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## SCRUTINY BOARD (CHILDREN AND FAMILIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 10th October, 2013 at 9.45 am

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

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### MEMBERSHIP

#### Councillors

- J Akhtar - Hyde Park and Woodhouse;
- J Chapman (Chair) - Weetwood;
- J Elliott - Morley South;
- C Gruen - Bramley and Stanningley;
- A Lamb - Wetherby;
- P Latty - Guiseley and Rawdon;
- K Mitchell - Temple Newsam;
- M Rafique - Chapel Allerton;
- K Renshaw - Ardsley and Robin Hood;
- A Sobel - Moortown;
- B Urry - Roundhay;

#### Co-opted Members (Voting)

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

#### Co-opted Members (Non-Voting)

- Ms C Foote - Teacher Representative
- Ms C Raftery - Teacher Representative
- Ms S Hutchinson - Early Years Representative
- Ms J Morris-Boam - Young Lives Leeds (0-13 age group)
- Ms T Kayani - Young Lives Leeds (13-19 age group)

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Produced on Recycled Paper

# A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 19 SEPTEMBER 2013</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 19 September 2013.</p>	1 - 6
7			<p><b>AN UPDATE ON PROGRESS IN RELATION TO INCREASING THE NUMBER OF YOUNG PEOPLE IN EMPLOYMENT, EDUCATION OR TRAINING</b></p> <p>To consider a report from the Director of Children's Services providing a comprehensive update on progress in relation to increasing the number of young people in employment, education or training.</p>	7 - 48
8			<p><b>TERMS OF REFERENCE - CLUSTER INQUIRY</b></p> <p>To consider a report from the Head of Scrutiny and Member Development presenting the draft terms of reference for the cluster inquiry.</p>	49 - 54

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p data-bbox="676 181 1406 253"><b>REVIEW OF CO-OPTED MEMBERSHIP FOR SCRUTINY BOARD (CHILDREN AND FAMILIES)</b></p> <p data-bbox="676 293 1406 439">To consider a report from the Head of Scrutiny and Member Development presenting information in relation to the review of co-opted membership for Scrutiny Board (Children and Families).</p> <p data-bbox="676 477 1238 510"><b>Supplementary information to follow</b></p>	55 - 56
10			<p data-bbox="676 580 967 613"><b>WORK SCHEDULE</b></p> <p data-bbox="676 654 1406 725">To consider the Scrutiny Board's work schedule for the forthcoming municipal year.</p>	57 - 64
11			<p data-bbox="676 792 1233 826"><b>DATE AND TIME OF NEXT MEETING</b></p> <p data-bbox="676 866 1337 938">Thursday, 14 November 2013 at 9.45am (Pre-meeting for all Board Members at 9.15am)</p>	

## SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 19TH SEPTEMBER, 2013

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

Councillors J Akhtar, J Elliott, C Gruen,  
A Lamb, P Latty, K Mitchell, M Rafique,  
K Renshaw, A Sobel and B Urry

### **CO-OPTED MEMBERS (VOTING)**

Mr E A Britten – Church Representative (Catholic)

Ms A Craven – Parent Governor Representative (Primary)

Mrs J Ward – Parent Governor Representative (Secondary)

### **29 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 10 – Scrutiny Inquiry into Raising Attainment in Maths and English (Minute No. 36 refers)

The above document was not available at the time of agenda despatch, but was subsequently made available on the Council's website.

### **30 Declaration of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

### **31 Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted by Co-opted Members, Ms C Foote, Ms S Hutchinson, Ms J Morris-Boam and Ms T Kayani.

### **32 Minutes - 25 July and 7 August 2013**

**RESOLVED** – That the minutes of the meetings held on 25 July 2013 and 7 August 2013 be approved as a correct record.

### **33 Learning Places for Leeds Overview**

The Director of Children's Services submitted a report outlining the work undertaken to ensure sufficiency of learning places for children and young people in Leeds. The Board also received a presentation which provided current and projected challenges in greater detail.

The following information was appended to the report:

- Executive Board Report, 17 July 2013 – Learning for Leeds City
- Projected Pressure for Reception Places by Primary Planning Area 2014/15 and 2016/17
- Number of statutory primary school age children by Secondary School Polygon
- Basic Need update for Area Committee.

The following representatives were in attendance and responded to Members' queries and comments:

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

The key areas of discussion were:

- The national challenge to ensure enough school places.
- Information presented identified demand based on known information such as birth rates and does not take into account housing provision.
- Research and analysis into the educational benefits of large and small school sites.
- The co-ordinated approach to the meeting basic need between Children's Services and City Development.
- Concern that all new schools had to be Academies or Free Schools – Members considered whether Children's Services should investigate the potential for the Council to operate an arm's length management organisation as a free school provider.
- Dialogue with schools regarding expansion and admission limits.
- Funding of free schools which had a significant number of places available.
- Educational funding for remodelling or site expansion.

## **RESOLVED –**

The Scrutiny Board (Children and Families):

- (a) Noted the information contained within the report
- (b) Supported the emerging strategy and key principles required to ensure sufficient, good quality learning places for children and young people in Leeds, as agreed by Executive Board in July 2013.

(Cllr Urry left the meeting at 10.15am during the consideration of this item)

### **34 Response of the Children's Trust Board to the Strategic Partnership report of the Children and Families Scrutiny Board**

The Children's Trust Board submitted a report in response to the Strategic Partnership Inquiry conducted by the Scrutiny Board in March 2013.

The following representatives were in attendance and responded to Members' queries and comments:

- Nigel Richardson, Director of Children's Services
- Sue Rumbold, Chief Officer (Partnership, Development and Business)
- Councillor Judith Blake, Executive Member, Children's Services.

The key areas of discussion were:

- The Scrutiny Board report was welcomed.
- An Early Years Forum has been established that will recommend a representative for the Children's Trust Board.
- A Business representative had joined the Children's Trust Board.
- A review of the Sub Groups of the Children's Trust Board will be on-going.
- Framework for holding Clusters to account.

**RESOLVED** – The Scrutiny Board (Children and Families) considered and noted the responses as outlined in the report.

### **35 Terms of Reference - Inquiry into School Transport**

The Head of Scrutiny and Member Development submitted the draft terms of reference for the School Transport Inquiry for consideration.

The following representatives were in attendance and responded to Members' queries and comments:

- Nigel Richardson, Director of Children's Services
- Sarah Sinclair, Chief Officer (Strategy, Commissioning and Performance)
- Councillor Judith Blake, Executive Member, Children's Services
- Sandra Pentelow – Principal Scrutiny Advisor, Democratic Services.

Members briefly discussed the background information leading to the drafting of the terms of reference.

**RESOLVED** –

The Scrutiny Board (Children and Families):

- (a) Noted the information contained within the report and agreed the terms of reference for the inquiry.

- (b) Noted that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

### **36 Scrutiny Board (Children and Families) Inquiry Report into Raising Attainment in Maths and English**

The Head of Scrutiny and Member Development submitted the draft inquiry report into Raising Attainment in Maths and English. The report summarises the recommendations of the Scrutiny Board in response to evidence received and considered between December 2012 and May 2013.

The following representatives were in attendance and responded to Members' queries and comments:

- Nigel Richardson, Director of Children's Services
- Paul Brennan, Deputy Director of Children's Services
- Cllr Judith Blake, Executive Member, Children's Services
- Sandra Pentelow, Principal Scrutiny Advisor, Democratic Services.

The key areas of discussion were:

- Sharing good practice in the City and the engagement of schools in this process.
- Responsibility of the Local Authority for quality assurance for all children in all institutions including Academies.
- The benefits of one to one intervention and tutoring.
- The importance of the successful transition of children from primary to secondary school and the view that this needs to be considered throughout the year and not just before they are due to move.

**RESOLVED** – The Scrutiny Board (Children and Families) considered and agreed the Board's report following its inquiry into Raising Attainment in Maths and English.

### **37 Work Schedule**

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.

The draft Scrutiny Board (Children and Families) work schedule for 2013/2014 was appended to the report.

Sandra Pentelow, Principal Scrutiny Adviser, presented the report and responded to Members' queries and comments.

**RESOLVED** – That the contents of the report and appendices be noted.



**38 Date and Time of Next Meeting**

Thursday, 10th October 2013 at 9.45am in the Civic Hall, Leeds  
(Pre meeting for Board Members at 9.15am)

(The meeting concluded at 12.00 noon)

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Report author: Gary Milner/Sally  
Lowe

Tel: 2474979/2477022

## Report of Director of Children's Services

## Report to Scrutiny Board (Children and Families)

Date: 10<sup>th</sup> October 2013

## Subject: An update on progress in relation to increasing the Number of Young People in Employment, Education or Training

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. The Children and Families Scrutiny Board conducted an investigation into the support available in Leeds in order to reduce the risk of young people not accessing appropriate employment, education or training, also referred to as NEET.
2. The Board conducted its inquiry over three sessions involving a range of key stakeholders and two visits to speak to young people undertaking courses provided by Igen and Leeds City College.
3. This led to the production of a Scrutiny Inquiry Report in March 2013 containing 13 recommendations and a subsequent response from Children's Services in July 2013.
4. The recommendations included a request for an update on progress in October 2013.

## Recommendations

5. The Board are requested to note and comment on the progress to reduce the risk of young people not accessing appropriate employment, education or training.

## **1 Purpose of this report**

- 1.1 This report provides a detailed progress update on a number of key areas of activity to increase the number of young people in employment, education or training.

## **2 Background information**

- 2.1 The Scrutiny Board was tasked with carrying out a piece of work on each of the three Children and Young People's Plan (CYPP) obsessions. The third of these related to reducing the number of young people not in employment, education or Training (NEET).
- 2.2 The focus of the inquiry was on the support available in Leeds in order to reduce the risk of young people aged 16 to 19 years old becoming NEET and help them access appropriate employment, education or training.
- 2.3 During the course of the three sessions the inquiry received written and verbal evidence from a range of key stakeholders involved in supporting young people including council services, schools, FE colleges and igen. This was supported by two visits to speak to young people undertaking courses provided by igen and Leeds City College.
- 2.4 This led to the production of a Scrutiny Inquiry Report in March 2013 containing 13 recommendations and a response from Children's Services in July 2013.
- 2.5 The Scrutiny Inquiry Report also requested a progress update on a number of key areas of activity to reduce NEET to be presented to Scrutiny Board in October 2013.

## **3 Main issues**

### **3.1 The Leeds strategy and model to reduce NEET (Recommendation 12)**

- 3.2 Our performance in reducing the number of young people Not in Education, Employment or Training (NEET) is the most powerful indicator of our overall success in educating and supporting young people. If young people fail to make a successful transition to further learning, employment and adult life, it is likely to have major consequences for their future economic wellbeing. To successfully address NEET and achieve our ambition to become a child friendly NEET free city we must tackle a range of complex inter-related issues affecting the most vulnerable.
- 3.3 There is evidence that we have started to turn the curve with regard to reducing NEET/increasing progression to education, employment and training and reducing Not Knowns, see Appendix 1. There is currently a particular focus on ensuring that no young person aged 16-19 is NEET for over 6 months by Autumn 2015 as the first stage in delivering on our ambition to become a NEET free city. The key areas of work that are taking place across the city that are helping to reduce NEET and show how these link together to form a comprehensive and coherent model and strategy to reduce NEET across Leeds are summarised in Appendix 2.

These include; development of the learning/training offer; improved support to develop employability skills; initiatives to increase employment opportunities; development of the careers education information advice and guidance support available to young people; and work to ensure robust data to support tracking and monitoring. Progress in these areas is outlined below.

### 3.4 **Learning Offer**

### 3.5 **Post-16 Learning infrastructure (Recommendation 12)**

Reductions in post 16 funding, curriculum reforms and demographic changes mean that all schools and colleges are now reviewing their learning offer. The challenge is to create a new learning infrastructure that will enable the delivery of an enhanced high quality learning offer to young people that is financially viable and sustainable in the long term. Over recent months the local authority has held meetings with schools/academies/colleges to have open and frank discussions about current and future post-16 provision. Further discussions will continue to take place during the 2013/14 academic year. The main areas of progress to date are:

- Morley/South  
Meetings have taken place with schools in the south area of the city along with Leeds City College to discuss the options available for post-16 provision in the area. The emerging picture is a three model approach: A post 16 vocational centre (led by Leeds City College); a post 16 Free School (led by the Gorse Academy); and other post 16 school provision.
- Pudsey  
Discussions have taken place with Pudsey Headteachers and Governors to highlight the key issues/drivers and the potential options around Post 16. The Governors of schools have agreed to undertake an options appraisal. The local authority will assist the discussion with relevant data and information about the governance and management of collaborative/joint approaches to future post 16 delivery in the area.
- Horsforth Campus  
Leeds City College have been meeting with Headteachers of the West/North West schools to discuss what the future provision at the College's Horsforth Campus might look like. A draft options appraisal as to the potential future provision at the site will be developed in the coming months.
- SILCs  
Discussions have continued to take place with the SILCs, resourced schools and FE colleges with significant number of post-16 High Needs Students The discussions are focusing on the current offer available across the city and challenges/key issues for future provision.

### **3.6 Apprenticeships, Traineeships**

The Government has supported an expansion of apprenticeship numbers through increased funding allocations which prioritised 16-24 year olds. Initially this supported a growth in the number of programme-led Apprenticeships through colleges and large training providers. These were programmes which offered work experience that enabled students to complete the work based learning element of the framework but where the individual was not directly employed. Concerns about the quality of provision, and adverse media about a number of providers that delivered short courses where learners had little chance of securing employment, led the Government to review provider registrations and introduce a minimum period of 12 months for 16-18 Apprenticeships.

3.7 While the decline in numbers in this age group reflects experience elsewhere, it is more marked in Leeds. Possible reasons for decline in the number of 16-18 year old starts include changes to the provision and the provider base in Leeds which included the cessation of shorter term Apprenticeships (programme-led) which have been removed as part of the Government's drive to improve quality. The smaller cohort of 16-18 year olds may also be a contributory factor. The Employment and Skills Service has negotiated additional resources from the National Apprenticeship Service to create a shared post of Apprenticeship Co-ordinator 16-18 yrs which commenced on 15 July. The post holder will work alongside the Apprenticeship Hub and Apprenticeships Training Agency to maximise opportunities for this target group.

3.8 Traineeships, available from 1st August 2013, are designed for young people (16-24) who want to work, but need extra help to gain an Apprenticeship or employment. The programme is designed to fit individual learner needs, and will last for a maximum of six months. Traineeships will give young people the opportunity to develop skills and workplace experience that employers want, putting them in a better position to compete for employment opportunities. The core content of the programme is a high quality work placement, work preparation training, and English and maths. Providers and employers have the freedom to bring these elements together in the best way to engage and support individuals, so that they are prepared to take the next steps in building on their skills and future careers. Only those providers who are 'Good' or 'Outstanding' at Ofsted are eligible to deliver Traineeships. From those providers in Leeds eligible, Leeds City College, British Gas Services Limited and Yorkshire College of Beauty have expressed an interest to deliver.

### **3.9 ATA and Apprenticeship Hub**

The City Deal has provided funding for 3 years to deliver the Leeds Apprenticeship Training Agency and the Leeds Apprenticeship Hub. The Leeds ATA, a company limited by guarantee, is jointly owned by the Council and Leeds City College and is based at the premises of Leeds, York and North Yorkshire Chamber of Commerce in Leeds city centre. The ATA became operational in February 2013 and aims to support the employment of 680 apprentices with a focus on those aged 16-18 years by September 2015. The ATA supports the creation of new apprenticeship opportunities involving small and medium sized (SME) employers that would otherwise be unable to take the business risk of

employing an apprentice directly. Effectively operating as an employment agency, the ATA will employ the apprentice and hire them out to host employers to fulfil their work based element of the apprenticeship. There has been strong interest from business with 163 SMEs engaged and 17 Apprentices employed to date and a number in the process of recruitment.

- 3.10 A Hub Co-ordinator has been recruited to co-ordinate partnership activity through the Leeds Apprenticeship Steering Group that will deliver an improved offer for learners and employers and increase the number of apprenticeship starts and SME businesses employing apprentices in the city.
- 3.11 The current Apprenticeship School Engagement Offer, which was launched in April 2012, has continued to be accessed by 19 schools and academies. It is planned to expand the number of schools engaged through a newly designed offer supported by 9 of the top 10 training providers for Apprenticeships in Leeds to collectively offer a broad menu of information sessions on Apprenticeships which can be tailored to the needs of individual schools. These will promote Apprenticeships as career pathways and offer information on the wide and varied range of job roles and qualifications along with how to access these.
- 3.12 On the 2nd July, Leeds City Council hosted an Apprenticeship Information Evening for the third year running. The event at the Town Hall brought together over 40 agencies including employers offering current Apprenticeship vacancies, Apprenticeship training providers, and IAG providers to promote the benefits of Apprenticeships and the breadth of vacancies and pathways available to young people. The event was attended by more than 1,100 young people who were accompanied by their parents and carers. Initial feedback has been good and has seen an increased number of registrations on the NAS AV on line system. Building on this, a programme of further events to be delivered across Leeds is being finalised for delivery over the next 3 months focusing on reaching out to young people.

**3.13 Employability Support Activity (Recommendations 3,6,7 and 8)**

**3.14 Youth Contract Support Programme**

The Youth Contract Support Programme for 16 and 17 year olds was devolved from the nationally procured programme under City Deal in May 2012. An excellent start has been made with 607 young people starting on the programme (between September 2012 and September 2013) and 367 progressing to employment, education or training. The majority of young people have so far progressed to igen Leeds Learning Links partnership provision, FE college courses, apprenticeships, work based training and employment, see Appendix 3.

- 3.15 In Leeds we deliver the Youth Contract programme primarily through our targeted IAG provider (igen) working in partnership with the Education Business Partnership and Aspire-i. Young people are recruited to the programme and allocated a key worker who will help them make a successful transition. They are encouraged to choose from a range of activities designed to respond to their needs and help them achieve progression. Options include mentoring (business or peer mentor), group assessment centres, mock interviews, business visits, and

work placements within an overall 'Set for Success' programme. Businesses supporting the programme include organisation such O2, Kodak and Leeds Federated Housing.

3.16 The key features of the programme in Leeds which have helped us achieve good results already are:

- Being able to ensure that Youth Contract Support Programme activity is a coherent part of a wider city-wide strategy around creating employment opportunities and reducing the number of young people not in employment, education or training (NEET)
- Strong, pre-existing partnerships between the main service provider and voluntary/third sector offering specialist expertise
- Well-developed employer links through the Education Business Partnership enabling us to engage businesses extensively in the programme and put an emphasis on helping young people to become 'work-ready' and link to live opportunities in the labour market
- The sustained relationship with an experienced key worker to provide both support and challenge
- An emphasis on achieving measurable outcomes, for example by carrying out pre- and post-programme skills audits. This is supported by a 'payment by results' approach, with the final payment made when a young person has been in a sustained placement for six months or more (a strong indicator that a lasting transition has been achieved)
- A core programme complemented by locality-based innovation projects led by area teams, for example, provision of targeted mental health counselling and bespoke motivational programmes

3.17 The devolved Youth Contract Support Programme delivery model designed and implemented at the local level across Leeds, Bradford and Wakefield is judged to be performing much better than the national model.

### **3.18 Education Business Partnership offer to schools**

The council's Education Business Partnership (EBP) have reviewed and enhanced their offer to schools. The Team currently offers an extensive range of opportunities to schools and academies for young people to engage with people from businesses to enhance their employability and enterprise skills. These include interactive sessions by business leaders and employees to raise aspirations and understanding of particular career opportunities; structured visits to local businesses; mock interviews and mentoring programmes. Full details of the EBP offer to schools are shown in their Service Brochure, Appendix 4.

3.19 The list of schools that have so far bought in to the offer for 2013/4 are: Allerton Grange, Allerton High, Benton Park, Boston Spa, Brigshaw, Cardinal Heenan, Carr Manor; City of Leeds, Cockburn, Corpus Christi, Farnley; Guiseley; John Smeaton, Lawnswood, Mount St Mary's, Priesthorpe, Pudsey Grangefield, Ralph Thoresby, Roundhay, Royds, Swallow Hill, Temple Moor, Leeds East Academy, South Leeds Academy, Woodkirk Academy and the BESD SILC. It should be noted that negotiations are still taking place with a number of schools and that a



number of schools are accessing programmes through other providers such as The Ahead Partnership and North Yorkshire Business and Enterprise Partnership.

- 3.20 The team is currently working with a high school to pilot a pre-apprenticeship work placement programme and exploring the opportunity to build links with businesses supported by the Leeds ATA. They are also in discussions with Inspiring the Future a national service delivered through the Education Employers Task, particularly with a view to enhancing the offer available to primary schools.

### **3.21 Support to employment**

There are a wide range of other programmes and initiatives in place across the city to assist young people in securing employment. These include national Youth Contract programmes to encourage and incentives employers to recruit young people including academies, work trails and wage incentives as well as local interventions:-

- Sector work based academies targeted to Jobseeker Allowance claimants are delivered through Jobcentre Plus in conjunction with local partners. These provide pre-employment training, work experience and a guaranteed interview with an employer and participants retain their benefits while on this short programme. Sector initiatives reflect the current recruitment needs of employers and therefore vary, but the Leeds Teaching Hospital Trust regularly recruits to its Apprenticeship vacancies and Clinical Support posts throughout the year through this mechanism.
- The Work Programme contracted by DWP is delivered through prime contractors Ingeus and Interserve across West Yorkshire. 18-24 year olds in receipt of Jobseekers Allowance for more than 6 months are referred to the Work Programme. It offers an individually tailored programme of support for up to 2 years and grant incentives of £2,250 are available to employers recruiting individuals from the programme.
- A Work Trial supported by Jobcentre Plus enables an employer to try out a potential employee before offering them a job. For the employer it reduces the risk and cost of recruitment. Work trial must be for jobs of 16 hours or more a week and last at least 13 weeks. This enables Jobseeker Allowance claimants to take part on a voluntary basis and retain their benefits while participating.
- The National Apprenticeship Service offers the Apprenticeship Grant for Employers (AGE) of £1,500 to support businesses to recruit individuals aged 16 to 24 into employment through the Apprenticeship programme. AGE 16 to 24 targets employers with less than 1000 employees, who are new to Apprenticeships or have not enrolled a new recruit or existing employee onto an Apprenticeship programme in the previous 12 months.
- The Council's Employment and Skills service provides Jobshop services across the inner city through One Stop and Joint Service Centres. Matrix accredited Information, Advice and Guidance is provided, including support to create an e-mail account, undertake job search, developing CVs and

applications, interview and assessment centre preparation and access to adult skills provision. Customers can access a wide variety of job and Apprenticeship vacancies including those secured by the Council through employment and skills obligations placed on developers through S106 planning agreements and on contractors seeking to deliver services on behalf of the Council above specified thresholds.

- Work@Leeds is an eight week work experience programme aimed at young people between the ages of 18 and 24 who are in receipt of Job Seekers Allowance. The aim of the programme is to prepare customers for employment and/or Apprenticeships. For the initial two weeks of the programme customers attend Leeds City College where they receive: training on work skills; a shortened Leeds City Council induction; Information, Advice & Guidance and support to achieve an OCN accredited qualification. They then undertake a six week, structured programme of work experience within Leeds City Council, during which time they receive regular placement reviews as well as weekly employment support through the existing Jobshop provision. For the final two days of the course, learners return to Leeds City College where they evaluate their progress and achievement and update their CV to ensure it reflects their recent experience. Customers who are not successful in securing employment during the programme then receive a final IAG session and continued support through the Jobshops. The Council's Employment & Skills Service are currently looking at developing Work@Leeds to support pre-18 year olds, which proposed to have a focus on care leavers, looked after children and NEET young people.

### **3.22 Careers Education, Information, Advice and Guidance (Recommendations 5, 9, 10, 11)**

#### **3.23 Leeds Pathways**

We have continued to invest in Leeds Pathways ([www.leedspathways.org.uk](http://www.leedspathways.org.uk)) our on-line information and advice service for young people, parents/carers and professionals. The interactive services described in the last report are now fully operational and working successfully. Through the website we are promoting summer 'clearing' opportunities for year 11 students who are not yet fixed up. We are also offering schools and colleges support and training at the start of the autumn term to ensure that they are all aware of and confident in using the full set of online resources, including UCAS Progress Search/Apply and the Local Jobs and Careers resource bank. Training will be integrated with other offers including CPD activities available through the Careers network. To encourage attendance, the Careers network for schools and colleges will be free from this September. We have also developed a range of online training modules located in the Teacher and Professional area to introduce the wider young people's workforce to the principles of IAG for young people and signposting to relevant resources.

#### **3.24 Information, advice and guidance (IAG) self-assessment**

A preliminary survey was undertaken earlier in the year with schools (including academies, specialist inclusive learning centres and pupil referral units) to establish what arrangements they were putting in place to meet their new

statutory duties. A number of different approaches are emerging, including purchasing services from careers guidance suppliers through the list developed by the council, and internal arrangements where schools are either employing trained careers/personal advisers or retaining an existing member of staff to deliver careers guidance.

- 3.25 We did not receive a response from a number of schools and we also know that the majority of schools are currently reviewing their arrangements now the new centrally commissioned Targeted Information, Advice and Guidance service is up and running. We have therefore developed a detailed self-assessment tool to support schools to develop their Careers Education Information Advice and Guidance offer and ensure they are meeting their statutory duties.
- 3.26 The IAG Self-Assessment will be launched at the first Careers IAG Network of the next academic year in November. The network will provide the platform for a budding system where schools and colleges can share good practice and deploy innovative ways of meeting their IAG duties.
- 3.27 The Leeds Youth Council has designed a Careers IAG Calendar which will be launched to schools in September. The aim is to help schools understand what specific types of IAG young people themselves have said they want to receive in different year groups. It is for young people designed by young people. The Youth Council will be attending the IAG Careers Network in November to present their calendar.
- 3.28 From April 2012 – March 2013 the Council led on a Raising the Participation Age Local Delivery Project funded by the DfE. The main aims of the project were to improve participation in post 16 learning of young people who accessed offsite learning in year 11, attended a PRU or the BESD SILC. The project identified in detail the types of barriers this vulnerable cohort experience that hinder their progression into post 16 learning or training. Partners worked together on the project to develop sustainable support systems to help young people overcome such barriers to progression. The DfE selected the Leeds RPA project for national evaluation, and the report will be published at the end of September. The project developed a Year 11 Progression Calendar, which has been identified as good practice, and the DfE will publish this alongside the national research report.

### **3.29 Igen Targeted IAG Services**

Our targeted information, advice and guidance provider igen have implemented their restructure and there are now three new area based targeted teams along with a new city centre/city-wide team in place. They also continue to provide specialist staff who are dedicated to working with young people in care, young offenders, young people with special education needs and teenage parents. They have also recently opened their new street level Connexions Centre at Eastgate.

### **3.30 Data (Recommendations 2, 4, 13)**

An overview of the data that is collected and shared to support the monitoring and tracking necessary to support the reduction of NEET rates is included as Appendix 5.

### **3.31 Tracking young people with a not known status**

There has been considerable progress in recent months in bringing down the level of 'Not known' and it now stands at an all-time low of 5.5% (June 2013). The reduction of 'Not known' has been incorporated as a key element of the Targeted Information Advice and Guidance contract that igen were successful in securing. The contract includes an element of payment by results based on reducing the level of 'Not known'. igen are taking a lead role in coordinating activity across a wide range of partners and have introduced a number of initiatives that should continue to bring down 'Not known' levels

### **3.32 NEET Data Board and Data Sharing Agreements with Partners**

Partners across the city have come together with Children's Services to devise a NEET Data Board. Since the removal of Universal IAG services and associated tracking contracts, the Board have focussed on developing a tracking calendar and agreeing key data that needs to be shared with partners in order to identify those young people who are NEET and vulnerable of becoming NEET. The Board are also leading on the monitoring of the September Guarantee. A quarterly Data Sharing Board will be established in the Autumn term with school, college and other partner representation, to establish data sharing protocols across the city.

### **3.33 Data sharing within clusters**

Reports showing NEET data at a local level are now regularly distributed to clusters and areas. This data is central to informing the use of Youth Contract Cluster Innovation Funding and area-level NEET plans.

### **3.34 Destination measures**

This year for the first time the Department for Education has published destination measures that include employment and training destinations. These show the percentage of the 2009/10 Key Stage 4 cohort going to, or remaining in, an education or employment destination in 2010/11 and the percentage of students in 2009/10 who entered an A Level or other Level 3 qualification, going to, or remaining in, an education or employment destination in 2010/11.

3.35 After the end of Key Stage 4 proportionally fewer young people in Leeds went on to a sustained education, employment or training destination compared to national rates. However after the end of Key Stage 5 a higher proportion of Leeds young people went on to a sustained education, employment or training destination than did so nationally.

3.36 This data does relate to activity from three years ago, so this data release is best understood as a baseline measure and future annual releases will allow trend data to be compiled.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The scrutiny process underpinning this report meant that members were able to have face to face consultation with schools, FE colleges, IAG providers, council services and young people. The recommendations are based on their engagement in this process.
- 4.1.2 Children and young people were involved in the process of awarding the contract for the targeted information, advice and guidance service that began in April 2013.
- 4.1.3 The process underpinning the recent scrutiny inquiry into NEET meant that members were able to have face to face consultation with schools, FE colleges, IAG providers, council services and young people.
- 4.1.1 The Youth Council have consulted with their peers to devise a Careers IAG Calendar.
- 4.1.2 The Apprenticeship Information Evening held on 2<sup>nd</sup> July, included a feedback questionnaire completed by those young people who attended.
- 4.1.3 Young People continue to play a key role in the development of Leeds Pathways and have recently been involved in the production of video clips for the website.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Some young people are statistically more likely to be NEET such as those with learning difficulties and disabilities, care leavers, young offenders, poor school attenders, those attending the BESD SILC, PRUs or off-site learning, young parents, young carers, pregnant young women, homeless young people and those living away from their family. NEET rates vary significantly in different areas of the city, with the areas of highest NEET levels closely correlating with the areas of greatest deprivation. The purpose of all the strategic and operational activity associated with increasing participation in employment, education or training is to reduce the inequalities that prevent young people from making a successful transition from school.

### **4.3 Council policies and City Priorities**

- 4.3.1 NEET is one of the three Children's Services obsessions. It is a multi-faceted issue that in some way links to almost every aspect of partnership activity across the city including the work of all five high level boards of the Leeds Initiative, not least the Sustainable Economy and Culture Board. It also relates directly to the partnership work at a Leeds City Region level, particularly around employment and skills, and business development and innovation.

### **4.4 Resources and value for money**

- 4.4.1 The investment on increasing the number of young people in employment, education and training is partly a spend to save model, as it will lead to a

reduction in future welfare spending. It will also have a positive impact on the economy leading to a consequent increase in council income.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no relevant legal implications to this response to this report.

#### **4.6 Risk Management**

4.6.1 Increasing participation employment, education and training is vital to the economic and social success of the city. Failure to delivery on this priority would have serious consequences for the economic prosperity and social fabric of the city.

### **5 Conclusions**

- 5.1 Increasing the number of young people in Education, Employment or Training is the most powerful indicator of our overall success in educating and supporting young people. If young people fail to make a successful transition to further learning, employment and adult life, it is likely to have major consequences for their future economic wellbeing. To successfully address NEET and achieve our ambition to become a child friendly NEET free city we must tackle a range of complex inter-related issues affecting the most vulnerable. Our work with young people around the development of the Child Friendly City, our review of post-16 provision, the development of the Leeds Youth Offer and the major programmes that are now underway around the Youth Contract and Families First initiatives are coming together to provide a once in a lifetime opportunity to achieve our ambition for all young people aged 16-19 to be productively engaged in education, employment or training.
- 5.2 NEET is a multi-faceted issue that in some way links to almost every aspect of partnership activity across the city, including the work of all five high level partnership boards, not least the Sustainable Economy and Culture Board. It also relates directly to the partnership work at a Leeds City Region level, particularly around employment and skills, and business development and innovation. The Local Enterprise Partnership will have an increasingly important role to play in the future in helping support our ambition to ensure provide sustained employment opportunities for young people.
- 5.3 Only through all partnership groups and individual partners fully appreciating their role around reducing NEET will we be able to achieve our ambition as a city for all young people aged 16-19 to be productively engaged in education, employment or training.
- 5.4 There is clear evidence that we have started to turn the curve with regard to increasing participation/reducing NEET, but there is still a long way to go if we are to deliver on our ambition to become a NEET free city. We look forward to continuing to reporting on our success as a city around increasing participation in employment, education and training.

**6 Recommendations**

6.1 The Board are requested to note and comment on the progress to reduce the risk of young people not accessing appropriate employment, education or training.

**7 Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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## Appendix 1: Performance data

Data is shown below for 2012 and for 2013 up to June. Returns in September of each year cover the most unreliable reporting period, as this is when a third of the cohort (Year 11 leavers) joins. This is of particular relevance to the not known data table (table 2) where the percentage appears very high, but at this point in the reporting year 57 other local authorities had a similar or higher proportion of the cohort that was not known.

Table 1: Rates of young people who are NEET, January 2012 – June 2013

	<b>Leeds (number)</b>	<b>England</b>	<b>Statistical neighbours</b>
January 2012	8.1% (1,919)	6.1%	8.0%
February 2012	7.7% (1,803)	6.1%	7.9%
March 2012	7.8% (1,799)	6.1%	8.0%
April 2012	7.4% (1,711)	6.0%	8.0%
May 2012	7.1% (1,639)	5.9%	7.9%
June 2012	7.0% (1,603)	5.9%	8.1%
July 2012	7.3% (1,668)	6.3%	8.8%
August 2012	7.5% (1,714)	6.6%	10.2%
September 2012	8.6% (1,691)	7.3%	7.7%
October 2012	7.0% (1,582)	6.0%	6.9%
November 2012	5.9% (1,353)	5.8%	6.9%
December 2012	6.0% (1,374)	5.8%	6.7%
January 2013	6.6% (1,490)	5.7%	6.8%
February 2013	6.3% (1,437)	5.6%	6.8%
March 2013	6.2% (1,401)	5.6%	6.8%
April 2013	6.4% (1,432)	5.9%	7.3%
May 2013	6.7% (1,501)	5.9%	7.3%
June 2013	6.7% (1,501)	5.9%	7.4%

Table 2: Rates of young people whose status is not known, January 2012 – June 2013

	<b>Leeds (number)</b>	<b>England</b>	<b>Statistical neighbours</b>
January 2012	9.2% (2,244)	8.0%	6.2%
February 2012	9.1% (2,219)	8.1%	6.6%
March 2012	8.9% (2,159)	8.2%	6.5%
April 2012	10.3% (2,496)	8.7%	6.8%
May 2012	10% (2,428)	8.9%	6.7%
June 2012	8.9% (2,153)	8.8%	6.9%
July 2012	7.6% (1,841)	11.0%	9.7%
August 2012	7.8% (1,878)	11.9%	15.8%
September 2012	47.4% (11,270)	41.8%	22.9%
October 2012	23.9% (5,653)	22.5%	11.6%
November 2012	11.5% (2713)	13.1%	8.4%
December 2012	10.6% (2506)	10.6%	6.7%
January 2013	7.6% (1,778)	8.7%	5.4%
February 2013	7.0% (1,636)	8.2%	5.3%
March 2013	6.7% (1,578)	7.9%	5.7%
April 2013	5.9% (1,382)	7.1%	5.2%
May 2013	5.7% (1,332)	7.2%	5.4%
June 2013	5.5% (1,283)	7.2%	5.4%

From April 2013 the DfE changed the way that not known records are kept which contributed to a reduction in the proportion of the cohort recorded as not known.

All EET statuses have an 'expiry date.' If the expiry date passes and no update is input on the system then the young person is classified as having an expired status, which means that their activity is not known. The 'current situation not known' category will also include some young people who cannot be contacted, and a small number who were contacted but who refused to disclose their current activity.

Until April 2013 NEET statuses also had an expiry date and if these records became expired then they too were counted in the not known total. From April 2013 NEET statuses do not have an expiry date, the record for young people who are NEET will stay as NEET until they are known to have moved into an EET destination.

Table 3: Sustained NEET showing the number of young people who have been NEET for over 6 months

Area	Cluster	Total NEET 2	NEET 6 months +	
			No.	Percentage <sup>1</sup>
WNW	ACES	74	39	52.7
WNW	Aireborough	31	22	71.0
ENE	Alwoodley	34	20	58.8
SSE	Ardsley and Tingley	17	12	70.6
SSE	Beeston, Cottingley and Middleton	87	47	54.0
WNW	Bramley	117	64	54.7
SSE	Brigshaw	35	21	60.0
ENE	C.H.E.S.S.	71	36	50.7
ENE	EPOSS	18	8	44.4
WNW	ESNW	30	18	60.0
WNW	Farnley	60	34	56.7
SSE	Garforth	16	11	68.8
WNW	Horsforth	17	8	47.1
ENE	Inner East	179	84	46.9
WNW	Inner NW Hub	64	39	60.9
SSE	J.E.S.S	183	105	57.4
SSE	Morley	49	25	51.0
ENE	N.E.X.T.	34	20	58.8
ENE	NEtWORKS	53	28	52.8
WNW	OPEN XS	44	19	43.2
WNW	Otley/Pool/Bramhope	15	11	73.3
WNW	Pudsey	48	27	56.3
SSE	Rothwell	49	23	46.9
ENE	Seacroft Manston	167	89	53.3
SSE	Templenewsam Halton	62	38	61.3
	Total	1554	848	54.6

1 - Percentage is of the total NEET cohort within a cluster

2 - Total NEET figures in the above table can differ slightly from data in the previous two worksheets. This is because the data source for a young person's record over time is the live CCIS database, whereas the data on previous worksheets is taken DfE uploads, which are a snapshot at the end of every month

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### Appendix 2: THE JOURNEY TO SUSTAINED EMPLOYMENT

NOTE: RPA duty by 2013 all 17 years olds to be in education or training, by 2015 18 year olds.

Age	0-13	14-16	16-17	18-19	19-24
Learning Offer	Nursery Provision Key Stage 1-3 Learning	Key Stage 4 Learning including option choices. Delivered through schools (or FE Colleges from 2013)  Offsite Vocational Learning opportunities through FE colleges and training providers for learners on the role of schools	Full-time EFA funded Learning Programmes. Entry to Advanced level. Includes Traineeships. Delivered through schools, FE colleges and the igen partnership.  Apprenticeships delivered through FE Colleges and training providers. Young people are <b>EMPLOYED</b> ; including through the ATA	SFA Funded FE College Provision  Apprenticeships, including through ATA. <b>EMPLOYED</b>  LCC Community Learning (Adult Skills 19 yrs plus) programme.	Higher Education
	ESF funded provision mainly entry/foundation level delivered through the igen Partnership				
Individualised Employability Support Activity	Activities to raise <b>awareness of work</b> and develop aspirations.  Delivered through Leeds EBP and other providers.	Activities to develop employability skills and careers awareness.  Delivered through Leeds EBP and other providers.	Devolved Youth Contract Support Programme - Intensive individual support for 16-17 year olds. Includes: Key Worker; Employability Skills Development; Mentor – Business/Peer; Work Experience; Local Innovation Projects.	Work Programme – DWP prime contractors Ingeus and Interserve. Mandatory referral after 6 months on JSA. 2 year programme of individually tailored support. Wage incentive of £2,250 available to employers recruiting WP participants  LCC Jobshops – Information, Advice and Guidance and job brokerage (linked to obligations below).  Employment and skills obligations on developments (S106) and Council contracts to support targeted recruitment to apprenticeships and jobs.  Sector work based academies through DWP. Targeted at JSA claimants to provide short term work experience and guaranteed interview with an employer.  Talent Match - Individual support delivered by the voluntary sector. From 2014  Work@Leeds – LCC 8 week structured work experience programme with accreditation. Targeted at JSA claimants.	
	Youth, Culture and NCS Offer. Includes activities aimed at raising aspirations and reducing NEET.				
Information Advice & Guidance	Apprenticeship Hub – Coordination of apprenticeship activity across the city, matching employer needs and learner supply. Includes school engagement and provider offer				
	<b>LEEDS PATHWAYS</b> - On-line information and advice about post 14/16 learning opportunities in Leeds, jobs and careers, specific information targeted at young people, parents/carers and professionals. Including Connexions Leeds interactive services and social media.  Support for schools and colleges such as a Careers Network and Approved IAG Provider List  Professional development of the Children and Young People’s Workforce around basic signposting skills relating to participation and progression.  Targeted Information, Advice & Guidance Service. Individual support to young people <i>vulnerable to becoming</i> NEET. Delivered through igen Targeted Information, Advice & Guidance Service providing individual support to young people who <i>are</i> NEET. Delivered through the igen (up to the age of 25 for SEN).  National Careers Service – on-line information and advice. Face to face 1:1 meeting available to 19+ JSA claimants  Targeted Support for vulnerable groups such as LAC/Care Leavers, Young Offenders, Young Parents and young people with Special Education Needs (up to the age of 25)				
Underpinning Activity	Data collection and sharing to support the identification, tracking and targeting of interventions to support young people NEET.				
	Monitoring and challenge of the sufficiency and quality of provision and services through the Council, various funding and inspection bodies and partnership groups				

EMPLOYMENT

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### Appendix 3

#### Progression Routes for young people on the Youth Contract

Since September 2012, 607 young people have started on the Devolved Youth Contract. The data below shows all young people that have progressed to date (26/09/13) – 367 young people – and their progression routes. As a percentage of the total number of young people on the contract, including a high proportion of new starts in September, this accounts for a 56% rate of quality progressions for young people.

The majority of young people have so far progressed to EFA funded Work-Based Learning (32%), FE College courses (32%), Apprenticeships (9%), Work-based Training (4%), and Employment (11%). Many of the EFA funded Work-Based Learning opportunities are flexible-start, short courses run through the Leeds Learning Links providers, which individually tailor programmes for each young person to address functional skills as well as providing work experience opportunities, alongside their chosen course of study.

Progression Routes	Total no. of young people	%
Apprenticeship	33	9%
EFA funded Work Based Learning	118	32%
Employment with non-accredited training	9	2%
Employment with Training	9	2%
Employment without training	24	7%
FTE - Further Education	116	32%
Other training(eg: private training org)	39	11%
Other	19	5%
<b>Grand Total</b>	<b>367</b>	<b>100%</b>

*as of 26/09/13*

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## The Education Business Partnership

### Products and Services 2013-14

*'Creative Learning in a Real Context'*



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## The Education Business Partnership

*Addressing the 'Skills Gap' by working in partnership with employers to develop creative approaches to the curriculum to ensure young people are 'work ready'*

*The employment and education landscapes have changed dramatically in the last few years with youth unemployment rising, less central resource to support young people's transition and increased pressure to ensure young people progress. The EBP works in partnership with business and schools to ensure young people have the opportunity to develop the skills required to succeed in the workplace.*

Now part of Employment and Skills within Leeds City Council we :

- ◇ Support schools in identifying how they can integrate employability into the curriculum through high quality CPD,
- ◇ Contribute to 'Narrowing the Gap' for those young people with worse than average outcomes,
- ◇ Prepare young people for the workplace through providing a real context and relevance for learning by bringing the workplace into school,
- ◇ Offer a comprehensive mentoring offer to support the most vulnerable.

The EBP offers a comprehensive service to help schools meet their statutory duties by providing a range of opportunities for young people to experience the workplace and work with employers.

Employer engagement is at the heart of all of our work supporting young people in making a successful transition to work and helping them see the relevance of their learning in school. Research shows there is a significant link between a young person's experience of the world of work and their chances of making a successful transition to work or further learning. Furthermore, where a young person 'takes part in 4 or more activities involving employers they are 5 times less likely to drop out of school or training' (Taskforce report 2012)

Many young people have 'misaligned career ambitions' and are unaware of the diversity of jobs available. Young people make important decisions about their future careers at different stages in their lives. Those who pursue unrealistic ambitions often have a misaligned mix of qualifications and experience leading to difficulty in finding relevant work and periods of 'churning' between jobs.

Over the last 8 years we have supported schools in helping them better understand the work place and that they have the tools to engage effectively with the world of work.



### In 2012-2013 the EBP engaged with:

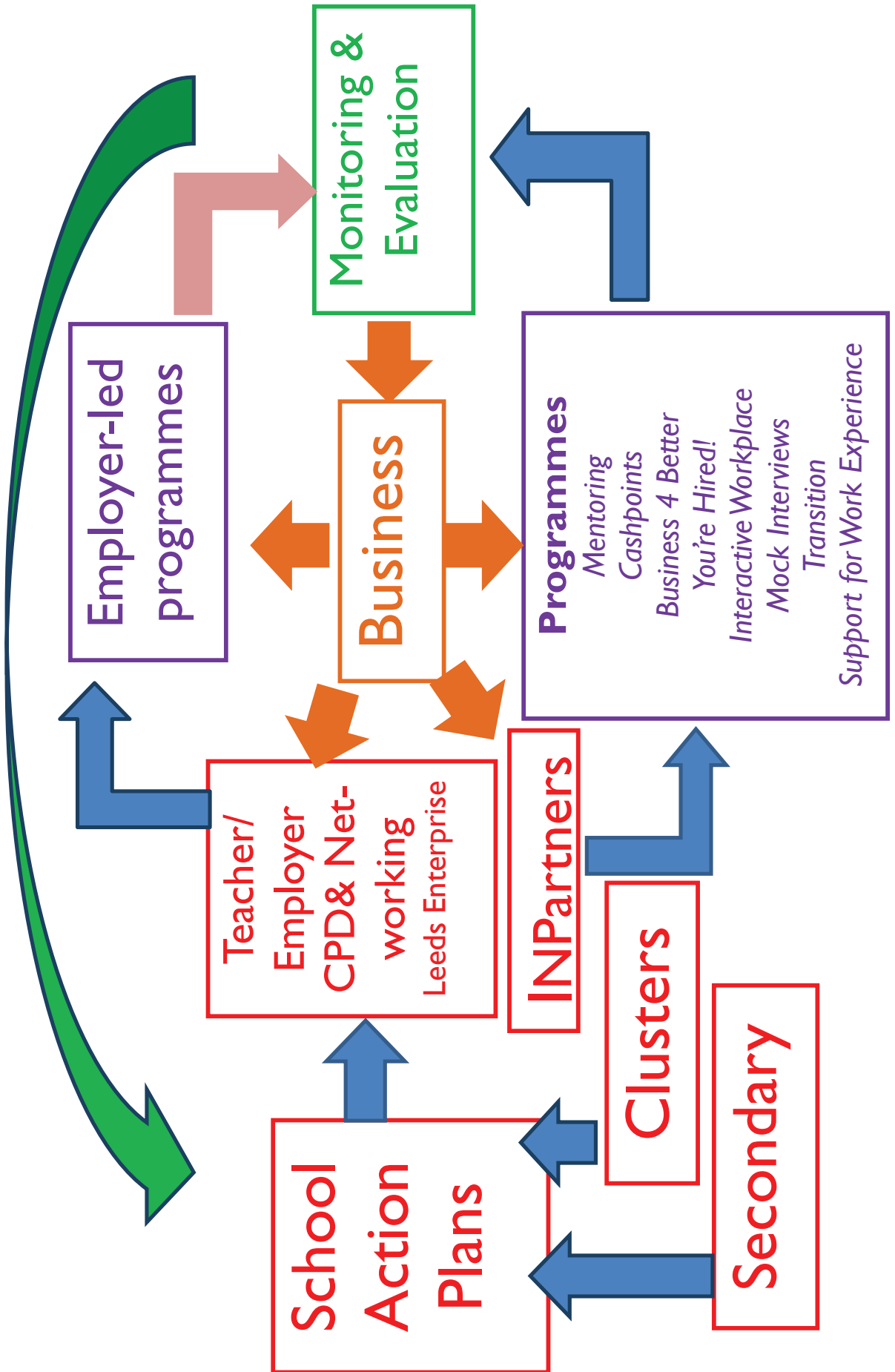
- ◇ 26 schools and academies,
- ◇ Over 9000 young people involved in skills development programmes including mentoring aimed at raising aspiration and attainment
- ◇ 2400 business volunteers from a range of sectors providing over 31,000 hours of support

### What we offer:

- ◇ A free **Curriculum planning service**—we work with curriculum leaders to identify schools' priorities; identify gaps in provision and signpost to appropriate services; progression planning around employability from KS3 to KS5;
- ◇ High quality **CPD and consultancy support** around curriculum design supporting faculties in exploring new ways of working;
- ◇ We work with schools to develop a sustainable employer engagement strategy and offer support through our **INPartners Employer Engagement Scheme** ;
- ◇ We work with employers to devise **employer-led activities** which address the skills gap;
- ◇ Free networking opportunities to engage with businesses and debate key topics through **Leeds Enterprise Exchange** events
- ◇ Comprehensive **evaluation** of all our programmes which demonstrates impact on learning and engagement.

# EBP OFFER

# CURRICULUM PLANNING SERVICE



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# MENTORING

LEEDS EDUCATION BUSINESS PARTNERSHIP



## Supporting young people to achieve, aspire and enjoy



76% of young people with a peer mentor reported an increase in self-confidence; 68% felt more positive about school and 74% felt more confident in managing their time.

The support of businesses and volunteer business mentors has been proven to help young people to progress into education, employment or training, helping shape a young person's future. The EBP Mentoring team recruits and trains business and University mentors to work with young people in groups and on a one to one basis, depending on individual needs, to encourage positive attitudes towards achieving their individual aspirations. In addition, the EBP Mentoring service is able to support young people in schools in becoming peer mentors with the option of undertaking a Level 1,2 or 3 Award in 'Peer Mentoring for Young People' with OCN. YH (This is due to change in 2014).

Mentoring provides:

- ◆ A valuable insight into the next stages in life, be that employment or further education
- ◆ Practical advice, engagement and emotional support to overcome problems
- ◆ Increased social and academic confidence
- ◆ Feelings of increased empowerment in making decisions
- ◆ Communication and study skills
- ◆ Strategies to help them deal with personal and life skill challenges
- ◆ Help with identifying realistic goals and establishing a sense of direction
- ◆ Encourages a positive attitude towards themselves and their future

The EBP Mentoring Service plans with schools the appropriate level of support for their learners and engage mentors to support the young people. Where schools opt for the OCN package the EBP ensure learners receive training, are registered and portfolios are assessed. (There is an additional cost per learner for the OCN Award).

To find out more, contact: Yasmin Ali on 0113 2476851 or e mail Yasmin.Ali@leeds.gov.uk

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# MENTORING



## Cost of Mentoring Programmes

Programme description	enter support	No of 1 – 1 Partner- ships	Cost per year £
Narrowing the gap GCSE Raising Achievement / aspirations		10	£2,270
Achievement in Maths / English		9	£2,170
Black & Minority Ethnic students		6	£1,880
Community Cohesion programme		6	£1,880
Looked After Children /vulnerable yp		6	£1,880
White Working Class students.		6	£1,880
Improving attendance / behaviour		6	£1,880
Subject specific, Business, Law etc		12	£1,395
School/Staff training day - mentoring		30	£425
Transition from Primary to Secondary.		30	£1,500
Peer mentoring and or Academic mentoring with accreditation (this includes 7 X 1 hour sessions and tutor assessing)		30	£2650 – £3000
Anti Bullying ambassadors		25	£850
Gifted and talented More A* and A grades		12	£2,460
1 paid mentor		10	£2,450

## CONTACT:

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# CASHPOINTS

LEEDS EDUCATION BUSINESS PARTNERSHIP



Our adviser gave us really useful advice and targets to improve on by telling us when we were doing things well and when we needed to do things differently' (Y9 student)

## Cashpoints - the Money Management Game

Cashpoints is a fast-paced, fun event that helps to increase young people's financial capability, business awareness & employability skills. During this one day simulation, students work in teams of 4-6 to run one of ten different companies. Students take on a 'role' within their company (e.g. manager, sales assistant) and they are paid a wage. Each company is supported by a volunteer from business who gives advice on tasks and sets personalised targets for team members to help them improve their employability skills.

The simulation takes place over five rounds, each of which is divided into two halves. Students use half of each round spending their wages and half of it selling their company's goods and services. At the start of each round a 'News Bulletin' provides information on market changes which participants have to react to.

Individuals accrue points throughout the event for successfully managing their personal finances and demonstrating employability skills. Companies gain points for the decisions and profit they make. At the end of the day, certificates are awarded to the members of the winning company and to the individual within each company who has managed their money most effectively.

### *Learning Objectives*

- ◆ To raise students' business awareness & promote personal money management
- ◆ To offer students the opportunity to develop key employability & enterprise skills
- ◆ To demonstrate the workings of some areas of the economy; the demands of employment and the pressures of unemployment, variations in the demand for goods and fluctuations in money supply, the effects of competition and foreign trade, the role of the Government and the importance of the public sector, personal and corporate budgeting and financial planning.
- ◆ To emphasise the importance of qualifications and training.

'Cashpoints' is suitable for years 9—12 (minimum 40, maximum 54). It is a whole day activity delivered by the Education Business Partnership involving 9 employers.

*A minimum 12 weeks notice required in order to source business volunteers*

**Price includes a free  
skills evaluation<sup>8</sup> report**  
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price for 54 students  
**£1500**



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# INTERACTIVE WORKPLACE

LEEDS EDUCATION BUSINESS PARTNERSHIP



77% of young people rated themselves as more confident in knowing what skills and attitudes employers look for after taking part in the event (an increase of 59%)

## The Interactive Workplace

The Interactive Workplace is a hugely engaging, hands-on careers and skills awareness event. Students who attend the event hear from a wide range of businesses about the careers available in their organisations and within the industries they represent. Students discover what skills are needed for success in the different workplaces and start to consider the types of organisations and roles they may aspire to. Each business will ask students to participate in a hands-on activity that an employee might typically undertake in their business. Finally, students participate in a workshop which helps them to identify how the experiences they have in school are relevant to the skills needed in the workplace.

This event is suitable for students in Years 10 - 13 although it is recommended that all students who attend the event are a similar age as businesses tailor their presentations and workshops to suit the audience.

### *Learning Objectives*

- ◆ To provide young people with the opportunity to explore career options.
- ◆ To provide advice and guidance on the skills required to enter the world of work from an employer's perspective.
- ◆ To help students understand how what they do in school relates to the workplace
- ◆ To understand the importance of education in helping to develop the skills needed for success at work

The Interactive Workplace can be run with various groups sizes and can be used to focus on specific sectors linked to the curriculum. Please contact the EBP for further details.

*16 weeks notice must be given for this event in order to recruit 12 employers*

**Price includes a free  
skills evaluation report**

prices starting from  
**£1275**

**CONTACT:**

Rebecca.Cumberworth@leeds.gov.uk

Tel: 0113 2476851

# YOU'RE HIRED!

LEEDS EDUCATION BUSINESS PARTNERSHIP



94% of participants felt that interacting with business volunteers increases a young person's chances of securing employment in the future.

## You're Hired!

The **'You're Hired!'** event is a young person's ultimate guide to succeeding at interview with an added dimension that encourages participants to consider what sort of career matches their own personal skills, talents and interests.

Students work in teams of 6 supported by a volunteer with experience of recruiting staff who acts as their 'Interview Coach'. Teams compete to get hired by participating in a series of activities that correspond to the different stages of an interview. Points are awarded for performance and the winning team gets the job!

Key learning objectives are brought to life through video clips and students learn and practise techniques through group work, individual tasks and peer assessment. Regular slots are built into the event for 'Interview Coaches' to feedback and advise both their own team and the whole group. At the end of the event, participants are given an attractive pocket-size booklet containing all the advice, tips and tools they have used during the event.

### *Learning Objectives*

- ◆ To provide young people with an opportunity to consider their skills, talents and abilities
- ◆ To understand how to communicate their experiences in a way that makes them relevant to employers
- ◆ To understand how to prepare answers to competency based interview questions
- ◆ To understand the importance of non-verbal communication in making a positive impression

You're Hired! has a range of options for delivery and is suitable for year 9 - 13. This can be delivered as one full day to 72 students or up to 200+ in 2 half day sessions.

**See page 15—You're Hired on-line with E-engage and O2**

**Price includes a free skills evaluation report**

prices starting from  
**£950**

**CONTACT:**

Rebecca.Cumberworth@leeds.gov.uk

Tel: 0113 2476851

# YOU'RE HIRED! ON-LINE

LEEDS EDUCATION BUSINESS PARTNERSHIP



Young people who felt confident in being able to make a good first impression at interview increased from 54% to 85%; knowing what attitudes employers look for increased from 62% to 85%

## You're Hired! On-line with O2

### Objectives

- ◆ To develop students' knowledge and understanding of the interview process and how to secure a job from the employers' perspective.
- ◆ To examine the role of the employer and what they look for when recruiting new staff with the support from virtual 'business coaches' who have current knowledge and experience of the recruitment and selection process.

A practical activity which provides students with an opportunity to look at issues of finding and applying for a job and taking part in a job interview. The practical activities involve students assessing applications with the aim of being better prepared for this process themselves. While taking part in this session students will be able to discuss online with HR specialists all aspects of this process to develop their own awareness of some of the important factors involved.

The EBP has developed a year 10/11 version which can be used to add value to the You're Hired! Programme or for those students who are not able to take part in work experience. The EBP is planning to launch a post 16 version in the Autumn term. Sessions last one hour and can be run by the EBP or the school. The programme can be run as part of careers to individual classes.

**Price includes a free skills evaluation report**

Prices per session from  
**£735—£820**

CONTACT:

Rebecca.Cumberworth@leeds.gov.uk  
Tel: 0113 2476851

# BUSINESS 4 BETTER

LEEDS EDUCATION BUSINESS PARTNERSHIP



## Business 4 Better

'Business For Better' is a one day workshop which introduces the concept of social enterprise to students in years 9-10.

Students work in teams of 5-6 to develop an idea for a social enterprise. Tasks run in a sequence that simulates the process of starting a business. Teams identify a social or environmental problem relevant to them and their community and develop a business idea to solve the problem. They create promotional materials to market their product and pitch their idea to a panel of judges at the end of the event.

'Business for Better' is suitable for learners in Years 9- 10 and can be delivered as part of a school 'drop down' day; or as part of the curriculum through a series of 6 one hour sessions.

The EBP can provide the resource which schools can purchase for self delivery at a cost of £99 and make use of the EBP 'INPartners' scheme to source appropriate employers to support. (See INPartners scheme.) Alternatively, schools can buy in the EBP to deliver the event over one day.

### *Learning Objectives*

- ◆ To develop young peoples' understanding of their community, its issues and needs
- ◆ To develop and apply key employability skills
- ◆ To raise awareness and understanding of social enterprise

For more information contact: [Rebecca.Cumberworth@leeds.gov.uk](mailto:Rebecca.Cumberworth@leeds.gov.uk) or Tel: 0112 32476851.

**Price includes a free  
skills evaluation report**

Prices start from  
**£1000**

## CONTACT:

Jacky.Haines@leeds.gov.uk  
Employer Engagement Manager

Tel: 0113 2476851

# RETAIL IN ACTION

LEEDS EDUCATION BUSINESS PARTNERSHIP



## ‘Retail in Action’ at the White Rose Centre

Designed to support students in year 10 and 11 who are interested in pursuing a career in retail or finding out more about the opportunities available in this sector.

Working in partnership with the **White Rose Centre and The Point Learning Centre** the EBP is offering 2 dates for 4 schools to take part in an innovative programme that enables young people to explore ‘retail’ as a career and to gain first hand knowledge of what employers look for when recruiting new employees.

Research shows that where young people have taken part in activities involving employers they are more likely to choose the right career path and develop the required knowledge and skills.

The aims of the ‘Retail in Action’ programme are to:

- ◆ Engage major retailers to explore opportunities within the retail sector
- ◆ Develop communication skills by interacting with employers
- ◆ Understand the skills and attitudes employers look for and what it takes to succeed in the workplace

Offer to schools 2013-14:

- ◆ 6/11/13 and 5/2/14 accommodating 4 schools on each date (7 students per school)
- ◆ 4 interactive workshops including two 40 minute workshops run and hosted by retailers at the WRC
- ◆ All resources including personalised workbook and ‘You’re Hired!’ booklet
- ◆ Evaluation of impact report

To find out more or to express your interest contact: Jacky Haines, Employer Engagement Manager on 0113 247 6851 or email: [Jacky.Haines@leeds.gov.uk](mailto:Jacky.Haines@leeds.gov.uk)

During the introductory session it was clear that the young people were not fully aware of the opportunities in retail but they were excited at the prospect of finding out about how to secure a job in retail and what the retail sector had to offer.

**Price:**  
**£275 for 7 places**

# Leeds Apprenticeship Hub Menu of Activities

Contact: [nicholas.hart@leeds.gov.uk](mailto:nicholas.hart@leeds.gov.uk) for an application form



Target Audience	Activity	Partners Responsible	Suggested Duration
Young People	Presentation to full year groups (via assemblies)	National Apprenticeship Service Training Providers	30mins to 1 hr
	Groups of Schools (cluster, feeder, partnerships).		
	Group sessions/workshops (practical sessions to vary in duration and numbers) Lunchtime Drop in Sessions	National Apprenticeship Service Training Providers	30mins
	Apprenticeship Vacancy Registration days (year 10 + 11 only)	Leeds Apprenticeship Hub	Full day aimed at registering every young person in a year group. Multiple 1 hour sessions to take place in IT suite.
	Taster and Tour sessions	Training Providers	30mins to 1 hour
Staff in School	Apprenticeship Ambassadors – businesses talking about their experiences of a successful apprenticeship placement and how it can be a very positive route to progress your career.	National Apprenticeship Service	30mins
	Input at Senior Management Team Mtg	Leeds Apprenticeship Hub	10mins + 10mins Discussion
	Input at Staff Meeting	Leeds Apprenticeship Hub	10mins + 10mins Discussion
	Apprenticeship Academy School Engagement Offer	Leeds Apprenticeship Hub	Up to 3hours
	Employing an Apprentice in School	Employment Leeds/Leeds Apprenticeship Hub	10mins+ 10mins Discussion
Parents	Stand - Careers Evenings Post 16 Option Evening Parents Evening Yr9 Option Evening	National Apprenticeship Service Training Providers Leeds Apprenticeship Hub	As agreed
	Input at Governing Body meeting	Children's Services/Leeds Apprenticeship Hub	10mins + 10mins Discussion
	Input at Head Teacher / Governor Briefings	Children's Services/Leeds Apprenticeship Hub	10mins + 10mins Discussion

## CONTACT:

Jacky.Haines@leeds.gov.uk  
Employer Engagement Manager

Tel: 0113 2476851

# EMPLOYER ENGAGEMENT

LEEDS EDUCATION BUSINESS PARTNERSHIP



## Helping schools develop a sustainable approach to employer engagement

Leeds **'Enterprise Exchange'** is a networking forum led by the EBP which brings together employers, schools and others who want to see enterprise and employability flourish.

This is a key vehicle for building stronger alliances between business, schools and higher education with the aim of helping young people to develop employability skills and to ensure they leave learning 'work ready' and have a real understanding of the workplace.

Meetings are held twice a year. Teachers who attend are able to establish links with employers and gain their support for activity that enhances the employability skills of young people.

**School 'Business Forums'** are informal memberships of employers linked to a specific school for the purpose of supporting the employability agenda. The benefit to schools of running a Business Forum is the enhanced commitment gained from the employers.

Leeds EBP can support schools in setting up a Business Forum including recruiting a range of employers linked to the school's action plan and target specific areas of the curriculum; offer training to employers working with young people and support for individual staff in carrying out an audit to establish partnerships.

**INPartners** is a cost-effective employer engagement membership scheme for schools looking to take their first step to establishing employer links in the schools or to support existing activity. (See separate section on *INPartners*)

The EBP is due to launch its new **'Recruitment and Selection'** training package to schools and colleges which will provide teachers with up to date knowledge of current recruitment practices and support to integrate learning into careers lessons. Schools will receive separate information about this in the Autumn term. Further details can be obtained by contacting [Rebecca.Cumberworth@leeds.gov.uk](mailto:Rebecca.Cumberworth@leeds.gov.uk)

*26.1% of young people who could recall NO contact with employers whilst at school went on to become NEET compared to 4.3% who had taken part in 4 or more activities involving employers.*

## CONTACT:

Jacky.Haines@leeds.gov.uk  
Employer Engagement Manager

Tel: 0113 2476851

# INPARTNERS

LEEDS EDUCATION BUSINESS PARTNERSHIP



## INPartners Employer Engagement Scheme

Improving young people's employability is one of the most important social, economic and political challenges facing the UK. Now more than ever young people need to regularly participate in high quality work-related learning activities, which provide context and relevance to their education. The more frequent these activities are, the more positive the impact on students.

*26.1% of young people who could recall NO contact with employers whilst at school went on to become NEET compared to 4.3% who had taken part in 4 or more activities involving employers.*

The Education Business Partnership invites schools to join INPartners, the employer engagement scheme enabling member schools to access employer support for activities through the EBP employer database. Schools simply let the EBP know what the activity is, when it will take place and the number and type of business volunteers required. The EBP sources employers on behalf of the member school and monitors that engagement so both parties gain maximum benefit.

INPartners aims to support employability, IAG and Careers education as well as RPA and destinations.

Benefits of joining INPartners:

- ◇ *Quick and simple way of sourcing businesses to support school activities*
- ◇ *Repeated employer engagement is proven to increase students' engagement in learning, attainment and employability which impacts positively on leaver destinations*
- ◇ *Employer engagement can contribute towards the provision of independent, impartial careers advice & guidance*
- ◇ *Various levels available so whether you want to dip your toe in the water or dive right into employer engagement, there's a level to suit you*
- ◇ *CPD on employer engagement for all staff included to get the scheme off to a flying start*

To find out more, contact: Jacky Haines, Employer Engagement Manager on 0113 247 6851 or email [Jacky.Haines@leeds.gov.uk](mailto:Jacky.Haines@leeds.gov.uk)

*We couldn't have run our mock interviews this way without the INPartners scheme. Staff couldn't believe how much the students raised their game because the interviews were with real employers.*

prices from  
**£500-£1000**



CONTACT:

Christine.Marsden2@leeds.gov.uk

Tel: 0113 2476851

OTHER PARTNERS

LEEDS EDUCATION BUSINESS PARTNERSHIP



## Additional Programmes for Schools

The EBP is committed to working with other partners to ensure young people in Leeds have access to a wider range of employability opportunities. These opportunities are promoted to schools through the course of the year.

### You're Hired! On-line with E-engage and O2

The EBP has written a version of You're Hired which supports groups of students who are about to go on work experience, or who require more support on applications. There is a **small charge** for the one hour sessions which involve classes of students communicating with staff from O2 over a secure network deciding which candidates they would appoint for 2 job roles. They receive detailed feedback from the O2 "experts" whilst they work on-line. **Costs: between £13 and £16 per head** for a class of 30 depending on whether the EBP or school deliver.

### 'Inspiring You! Girls into Digital Industries with O2

The EBP has supported O2 in developing a unique programme which targets girls in year 10. The purpose of the event is to allow students to see what goes on inside the work place as well as focusing on the skills they have that will help them when applying for jobs. At each event the students hear from young women from Telefonica about their backgrounds and experiences, who then work with the students and help them progress through the tasks and complete their workbooks. In addition they will go on a tour of the O2 offices and hear about the Think Big initiative which the young people can get involved with following the event.

The students will take part in 4 sessions throughout the event, focusing on the following:

- Their skills and talents
- What qualities companies look for—what they are doing well, what they need to improve on, what they need to do to get there
- What they want to do with their futures

### Barclays' Life Skills Programme

LifeSkills, created with Barclays, is a programme designed to give young people access to the advice, support and opportunities they need to help them prepare for the world of work. Engaging resources support young people in the classroom and beyond as they prepare for their future jobs, and thousands of work experience placements throughout the UK will bridge the gap between theory and practice and give students a taste of how their future could look.

Log onto [barclayslifeskills.com](http://barclayslifeskills.com) or contact: [barclayslifeskills@barclays.com](mailto:barclayslifeskills@barclays.com)

*Over three-quarters of small and medium-sized businesses said they would be more likely to take a work placement if the young person had employability training.\*  
72 per cent of young people don't believe they will achieve their career ambitions, whilst nearly a third believe they don't have the necessary connections to succeed.\*\**

\*Opinion Matters 2013 \*\*Barclays Youth Barometer 2013

To find out more about any of the above programmes, contact: Christine on 0113 2476851 or e mail [Christine.Marsden2@leeds.gov.uk](mailto:Christine.Marsden2@leeds.gov.uk).



## Additional Programmes for Schools

### Leeds Development Education Centre Autumn Highlights

**18<sup>th</sup> October**

**Global Fairness School Celebration , Leeds Civic Hall**

For both teachers and pupils. Gain practical, hands-on activities to take back to school and be inspired by others' success.

**23<sup>rd</sup> October**

**Global Learning Celebration, Leeds Civic Hall**

Share good practice, hear about new opportunities while networking over free food and drink. Learn about an opportunity to have your ideas published in subject specific textbooks and teaching materials plus how you can take part in a visit to Vienna or Brussels.

**24<sup>th</sup> October**

**Global Teacher Award, Leeds DEC**

The Global Teacher Award will enable you to develop skills, knowledge and practical approaches so that you can incorporate global learning into your teaching and the curriculum. It will help you nurture informed, active global citizenship amongst your pupils and enhance your SMSC provision.

**4-8<sup>th</sup> November**

**Lille Study Visit**

A Global Learning study visit to Lille and the Nord Pas du Calais region in support of the UN's Millennium Development Goals. Learn, share, and network around global themes.

**14<sup>th</sup> November**

**Free Fairtrade CPD training, Leeds DEC**

Get fresh ideas about teaching Fairtrade, link Fairtrade to Pupil Voice and Philosophy for Children, learn how to get Fairtrade School status, and share ideas with other teachers.

**19<sup>th</sup> November**

**MDG '15 student debate**

Give your pupils the opportunity to present and discuss global issues involving the Millennium Development Goals. There is the possibility to hear young people's views from our international partners too.

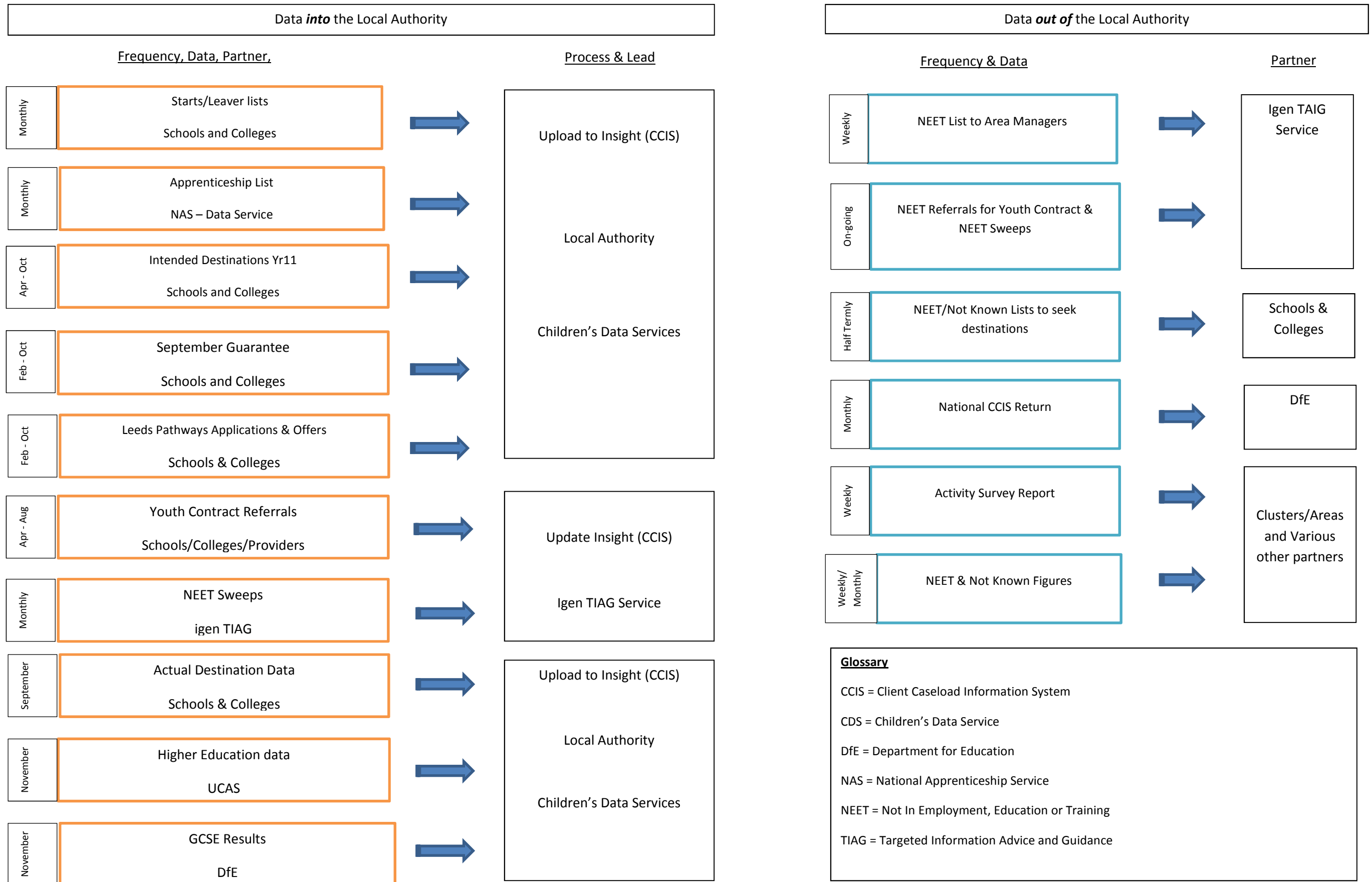
**6<sup>th</sup> December MDG '15 Art Competition close**

**14<sup>th</sup> –22<sup>nd</sup> January MDG '15 Art Competition exhibition at Arts@Trinity**

West Yorkshire's young people (up to the age of 21) can contribute to this year's MDG'15 Art Competition. Any medium is welcomed to create work inspired by the Millennium Development Goals.

**For more information about any of Leeds DEC projects, workshops, resources and training, please visit: <http://www.leedsdec.org.uk/> email: [info@leedsdec.org.uk](mailto:info@leedsdec.org.uk) or phone: 0113 380 5655**

**Appendix 5 – Data Flow into and out of the Local Authority for 16-18 Year**



Partners across the city have come together with Children's Services to devise a NEET Data Board. Since the removal of Universal IAG services and associated tracking contracts, the Board have focused on developing a tracking calendar and agreeing key data that needs to be shared with partners in order to identify those young people who are NEET and vulnerable of becoming NEET. Igen are presently working closely with Children's Services on a data cleansing exercise to ensure any duplicate records or data anomalies on CCIS are eradicated and client records reflect as accurately as possible the current status of young people in Leeds. Thus ensuring igen is able to plan and deploy the commissioned TIAG service as effectively as possible.

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## Report of the Head of Scrutiny and Member Development

### Report to Scrutiny Board (Children and Families)

**Date: 10<sup>th</sup> October 2013**

### **Subject: Terms of Reference – Cluster Inquiry**

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

## **1. Summary of Main Issues**

- 1.1 At its meeting on 28 June 2013, the Scrutiny Board (Children and Families) considered its work programme for the 2013/14 municipal year. It was acknowledged that the Board had expressed during two meetings, 14 March 2013 and 25 April 2013, a wish to conduct an inquiry which would consider the role and function of Cluster Partnerships and value they have in the delivery of localised services to children, young people and their families.
- 1.2 The draft terms of reference at attached which details the proposed scope of the inquiry and the timetable for the gathering of evidence.
- 1.3 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference. Both the Director and Executive Board Member have been advised on the content of the terms of reference and have been invited to attend the Scrutiny Board meeting for this item.

## **2. Recommendation**

The Scrutiny Board (Children and Families) is recommended to:

- 2.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.

2.2 Note that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

**3.0 Background documents<sup>1</sup>**

None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## **SCRUTINY BOARD (CHILDREN AND FAMILIES)**

### **INQUIRY INTO CLUSTERS**

#### **TERMS OF REFERENCE**

##### **1.0 Introduction**

- 1.1 At its meeting on 28 June 2013, the Scrutiny Board (Children and Families) considered its work programme for the 2013/14 municipal year. It was acknowledged that the Board had expressed during two meetings, 14 March 2013 and 25 April 2013, a wish to conduct an inquiry which would consider the role and function of Cluster Partnerships and value they have in the delivery of localised services to children, young people and their families.

##### **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- Clarification of the lines of Cluster accountability to organisations within and external to the Local Authority.
  - Cluster governance arrangements and framework
  - Partnership engagement, representation and participation. To identify if there is good representation and participation from partner organisations at a local level across the city.
  - The performance of Clusters and the management of performance and financial information. Ensuring measures are in place which secures total accountability for resources and performance which demonstrates the difference that partnership activities are making across the City.
  - The improvement measures in place to progress the performance of Clusters where it is required.
  - The extent of collaborative and supportive working relationships between Clusters.
  - Outcomes for Children and Young People as a result of Cluster intervention and operation to ensure that local investment is providing good value for money and having a positive impact on children, young people and their families.

##### **3.0 Desired Outcomes and Measures of Success**

- 3.1 In conducting the Inquiry the Board wishes to reflect on the value of Cluster partnerships and identify what positive outcomes the partnerships provide for families, children and young people. The Scrutiny Board will endeavour to establish if robust governance, accountability and performance frameworks are in place which are monitored and utilised to identify areas for improvement. In addition the

Scrutiny Board will seek to establish what measures are put into place to support Clusters who are operating in challenging circumstances.

- 3.2 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 3.3 Following the inquiry the Scrutiny Board will publish its report which will identify clear desired outcomes. These will be reflected in the recommendations made. The director or organisation to whom the recommendations have been made will be responsible for monitoring the impact of each recommendation and for advising the Board accordingly as the Board reviews progress.

#### **4.0 Comments of the relevant Director and Executive Member**

- 4.1 In line with Scrutiny Board Procedure Rule 12.1, where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

#### **5.0 Timetable for the inquiry**

- 5.1 The Inquiry will take place over three sessions. A final report is scheduled to be agreed at the March 2014 Scrutiny Board Meeting.
- 5.2 The length of the Inquiry and range of evidence to be collected is subject to change by agreement of the Board.
- 5.3 In relation to this inquiry, the Board agreed to follow a similar approach to that successfully adopted for its inquiry in 2012 on School Attendance. Two 'case study' areas were identified and instead of a formal Scrutiny Board meeting, half of the members went to each area for the morning. In both areas. Board Members had the opportunity to talk to practitioners and speak to parents and young people, before reconvening for a round table discussion about their findings. This was found to be a very effective way of working.
- 5.4 For this inquiry the Board will visit 2 cluster areas. These areas have yet to be determined.



## **6.0 Submission of evidence**

### **6.1 Session one – November 2013**

- Overview remit and purpose of Cluster partnerships.
- The different types of cluster partnerships
- Cluster Profiles
- Membership of Cluster Partnerships
- Cluster activities - the services expected to be delivered
- Governance arrangements including lines of accountability
- Role of Local Authority with regard to governance and performance
- Role of Schools Forum with regard to Cluster funding and accountability
- Performance monitoring arrangements

### **6.2 Session two – December 2013**

- Six month Cluster performance reports (April – September)
- Cluster performance and reasoning behind differences in performance
- Role of Local Authority in improving performance, providing intervention and providing support
- Cluster to Cluster collaborative working, support and sharing of good practice.
- Significant challenges including socio-economic impacts faced by specific Clusters
- Distribution of funding and monitoring of expenditure to ensuring resources, financial or otherwise, are fully utilised and investment is made appropriately.
- Cluster membership, partnership engagement, participation and effectiveness at a local level.

### **6.3 Session three – January 2014**

- See section 5.3 and 5.4 - meeting in the Clusters.

## **7.0 Witnesses**

7.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Cluster Representatives
- External Stakeholders and Representatives of multi-agency Partners
- Schools Forum
- Education Practitioners and School Governors
- Parents

- Children and Young People
- Officers from Children's Services
- Officers from Strategy and Resources
- Members of the Childrens Trust Board
- Elected Members

## **8.0 Equality and Diversity / Cohesion and Integration**

- 8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

## **9.0 Post inquiry report monitoring arrangements**

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The monitoring will be undertaken by the Board which will be done at regular intervals appropriate to the content of the recommendation.
- 9.3 The final inquiry report will include information on how the implementation of recommendations will be monitored.

**Report of Head of Scrutiny and Member Development**

**Report to Scrutiny Board (Children and Families)**

**Date: 10th October 2013**

**Subject: Review of Co-opted Membership for Scrutiny Board (Children and Families)**

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. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards.
2. A report will be circulated as late supplementary information in advance of the meeting which will enable the Scrutiny Board to review the co-opted membership of the Scrutiny Board (Children and Families) with effect from June 2014. Legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and will be summarised in the report.

**Recommendation**

3. Board Members are asked to note the content of this report

**Background documents<sup>1</sup>**

4. None

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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**Report of the Head of Scrutiny and Member Development**

**Report to Scrutiny Board (Children and Families)**

**Date: 10<sup>th</sup> October 2013**

**Subject: Work Schedule**

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

**1 Purpose of this report**

1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

**2 Main Issues**

2.1 A draft work schedule is attached as appendix 1. The work programme has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

**3. Recommendations**

3.1 Members are asked to:

- a) Consider the draft work schedule and make amendments as appropriate.

4. **Background papers<sup>1</sup>** - None used

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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**Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	June	July	August
<b>Inquiries</b>		<u>Directors Response</u> NEET Inquiry	
<b>Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)</b>	Consider potential areas of review		
<b>Budget</b>		Budget Update 2013/14	
<b>Exec Board Request for Scrutiny – Youth Offer</b>		Working group - With Scrutiny Board, Sustainable Economy and Culture	
<b>Policy Review</b>		Public request for Scrutiny Transport Policy	
<b>Recommendation Tracking</b>		Comprehensive Progress Report – Private Fostering Inquiry, LSCB and Director of CS	
<b>Performance Monitoring</b>	Quarter 4 Performance Report	Leeds Safeguarding Children – Draft Annual Report	
<b>Working Groups</b>		<i>Youth Provision Working Group</i>	

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Key: SB – Scrutiny Board (Children and Families) Meeting

WG – Working Group Meeting

**Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year**

Schedule of meetings/visits during 2013/14			
Area of review	September	October	November
<b>Inquiries</b>	<u>Agree scope of review for **</u> 1) School Transport  <u>Board Agree Reports*</u> Supporting Children to achieve in Maths and English  <u>CTB Response</u> Partnership Inquiry	<u>Agree scope of review for **</u> 2) Cluster Inquiry	<b><u>Evidence Gathering</u></b> <b>2) Cluster Inquiry</b>  <u>Directors Response</u> Supporting Children to achieve in Maths and English
<b>Recommendation Tracking/Scrutiny</b>		Comprehensive Progress Report – NEET Inquiry	Private Care Homes Inquiry – Recommendation including report on the Residential Home Charter.
<b>Policy Review</b>	Basic Need – (Exec Board July)	Co-opted Membership Review*	New Government requirements for Education (Academies, Free Schools....) Ref resolution meeting Dec 12
<b>Performance Monitoring</b>			
<b>Working Groups</b>	<i>Youth Provision Joint Working Group</i>		<b>1) Evidence Gathering School Transport - session via working group</b>

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**Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	December	January	February
<b>Inquiries</b>	<p><b><u>Evidence Gathering</u></b>  <b>2) Cluster Inquiry</b></p> <p><u>Agree scope of review for **</u>  <b>3) Free School Meals</b></p> <p><b><u>Board Agree Reports*</u></b>                      The Best Start – providing good foundations in early life for children to succeed.</p>	<p><b><u>Evidence Gathering</u></b>  <b>2) Cluster Inquiry</b></p> <p><b><u>Directors Response</u></b>                      The Best Start – providing good foundations in early life for children to succeed.</p>	<p><b><u>Evidence Gathering</u></b>  <b>3) Free School Meals</b></p>
<b>Budget</b>	Initial Budget Proposals 2014/15 and Budget Update		
<b>Policy Review</b>	Developing the Leeds Offer for Kinship Carers		
<b>Recommendation Tracking</b>		<ul style="list-style-type: none"> <li>• Attendance Inquiry</li> <li>• Young Carers</li> </ul>	Child Poverty Update and Recommendation Tracking
<b>Performance Monitoring</b>	Quarter 2 performance report (to include destination measure info – NEET inquiry)	Progress on Supporting Children and Families, Strengthening Social Care, 9 point plan including Social Services Care System update and impact report.	
<b>Working Groups</b>	<p><i>Youth Provision Joint Working Group</i></p> <p><b>1) Evidence Gathering School Transport - session via working group</b></p>	<b>1) Evidence Gathering School Transport - session via working group</b>	<b>3) FSM – Visits/meeting young people</b>

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**Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	March	April	May
<b>Inquiries</b>	<u>Board Agree Reports*</u> 1) School Transport 2) Cluster Inquiry	<u>Board Agree Reports*</u> 3) Free School Meals	
<b>Partnership Review - Children's Trust Board</b>	Partnership Review - To review the performance of the Children's Trust Board		
<b>Budget and Policy Framework?</b>			
<b>Recommendation Tracking</b>	<ul style="list-style-type: none"> <li>• Service Redesign Inquiry</li> <li>• External Placement Inquiry</li> </ul>		
<b>Performance Monitoring</b>	Quarter 3 performance report		
<b>Working Groups</b>	<b>3) FSM inquiry – if required</b>	<i>Youth Provision Joint Working Group – if required</i>	

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Need to schedule any Ofsted inspection information

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Last Updated - 2<sup>nd</sup> October 2013

Key: SB – Scrutiny Board (Children and Families) Meeting

WG – Working Group Meeting

## **Draft Scrutiny Board (Children and Families) Work Schedule for 2012/2013 Municipal Year**

### **Inquires reserve list**

- 4) Staying Safe in School – Bullying – review January 2014 for possible April Session.
- 5) Voice and Influence
- 6) SILC Partnerships

### **Directors Response in next municipal year**

- 1) School Transport – July 2014
- 2) Cluster Inquiry – July 2014
- 3) Free School Meals – July 2014

### **Recommendation Tracking for early in next municipal year**

NEET Inquiry

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