1.5% nationally. The number of young people who offend and come in to contact with the youth justice system for the first time has fallen over the last five years.	1.9% 2010/11 financial year	Green æ	Mariana Pexton	Sam Prince
	Children and young people's influence in the community	2009/10 results indicated that 3 out of 5 primary school children thought they had an influence over how things were run in their local area. For secondary age children and young people this declined to 1 in 2 with a sharper drop off in the oldest group surveyed, year 9. A renewed focus on this priority has raised the profile and expectations around voice and influence, especially through Child Friendly City work.	58% 2010/11 academic year	Amber	Mariana Pexton	Neil Moloney

Children and Young People's Plan Key Indicator Dashboard

	Measure	National	Stat neighbour	2010/11	Result for same period last year	Result July 2011	Result Aug 2011	Result Sep 2011	DOT	Data last updated	Timespan covered by month result
Safe from harm	1. Number of looked after children	58 per 10,000 (2009/10 FY)	69.3 per 10,000 (2009/10 FY)	1,446 (95.3/10,000)	1415 (93.2/10,000)	1444 (94.9/10,000)	1436 (94.3/10,000)	1445 (94.9/10,000)	▼	30/09/2011	Snapshot
	2. Number of children subject to Child Protection Plans	38.3 per 10,000 (2010/11 FY)	39.0 per 10,000 (2010/11 FY)	974 (64.2/10,000)	724 (47.7/10,000)	1061 (69.7/10,000)	1154 (75.8/10,000)	1111 (73.0/10,000)	▲	30/09/2011	Snapshot
Do well in learning and have the skills for life	3a. Primary attendance	94.8% (2010 AY)	94.8% (2010 AY)	94.4% (HT1-5 2010 AY)	94.3% (HT1-4 2010 AY)	94.7% (HT1-4)	94.7% (HT1-4)	94.7% (HT1-4)	▲	HT4 census	AY to date
	3b.. Secondary attendance	93.2% (2010 AY)	93.3% (2010 AY)	91.6% (HT1-5 2010 AY)	91.6% (HT1-4 2010 AY)	92.4% (HT1-4)	92.4% (HT1-4)	92.4% (HT1-4)	▲	HT4 census	AY to date
	4. NEET (new definition from April 2011)	6.6% (Aug-11)	11.0% (Aug-11)	8.3% (Nov 10-Jan 11)	9.6% (Sep 10)	9.0% (2150)	9.1% (2209)	8.9% (2024)	▲	30/09/2011	1 month
	5. Foundation Stage good level of achievement	59% (2011 AY)	60% (2011 AY)	53% (2010 AY)	53% (2010 AY)	57.6% (2011 prov)	57.6% (2011 prov)	58% (2011 conf)	▲	Oct 11 SFR	AY
	6. Key Stage 2 level 4+ English and maths	74% (2011 prov)	76% (2011 prov)	74% (2010 AY)	74% (2010 AY)	72% (2011 prov)			▼	Aug 11 SFR	AY
	7. 5+ A*-C GCSE inc English and maths	57.9% (2011 AY)	56.1% (2011 AY)	50.6% (2010 AY)	50.6% (2010 AY)	50.6% (4,067)	54.2% (2011 prov - sch.)	53.1% (2011 prov - DFE)	▲	Oct 11 SFR	AY
	8. Level 3 qualifications at 19	54.2% (2010 AY)	48.3% (2010 AY)	46.7% (2010 AY)	44.3% (2009 AY)	46.7% (4,392)			▲	Mar 11 SFR	AY
	9. 16-18 year olds starting apprenticeships	Unavailable		1441 (Aug-Mar)	858	2006	not yet available	not yet available	▲	31/07/2011	Cumulative Aug - July
	10. Children and families accessing short breaks	Unavailable - local indicator		1732	1400	1732			▲	Apr-11	FY
	Healthy lifestyles	11. Obesity levels at year 6	18.7% (2010 AY)	19.0% (2010 AY)	20% (2010 AY)	20.9% (2009 AY)	20.0%			▲	Dec 10 SFR
12. Teenage conceptions (rate per 1000)		37.2 (Jun 2010)	42.6 (Jun 2010)	47.4 (2009)	49.8 (Jun 2009)	45.6 (Jun 2010)			▲	Aug-11	Quarter
13a. Uptake of free school meals - primary		79.8%	79% (Yorks & H)	76.8%	75.8% (2009/10 FY)	76.8%			▲	Jul-11	FY
13b. Uptake of free school meals - secondary		69.3%	67.4% (Yorks & H)	67.1%	64.7% (2009/10 FY)	67.1%			▲	Jul-11	FY
Fun	14. Children who agree that they enjoy their life	Unavailable - local indicator (ECM survey)		80% (2011 AY)	79% (2010 AY)	80%			▲	Summer term 2011	AY
Voice and influence	15. 10 to 17 year-olds committing one or more offence	1.9% (2009/10)	2.3% (2009/10)	2.7%	2.7%	1.9% (2010/11)			▲	Jul-11	FY
	16a. Children and young people's influence in school	Unavailable - local indicator (ECM survey)		70% (2011 AY)	70% (2010 AY)	70%			▶	Summer term 2011	AY
	16b. Children and young people's influence in the community	Unavailable - local indicator (ECM survey)		58% (2011 AY)	56% (2010 AY)	58%			▲	Summer term 2011	AY

Key DOT - direction of travel AY - academic year FY - financial year HT - half term SFR - statistical first release

Meeting: Children's Trust Board 31 October 2011
Outcome 1: Children and Young People are safe from harm
LCC lead: Jackie Wilson

Population: All children and young people in Leeds
Priority 1: Help children to live in safe and supportive families
CTB lead: Jane Held and Bridget Emery

Why is this an obsession Outcomes for children are better when they are able to live safely within their own family and community. The high numbers of looked after children in Leeds impacts on the resources available to provide preventative services aimed at supporting children to live within their families safely.

OBSESSION
Overall Progress
Amber

RAG: Efforts are impacting on a reduction in the numbers entering care. **DOT:** Marginal rise in numbers with children remaining in care for longer

Story behind the baseline

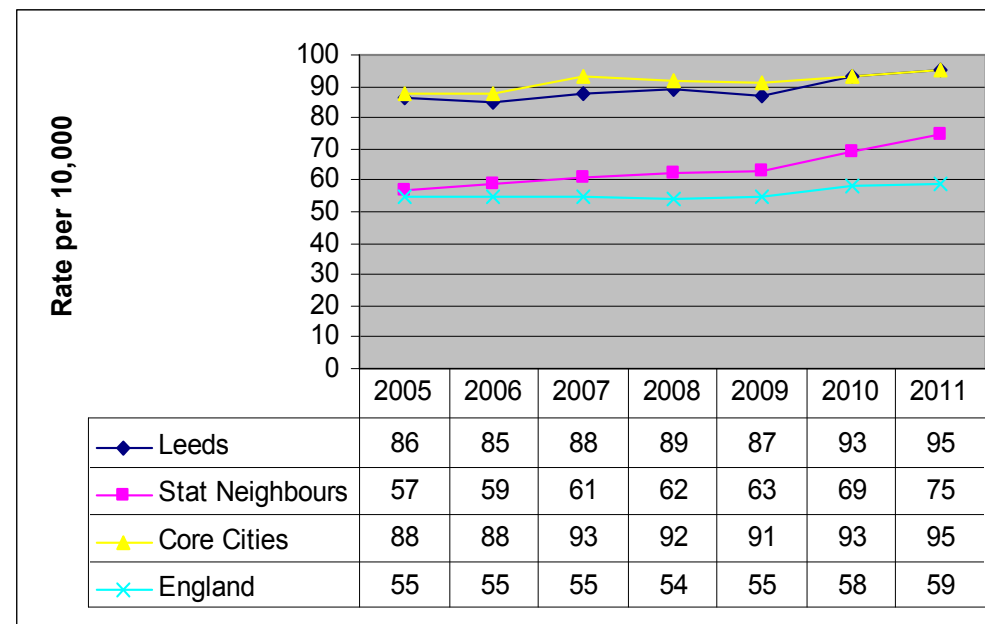
Data for the 2010/11 year shows a rise in the numbers of looked after children in Leeds (from 1423 at March 2010 to 1448 at March 2011). This rise is in line with that seen within the Core Cities comparator group, accepting there are large differences within this group. Comparative data is only available once annually, but provisional in-year local data indicates that this rise is not continuing, with levels of looked after children in Leeds being largely static during 2010/11. Although the statistical neighbour comparator group continues to have a lower rate per ten thousand of looked after children, the rate has seen an increase which is three times greater than the rise seen in Leeds. As at September numbers were 1445.

The rate at which children are entering care in Leeds has been on a downward trend since 2007/08, with 508 care starters in that year as against 448 the following year. This trend has continued to 2010/11 when 425 children entered care. A factor in this trend has been the significant decrease in the number of children who are repeat entrants to care within the same year. 67 children entered care more than once during 2005/06, compared to 22 children in 2010/11.

Since 2007/08 the rate of children leaving care has also been on an overall downward trend and has decreased at a faster rate than the rate of those entering care.

Therefore, the rise in total numbers of looked after children is not a result of more children entering care, but rather that those entering care are remaining in care for longer.

Curve: Number of looked after children



The number of children subject to a Special Guardianship Orders has increased (currently 224 with 99 pending). This has helped decrease the numbers of looked after children. But as the fostering allowance remains the responsibility of the authority, whilst this should improve outcomes for children, it will not lead to savings.

What do children and young people think Children and young people were consulted in May 2011 whilst compiling the Children and Young People's Plan. A focus on reducing the need for children to be looked after was welcomed. A number of practical examples were given by children and young people about how to help keep more families together such as more regular home visits, more help and support for parents and families for everyday things, parents should attend supportive parenting classes, help to develop self confidence for the parent and child and more respite and short break offers would help and give the parent and child a break.

What we have done

- Two of the three early adopter clusters have held OBA based workshops focussing on the obsession “reducing the need for children to be in care”. These have involved partners from a wide range of organisations in considering the relevant data and issues related to becoming looked after.
- Reviewed “front door” practice in order to better understand how we might respond to need at an earlier point and with greater involvement of Children's Services partners at cluster level.
- £1.3 million investment in Integrated Safeguarding Unit.
- Introduction in July 2011 of new “Strengthening Families” model of child protection conferences which aims to improve focus on risk analysis, shared responsibility for the child protection planning process and timely improvements for children – better engagement and planning at this stage is intended to ensure that intervention is more effective and where plans are not working this is identified and corrected at an early point.
- £2 million funding secured to expand multi-systemic therapy services, with £1 million of this focussed on supporting families where neglect is an issue.
- Re-designed family support services to ensure that these are delivered to the families most in need and where there is the highest risk of children becoming looked after.
- Re-structured children and young people's social care teams to develop locality based social work teams which will work closely with targeted and universal services.

What works locally

- Increasing numbers of children exiting care through better focus on adoption, Special Guardianship Orders, supporting older children into independence and re-visiting plans for children looked after under voluntary agreements with parents.
- New Care Planning Regulations are being actively implemented in Leeds bringing more rigour and momentum to individual care plans.
- Leeds IRO arrangements were the focus of a visit by the Children's Minister Tim Loughton in September 2011 who commended the Leeds arrangements.

New actions

- Prioritise access to Early Years Services for families at risk and extend the 2 year old pilot.
- Adopt the findings of the universal review by implementing ‘Early Start’ Teams.
- Implement plans to safely transfer information to services and clusters where a Request for Service does not meet social care thresholds but the family may benefit from additional targeted services.
- Increase use of the Common Assessment Framework (CAFs)
- Target and re-commission Family Support Services
- Implement recommendations for improving the ‘front door’ made by external consultant (preventative strategy to improve early intervention before referral to CYPSC)
- Expand Multi-Systemic Therapy service capacity
- Expand Family Group Conferencing, as part of the overall approach to restorative practice.
- Develop and implement a 60 day default plan for children just entering care (optimise swift returns to family where appropriate)
- Re-visit plans for an identified cohort of children looked after under a voluntary agreement and implement exit from care strategies where appropriate.
- Develop a forecasting model to show potential placement activity (and associated financial impact) over the short and medium term.
- Strengthen care planning processes to achieve more rapid permanence through adoption and special guardianship.
- Recruitment of foster carers and adopters
- Redesign of residential provisions to offer more preventative support to families with teenagers.

Data development

A review of management information needs is underway which aims to identify current gaps and agree solutions which will meet partnership and business and needs. More regular information available to clusters on referrals, CAFs and requests for service.

Partners with a role to play

Children and young people, parents, schools, health visitors, family outreach workers, police, VCFS, childcare services, Youth Offending services. Community groups, drug and alcohol services, probation, adult services, housing services, media, business, GPs, transport services, mental health services (CAMHS).

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011
Outcome 2: Children and young people do well at all levels of learning and have the skills for life
LCC lead: Paul Brennan

Population: Pupils in Leeds schools (Years 1-11)
Priority 3a: Improve behaviour, attendance and achievement
CTB lead: Simon Whitehead and Tony Adlard

Why is this an obsession There are strong links between attendance, attainment, being NEET and youth offending. Particular pupil groups who experience multiple poor outcomes are more likely to have poor attendance, e.g., those living in deprived areas; looked after children; pupils eligible for free school meals; pupils with special education needs and some BME groups.

OBSESSION
Overall Progress
Amber æ

RAG: Longer-term gap to national performance **Direction of travel:** Some indicator improvements in 2010/11

Story behind the baseline

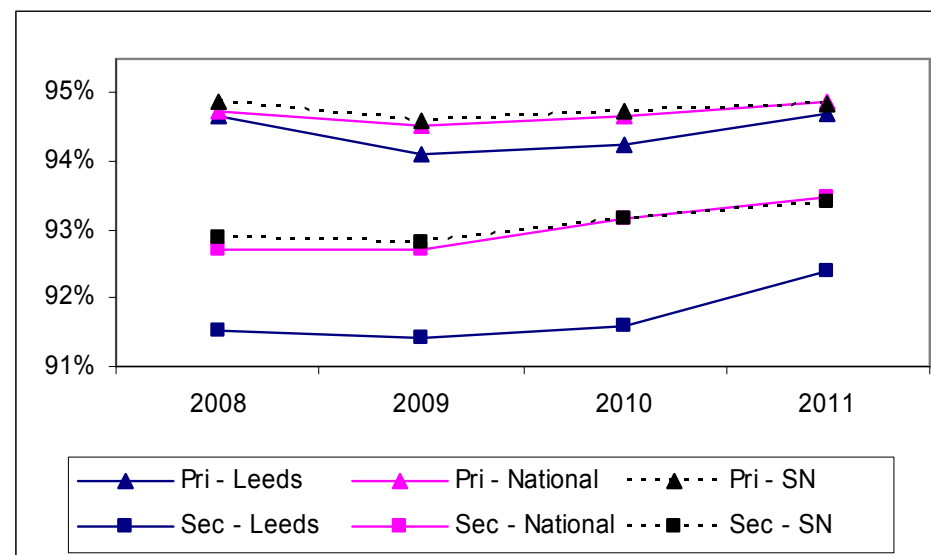
The vast majority of children in Leeds attend school regularly without the need for any additional or targeted support. However a significant cohort of children in Leeds miss an unacceptable amount of school.

Attendance in primary schools increased in 2010/11 by 0.43 percentage points (%pts); mainly achieved through a fall of 0.39%pts in authorised absence. Unauthorised absence fell by 0.04%pts. Secondary attendance increased in Leeds by 0.79%pts. Both authorised and unauthorised absence improved, with authorised absence falling by 0.63%pts and unauthorised absence falling by 0.16%pts. The gap to national and statistical neighbour performance narrowed slightly for both primary and secondary in 2010/11.

Persistent absence (PA) from primary school fell in 2010/11, with 2.0% of pupils missing more than 20% of school. The number of persistent absentees fell by 19.5% from 2009/10 to be 958 in half-terms 1-4 2010/11. The Department for Education (DfE) has recently changed the definition of PA and a pupil is now classed as PA if they miss more than 15% of school. 2,632 (5.5%) pupils met this threshold in Leeds primary schools in half-terms 1-4 2010/11. The national rate is 5.2%. PA also fell in secondary schools in 2010/11, by 0.5%pts. The number of persistent absentees missing 20% of school fell by 8.6% to 2,735. Under the 15% definition, 4,794 (12.1%) pupils in secondary schools were persistently absent. The national rate is 9.5%. Although the PA rates are higher in Leeds, the trend from last year is a fall, whereas nationally there were slight rises in primary and secondary PA, against both the 15% and 20% definitions.

Evidence from working with children and families shows that school absence is mostly only one symptom of other, often complex, problems. Since partnership approaches are the key to success, the next stage is for Leeds to adopt an attendance strategy that secures the commitment of all those working with children and families to contribute to improving school attendance and therefore improving the life chances of young people in Leeds.

Curve: School attendance rates¹



¹ Half-terms 1 to 4. Source: school census.

What do children and young people think As part of local research undertaken into the reasons for persistent absence, young people told us that the key factors in absence are: problems at home and with parents; issues with the curriculum and lessons; and bullying was also mentioned as a factor. Groups such as young carers had particular issues affecting their school attendance.

What we have done

- The attendance improvement officer resource has been devolved to clusters to allow them to use the resource flexibly to address local need.
- The use of whole school attendance reviews at high schools are proven approaches that deliver actions plans for improving systems and interventions that impact on reducing persistent absence.
- Each cluster in the city has either already conducted, or is committed to, undertaking an Outcomes Based Accountability workshop in order to bring a wide range of partners, agencies and services to the table to address attendance and persistent absence.
- The development of cross-cluster policies around attendance is helping to enhance consistency both in practice and in the messages about good attendance that are understood by parents/carers.
- Work with the Safer Schools partnerships is developing a locality based model for targeting truancy, this is shifting the focus from a city-centre dedicated service.

New actions

- The next action for the Children Leeds partnership is the renewal of our strategic approach to improving attendance. This will influence the reshaping of attendance functions both within the emerging Leeds City Council children's services structure and the wider partnership. A review and options paper on the future delivery of attendance services is to be developed. This will be based on attendance at school being owned, resourced and delivered through local partnerships and clusters. This will be broader than a service review reflecting the whole partnership approach including the role of Area Inclusion Partnerships and clusters.
- A dashboard is in development for distribution to all clusters on a monthly basis showing attendance, unauthorised absence, and persistent absence; enabling clusters to have more up to date in-year provisional performance information.

What works locally

To target primary attendance, a pilot project was developed to get primary schools to use social and emotional aspects of learning (SEAL) approaches to tackle absence and poor attendance. Phase 1 schools demonstrated an increased level of attendance during the pilot which was double the improvement seen in non-pilot schools. Overall attendance in the SEAL schools increased by more than the increase for across all primaries for the same period.

Data development

The DfE has reduced the threshold at which a pupil is defined as persistently absent from 20% down to 15%. This will be applied in statistical releases from October 2011 onwards, although the 20% threshold will continue to be published alongside this. It is not clear what, if any, central monitoring arrangements will be used to measure either individual school or whole authority performance around this indicator.

Partners with a role to play

Children and young people, parents, schools, health visitors, family outreach workers, police, VCFS, childcare services, community groups, drug and alcohol services, probation, adult services, housing services, Connexions, media, business, Chamber of Commerce, GPs, transport services.

Meeting: Children's Trust Board 31 October 2011
Outcome 2: Children and young people do well at all levels of learning and have the skills for life
LCC lead: Paul Brennan

Population: Young people of academic age 16, 17 and 18 (age on 31 Aug)
Priority 4a: Increase numbers in employment, education or training (EET)
CTB lead: Martin Fleetwood and Diana Towler

Why is this an obsession Being in EET increases young people's confidence, prospects and economic independence and therefore supports the city's overall economic performance. By targeting groups and areas where NEET is a particular challenge, we can raise aspirations and prospects for young people who often have multiple poor outcomes. The current economic downturn presents challenges for young people looking to enter the workplace for the first time.

OBSESSION
Overall Progress
Amber æ

RAG: Gap to national performance **Direction of travel:** Reducing rates of Not Known and good rates of young people in learning

Story behind the baseline

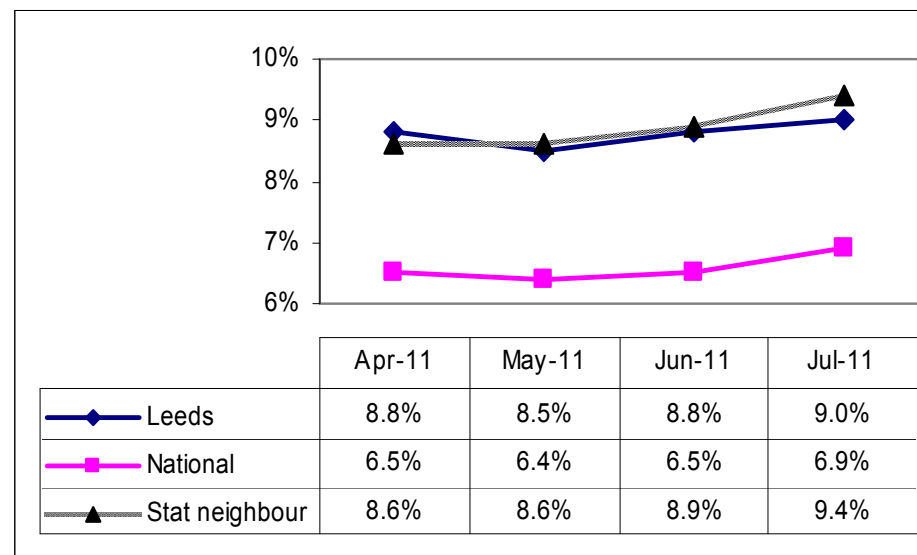
The NEET definition changed in April 2011, and Leeds now has around 400 more young people in the NEET cohort. Leeds has a higher NEET rate than national levels, although it is slightly below the statistical neighbour (SN) rate. Leeds has a lower rate of young people whose status is not known (7.8%) than national (10.4%) and SN levels (9.3%). The rate of young people in learning (77.8%) is above national (76.4%).

Young people become NEET for complex and diverse reasons. NEET levels tend to be higher in deprived areas, and for teenage parents, those with lower school attendance, lower levels of qualifications and young offenders. NEET rates are more than 50% among young people with special educational needs, young parents and pregnant young women.

Improvement plans cover a range of circumstances. Transition between learning opportunities can trigger disengagement; as can missing out on good quality impartial information, advice and guidance (IAG). Family networks have a major influence on a young person's decision-making. Activity is therefore planned with families to ensure young people are positive about their ability to succeed, as well as activity to ensure access to IAG to help choose the right learning pathway; and support at transition points.

Upcoming risks include: changes to the provision of careers education and IAG with more responsibility for schools in September 2012, but without increases in funding; reductions in post-16 funding for all providers, but that will hit schools particularly hard; and changes to which vocational qualifications count in the performance tables. This jeopardises the future of some smaller qualifications that have enabled young people to build confidence and achievement in small steps. It is not yet known how the 16-19 bursary fund will impact on supporting young people to stay in learning.

Curve: Percentage of young people who are NEET ²



² Based on April 2011 definition of where young people live (not where they attend learning) and academic age 16-18, i.e., year groups 12 to 14.

What do children and young people think A diverse group of NEET young people were consulted as part of the development of the Children and Young People's Plan. Young people said that the current economic climate had a big impact on their employability, however they also experienced other difficulties in finding employment, education or training, such as: difficulties using the systems in job centres; access to IT to apply for jobs or courses; lack of confidence; struggling with interview skills; travel and financial barriers; poor reading and writing skills; and coping with complex personal circumstances.

- What we have done**
- Work has commenced with schools to support them in meeting new statutory requirements for careers education and IAG responsibilities.
 - Systems are now in place to gain consent from NEET young people to share their contact details with potential learning providers in order to improve recruitment onto programmes.
 - In 2010/11 NEET data was shared with high schools; allowing schools to see long term outcomes for their former pupils, and helping them to focus resources on current pupils at risk of being NEET.
 - Leeds Pathways, the online post-16 common application system, allows schools and Connexions to identify young people who have not made an application and target support to them to ensure progression after Year 11.
 - A protocol is being developed between Housing and Connexions to agree methods for joint working with staff who are working with young people who are homeless or living independently of family.
 - The Young People Employability Initiative was launched in May 2011 to give young people who are 'work ready' an 8 week programme including work experience, accredited training and employability skills.

- New actions**
- Identify the reasons why young people who are NEET do not engage with the current learning offer, using information from Connexions.
 - Development of models for parental engagement to improve the progression information and advice available to parents through schools.
 - Work with local authorities across West Yorkshire, as well as the West Yorkshire Colleges Consortium, to ensure learners facing financial hardship in accessing learning receive appropriate financial support, regardless of where they choose to learn.
 - Develop a city wide strategic action plan that joins up the work of children's and adult services with 14 to 19 year olds. This will focus on placing NEET in the context of city-wide issues such the raising of the participation age as youth employment, apprenticeships, jobs and skills, and changes to the provision of IAG.
 - Work in partnership with businesses to develop a model, financially supported by business, to deliver enterprise and skills development programmes in target schools.

What works locally
 Accurate data and tracking, increased information sharing and improved learning options have all contributed to reducing NEET. At the same time the loss of some funding and the economic downturn pose major challenges.

- Data development**
- Planning for systems and data transfer processes in preparation for the end of the Connexions service.
 - Improved data exchange agreements to reduce the tracking of young people who are in contact with other services, e.g., JobCentre Plus and the National Apprenticeship Service.

Partners with a role to play Adult social care, schools and FE colleges, Connexions, housing services, young people, parents and family, employers, 14-19 confederations, JobCentre Plus, offsite providers

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011
Outcome 1 : Children and young people are safe from harm
LCC lead: Jackie Wilson

Population: All children and young people in Leeds
Priority 2: Ensure that the most vulnerable are protected
CTB lead: Chris Radelaar

Why is this a priority For children to reach their potential they need to feel safe and secure. We need to ensure that we can identify when a child or young person is vulnerable and that effective plans are put into place to make sure children are safe. We need to try to do this as early as possible in order to reduce the risk of significant harm.

Overall Progress
Amber æ

RAG: Improved practice but earlier intervention arrangements need to be developed and embedded. **DOT:** more children being safeguarded however numbers on Child Protection Plans have now exceeded those of comparator groups

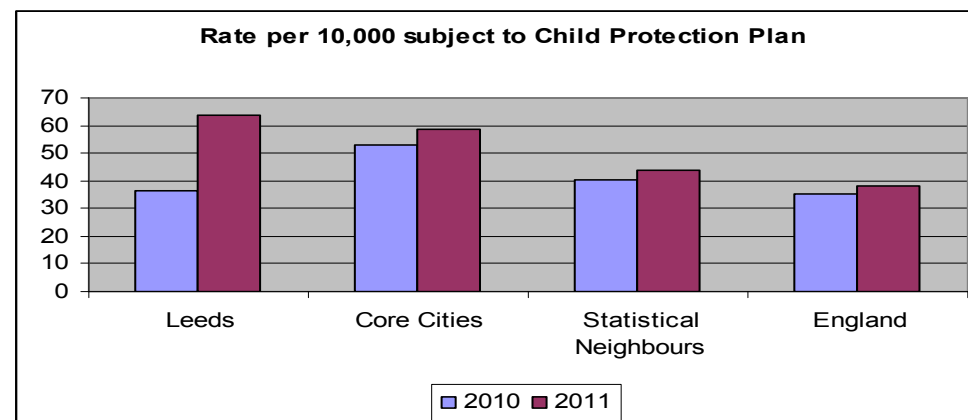
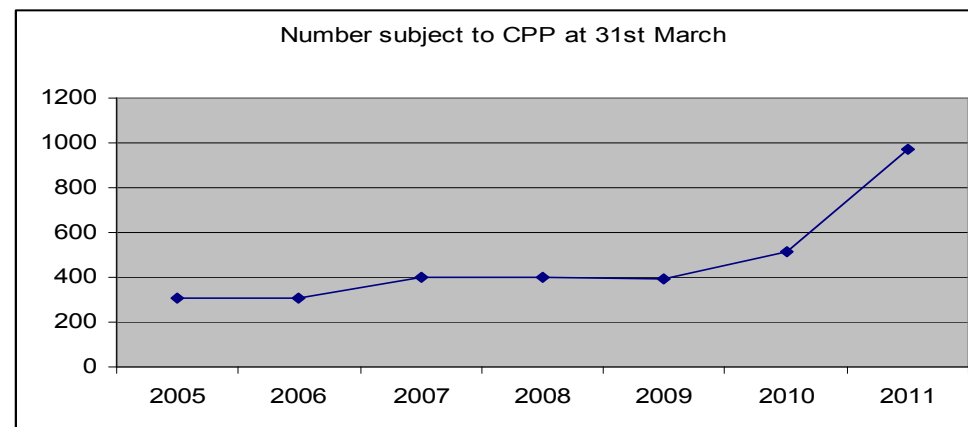
Story behind the baseline

The number of Leeds children subject to a child protection plan came into line with core cities and statistical neighbour comparator groups during the 2010/11 year (based on their 2009/10 rate); Comparative data from the 2010/11 year shows that the Leeds rate per 10,000 of children subject to child protection plans has increased at a much greater rate than comparator groups and now exceeds the rate of these groups. However, the trend across all comparator groups and the England average is up.

The unannounced inspection of our Referral and Assessment services in July 2009 identified that our thresholds for responding to children at risk were too low. Intensive activity has taken place since that time to respond to the requirements of the resulting Improvement Notice. The following unannounced inspection in January 2011 recognised that appropriate thresholds were now in operation.

Having established appropriate thresholds the focus is now on maintaining this without further increase in the number of children subject to Child Protection Plans through building confidence in family support services and early intervention across the children's partnership.

Curve: The number of children and young people with child protection plans



What do children and young people think 98% of children and young people say that they feel safe at home (ECM survey 2010/11). There has been increased participation by young people in the child protection conference process. Partners are encouraged to support children to use creative formats and children's views are given a central position in discussions about them. Since September 2011 all over 10s are invited to their review conferences and chairs of conferences will meet with all young people prior to their conference from December 2011.

What we have done

- Announced Ofsted inspection of safeguarding services rated provision as adequate with good capacity to improve.
- Developed an LSCB performance framework.
- Introduced family nurse practitioner project.
- Improved arrangements for Core Group meetings (key people meeting between conferences to oversee progress of the child protection plan).
- Introduced a dedicated LADO post to oversee allegations against professionals. This has led to an increase in referrals to this service.
- Re-structured CYPSC teams, providing locality based social work teams to work closely with targeted and universal services.
- Introduced a monthly audit programme of CYPSC activity on individual cases, including those of children subject to child protection plans.
- Out of hours service strengthened and more closely aligned with daytime services.
- Cluster dashboards developed, with data on CAFs, requests for service, social care referrals, numbers of children subject to CPPs and numbers of looked after children. This is informing the baseline in OBA workshops.
- Improved management information, including "live" information available to CYPSC staff on child protection activity at team level.

New actions

- Agree common expectations around the number of CAFs that should be being generated and share how the CAF process has worked successfully in Leeds.
- Implement plans to establish an MST Child Abuse and Neglect team in Leeds which would be only the second such team in the UK and would provide evidence based intervention for families where young people are subject to a Child Protection Plan.
- Design and implement a multi agency audit programme to monitor quality of child protection activity, particularly in relation to planning processes.
- Agree information sharing arrangements between CYPSC and Children's Centres to ensure that children subject to child protection plans are receiving all available support from their local Children's Centre.
- Consider the report of Professor David Thorpe relating to referrals to CYPSC and implement actions to promote earlier intervention.
- Implement inspection recommendations for increasing CAFs.
- Complete a review of the whole out of hours service.

What works locally

- Family Group Conference service (launched 2010). This helps reduce the need for children to have CPPs or to be looked after.
- New child protection conferences introduced in August based on "strengthening families" model. This is quoted as best practice by Munro and has improved practice in other authorities and. Early evaluation is positive from both parents and professionals.
- Multi systemic therapy has kept children in families where there was a risk of entering care or custody. Project is now expanding to 3 area based services and was highlighted as best practice nationally.

Data development

- Gather information relating to the views of children involved in the child protection conference process, the method/s in which children's views have been sought and the extent to which children have been consulted.
- Monitor attendance at conferences and core groups.

Partners with a role to play Children and young people, parents, schools, health visitors, LSCB, family support services, police, VCFS, childcare services, community groups, drug and alcohol services, probation, adult services, housing services, GPs, Mental Health Services.

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011

Population: Children in the Early Years age group (0-5)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life

Priority 5: Support children to be ready for learning

LCC lead: Paul Brennan

CTB lead: Ann Pemberton

Why is this a priority A good start in the early years has a major impact on a child's future life chances. It is crucial for their future success that children's early experiences build a secure foundation for learning throughout school and beyond. High quality early years experiences lead to improved early learning outcomes and ensure that children make good progress.

Overall Progress
Green æ

RAG: Positive developments in improvements to universal provision **Direction of travel:** Good indicator improvements in 2011

Story behind the baseline

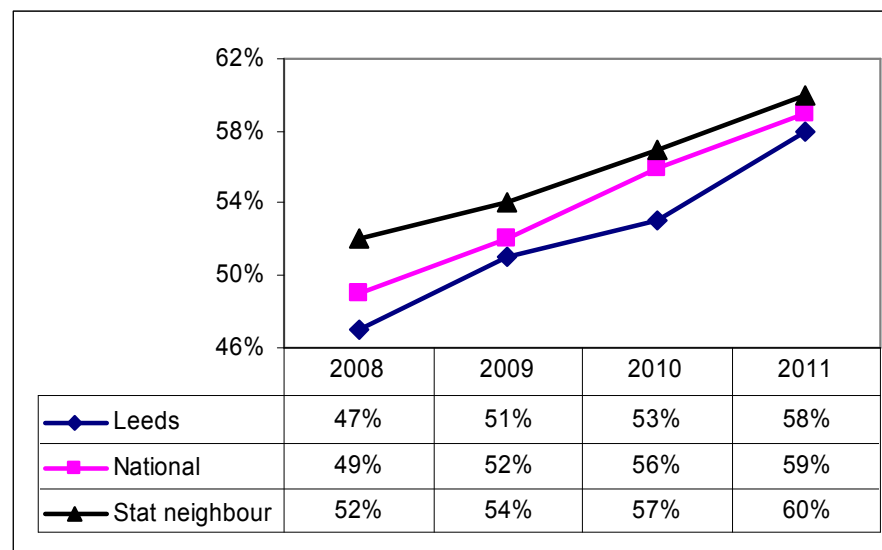
2011 EYFSP results show a 5 percentage point improvement in the proportion of children achieving a good level of development; a faster rate of improvement than seen nationally or for statistical neighbours. While overall more children are reaching the desired level, the gap remains between average outcomes and those of the lowest attaining 20% of children. There was a modest reduction in the 2011 gap (34.9%), but this is well short of the national figure of 31.3%. It remains a key challenge to ensure that all children are ready for learning.

The outcome gap for some groups is significant, but there have been positive developments. Results for boys, pupils eligible for free school meals, and looked after children have all improved more than the overall figure for the good level of development indicator over the last two years. Outcomes for Bangladeshi pupils improved significantly in 2011, but remain below the Leeds average. The good level of development percentage increased for all Asian groups and all Black groups.

High quality pre-school education supports children's early development and increases the likelihood of good EYFSP attainment. All parents are entitled to 15 hours of free nursery education for 3 and 4 year olds, but some vulnerable groups are less likely to take this up, including some BME groups, asylum seekers and refugees, travellers, families from deprived areas, teenage parents and some SEN children. Outreach interventions are in place for hard to reach groups. The programme for offering places for vulnerable 2 year olds is progressing well.

The quality of pre-school provision influences a child's achievement in school. In Leeds 65% of all childcare settings that have children on roll are judged good or outstanding by Ofsted. 78% of EYFS provision in schools is good or outstanding, as are 75% of children's centres.

Curve: Children reaching the 'good level of development' threshold in the Early Years Foundation Stage Profile (EYFSP)³



³ 78+ points in total, including at least 6 points in each of the communication, language and literacy and the personal, social and emotional development strands

What do children and young people think As part of the review that led to the setting up of the Early Start service, parents gave feedback and co-created the service design. The Early Start teams will communicate and consult with children and families and other stakeholders on an ongoing and regular basis through children's centre advisory boards and active parent forums, to ensure continued co-production of services.

What we have done

- The role of the teacher in Children's Centres has been reviewed to allocate more time to teaching and learning with staff and children; and developing family outreach workers and childminders' skills.
- A Universal Service Review of services for children 0-5 was jointly led by Leeds City Council and NHS Leeds to develop an integrated service model and pathway, to enable more timely responses to need and effective early intervention. As a result, Early Start teams have been established in clusters and this high-profile initiative has integrated health visitors and children's centres.
- Through consultation with parents, the Leeds Family Support Service has been developed for families with multiple complex needs. The service will work intensively with families with young children; including a focus on positive parenting behaviour to help create a home environment that supports children to be ready for learning.
- A refreshed continuing professional development offer to all early years providers focusing on effective early years practice is increasingly well attended and its impact is evidenced in practice. A revised moderation programme has improved the accuracy of assessments at the end of the Early Years Foundation Stage.

New actions

- Develop joint safeguarding supervision processes; family pathways, at a universal, universal plus and targeted level; a workforce development strategy; a communications plan; and information-sharing protocols for the Early Start service.
- Continue to develop the Leeds Family Support Service; bringing existing specialists together to deliver the service by area.
- Assess 2011 EYFSP performance at school and cluster level to plan 2012 improvement activity across schools and early years providers. This will be facilitated in locality based 'communities of learning', with a focus on effective teaching and learning 0-5.
- Introduce the next layer of the support offer for childcare and early learning settings, according to need and inspection outcomes.
- A revised EYFS framework will be published in March 2012 for implementation in September 2012. When published, work will be undertaken to assess the impact of this on schools and settings and to support them to prepare for the forthcoming changes.
- Development of a local provider profile database will ensure quality improvement teams have the most current information on which to target their support and challenge.

What works locally

In 2010/11 a pilot took place in 14 settings of an electronic tracking tool to enable providers to monitor children's progress through the Early Learning goals. The pilot received positive feedback, and it is planned to extend use of the tracker in all children's centres that offer childcare. This will support settings to plan improvement activity and will enable effective sharing of data between linked settings.

Data development

Under the revised EYFS framework, assessment at age 5 will remain, but children will be judged against 17 learning goals instead of 69 and there will be a new focus on three prime areas of learning: personal, social and emotional development, physical development and communication and language. Data collection and performance monitoring processes will need to be developed accordingly.

Partners with a role to play

Childcare providers (childminders; private, voluntary and independent (PVI) settings; and childcare in children's centres); children's centres; schools; Leeds City Council services that deliver the Leeds offer to schools; health visitors; family support service

Meeting: Children's Trust Board 31 October 2011

Population: Key Stage 2 pupils in Leeds schools (Years 3-6)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life

Priority 3b: Improve behaviour, attendance and achievement

LCC lead: Paul Brennan

CTB lead: Martin Fleetwood and Diana Towler

Why is this a priority Children's experiences in primary school prepare children for learning throughout school and beyond. The major challenges for increasing standards are increasing the overall number of children achieving well on the combined Level 4 indicator, while making faster progress to close the gap for children from disadvantaged groups.

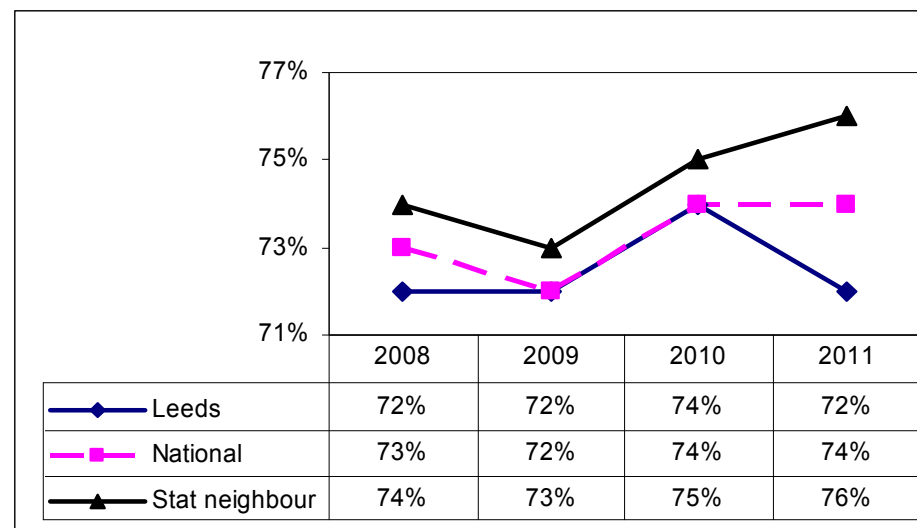
Overall Progress
Amber

RAG: Good progress to date on floor standards, but now increased challenge **Direction of travel:** Gap emerging with comparator performance

Story behind the baseline

Over the last five years outcomes in Leeds on the combined Level 4 indicator have remained static, with the exception being 2010, the year of the test boycott. Almost half of Leeds primary schools (double the proportion nationally) boycotted the test and local analysis did show a slight under-representation of priority groups in the cohort that took the test and a greater concentration of boycotting schools in the inner areas of Leeds. The trend observed nationally and amongst our statistical neighbours is characterised by a small, but steady improvement in results, so the gap between results in Leeds and national and statistical neighbours is increasing. Offset against this, the percentage of Leeds children making two levels of progress between Key Stages 1 and 2 has increased in both English and maths, and is above national performance which has remained the same as in 2010.

Curve: Percentage of children achieving Level 4 in both English and in maths at the end of Key Stage 2⁴



Data is not yet available to undertake analysis by pupil groups, this will be included in the quarter 4 report card.

One in six primary schools in Leeds are now rated as outstanding by Ofsted and nearly two thirds rated good or better. No primary schools are in special measures but two have a notice to improve. These schools have been judged to be making good progress. A priority is to increase the number of good schools and to improve the quality of teaching overall from satisfactory to good, given the strong link between the quality of teaching and raising standards of attainment.

The floor standard for primary schools has been raised to 60% of children achieving Level 4 or better in English and maths. This standard will rise again over the next few years. Linked to this is the DfE's preference to see academy conversions used as the solution for some primary schools that are classed as under-performing or vulnerable. The local authority is engaged in dialogue with the DfE on this matter.

⁴ Data confirmed for 2008 to 2010, 2011 data is provisional until December 2011. Source: DfE SFR18/2011

What do children and young people think In the 2009/10 Every Child Matters survey, more than 80% of primary pupils agreed that teaching was good in their school, with almost as great a proportion agreeing that their school helps them learn in the way that is best for them. When asked what would help them to do better in school, the most common response was more fun or interesting lessons.

What we have done

- The partnership's aspirations for primary achievement and attainment are set out in the Leeds Education Challenge; a plan to have every child in learning, every school outstanding and every young person succeeding, by 2015. The priorities are to: reduce the number of schools below floor and in Ofsted categories; increase leadership capacity at all levels; reduce in-school variation in teaching and learning and subject expertise; and further develop cluster-level school improvement.
- Successful recruitments have been made to 15 primary headships. In three other schools where there are vacancies, interim acting up arrangements are in place. As a result there were no schools without an identified Head / acting Head for the start of 2011/12.
- A new school improvement model is place, with the local authority no longer acting as a provider of school improvement, but as a broker that supports and facilitates networks, and quality assures good practice; operating at a cluster level. There has been a good response to primary courses. Unlike many other local authorities, Leeds has also retained a free core school improvement offer to primary schools.

New actions

- Schools are sharing performance data in clusters. This evaluation, resulting in the cluster improvement plan, will be monitored and its impact evaluated by a school improvement advisor.
- A key pressure point that will impact on the partnership's ability to increase primary achievement and attainment is the basic need for additional primary school places. The pressures will continue to increase during the next decade. Proposals will be brought forward during 2011/12 for extending provision for 2013.
- A revised Ofsted school inspection framework takes effect from January 2012. Work will take place to assess the impact of this framework on schools and support them to prepare for inspections.
- Continue to promote and differentiate (according to schools' needs), the core 'free at the point of delivery' offer to all primary schools.
- Undertake analysis of 2011 KS2 performance by schools and by pupil groups to identify the priorities for improvement, strategies for 2011/12, with a particular focus on interventions to close the gap for target BME groups and pupils eligible for free school meals (FSM).
- Use wider analysis to allocate varied and bespoke support for schools below floor in addition to their own traded buy back.
- Allocate specific half day adviser time for schools below floor in the Spring term, in order to review progress and determine next steps.

What works locally

A comprehensive data-set, together with local intelligence, is used to identify schools in need of targeted support. The early intervention strategy has proved very successful, as shown by the low numbers of schools in Ofsted categories, for such a large and complex city.

Data development

New progress measures will be included in the 2011 performance tables (published in December) focusing on the performance of low, middle and high attainers; and comparing the performance of looked after children and children eligible for FSM with all other children.

Partners with a role to play

Schools, academies, academy sponsors, governing bodies, Leeds City Council services that deliver the Leeds offer to schools, children's centres

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011

Population: Key Stage 4 pupils in Leeds schools (Years 10-11)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life

Priority 3c: Improve behaviour, attendance and achievement

LCC lead: Paul Brennan

CTB lead: Martin Fleetwood and Diana Towler

Why is this a priority Achievement at 16 highlights young people's success in learning throughout compulsory education. It provides a basis for ongoing learning to 19 and beyond, supporting both learning into adulthood and entry into the workforce. This measure ensures that all schools are reaching minimum levels in ensuring an acceptable proportion of young people are reaching levels of attainment at the end of Key Stage 4 that enable progression to further and higher education.

Overall Progress
Amber æ

RAG: Good progress to date on floor standards, but now increased challenge **Direction of travel:** Indicator improvements in 2011

Story behind the baseline

2011 provisional results show further improvement against the national headline measure, although the gap to national and statistical neighbour performance has widened slightly. Improvement has continued against the Level 2 (5+A*-C) measure with 80.8% of pupils achieving this; an improvement of over 25 percentage points since 2007.

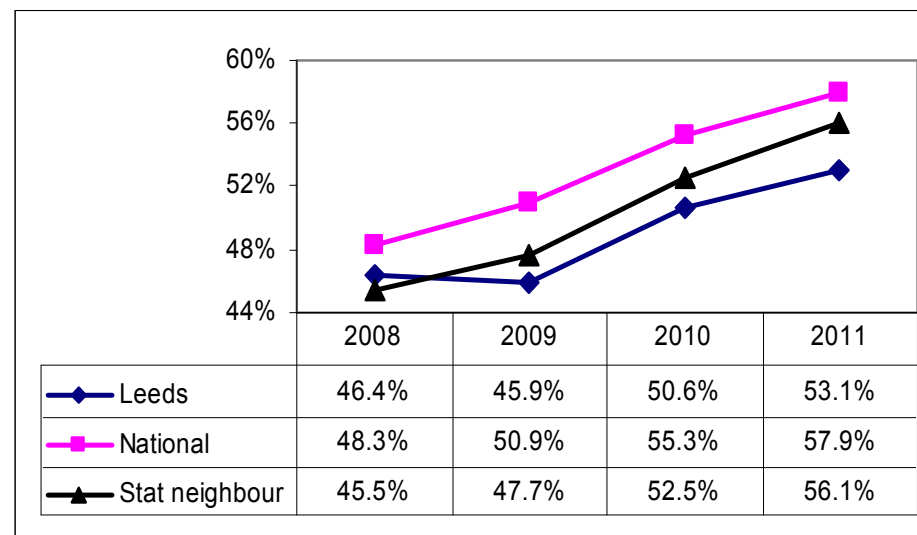
In 2011 four schools were below the current floor standard (35% of pupils achieving 5+ A*-C GCSEs including English and maths); down from seven below in 2010. Good progress levels can remove schools from the floor standard, 2011 progress results will be available later in the year. In anticipation of the floor standard rising, there are five schools below 40% on this measure (10 in 2010); 11 below 45% (15 in 2010); and 15 below 50% (20 in 2010). Four schools improved by more than 10 percentage points in 2011, overall 23 out of 38 schools improved on 2010.

There are now eight secondary academies in Leeds, with at least a further six conversions due in 2011/12. These changes are intended to secure further improvement in pupil outcomes.

There are no secondary mainstream schools in special measures and only one with a notice to improve. Just over half of secondary schools are rated good or outstanding by Ofsted with the ongoing challenge to support satisfactory schools to improve.

There will be changes to which Key Stage 4 qualifications are accredited in the DfE performance tables for courses starting in September 2012. This will have an impact on the curriculum offer and pose a challenge to sustained improvement in schools where young people are reaching the 5+ A*-C Level 2 threshold through the inclusion of some vocational qualifications that may no longer count in the performance tables.

Curve: Percentage of young people achieving 5+ A*-C GCSEs or equivalent, including English and maths GCSE ⁵



⁵ 2011 data is provisional until January 2012. National figure is for maintained schools, including academies

What do children and young people think The majority of secondary respondents to the 2009/10 Every Child Matters survey said that they know how they learn best, however less than half agreed that their school helps them learn in the way that is best for them. Only a third of secondary pupils thought their lessons were interesting or fun and less than half thought that teaching was good in their school, although two-thirds said they found it easy to get help from their teacher.

What we have done

- The Leeds Education Challenge sets out our aims in the context of the new relationship with schools, changes to national policy and reduced central funding and resources. The priorities are to: reduce the number of schools below floor and in Ofsted categories; increase leadership capacity at all levels; reduce in-school variation in teaching and learning and subject expertise; and further develop cluster-level school improvement.
- The workforce for CPD has been transferred from a largely centrally based team, to one that is school-based. The response of schools to this, shown in the high level of SLA purchase, is very encouraging.
- Good partnership working with the governing body at Parklands ensured a smooth transition to sponsored academy status.
- Around 2000 Key Stage 4 students now access offsite provision. A Framework Agreement has been implemented to quality assure, monitor and develop the learning provision at offsite providers. This is evidenced in improved achievement rates, now in excess of 70%.
- A range of enterprise programmes have been developed that link to employability skills, which impact on attendance and attainment and raise young people's aspirations.

New actions

- Develop strategy for 'satisfactory' schools that meets Leeds' aspirations and those of central government. This includes assessing the risks from the new Ofsted framework to schools close to or below floor standard;
- Help the new market place in school improvement to become established so that expertise and support is readily available and to ensure that there is sufficient capacity in the system to broker, co-ordinate and lead improvement;
- Support schools with low attainment to establish new partnerships and new governance arrangements;
- Undertake analysis of 2011 Key Stage 4 performance by school and by pupil groups to identify the priorities for improvement strategies in 2011/12, with particular focus on interventions to narrow the gap for free school meal (FSM) eligible pupils and some BME groups.
- Extend the success of monitoring Key Stage 4 offsite provision to Key Stage 3. Providers will be invited to join an approved supplier and contract management list.

What works locally

School-to-school collaboration that is customised to the needs and strengths of every school is effective in bringing about school improvement, with a strong focus on the quality of leadership. Headteachers who are judged to be good and outstanding contribute to system leadership across the city; through families of schools, clusters, federations, trusts, or in partnership with individual schools.

Data development

Maintain an understanding of changes in qualifications at Key Stage 4 that are accredited in the performance tables (the impact of the Wolf Review); the impact of the Baccalaureate; and an understanding of differences in the performance of Leeds schools in terms of subject performance and qualification make up.

Partners with a role to play

Maintained schools, academies, academy sponsors, governing bodies, DfE, further education providers, Leeds City Council services that deliver the Leeds offer to schools

Meeting: Children's Trust Board 31 October 2011

Population: Young people of academic age 19 (age on 31 Aug)

Outcome 2: Children and young people do well at all levels of learning and have the skills for life

Priority 3d: Improve behaviour, attendance and achievement

LCC lead: Paul Brennan

CTB lead: Martin Fleetwood and Diana Towler

Why is this a priority Learning outcomes at 19 reflect the extent to which young people are making progress in formal learning and as a consequence their preparedness for the workforce. This priority centres on making sure aspirations are raised and that young people are aiming high, in terms of both higher education and career options, especially for young people where such references may not be so strongly evident in their lives.

Overall Progress
Amber æ

RAG: Ongoing gap to national performance **Direction of travel:** Good indicator prospects for upcoming cohorts

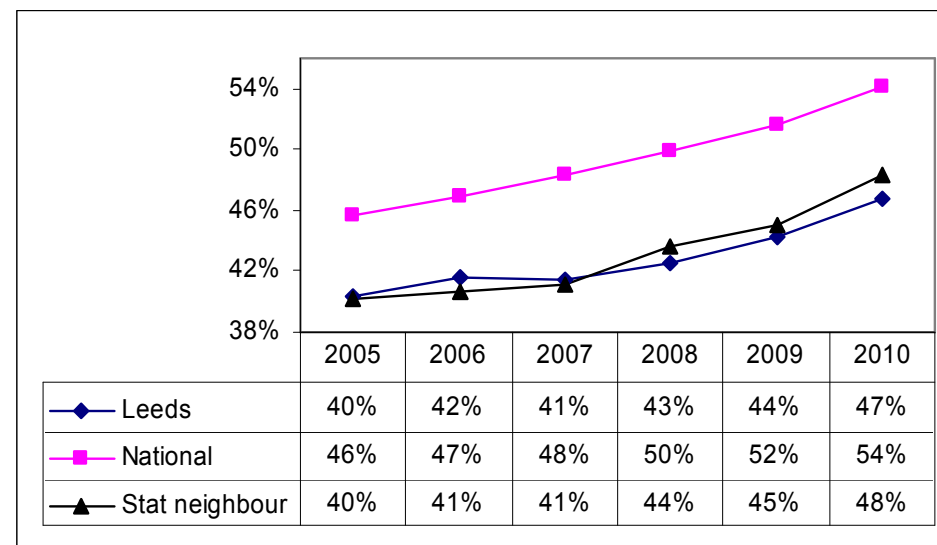
Story behind the baseline

The most recent data available is for the 2009/10 academic year, data for 2010/11 will be published in March 2012. In 2010 there was an increase in performance with 46.7% of young people achieving a level 3 qualification by age 19. Over the last five years performance has improved by 6.3%pts compared to a national improvement of 7.6%pts and of 8.1%pts across statistical neighbours. Future improvement is more encouraging, with the cohort who were 18 in 2010 being 4.4%pts above where the 2010 19 year olds were at the same point; this is a faster rate of improvement than national. The free school meal (FSM) attainment gap closed by 3%pts to 27%pts in 2010. Nationally the gap closed 0.4%pts to 24.2%pts.

The Area Prospectus and Common Application Process, along with improvements in the careers education and information, advice and guidance (IAG) that young people receive, have contributed to ensuring more young people get the right support and engage on a pathway that is right for them in order to achieve their goals. However there are still comparatively fewer young people in Leeds than there are nationally achieving a level 3 qualification by age 19. Factors that have an impact on young people failing to reach level 3 by age 19 include negative parental, family and outside influences; low aspirations of young people, their families and peers; financial pressure on young people; insufficient impartial IAG; a lack of understanding of young people's needs and why they don't engage in learning; a current offer that does not enthuse some learners and the lack of a managed transition at key points. Improvement actions are therefore designed to address these issues.

Developments that pose a potential risk to future improvement include reductions in post-16 funding; the withdrawal of the Educational Maintenance Allowance (in part mitigated by the introduction of a new bursary scheme, although the impact of this will be seen during 2011/12); and changes to 14-19 curriculum and qualifications arising from the Government's response to Professor Wolf's review into vocational education.

Curve: Percentage of 19 year-olds reaching level 3



What do children and young people think In recent consultation activity, young people said that there should be a greater focus on careers at school and many would like education to be more linked to their passions for the future; being able to pursue work experience in their 'dream careers.' They would also like more opportunities to visit colleges and universities. Further education was also highlighted with requests for more college opportunities and more local courses.

What we have done

- Broadened provision for learners through the merger of Joseph Priestley College with Leeds City College.
- Successfully implemented a web-based system (Collaborative Learning Manager) for tracking attendance, progress and attainment for learners who access offsite provision. This will enable schools and learning providers to share real-time information that supports young people to keep on track with their learning.
- Funding and new premises have been secured for Vine. This is the start of plans to develop a Centre of Excellence for post-16 learners with special educational needs or disabilities.
- The participation of 18 year-olds in learning in Leeds is below regional and national averages, indicating that retention of learners and progression from one-year courses is impacting on young people reaching level 3 qualifications at 19. Work is ongoing to develop provision targeted at re-engaging 18 year-olds who drop out and providing a progression pathway to retain 18 year-olds in learning.

New actions

The 11-19 (25) Learning and Support Partnership undertook an OBA exercise to agree priorities and actions for 2011/12. These include:

- Ensure IAG and careers guidance within the curriculum links to future job prospects to raise aspirations;
- Job Centre Plus, LCC Employment and Skills, and Adult Community Learning to link up to develop ways of raising aspirations of parents;
- Develop effective transition arrangements (including transfer of learner information) into further learning;
- Specify requirements and processes for transfer of relevant data to the next learning provider, including what is required and for what reason;
- Implementation of the Youth Service review;
- Implementation of the IAG targeted service;
- Review and implement post-14 and post-16 structural change for learning and support.

What works locally

Data is not available to support analysis of local interventions (see data development) but the factors that are most effective in supporting young people to stay in learning and achieve Level 3 at 19 are: the provision of high quality IAG that ensures young people are on a pathway that suits their needs; support at transition from one learning opportunity to the next; and strong family support.

Data development

The Department for Education own the level 3 at 19 data-set. Local authorities cannot access data below the result for Leeds; i.e., at a cluster level, which limits the partnership's ability to understand where in the city interventions might have most impact. Nor is data published by pupil characteristic, e.g., BME, gender, SEN status, with the exception of a young person's FSM status at academic age 15.

Partners with a role to play

Schools and colleges, academies, academy sponsors, governing bodies, DfE, further and higher education providers, 14-19 confederations, work-based learning providers, Information Advice and Guidance providers, Young People Learning Agency

Meeting: Children's Trust Board 31 October 2011
Outcome 2: Children and young people do well at all levels of learning and have the skills for life
LCC lead: Paul Brennan

Population: Young people aged 16-18
Priority 4b: Increase numbers in employment, education or training
CTB lead: Martin Fleetwood and Diana Towler

Why is this a priority Apprenticeships enable young people to get the training and skills they need to enter and progress in work, move into higher-level skills development and build fulfilling careers. This priority also supports the Vision for Leeds aim of having a skilled workforce to meet the needs of the local economy.

Overall Progress
Green æ

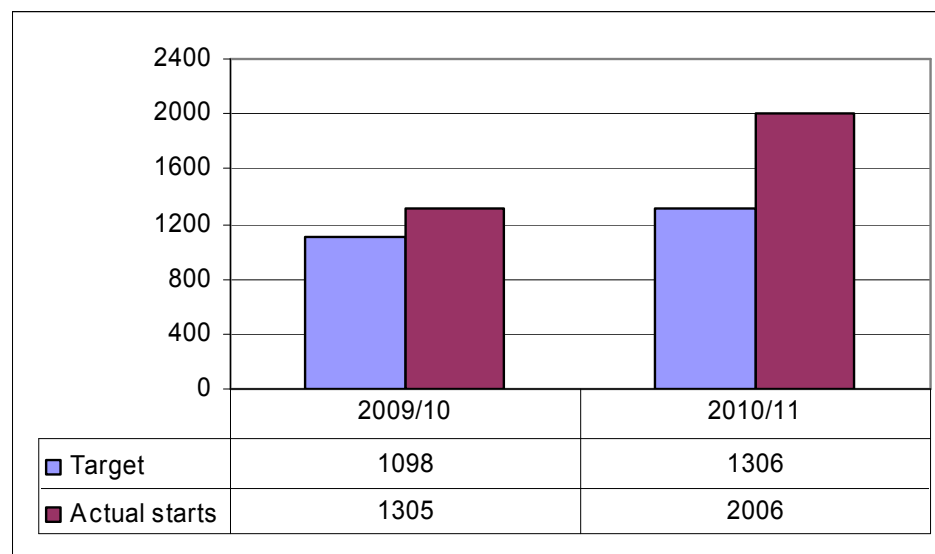
RAG: Good city-wide engagement with the priority **Direction of travel:** Increase in starts substantially above target

Story behind the baseline

2006 16 -18 year olds started an apprenticeship in Leeds between August 2010 and July 2011. This represents a 59% increase compared to the same period in the previous year. National data (for the period to the end of April) shows that the rate of increase in apprenticeship starts in Leeds is substantially higher than rates nationally (11%), regionally (4%) and for statistical neighbours (-2%). A range of factors have contributed to the increase in apprenticeship starts, including:

- Focused work by children's services to generate interest about apprenticeships among young people and their families;
- In response to feedback from employers, the development of lead-in courses to enable young people to be ready for apprenticeships;
- Promotional work undertaken by the National Apprenticeships Service (NAS) and locally on Leeds Pathways, the Leeds website for learning opportunities;
- Referencing apprenticeships in young people's information, advice and guidance (IAG).

Curve: 16-18 year olds starting apprenticeships⁶



The success rates for Leeds apprentices are comparable with national and regional rates, and in line with other post-16 options such as A Levels. The removal of the Educational Maintenance Allowance may also have had an impact in young people's decision-making to preference a route that enables them to earn as they learn.

Risks to sustaining the increase in take-up of apprenticeships include a reduction in the level of resource available to local authorities from NAS; and a potential tension in school-delivered IAG between promoting apprenticeships, and the incentives that schools have to keep young people enrolled in their own post-16 provision. Currently access to data is a limiting factor, the council is engaged in dialogue with NAS to try to improve this position.

⁶ Indicator measured cumulatively from August to the following July. 2010/11 data is provisional until December 2011

What do children and young people think NAS are currently analysing the findings of a questionnaire to learners and employers. The outcomes of this will be available later in autumn and will be used to incorporate the learner voice into apprenticeship planning and promotion work in Leeds.

What we have done

- The Leeds Apprenticeship Challenge was a campaign to achieve 100 pledges to take on an apprentice, from 100 new employers, in 100 days. 162 Leeds employers signed up to offer 375 apprenticeships.
- In May 2011 the first major event to promote Apprenticeships to Year 11 pupils attracted over 1000 young people and their parents/carers.
- Leeds City Council is now one of the largest councils employing apprentices in the country, with over 400 new starts in the past year.
- Colleagues from children's services have worked with Employment Leeds, the council's business solution for employers in the city, to match learners to sectors where employers have demand.
- Data from the apprenticeship vacancy matching site has been used to understand the profile of applicants who were not successful in gaining apprenticeships. Connexions advisers can then follow up these young people to provide them with appropriate support.
- The increased success rate of learners accessing offsite provision at Key Stage 4 has enabled larger numbers of this cohort to access apprenticeships post-16.

New actions

- The development of a mentoring scheme to support new apprenticeships, particularly at the point of transition from school.
- Build My Future, Build My Leeds competition - An initiative to increase awareness of apprenticeships in the construction industry through a competition for 16-18 year olds to win an apprenticeship within the flagship construction developments in Leeds; the Arena and Trinity. The competition launched in September 2011 with a start date in July 2012.
- An award ceremony is being planned for learners, employers and training providers in Leeds to recognise the accomplishments of apprentices and to raise the profile of apprenticeships. The ceremony will coincide with National Apprenticeship Week in February 2012 and the winners will be put forward to the NAS National Apprenticeship Awards.
- Strengthening and development of enterprise and employability skills in pre and post 16 provision, for example through the Education Business Partnership.

What works locally

Councillors have acted as local ambassadors to promote apprenticeships to young people and families in their localities and also to employers. Many of these employers are small and medium sized enterprises or micro-businesses, who are harder for the local authority to target, so personal contact from councillors acts as a catalyst to trigger these employers' engagement with apprenticeships.

Data development

Management information on apprenticeships in Leeds is provided through NAS. Data is currently limited and cannot be disaggregated by locality, gender, ethnicity, etc, so cannot be used for targeting particular groups of young people, knowing which employers to approach, or assessing the performance of learning providers. A response has been made to NAS's current consultation process on improvements to management information and the first revised data pack following this consultation is due out in January 2012.

Partners with a role to play

Employers, training providers, National Apprenticeship Service, Connexions, schools and colleges, elected members, young people and their families

Meeting: Children's Trust Board 31 October 2011

Population: All children and young people in Leeds with a disability

Outcome 2: Do well at all levels of learning and have the skills for life

Priority 6: Improve support where there are additional health needs

LCC lead: Paul Brennan

CTB lead: Diane Reynard

Why is this a priority Children with additional health needs are at increased risk of social isolation and low educational attainment. Short breaks can increase confidence and independent living skills, enabling disabled children to access community based learning and leisure facilities.

Overall Progress
Amber æ

RAG: Reflects the need for further development of aspects of the service and the loss of Aiming High funding **DoT:** Positive increase in short breaks

Story behind the baseline

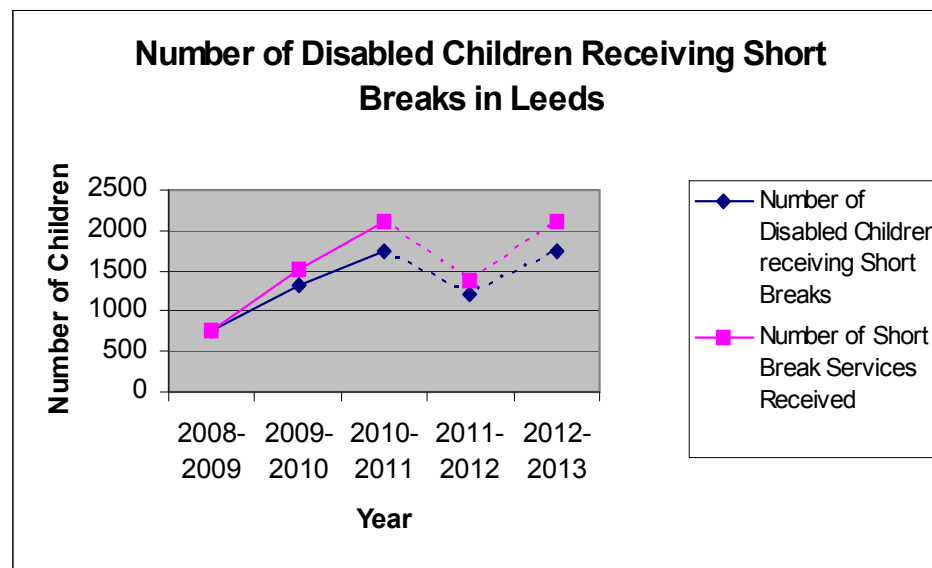
In 2010/11, 1,732 children accessed short breaks. This represents a 131.8% increase in children accessing short breaks since 2008-09, funded through Aiming High grant. The majority of children accessed one short break service per year (73%), with the rest accessing between two and five different services. A total of 150,056 hours and 15,545 nights of short break were delivered in 2010-11, giving an average of 45 hours per child for those who received daytime short breaks and 21 nights for those who received overnight short breaks.

Short breaks give disabled children and young people enjoyable experiences away from their primary carers, and parents and carers a valuable break from caring. Short breaks can take place in the daytime or overnight and last from a few hours to a few days. They can be in the child's own home; the home of a carer, a residential or community setting. Short break services can provide a child with a range of opportunities e.g. one week's residential per year, a play scheme of six hours every month, four hours befriending a week or two hours at a youth club once a week.

The challenge is to a) enable disabled children to participate in the same activities as non-disabled children and so have the same opportunities and life chances and b) to increase the percentage of disabled children who are accessing short breaks. There needs to be transparent, fair and equitable access to short breaks so that all families have the opportunity to access services of their choice in their local area. A key aim is to increase access to universal settings by promoting and enabling inclusion. This involves giving support and advice and changing the culture within services towards disability

The results for parental satisfaction with disability services in Leeds was 59% in 2009/10. The national average was 61%. The majority of parent/carers satisfaction surveys at an individual service level rate the service as good or excellent.

Curves: a) Number of children and families accessing short breaks, b) Parental satisfaction with short breaks



What do children and young people think Consultation has highlighted that disabled children want to access universal services, but that sometimes additional support is required for universal services so that disabled children can fully participate in the same activities as their peers. Feedback on short break services is very positive, with comments including: *“It’s awesome and it’s changed my life with once in a lifetime experiences”*; *“It was nice to get to do new things, meet new people and nice having a break from parent.”*; *“being away and meeting new people has helped me come out of my shell and I feel more confident”*.

What we have done
 The Aiming High for Disabled Children programme has delivered:

- early support, including one point of contact for families;
- a wider range and volume of short breaks;
- increased transparency about short breaks and other services;
- the promotion of inclusion through short breaks funding and workforce development;
- improved quality, quantity and range of short breaks on offer;
- the establishment of the EPIC parent/carers forum;
- effective use of capital funding to provide building, vehicle and equipment resources to disabled children and young people;
- the development of a Short Breaks Commissioning Plan.

Following the end of the Aiming High grant, four contracts and two grant agreements have been extended with external organisations to the end of 2011 using £358,574 of Early Intervention Grant to ensure continuity of service, while longer-term commissioning solutions are put in place from January 2012. Short breaks are now being re-commissioned within universal plus and targeted provision is being advertised.

New actions

- Implement Short Breaks Commissioning Plan – procurement to be completed by January 2012, other commissioning arrangements to be developed by April 2012.
- Improve information about what short breaks are available locally and how disabled children and their parents/carers can access and make informed choices about short breaks – by April 2012.
- Improve ways to enable disabled children and young people, parents and carers to effectively participate in the planning and delivery of short breaks; such as evaluating universal settings through a Charter Mark system and Young People’s Interview Panel for tendering process – by July 2012
- Review and update the Disabled Children and Young Peoples’ strategy – by Summer 2012
- Roll out workforce development strategy in relation to ensuring Leeds meets the short break duty – by April 2012

What works locally
 AHDC indicates that simple access to small amounts of money:

- enhances inclusion and reduces social barriers to this;
- improves confidence of children, families and professionals in universal settings;
- builds capacity by extending the experience and understanding of staff and service users;
- reduces “escalation of need.”

Data development

- Develop a register of disabled children to help future planning of short breaks – plan agreed by Dec 2011
- Improve and develop the short breaks database – by April 2012
- Develop a measure of service satisfaction – by April 2012

Partners with a role to play All services for children and young people, with particular involvement from: children and young people’s social care, NHS Leeds, early years, short break providers, EPIC parent’s forum, universal service providers, youth services and schools

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011

Population: All children and young people in Leeds

Outcome 3: Choose healthy lifestyles

Priority 7a: Encourage activity and healthy eating

LCC lead: Sarah Sinclair

CTB lead: Hilary Devitt

Why is this a priority Childhood obesity can have significant negative impacts on children's health and well-being; ranging from poor educational attainment to Type 2 diabetes. There is a strong link to self esteem and to attendance and achievement. Obese children are more likely to become obese adults who are at risk of a number of non communicable diseases; a major cause of premature death.

Overall Progress
Amber æ

RAG: Strong partnership approach but issue poses challenge at local level. **DoT:** Leeds rates are in line with national trends and the target is to halt year on year rises.

Story behind the baseline

The National Child Measurement Programme, implemented by Leeds Community Healthcare School Nursing Teams, gives us a robust picture of levels of obesity in Leeds. In line with the national picture rates in Leeds appear to be plateauing; however the scale of the problem, with 1:3 children in Year 6 being at risk of developing obesity related health issues, maintains the issue as a strategic priority.

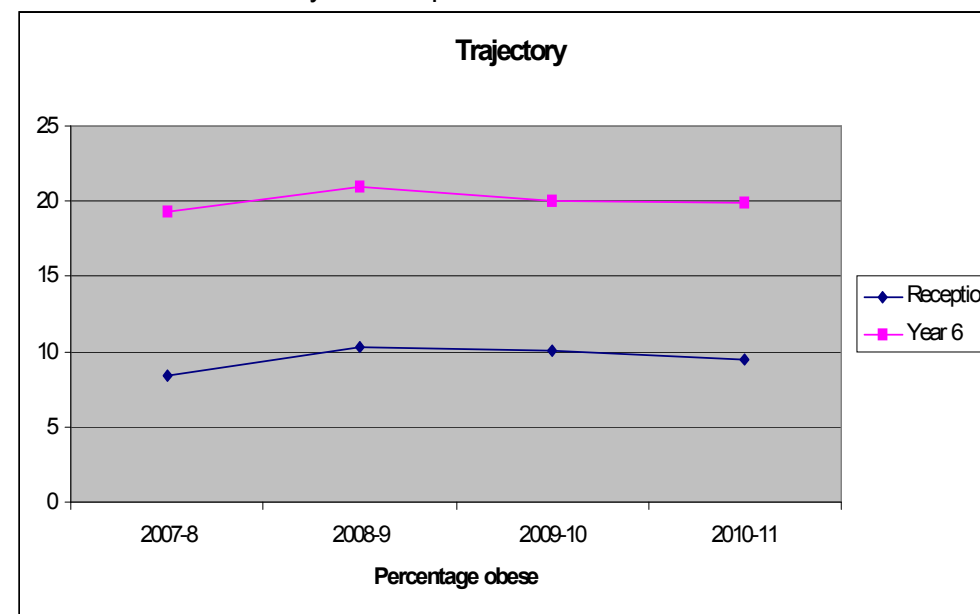
Analysis tells us that children in Deprived Leeds are more likely to be obese than children in non-deprived Leeds. More boys than girls are obese in primary school. The respective prevalence rates are 10.6% for boys in Reception as compared to 9.6% for girls and 21% for boys as compared to 18.9% for girls in Year 6. The relationship between obesity and ethnicity is complex. National evidence points to a clear trend of rising obesity for Bangladeshi children.

The national target is to halt the year on year rise by 2020.

Childhood obesity is multi-factorial and complex (Foresight, 2007). In 2006 NHS Leeds led the city in the development of 'Can't Wait' a ten year childhood obesity strategy. The strategy is underpinned by an action plan available at <http://www.leeds.nhs.uk/Your-health/Childhood-Obesity.htm>. The plan provides the framework for 'harnessing the contribution of existing community resources within local healthy weight pathways' in line with proposals of the Childhood Obesity National Support Team (DH 2011).

NHS Leeds works in partnership with a wide range of statutory and non-statutory agencies in relation to the prevention and treatment of childhood obesity which is overseen by the Childhood Obesity Management Board (COMB). In accordance with the evidence base much of the work focuses on prevention and early years.

Curve: Rates of obesity in Reception and Year 6



What do children and young people think Feedback has been received from children from a range of sources both national and local with Leeds children contributing to the development of 'Can't Wait'. Amongst other things this tells us that children are keen to live healthily and often believe that they do so (Data source: Leeds ECM survey). Analysis of their answers in relation to their life-styles highlights a significant gap between perception and reality with, for example, only with 26% of primary and 12% of secondary school children eating five or more portions of fruit and vegetables a day. Satisfaction levels with a range of commissioned services are good.

What we have done
 NHS Leeds has implemented a wide range of programmes in relation to childhood obesity that focus on increasing healthy eating and physical activity/active travel. Key initiatives are outlined below:

- A workforce development programme (HENRY) is in place which will train all children's centre staff (approx. 1200) and all health visiting staff.
- Programmes to provide access to physical activity opportunities to inactive children in deprived areas of the city have engaged approx. 90% of eligible children.
- Promoted breastfeeding through Food for Life - Leeds breastfeeding strategy, UNICEF baby friendly accreditation and peer support programmes.
- Developed resources to promote the national Change4Life campaign locally, including a child-led fun day which has engaged more than 2000 local parents.
- Childhood obesity locality based demonstration sites
- Healthy Schools programme: supporting schools to develop health plans.

New actions

- Two new areas of the city are to become engaged in a locality response to childhood obesity in the coming year. A range of interventions will aim to increase awareness and change behaviour of both workers and parents. The areas have been identified by analysis of the NCMP data across the years of the programme.
- A care pathway for 0-4 year olds is in development which will be supported by advanced practitioner training.
- Having achieved UNICEF Baby Friendly Initiative stage 2 earlier this year work is underway to prepare the city for stage 3.
- Work will be undertaken to embed the HENRY approach in the development of the Early Start Teams.

What works locally
 Locally delivered HENRY training has been successful in raising the skills, knowledge and confidence of the workforce in children's centres and health visiting teams.
 The child-led fun days programme has been developed in Leeds. Other evidence on what works locally is being developed in locality work referred to in the 'new actions' section.

Data development
 A range of proxy indicators are used in addition to the NCMP data, due to a lag between behaviour change and movement in obesity rates. Much of this data is self-reported as part of the ECM survey.
 Some indicators relevant to childhood obesity are no longer a national requirement e.g. NI 57 number of children participating in 2 hours sport and PE in schools. The COMB is developing a data group to ensure effective performance management of the implementation of the strategy.

Partners with a role to play
 A range of partners from within and outside the local statutory sector will have a role to play as per the membership of the COMB.

Meeting: Children's Trust Board 31 October 2011

Population: All children and young people eligible for free school meals

Outcome 3: Choose healthy lifestyles

Priority 7b: Encourage activity and healthy eating

LCC lead: Sarah Sinclair

CTB lead: Hilary Devitt

Why is this a priority Poor lifestyle factors such as unhealthy diet and low activity disproportionately affect disadvantaged children, with strong links to poor nutrition, behaviour and attendance. Evidence shows that increasing activity and healthy eating improves outcomes. Poor diet exerts one of the highest impacts on the NHS budget. A free school meal (FSM) is often the only substantial meal that a child will eat and should provide the highest percentage of nutrients.

Overall Progress:
Amber æ

RAG: Despite an upward trend, Leeds remains below national average **Direction of travel:** Positive engagement in improvement activity

Story behind the baseline

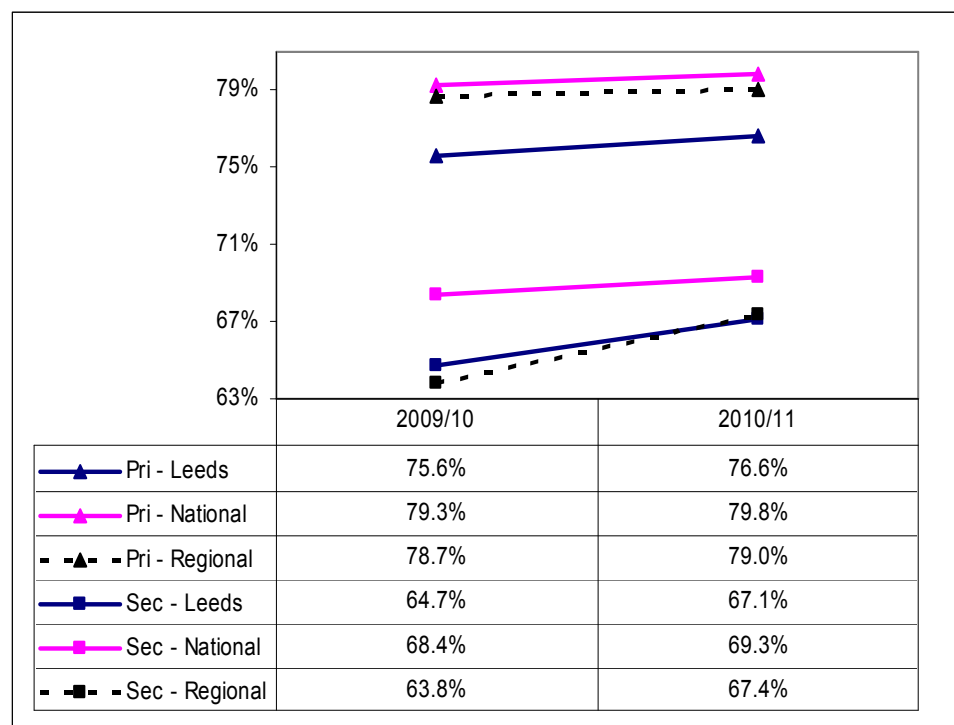
Leeds FSM take-up is consistently below national levels, with around 4,000 children and young people not taking their entitlement. Packed lunches are often the preferred option, with an estimated 57,400 students not taking a school meal. Many FSM-entitled pupils have a packed lunch, which can consist of fizzy drinks, confectionery and salty snacks.

Reasons for low FSM take-up are complex, and can be the same reasons why paying families do not buy; including poor food quality, choice, dining logistics and pupil supervision. Stigma tends not to be a key barrier, although it is observed by parents and pupils, together with cultural inappropriateness - especially in secondary schools.

Improving school food will help improve the lives of families living just above the poverty threshold, who do not qualify for a FSM. Even though there is low FSM take-up in areas of high deprivation, equally there are concerns about low take-up by families who pay for school meals, especially in inner city primary and secondary schools (compared to the Leeds average take-up 15% and 37.7% and 15% and 28% respectively.)

Since the launch of the Leeds School Meal Strategy (LSMS) in 2006, both paid and FSM take-up has increased, with the biggest improvements in secondary schools. Priorities are to raise awareness about the importance of school meals to pupils, families, headteachers, and frontline practitioners, in order to establish a sustainable school meal service that meets health and cultural needs.

Curve: Take-up of free school meals⁷



⁷ Primary data includes specialist inclusive learning centres (SILCs)

What do children and young people think Consultation found pupils are interested in school meals and keen to see improvements to quality and to the dining experience. They are aware of the negative impact poor diet has on learning, and expressed concern that Leeds FSM take-up is below national average. Children worried about other children who go hungry, or eat a poor diet. Leeds Youth on Health endorsed a city-wide packed lunch policy to make everyone's school lunch follow the government standards. Many students are now school food ambassadors (SFA). The Leeds Youth Council welcome this opportunity and want to see more schools adopting the programme. They also endorsed the FSM toolkit, and asked that all schools work towards removing the key barriers in recognition that it will benefit all children, free and paying.

What we have done
 Since 2006, £4m has been invested in a range of actions including: more than 200 pupil-led dining room improvement programmes that promote social behaviour; the provision of accredited training to 1,000 catering staff to improve their skills; and the procurement of cooking equipment to increase the amount of fresh ingredients prepared.
 A range of resources have been piloted in more than 20 schools. These include resources to increase FSM take-up; the Leeds cultural and religious school food policy; a student-led monitoring programme (SFA); the Leeds packed lunch policy and toolkit; and a pupil-led game promoting the importance of healthy school lunch. A headteacher survey found these resources were valued, and many have used or plan to use them. There is growing appreciation by parents and other local authorities utilising the resources.

New actions
 The next phase aims to embed the resources into partner activities, e.g. the NHS and the voluntary sector, with a focus on locality working. It will draw on lessons learnt in the Inner East health and wellbeing partnership pilot.
 New action includes:

- preparing a bid in partnership with voluntary sector to deliver a school food focused intervention in the Inner East, to train and develop champions who will support families in the community and in the home. Findings will inform city-wide practice.
- training staff in children's centres and early years settings to teach parents about healthy eating and financial inclusion, through restorative practice.
- workshops with headteachers on better catering contract performance to improve school meal uptake.
- improving cultural appropriateness, through engagement with faith leaders.

What works locally
 Leeds research shows that actions to increase FSM take-up also increase paid take-up; as such these interventions benefit all pupils. Improvements so far are evidenced by (1) some schools and clusters implementing the Leeds packed lunch policy to improve the quality of food brought from home; (2) over 50 schools expressed interest and begun implementing the SFA programme to improve quality of food; (3) schools have utilised the FSM toolkit to identify and solve local barriers.

Data development
 2010/11 data was gathered from all except three schools and provides reliable benchmark the FSM uptake performance indicator. Leeds academies are not obliged to issue school meal data. It is important that current and future academies continue to provide timely and accurate data to enable a city wide position to be obtained.

Partners with a role to play
 The Leeds Joint Health and Wellbeing Strategy fully adopt school food in their public health plans. Key areas for development are greater engagement and stronger relationships, and where senior managers from education, health, early years and the voluntary sector fully represent school food. Schools to better performance manage catering contracts, and to take a shared responsibility. For the local authority to make sure school food traded services meet the clients' needs, and for health commissioners to be explicit in addressing school food and incorporate the LSMS in tackling childhood obesity and child poverty, and reducing health inequalities.

Meeting: Children's Trust Board 31 October 2011

Outcome 3: Choose healthy lifestyles

LCC lead: Sarah Sinclair

Population: All children and young people in Leeds

Priority 8: Promote sexual health

CTB lead: Ian Cameron

Why is this a priority: Sexual health is a critical part of physical and mental health and well-being. It is a key public health issue of social exclusion and health inequalities. Good sexual health outcomes result in equitable relationships and healthy lifestyles, informed choices and reduced risk taking behaviour.

Overall Progress
Amber æ

RAG: Our rate of progress is not as fast as regional and national rates **DoT:** Rates in Leeds have reduced or stabilised for the past six quarters

Story behind the baseline

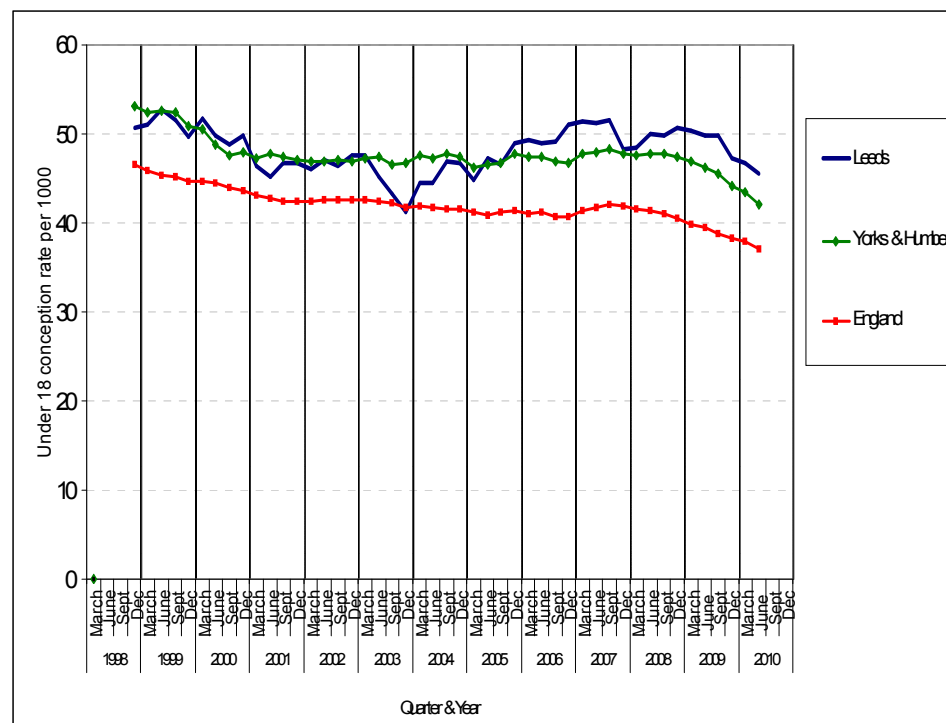
Teenage conception rates citywide have reduced by 11.2% in 3 years, with a trend of continued reduction. Rates in the majority of priority wards have begun to 'turn the curve' with rates either stabilised or reduced. The latest national data shows the rates in Leeds are 45.6 conceptions per 1000 15-17 year old females (June 2010), compared to 51.3 per 1000 at the beginning of 2007.

Teenage conception rates are a measure of sexual health, with unplanned teenage conceptions associated with a number of poor outcomes and risk factors. Higher teenage conception rates are a characteristic of large urban areas and Leeds has the third lowest rate of the UK's core cities. High rates are also associated with other factors, such as low aspirations. It is recognised that no single intervention seems to be effective in isolation, e.g., increased availability of contraception.

Sarah Teather MP, Minister of State for Children and Families, states that "work to reduce teenage pregnancy and improve outcomes for teenage parents makes a real difference to young people. It's also critical to reducing child poverty and narrowing health inequalities. is why the under 18 conception rate is a measurement indicator of our Child Poverty Strategy and a proposed indicator for the Public Health Outcomes Framework." (2011)

Areas for further action and risk include a lack of co-ordinated strategic approach to raising aspirations; ensuring that support to teenage parents continues to avoid second and subsequent pregnancies; and managing any risks associated with the impact of changes as a result of NHS transition.

Curve: Rates of conceptions to 15-17 year old women



<p>What do children and young people think Young people have been fully involved in developing policy, and their judging of service performance through mystery shopping has led to improvement. NHS research has highlighted the importance of confidentiality and the role of GP surgeries in providing sexual health services to young people. However, further work is required to better understand young people's views and embed their participation in this area.</p>	
<p>What we have done Following the Teenage Pregnancy Unit National Support Team (TPU NST) visit to Leeds, actions that were undertaken included:</p> <ul style="list-style-type: none"> • The Teenage Pregnancy and Parenthood Board (TPPB) membership was refreshed to ensure a joined up strategic approach. • A data sharing agreement amongst TPPP partners has enabled targeted intervention in areas of the city with high TP rates. • TP priority schools were identified for targeted support. • The contraception and sexual health service (CaSH) targeted young people to encourage use of its service. Approximately 70% of clinic attendances are now aged under 25. The young person's drop-in contraception clinic based in the city centre (City-wise) has promoted the service availability and is full to capacity. • Leeds operates a local enhanced pharmacy scheme in TP hotspot areas. 38 sites deliver free emergency hormonal contraception (EHC), pregnancy testing, chlamydia testing and condoms to under 25s. <p>Since the TPU NST visit, teenage conception rates (per 1000 15-17 year old females) have reduced from 51.3 in quarter 1 2007 to 45.6 in quarter 2 2010; a reduction of 11.2%.</p>	<p>New actions</p> <ul style="list-style-type: none"> • 2011-13 work programme to be signed off by TPPP in November. • Ensure all clusters within the seven priority middle layer super output areas (MSOAs) have included TP as a priority within their action plan and have an identified TP/Targeted Service Lead. • Ensure at least 17 of 50 schools in priority MSOAs adopt the TP/sexual health priority for the Health Behaviour Change Model. • Ensure all group-based youth work includes a minimum of 30% sex and relationships education, delivered by appropriately trained staff. • Ensure all pupils identified as most at risk of teenage pregnancy within priority schools, are offered one-to-one early intervention, support and signposting to appropriate further support. • Ensure the children's workforce receives basic sexual health training which is incorporated within a tiered training framework. • Ensure all pupils see school nurses for an annual health needs assessment, and discuss sexual health as part of the assessment. • Ensure 100 (minimum) 3-in-1 sites, spread equitably, providing free condoms, pregnancy testing and chlamydia screening to under 25's across the city, with trained workers from a range of sectors.
<p>What works locally</p> <ul style="list-style-type: none"> • Simultaneous and energetic focus on young people's aspirations; their access to services; and quality PSHE in schools. • Identified TP leads with clear local ownership of work. • A good understanding of local data. • The children's workforce are aware of early risk factors associated with poor sexual health choices, and their role in tackling these. 	<p>Data development</p> <ul style="list-style-type: none"> • Fully embed feedback from young people in the work of the TPPP. • Use data to target those most at risk of teenage. pregnancy and ensure the Top 100 methodology takes this data into account. • Better understand opportunities to use local data to target clusters and localities more effectively.
<p>Partners with a role to play Senior representatives from the local authority, the NHS and the voluntary sector are fully engaged in the Teenage Pregnancy and Parenthood Partnership. An area for development is better close and effective partnership working with GPs, school governors and elected members. Effective work in this area requires a fully joined up approach, from frontline staff to senior management.</p>	

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011

Population: All children and young people in Leeds

Outcome 4: Have fun growing up

Priority 9: Enjoyment of life

LCC lead: Paul Brennan

CTB lead: Alan Bolton

Why is this a priority Ensuring children have fun growing up is important part of a child's health and well being and their ability to develop and reach their potential. Leeds is aiming to become a Child Friendly City. An important element of the achievement of this goal is to enable children and young people to engage in cultural, social and community activities and to provide them with safe places to meet their friends and play.

Overall Progress
Amber

RAG: A range of activities are available to enable children to have fun **Direction of travel:** The indicator result has been fairly static since 2010

Story behind the baseline

How much children enjoy their life is the key indicator that represents this priority as there is a strong link between young people enjoying their life and having fun. The data for this indicator is collected through the Every Child Matters Survey.

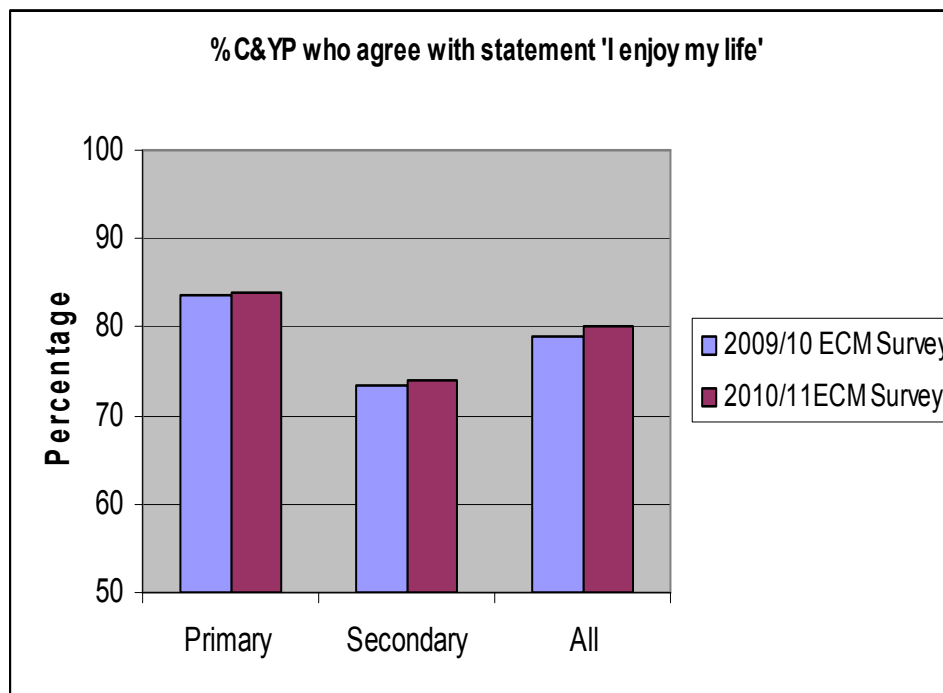
The findings of the 2010/11 survey show that percentage of children who said they enjoyed their life was 84% for primary age children and 74% for secondary school children and young people. These figures are very similar to last year's results. Whilst it is positive that over three quarters of children and young people enjoy their life, it is concerning 20% of children and young people either aren't sure or don't agree with this the statement that 'I enjoy my life' Support for this statement also diminishes with age.

Having fun growing up can mean different things to different children and young people. In addition, children and young peoples' opportunities vary depending on age, where they live, where their friends are and the confidence or influence of their parents.

In Leeds there are a range facilities and activities available to children and young people to meet their different likes, abilities and budgets. In addition, children and young people are frequently asked their views about these activities and services. For example, a great deal of consultation has been carried out with children and young people in relation to what they think constitutes a Child Friendly City.

All facets of children and young people's lives contribute to their ability to have fun and enjoy life, including the other priorities of the children and young people's plan. In developing the Child Friendly City agenda and delivering out shared priorities we are intent on providing the greatest opportunity for children and young people to enjoy life. A question arises whether this priority is a reflection of a wider partnership efforts or has a specific partnership agenda built around it.

Curve: Percentage of children and young people who agree with the statement: "I enjoy my life"



<p>What do children and young people think A range of consultation is undertaken with children and young people to get their views on service provision and to give them a say in local decisions. Consultation from summer 2011 to find out what children and young people thought constitutes a Child Friendly City found that they want safety and good play areas; and better communication on what's available through a shorter communication chain. Preferred communication tools include Facebook, leaflets and posters. When young people were asked about a city they would like, or a child friendly city, overwhelmingly they wanted it to be a 'happy' place, full of confident, happy children who people care about.</p>	
<p>What we have done</p> <ul style="list-style-type: none"> • Breeze on Tour 2011 consisted of 5 two-day large scale events for young people in major parks and heritage sites across Leeds, funded by the council, and 12 one-day events in smaller parks, commissioned and funded by external partners. There were 16,940 attendances at Breeze on Tour and Mini Breeze in summer 2011. • 400 children across 22 primary and 10 secondary schools took part in the Leeds Book awards. Children and young people judged the competition as well as reading their own creative writing. • 5717 children (4-12 year olds) took part in the 2011 summer reading challenge. • Since June 2009 citywide mobile play services for 5-13 year olds have been operating. Teams of play workers work in parks and open spaces, enabling children to feel safe and reassuring parents of their safety. 	<p>New actions</p> <ul style="list-style-type: none"> • The Leeds Play Strategy will be reviewed in 2011/12 to coincide with the Children and Young People's Plan; contributing to many of the outcomes and primarily contributing to children in Leeds 'having fun growing up'. • Funding is now being sought for a fourth Breeze Friday Night project based at Denis Healy from November 2011. All four projects would run from autumn 2011 – May 2012; provision will move to outdoor locations where anti-social behaviour (ASB) is most prevalent. Back Yard Breeze Projects will then be run when they move back to the indoor venues. • Sport and Active recreation will continue to deliver leisure centres, work through Breeze and develop links with schools and health partners. This happens at both a local level through the leisure centre managers working with 'Extended Services' and through the LSP, including Sport Leeds. • Libraries will be delivering 28 events across a number of sites in the next 6- 12 months. A library service survey is also planned for schools.
<p>What works locally</p> <p>The Breeze Friday Night Project was set up in 2008 to address ASB by giving young people a programme of diversionary activities. Since then successful projects have run in various venues with an overall attendance of nearly 2,500 members; and a regular attendance of 80-90 young people per night. Each project is made sustainable by local multi agency support and receives targeted referrals for the most vulnerable young people into this universal provision.</p>	<p>Data development</p> <ul style="list-style-type: none"> • More research could be undertaken with young people to find out 'what having fun' means to them and to better understand the issues linked to not agreeing with the statement that they enjoy life. • Consultation on findings from different partners could be consolidated to provide a better picture of what children and young people want to do and consider to be a 'fun' activity.
<p>Partners with a role to play</p> <p>All Children's Trust partners; parents; families; and the local communities in which children and young people live.</p>	

Meeting: Children's Trust Board 31 October 2011
Outcome 5: Children and young people are active citizens who feel they have voice and influence
LCC lead: Mariana Pexton

Population: 10-17 year old offenders
Priority 10: Reduce crime and anti-social behaviour
CTB lead: Sam Prince

Why is this a priority Firstly, to prevent and reduce offending by children and young people so they can have more fulfilling lives and that families are strengthened; and secondly, to ensure that communities feel safer.

Overall Progress
Green æ

RAG: Good partnership activity in place **Direction of travel:** Indicator performance is improving

Story behind the baseline

A number of indicators have been used in recent years showing trends against different aspects of offending behaviour.

The trends from these indicators show that the number of young people who offend and come in to contact with the youth justice system for the first time has fallen over the last five years. The re-offending rate has been reduced year on year and the number of offences resulting in a custodial sentence has also fallen.

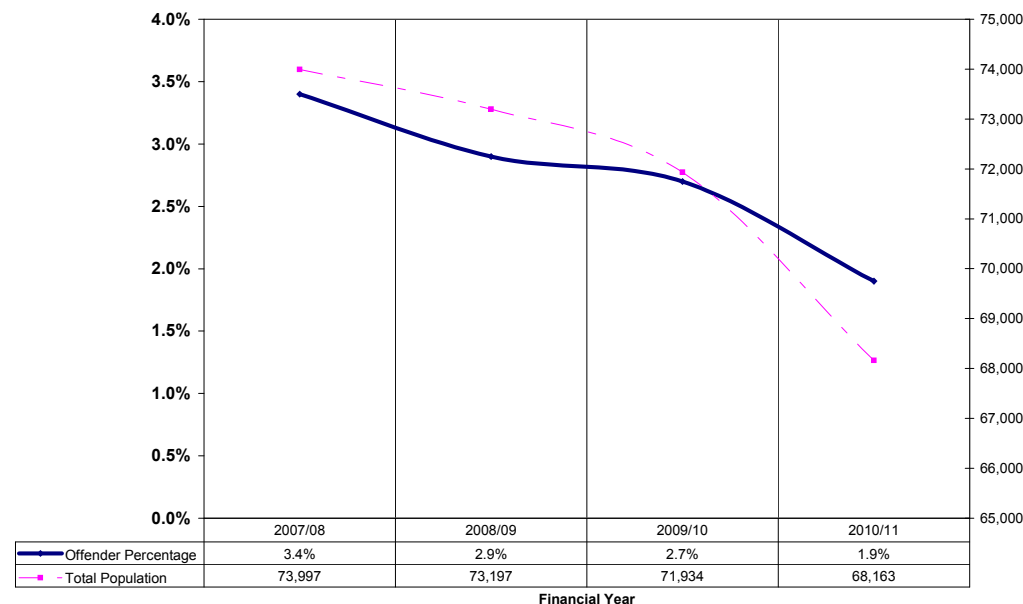
This indicator has been devised to gauge the overall impact of various programmes and initiatives that have been implemented to meet the ambition of reducing offending by young people in Leeds. Improvement in this area will be shown by the offending percentage indicator curve continuing to a lower year on year percentage figure.

The baseline position was calculated from the 2009/10 year end position of 1,928 offenders in a general 10-17 population of 71,934 residents. This equates to a rate of 2.7% compared with 1.9% nationally and 2.2% regionally (Y&H). Of the core cities, Newcastle has the highest rate of 4.3%, Nottingham is at 3.5% and Birmingham has the lowest rate at 2.1%.

The number of offenders in Leeds has fallen to 1,305 at the end of 2010/11 with a mid-year 10-17 population of 68,163. This equates to a rate of 1.9% compared with a rate of 1.5% nationally and 1.5% regionally.

The number of offenders who are looked after is also monitored and has shown a fall over the last twelve months from 42 offenders in Q3 2010/11 to 31 offenders at the end of Q2 in 2011/12.

Curve: Number of young offenders as a percentage of the general 10-17 year old population⁸



⁸ The intersection of the population indicator and offender percentage indicator is due to scaling of the graphs.

<p>What do children and young people think The most recent Every Child Matters survey (2009-10) reported that a quarter of primary and a third of secondary pupils felt that gangs were a problem in their school; alcohol, gangs and graffiti/litter were seen as a problem in the area they live by half of secondary participants and 12% of secondary respondents had been a victim of crime in the previous year. The majority of pupils reported that they feel safe at school, particularly during lessons. However, six percent of primary and 11% of secondary said pupils said they felt very unsafe or unsafe at school outside of lessons.</p>	
<p>What we have done</p> <p>The re-offending rate has fallen from 1.7 offences per offender in 2009/10 to 1.18 offences per offender. This fall was highlighted in the Youth Justice Board's quarterly performance report; Leeds was only one of two youth offending teams in the region to report such a fall.</p> <p>The Leeds Weapons Awareness Programme has been run jointly between WY Police, Leeds Community safety and the Youth Offending Service. Latest figures nationally record that of the young people who responded to a survey on carrying a weapon, 4% said that they had carried a weapon (usually for protection). WY Police reported that the figure was 2.3% and in Leeds the figure was down to 0.5%. The perverse result of this success in reducing the number of young people that carry a weapon, is a loss of funding under the Tackling Knife Crime Action Plan.</p> <p>There are also a number of prevention projects based in high crime areas of the city, work with targeted young people and their families to try and challenge offending behaviours at an early stage and prevent them escalating into more serious criminal or anti-social behaviour.</p>	<p>New actions</p> <p>The YOS is a partner in the Safer Leeds Burglary Taskforce. This is a team of police officers, Leeds City Council, Safer Leeds, and other partner agencies including the Crown Prosecution Service, West Yorkshire Probation Service and Signpost (family intervention specialists) working to tackle burglary across the city by targeting the most prolific criminals who are responsible for the majority of these crimes. All community sentences will include a restorative element</p> <p>A revised specification for commissioning Youth Inclusion Programmes (YIPs); includes the incorporation of positive activities as part of all prevention programmes.</p> <p>Contributing to the information sharing in the 'top 100' methodology for provision of specialist and targeted services at locality levels across the city.</p> <p>Revised commissioning arrangements for the delivery of programmes to support for young people with substance misuse issues.</p>
<p>What works locally</p> <ul style="list-style-type: none"> • The Positive Activities for Young People (PAYP) team run the Friday Night Project in Middleton and Armley, offering activities to divert young people away from anti-social behaviour that research has show is more likely in these areas on Friday nights. • Specialist programmes set up to challenge different aspects of offending behaviour including burglary and knife crime. 	<p>Data development</p> <p>More detailed information is now collected on where offences have taken place and this information can be broken down to street, LSOA or cluster area. This will enable services to be better targeted.</p>
<p>Partners with a role to play The Leeds Safer Schools Partnership means that most high schools now have a dedicated West Yorkshire Police officer. Some schools have an officer each, while small groups of schools will have an officer between them. This has been key in reducing the number of first-time-entrants to the youth justice system, through early identification and intervention. Neighbourhood Policing Teams, Youth Service teams and the Anti Social Behaviour teams jointly work to reduce anti social behaviour – the Leeds City Centre Summer Programme has had a positive impact in reducing the number of incidents by 47% between July and September 2011 compared to the same period last year.</p>	

Children's Trust – Children and Young People's Plan Report Cards October 2011

Meeting: Children's Trust Board 31 October 2011

Population: All children and young people in Leeds

Outcome 5: Children and young people are active citizens who feel they have voice and influence

Priority 11: Increase participation, voice and influence

LCC lead: Mariana Pexton

CTB lead: Neil Maloney

Why is this a priority Children and young people's participation in decisions affecting them and influence on policies, their lives and their communities helps to develop them as active citizens who can identify and address needs in informed and articulate ways. Services and policies designed through participation, voice and influence will better address children and young people's need and also engage them in delivering strategies and solutions.

Overall Progress
Amber

RAG: Levels of activity and increasingly structured programme **Direction of travel:** Currently only baseline information

Story behind the baseline

2009/10 results indicated that 3 out of 5 primary school children though they has an influence over how things were run in there local area. For secondary age children and young people this declined to 1 in 2 with a sharper drop of in the oldest group survey year 9.

There is a wide range of participation, voice and influence initiatives across the city. Many of these are ends in themselves and will therefore continue but alongside that there is a need to develop a more structured programme of work. This is being done by making participation, voice and influence an integral part of the child friendly city programme.

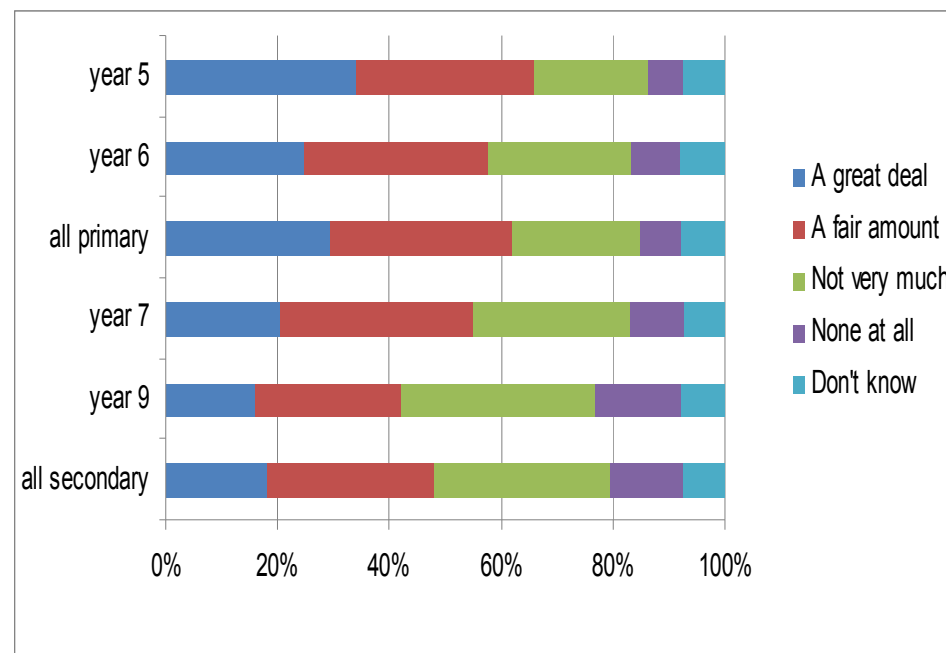
The renewed focus on this priority has raised the profile and expectations around voice and influence.

Lack of knowledge of existing opportunities and the need for a genuine opportunity to influence are recurring themes in reviews of participation, voice and influence. The new programme incorporates a focus on these issues as well as emphasis on engaging vulnerable groups.

Participation of children and young people is central to Leeds' overarching vision to become a "child friendly city". The CFC Action plan and menu of pledges for businesses will be based around the priorities identified through consultation with over 2,000 children and young people.

Curve: Children and young people's influence in the community

How much difference do you think you can you make to the way things are run in the area you live? (Baseline from ECM survey 2010)



What do children and young people think Consultation suggests that children and young people want more opportunities to be involved in “real participation.” This means that they do not want participation to be tokenistic. Something should happen as a result of their participation and feedback should be a two way process. Children and young people often report a lack of knowledge of existing opportunities.

What we have done

- Reviewed and summarised the various strands of work that contribute to the participation, voice and influence (PVI) agenda. Developed a work programme that links PVI to the Child Friendly City Initiative.
- Consultation with disabled children and young people about short breaks has had a direct impact on service specifications.
- Work on CYPP 2011-15 included focus groups of LAC, care leavers and young people with learning difficulties and disabilities.
- Young people have been involved in the recruitment and selection process for a range of Senior Posts in Leeds City Council
- Young Carers have produced child friendly “safeguarding statements” for all service users at the Willow Young Carers Service.
- 20 looked after young people planned and produced a DVD training resource DVD on behaviour management techniques.
- Citywide ECM survey data capturing the views of 6,695 children and young people (2009) increased to 7,767 (2010), shapes a range of services. For example, one school found pupil perception of smoking / bullying posters for toilet cubicles and a large display for the entrance.
- Mystery shoppers are trained and deployed to test out sexual health services aimed at young people.
- 63 schools (including 4 secondary schools) currently have “Investors in Pupils” status. Target is for a further 15 schools to achieve the status by August 2012.

New actions

- Following the Child Friendly City consultation work and the review of other consultation activity develop workstreams in the five areas: voice and influence; rights and responsibilities; safety; play; and, urban environments
- For each area focus on the range of opportunities for participation, voice and influence; children and young people’s knowledge of opportunities; the impact of the opportunities; feedback to those involved; and, the engagement of vulnerable groups. Secure pledges from local business and organisations to contribute the workstreams.
- Appoint a Voice and Influence manager as part of the new Children’s services structure.
- Increase the use of restorative practice models to support participation and influence for target groups.
- Develop the participation strategy for the Local Safeguarding Children Board.
- Continue training and using peer inspectors for inspections of youth services.
- Improve disabled children and young people’s access to Breeze events and positive activities following the feedback on this year’s events.
- Improve information on opportunities for vulnerable children and young people following the feedback on access to youth services.

What works locally

Question time events are held at local level for young people to meet their local councillor and discuss issues of concern to them.

Data development

Data for this indicator is survey based perception data. There is a need to develop additional indicators to give a broader picture. Measurement and evaluation of impact is also an issue.

Partners with a role to play children and young people, schools, local businesses and partners.

Appendix 1b 2011/12 Children's Services Directorate Scorecard

Reporting Period : Quarter 2 2011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Create the environment for effective partnership working	The Children's Trust Board (CTB) is functioning well, with productive relationships at board level. There is also increased front-line partnership and integration work taking place in early adopter clusters and through initiatives such as the 'Early Start' service; that has brought health visiting services and children's centres together. The CTB has agreed a new performance framework and is reviewing the sub-group structure. Good relationships are also being developed with the shadow health and wellbeing board, which will assume statutory responsibility for commissioning, including commissioning of children's services during 2012. The recently published Ofsted report on safeguarding services in Leeds acknowledges that the CTB "provides effective and ambitious leadership" and notes that partners are fully engaged in working together to deliver the CYPP priorities.	Green					
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	The agreed approach for addressing the improvement priorities in the CYPP is through outcomes based accountability sessions being held in clusters for each of the three obsession areas, to identify local improvement activity. Clusters are well underway with this process and local action plans are being formulated. A wide range of consultation activity has taken place with young people to shape the Child Friendly City work programme. The Children's Trust Board are developing draft pledges, based on the priorities identified by young people and an Ambassador programme is being developed. The monitoring of the impact of delivery is being done through the new CTB performance framework.	Green					
Put in place a joined-up children's directorate	The JNC tier 3 and 4 recruitment process was delayed due to the Ofsted inspection of safeguarding services. Assessment centres took place in October, with interviews in November. The new Deputy Director: Safeguarding, Targeted and Specialist Services will take up his post in December and the Chief Officer for Partnership Development and Business Support started in October. Interviews for the vacant Deputy Director: Learning, Skills and Universal Services are planned to take place in early December.	Amber	Complete restructure of children's services	Amber	Amber		
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	The Leeds Education Challenge is a city-wide commitment to a child friendly city that drives school improvement and reflects the new relationship with schools. The Children's Trust Board recently agreed the leadership structure for the Leeds Education Challenge, which embraces partnership working and includes direction from nationally renowned experts. Changes in the governance structures of much of the secondary provision in Leeds is intended to secure further improvement in pupil outcomes, although a growing number of academy conversions, does have the potential to create fragmentation. Mitigating this is the positive headteacher involvement to date in committing to continued partnership working as part of the 'big conversation;' a discussion with school leaders about the changing relationship between schools and the local authority.	Green					
Develop a high performing and skilled workforce	There has been significant workforce development activity in quarter 2. A directorate workforce development plan has been approved by CSLT; Mark Friedman has delivered OBA awareness sessions to both directorate based staff and to a wider council audience; a full programme of training to support the statutory requirements in early years/social care and youth has been delivered; autumn NQT induction sessions have taken place with numbers up on last year despite charging for the events for the first time; and school improvement and organisational development colleagues have delivered a workshop for newly appointed school NQT induction coordinators. School based leaders and participants from the directorate's 'Aspiring leaders' programme participated in a pilot event run by Common Purpose that brought participants face to face with colleagues from various organisations across the city. Feedback showed that this type of workshop is a useful method of bringing together participants from partner organisations. In September the formal 3 year partnership between the directorate and the Refugee Council came to an end as the funding for the refugee teacher project ceased. This is not the end of the relationship as we will continue to work with RETAS to secure work and voluntary placements in the classroom for refugee teachers, contributing to the diversification of the school workforce. In recognition of the work that has taken place over the last 3 years we were awarded a 'Certificate of Recognition' for the 'outstanding commitment to supporting overseas experienced teachers from refugee backgrounds.'	Green					

			Increase percentage of children's homes that are rated good or better by Ofsted	50%	45%		
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	83%	85%		
			Increase percentage of pupil referral units rated good or better by Ofsted	67%	67%		
			Maintain percentage of initial assessments carried out by social care within timescale	85.9%	80.1%		
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	91.8%	88.9%		
			Increase percentage of children in care with a qualified social worker	99.4%	100%		
			Increase percentage of children with a child protection plan with a qualified social worker	99.7%	100%		
			Increase percentage of complaints resolved within 20 days	63%	62%		
			Increase percentage of complaints resolved by the initial investigation	96%	available Dec ¹		

Self Assessment

A significant focus of improvement activity during quarter 2 was concentrated on Ofsted's re-inspection of safeguarding services in Leeds. Inspectors have recognised the significant improvements made across the city. Overall, five of the nine categories that Ofsted assess have been rated as 'good' and four are 'adequate' - there are no longer any categories rated as inadequate. On the key judgements of 'overall effectiveness' we have been rated as 'adequate' and our 'capacity to improve' is now rated as 'good'. The report confirms that the changes we have put in place are making a significant difference to the wellbeing and safety of children in Leeds. The inspection has found that 'arrangements to ensure children are safeguarded are now secure', it highlights 'significant progress in improving outcomes'. The inspectors did not identify any children left at potential risk of harm, and no cases they reviewed were deemed to be inadequate.

The next step on this journey is to address the areas where the inspectors have highlighted that further improvement should be prioritised. These areas mirror those identified in our own self-assessment and include:

- The need to improve our electronic social care record system (ESCR) – where we've started the work to put in place a new system.
- Continuing to improve the timescales for initial children protection conferences.
- Improving the quality of assessments to help achieve a consistent standard across the service.
- Information sharing between partner agencies in relation to domestic violence.

Quarter 2 covers the period when academic year outcomes for 2010/11 become available. Early Years Foundation Stage Profile results show an encouraging improvement in the percentage of children reaching the 'good level of development' indicator requirements, with the 2011 rate of improvement being greater than the national and statistical neighbour rates. At Key Stage 2 (still provisional until December 2011), the trend of longer-term trend of static performance has continued. At Key Stage 4 (still provisional until January 2012) there has been further improvement against the headline measure of the percentage of young people achieving 5 A*-C GCSEs including English and maths GCSE. although the gap to national performance has widened slightly.

There have been improvements in the attendance rates in primary and secondary schools in Leeds. Attendance remains lower in Leeds than nationally and in comparable authorities, but the gap has narrowed because improvement achieved in Leeds is greater than national improvement and improvement in statistical neighbours.

Performance against five of the council business plan indicators for children's services is green. Complaints performance remains largely similar to quarter one; improvement strategies are in place focusing primarily on improving response rates to complaints about children and young people's social care. Response rates to early years and education complaints are above 90%. The indicator on the percentage of children's homes rated good or better has fallen in quarter two. One children's home has been closed as it was no longer fit for purpose. A full review of children's homes is taking place as part of a placements task and finish group.

Notes

1- The percentage of quarter 2 complaints resolved within 20 working days can only be calculated 20 working days after the end of September, and complaints have 20 working days after this point to decide if they wish to take a complaint to stage 2.

2 - Snapshot indicator, as at 30 June 2011 and 30 September 2011.

3 - Half-terms 1 to 4 of the 2010/11 academic year.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 12 January 2012

Subject: Outcomes for Looked After Children

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary

1. In September 2011, members requested a report on the outcomes for looked after children. It was agreed that the report should be brought to this meeting in order to provide up to date annual information on educational outcomes.
2. A report from Children's Services will be circulated in advance of the meeting, to provide an analysis of outcomes for looked after children. The Head of the Leeds Virtual College for Vulnerable Children will attend the Board to answer Members' questions.

Recommendation

3. The Board is requested to consider the report from Children's Services and decide whether any further scrutiny work is required.

Background documents

4. None

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 12th January 2012

Subject: Recommendation Tracking

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Each Scrutiny Board receives a quarterly report on any recommendations from previous inquiries which have not yet been completed.
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.
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.
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.
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.
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.

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

Next Steps

8. The next cycle of quarterly recommendation tracking reports will be presented to Scrutiny Boards in March 2012, enabling the board to judge progress against outstanding recommendations.

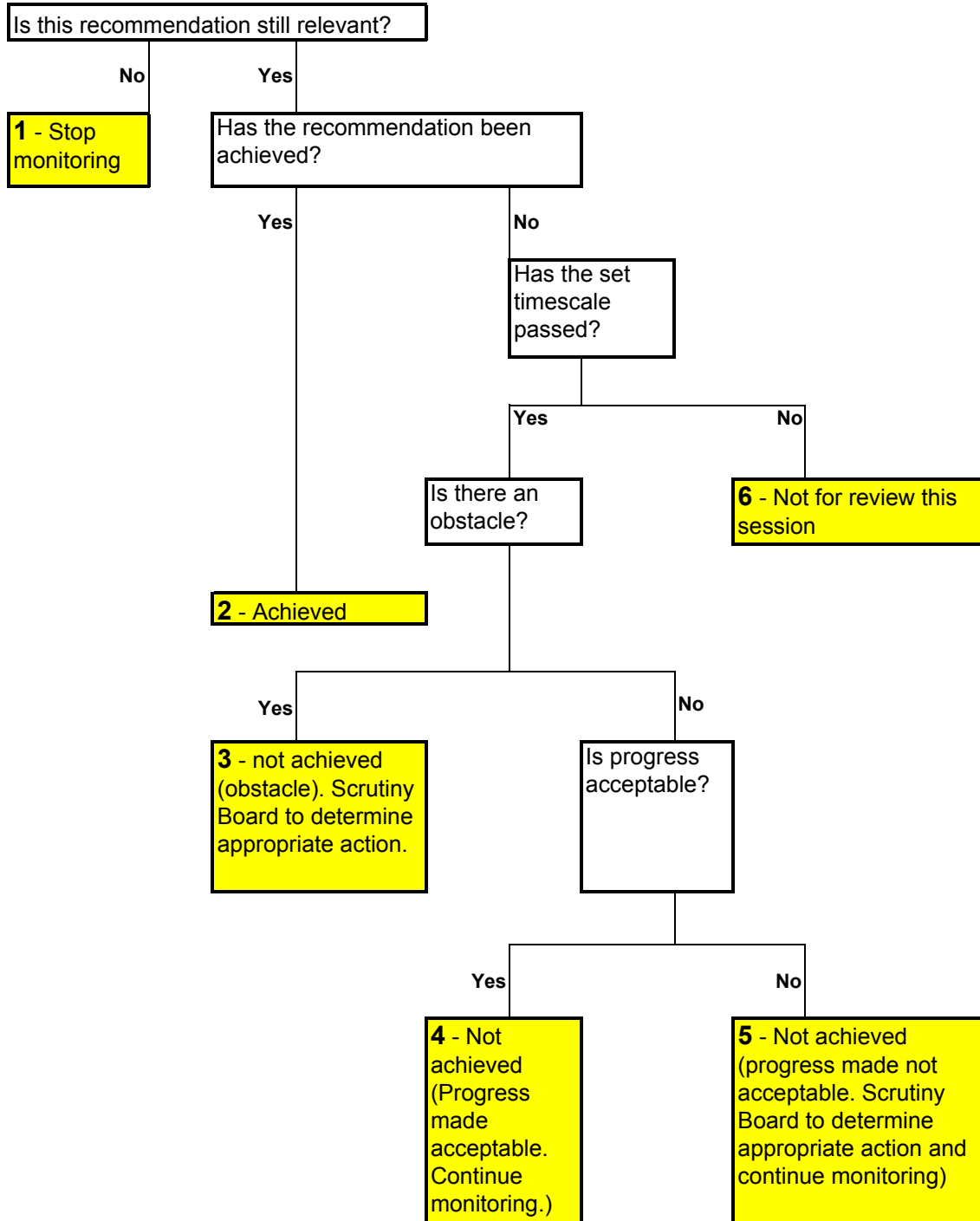
Recommendations

9. 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
2	<p>That the Director of Children’s Services and the Chief Executive of Education Leeds explore children and young people’s participation in activities and identify barriers to participation in more depth, either by including questions in the next Every Child Matters survey or by developing a separate survey using the Be Heard survey tool.</p>	<p>2 (Achieved)</p>	
	<p><u>January 2012 update</u> A consultation on children and young people’s priorities was carried out over the summer of 2011 as part of the city’s commitment to become a Child Friendly City, and a set of priorities was agreed by Children’s Trust Board in October. Of particular relevance for this scrutiny recommendation are the priorities chosen by the Play and Culture group, which include issues of communication, signposting and access. The Play and Culture group is one of five themed groups working as part of the Child Friendly City development.</p> <p><u>Play and culture</u> Priority 1: Places and spaces to play and things to do – this is to include accessibility for all, equality of opportunity across the city, maximising provision with staff, all year round provision. Communicating existing provision, what is going on where.</p> <p>Priority 2: The city centre – access to, and creating playful and friendly place. This is to include signposting and communicating what provision is available in the city centre especially creative arts opportunities.</p> <p>It is suggested that the Scrutiny Board’s original report and recommendation is forwarded to the Play and Culture group to inform their ongoing work.</p>		

Director's Response

It is agreed that understanding barriers to participation is an important area of work. Officers will explore the most appropriate way to gather young people's views on this. This may involve using the Every Child Matters survey, or the Be Heard survey tool, but it may also be that another approach is considered more likely to gather a wider range of opinions from those young people who do not currently participate.

The new Children's Trust Board are also investigating opportunities to widen participation and will be working with young people to explore suitable opportunities.

January 2011 update

We continue to recognise the importance of understanding barriers to participation. The Every Child Matters survey steering group have considered the scrutiny recommendation, however it is not felt that using the ECM survey would be the best way to build a more detailed understanding around this issue. Officers from different areas of participation work are currently working together to identify the best way to carry out an effective piece of research with non-service users. The progress of this is however subject to other areas of work and limited capacity.

July 2011 update

It has been decided that a non-user survey would be the most appropriate method. Cluster Managers are interested in undertaking the survey with schools in their local areas, as this information will be very useful to them. It is also hoped to capture the 16-19 age group through Breeze and the local colleges. However the progress of this work continues to be affected by limited capacity.

	Recommendation	Stage	Complete
2	<p>That the Director of Children’s Services explores the scope for children’s social care to make more effective use of Silverdale Holiday Camp, and reports back to us in 3 months.</p>	<p>4 (not achieved)</p>	
	<p><u>January 2012 update</u> A mutually convenient date for the proposed meeting to consider possible options to expand the use of Silverdale is still being sought.</p> <p><i><u>Director’s Response April 2011</u></i> The Chief Officer for CYPSC and the Head of Service for Looked after Children will meet with representatives from Silverdale and consider how best to use the holiday opportunities provided by the outdoor centre in Morecambe. We will report back on best use in 3 months.</p> <p><i><u>July 2011 update</u></i> A meeting has now been scheduled in the Head of Service’s diary. We will report back after the meeting has taken place.</p> <p><i><u>October 2011 update</u></i> The Head of Service has met with the relevant officers and agreement has been reached re possible options for expansion of the use of Silverdale for Looked after Children. A further meeting with the service manager is to be arranged to explore these further.</p>	<p>Progress made acceptable. Continue monitoring</p>	

	Recommendation	Stage	Complete
1	<p>That the Schools Forum and the Member Management Committee give further consideration to including a Scrutiny Board representative on the Schools Forum panel, if this remains appropriate in the light of emerging legislation regarding control of school balances.</p>	<p>4 (not achieved)</p>	
	<p><u>January 2012 update</u> There is currently no further clarity from the DfE. The requirement to have a surplus balance control mechanism has been removed by the DfE on the basis that schools should have more autonomy. If a Local Authority continues to maintain a mechanism, a surplus may only be withdrawn ‘where schools have built up significant excessive uncommitted balances and/or where some level of redistribution would support improved provision across the local area.’</p> <p><i><u>Director’s Response July 2011</u></i> This recommendation is accepted and Schools Forum and the Member Management Committee should give consideration to including a Scrutiny Board representative on the Schools Forum panel. However, it is recommended that implementation of this recommendation should await greater certainty about the future of the Panel mechanism to save making an appointment to a body that may not be continuing in its present form.</p> <p><i>In the meantime, as Scrutiny Board members are aware, a pragmatic approach has been adopted for this year’s Panel, in that the Scrutiny Board nominated an informal observer who attended the Panel meeting in June. This experience will help inform a decision about the appropriateness of a formal appointment once the future of the Panel has become clearer.</i></p>	<p>Progress made acceptable. Continue monitoring</p>	

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 12 January 2012

Subject: Work Programme

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. A copy of the board's work programme is attached for members' consideration (appendix 1). The attached chart reflects the discussions at the board's November meeting.
2. The minutes of the November and December meetings 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.
3. A draft note of the meeting of the youth services working group which took place on 16 December is attached as appendix 4.

Recommendations

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

Background documents

5. None.

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Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	June	July	August
reducing the numbers of looked after children	Consider potential scope of review SB 23/06/11 @ 9.45am	Agree scope of review SB 21/07/11@ 9.45am	
improving attendance	Consider potential scope of review SB 23/06/11 @ 9.45am		
increasing the number of young people in employment, education and training	Consider potential scope of review SB 23/06/11 @ 9.45am		
Children's Social Care System Review			WG 10/08/11 @ 10.00am
Board initiated piece of Scrutiny work (if applicable)	Consider potential areas of review		
Recommendation Tracking		Formal response to the Scrutiny Inquiry into School Balances Quarterly recommendation tracking report SB 21/07/11 @ 9.45am	
Performance Monitoring			

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	September	October	November
reducing the numbers of looked after children	Evidence gathering SB 8/09/11 @9.45am Working groups and visits 20/09/11 @ 9.00am 28/09/11 @ 1.00pm	Evidence gathering SB 6/10/11 @9.45am Working groups and visits 6/10/11 @ 2.30pm 18/10/11 @ 11.00am 19/10/11 @ 2.00pm	Evidence gathering SB 10/11/11 @9.45am Working groups and visits 15/11/11 16/11/11
improving attendance	Agree scope of review SB 8/09/11 @9.45am		Evidence gathering SB 10/11/11 @9.45am Working groups and visits 24/11/11
increasing the number of young people in employment, education and training			Agree scope of review SB 10/11/11 @9.45am
Children's Social Care System Review		WG 24/10/11 @ 2.00pm	
Youth Services			
Recommendation Tracking		Quarterly recommendation tracking report SB 6/10/11 @ 9.45am	
Performance Monitoring			Ofsted inspection report SB 10/11/11 @ 9.45am

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	December	January	February
reducing the numbers of looked after children	Visits 5/12/11		Draft inquiry report SB 09/02/12 @9.45am
improving attendance	Evidence gathering SB 8/12/11 @9.45am (To take place in selected clusters)		
increasing the number of young people in employment, education and training			Evidence gathering SB 09/02/12 @9.45am Working groups and visits tbc
Children's Social Care System Review		WG date tbc	
Youth Services	WG 16/12/11 @10.00am		
Recommendation Tracking		Quarterly recommendation tracking report SB 12/01/12 @ 9.45am	
Performance Monitoring		Quarter 2 performance report SB 12/01/12 @ 9.45am Children's Services Improvement Plan SB 12/01/12 @9.45am Outcomes for Looked After Children SB 12/01/12 @ 9.45am	

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	March	April	May
reducing the numbers of looked after children			
improving attendance			
increasing the number of young people in employment, education and training	Evidence gathering SB 15/03/12 @ 9.45am Working groups and visits tbc		
Children's Social Care System Review			
Youth Services			
Recommendation Tracking	Quarterly recommendation tracking report SB 13/03/11 @ 9.45am		
Performance Monitoring	Quarter 3 performance report SB 15/03/12 @9.45 am		

EXECUTIVE BOARD

WEDNESDAY, 2ND NOVEMBER, 2011

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
R Finnigan, S Golton, P Gruen, R Lewis,
A Ogilvie and L Yeadon

111 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 1 and Plan 2 to the report referred to in Minute No. 119 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of a particular person and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations with the Developer, it is not in the public interest to disclose this information at this point in time.
- (b) Appendices B and C to the report referred to in Minute No. 123 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain commercially sensitive information on the City Council's approach towards procurement issues, and commercially sensitive pricing and information about the commercial risk position of bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

112 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) An addendum to the report entitled, 'Informal Consultation on Housing Growth' (Minute No. 118 refers).
- (b) Correspondence received on 31st October 2011 regarding the report entitled, 'Response to Leeds Owl Trail Deputation' (Minute No. 127 refers).

- (c) Correspondence received on 1st November 2011 regarding the report entitled, 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' (Minute No. 122 refers).

113 Declaration of Interests

Councillors Wakefield, R Lewis, Golton, Gruen, Ogilvie, Blake, Dobson and Yeadon all declared personal interests in the agenda item entitled, 'Leeds Initiative Sub Board Arrangements', due to their respective memberships of Leeds Initiative Boards and Partnerships (Minute No. 138 referred).

Councillors R Lewis, Finnigan and Ogilvie all declared personal interests in the agenda item entitled, 'ALMO Review Update', due to their respective memberships of ALMO Boards and Panels (Minute No. 124 referred).

Councillors Finnigan and Gruen both declared personal interests in the agenda items entitled, 'Land at Thorpe Park, Colton', 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' and 'Waste Solution for Leeds – Residual Waste Treatment PFI Project', due to respective memberships of Plans Panel (East) (Minute Nos. 119, 122 and 123 referred).

A further declaration of interest was made at a later point in the meeting (Minute No. 124 referred).

114 Minutes

RESOLVED – That the minutes of the meeting held on 12th October 2011 be approved as a correct record.

115 Matters Arising from the Minutes

Minute No. 101 – Leeds Home Insulation Scheme

Responding to Members' enquiries, the Executive Member for Environmental Services provided the Board with an update in respect of the ongoing work being undertaken on the Home Insulation Scheme.

DEVELOPMENT AND THE ECONOMY

116 Deputation to Council 14th September 2011 - Residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds 12

The Director of City Development submitted a report responding to the issues and concerns raised by the deputation to Council on 14th September 2011 from residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds. In addition, the report provided an update on further planning applications received in respect of the site which were to be considered by Plans Panel in due course. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

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

117 Director's Response to Report by Scrutiny Board (Regeneration) on Housing Growth

Further to Minute No. 22, 22nd June 2011, the Director of City Development submitted a report setting out the response to the recommendations arising from the recent Scrutiny Board (Regeneration) inquiry undertaken into issues associated with housing growth. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Councillor J Procter, the Chair of the Scrutiny Board (Regeneration) attended the meeting to present the Board's findings, and highlighted several of the Board's recommendations. With regard to recommendation 4, emphasis was placed upon the fact that this recommendation was intended to refer to the production of monitoring data.

Members thanked the Scrutiny Board and officers involved for the detailed Inquiry report.

Consideration was given to recommendation 10 of the Scrutiny Board Inquiry report that 80% of the income raised through the Community Infrastructure Levy (CIL) be ring fenced for the benefit of local communities, and whether this level was appropriate.

In responding to enquiries regarding recommendation 6, it was acknowledged that a review would be undertaken in respect of this matter and the outcome reported back to the Scrutiny Board (Regeneration).

Further to Members' queries regarding the preparation of the Core Strategy and the associated resource implications, assurance was provided that good progress had been made on the Core Strategy, and a draft would be available in the new year.

RESOLVED –

- (a) That the Scrutiny Board's report be welcomed as a valuable contribution to the housing growth debate.
- (b) That the recommendations of the Scrutiny Board arising from the inquiry (including recommendation 4 on the basis that it relates to the production of monitoring data) be agreed, with the exception of recommendation 10, with a further report being submitted to the Board in December 2011 in respect of issues arising from recommendation 10.
- (c) That the conclusions arising from the Scrutiny Board inquiry and the Housing Growth Consultation, as detailed at paragraph 4.1 of the submitted report, be endorsed.

118 Informal Consultation on Housing Growth

Further to Minute No. 22, 22nd June 2011, the Director of City Development submitted a report outlining proposals regarding a set of draft housing growth principles for incorporation into the Core Strategy. In determining this matter,

the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of an addendum detailing comments received on the draft housing principles had been circulated to Board Members for their consideration at the meeting.

Members raised concerns in relation to land banking and regeneration issues, which they felt were not fully addressed in the report. It was agreed that land banking issues should continue to be highlighted with central Government.

RESOLVED –

- (a) That the outcome of the informal consultation undertaken on housing growth be noted.
- (b) That the inclusion of appropriate principles within the Council's Core Strategy be supported.
- (c) That a further report be submitted to Executive Board in July/August 2012 in order to review the progress made.

119 Land at Thorpe Park, Colton, Leeds

The Director of City Development submitted a report detailing a number of development opportunities in East Leeds which would provide major commercial and housing economic growth opportunities for the City. In addition, the report sought approval to enter into an agreement with the Developer, as detailed within the submitted report, in order to facilitate part of this future development. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

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

RESOLVED – That approval be given to the Council entering into a land agreement with the Developer, as detailed within the submitted report, on the terms set out within the exempt appendix to the report, with the necessary authority being delegated to the Director of City Development and City Solicitor to approve any amendment to these terms.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above.)

120 Economic Growth Strategy

The Director of City Development submitted a report presenting for approval a new Economic Growth Strategy for the City, which was appended to the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the Economic Growth Strategy for the City, as appended to the submitted report, be approved.
- (b) That further reports be submitted to Executive Board regarding progress on the delivery of the Economic Growth Strategy.

121 Developing a Response to Neighbourhood Planning in Leeds

The Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report providing an overview in respect of neighbourhood planning provision, and highlighting the significant level of political interest and local debate which was currently occurring on this matter in many parts of the city. In addition, the report acknowledged the need to begin the development of a corporate response in line with the city's aspirations in order to help achieve the Council's strategic objectives in this area. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the areas chosen for the pilot bids and the criteria which had been used, as well as the lessons that could be learned from the pilot process. Concerns were raised regarding the potential resource implications arising from such neighbourhood planning initiatives in the future.

RESOLVED –

- (a) That the submission of four pilots bids for Kippax, Otley, Boston Spa and Holbeck by the 4th November 2011 deadline be endorsed.
- (b) That the proposal to support on a pro-active basis, work within other parish and town councils and neighbourhood forums in order to help build capacity at a local level and help inform the site allocation process, be endorsed.
- (c) That Central Government be lobbied about the funding and resource implications arising from the neighbourhood planning process and associated referenda.
- (d) That the need for the Council to further consider the required arrangements for supporting the preparation of neighbourhood plans be noted.

(The matters referred to in this minute were not eligible for Call In, due to the 4th November 2011 submission deadline for the bids regarding neighbourhood planning frontrunner funding.)

ENVIRONMENTAL SERVICES

122 Residual Waste Treatment PFI Project - Response to Leeds Friends of the Earth Deputation

The Director of Environment and Neighbourhoods submitted a report providing a response to the issues raised by Leeds Friends of the Earth (FoE)

as part of the deputation presented to the Council meeting of 14th September 2011 entitled, "Why Leeds should not be chained to Waste Incineration?". In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration at the meeting.

RESOLVED – That the contents of the submitted report and its appendices, be noted.

123 Waste Solution for Leeds - Residual Waste Treatment PFI Project

Further to Minute No. 194, 12th February 2010, the Director of Environment and Neighbourhoods submitted a report providing Members with an update on the progress of the Residual Waste Treatment PFI Project since the last Executive Board update at the Detailed Solution Stage in February 2010, and advised on the outcome of evaluation of tenders received in respect of the Project. The report also identified the proposed, preferred bidder and requested authority to proceed to the Preferred Bidder stage, and described the programme and issues going forward into the preferred bidder and post contract signature stages. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to comments received regarding the possibility of increasing recycling targets, it was agreed that a report would be submitted to the Executive Board meeting in December 2011 regarding the Council's recycling strategy.

Both appendices B and C to the submitted report were designated as exempt under Access to Information Procedure Rule 10.4(3). Due to its confidential nature, appendix C was tabled and retrieved at the meeting. Following the consideration in private of both exempt appendices at the conclusion of the meeting, it was

RESOLVED –

- (a) That the contents of the submitted report, including its appendices, be noted.
- (b) That the revised price ceiling be noted.
- (c) That the outcome of the evaluation of tenders be noted.
- (d) That authority be given to proceeding to the Preferred Bidder Stage, including the formal appointment of the preferred bidder.
- (e) That a report be submitted to the December 2011 meeting of Executive Board regarding the Council's recycling strategy.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions taken above.)

NEIGHBOURHOODS, HOUSING AND REGENERATION

124 ALMO Review Update

Further to Minute No. 111 of the Executive Board meeting held on 3rd November 2010, the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made regarding the implementation of the key reforms to the 3 ALMO model in Leeds. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, assurance was provided that should there be a change in the decision making status of the Strategic Governance Board, this matter would be referred to Executive Board for approval. A response was also provided to a query regarding the progress made in delivering efficiencies of 2.5% through the creation of a shared service centre.

RESOLVED – That the progress made regarding the implementation of the key reforms to the ALMO model in Leeds be noted.

(Councillor Blake declared a personal interest in this item as a Board member of BITMO.)

CHILDREN'S SERVICES

125 Children's Services Improvement Update Report (November 2011)

The Director of Children's Services submitted a report providing an update on the improvement activity that was continuing across Children's Services in Leeds. The report particularly focussed upon improvement and inspection activity, together with a summary on the ongoing work to transform Children's Services. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of achieving consistency between the Cluster Partnerships, and in support of this it was proposed that a forum be set up for elected Members appointed to Cluster Partnerships.

On behalf of the Board, the Chair paid tribute to the Executive Member for Children's Services and the officers who had contributed to the improvements in partnership and locality working.

RESOLVED –

- (a) That the contents of the submitted report be noted, in light of the Ofsted inspection report considered at the Board's October 2011 meeting.

- (b) That the continuing direction of travel across Children's Services in Leeds be supported, as it comes to the end of the period of the government Improvement Notice.

126 Progress Report on the Leeds Education Challenge

The Director of Children's Services submitted a report summarising the progress made in establishing the Leeds Education Challenge (LEC). In addition, the report also provided a summary of the progress made and outlined the proposals for the next steps in developing and implementing the challenge, particularly in respect of the establishment of a Leeds Education Challenge Board and the proposed strategy to implement the LEC. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED – That the progress made to date on the Leeds Education Challenge be noted, whilst support be given to the proposals for future developments and the direction of such developments.

LEISURE

127 Response to Leeds Owl Trail Deputation

The Director of City Development submitted a report responding to the Deputation to Council made by the Leeds Owl Trail on 14th September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration prior to the meeting.

In responding to Members' comments regarding the supplementary information submitted by the deputation, the Director of City Development advised that a response had been prepared. It was agreed that the response would be shared with Executive Board Members in order to determine whether further consideration should be given to this issue.

RESOLVED – That the response to the deputation, as detailed within the submitted report, be noted.

128 Design & Cost Report for the development of new changing rooms and associated facilities at Middleton Leisure Centre

The Director of City Development submitted a report which sought to bring together funding from the Sharpe Lane 106 scheme, Transforming Day Opportunities for Adults with Learning Disabilities programme and various revenue contributions, in order to deliver improvements to the facilities at Middleton Leisure Centre, as referred to within the 2011/12 revenue budget report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the positive effect of joint working on this initiative.

RESOLVED –

- (a) That approval be given to the utilisation of £455,300 from the Sharpe Lane Section 106 scheme and authority to spend £125,000 from the Transforming Day Opportunities for Adults with Learning Disabilities Programme (both of which already had Executive Board approval for injection into the capital schemes, with the authority to spend already being agreed for the section 106 funding).
- (b) That approval be given to an injection into the capital programme together with the authority to spend £158,000, comprising prudential borrowing of £115,000 and revenue contributions of £43,000.
- (c) That it be noted an additional funding bid has been submitted to the Sport England Inspired Facilities Fund for a further £145,000, in order to fund entrance, reception and studio works, together with additional sports equipment provision, making a proposed total scheme of £883,300 on the development of changing facilities, an Adult Social care area, improved heating system, car park and the demolition of the disused swimming pool.

129 Lotherton Estate Consultation Update

Further to Minute No. 35, 27th July 2011, the Director of City Development submitted a report advising of the outcomes arising from the public consultation exercise undertaken in respect of Lotherton Hall Estate and how such consultation had been used to refine the proposals for the Estate as previously considered by the Board. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to comments made on the high number of price points in place at the Lotherton Estate, Members noted that a review of pricing structures was being undertaken in relation to such facilities across Leeds.

RESOLVED – That the new pricing structure, as detailed within the submitted report, be approved.

ADULT HEALTH AND SOCIAL CARE

130 The Government's Blue Badge reform programme - introduction of an administration charge for the issue of a blue badge

The Assistant Chief Executive (Customer Access and Performance) and the Director of Adult Social Care submitted a joint report informing of the main changes brought about by the Government's National Reform Programme to the Blue Badge disabled parking scheme, advising of the forthcoming changes to legislation in respect of the issuing of Blue Badge Disabled Parking Permits and recommending several proposals in light of such changes. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, confirmation was received that the Council would not profit from the revised arrangements.

Regarding the new systems, concerns were raised in relation to their readiness, the associated implementation timescales, and the limited opportunity for testing.

RESOLVED –

- (a) That the changes to the Blue Badge Disabled Parking Permits Scheme be noted.
- (b) That approval be given to the introduction of an administration charge of £10 from 1st January 2012 for the issuing of each Blue Badge permit, as a result of the additional costs being incurred by the Council, with a £5 concessionary charge for lost/stolen badges, and no charge for children up to the age of 16, terminally ill people, war pensioners or armed forces personnel.
- (c) That a report be submitted to a future meeting of the Board regarding the revised process and its resource implications.

RESOURCES AND CORPORATE FUNCTIONS

131 Response to the Deputation to Council by the Leeds Fairtrade Steering Group

The Director of Resources submitted a report providing a response to the deputation made to full Council on 14th September 2011 by the Leeds Fairtrade Steering Group. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the good work already undertaken by the Council in support of fairtrade be noted.
- (b) That the city's application to retain its status as a 'Fairtrade City' be supported.
- (c) That appropriate officers, including representation from the communications and marketing team, engage with the steering group to develop promotional activities further.

132 Financial Health Monitoring 2011/12 - Month 6

The Director of Resources submitted a report setting out the Council's projected financial health position for 2011/12 at the half year stage of the financial year. The report included a section on the financial performance of other key financial indicators, including Council tax collection and the payment of creditors. The report also reviewed the position of the budget after six months and commented upon the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the

Board took into consideration all matters contained within the accompanying report.

Members received an update on the position relating to the fees paid to Leeds independent sector residential and nursing care homes.

The Director of Resources also provided an update on matters relating to ongoing claims with HMRC.

RESOLVED – That the projected financial position of the authority after six months of the financial year be noted.

133 Capital Programme Update 2011-2014

The Director of Resources submitted a report providing an update on the capital programme position for 2011/12 as at September 2011. The report included an update of capital resources, a summary of schemes which had been upgraded from 'Amber' status to 'Green' since the first quarter report, and provided a summary of progress made on some major schemes. In addition, the report sought specific approvals to allow some schemes to progress. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the latest position on the general fund and Housing Revenue Account (HRA) capital programmes be noted.
- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.4 of the submitted report, be noted.
- (c) That the promotion of £400,000 from the reserved programme to the funded capital programme for works at Kirkgate Market, funded by a release from the capital contingency scheme, be approved.
- (d) That the injection into the capital programme of £738,700, funded by unsupported borrowing, for the demolition of surplus properties be approved.
- (e) That the reallocation of £3,510,000 from the Building Schools for the Future (BSF) programme to the capital contingency scheme, earmarked for Primary Basic Need and Children's Homes, be approved.
- (f) That the extension in the use of the existing capital programme provision for fire risk works to include asbestos removal works, be approved.
- (g) That the use of resources to develop the Assistive Technology Hub, as outlined within paragraph 3.5.5 of the submitted report, be approved.

- (h) That a release from the capital contingency scheme of £290,000 to re-provide the Millennium Square screen be approved.

134 Treasury Management Strategy Update 2011/12

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2011/12, which was approved by the Board in February 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were provided with details on the potential effect of the proposed changes to the Housing Subsidy system, further to queries raised.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2011/2012 be noted.

135 Local Government Resource Review Consultation

The Director of Resources submitted a report advising of the progress made in respect of the Local Government Resource Review and providing details of the consultation response submitted by the Council on 24th October 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the potential impact of the changing arrangements for Leeds and the other West Yorkshire authorities. Concerns were raised in relation to the timescales relating to the implementation of the review, and the need to introduce safeguards to take account of global economic uncertainty.

RESOLVED –

- (a) That the details of the response submitted to Department for Communities and Local Government (DCLG) be noted.
- (b) That officers be authorised to continue dialogue with DCLG and others in order to improve and refine the proposals.

136 Large Casino - Approval of revised Gambling Act 2005 Statement of Licensing Policy 2010-2012

The Director of Resources submitted a report presenting the revised Gambling Act 2005 Statement of Licensing Policy which contained a statement of the principles the Council would apply when making the determination of the large casino licence. In addition, the report also presented the Consultation Report which was the proposed Council response to the public consultation on the large casino section in the Policy, and the draft application pack. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the revised Gambling Act 2005 Statement of Licensing Policy and the related Consultation Report had been provided to Board Members for their information, prior to the meeting.

RESOLVED - That having considered the revised Gambling Act 2005 Statement of Licensing Policy 2010-2012, together with the consultation report as the Council's response to the public consultation exercise, both documents be referred to Scrutiny Board (Resources and Council Services) for consideration.

(The matters referred to in this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 is a matter reserved to Council.)

137 Changing the Workplace - Development of the City Centre One Stop Design and Cost Report

Further to Minute No. 40, 27th July 2011, the Director of Resources and the Assistant Chief Executive (Customer Access and Performance) submitted a joint report providing an update on proposals to improve and modernise customer services delivered by Leeds City Council through the delivery of a single integrated one stop in the city centre. In addition, the report sought approval to spend £1,027,000 for delivery of the project. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of maintaining a face to face provision in respect of such services.

RESOLVED – That expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street, as detailed within the submitted report, be approved.

138 Leeds Initiative Sub-Board Arrangements

The Assistant Chief Executive (Customer Access and Performance) submitted a report which sought to establish a framework for the creation of sub-boards to support the work of the five Leeds Initiative Strategic Partnership Boards. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members raised several concerns in respect of matters regarding regeneration governance arrangements for East Leeds, and in response a detailed discussion ensued. In conclusion, it was recommended that a report be submitted to a future Executive Board meeting in order to provide clarity on such matters.

RESOLVED –

- (a) That the arrangements for the creation and cessation of Leeds Initiative sub board arrangements be endorsed.
- (b) That a further report be submitted to Executive Board in order to provide clarity in respect of the governance arrangements for South, East and West Leeds.

DATE OF PUBLICATION: 4TH NOVEMBER 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 11TH NOVEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 14th November 2011)

EXECUTIVE BOARD

WEDNESDAY, 14TH DECEMBER, 2011

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
R Finnigan, S Golton, P Gruen, R Lewis,
A Ogilvie and L Yeadon

139 Introduction of the New City Solicitor

The Chair introduced and welcomed Catherine Witham, the newly appointed City Solicitor, to her first meeting of the Executive Board.

140 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 in the form of a schedule of changes to the Leeds Development Framework Annual Monitoring Report based on comments received at the meeting of the Development Plan Panel held on 6th December 2011. The schedule was considered as part of agenda item 22 entitled, 'Local Development Framework Annual Monitoring Report 2011' (Minute No. 155 refers).

141 Declaration of Interests

Councillors Blake, Dobson, Gruen, Yeadon, Wakefield, Ogilvie, Finnigan, A Carter, R Lewis and Golton all declared personal interests in the agenda item entitled, 'Dog Control Orders – Phase 2', due to their respective positions as school governors (Minute No. 143 referred).

Councillor Wakefield declared a personal interest in the agenda item entitled, 'Commission on the Future of Local Government', due to his position as Chair of the Commission (Minute No. 160 referred).

A further declaration of interest was declared at a later point in the meeting (Minute No. 143 referred).

142 Minutes

RESOLVED – That the minutes of the meeting held on 2nd November 2011 be approved as a correct record.

ENVIRONMENTAL SERVICES

143 Dog Control Orders - Phase 2

Further to Minute No. 110, 3rd November 2010, the Director of Environment and Neighbourhoods submitted a report presenting the outcomes arising from the consultation undertaken on changes to the Dog Control Orders for Leeds. The report also sought approval to implement further specified powers under the Clean Neighbourhoods and Environment Act 2005, with effect from 1st

Draft minutes to be approved at the meeting
to be held on Wednesday, 4th January, 2012

January 2012, in addition to an enforcement policy regarding the walking of more than four dogs at one time. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following enquiries raised regarding the level of consultation which had been undertaken with schools in respect of their potential inclusion within the updated Dog Exclusion Order, officers undertook to re-engage with those schools which to date had not expressed an interest in being included within the Order.

Responding to comments raised which related to the issue of dog fouling, officers undertook to do further work on this matter, specifically addressing the points made during the meeting, namely, the possibility of additional bin provision and also the potential inclusion within the Orders of those public parks affected by dog fouling which were used as play facilities by young people.

The Board received assurances in respect of the further issues which had been raised, specifically regarding the enforcement and prosecution processes, together with the highly visible approach required when publicising such Orders.

In conclusion, the Chair thanked the Scrutiny Board (Safer and Stronger Communities) for the related work which they had undertaken on this issue.

RESOLVED –

- (a) That the outcomes arising from the consultation be noted.
- (b) That a Dog Control (Dogs on Leads at All Times) Order in the prescribed form be approved, requiring that on the specified land, dogs should be on a lead at all times. (The specified land will comprise all carriageways and adjacent footpaths and grass verges within the Leeds City Council district and in cemeteries and crematoria as detailed within Appendix A to the submitted report).
- (c) That the existing Dog Control (Dogs on Leads by Direction) Order (requiring dogs to be put on a lead when the person in control of it is directed to do so by an authorised officer) be revoked and that a new Order in the same terms be approved, which applies throughout the Leeds district on any land to which the Dog Control (Dogs on Leads at All Times) Order does not apply and to which the public are entitled or permitted to have access (with or without payment).
- (d) That the existing Dog Control (Exclusion) Order be revoked and replaced with a new Order with an updated schedule of land, as detailed within Appendix A to the submitted report, including other land designated for a specific purpose such as remembrance and wildlife gardens and school grounds where the schools have opted in to have such an order.

- (e) That the process for future review and consultation on the schedules of land within the Orders be agreed.
- (f) That the proposed Enforcement Policy for the Dog Specified Maximum Order be approved.

(Councillor Golton declared a personal interest in the decisions referred to within this minute, due to being a dog owner)

144 Recycling Strategy

Further to Minute No. 123, 2nd November 2011, the Director of Environment and Neighbourhoods submitted a report outlining proposals regarding the next phase of implementation for the Council's recycling collection strategy. In summary, the report presented the progress made against the existing recycling strategy, highlighted the extent to which current, planned initiatives would contribute towards recycling performance, detailed the Council's medium and long-term targets for recycling and outlined the strategy which would enable the Council to move towards achievement of its medium-term and longer-term goals. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board considered and received assurances in respect of a number of issues and implications arising from the proposals, including the need to tailor services to meet the differing demands of households, the capacity of the black bins, the need for services to adapt to any missed collections, issues regarding food waste collection, the potential use of neighbouring authorities' sorting sites, the winter cessation of garden waste collection, the financial implications arising from the proposals and the possibility of expanding the recyclable waste collection to include materials such as glass.

RESOLVED –

- (a) That the contents of the submitted report be noted and that the vision and key principles of the Integrated Waste Strategy for Leeds be reaffirmed.
- (b) That the proposed increases to the Council's household waste recycling target to 55% by 2016, with a long-term target to exceed 60% be approved.
- (c) That the proposed expansion of the Rothwell recycling collection service by up to 6,000 properties in 2012/13 be approved, which includes an injection into the Capital Programme of £27,000 for the purchase of food waste bins, and necessary authority to spend this amount.
- (d) That the proposal to implement a pilot of fortnightly collections of recycling and residual waste during 2012/13 be approved.

- (e) That the aim to roll-out of food waste collections to suitable properties city-wide, with the speed of roll-out in line with resource availability be reaffirmed.
- (f) That the need to procure a treatment solution for food waste alongside the city-wide roll-out of food waste collections be noted, together with the intention to undertake a technical options appraisal with a view to promoting the delivery of an anaerobic digestion solution for Leeds, should this represent the best value for money and environmental option.
- (g) That officers' intentions to seek further Member approvals regarding specific collection service roll-out plans be noted.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above)

145 Solar PV Initiative

Further to Minute No. 198, 30th March 2011, the Director of Environment and Neighbourhoods submitted a report advising of the Government's proposed changes to the Feed-In Tariff (FIT) arrangements for Solar PV and the impact of such changes upon the Council's proposals regarding Solar PV initiatives. The report also presented for approval a response to the Government's consultation on the proposed changes, and outlined proposals to undertake further work on developing cost neutral renewable schemes for council housing and the private sector (including PV), funded via FITs and the Renewable Heat Incentive, once further details of FITs for community schemes had been announced. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to Members' enquiries, the Board received details regarding the process and speed at which the Solar PV initiative had been progressed in Leeds.

Following Members' comments, the Chief Executive highlighted the potential benefits which could be realised from the adoption of an appropriate scheme and suggested that any representations made on behalf of the Council in respect of this matter should be focussed upon the Renewable Heat Incentive.

RESOLVED –

- (a) That the contents of the submitted report and the reasons for putting both PV schemes on hold be noted.
- (b) That the formal response to the Department for Energy and Climate Change consultation, as detailed within Appendix 1 to the submitted report, be approved.
- (c) That officers be requested to continue to investigate the development of cost-neutral renewable schemes for council housing and the private

sector (including PV), funded via FITs and the Renewable Heat Incentive, once further details of FITs for community schemes are announced.

NEIGHBOURHOODS, HOUSING AND REGENERATION

146 Gypsies and Travellers Site Options - Selection Criteria

Further to Minute No. 57, 27th July 2011, the Director of Environment and Neighbourhoods submitted a report seeking the Board's approval to use the proposed site selection criteria, as detailed within the report, for the purposes of identifying potential sites to accommodate Gypsies and Travellers. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to Members' enquiries regarding access to the list of those potential sites which had been identified across the city, it was confirmed that details of the prioritised sites only would be released once the process of identifying such sites had concluded. In addition, Members emphasised the need for such processes to be undertaken thoughtfully and robustly.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the site selection criteria, as detailed within the submitted report, be approved.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above, whilst Councillor Finnigan required it to be recorded that he abstained from voting on the decisions taken above)

147 Police Reform and Social Responsibility Act 2011 - Implications of Elected Police and Crime Commissioner

To consider the report of the Director of Environment and Neighbourhoods providing Executive Board with an overview of the Police Reform and Social Responsibility Act 2011, which received Royal Assent on 15th September 2011. In addition, the report highlighted the initial implications for Leeds arising from the introduction of a publicly elected Police and Crime Commissioner. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the exceptional partnership which had been developed over time between the Police and the Council and emphasised the need for such a productive partnership to continue in the future.

In conclusion, the Chair requested that a report be submitted to a future meeting of the Board in respect of the Police Reform and an assessment of any associated risks to the Council.

RESOLVED –

- (a) That the Police Reform and Social Responsibility Act, which received Royal Assent on 15th September 2011 be noted, together with the fact that a public election will take place in the city in November 2012 to appoint a Police and Crime Commissioner for the West Yorkshire Police Force area.
- (b) That the initial implications associated with the introduction of an elected Police and Crime Commissioner from November 2012, as set out within the submitted report, be noted.
- (c) That it be noted that the West Yorkshire Police Authority will oversee the transitional arrangements in the preparation for the introduction of the Act, and that the excellent work which has taken place between the city and the Police Authority over the years be recognised.
- (d) That a project group be established to consider and make recommendations to the Safer Leeds Executive and the Council's Executive Board, on a range of issues, as outlined within section 5 of the submitted report, in preparation for the appointment of the Police and Crime Commissioner.
- (e) That a report be submitted to a future meeting of the Board in respect of the Police Reform and an assessment of any associated risks to the Council.

CHILDREN'S SERVICES

148 Leeds Youth Offer

The Director of Children's Services submitted a report providing background information about the broader vision for children and young people in Leeds, and how the proposed Leeds Youth Offer fitted into that vision. In addition, the report also presented a summary of current issues in relation to service delivery, service outcomes and investment, and suggested next steps. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following Members' enquiries, assurances were received in respect of greater emphasis being placed upon the role of the locality. In addition, it was proposed that an all party working group was established in order to progress the matters proposed.

RESOLVED – That the proposed outline vision and next steps for the delivery of a bigger, bolder, better offer for the young people of Leeds be supported.

149 The Ofsted Annual Assessment of Children's Services in Leeds

The Director of Children's Services submitted a report presenting the findings of Ofsted's Annual Assessment of Children's Services in Leeds. The Assessment was reported in the form of a letter to the local authority, as detailed at appendix 1 to the covering report, which was published on the Ofsted website on the 8th November 2011. In determining this matter, the

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Board took into consideration all matters contained within the accompanying report.

On behalf of the Board, the Chair thanked all of those who had been involved in achieving the improved Ofsted Annual Assessment for Leeds.

RESOLVED –

- (a) That the content of the Ofsted Annual Assessment letter, as detailed within appendix 1 to the submitted report be noted.
- (b) That the ongoing improvement work which is taking place across the service be supported.

150 Transfer of Council Owned Land and Buildings to Academies

The Director of Children's Services submitted a report which sought in principle approval to the disposal of land, by way of a 125 year lease, to schools converting to Academy status, in accordance with the Academies Act 2010. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In response to Members enquiries, the Board was advised that any restrictions placed upon land which was transferred to Academies would be included within the lease.

RESOLVED – That the principle of disposing of land to schools converting to Academies, on the basis set out within the submitted report, be approved, with the final approval of the terms of such disposals being delegated to the Director of City Development, in consultation with the Director of Children's Services, Lead Members and appropriate Ward Members.

LEISURE

151 Scrutiny Board Recommendations - Cemeteries and Crematoria Horticultural Maintenance

Further to Minute No. 85, 7th September 2011, the Director of City Development submitted a report detailing and considering the recommendations arising from the former Scrutiny Board (City Development) inquiry into 'Cemeteries and Crematoria Horticultural Maintenance' and setting out proposals in light of the recommendations made, with particular reference to recommendation 2 of the inquiry report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Executive Member for Leisure thanked the former Scrutiny Board (City Development) for the work which it had undertaken and provided the Board with clarification on a minor error in respect of paragraph 4.6 of the submitted report.

RESOLVED –

- (a) That the contents of the submitted report be noted.

- (b) That approval be given to grave conditions being enforced on cemetery extensions and new cemeteries, following consultation on a site by site basis, in order to determine the proportion of lawned and non-lawned areas.
- (c) That approval be given to the enforcement process set out in paragraph 3.5 of the submitted report, which will take account of any specific faith issues that may be applicable when imposing grave conditions.
- (d) That approval be given to the provision of a designated area for memorials to be placed in strewing areas, as illustrated within Appendix 1 – 3(a) of the submitted report.

ADULT HEALTH AND SOCIAL CARE

152 Proposed Changes to Partnership Arrangements between Leeds City Council Adult Social Care and Leeds Partnerships NHS Foundation Trust

The Director of Adult Social Services submitted a report regarding the proposed integration of the specialist mental health social care services with the specialist secondary mental health service, which would include Leeds Partnership Foundation Trust (LPFT) acting as host organisation for the partnership. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the proposal to integrate specialist mental health social care services with specialist secondary mental health service, with LPFT acting as host organisation for the partnership, be approved.
- (b) That the development of a Section 75 agreement, detailing the governance of the partnership between Adult Social Care and LPFT, be approved.
- (c) That the secondment of social care staff to LPFT from 1st April 2012 be agreed.
- (d) That it be noted that further detailed work will be undertaken to ensure the ongoing balance of social care management within the partnership.
- (e) That the review of roles and functions of social work within the partnership be noted.

RESOURCES AND CORPORATE FUNCTIONS

153 Financial Health Monitoring 2011/12 - Month 7

The Director of Resources submitted a report setting out the Council's projected financial health position after seven months of the financial year. The report reviewed the position of the budget after seven months and

Draft minutes to be approved at the meeting to be held on Wednesday, 4th January, 2012

commented upon the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In presenting the report, the Director of Resources provided Members with more recent information which had been received regarding financial contributions from the health service and advised that further details on this matter would be submitted to the next meeting of the Board.

Members emphasised concerns which had previously been raised regarding the need for issues relating to city centre car parking provision to be further considered and addressed. In response, the Director of City Development undertook to liaise with the Director of Environment and Neighbourhoods and report back to the Board on this matter.

Following Members' enquiries, the Board received an update both on the current overall position regarding Looked After Children and also in respect of Residential and Nursing Care Placements.

RESOLVED –

- (a) That the projected financial position of the authority, after seven months of the financial year, be noted.
- (b) That a report be submitted to a future meeting of the Board regarding city centre car parking provision.

154 Initial Budget Proposals

The Director of Resources submitted a report presenting the initial budget proposals for 2012/2013, which together with a forecast for 2013/2014 and 2014/2015, would form the basis of the Council's new medium term financial strategy. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were updated on the Local Government Finance Settlement, which had been announced following the publication of the report. The Board then thanked officers for all of their efforts on the savings which had been achieved to date.

RESOLVED – That the submitted report be agreed as the initial budget proposals and that such proposals be submitted to Scrutiny for consideration, with the proposals also being used as a basis for wider consultation with stakeholders.

(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 taken above)

(The matters referred to within this minute were not eligible for Call In, as decisions regarding the Council's budget are reserved to Council)

DEVELOPMENT AND THE ECONOMY

155 Local Development Framework Annual Monitoring Report 2011

The Director of City Development submitted a report presenting for approval the Leeds Local Development Framework (LDF) Annual Monitoring Report 2011 for the purposes of submission to the Secretary of State, which was pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Full copies of the Leeds LDF Annual Monitoring Report 2011 had been provided to Board Members for their consideration at the time of the agenda despatch. In addition, following the circulation of the agenda, supplementary information in the form of a schedule of changes to the Monitoring Report, based upon comments received at the meeting of the Development Plan Panel held on 6th December 2011, had been circulated to Board Members for their consideration.

Members discussed the content of the submitted report with respect to the matter of localism.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Leeds Local Development Framework Annual Monitoring Report 2011 be approved for submission to the Secretary of State by 31st December 2011.

156 The Community Infrastructure Levy - Background Information, the Leeds context, and consultation response to the Government's draft regulations for reform

The Director of City Development submitted a report presenting for approval the Council's proposed response to the Government consultation exercise being undertaken in respect of the Community Infrastructure Levy (CIL). In addition, the report also provided background to the CIL and its implementation in Leeds, whilst also addressing the recommendation of the Scrutiny Board (Regeneration) on the proportion of CIL that should be allocated to local communities, a matter which was previously considered at the Executive Board meeting held on 2nd November 2011 (Minute No 117 referred). In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Concerns were expressed that the level of the CIL which would be retained in local areas, as suggested within the submitted report as part of the draft response to the Government's related consultation exercise, may be too low and did not represent a 'meaningful proportion'. Concerns were also raised regarding the proposal, also within the draft response to the Government's related consultation exercise, to remove the cap on the amount of levy funding that charging authorities may apply to administrative expenses. In

Draft minutes to be approved at the meeting to be held on Wednesday, 4th January, 2012

response, the Chair requested that further work be undertaken in relation to all the concerns raised, with a further report on such matters being submitted to the Board in due course, in order to inform the Council's position.

RESOLVED –

- (a) That the background information relating to the implementation of the Community Infrastructure Levy in Leeds be noted.
- (b) That a Community Infrastructure Levy Charging Schedule be developed as a matter of priority, and that the necessary funding, as set out within paragraph 4.4.2 of the submitted report, be approved.
- (c) That further work be undertaken in relation to all the concerns raised during the discussion, with a further report on such matters being submitted to the Board in due course.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions taken above)

RESOURCES AND CORPORATE FUNCTIONS

157 2011/2012 Quarter 2 Performance Report

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting a summary of the Quarter 2 performance data for 2011/12 which provided an update on progress in delivering the Council Business Plan 2011-15 and the City Priority Plan 2011-15. In addition, the report also provided an update on the related work undertaken to implement an Outcomes Based Accountability approach within the Council as considered by the Board, at its meeting on 22nd June 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the five key issues which have been highlighted: Budget, Looked-after children, Rate of Domestic Burglary, Transport and Planning Performance be noted, together with the work underway to address such issues.
- (b) That it be ensured that all reports Executive Board receive clearly evidence that effective consultation has taken place as appropriate and that due regard has been given to equality.
- (c) That the intention for the strategic partnerships to ensure that the focus remains on delivery be noted and that they lead a robust debate with partners on the performance reports for the shared city priorities.

158 Response to Scrutiny Board (Resources and Council Services) Inquiry Report into Employees' Register of Interests

The Director of Resources submitted a report responding to the recommendations arising from the Scrutiny Board (Resources and Council Services) inquiry into Employees' Register of Interests and outlining the actions proposed as a result. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED – That the proposals, as set out within the submitted report, be adopted.

159 Equality Improvement Priorities 2011-2015

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting for approval the Equality Improvement Priorities 2011-2015, together with the revised Equality and Diversity Policy which outlined the Council's continued commitment to equality, detailed the Council's equality objectives, identified how progress would be measured and how the Council would continue to improve and further embed the equality agenda. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the involvement of the Member Working Group in the work undertaken on the Equality Improvement Priorities, whilst the Chair congratulated all of those officers who had been involved in the Diversity Peer Assessment, which had received an 'excellent' rating against the Equality Framework for Local Government.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Equality Improvement Priorities for 2011 to 2015 be agreed and approved.
- (c) That the revised Equality and Diversity Policy be agreed and approved.
- (d) That the proposal to circulate the submitted report to Area Committees, so that all Members are aware of the Council's Equality and Diversity Policy and Improvement Priorities, be noted.

160 Commission on the Future of Local Government

The Assistant Chief Executive (Customer Access and Performance) submitted a report providing an update on the work of the Commission on the Future of Local Government, which was exploring the concept of Civic Enterprise as a way to respond to the extreme change and challenges facing local government. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Chair invited all relevant parties to provide their submissions to the Commission on the matters relating to the future role of Local Government, as detailed within the submitted report. The Chair advised that following further

work being undertaken by the Commission, the matter would be brought back to the Board for further consideration in the Spring of 2012.

RESOLVED –

- (a) That the work currently being undertaken by the Commission be noted.
- (b) That Executive Board continue to engage with the process, as detailed within the submitted report, with further updates being received by the Board as the Commission progresses.

DATE OF PUBLICATION: 16TH DECEMBER 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 23RD DECEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 28th December 2011)

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**FORWARD PLAN OF KEY DECISIONS
Relating to Scrutiny Board (Children and Families)**

1 January 2012 – 30 April 2012

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Implementing a new children's services structure through the restructure of existing provision To approve the proposals for the new structure, including the restructure of existing provision	Director of Children's Services	1/1/12	Staff, Trade Unions	Delegated Decision Report and relevant structure charts	Nigel Richardson, Director Children's Services nigel.richardson@leeds.gov.uk
Short Breaks for Disabled Children in Leeds Delegated Decision to commission short breaks for disabled children for the period 1 st January-31 st December 2012	Director of Children's Services	1/1/12	Consultation with stakeholders including disabled children, young people and parent/carers undertaken in June/July 2011 and ongoing	The report to be issued to the decision maker with the agenda for the meeting	paul.bollom@leeds.gov.uk
Family Support Service Contract To agree the waiver of contracts procedure rule 13 to enter into contracts for the provision of the Family Support Service	Director of Children's Services	1/1/12	Children's Services Directorate, Procurement Unit, Chief Officer concerned.	Proposals from the existing contracted providers	iain.dunn@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Contract with Leeds Community Healthcare Request to waive contracts procedure rule 13 and enter into a new contract with Leeds Community Healthcare	Director of Children's Services	1/1/12	n/a	Waiver Report	paul.bollom@leeds.gov.uk
Information, Advice and Guidance (IAG) targeted services for Post 16 NEET services and SEND assessment services Contract waiver to contract with Prospects services for 2012-13	Director of Children's Services	1/1/12	undertaken with existing connexions providers in view of ensuring continuity of services until 2013 re-commissioning. Full consultation to be carried out for the re-commissioning	Waiver	gary.milner@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Primary Basic Need 2013 - Outcome of consultation on proposals for expansion of primary provision in 2013.</p> <p>Permission to publish statutory notices and / or reconsult</p>	Executive Board (Portfolio: Children's Services)	4/1/12	12 Sept – 21 Oct 2011	The report to be issued to the decision maker with the agenda for the meeting	lesley.savage@leeds.gov.uk
<p>Basic Need Programme 2013 - Proposals for expansion of Primary Provision in 2013</p> <p>Permission to consult on proposals</p>	Executive Board (Portfolio: Children's Services)	4/1/12	31 st Oct – 16 th Dec 2011	The report to be issued to the decision maker with the agenda for the meeting	lesley.savage@leeds.gov.uk
<p>Review of City Learning Centres</p> <p>Future of provision</p>	Executive Board (Portfolio: Children's Services)	10/2/12	Schools Forum	The report to be issued to the decision maker with the agenda for the meeting	rebecca.matthews@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Resources and Corporate Functions Councillor Keith Wakefield

Development and the Economy Councillor Richard Lewis

Environmental Services Councillor Mark Dobson

Neighbourhoods Housing and
Regeneration Councillor Peter Gruen

Children's Services Councillor Judith Blake

Leisure Councillor Adam Ogilvie

Adult Health and Social Care Councillor Lucinda Yeadon

Leader of the Conservative Group Councillor Andrew Carter

Leader of the Liberal Democrat
Group Councillor Stewart Golton

Leader of the Morley Borough Indep Councillor Robert Finnigan

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Children & Young People's Plan (includes Children and Families City Priority Plan and Youth Justice Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Children and Families), Leeds Initiative Board, Children's Trust Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)

NOTES:

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

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

Scrutiny Board (Children and Families)

Youth Services:

Working Group Meeting: 16th December 2011

Present **Members**
 Cllr Judith Chapman(JC) - Chair
 Cllr Asghar Khan (AK)
 Cllr Pat Latty (PL)
 Taira Kayani (co-opted member) (TK)

Officers and Representatives

Paul Brennan – (PB)Deputy Director, Learning, Skills and Universal
 Ken Morton – (KM) Head of Service Young People and Skills (wef Jan 12)
 Sandra Newbould – (SN) Principal Scrutiny Advisor

Apologies Cllr Alan Lamb

No.	Item	Action
1	<p>Attendance</p> <p>The attendance and apologies as above were noted. The Chair welcomed everyone to the meeting.</p>	
2	<p>Minutes of previous Meetings</p> <p>None</p>	
3	<p>Matters Arising</p> <p>None</p>	
4	<p>Introduction</p> <p>The Chair (JC) provided the background relating to the Scrutiny Boards interest in Youth Services.</p> <p>The Chair referred to the Executive Board report dated the 14 Dec 2011 which provided an overview for what could be a coherent and integrated service which everyone would welcome. JC added that the report details what is going to be done, but when and how is less defined and suggested that the working group should seek assurance of the drive and commitment to achieving what has been pledged, within a reasonable time scale.</p> <p>The working group agreed that their aim for this session would be to seek clarity on the strategy, plan, and timetable to meeting the objectives and provide their view on whether this is fair and reasonable to the young people of the City.</p> <p>Paragraph 7.2 of the report referred to a delivery model for 2013. The working group were advised that the aim is to have the necessary changes in place and functioning with effect from April 2013. The working group agreed that this is a reasonable time scale.</p>	

5

Questions, Statements and Outcomes

Is there a delivery model, strategy or plan in place?

- Jan to March – Ideas, vision and principals to be brought together to set direction. Engagement and consultation to be undertaken with service users, Councillors and partners.
- March – Summer – Look at the changes required across the City considering the requirements of localities. In depth work to take place at a local level involving local stakeholders and Councillors. Approach market to identify what they can offer the City by way of investment and services. A further report will be presented to the Executive Board.

The working group made the following observations:

- The importance of finding the best way to engage with elected members, considering that local elections will take place in May and therefore new Councillors will hold seats and will need to be included.
- Issues affecting the whole City should be explored as well as looking at local requirements.
- Consultation should be robust not just a 'tick box' exercise
- The importance of including young people in defining the service
- The Working Group would continue to monitor progress against a development plan, which must incorporate clear timescales, on a quarterly basis.
- The proposals to be taken to Executive Board should be brought to the Scrutiny Board (Children's and Families) for consideration and comment prior to the Executive Board meeting.

The report states that there is no robust outcome management framework. JC asked when this will be done.

- KM advised that a range of managers from across the authority involved with youth work will come together from January onwards, when a range of projects will commence in order to put the framework together.

The working group recognises that early intervention and involvement of the youth service with children from a young age is key, and consider that the main focus of work should extend to 11 and 12 year olds (currently 13 -19).

- KM advised the working group that the service will be integrated with many different strands of services across the authority and with partners. There is also a commitment to set up a 0 -11 years partnership group via the Children's Trust Board.

Recognising reducing income streams the working group recognises that there is going to be greater emphasis on the 3rd sector, and therefore asked if there is sufficient 3rd sector capacity

	<p>in the City to accommodate this? Has any consultation taken place or likely to take place? Have Children's Services anticipated any service gaps and how is this going to be rectified?</p> <p>KM advised that a number of organisations have expressed an interest to get involved, but could not clarify if there is sufficient 3rd sector capacity.</p> <p>TK added from a 3rd sector perspective that they too are facing heavy cuts in funding which prevents long term service planning. There is no guarantee that services which exist today will still be available in 2013, or some organisations may downsize and the service offer may be reduced. It would therefore be helpful for the 3rd sector to know what the Local Authority youth offer would be and if this would be provided by few major providers or many local providers so that they can prepare.</p> <p>The working group made the following observations:</p> <ul style="list-style-type: none"> • The importance of engaging with the 3rd sector to understand the market and the potential service offer in the short medium and long term. • Ascertain the capacity of the 3rd sector to support the Youth Service as anticipated. • Understand what is being provided across the City by organisations and identify if there are any local or city wide gaps. <p>The figure of £57,358 is quoted in the report in paragraph 2.2, this was clarified as the average per child per year.</p> <p>KM confirmed that he started his new role in January when he would be considering the budget provision in greater detail. In addition further analysis will be done to facilitate an integrated approach to non-sensitive data sharing via the Children's Social Care System or a compatible facility.</p>	
6	<p>Next Steps</p> <ul style="list-style-type: none"> • Quarterly progress monitoring meetings of the Working Group • Future Executive Board reports to be scheduled into the Scrutiny Board (Children and Families) work programme for discussion and comment in advance of the Executive Board meeting. 	
7	<p>Further Action</p> <ul style="list-style-type: none"> • update work programme • schedule quarterly working group meetings • Incorporate working group feedback into Scrutiny Board meetings. 	SN

	<ul style="list-style-type: none">• advise Executive Board member of outcomes.	
8	Future Meeting Dates To be confirmed	

DRAFT