



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 15th June, 2017 at 9.45 am

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

MEMBERSHIP

Councillors

J Akhtar	-	Hyde Park and Woodhouse;
S Bentley (Chair)	-	Weetwood;
D Cohen	-	Alwoodley;
N Dawson	-	Morley South;
C Dobson	-	Killingbeck and Seacroft;
J Elliott	-	Morley South;
C Gruen	-	Bramley and Stanningley;
M Iqbal	-	City and Hunslet;
P Latty	-	Guiseley and Rawdon;
K Renshaw	-	Ardsley and Robin Hood;
B Selby	-	Killingbeck and Seacroft;

Co-opted Members (Voting)

Awaiting Nomination	-	Church Representative (Catholic)
Mr A Graham	-	Church Representative (Church of England)
Ms L Nichols	-	Parent Governor Representative (Primary)
Ms J Ward	-	Parent Governor Representative (Secondary)
Ms J Hazelgrave	-	Parent Governor Representative (Special)

Co-opted Members (Non-Voting) – subject to appointment

Awaiting Nomination	-	Teacher Representative
Awaiting Nomination	-	Teacher Representative
Mrs S Hutchinson	-	Early Years Representative
Ms C Hopkins	-	Young Lives Leeds
Ms C Bewsher	-	Looked After Children and Care Leavers

Principal Scrutiny Adviser:
Sandra Pentelow
Tel: (0113) 37 88655

Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 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. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

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

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

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 27 APRIL 2017

1 - 6

To approve as a correct record the minutes of the Scrutiny Board (Children's Services) meeting held on 27 April 2017.

7

CO-OPTED MEMBERSHIP

7 - 12

To receive the report of the Head of Governance and Scrutiny Support regarding the appointment of co-opted members to the Scrutiny Board (Children and Families).

8

SCRUTINY BOARD TERMS OF REFERENCE

13 -
30

To receive a report from the Head of Governance and Scrutiny Support presenting the Scrutiny Boards terms of reference.

9	<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p>	31 - 80
	<p>To receive the report from the Head of Governance and Scrutiny Support regarding potential sources of work for the Scrutiny Board (Children and Families).</p>	
10	<p>FINANCIAL HEALTH - CHILDREN'S SERVICES</p>	81 - 82
	<p>To receive the report of the Head of Governance and Scrutiny Support.</p>	
	<p>(outturn report 2016/17 and update for 2017/18 to follow)</p>	
11	<p>CHILDREN'S SERVICES PERFORMANCE REPORT</p>	83 - 114
	<p>To receive a report from the Director of Children and Families which provides a summary of performance information relating to outcomes for Leeds children and young people.</p>	
12	<p>DATE AND TIME OF NEXT MEETING</p>	
	<p>Thursday, 20 July 2017 at 9.45am</p>	
	<p>(Pre-meeting for all Board Members at 9.15am)</p>	

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 27TH APRIL, 2017

PRESENT: Councillor S Bentley in the Chair

Councillors J Akhtar, C Dobson, J Elliott,
B Flynn, C Gruen, M Harland, M Iqbal,
J Jarosz, P Latty and K Renshaw

CO-OPTED MEMBERS (VOTING)

Mr A Graham – Church Representative (Church of England)

Mrs J Ward – Parent Governor Representative (Secondary)

CO-OPTED MEMBERS (NON-VOTING)

Ms C Foote – Teacher Representative

75 Late Items

The following late information was submitted to the Board:

- Agenda item 8 – Monitoring Performance in Education – Annual Standards Report 2015-16 – Learning Outcomes Dashboards 2015-16.

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

76 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

77 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors D Cohen and N Dawson and Co-opted Members, Ms C Bewsher, Mr T Britten, Ms J Hazelgrave, Ms C Hopkins, Mrs S Hutchinson, Ms K Jan and Ms L Nichols.

Notification had been received that Councillor B Flynn was to substitute for Councillor D Cohen and Councillor M Harland for Councillor N Dawson.

78 Minutes - 30 March 2017

RESOLVED – That the minutes of the meeting held on 30 March 2017 be approved as a correct record.

79 Behaviour Management in Educational Settings

The Director of Children and Families submitted a report which presented the Board with information to promote understanding and discussion about the

the causes, impact and current provision in Leeds in relation to the behaviour of children in schools.

The following were in attendance:

- Councillor Lisa Mulherin, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Director of Children's Services
- Sue Rumbold, Chief Officer, Partnership Development and Business Support
- Barbara Newton, Head of Service (Complex Needs)
- Andrew Eastwood, Head of Service (Learning Improvement).

The key areas of discussion were:

- The need for different approaches when tackling difficult and challenging behaviour.
- The importance of effective engagement with children and families, particularly in terms of developing learning and building positive relationships.
- The need to tackle the root cause of problems and the need for greater resources to develop more personalised support for children and their families. The Board considered opportunities for ongoing school to school support and sharing good practice. The Board was advised that innovation funding will facilitate more co-ordinated support.
- The important role of clusters and work with partners, particularly in terms of targeted support.
- The positive work undertaken by Area Inclusion Partnerships and the recognition that its function needs to be fully supported.
- Clarification sought about the types of support available to teachers to help manage difficult and challenging behaviour.
- Clarification sought regarding support in place to help teachers manage stress / trauma in the work place. The Board was advised that a 24 hour help-line was available to teachers across the city. Board members discussed the need to promote awareness of this provision.
- The types of support available to parent and carers, particularly in terms of restorative practices and the work of children centres.
- Clarification sought regarding the promotion of parenting courses and the need to break down stigma in relation to this.
- Clarification sought about support for children that had been excluded from school. The Board was advised about the importance of undertaking a holistic assessment and ensuring that quality assurance measures were in place.
- A suggestion that the scrutiny board report be shared with schools for their information.

RESOLVED – That the contents of the report be noted.

(Councillor B Flynn left the meeting at 11.00am during the consideration of this item.)

80 Monitoring Performance in Education - Annual Standards Report 2015-16

The Head of Governance and Scrutiny Support submitted a report which presented the Annual Standards Report submitted to Executive Board on 19 April 2017.

The following were in attendance:

- Councillor Lisa Mulherin, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Director of Children's Services
- Andrew Eastwood, Head of Service (Learning Improvement).

The key areas of discussion were:

- Concern that LCC was still in the third and fourth quartile for most areas of performance and over a number of years had not made the considerable 'leap' in performance that was required. The Board was advised about measures in place to address issues, particularly in terms of positive leadership development, school to school support and other partnership working. It was acknowledged, however that improvement in educational outcomes was required.
- The need to raise awareness about the 30 hours' childcare entitlement to support preparation for school. The Board was advised that work was being undertaken with Schools Forum and private providers to ensure a consistent approach.
- The changes to examinations and performance monitoring at KS4, particularly that it will be 2020 before data was available for a stable examination year.
- Clarification sought about the accountability framework for school standards and the results for Leeds as a whole. The Board was advised about the role of governing bodies, Ofsted and Department of Education.
- The challenge for management with the expectation on teachers and public sector workers to deliver more for less, the impact of increased pressures on staff morale, concern about work life balance and teachers leaving the profession.
- Clarification sought about monitoring arrangements in relation to SEND achievement.

RESOLVED –

- a) That the Annual Standards Report submitted to Executive Board on 19 April 2017 and the Learning Outcomes Dashboards, be noted.

- b) That an action plan for improved outcomes be submitted to a future meeting of Scrutiny Board (Children and Families).

(Councillor K Renshaw left the meeting at 12 noon, Councillor J Akhtar at 12.20pm and Councillor M Harland at 12.20pm.)

81 Cluster Sustainability - position statement

The Director of Children and Families submitted a report which provided an update on the work undertaken to ensure the sustainability of the cluster model, and a position statement on the current level of continued buy in to the model (as at 24 March 2017).

The following were in attendance:

- Councillor Lisa Mulherin, Executive Member, Children and Families
- Councillor Jane Dowson, Deputy Executive Member, Children and Families
- Steve Walker, Director of Children's Services
- Sue Rumbold, Chief Officer, Partnership Development and Business Support
- Andrew Eastwood, Head of Service (Learning Improvement)
- Nicola Engel, Partnership Development and Behaviour Support Lead.

The key areas of discussion were:

- The changed funding arrangements that prevented the retention of schools funding and the engagement with school teachers and governors to secure ongoing support for the cluster partnership model.
- The evolving number of cluster partnerships across Leeds, including the SILC cluster.
- An update that academies understood the value of cluster partnerships and were buying back into cluster arrangements.
- The review of arrangements and performance in some clusters.
- Clarification sought whether any risk assessment in relation to support for children had been undertaken for schools that had opted out of cluster arrangements. The Board was advised that schools that had opted out were aware that they could opt back in.

RESOLVED –

- (a) That the update on the work undertaken to ensure the sustainability of the cluster model, be noted.
- (b) That a further update regarding cluster sustainability be submitted to the October Board meeting.

(Councillor C Gruen left the meeting at 12.35pm and Councillor M Iqbal at 12.40pm.)

82 Work Schedule

The Head of Governance Services and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2016/17 municipal year.

RESOLVED – That subject to any on-going discussions and scheduling decisions, the Board's outline work schedule be approved.

(The meeting concluded at 12.45pm)

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 June 2017

Subject: Co-opted Members

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. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some 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 are also summarised within this report.

Recommendation

3. In line with the options available and information outlined in this report, Members are asked to:
 - i) consider and appoint non voting co-opted members to the Scrutiny Board.
 - ii) note the nominations of the Roman Catholic Diocese and Church of England Diocese
 - iii) note the appointed parent governor representatives

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2 Background information

For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, at this moment in time Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

Arrangements for appointing specific co-opted members

Education Representatives

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall

include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹ - Andrew Graham has been nominated
- One Roman Catholic diocese representative¹ - awaiting nomination
- Parent governor representatives²

Parent governor representatives are as follows:

- Louise Nichols (primary) - 27/07/16 – 26/07/20
- Jacqueline Ward (secondary)– 23/04/2015 – 22/04/2019
- Joanne Hazelgrave (SEN) – 12/09/14 – 11/09/18

The Parent Governor Regulations (Representatives) England 2001 states that a local education authority shall appoint at least two parent governor representatives to each of their education overview and scrutiny committees and sub-committees.

- 3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected.
- 3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

Issues to consider when seeking to appoint non-voting co-opted members

- 3.8 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members.
- 3.9 The Constitution makes it clear that ‘co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board’. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.
- 3.10 Co-opted members could be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board’s work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

- 3.11 When considering the appointment of a co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.12 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

Nominations for non –voting co-opted members for 2017/18

In addition to those voting co-opted member nominations stated in paragraph 3.5 the following non-voting nominations and volunteers have been received:

- 1) Teacher Representative – awaiting nomination
- 2) Teacher Representative – awaiting nomination
- 3) Early Years Representative – Sandra Hutchinson - volunteered to continue (Board Member 2016/17)
- 4) Young Lives Leeds – Claire Hopkins (Board Member 2016/17)
- 5) Looked after Children/Care leavers – Charlie Bewsher (Board Member 2016/17)

Following agenda publication should further nominations be received the Scrutiny Board will be advised verbally at the meeting on 15 June 2017.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The guidance surrounding co-opted members was previously discussed by the Scrutiny Chairs when it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and Best Council Plan

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

- 4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.15 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. This report therefore sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 In line with the options available and information outlined in this report, Members are asked to:

- iv) consider and appoint non voting co-opted members to the Scrutiny Board.
- v) note the nominations of the Roman Catholic Diocese and Church of England Diocese
- vi) note the appointed parent governor representatives

7.0 Background documents³

- None

³ 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 author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 June 2017

Subject: Scrutiny Board Terms of Reference

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. This report presents the terms of reference for Scrutiny Board (Children and Families) for Members' information.

Recommendation

2. Members are requested to note the Scrutiny Board's terms of reference.

1.0 Purpose of this report

1.1 This report presents the terms of reference for Scrutiny Board (Children and Families).

2.0 Background information

Scrutiny Board's terms of reference

2.1 This year, one document has been developed to define the Terms of Reference of all Scrutiny Boards (see Appendix 1). In doing so, the variations in the Scrutiny Boards' remit, together with their special responsibilities, are now captured within Article 6 of the constitution (see Appendix 2).

2.2 More detailed information surrounding the Scrutiny Board's alignment with relevant officer delegated functions is also attached as Appendix 3. The alignment of 14-16 Skills Development is no longer with Scrutiny Board (Children and Families) but is now aligned with Scrutiny Board (Inclusive Growth, Culture and Sport).¹

2.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:

- **Executive Member for Children and Families² - Cllr Lisa Mulherin**

- Safeguarding, Specialist and Targeted Services including:-
 - a) Preventative Services;
 - b) Safeguarding and Child Protection;
 - c) Assessment and Care Management;
 - d) Complex Needs;
 - e) Residential and Respite Care;
 - f) Support For Carers; and
 - g) Youth Offending Services.
- Learning, Skills and Universal Services including:-
 - h) Early Years Provision;
 - i) Access to education;
 - j) Special Educational Needs;
 - k) Promotion of educational excellence; and
 - f) Development of active citizens.
- Child Poverty

¹ Support the development of a diverse learning offer including University Technical Colleges, Studio Schools, Direct College enrolment and Free Schools, Support the development of academic, technical and vocational pathways that contribute to local labour market needs; Promote the opportunities available to young people at 14; and Promotion of business engagement in schools and colleges through high quality Careers Education, Information, Advice And Guidance.

² The Executive Member for Children's Services is the Lead Member for Children's Services appointed in accordance with the Section 19 of the Children Act 2004 and must therefore have responsibility for the functions conferred on or exercisable by the authority specified in S18(1)(a) and (b) of the Children Act 2004 and such other functions as the authority consider appropriate.

3.0 Corporate Considerations

3.1 Consultation and Engagement

3.1.1 These terms of reference were formally considered and approved by Council on 25th May 2017.

3.2 Equality and Diversity / Cohesion and Integration.

3.2.1 In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

3.3 Council Policies and the Best Council Plan

3.3.1 The terms of reference of the Scrutiny Board will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best Council Plan.

3.4 Resources and Value for Money

3.4.1 This report has no specific resource and value for money implications.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report has no specific legal implications.

3.6 Risk Management

3.6.1 This report has no risk management implications.

4.0 Recommendation

4.1 Members are requested to note the Scrutiny Board's terms of reference.

5.0 Background documents³

5.1 None

³ 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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Scrutiny Board

The Scrutiny Board is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise such special functions as are allocated in Annex 3 to Article 6 – Scrutiny Boards; and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions set out in Annex 2 to Article 6 – Scrutiny Boards, whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

The Council will appoint Scrutiny Boards as set out in Annex 2 to this Article to exercise functions conferred by section 9F of the Local Government Act 2000 and in accordance with the National Health Service Act 2006, in accordance with their terms of reference¹.

6.2 VISION FOR SCRUTINY

The Council has adopted a Vision for Scrutiny, which is attached at Annex 1.

6.3 ROLE OF SCRUTINY**Policy development and review**

Within their Terms of Reference all Scrutiny Boards may:

- assist the Council and the Executive in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- conduct research, community and other consultation in the analysis of policy issues and possible options;
- consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- question Members of the Executive and Directors about their views on issues and proposals affecting the area; and
- liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

Scrutiny

Within their terms of reference all Scrutiny Boards may:

- make recommendations to the Executive and/or appropriate committees and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Board and local people about their activities and performance; and
- question and gather evidence.

¹ As set out at Part 3 Section 2A of the Constitution

Article 6 - Scrutiny Boards

6.4 SCRUTINY OFFICER

The Council has designated the post of Head of Governance and Scrutiny Support, as Scrutiny Officer².

The functions of the Scrutiny Officer are:

- (a) to promote the role of the Scrutiny Boards;
- (b) to provide support to the Scrutiny Boards and their members³;
- (c) to provide support and guidance to Members (including Executive Members), and officers⁴, in relation to the Scrutiny Boards' functions;
- (d) to report to Council⁵ annually about how the authority has carried out its overview and scrutiny functions.

6.5 PROCEEDINGS

Scrutiny Boards will conduct their proceedings in accordance with the Scrutiny Board Procedure Rules set out in Part 4 of this Constitution.

6.6 SCRUTINY BOARD CHAIRS

The Chair of each of the Scrutiny Boards shall be appointed in accordance with the Council Procedure Rules.

Group spokespersons shall not be appointed to Chair a Scrutiny Board which corresponds to the same portfolio.⁶

² Under Section 9FB Local Government Act 2000.

³ The Scrutiny Officer shall exercise overall responsibility for the finances made available to Scrutiny Boards.

⁴ The Scrutiny Officer shall exercise overall responsibility for the work programme of the officers employed to support the work of the Scrutiny Boards.

⁵ After consultation with the relevant Scrutiny Chairs

⁶ This does not apply to those groups who have less than 10% of the membership of the Council

Article 6 - Scrutiny Boards

6.7 CO-OPTED MEMBERS

Education Representatives

The following shall be appointed as voting representatives on each relevant Scrutiny Board dealing with educational matters⁷:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - one Church of England diocese representative
 - one Roman Catholic diocese representative
- (b) For a four year term of office:
 - three parent governor representatives

If the relevant Scrutiny Board deals with other matters, these representatives shall not vote on those other matters. They may stay in the meeting and speak.

Crime and Disorder Committee

Subject to the following provisions, the Scrutiny Board allocated special responsibility for crime and disorder may co-opt additional members to serve on the Board⁸.

- The Scrutiny Board cannot in this capacity co-opt an Executive Member.
- Unless the Scrutiny Board decides otherwise, any such co-opted member shall not be entitled to vote.
- The Scrutiny Board may limit a co-opted person's membership to the exercise of the Board's powers in relation to a particular matter or type of matter.
- The Scrutiny Board may withdraw the co-opted person's membership at any time.

Additional co-opted members

The following may be appointed to each Scrutiny Board⁹:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - up to five **non-voting** co-opted members
- (b) For a term of office which relates to a particular Scrutiny Inquiry:
 - up to two **non-voting** co-opted members

⁷ A Scrutiny Board is a relevant Scrutiny Board where the Board's functions relate wholly or in part to any education functions which are the responsibility of the authority's executive

⁸ The Crime and Disorder (Overview and Scrutiny) Regulations 2009

⁹ Co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board.

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- ***Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources***
- ***Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)***
- ***Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.***

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Strategy and Resources	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunities (Cllr Rafique) 		<ul style="list-style-type: none"> Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment 	<ul style="list-style-type: none"> Chief Executive (1-2) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19)
Infrastructure and Investment	<ul style="list-style-type: none"> Regeneration, Transport and Planning (Cllr R Lewis) 	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	<ul style="list-style-type: none"> Director of City Development (a, d-w) Chief Planning Officer 	<ul style="list-style-type: none"> Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3, 7-8, 11) Chief Planning Officer (1-4)
Inclusive Growth, Culture and Sport	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Regeneration, Transport and Planning (Cllr R Lewis) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunity (Cllr Rafique) 		<ul style="list-style-type: none"> Director of City Development (b,c) 	<ul style="list-style-type: none"> Chief Executive (3) Director of City Development (4-6, 9-10) Director of Children and Families (2)

¹⁰ 14-16 skills development only

Article 6 - Scrutiny Boards

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Environment, Housing and Communities	<ul style="list-style-type: none"> Communities (Cllr Coupar) Environment and Sustainability (Cllr Yeadon) 	Responsible authorities (defined by S5 Crime and Disorder Act 1998)		<ul style="list-style-type: none"> Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1¹¹, 2)
Children and Families	<ul style="list-style-type: none"> Children and Families (Cllr Mulherin) 		<ul style="list-style-type: none"> Director of Children and Families 	<ul style="list-style-type: none"> Director of Children and Families (1, 2¹², 3)
Adults and Health	<ul style="list-style-type: none"> Health, Wellbeing and Adults (Cllr Charlwood) 	Relevant NHS bodies or health service providers including:- CCGs NHS Trusts Healthwatch Leeds	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Director of Adults and Health (1 - 8) Director of Public Health (1-6)

¹¹ Relating to provision of frontline services only

¹² Excluding 14-16 skills development

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

The Scrutiny Board (Infrastructure and Investment) is allocated special responsibility for flood risk management namely:-

- To review and scrutinise the exercise by risk management authorities¹³ of flood risk management functions¹⁴ which may affect the Leeds City Council area¹⁵.

2 – Crime and Disorder

The Scrutiny Board (Environment, Housing and Communities) is allocated special responsibility for crime and disorder namely:-

- To exercise the functions of a crime and disorder committee¹⁶, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹⁷ by responsible authorities¹⁸; and
 - b) To review or scrutinise any local crime or disorder matter¹⁹ raised by a Member.

3 – Health

The Scrutiny Board (Adults and Health) is allocated special responsibility for health namely:-

- to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
- to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider;
- to respond to consultation by any relevant NHS body or health service provider; and
- to nominate Members to any joint overview and scrutiny committee appointed by the authority.²⁰

¹³ As defined by Section 6 Flood and Water Management Act 2010

¹⁴ As defined by Section 4 Flood and Water Management Act 2010

¹⁵ In accordance with Section 9FH Local Government Act 2000

¹⁶ In accordance with Section 19 Police and Justice Act 2006

¹⁷ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁸ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁹ Any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment); or
- b) the misuse of drugs, alcohol and other substances in that area.

²⁰ such nominations to reflect the political balance of the Board.

Article 6 - Scrutiny Boards

Matters which fall within the terms of reference of the Scrutiny Board (Adult Social Services and Public Health) include:

- arrangements made by local NHS bodies to secure hospital and community health services to the inhabitants of the authority's area and the quality and safety of such services;
- the provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
- arrangements made by the authority for public health, health promotion, health improvement and for addressing health inequalities;
- the planning of health services by NHS bodies, including plans made in co-operation with local authority's Health and Wellbeing Board for improving both the health of the local population and the provision of health care to that population;
- any matter referred by Healthwatch Leeds; and
- the arrangements made by relevant NHS bodies and health service providers for consulting and involving patients and the public.

The Scrutiny Board may make recommendations to the authority, relevant NHS bodies, or relevant health service providers arising from the scrutiny process.

4– Residual Responsibility

The Scrutiny Board (Strategy and Resources) is allocated residual responsibility for any function not otherwise allocated to a Scrutiny Board.

Officer Delegation Scheme (Council Functions) relevant to the Children and Families Scrutiny Board

The Director of Children and Families is authorised¹ to discharge the following functions²³

1) Safeguarding, Specialist and Targeted Services

a) Preventative Services including:-

Taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families to:-

- i) Understand local need; and
- ii) Secure provision of services.

b) Safeguarding and Child Protection including:-

- i) Leading on multiagency arrangements to ensure that resources are coordinated and deployed in safeguarding vulnerable children;
- ii) Provision of safeguarding training to ensure that staff are equipped to recognise and address child abuse;
- iii) Acting as corporate parents for looked after children;
- iv) Provision of placements for looked after children; and
- v) Implementing planned transition for young people leaving care.

c) Assessment and Care Management including:-

- i) Assessment of children who may have social care needs; and
- ii) Co-ordination, management and review of care package to meet assessed needs.

d) Complex Needs including:-

- i) Provide and commission services to meet the need of children with complex needs.

e) Residential and Respite Care including:-

- i) Provision and commissioning of residential placements; and
- ii) Provision and commissioning of respite care.

f) Support For Carers including:-

- i) Provision or commissioning of training, advice and practical help for carers.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ In accordance with the resolution of the Executive Board 6 July 2005 the Director of Children and Families will also carry out relevant functions in relation to the Building Hope – Leeds/Sri Lanka Tsunami Appeal Charity

Officer Delegation Scheme (Council Functions) relevant to the Children and Families Scrutiny Board

g) Youth Offending Services including:-

- i) Provision of education for children in custody; and
- ii) Safeguarding arrangements for children in custody.

2) Learning, Skills and Universal Services

a) Early Years Provision including:-

- i) Provision of information, advice and assistance to parents and prospective parents;
- ii) Provision of children's centres;
- iii) Promotion of child care to ensure sufficient good quality child care to support working parents;
- iv) Promotion of high quality early years provision;
- v) Provision of free education for three and four year olds and all disadvantaged two year olds; and
- vi) Support to early years providers meeting requirements of Early Years Foundation Stage statutory framework.

b) Access to education including:-

- i) Promote a diverse supply of strong schools, including:-
 - Encouraging good schools to expand and,
 - Where there is a need for a new school, seeking proposals for an Academy or Free School
- ii) Ensure fair access to all schools for every child, including:-
 - Provision of appropriate information to parents; and
 - Compliance with the statutory School Admissions and School Admissions Appeal Codes;
- iii) Provision of suitable home to school transport arrangements; and
- iv) Make arrangements for children outside mainstream education or missing education.

c) Special Educational Needs including:-

- i) Provide and commission education services to meet the need of children with special educational needs; and

Officer Delegation Scheme (Council Functions) relevant to the Children and Families Scrutiny Board

- ii) Funding provision for children with statements of special educational needs.

d) Promotion of educational excellence including:-

- i) Support to maintained schools delivering national curriculum;
- ii) Development of robust school improvement strategies;
- iii) Support of school to school collaboration;
- iv) Improvement of poorly performing schools;
- v) Establishing a schools forum; and
- vi) Maintaining a scheme for financing maintained schools and related provision of information.

e) Development of active citizens including:-

- i) Promotion of access to educational and recreational leisure time activities for improvement of well-being and personal and social development of children; and
- ii) Promotion of children's participation in public decision making.

3) Child Poverty including:-

Establish local co-operation arrangements to reduce child poverty, including:-

- a) Preparation and publication of a local child poverty needs assessment; and
- b) Preparation of a local child poverty strategy.

Functions Delegated to the Director of Children and Families as Lead Officer of One Adoption Agency for West Yorkshire

The Director of Children and Families is authorised⁴ to discharge the following functions on behalf of the West Yorkshire Adoption Joint Committee ('WYAJC')

- 1) Adoption services including:-
 - a) Recruitment and approval of potential adopters;
 - b) Identification of potential matches between children and adopters⁵;
 - c) Provision of adoption panels; and
 - d) Provision of adoption support services⁶ to adopters, adoptees, birth families and relevant professionals.

⁴ Save where the Chair has directed or the Director considers that the matter should be referred to WYAJC for consideration.

⁵ One Adoption Agency for West Yorkshire shall identify potential matches and make recommendations to the relevant local authority for the matched child. The decision to match a child with an adoptive family remains a function of the Local Authority.

Officer Delegation Scheme (Council Functions) relevant to the Children and Families Scrutiny Board

The Director of Children and Families⁷

1. The Director of Children's Services ⁸ is authorised to discharge the following Local Choice Functions which have been assigned to full Council (see Part 3 Section 1 of the Constitution):

(a)	To make arrangements for appeals against exclusion of pupils from maintained Schools
(b)	To make arrangements for appeals regarding school admissions ⁹
(c)	To make arrangements for appeals by governing bodies ¹⁰

The Director of Children and Families¹¹ is authorised to discharge the following Council (non-executive) functions:

To license the employment of children	Part II of the Children and Young Persons Act 1933 bylaws made under that Part, and Part II of the Children and Young Persons Act 1963
---------------------------------------	--

⁶ Including maintenance of and access to adoption records

⁷ Appointed as Director of Children's Services under Section 18 Children Act 2004

⁸ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

⁹ s94 (1), (1A) and (4) School Standards and Framework Act 1998

¹⁰ s95 (2) School Standards and Framework Act 1998

¹¹ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 June 2017

Subject: Sources of work for the Scrutiny Board

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. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. The vision for Scrutiny recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place

- Sufficiently flexible to enable the consideration of urgent matters that may arise during the year
3. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

Recommendations

4. Members are requested to;
- Consider the information provided and advice presented at the meeting to define areas of focus for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

3.0 Main issues

Best Council Plan 2015 - 2020

- 3.1 A refresh of the Best Council Plan was agreed by Council 22 February 2017 to reflect the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is attached as Appendix 1.
- 3.2 Some of the key priorities defined in this plan are:
- The safe reduction in the number of looked after children
 - Higher school attendance
 - Educational attainment at age 16.

Strategic Partnership Board

- 3.3 As set out within its terms of reference, this Scrutiny Board may review or scrutinise the performance of the Children and Families Trust Board acting as 'critical friend'.

The Children and Young People Plan (CYPP) 2015 – 2019 from Good to Great (attached as Appendix 2), details the focus or 'obsessions' of the Children and Families Trust Board. It is a statement of intent and ambition to make a positive and significant difference to the lives children and young people in the City.

- 3.4 In determining items of scrutiny work this year, the Scrutiny Board is encouraged to explore how it can add value to the work of the Partnership in delivering on the city priorities, and the obsessions and outcomes detailed in the Children and Young Peoples Plan. The Executive Board Member for Children and Families and the Director of Children's Services have been invited to the meeting to highlight particular areas where further scrutiny could add value and improve services.

Other sources of Scrutiny work

- 3.5 The Scrutiny Boards' terms of reference are also determined by reference to Directors' delegations. As such, Scrutiny Boards have always challenged service directorates across the full range of council activities and the Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate.

- 3.6 The Board's performance monitoring and critical friend role can often lead to the identification of areas for more detailed scrutiny. Performance reports and The Leeds Safeguarding Children Board Annual Report will therefore be scheduled into the draft work programme for scrutiny consideration. The draft work programme is attached as appendix 3.
- 3.7 The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework. For this Scrutiny Board this means the Executive's initial budget proposals. Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals.
- 3.8 The Scrutiny Board (Children and Families) during 2015/16 has undertaken pre-decision Scrutiny into the developing transport options for Post 16 SEN young people. It is recommended that this work continues until a decision is made which determines a revised policy and/or revised implementation.
- 3.10 Scrutiny Boards have always sought to work in partnership with one another where appropriate, in particular in cross-cutting areas which span more than one Scrutiny Board's terms of reference. In setting the work programme for the coming year, the Board is encouraged to consider areas of work which may benefit from a partnership approach.
- 3.11 The Board should consider if a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently and if the matter raised is of sufficient significance and has the potential for Scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements. A list of previous scrutiny inquiries relating to Children's Services and wider partners is attached as Appendix 4.
- 3.12 The most recent Children's Services performance data is included in this agenda (Item 11) to provide the Board with a relevant summary of performance against the strategic priorities for the department. Also included (Item 10) is the Children's Services Budget outturn report for 2016/17 and update for 2017/18. This information should support the Board in identifying further potential sources of work.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ' to review how and to

what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council Policies and the Best Council Plan

4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

4.3.2 The following plans are relevant to the work of the Scrutiny Board (Children and Families Services):

- The Leeds Children and Young Peoples Plan 2015-2019 – Good to Great
- Best Council Plan 2015-20

4.4 Resources and Value for Money

4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.

4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors, Executive Board Members and Scrutiny Officer, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to;

- Consider the information provided and advice presented at the meeting to define areas of focus for Scrutiny for the forthcoming municipal year.
- Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny, to be reported to the next meeting of the Scrutiny Board under the work programme.

7.0 Background papers¹

7.1 None

¹ 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.



BEST COUNCIL PLAN 2017/18:

Tackling poverty and reducing inequalities





BEST CITY • BEST COUNCIL

Tackling poverty and reducing inequalities

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.

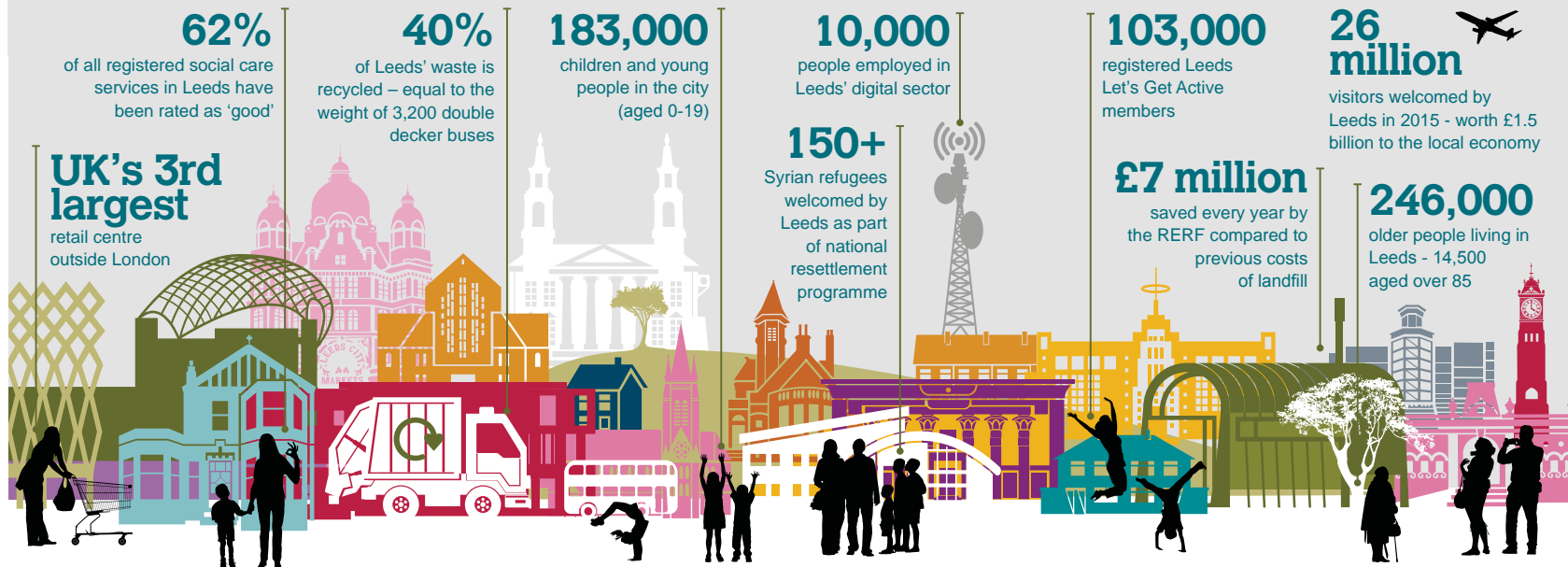
Leeds has recovered well from the recession and is experiencing strong economic growth with potential for even more. We are now the second most attractive 'core city' for inward investment, have the fastest rate of private sector jobs growth of any major UK city and Leeds has been recognised as the best city in the UK for quality of life. Major development projects are underway across the city with businesses investing, innovating and creating new jobs.

20% of the Leeds population – almost 155,000 people – is classified as being in 'absolute poverty' (2014/15) with a number of our residents in low-wage and insecure jobs. Health and education attainment inequalities persist with particular impacts on those most disadvantaged in society, many of whom live in areas deemed to be some of the most deprived in the country, and welfare changes could worsen the poverty gap.

This Best Council Plan update for 2017/18 therefore maintains our long-term strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate, that allows us to support the most vulnerable.

However, we know that the benefits of Leeds' economic growth are not reaching everyone.

Page 38



Building on the range of council and partnership strategies in place and in development, the update sets out seven interconnected priority areas of work that, taken together, will deliver better outcomes for everyone in Leeds:

- Good growth
- Transport and infrastructure
- Low carbon
- Resilient communities
- Health and wellbeing
- Better lives for people with care and support needs
- Child friendly city

The following pages briefly explain for each of these priority areas what the issues are and some of the things we and our partners across all sectors are doing in response, with a specific emphasis on those actions that contribute to tackling poverty and inequalities. This provides an introduction to some of the fantastic collaborative and innovative work that's underway in the city with more detail available in the referenced supporting documents, available on our website leeds.gov.uk.

The final section explains more about the council and how, as an organisation with our values at the core of how we work, we need to commission and deliver our services in ever more efficient and enterprising ways to balance the significant cuts in government funding with increased demands on all public services.

Despite the pressures, we remain ambitious as a council, a city and a region.

Through strong partnership working and ongoing engagement with communities and residents, we've achieved some real results on our journey to become the best city which you can read more about in our annual performance reports. This led to us winning the Municipal Journal's prestigious 'Local Authority of the Year' award in 2016 and puts us in a great position to make the most of future opportunities, be they through devolution, by influencing regional and national policy, or in new relationships with people and communities in the city. We firmly believe in the positive contribution that Leeds City Council can make, working with partners, providing leadership and bringing people and organisations together around ambitious, shared outcomes.

None of this is possible without our skilled and dedicated councillors and staff: the elected members who serve the city and everyone who works for the council, from enabling back-office functions, to direct front-line services, plays a vital role in delivering our Best Council Plan. We want to take this opportunity to thank you all for your efforts so far and the hard work that will be needed in 2017/18 and beyond.

Cllr Judith Blake
Leader of Leeds City Council

Tom Riordan
Chief Executive of Leeds City Council



AMBITIONS • Leeds... A Strong Economy and a Compassionate City • Leeds City Council... An Efficient and Enterprising Organisation

OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Do well at all levels of learning and have the skills they need for life
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move around a well-planned city easily
- Live with dignity and stay independent for as long as possible

LOW CARBON

Reducing emissions, tackling fuel poverty, delivering efficient and secure energy

GOOD GROWTH

Growing the economy, creating jobs, improving skills, promoting a vibrant city

HEALTH & WELLBEING

Supporting healthy lifestyles, improving mental health and wellbeing, integrating health and social care

RESILIENT COMMUNITIES

Building strong, cohesive communities, raising aspirations, reducing financial hardship

CHILD-FRIENDLY CITY

Keeping children safe, supporting families, raising aspirations and educational attainment

BETTER LIVES

Giving people with care and support needs the right care and support at the right time

TRANSPORT & INFRASTRUCTURE

Connecting people and places, improving air quality, meeting housing needs

2017/18 PRIORITIES

i What we and our partners are doing in 2017/18 to improve outcomes

BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan



Cutting carbon and improving air quality



World class events and a vibrant city centre that all can benefit from



More jobs, better jobs



Early intervention and reducing health inequalities



Strong communities benefiting from a strong city



Making Leeds the best place to grow old in



Housing growth and high standards in all sectors



Tackling domestic violence and abuse

OUR VALUES

Being open, honest and trusted • Treating people fairly • Spending money wisely • Working as a team for Leeds • Working with all communities



Underpinning what we do and how we work

TELLING THE STORY

i Some examples explaining how we tackle challenges in our Best Council Plan Priority areas

Good growth



415,000

jobs in Leeds – back to pre-recession levels



80,000

jobs in Leeds paying less than the Real Living Wage of £8.25 an hour (2016/16 rate) – many in part time roles, in insecure jobs, including zero hour contracts



6%

increase in average earnings in Leeds – the biggest increase anywhere in the UK

Health & wellbeing



17

council operated leisure and wellbeing centres attracting 3.5m annual visits



1/3

of all children and two thirds of adults in Leeds are either overweight or obese

348,000

visits to Let's Get Active sessions. We now have 103,000 registered Leeds Let's Get Active members

Resilient communities



2

wettest UK winters on record were both in this decade and extreme weather is becoming more frequent



4,712

flooding incidents reported across the metropolitan district of Leeds from Storm Eva



3,000

city centre flats and 500 businesses will have their flooding risk reduced by the £45m Leeds Flood Alleviation Scheme

Child friendly city



360

children entered care during 2015/16 – primary reason for this was due to neglect and abuse



11-17

year old age group has seen the highest increase for children who are looked after



694

carers registered at the end of March 2016 with a net gain of 26 mainstream carers

Better lives



246,000

older people living in Leeds – 14,500 aged over 85



13%

increase by 2020 of those most in need of care and support



£6.8m

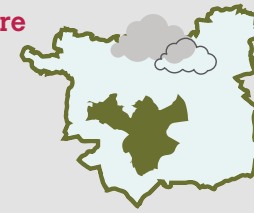
grants per year provided for 1,000 adaptations to private homes

Transport & infrastructure



£270m

public and private sector investment to be made available for transport in Leeds



Air pollution adds to existing inequalities: all but one current and proposed Air Quality Management Areas in Leeds are ranked among the city's 30% most deprived areas



8,169

people responded online in 2016 to develop a new Transport Strategy for Leeds helping tackle air quality issues

Low carbon



3.66m tonnes

of carbon dioxide emitted by Leeds (latest data 2014/15)

110,000

tonnes of this coming from the council



60%

Interim target for reduction in carbon emissions (CO2) by 2030 – aiming for 80% reduction by 2050



1,109 tonnes

of carbon saved in 2016 from solar panels fitted to council buildings and 1,000 council homes

Best Council : Efficient and Enterprising Organisation



£81.8m

savings needed by March 2018



17 to 4

reduction of city centre Council buildings by 2017/18



1,600

members of staff have gone through new ways of working – with a further 2,000 planned



GOOD GROWTH

Tackling poverty and reducing inequalities

Leeds has recovered well from the recession with new jobs being created, falling unemployment, rising wages and increased tourism and investment in the city. However economic productivity has not increased and there remains significant poverty in Leeds. The council is committed to "good growth": working with partners to ensure that supporting economic growth and tackling poverty are truly two sides of the same coin. By creating more and better jobs and by enhancing the ability of all our

people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

The challenges

Not everyone is benefiting equally from or contributing fully to the city's economic success

150,000
PEOPLE

(20% of the Leeds population) live in wards ranked amongst the **10%** most deprived nationally



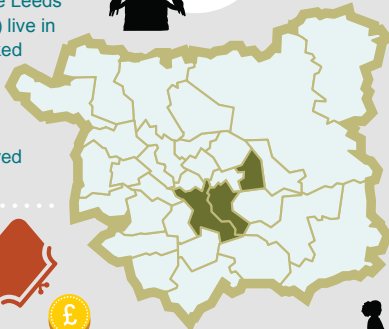
At **9.6%**
UNEMPLOYMENT

in Leeds remains above national average and this figure rises to more than

1 in 8
of all working age adults in the city receive an out-of-work benefit but in more deprived areas this figure rises to more than

20%
in some areas, such as Seacroft, Hunslet and Richmond Hill

1 in 5
BENEFIT



During 2014/15 in-work poverty was estimated to affect **15,000** HOUSEHOLDS in Leeds

67%
of the 26,400 Leeds children classed as living **'IN POVERTY'** are estimated to be from working families (2014/15)

The North underperforms the rest of the UK by **25%** based on economic output per head – this means that we are working harder to produce the same amount of goods and services, the result of which creates a stagnation of wages and living standards



Source: Northern Powerhouse Independent Economic Review 2016

Low pay is a significant problem: over 80,000 jobs in Leeds – many of them part-time – pay less than the Real Living Wage of £8.25 an hour (2015/16 rate)

CONTRACT
0 HOURS

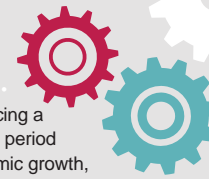
9,500
WORKERS
are on zero hour contracts



Key strategies and related documents:

- Leeds Growth Strategy 2017-20 (in development – due for publication summer 2017)
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Culture Strategy (in development – due for publication spring 2017)

What we're doing



The council is currently producing a Leeds Growth Strategy for the period 2017-20. It will support economic growth, identifying sectors and locations for growth, alongside regeneration, housing, skills, transport and infrastructure opportunities. Key themes include: tackling unemployment and low pay; regenerating neighbourhoods and centres by creating quality places and spaces (see p.18); supporting businesses to grow and invest; and supporting and harnessing innovation. This forms part of an integrated approach around providing more joined-up services and support to vulnerable customers and communities.

We must equip people with the skills, resilience and ability to adapt to changes in technology and the labour market, and to take advantage of new opportunities.

We are providing leadership and coordination to develop the education and skills system to support economic growth, and to enable people to fulfill their economic potential.

This involves putting employers at the centre of the skills system, working with schools, colleges, universities and training and careers and employment advice providers: for example we are delivering the Leeds Digital Skills Action Plan. The Manufacturing University Technical College, recently opened in the South Bank, will help address skills shortages in the manufacturing sector. There is scope for similar initiatives in the Digital and Creative Industries sector.

Through our cross-cutting 'breakthrough project' *More Jobs, Better Jobs* and in partnership with the Joseph Rowntree Foundation, we are encouraging in-work progression, good practice on issues such as zero-hours contracts, flexible working, and tackling low pay. The council, alongside a number of other major employers in the city, is taking a lead by paying a 'Real Living Wage' (2015/16 rate) at the level accredited by the Living Wage Foundation, higher than government's national minimum wage. By engaging with developers and strengthening planning obligations, we are ensuring that local people are given the opportunity to get work and training on major schemes, such as constructing the first direct arena and Victoria Gate.

An important factor in the economic competitiveness of cities is the proportion of graduates in the workforce and so our Growth Strategy will aim to develop, attract and retain graduates with the skills to help grow the economy. Universities have a role to play, but innovation by firms and entrepreneurs is also required and so we will continue to support the creation of new businesses and the growth of small businesses. Our work to develop an Innovation District in the city centre, centred around the university campuses,

Leeds General Infirmary and the council's Civic Quarter, has the potential to bring together some of our most creative and innovative institutions, businesses and people.

In partnership with the Leeds City Region Enterprise Partnership (LEP), businesses, universities and the Chamber of Commerce, the council supports business growth through the Leeds City Region Growth Hub; the Ad:venture enterprise programme; the Leeds City Region Business Growth Programme and a Digital Business Support project. Working closely with the Invest Leeds City Region team we will build on our strong inward investment performance and strengthen our Key Account Management system for managing our relationships with the private sector.

Leeds' proposal for European Capital of Culture 2023 highlights our ambition and the bid later in 2017 will seek to involve and to be owned by the whole city. This forms part of our ongoing engagement that began in 2016 to develop a Leeds Culture Strategy and underpins our cross-cutting 'breakthrough project' *World-class events and a vibrant city centre*. This will involve removing traffic and becoming more pedestrian-friendly, providing low cost events to encourage community participation and creating an improved public realm.

The Leeds Growth Strategy will complement work in the city region, including the LEP's Strategic Economic Plan 2016-36 – a plan which aims to unlock the region's vast economic potential by enabling business and enterprise to thrive – and the work of the Northern Powerhouse initiative, whose next phase will broaden its focus from transport to also encompass employment and skills, trade and investment, innovation and enterprise, and housing.

At a national level, Leeds is helping to shape the policy agenda around the concept of inclusive growth by contributing to the RSA's Inclusive Growth Commission

– an independent inquiry looking to identify practical ways to make local economies across the UK more inclusive and prosperous by enabling the widest range of people to participate fully in, and benefit from, the growth of their local area. In response to Brexit we have set out a five point plan for the city to: maintain momentum on major development and infrastructure schemes and economic projects; support businesses and institutions such as the universities and NHS; create a more tolerant and united city; secure devolution; and provide and promote a confident, outward looking image of Leeds as an international city.

For Leeds and the wider Leeds City Region, securing greater devolution powers will enhance our ability to support economic growth and tackle deprivation.



HEALTH & WELLBEING

Tackling poverty and reducing inequalities

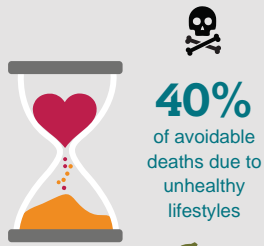
The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce avoidable deaths, reduce avoidable illness and increase health and wellbeing. Through this work

we will improve public knowledge about healthy living and encourage families to be active and take control of their own health and wellbeing. Improving health and wellbeing across Leeds needs to be everyone's business so we must work with people on what matters to them and at the same time reimagine the way services and communities intervene and work together.

The challenges

There are significant health and wellbeing inequalities across Leeds, with a gap in life expectancy between the most and least deprived areas of the city of

10.8 yrs



Page 42

People living in deprived areas typically have more years of long-term ill health, higher levels of poor mental health and wellbeing, and mental illness

33% of 5 year-olds in Leeds have dental decay and nearly half of 12 year olds



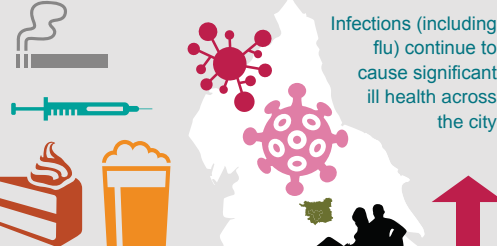
Across Leeds around one in five children say they often feel stressed or anxious

50% of all children in Leeds are not achieving the levels of physical activity needed to benefit their health – 1 in 3 are classed as obese

What we're doing

Health and care services in Leeds are entering a period of change, improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system. To take this forwards, the Leeds Health & Care Plan (LHCP) is being developed by NHS partners and the council with four themes: Prevention; Self-Management and Proactive Care; Optimising the use

of secondary Care Resources and Facilities; Urgent Care / Rapid Response in times of Crisis. Many changes will be led by NHS organisations, such as developing an accountable care system to provide integrated care around people and communities needs and the Mental Health Framework 2014-17. Other changes will see the council play a leading role, working with partners through our cross-cutting 'breakthrough project', *Early Intervention and Reducing Health Inequalities*.



Infections (including flu) continue to cause significant ill health across the city

There are higher levels of sexually transmitted infections in Leeds compared to the rest of the country, particularly affecting **15-24 YEAR OLDS**

For those that need care, this is often organised around single illnesses: the challenge is, instead, to look at all of an individual's needs along with their social and economic conditions

We are re-tendering the Leeds Integrated Healthy Living System (LIHLS) and Locality Community Health Development and Improvement (LCHDI) contracts. From October 2017 the new services will: deliver support to people engaging in multiple unhealthy lifestyles; respond to barriers including those broader factors influencing health; and support people to change behaviour.

We will review the NHS Healthcheck programme to ensure it is focused on and accessible to those most at need and will re-commission services that increase the uptake of cancer screening programmes with targeted communities.

We will continue to implement our Mental Health Leeds programme to improve mental health and wellbeing, working with communities with the greatest need across the city.

We will deliver an updated Leeds Suicide Prevention Plan 2017-20

– based on the recommendations of the Leeds Suicide Audit carried out in 2016. The audit is considered to be the 'gold standard' of best practice and is recommended by Public Health England as a model for other areas to learn from. We are investing in a long-term vision to secure a network of high quality, affordable, accessible and financially sustainable leisure and wellbeing centres to support the health and wellbeing of those in most need, providing access to places where people can be active and accrue the benefits of cardiac fitness. We are also developing a Physical Activity action plan and seeking external funding. A project group has been set up that includes external partners alongside our own Sports and Active Lifestyles, Active Schools, Planning, Highways and Transport (Active Travel), Parks and Countryside, Older People, and Public Health experts. Linked to this, we are leading the development of a Food Charter with a range of partners to set a clear vision for food and nutrition in the city.

We will continue to implement the Leeds Child Healthy Weight Plan with actions for 2017/18 including: increasing the availability for HENRY (Health Exercise and Nutrition in the Really Young) Group and one-to-one support for parents in the early years; HAPPY – a new intervention to tackle maternal obesity; and the Healthy Start in Childcare initiative. Helping to give every child the best start in life, we will progress the Leeds Infant Feeding Plan, 'Food for Life' by further embedding the council's Breast Feeding policy and expanding the Breast Feeding Peer Support Programme. We will also seek to achieve Unicef UK Baby Friendly re-accreditation of the Leeds Health Visiting Service and work with Children's Centres to gain Stage 1 accreditation. Accreditation is based on a set of standards for maternity health visiting, neonatal and children's centres services (see p.14).

We are developing a healthy ageing programme as part of the cross-cutting 'breakthrough project' *Making Leeds the best city to grow old in* with a focus on physical activity, malnutrition, and falls prevention.

We are working with the Leeds CCGs as a pilot for the National Diabetes Prevention Programme that, by 2019/20, will support more than 2,800 people who have been identified to be at risk of developing diabetes.

Having developed a local pandemic influenza plan, we will establish an outbreak control plan to ensure Leeds is prepared, resilient and responsive to emergency incidents and outbreaks. We are also leading on programmes to tackle antimicrobial resistance across Leeds.

We are leading public health programmes to reduce the impact for vulnerable people of extreme temperatures and to reduce the health impacts of poor air quality (see p20).

We are developing community-based syphilis testing within most at risk populations via Yorkshire Mesmac and the Integrated Sexual Health Service and leading on Phase 2 of the Elton John AIDS Foundation funded pilot which offers new patients screening for HIV, Hepatitis B and Hepatitis C within targeted GP practices.

Much will depend on changing the relationship between the public, workforce and services, so –

we work 'with' and not 'do to'

– and ensuring the system is financially sustainable in the face of rising cost pressures across health and social care. We need to encourage greater resilience in communities so that more people are supported to do more themselves, to improve and maintain their health and also reduce the demands on public services.

Key strategies and related documents:

- Leeds Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Child Healthy Weight Plan 2016-21
- Director of Public Health Annual Reports
- Leeds Maternity Strategy 2015-20
- Leeds Drug & Alcohol Strategy and Action Plan 2016-18
- Tobacco Action Plan (available later 2017)
- Leeds Suicide Prevention Plan 2017-20 (available later 2017)
- Leeds Strategy for Sport and Active Lifestyles 2013-18
- Making Leeds the Best City to Grow Old in Annual Report (Executive Board February 2017)





RESILIENT COMMUNITIES

Tackling poverty and reducing inequalities

Leeds is one of the fastest growing cities in the UK with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this rich diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel like they are part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community

conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.

collective impact. Community Committees have improved the quality of the dialogue with communities significantly by focusing on what is important to local people and they will continue to play a key role in engaging with residents on local service priorities.

We will add to our network of Community Hubs across the city, increasing these to 18 in 2017/18 from the current 10.

The hubs offer a range of integrated council services, including job searching help and advice, and provide a venue for pop-up surgeries from organisations such as the national careers service, Money Buddies and the Leeds City Credit Union (LCCU). The council's partnership with the LCCU continues to strengthen, reducing the reliance on high cost lenders for its 31,000 Leeds members through the use of lower interest web-based payday loans, an expanded 'Your Loan Shop' service offering affordable loans directly on the high street, and development of a rent-to-buy alternative offering household goods at affordable rates. In response to research commissioned by the council and carried out by Leeds Beckett University into gambling related harm in Leeds, the council is working with local and national partners to develop an action plan to support those at risk.

joint working opportunities to address racism and religious intolerance impacting upon young people in the city. We will ensure that the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism. The statutory Prevent Duty is based on the principle that all staff have a responsibility to recognise and address safeguarding issues. Pledges are being developed to help embed this approach across the council.

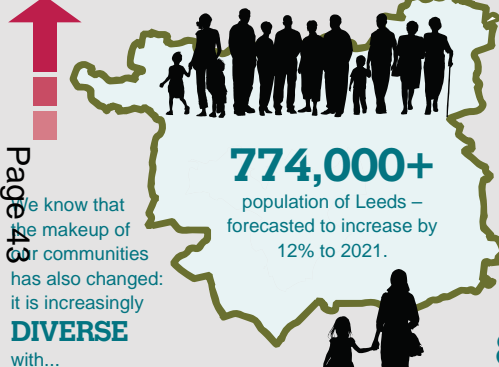
Leeds has a long-held commitment to support asylum seekers and refugees.

Over the next two years the city will welcome a further 75 Syrian refugees through the national resettlement programme. Leeds has also been at the forefront of welcoming unaccompanied asylum seeking children: we currently support around 50 (March 2017) and the number is growing. They are supported in the same way as looked-after children but changes are anticipated under the Immigration Act in how we can support them when they reach 18. Work is underway to more fully understand, and influence, the implications of the Act with further government guidance expected in June 2017. Leeds is a place that also supports economic migrants. A strategic city-wide approach to migration is being led through the Leeds Strategic Migration Board, aimed at improving understanding on all sides and bringing services together to meet the needs of all migrants and help them fully participate in the city.

We are addressing inequalities in safety across the city with a particular focus on supporting vulnerable people. Safer Schools Officers will respond to risks, threats and harms in areas of most need and develop complementary and timely responses for children and young people entering police custody. This will reduce the overall number of arrests and increase voluntary attendance in a safe and secure environment. As part of our cross-cutting 'breakthrough project' *Tackling domestic violence and abuse*, in 2017 we will extend the Armley Domestic Violence Case Conference pilot to other localities. This will see professionals from a range of organisations consider what response and support can be offered to victims of repeat incidents. We will also extend the Routine Enquiry pilot, in which GP practices ask women if they are experiencing domestic abuse.

The challenges

Between 2005 and 2015, the population of Leeds grew by **5.3%**



86,000 more than half arrived in the last 10 years and nearly one third were aged 15 or younger
Leeds residents born outside the UK

While the numbers of asylum seekers and refugees in Leeds are relatively low, **RACE HATE** and destitution can affect these people's lives

Hola
Cześć
नमस्ते
170 different languages spoken in the city
今日は
Привет



What we're doing

Working with communities themselves and with partners, particularly in the third sector, we are helping communities become more enterprising and resilient through citizen-led approaches, supporting people to grow more financially resilient and carrying out a range of community safety actions through the Safer Leeds partnership. Much of this is being delivered via the council's cross-cutting 'breakthrough project', *Strong communities benefitting from a strong city*.

In 2017/18 we are rolling out a new multi-agency approach in the city's priority neighbourhood improvement areas. Regeneration investment will be based on an assessment of needs, bringing together elected members, local communities and partners to set out a clear, ambitious but realistic vision of how areas can develop and change. This new approach promotes local decision-making and cultural change with staff across the council's directorates working differently in our neighbourhoods, maximising our

With our third sector partners we will refresh our approach to community cohesion and developing community leadership, linked to the National Counter Extremism strategy and recommendations in the Casey Review published in Dec 2016. Through our cross-cutting 'breakthrough project', *World class events and a vibrant city centre that everyone can benefit from*, the council will continue to support community festivals and events that bring people together, such as Leeds Pride, the Leeds West Indian Carnival, Beeston Festival, Morley Arts and Garforth Festival, and many other community level activities, festivals and events.

We are establishing new signposting and reporting centres within community-based organisations and places of worship to connect with hate crime victims. We will identify

Key strategies and related documents:

- Safer Leeds Plan (updated annually; 2017/18 update available shortly)
- Leeds City Council Equality Improvement Priorities 2016-20
- Citizens@Leeds – Supporting communities and tackling poverty update (Executive Board September 2016)





CHILD FRIENDLY CITY

Tackling poverty and reducing inequalities

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by

continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe and working collectively to ensure that families get the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible.

The challenges

26,400
under 16s
across the city
estimated to be
**LIVING IN
POVERTY...**

That is
18.1%
compared to
an average of
14.7%
in England...
(2014/15 figures)

...With a growing child population, and that growth being greatest in the poorer and more diverse part of the city, this figure is set to rise



Research tells us that education is the key to building resilient adults and improving adult outcomes

However, regionally the educational progress and achievement of children and young people who could be classed as disadvantaged or vulnerable learners is below national

Yorkshire and Humber is the **2nd LOWEST** English region for GCSE attainment for children on free school meals (2015)

Poor attainment at school has a stark impact on adult outcomes, including

employability, earning potential, long-term health in later life and life expectancy

We need to build the equivalent of **8 NEW HIGH SCHOOLS** by 2023 to manage projected demand for school places

We will consult and continue to work with our partners to ensure that together we focus on supporting all children and young people to reach their potential.

Our collaborative approach is framed around 24 clusters: local multi-agency partnerships centred on schools and children's centres at the heart of communities. They include the children's social work service, governors, police, youth provision, the Youth Offending Service, housing services, third sector, health and local elected members. In 2017/18 we will strengthen these arrangements through the introduction of Restorative Early Support Teams (REST) to provide a local, co-ordinated response to children and families who require intensive support. Initially these will be based in eight high-need clusters before expanding further.

In early 2017 the Department for Education confirmed we had been successful in our bid for innovation funding. We will be awarded £9.6m over the next three years to support and accelerate our existing, successful strategy for child welfare in Leeds, building on our current 'good' Ofsted rating for safeguarding. The money will be used for three key areas: establishing the new RESTs; a restorative adolescent service, offering support and information about emotional wellbeing and mental health issues; and helping us share expertise with other local authorities as a 'Centre of Excellence' and DfE national 'partner in practice'.

We will continue to deliver the activity set out in our Children and Young People's Plan (CYPP) which is based around:

three 'obsessions' – to reduce the need for children to enter care; improve school attendance; and reduce the number of young people classed as 'NEET' (not in education, employment or training).

Complementing the CYPP is the Leeds Best Start Plan which describes a long-term broad preventative programme from conception to age 2 years aimed at ensuring a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child.

In 2017/18, through the Leeds Best Start Plan, we will introduce the Baby Buddy app, a comprehensive resource for parents of under 2s; carry out Happy Baby intergenerational work which aims to raise awareness to older people about how we raise happy, healthy children; and implement the recent Health Needs Assessment of Maternal and Child Nutrition, supporting our Health and Wellbeing Best Council Plan priority (see p.10 📍).

Our growing child population is currently moving through the primary phase and so planning for additional secondary places is underway, helping us meet our statutory duty to ensure every child in Leeds has a school place. Between 2016 and 2023 the equivalent of 8 new high schools – over 1,400 additional year 7 places – will need to be created to manage projected demand.

Our social, emotional and mental health (SEMH) strategy has been developed in partnership with the NHS and we are the only local authority to have developed a joint strategy in this way.

A range of specialist learning provision, underpinned by a **£45m investment** will be operational by September 2018, ensuring world-class provision, when needed, for pupils with SEMH needs.

Leeds was subject to an Ofsted and CQC (Care Quality Commission) 'local area SEND inspection' in December 2016, assessing our arrangements for children with special educational needs and disabilities. The outcomes letter was published on the Ofsted and CQC websites in February 2017. It highlights areas of strength and for further development which correlate well with our own Scrutiny inspection findings. We are now creating a post-inspection action plan that will build on our strengths and address areas where further improvements can be made.

While the number of children in Leeds who are looked after by the state is at its lowest for more than 10 years, more work is needed to safely reduce this number further and to reduce the need for expensive, external placement providers. The Yorkshire and Humber regional adoption agency successfully submitted a bid to the government to set up a regional approach to adoption, with three sub-regional adoption agencies. Leeds City Council is acting as the lead agency for the west sub-region. The new agency will ensure that more children and young people are able to experience a safe and secure family life. These arrangements will also help respond to the financial pressures.

What we're doing

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing. Some young people are statistically more likely to have relatively poor outcomes: for example, those with learning difficulties and disabilities; those from some ethnic minority backgrounds; those with English as an additional language; poor school

attenders; and those involved in the social care system, as well as those living in more deprived backgrounds. Therefore, the next focus of our child-friendly city activity is a collective approach to ensure that children and young people are engaged in learning and achieving; improving outcomes for children from disadvantaged backgrounds through the three 'As': their 'attendance' at school; their ability to 'achieve' well socially; and their academic 'attainment'.



Key strategies and related documents:

- Leeds Children and Young People's Plan 2015-19
- Leeds Best Start Plan 2015-19
- Future in Mind: Leeds 2016-20 (A strategy to improve the social, emotional, mental health and wellbeing of children and young people aged 0-25 years)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Joint Health and Wellbeing Strategy 2016-21



BETTER LIVES FOR PEOPLE WITH CARE AND SUPPORT NEEDS

Tackling poverty and reducing inequalities

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure people with care needs are

given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable this for as long as possible.

The challenges



We face the twin challenges of huge financial pressures and a growing and ageing population with more complex long-term health conditions, requiring greater and more intense levels of support

Page 45

Over the next 20 years the **65-85 AGE GROUP** is projected to increase by **1/3**



Residents aged 85 and over expected to double over the same period



10% of all road traffic accident casualties in Leeds are aged over 60

70,000 pensioner households in Leeds – over half are older people living alone
Source: 2011 census

15% older people described as lonely or socially isolated

Leeds' adult population with dementia is predicted to rise between 2014 and 2030 by

50% from just over 8,000 to 12,000



3,000 PEOPLE increase over the last 4 years in the city's learning disabilities population: it now stands at more than

This growth is particularly focussed amongst younger people with the most profound needs for care

Trends suggest the working age population supported by the council with moderate or severe learning disabilities will increase by around **7.5%** between 2014 and 2020

Additionally there are rising public expectations about the opportunities and quality of life of people who use care and support services – this has led to a national drive to improve the quality and level of people's

CHOICE AND CONTROL

of their social care and support services and an increasing focus on the integration of health and social care services

What we're doing



We are facing these challenges together as a city, working collaboratively to transform how we support people's health and social care needs, while continuing the council's commitment to prioritise resources for the most vulnerable.

Our strategy is to work together with people with care and support needs and their families to find outcomes that draw on their strengths and assets to help them stay well and independent for as long as possible.

It promotes the opportunity for individuals to be co-producers of services and support rather than solely consumers of those services, thereby restoring their dignity as equal and independent citizens of Leeds.

Key elements of the strategy include: helping people with care and support needs to make the changes to live the way they want to; improving short-term help for older people leaving hospital; increasing the range of high quality care and support services; bringing communities together to support those who are isolated or with care and support needs; improving the help available to friends and family supporting people with social care needs; ensuring people with care and support needs are safe; helping people with physical or mental health conditions to learn/re-learn skills for independent living. The strategy can be broken down into three areas:

better connections,
better living and
better conversations

Better Lives through Better Connections

We are working with communities and partners to improve local support for people with care and support needs and continue to use citizen-driven technology to reduce isolation and promote independence. We are linking with the universities to promote social care research and innovation and with the private sector to support corporate social responsibility.

In 2017 this will include:

- Building on local partnerships with third sector providers;
- Developing integrated Health & Social Care approaches to commissioning services for people with long-term conditions and care and support needs; and
- Delivering asset-based community development approaches which will build capacity within communities to offer support to people with care and support needs.

Better Lives through Better Living

We are continuing our work to improve the access of people with care and support needs to a range of housing options and enabling more people to purchase their social care directly, either individually or collectively with others in a similar situation. We are also further developing our services targeted towards helping people to recover their independence following an accident or illness and will up our game on supporting and sustaining the quality of services which support people to remain at home safely. During 2017:

- Leeds will reduce the number of working age adults in residential care by further developing community housing and support alternatives, including Extra Care Housing options;
- Continue to provide specialist residential dementia care and incentivise providers to increase the amount of specialist nursing care available in Leeds; and
- Through the emerging Transport Strategy, develop a range of affordable and accessible transport to make getting into and around the city easier.

More broadly the council is working in partnership through its cross-cutting 'breakthrough project', *Making Leeds the best place to grow old in*. The project is considering: transport and housing for older people; how to ensure they feel, and are, safe; and involving older people in education, culture, employment, training and volunteering.

Better Lives through Better Conversations

During 2017 Leeds will implement a major programme of revision to its business process to introduce strengths-based social work processes across the city and simplify access to care and support through direct payments and individual service funds. We want people to have new and different conversations about a person's social care and support needs. These will focus on an individual's aspiration, independence and capacity; early intervention; swift responses in a crisis; and continued investment in effective, local community services that can be directly accessed by citizens.

Key strategies and related documents:



- Leeds Better Lives Strategy (*updated version in development – available summer 2017*)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Local Account 2016/17
- Leeds Joint Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Housing Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016) – *final Strategy due for publication end 2017*
- Leeds Affordable Warmth Strategy 2017-30



TRANSPORT & INFRASTRUCTURE

Tackling poverty and reducing inequalities

Leeds is a growing city. We have a population of more than 774,000 that is forecast to rise further as the city expands and the economy strengthens. A strategic, integrated approach to planning, funding and delivering improved infrastructure for Leeds will help us support this growth. Improving connectivity will bring new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. In line with being a compassionate city, we need to do this in

a way that ensures Leeds is liveable and healthy, as well as prosperous. We need: a transport system that's fit for the 21st century, connecting people and places and helping us improve air quality; a digitally connected and enabled city and infrastructure that can cope with extreme weather and unexpected events; and enough quality, affordable and accessible homes that cater for our growing population, protect the quality of the environment and respect community identity.

The challenges

The current level of investment in infrastructure in the North is not enough

Source: IPPR

£247

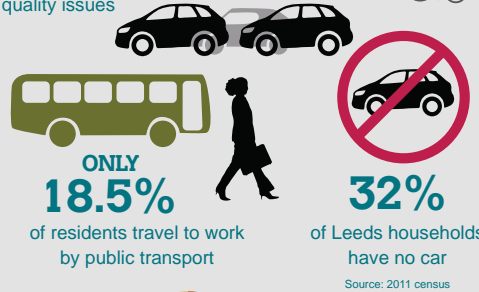
spend per person in
YORKSHIRE & HUMBERSIDE

£1,870

spend per person in
LONDON

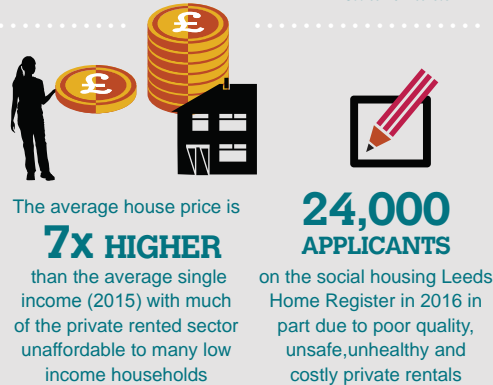


Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues



Leeds is the busiest station in the North with
37 million PASSENGERS

Our transport system has major problems in reliability, accessibility and above-inflation price rises



What we're doing

Connecting with partners across the city and the region, we have a unique opportunity to invest in new transport initiatives to support growth in the city, using £173m government funding originally earmarked for the New Generation Transport (NGT) trolleybus system. With local and private sector

contributions the total investment package is worth around £270m. Later in 2017 we will publish a Leeds Transport Strategy, guided by an independent advisory panel and taking into account feedback from the 8,000 people who put their views forward during the 2016 'Transport Conversation'.

Shorter-term proposals include transforming the bus network with a more frequent service, more bus stops with real time information and new, cleaner vehicles that provide free wi-fi and contactless payments; developing high quality transport hubs across the district for key economic hubs such as Leeds Bradford Airport, Thorpe Park and White Rose, connecting people to jobs; and 2,000 additional park and ride spaces to reduce congestion.

As the largest city in Western Europe without a modern mass transit network, our longer-term ambition remains to have a transport system that can move large numbers of people through the city and city region

– be that tram, light rail or tram-train and an expanded Leeds Station to connect HS2, Northern Powerhouse Rail and local and regional services. Both short-term and longer-term measures contribute to our low carbon, better air quality aims.

HS2 is providing Leeds with an opportunity to re-imagine the city centre, accelerating delivery of what is already one of Europe's largest regeneration projects: Leeds South Bank. The waterfront will be completely redeveloped with 4,000 new homes built and 35,000 jobs created. We are constructing the innovative Leeds Flood Alleviation Scheme phase one, which will increase flood protection to the city centre and Hunslet, and developing proposals and the case for phase 2 to raise this level of flood protection, and to protect Kirkstall. We are also identifying flood protection measures on the River Wharfe.

Leeds is making significant advances in its digital infrastructure: the city is the home of the only operational (mutual, not for profit) internet exchange in the north of England; over 1,350 digital companies are based in Leeds and we have the highest number of scale-up digital companies outside the South East; we are a world leader in big data, home to the Open Data Institute and Data Mill North. Going forwards, we will build on these strengths, continuing our 'Smart Cities' work: seeking opportunities to use technology to help people and communities become more self-sufficient; expanding the use of open data; growing people's digital skills and their access to the internet to enable them to be better connected and informed. A significant priority over the next five years is to deliver the 'Health and Care Leeds Digital Roadmap': more integrated IT platforms and better information sharing between health and care organisations across the city, enabling more joined-up care.

The Leeds Housing Strategy 2016-21 sets out our ambitions for effectively meeting housing need to make Leeds the best place to live. We continue to work to deliver six priorities: affordable housing growth; improving housing quality; promoting independent living; creating sustainable communities; improving health through housing and meeting

the needs of older residents. Our *Housing growth and high standards in all sectors* 'breakthrough project' aims to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

With developers and housing associations we are identifying opportunities to build new homes – including affordable homes – and convert empty homes back into use to meet a target of 70,000 new homes in Leeds by 2028.

We're underway with the largest programme of council housing development for decades, delivering 1,000 new council homes

between 2015 and 2018, incorporating specialist Extra Care housing schemes. These will be built to the new Leeds Standard: better urban design, meeting space standards and using sustainable construction. Through a mixture of self-regulation and enforcement we're encouraging landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives are also providing employment opportunities in construction and increasing the energy-efficiency of homes (see p.20)

We are reducing homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We are continuing to carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register is making it easier for disabled applicants and housing officers to match properties to people's needs.

Key strategies & related documents:

- Leeds Core Strategy 2014-28
- Leeds Site Allocations Plan 2012-28
- Leeds Housing Strategy 2016-21
- Leeds Growth Strategy 2017-20 (*in development – due for publication summer 2017*)
- Leeds Interim Transport Strategy (December 2016) – *final Strategy due for publication end 2017*
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Local Flood Risk Management Strategy (2014)
- West Yorkshire Low Emissions Strategy 2016-21
- West Yorkshire Local Transport Plan 2011-26
- West Yorkshire Combined Authority Transport Strategy (*in development*)



LOW CARBON

Tackling poverty and reducing inequalities

We want Leeds to be a healthy and green city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits through cleaner air and more affordable warmth. Technology will make homes and businesses more energy efficient, deliver more

sustainable transport, help us reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena. From the Best Council Plan perspective of reducing inequalities, lowering carbon plays a significant role in reducing fuel poverty.

The challenges



11.9% of Leeds households live in fuel poverty, meaning their energy costs are high relative to their incomes

This is above the **10.6%** English average

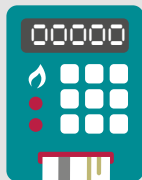
Source: Dept for Energy and Climate Change 2014

Page 47



Fuel poverty disproportionately affects vulnerable people: houses are colder than they should be which is particularly damaging to the health of children, older people and those with underlying health conditions, affecting their quality of life and leading to additional pressures on health and social care services

High energy costs put extra strain on households on low or fixed incomes, many of whom are prepayment (or 'pay-as-you-go') energy customers whose tariffs can be some of the most expensive on the market



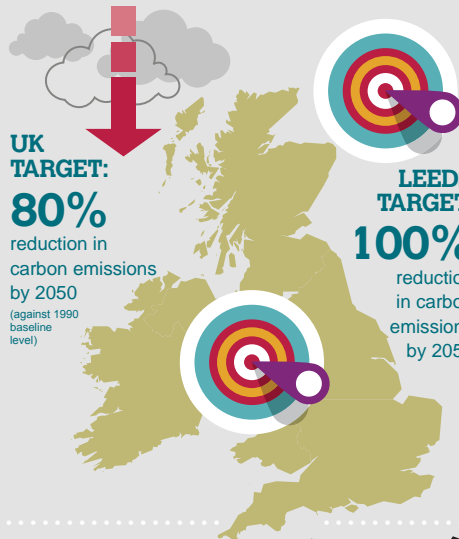
51% increase in real term domestic energy bills 2005-2013

Children's social and educational attainment can suffer as they have nowhere to comfortably do homework or entertain friends



700 people in Leeds will die this year from illnesses related to air pollution...

...with an overall cost to the local economy of **£480m**



UK TARGET: **80%** reduction in carbon emissions by 2050 (against 1990 baseline level)

LEEDS TARGET: **100%** reduction in carbon emissions by 2050



70,000 solid-walled homes in Leeds – insulation could save £0.5bn in energy costs



950,000 tonnes of commercial and industrial waste produced each year

Source: based on most recent assessment for Leeds as set out in the Natural Waste and Resources Development Plan Document

What we're doing



We are working in partnership to tackle fuel poverty through our cross-cutting 'breakthrough project', *Cutting carbon and improving air quality*. A number of schemes are in place with more planned to widen access to low cost energy, improve domestic energy efficiency, provide energy advice, enable residents to benefit from renewable energy and provide additional targeted support to households at risk of falling into fuel poverty.

2017 will see us aiming to secure funding to begin construction of the first phase of a citywide district heating network

to pipe lower cost and lower carbon heat to businesses and residents in urban areas. Longer-term, we have a vision to create an interlinked series of district heating networks covering much of the city and so have begun detailed heat mapping to identify opportunities. We are working closely with businesses, developers and public sector partners to secure their interest. Solar panels installed on a number of council buildings and 1,000 council homes between 2012 and 2015, have saved around 1,200 tonnes of carbon dioxide per year. Tenants will see a significant reduction in their fuel bills. However, with drastic cuts in 2016 to government's 'Feed in Tariff Scheme' (where you can apply to get payments from your energy supplier if you generate your own electricity), solar schemes are currently not financially viable. Working with local universities, we are investigating how new technologies, such as greater use of energy storage, can be used to help make the business case work for more solar schemes.

Subject to investment, over the next two years we will work with public health, local clinical commissioning groups and Leeds Community Healthcare through the 'Warm Well Homes' initiative to identify residents suffering from cold-related illness (e.g. cardio-vascular, respiratory and mental illness), assess their homes and carry out heating and energy efficiency improvements. The scheme will enable people to live safely in their own homes without their health conditions being made worse by living in cold conditions.

Following two years of community engagement, advice and enforcement work in Holbeck – one of the most deprived areas in Leeds with many empty homes and private rentals – in 2017 we will carry out a range of energy efficiency work, including attic room and solid wall insulation. We are working with government to seek to make external wall insulation a national infrastructure priority. If all 70,000 solid-walled homes in Leeds were insulated, over £0.5bn could be saved and carbon cut by almost 4%. In those properties already insulated, people have seen on average a 34% reduction in their energy usage.

In September 2016, White Rose Energy was launched

– a partnership between the council and Robin Hood Energy, a not-for-profit energy company. Its aim is to provide low cost energy to all households with pricing that is fair and transparent, helping people to stay warm and comfortable in their own homes without paying over the odds. In 2017, the ambition is to acquire and retain 10,000 new customers from across the region.

The council is working with Northern Gas Networks (NGN) and the Local Enterprise Partnerships in Leeds and Teesside to make the case to government to support 'Leeds City Gate H21': a proposal to convert the existing natural gas network in Leeds to 100% hydrogen which produces zero CO2 emissions at the point of use and improves air quality. Leeds would be the first city to be converted in what is essentially a vision for the country, reducing emissions from the region by over 11% by 2030.

A cross-sector Leeds Committee on Climate Change is being established. The Committee will provide independent advice on the most effective steps needed to meet the city's carbon reduction targets: an interim 2030 target of a 60% reduction in the city's carbon emissions with the ultimate objective of Leeds having zero carbon emissions and running on green energy by 2050.

The council will do its part by continuing to reduce its own energy and carbon footprint.

Between 2008/09 and 2014/15 we cut carbon emissions by 20% across our buildings and operations

through a combination of investment, training and reviewing our processes and contracts. This also supports our ambition of becoming a more efficient and enterprising organisation (see p.22).



Key strategies and related documents:

- Leeds Climate Change Strategy: Making the change 2012-15
- Leeds Affordable Warmth Strategy 2017-30
- West Yorkshire Low Emissions Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016)
- Leeds City Council Energy Policy (2015)
- Leeds City Council Sustainable Energy and Action Plan (December 2015)
- Cutting Carbon Breakthrough Project Annual Report (Executive Board, December 2016)

EFFICIENT & ENTERPRISING

Tackling poverty and reducing inequalities

In March 2016 Leeds City Council won the Local Government Chronicle's Children's Services award with judges praising our, "genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership." In June 2016 we then won the Municipal Journal's prestigious 'Local Authority of the Year' award. The judges commended our "consistent and dynamic leadership" and "clear improvement vision", especially in regard to regeneration and health inequalities. They also noted that winning this category highlights a

local authority's success not just in one project or department but right across the organisation.

We are justifiably proud of receiving these accolades but we are not complacent: we recognise the complex challenges facing the city, as explained throughout this Best Council Plan, at a time of continued financial and demand pressures across all public services. In response, we are continuing to look hard at what we do and how we do it as part of our ongoing journey to become a more efficient and enterprising organisation, the 'Best Council' in the UK.



Though we have fewer people, we remain confident we can deliver our Best Council Plan priorities if staff continue to work more flexibly and innovatively, performing at their best.

To enable this, we will refresh our People and Culture Strategy this year to improve our leadership and management, workforce planning and talent management. We will focus on the role of leaders in encouraging a positive 'can do' culture across the organisation where people feel more confident in speaking up where they see that something might be done better and empowered to create solutions.

2017/18 will see an even greater focus on inclusion and diversity with individual improvement objectives for all staff, policy reviews, actions in team plans, improved training and reviews of recruitment practices and progression routes. These activities aim to raise awareness, eliminate barriers, celebrate differences and create a workforce more representative of our communities.

Having adopted the West Yorkshire Low Pay Charter, we will continue with a range of actions to support our lower paid staff: maintain a minimum pay rate of

£8.25



and review this alongside national pay negotiations; carry out impact assessments in relation to pay and poverty issues in our workforce; re-launch our Union Learn programme to support lower paid workers with basic skills and use the government's new Apprentice Levy to enhance their career progression.

From April 2017, the council's organisational shape is changing: we are moving from seven directorates to five, bringing services together in a simpler and clearer structure to better deliver priorities and create efficiencies at a senior management level. While structure is important, too much emphasis on it can lead to a silo approach in how people work. To counteract this, it is crucial that we keep encouraging multi-disciplinary teams from across council services, partners and communities to come together around shared issues. This approach underpins our eight 'breakthrough projects' which are helping deliver the Best Council Plan priorities. The projects will continue in 2017/18 alongside a strengthened 'key account management' approach aimed at capitalising on the relationships we have with city and regional partners from all sectors.

What we're doing

This journey centres on a programme of organisational cultural change aimed at making the best use of the resources within the council and more broadly across the city and region. It builds on the Leeds-led Commission on the Future of Local Government which, in 2012, developed a set of propositions based on the concept of:

'civic enterprise': councils becoming more enterprising, businesses and other partners more civic and the public more engaged.

The world of local government is changing: the geographies and demographics of the populations we serve are shifting; expectations from customers and staff are rising; technologies are advancing all the time; levels and sources of funding are evolving within a context of greater partnership working, integration and devolution. Against this backdrop, we recognise that the time is right to review and refresh the propositions laid out in the Commission to ensure they are fit for the future, again looking to draw national insight and expertise from across all sectors.

Since 2010 the council's costs have risen and our core funding from government has gone down by around

£214m (48%)

with a further reduction of £25m in 2017/18



To date, we have responded to the financial challenge and been able to balance the budget each year, protecting front line services and avoiding large scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, all of which will continue so that we can deliver the

£82m
of savings
required in
2017/18

This year we will further assess our fees and charges, strengthen budget accountabilities and review our joint funding arrangements to help ensure a consistent and strategic approach that is fair and equitable to all partners involved. Our approach to the financial pressures anticipated will be set out this summer through an updated medium-term financial strategy.

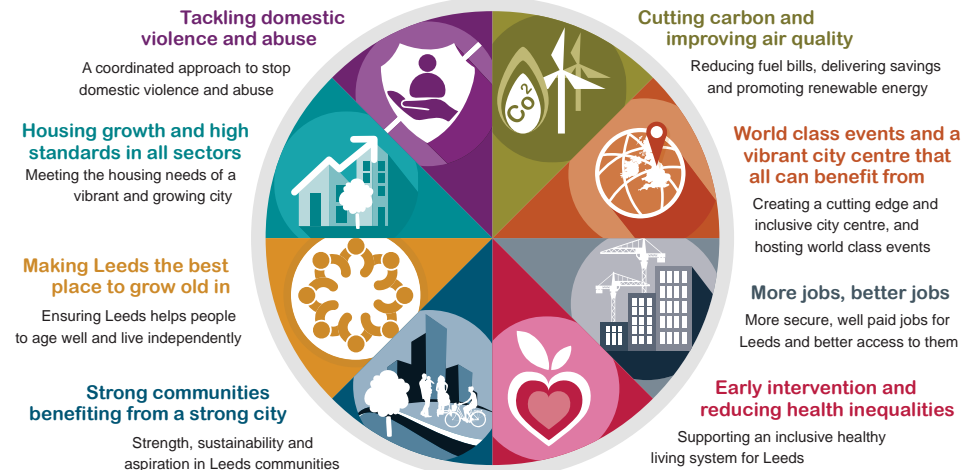
The council's workforce has shrunk in recent years, helping mitigate the financial pressures: in 2010 we employed nearly 15,400 'full-time equivalent' (FTE) posts (this includes staff employed in Education Leeds and the housing ALMOs who have since transferred into the authority); we now have 12,400 FTEs and anticipate a further net reduction of 484 posts by the end of 2017/18.



BREAKTHROUGH PROJECTS

Helping deliver the Best Council Plan

Innovation and collaboration, on a city-wide scale, driving change for individuals, communities and public services



A significant phase of our programme known internally as 'Changing the Workplace' goes live in 2017/18 as around 1,000 staff move into the newly refurbished Merrion building. The programme is helping deliver significant savings as we gradually move from 17 city centre buildings down to 4 by the end of 2018/19 and creating a modern, more flexible working environment.



When it re-opens, Merrion House will bring together the majority of front-line council services into one place and create a new customer services hub, improving customer access in the city centre

– with our wider rollout of Community Hubs serving as focal points for members of the public in other parts of Leeds.

The Go ON UK Digital Exclusion Heatmap has highlighted that

Page 49

13% of adults in Leeds have never been online and 23% lack all five basic digital skills



– managing information, communicating, transacting, creating (for example, completing online application forms) and problem solving (such as learning a new skill using online resources). In response, we have created a new '100% Digital Leeds' brand that reflects our ambition for a city where everyone has the opportunity to get online and can develop the five basic digital skills. We are asking all council staff to assess themselves against these skills and we will then develop an action plan. By using technology and training to grow people's digital skills, we will make it easier for staff and citizens to self-serve online, providing information and services on the web in a user-friendly way that encourages take-up. We will encourage customers to 'channel shift': to move away from face-to-face, phone and e-mail contact where appropriate so that they receive a quicker, more streamlined response and can access services at times that suit them.

Going digital incorporates technological change but is just as much about culture change, about being prepared to challenge often long-standing working practices. We will therefore maintain our approach of simplifying and

standardising how we work as well as consolidating and rationalising technology where possible as we refresh our IT hardware and software. Key projects include: upgrading the Microsoft infrastructure that underpins the running of most of our critical applications; modernising the council's communications tools; also modernising our network, server and data centre infrastructure to support flexible, multi-agency working and provide shared service capability for partners. Further rollout of our 'digital by design' principle will facilitate this work as part of the wider 'Smart Cities' agenda (see p.18)

We will continue to improve the quality and availability of information provided to customers and also to staff and elected members, bringing together data from across the city to aid operational and strategic decision-making and better prioritise interventions and resources to where they are most needed. A large-scale project for 2017/18 is to ensure all council services, contracts and the partners with whom we share information are ready for the new 'General Data Protection Regulations' which come into effect from 25th May 2018. These replace the current Data Protection Act with more stringent rules for handling personal and sensitive data.

Data provides valuable insights to inform decision-making, but this needs to be supplemented by what people tell us through engagement. Alongside ongoing consultation and engagement on specific changes to council services or major initiatives such as developing the Leeds Growth Strategy, 2017/18 will also mark the launch of 'Changing Leeds'. This is an invitation for anyone who lives, works, visits or studies in the city to talk about the challenges that public services and communities in Leeds are facing so that together we can come up with the right solutions. We are working with partners to create online and offline places for people to learn more and take part in the discussions through a conversational approach, making the best use of existing assets such as local groups, events, social media and other communications channels.

Key strategies & related documents:

- Leeds City Council People and Culture Strategy (currently being refreshed – to be published later 2017)
- Leeds City Council Annual Financial Plan 2017/18 and Medium-Term Financial Strategy 2017/18–2019/20
- Leeds City Council Equality Improvement Priorities 2016-20
- Leeds City Council Digital and Information Strategy (in development – to be published later 2017)
- Leeds City Council Asset Management Plan 2014-17
- Leeds City Council Annual Governance Statement 2016 (the next update will be published in summer 2017)
- Commission on the Future of Local Government 2012



KEY PERFORMANCE INDICATORS

i How we are measuring progress in achieving better outcomes – these can change during the year so check online for the latest version

The set of key performance indicators (KPIs) below helps us measure progress in delivering our Best City and Best Council ambitions, outcomes and priorities. They are strategic indicators that we track over the long-term and report on regularly. At the end of the year, we look back on our performance and publish an annual report on the 'Best Council Plan' page on the council's leeds.gov.uk website. This is supplemented by more detailed performance information produced for the range of plans and strategies that support the Best Council Plan. A wider set of information about Leeds is also available through the Leeds Observatory, a web-based tool that provides a focal point for information and data about our areas and communities.



BEST CITY KPIs

Good growth

Growth in jobs in the Leeds economy
Increased productivity
More people supported to improve their skills
More Leeds residents with at least a Level 4 qualification
Increased number of new business start-ups
Increased footfall as a result of major cultural events

Health & wellbeing

More adults are active
Fewer children are obese
Lower infant mortality rates
Reduced avoidable years of life lost
Suicide rates
Fewer people smoking
Claimant rate for Employment Support Allowance

Resilient communities

Increased self-reporting of domestic violence and abuse incidents
Reduced rate of serious acquisitive crime (burglaries and robberies)
Decrease in reported anti-social behaviour / nuisance concerns
Hate crime incidents
Number of adults of working age affected by in-work poverty
Increased earnings for the lowest paid 10% of working residents

Child friendly city

Safe reduction in the number of children looked after
Higher school attendance
Fewer young people not in education, employment or training (NEET) / unknown
Educational attainment at age 16

Transport & infrastructure

Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
Number of people killed or seriously injured in road traffic accidents
More residents with all 5 basic digital skills
Growth in new homes in Leeds
Reduced homelessness

Better lives

More adults and older people helped to live at home
Increase in registered care services rated as 'good' or 'outstanding'
More people with choice and control of their care services
Fewer people return to hospital following discharge
Percentage of new client referrals for specialist social care resolved at point of contact or through accessing universal services

Low carbon

Fewer households in fuel poverty
Reduced carbon emissions across the city
Improved energy and thermal efficiency performance of houses
Increased waste recycled

BEST COUNCIL KPIs

Workforce more representative of our communities

More apprentices employed by the council

Lower average staff sickness levels

All staff have appraisals and mid-year reviews

Improved staff engagement scores

Minimise over/underspend for this financial year

Growth in business rates

Improved council tax collection rate

Increased percentage of ICT service desk calls fixed at the first point of contact

ICT system/service availability

Fewer customer complaints

More council customers using self-serve when getting in touch

Lower CO2 emissions from council buildings and operations

Percentage of council staff with all 5 basic digital skills

OUR VALUES

i Underpinning what we do and how we work

Our values underpin everything we do – our policies, strategies and processes – and how we work, defining our organisational culture. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from Leeds City Council.

In 2011, we developed our five core values. To make sure they are still relevant, in January 2017 we talked about them with staff from across the authority. Overall, people are positive and

enthusiastic about our values, feeling they fairly represent how we currently work, or how we should work. However, people also felt that more could be done to bring them to life. Our five values are explained below in terms of what they mean to staff now, in 2017, and what more we can do.

Working with our staff on the council's values helps us put those values into practice every day, in every service we deliver, so that Leeds can have confidence in a council which is honest, fair, good with money, joined up and proud to make a difference.



Being open, honest and trusted

– I can be my best

Page 50

The importance of this value is well understood based on integrity, transparency, trust and honest feedback. Going forward, being bold in our approach will be helpful, as will two-way communications focused on sharing successes more widely and more visibly.

How we can get better: We need to continue to encourage and support a climate of openness and knowledge sharing; welcome regular feedback reinforced through meaningful appraisals and one-to-one meetings; we need to be honest about what we can and cannot do and work more on our communications with staff, particularly at this time given the scope and scale of business change.

“I am set clear expectations and have regular meetings with managers”



Treating people fairly

– It feels like I count

“It feels like I count when I have responsibility and am given authority to get on”

People really appreciate this value: when things are not going so well it gives them something to point to and challenge behaviour that is not in line with it.

How we can get better: We need to focus more on enhancing staff wellbeing and resilience; make inclusion and diversity a priority and celebrate difference; acknowledge success throughout the year and not just at set points such as annual staff awards; continue to give staff a voice and act on ideas generated as opposed to blocking them; continue to build on the ‘can do’ approach that so many of our workforce embody and encourage and lead on cutting edge innovation, enabling this through more flexible systems and processes.



Spending money wisely

– I make every pound go further

“This means using all our resources efficiently, every day”

People feel that it is right that we have this value, particularly given the financial constraints we are operating in, but that ‘spending money’ needs to be considered more holistically than in purely cash terms.

How we can get better: We need to continue to encourage a better use of resources more widely, with more emphasis on talent, time, abilities and skills as well as tangible assets; to reinforce that the concept of ‘value for money’ is not just based on the lowest cost or best price but equally on the quality of service delivery and delivering better outcomes and that this sometimes requires investing more upfront to save in the longer term.

Working as a team for Leeds

– I am part of a team with a ‘can do’ attitude



Working collaboratively towards common goals was a common theme of staff discussions around this value. People understand the need to work differently and across silos but in practice, there is more to do to achieve a widespread collaborative mindset and the infrastructure to enable collaboration to take place across the city.

“As long as everyone shows a ‘can do’ attitude rather than ‘we’ve always done it that way’ then we can achieve great things.”

How we can get better: We need to actively encourage staff to work together on shared goals, sharing talent across services and with partners and recognising that this increases job satisfaction and creativity, leading to better results; maximise the use of technology to facilitate joint working; allow ‘permission to play’, to challenge and a ‘can do’ attitude and appreciate and recognise this.



Working with all communities

– There’s no wrong door into the council

“I am pleased to say I work with others, not ‘to’ or ‘for’ them.”

In our discussions there was recognition that we need to ‘work with’ our communities, not ‘do to’. A more collaborative, flexible mindset will help us to achieve this and our Best Council Plan ambitions and priorities. People are proud to make a positive difference and, when we do, would like to shout about it more.

How we can get better: We need to better enable and support communities and build this into our everyday work, in both frontline and back office functions; emphasise that safeguarding is everyone’s responsibility; be more responsive to customers, however they contact us, so they are not passed from one person or service to another; challenge elected members, staff and partners as needed to ensure we all put citizens at the core of every decision we make; despite the challenging economic climate, continue to work hard and work well with and for the people of Leeds.





You can stay up to date with all our news and services throughout the year.

 www.leeds.gov.uk

 [LeedsCC_News](#)

 [LeedsCouncil](#)



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Leeds Children and Young People's Plan 2015-19 -from Good to Great-

“Children’s Services in Leeds benefit from outstanding, inspirational and confident operational and political leadership. The Child Friendly Leeds ambition has cross-party political support,”
“professionals across the city put children and young people at the heart of their work,”
“partners work effectively together to safeguard children and young people” (Ofsted report March 2015)





Table of contents

<i>Welcome to the Children and Young People's Plan 2015-19</i>	3
<i>Our vision</i>	5
<i>Building a Child Friendly City - Our obsessions, outcomes, priorities and key Indicators</i>	6
<i>Working in partnership</i>	8
<i>Ways of working</i>	10
<i>Leeds Children's Services improvement journey 2009-15</i>	12
<i>Building momentum- going further and faster- from good to great</i>	14
<i>Is anyone better off? Impact 2011-15</i>	17
<i>What is it like to be a child, or young person growing up in Leeds- some key facts?</i>	20
<i>Leeds Children and Young People's Plan 2015-19- Executive Summary- Plan on a Page</i>	21



Welcome to the Children and Young People's Plan 2015-19

We have a vision to make Leeds a child friendly city, a city where children and young people are happy, safe, healthy, do well in learning, have voice and influence and are at the heart of all decisions that affect them.

Our commitment to becoming a child friendly city sends a clear message to everybody about just how important children and young people are to the city's future.

We always start with a simple question: what's it like to be a child or young person growing up in Leeds and how do we make it better?

We adopt a partnership approach because addressing these issues is the responsibility of everyone who works with and cares about children and young people, and everything they do to make a difference to the lives of over 183,000 children and young people living in the city contributes to the success of our plans.

We've consulted widely about our plan for 2015-19. Our partners and Ofsted tell us that **there are many examples of how we have made good and sometimes outstanding progress.** Examples of the impact we have made are included in the new plan, however, we know we have a lot more to do.

The overall effectiveness of children's services in Leeds was rated by Ofsted inspectors as Good in March 2015. This rating was from their "Inspection of services for children in need of help, children looked after and care leavers and Review of the effectiveness of the local safeguarding children board."

Within this overall judgment:

- **Services for children who need help and protection are rated Good.**
- **Services for children looked after and achieving permanence are rated Good.**
- **Adoption performance is rated as Good.**
- **The experiences and progress of care leavers is rated Good.**
- **Leadership, management and governance is rated Outstanding.**
- **The Leeds Safeguarding Children Board (LSCB) is rated Good.**

The Ofsted inspection was an outstanding milestone in the Leeds improvement journey, reflecting all our hard work over the last five years.

It demonstrates a remarkable transformation in a relatively short period of time and is a fitting tribute to the dedication, commitment and professionalism of children's services staff and partners. **However, Leeds is a large and complex city facing significant and stubborn challenges and there is still much to do; outcomes are not always good enough or consistent across the city and in different groups and communities.**

During the consultation the workforce, children and young people, our partnership boards, Council officers, elected members, our local, national and international adviser networks and our performance data told us that an enhanced focus on some areas will help us **go further and faster.** Our new plan sets out the detail of these issues and how we will tackle them.



Our core vision and framework of obsessions, outcomes, priorities and key indicators remains largely the same. However, we have updated the framework to reflect the current position and the areas highlighted by those we consulted – including children and young people – as being of high importance.

These include:

- best start in life;
- narrowing gaps in learning outcomes;
- the importance of social, emotional and mental health and well-being outcomes including positive behaviour in learning settings;
- outcomes for those with special educational needs or disability.

Our basic vision and framework is well understood across the city. Our relentless focus on these areas, and the way our partners have applied them on a day to day basis, and in a wide range of services, agencies, settings and interactions with children, young people and their families, has been the key to our success to date. The **“development of a clear and ambitious vision has fostered a relentless focus on continuous improvement.”** (Ofsted report, March 2015)

We now need to refresh the collective determination across the city to use the updated vision and framework to unpick the challenges facing children, young people and families, particularly those who are most vulnerable to poor outcomes. To help us do this we have identified seven improvement programmes, highlighted during the consultation on the 2015-19 plan. A summary of our approach is set out on page 21 of the plan.

Through the application of our vision and framework and our shared behaviours and methods, we are confident that our partners, led by *the **Children and Families Trust Board (CFTB)***, can build on the progress made to date.

Our CYPP is central to the growth strategy for the city. An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities lays the foundation for an increasingly prosperous city where the social and economic benefits of growth are enjoyed by all.

The social and economic “payback” from investment in children’s services, particularly early intervention and preventative work, is healthy and flourishing communities and a thriving city where more people reach their potential. The scale and range of the benefits of the “invest to save” approach are documented in study after study. Our challenge is to deliver these on the ground in Leeds.

Councillor Lucinda Yeadon
Deputy Leader and Executive Member for
Children and Families

Nigel Richardson
Director of Children’s Services



Our vision

Leeds has a bold and exciting ambition to become the 'best city' and the best council in the UK. We will only achieve this if we become the best city for children and young people to grow up in, a 'child friendly city' where:

- ✓ *All children and young people are safe from harm*
- ✓ *All children and young people do well at all levels of learning and have the skills for life*
- ✓ *All children and young people enjoy healthy lifestyles*
- ✓ *All children and young people are happy and have fun growing up*
- ✓ *All children and young people are active citizens*

A child friendly city is also a city where the effects of child poverty are minimised and where the social and economic benefits of growth are enjoyed by all.

A restorative city

We want to create a new **social contract** between the state and our citizens so that the emphasis of all our practice is on working **with** children and families, rather than doing things **to** them or **for** them. Working restoratively involves high support and high challenge so that families find their own lasting solutions to the challenges they face, and are equipped with the resilience to move forward successfully.

We are working towards a position where a restorative approach is the default option. A basic entitlement for all children, young people and families who come into contact with our services, with the child at the heart of decisions that affect them.

Underpinning this approach are the four principles agreed by the CFTB and adopted as council policy statements:

- *The default behaviour of children's services in all its dealings with local citizens/partners and organisations will be a restorative one with high support and high challenge.*
- *Children's Services in Leeds will ensure that families, whose children might otherwise be removed from their homes, are supported to meet and develop an alternative plan before such action is taken.*
- *For all families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children, the family will be supported to help decide what needs to happen.*
- *Children's Trust and local government partners must see all local schools as community assets and have a clear role in holding those institutions - no matter what the governance arrangements - to account for the contribution they make to the well-being of the local population.*

Building a child friendly city- our obsessions, outcomes, priorities and key indicators

3 Obsessions

- safely and appropriately reducing the number of Children Looked After
- reducing the number of young people not in education, employment and training
- improving school attendance

5 outcomes	14 priorities	20 Key indicators
All CYP are safe from harm	1. Help children to live in safe and supportive families 2. Ensure that the most vulnerable are protected	1. Number of Children Looked After
		2. Number of children and young people with child protection plans
All CYP do well at all levels of learning and have the skills for life	3. Improve achievement and close achievement gaps 4. Increase numbers participating and engaging 5. Improve outcomes for CYP with special educational needs and disability 6. Support children to have the best start in life and be ready for learning 7. Support schools and settings to improve attendance and develop positive behaviour	3. % with good achievement at the end of primary school
		4. % gaining 5 good GCSEs including English and maths
		5. Level 3 qualifications at 19.
		6. Achievement gaps at 5, 11, 16, 19
		7. Primary and secondary school attendance
		8. Young people NEET/not known
		9. Number of school places created in good or outstanding schools
		10. Destinations of CYP with send after they leave school
		11. % with good level of development in Early Years
		12. Number of school exclusions
All CYP enjoy healthy lifestyles	8. Encourage physical activity and healthy eating. 9. Promote sexual health 10. Minimise the misuse of drugs, alcohol & tobacco	13. Obesity levels at age 11
		14. Free school meal uptake- primary; secondary
		15. Teenage pregnancy rates
All CYP have fun growing up	11. Provide play, leisure, culture and sporting opportunities. 12. Improve social, emotional and mental health and well being	16. Rates of under 18s alcohol related hospital admissions
		17. Surveys of CYP perceptions
All CYP are active citizens who feel they have voice & influence	13. Reduce crime and anti-social behaviour 14. Increase participation, voice and influence	18. CYP and parent satisfaction with mental health services
		19. Proportion of 10-17 year olds offending
		20. Percentage of C&YP who report influence in a) school b) the community

A relentless focus on continuous improvement

Our three obsessions were identified in the CYPP 2011-15. These, along with our outcomes, priorities and key indicators were chosen because they are powerful starting point, providing a way to tackle the complex issues affecting the most vulnerable. Rapid progress on the obsessions has had a knock-on effect in other areas, helping us go further and faster on our improvement journey.

There are no radical changes to the obsessions, outcomes and priorities in the 2015-19 plan. They remain our essential framework to guide partners in their improvement work. They lead us to the complex issues and patterns of behaviour that lie beneath the headline words and numbers. They help us identify the range of needs and deliver the most effective mix of universal, specialist and targeted services in the right way at the right time, through the right mix of practitioners.

We know, for example, that improving attendance will improve attainment at school. We also know that focusing on those with poor attendance will often lead us to disengagement, low attainment, family behaviour patterns, domestic violence, child or parental substance misuse, child or parental mental health and learning disability. Poor attendance is often linked to NEET, engagement in the social care system and youth offending.

We know that focusing on pupil groups with lower attendance and higher persistent absence will often lead us to those living in deprived areas, Children Looked After, pupils with special education needs and some ethnic minority groups.

Starting with a different focus, a different point in the framework, will lead us into these same areas and link us to other key issues or underlying patterns that are causing relatively poor outcomes. And so on- any starting point in the framework leads to the key issues and underlying patterns- “anywhere leads to everywhere.”

We’ve updated the framework to better reflect the current position. This includes areas highlighted as vitally important by the data and those we have consulted, for example,

- best start in life;
- narrowing gaps in learning outcomes;
- the importance of social, emotional and mental health and well-being outcomes, including positive behaviour in learning settings;
- outcomes for those with special educational needs or disability.

Our vision and framework is understood and endorsed by partners across the city. Our relentless focus on these areas and the way our partners have applied them daily in a wide range of settings and interactions with children, young people and their families, has been key to our success to date.

We now need to refresh the collective determination across the city and use the vision and framework to unpick the issues facing children, young people and families, particularly those who are most vulnerable to poor outcomes. To help us do this we have identified seven improvement programmes highlighted during the consultation on the 2015-19 plan. A summary of our approach is set out on page 21 of the plan.



Working in partnership

The CYPP is the ambition and the shared framework. It is made real and translated into sustainable improvements in outcomes for children, young people, families and their communities, by our partners.

There are an estimated **75,000 people** in Leeds whose daily work touches the lives of children, young people and their families. They work in a vast array of services, agencies and settings and come together in a diverse range of formal and informal partnerships.

The Young Lives Leeds Forum (YLL) is the strategy and development partnership for **third sector** organisations. Over 250 organisations are members. YLL represents third sector organisations on the CFTB. It is hosted by Voluntary Action Leeds (VAL), the Council for Voluntary Service in Leeds. VAL provides support services and specialist advice to third sector organisations, helping them to carry out their work and ensuring they are represented in partnership work.

We engage many of our **183,000 children and young people** in services, giving them voice and influence in decisions that affect them. Children and young people are encouraged to get involved through the Youth Council, the Student Leeds Safeguarding Children's Board and the Children's Mayor. Over 6,000 young people took part in the mayoral election and over 19,000 – a record turnout! - completed the Make Your Mark survey about issues important to them.

Our 25 'clusters' are local partnerships that include the children's social work service, schools, governors, police, Leeds City Council youth service, the Youth Offending Service, children's centres, housing services, third sector, health and local elected members. Local clusters:

- enable local settings and services to work together effectively to improve outcomes for children, young people and their families
- build capacity to improve the delivery of preventative and targeted services to meet local needs, and provide early help and additional support
- promote the CYPP and the ambition of a child friendly city across the locality

The **Children and Families Trust Board (CFTB)** is the formal partnership between all those agencies who play a part in improving outcomes for children and young people and who have a shared commitment to our CYPP. The Board is currently chaired by Councillor Lucinda Yeadon. The Board brings together NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector, and Leeds City Council services such as children and young people's social care, housing, early years, public health and education and learning.

The **Leeds Safeguarding Children Board (LSCB)** has a statutory responsibility for holding those agencies to account who are responsible for promoting children's welfare, and protecting them from abuse and neglect. The LSCB has representatives on the CFTB and vice versa.

The LSCB is responsible for coordinating our work to safeguard and promote the welfare of children and for ensuring the work is effective. It develops policies and procedures, contributes to service planning, takes a leadership role in sharing learning and understanding practice, and providing workforce development and training, and monitors and performance manages



safeguarding practice. **“Our vision is for Leeds to be a child friendly city in which children and young people are safe from harm in their families, their communities and their neighbourhoods.”** The LSCB agrees and accepts that legally anyone is required to share information as necessary when a child is ‘at risk of harm.’ The CFTB fully supports this principle.

“People in Leeds are safe and feel safe in their homes, in the streets, and places they go”- this is the desired outcome of the Safer Leeds Executive. (SLE) The SLE is a community safety partnership involving Leeds City Council, West Yorkshire Police and other partners such as Clinical Commissioning groups, the Fire and Rescue Service, the Probation Trust, Youth Offending services and the Office of the Police and Crime Commissioner. The CFTB and LSCB are also partners. The shared focus is reflected in the key priorities for the SLE, for example:

- partnership working to reduce domestic violence
- tackling and reducing anti-social behaviour in our communities
- improving our response to Child Sexual Exploitation and human trafficking
- reducing re-offending
- dealing with the increased use of legal highs and cannabis in the city
- Safer Schools initiative and hate incident monitoring

The Health and Well Being Board and the Joint Health and Well Being Strategy address the shared outcomes and priorities of those working in the National Health Service, Public Health and Social Care services, and in a range of council services for children and adults. The Chair of the CFTB and the Director of Children’s Services sit on both Boards and Health organisations are well represented on the CTFB. Joint working also takes place through forums such as the Best Start in Life Strategy group and the Child Poverty Outcomes Group. Shared concerns are:

- healthy lifestyles and choices
- emotional and mental health
- everyone has the best start in life
- people have a voice and are involved in and can influence decision making
- everyone achieves their full potential through education and learning
- people are supported into work and employment
- people are provided with advice and support on debt and income
- narrowing the gap for those who experience relatively poor outcomes

As well as formal partner boards there is **broad cross-party political support for our programmes. We value the support and help provided by the many local businesses, sports organisations such as the Leeds Rugby Foundation, local newspapers, West Yorkshire Police, NHS Leeds and Leeds Community Healthcare, schools, the third sector, and a range of regional, national and international academic and practitioner partners.**

Ways of working

3 behaviours

Our vision of a child friendly city and relentless focus on using our obsessions and priorities to drive continuous improvement is underpinned by three behaviours. These help us to ensure we put the child at the centre of everything we do, listen to the voice of the child and promote the welfare of the child.

1 Outcomes based accountability helps us move from “talk to action” by focusing on a clear and simple process for review and planning:

- What are the outcomes for children and young people?
- What are the key indicators of how well we are achieving outcomes?
- What are the issues lying behind the trends- the forces and causes at work-the story behind the baseline?
- Who are the key partners?
- What works? What are the best ideas for improvement, how can we “turn the curve”?

OBA also keeps a relentless focus on outcomes by posing three questions:

- ***How much did we do?***
- ***How well did we do it?***
- ***Is anyone better off?***

2 Restorative Practice informs all our work. This means that the emphasis of all our practice is on working **with** children and families, rather than doing things **to** them or **for** them. Service providers become the facilitators who work restoratively, providing high support and challenge to enable families to find their own sustainable solutions to the challenges they face, and to equip them with the resilience to move forward successfully. The approach is underpinned by four statements of intent agreed by the CFTB and adopted as council policy.

- *The default behaviour of children’s services in all its dealings with local citizens/partners and organisations will be a restorative one-high support with high challenge*
- *Children’s Services in Leeds will ensure that families, whose children might otherwise be removed from their homes, are supported to meet and develop an alternative plan before such action is taken*
- *For all families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children, the family will be supported to help decide what needs to happen*
- *Children’s Trust and Local government partners must see all local schools as community assets and have a clear role in holding those institutions - no matter what the governance arrangements - to account for the contribution they make to the well being of the local population.*

We are working towards a position where a restorative approach is the default option for all our contact with children, young people and their families, with the child at the heart of decisions that affect them. Our successful bid for £4.85m from the government’s Innovation Fund has enabled us to expand our restorative practice and family group conferencing across the city, which will help us continue our improvement journey.



3 Listening to and responding to the voice of the child is the third ‘behaviour’. We view the child as the client in all our work, practice and behaviour. We put the child at the centre of everything we do. We seek to safeguard and promote the welfare of children and young people. This includes the transition to adulthood and the role of the family, as evident in our “think family-work family” protocol.

We are also fully committed in all our work to the LSCB’s statement that legally anyone is required to share information as necessary when a child is ‘at risk of harm.’ **“partners work effectively together to safeguard children and young people”** (Ofsted report, March 2015)

As well as the three behaviours which we strive to embed in services and agencies across the city, there are a number of other important aspects to our ways of working.

Early help - extra support may be needed at any point in a child or young person’s life. We seek to offer support quickly to reduce the impact of problems. We aim to make sure that practitioners have **“the right conversations, with the right people, at the right time”** so that they can identify needs and the right response. Early help is delivered through **25 clusters of services**, based around groups of schools. They identify those needing additional support and organise the right mix of specialist and targeted services. **“A well-coordinated locality and cluster approach results in early identification and extensive work with families according to need.”** (Ofsted report, March 2015)

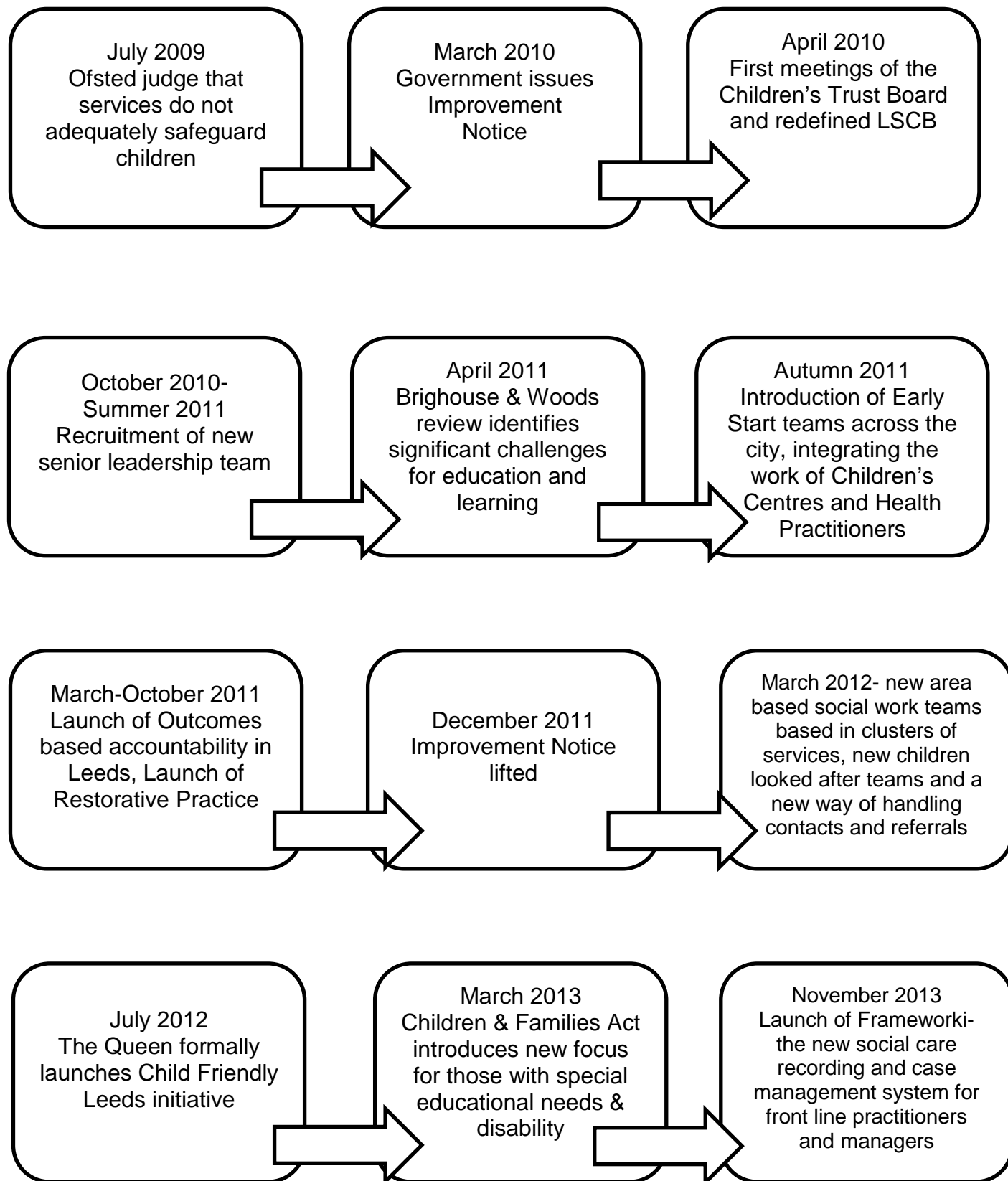
A **family approach** is an essential way of working because of the prevalence of domestic violence, parental substance misuse, parental mental health and parental learning disability. The Leeds **“think family, work family”** protocol emphasises that when working with a child or young person, practitioners should consider the relationships they have with their family, the role of adult behaviour and the wider context such as friends and the local community.

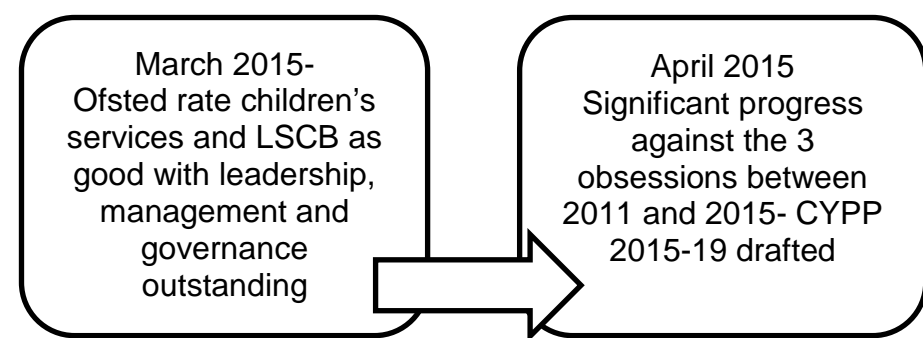
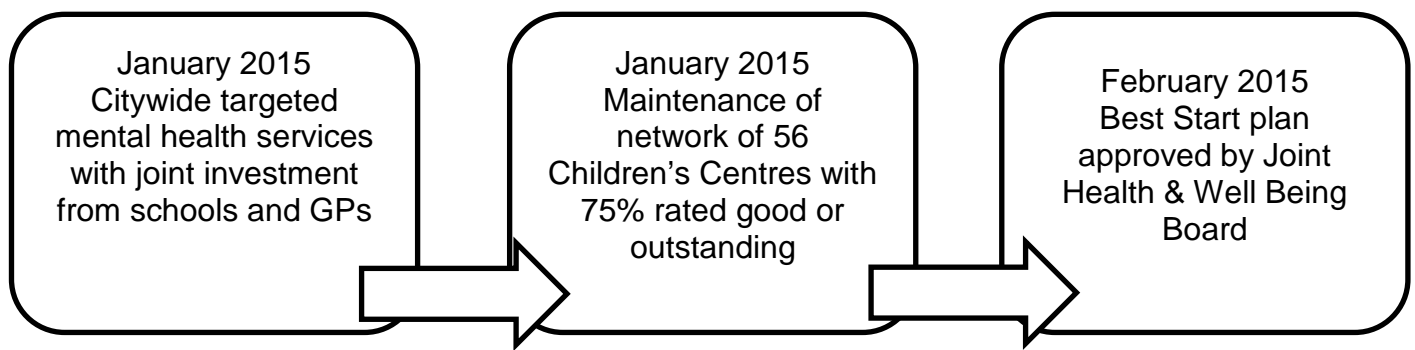
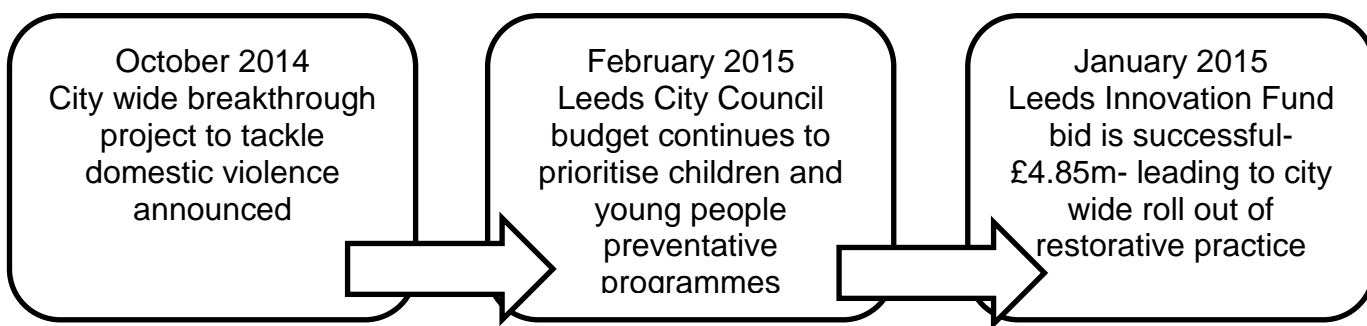
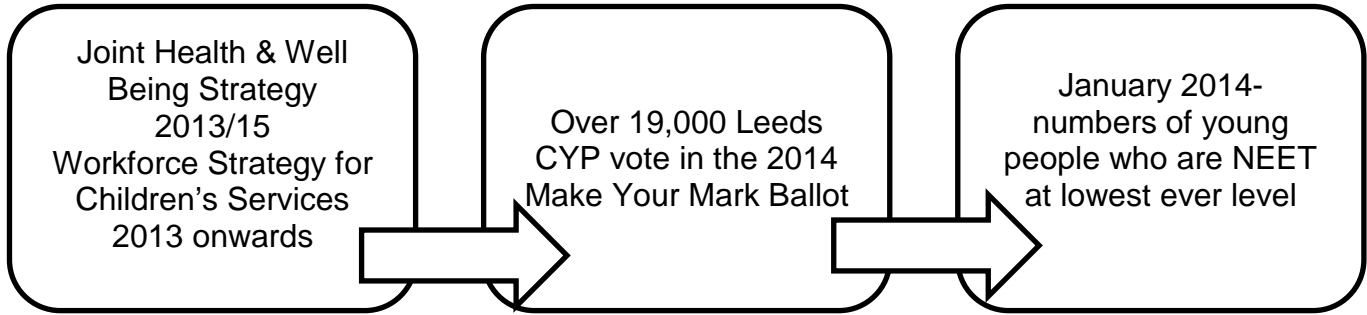
Investing to save, city wide growth strategy. Making changes to underlying patterns of behaviour by investing in early, preventative work is key to making lasting improvements in outcomes, reducing demand and reducing the cost base of services. **Investing to save** is also part of the growth strategy for the city. **An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities lays the foundation for an increasingly prosperous city where the social and economic benefits of growth are enjoyed by all. Resilient and successful children and families lead to resilient and successful communities which in turn drive city wide social and economic growth and prosperity.** As part of this there is a need to explore the options for deploying partner budgets across the city in a more integrated and focused way.

We also seek with partners to embed CYPP issues in the seven city wide breakthrough projects

- *Cutting carbon in Leeds*
- *Domestic violence and abuse*
- *Hosting world class events*
- *Housing growth and jobs for young people*
- *Making Leeds the best place to grow old*
- *Reducing health inequalities through healthy lifestyles*
- *Rethinking the city centre*

Leeds Children's Services Improvement Journey 2009-15







Building momentum, going further and faster, from good to great

The 2015 Ofsted report is a key milestone but we are not complacent. ***Leeds is a big and complex city facing significant and stubborn challenges. Outcomes are not always good enough and are not always consistent across the city and across different groups and communities.***

During the consultation on the CYPP2015-19 the workforce, children and young people, our partnership boards, partnership services and agencies, Council officers, elected members, our local, national and international adviser networks, our performance data and our Ofsted inspection, told us that a focus on some specific areas and programmes will us further improve progress.

Tackling these is central to improving outcomes and ensuring they are more consistently embedded across all areas and communities, particularly those who are most vulnerable to poor outcomes.

The seven areas identified to **help us move from good to great** are listed below. A brief introduction to each is provided on page 15, and they are put in the wider context of children's services in Leeds in the diagram on page 16. They are shown in relation to the three obsessions, five outcomes and 14 priorities on page 21.

- ***The best start plan***
- ***The review of social, emotional and mental health and well being***
- ***A life ready for learning strategy***
- ***The “think family work family” protocol***
- ***A city wide breakthrough project on domestic violence***
- ***Early help***
- ***Outstanding social work & support for vulnerable children and young people***

The role of the CYPP is to articulate and restate the importance of working in partnership across the city. It highlights the behaviours, ways of working and improvement programmes that will help us make further and faster progress against the obsessions, outcomes and priorities. Through this work and by investing to save in early help and preventative work we are laying the foundations for an increasingly prosperous city. An investment in safe, healthier, skilled, confident, successful and more resilient children, young people, families and communities helps build a city where the social and economic benefits of growth are increasingly enjoyed by all.

The detailed planning and delivery of services within the overarching framework provided by the CYPP is the job of the 75,000 people in the city who work with children and young people on a daily basis. The combination of their dedication, commitment and professionalism and our relentless focus on a simple framework of obsessions, outcomes, priorities and improvement work has been the key to our success to date.

We now need to refresh our collective determination, to continue our improvement journey and strengthen our focus on making a positive difference to the lives of the children, young people and their families.

How will we make faster and further progress- 7 key city wide improvement programmes

A stronger offer to improve social, emotional and mental health and well-being. We will redesign the whole system of support and create simple pathways with clear points of entry to an integrated offer from education, health and social care services which is personalised to individual needs.

The **Leeds Best Start Plan** is preventative programme from conception to age 2 years which aims to ensure a good start for every baby, with early identification and targeted support for vulnerable families. Bests start impacts on all outcomes and priorities.

Think family work family protocol. When working with a child or young person we will always consider their relationships with their family, the role of adult behaviour, and the wider context such as friends and the local community.

A Life Ready for Learning focuses on readiness to learn at all ages, closing the achievement gaps between Leeds and national performance, and closing the gaps between outcomes for vulnerable groups and the average for Leeds and for their peers nationally

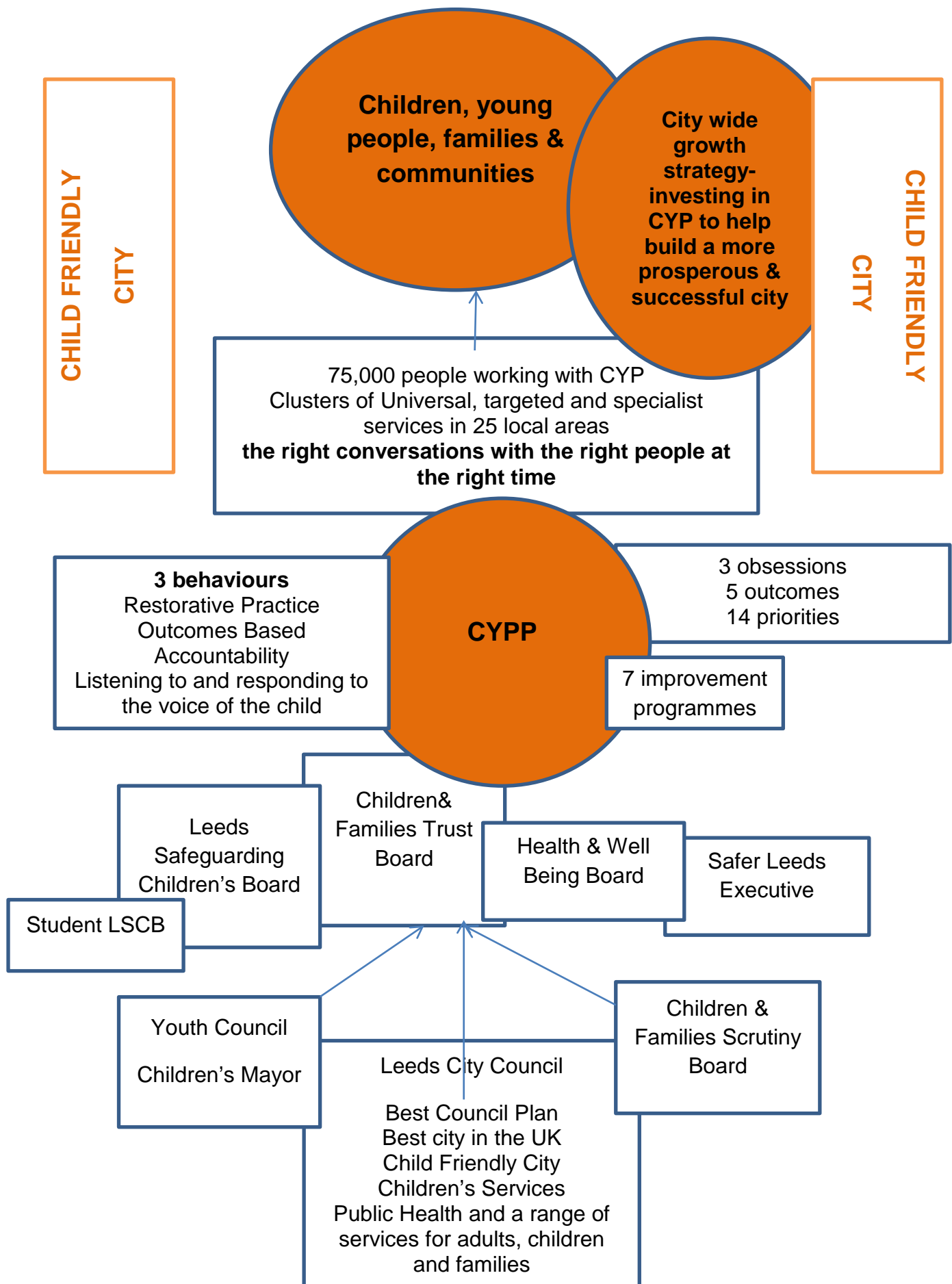
Early help is delivered through **25** clusters of services and agencies. Early help identifies those who need additional support and organises an early response. Practitioners will have ***“the right conversations, with the right people, at the right time.”*** We need to make sure our locality structures and processes maximise early help

A city-wide breakthrough on tackling domestic violence. DV underpins a range of poor outcomes for children, young people and families. Leeds will not tolerate domestic violence and will work restoratively with victims, perpetrators & family relations to address the causes and consequences.

Outstanding social work & support for vulnerable children and young people. Building on our Ofsted inspection, our families- first programme and our investment in social work, we will ensure consistent quality and outcomes across all work with vulnerable children and young people



Children's Services in Leeds





Is anyone better off? Impact 2011-15

Safe reduction in children looked after children numbers

1290 children were looked after in January 2015, down 155 (10.7%) since March 2011



More days in school with best ever school attendance

Around 400,000 extra days in school in 2013-14 compared to 2010-11.

Reduction in the number of young people NEET

Between June 2011 and December 2014 the number of young people not in education employment or training reduced from 2,099 to 1,449 a reduction of 650 (31 per cent).



Improvement in monitoring of EET involvement

EET "not known" was 5.8% (Dec 2014) down from 7.6% (Dec 2011). At the end of the last academic year it was 2.4%. We have an improved understanding of the young people who are available for EET and of those who are sustained NEET.

More primary schools are rated good or better

In December 2014 87% of primary schools were good or outstanding, an increase of 19% points since August 2011.



Effective early help assessment and intervention

2013-14 saw a 32% increase in early help assessments with 1185 undertaken. 1700 cases stepped down from the social care duty and advice team. 550 practitioners were trained to do EHAs.

High rate of children's centres good or better

As at March 2014 75% of children's centres were good or outstanding (the national average was 67%).



Learning Improvements at Key Stage 1

In 2010, an average of 83.2% of pupils achieved Level 2+ across all subject areas. In 2014, this had risen to 87.3%. In the same period, the percentage of pupils achieving Level 3+ rose from 11.5% to 18.7%.





More secondary schools are rated good or better

In December 2014 65% of secondary schools are good or outstanding an increase of 10% points since August 2011.



Gradual reduction in numbers on child protection plans

The number of June children on plan at the end of December 2014 was 642 a reduction of 419 (39.5%) since June 2011. The number of children subject to a plan for two years or more reduced to 8 (1.2%) in December 2014 from 38 (6.8%) in March 2011.



Commitment to care leavers

The number of care leavers in education, employment and training in Leeds is 55% (Eng. 45%) and the number in suitable accommodation is 84.7% (Eng. 77.8%)

Learning Improvements at Key Stage 2

In 2010, an average of 73.2% of pupils achieved Level 4+ across all subject areas. In 2014, this had risen to 80.8%.



Multi systemic therapy working in Leeds

MST is part of our targeted family intervention. Capacity has increased from a single team to 3 area teams, plus one of 3 MST-CAN pilots which supports the most complex families. Leeds is one of 2 authorities part of MST FIT working to support reunification.



Successful Families First (Troubled Families) Programme

Leeds can demonstrate 100% compliance with the national payment by results programme by evidencing “turn around” of 2190 families. Families First has a national reputation for its approach to developing Think Family and restorative approaches.



More live births

The 2013 infant mortality rate has reduced to 3.8 per 1,000 births and the rate in deprived areas has fallen to 4.71.

Reduction in Young Offending

The number of children and young people offending and receiving a formal legal outcome continues to fall. Between April 2009 and March 2010 there were 1,928 offenders, in April 2013 to March 2014 there were 910 equating to a 53.2% reduction.





Early Start

Around 3500 parents every quarter are offered a level of additional early start support.. There has been an increase in the number of antenatal face to face contacts with health visitors to 98%.

Reduced Teenage Conceptions

There has been a steady decline in Leeds' teenage conception *rates* since 2006, a reduction of 45%. There has been a longer term fall in the *number* of teenage conceptions. In 1998 there were 641 teenage conceptions compared to 471 in 2012.



Increased in children and young people's participation in citywide consultations and campaigns

18,261 young people completed the Make Your Mark Ballot equating to 29% of the population of 11 to 18 year-olds in Leeds. The top issue voted for by young people was 'votes at 16'.



Leeds awarded UNICEF Baby friendly Initiative Award

Leeds has been awarded the prestigious UNICEF Baby friendly Initiative Award (BFI accreditation). This is the result of seven years' work to ensure new mothers get the best support from health care services to enable them to breast feed.



Launch of Leeds Local Offer

Leeds Local Offer was launched in September 2014. The website uses a specialist search engine that provides information about the support and services available in Leeds for children and young people. Users are able to search headings that reflect the 'journey of the child' from birth to 25 years.



Successful Innovation Bid

Leeds City Council secured £4.85 million from the Department for Education's Innovation Programme. The money will be used to transform the whole children's social care system in the city, implementing a restorative, family-centred model that works with families to build the skills, support and resilience so that they can find their own solutions to the challenges they face.



Leeds City Council's commitment to Child Friendly City

The Child Friendly Leeds ambition has cross-party political support. This is reflected in the significant ongoing investment of 23%* of the council's budget in children's services, despite the challenging financial context.

Child Friendly Leeds

Our whole city approach is reflected in the commitment of 300 Child Friendly City ambassadors and in the more than 550 nominations for over 250 organisations and individuals for the 2014 Child Friendly City Awards.





What is it like to be a child, or young person growing up in Leeds?

(latest figures July 2015 baselines)

- 183,000 children and young people live in Leeds
- around 10,000 new births in each of the last 5 years- child mortality 3.7 per 1,000 births
- 38% of Leeds children live in areas classed in the 20% most deprived in the country, 27% in the 10% most deprived areas and 9% in the 3% most deprived areas
- in Primary Schools 30.5% are from a black and minority ethnic background, 25.4% in secondary
- in primary schools 19.4% have English as an additional language- 13.8% in Secondary
- in primary schools 19.6% are entitled to Free School Meals with- 17.8% in Secondary
- 32,710 eligible for the pupil premium
- 2,045 have a statement of special educational need (SEN) or an Education Health and Care Plan. 15,539 children are classified as having SEN without a statement or plan
- 23% of reception pupils are obese, 34% in year 6- in some areas rates are 50% higher than average
- 1,253 Children Looked After, 666 subject to child protection plan, 6,285 open social work cases- in some areas numbers of child protection plans are 3 times the average
- 2015 6.4% of young people were NEET, for 5.8% of young people their status was unknown
- 51% achieved 5+ GCSEs at grades A*-C including English and Maths, 12.8% of Children Looked After, 11.4% of Children in Need and 26% of those eligible for free school meals reached this benchmark
- school attendance is 96.3% in primary and 94.5% in secondary
- 76% achieved a Level 4 in Reading, Writing and Maths by the end of primary school
- In some areas of the city emergency hospital admissions for 0-4 year olds are twice as frequent as the Leeds average
- 76% of our children attend learning settings which are rated as Good or better
- 31.6 conceptions per 1000 young women under the age of 18
- 652 young people committed an offence and received a formal legal warning

Leeds Children and Young People's Plan 2015-2019- Executive Summary- Plan on a Page

What we'll do

One Vision

Our vision is for Leeds to be the best city in the UK and as part of this the best city for children and young people to grow up in. We want Leeds to be a child friendly city.

Through our vision and obsessions we invest in CYP to help build an increasingly prosperous and successful city.

3 obsessions

Safely and appropriately reduce the number of Children Looked After
 Reduce the number of young people not in education, employment and training
 Improve school attendance

Five outcomes

Conditions of well-being we want for all our children and young people

- All CYP are safe from harm
- All CYP do well at all levels of learning and have skills for life
- All CYP enjoy healthy lifestyles
- All CYP have fun growing up
- All CYP are active citizens who feel they have a voice and influence

Fourteen priorities

1. Help children to live in safe and supportive families
2. Ensure that the most vulnerable are protected
3. Improve achievement and close achievement gaps
4. Increase numbers participating and engaging
5. Improve outcomes for CYP with special educational needs and/or disability
6. Support children to have the best start in life and be ready for learning
7. Support schools and settings to improve attendance and develop positive behaviour
8. Encourage physical activity and healthy eating
9. Promote sexual health
10. Minimise the misuse of drugs, alcohol & tobacco
11. Provide play, leisure, culture and sporting opportunities.
12. Improve social, emotional and mental health and well being
13. Reduce crime and anti-social behaviour
14. Increase participation, voice and influence

How we'll do it

The best start in life for all children

Before and after birth we will support parents and babies to create the conditions where stress is reduced, positive bonds and attachments can form and language and communications skills develop.

A life ready for learning

We will place a disproportionate focus on learning and readiness for learning so we narrow the gap and enable all children and young people to realise their potential.

A city-wide breakthrough on tackling domestic violence

Leeds will not tolerate domestic violence and will work restoratively with victims, perpetrators and family relations to address the causes and consequences.

Think Family Work Family

When working with a child or young person we will consider their family relationships, the role of adult behaviour and the wider context such as their friends and the local community

Early help, located in clusters- the right conversations in the right place at the right time

Building on what works well and reorganising more of our services around a locality-based, restorative approach so we can focus help to where it is needed earlier

Outstanding social work & support for vulnerable children and young people

Building on the Ofsted inspection, our families- first programme and our investment in social work we will ensure consistent quality across all our work with vulnerable children and young people

A stronger offer to improve social, emotional and mental health (SEMH) and well-being.

We will redesign the whole system of SEMH support and create simple pathways with clear points of entry to an integrated offer from education, health and social care services which is personalised to individual needs.

A clear budget strategy to become smaller in size, bigger in influence

Efficient: Enterprising: Innovative

Three behaviours that underpin everything

Listening & responding to the voice of the child

Restorative Practice: doing with, not for or to

Outcomes based accountability: is anyone better off?

How we'll know if we've made a difference

1. Number of Children who need to be Looked After
2. Number of children and young people with child protection plans
3. % with good achievement at the end of primary school
4. % gaining 5 good GCSEs including English and maths
5. Level 3 qualifications at 19.
6. Achievement gaps at 5, 11, 16 and 19
7. Primary and secondary school attendance
8. % of Young people NEET/not known
9. Percentage of new school places in good and outstanding schools
10. Destinations of CYP with Send
11. % with good level of development in Early Years
12. Number of exclusions from school
13. Obesity levels at age 11
14. Free school meal uptake- primary; secondary
15. Teenage pregnancy rates
16. Rates of under 18s alcohol related hospital admissions
17. Surveys of CYPs views of fun growing up
18. CYP and parent satisfaction with mental health services
19. Proportion of 10-17 year olds offending
20. Percentage of CYP who report influence in a) school b) the community

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Schedule of meetings/visits during 2017/18

Area of review	15 June	July	August
Inquiries		Inquiry 1 – Terms of Reference and First Inquiry Session	
Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)	Consider potential areas of review		
Budget	Budget Update 2017/18 outturn 2016/17		
Policy Review			
Recommendation Tracking			
Performance Monitoring	Performance Report	Universal Activity Funding – performance, consistency and delivery since the delegation of responsibility and budgets to Community Committees - review (or sept)	
Working Groups	Post 16 SEND School Transport 15 June 17 – Executive Board Statement		

Page 75

*Prepared by S Pentelow

Key: SB – Scrutiny Board (Children's Services) Meeting

WG – Working Group Meeting

Draft Scrutiny Board (Children's Services) Work Schedule for 2017/2018 Municipal Year

Schedule of meetings/visits during 2017/18			
Area of review	September	October	November
Inquiries	<u>Evidence Gathering</u>	<u>Evidence Gathering</u>	<u>Evidence Gathering ?</u>
Recommendation Tracking	SEND Inquiry		
Policy Review		Corporate Parenting	
Performance Monitoring	Ofsted improvement areas – progress update (2015 and SEND inspection)		Leeds Safeguarding Children – Annual Report (with Private Fostering Recommendation Tracking)
Working Groups			

Page 76

Draft Scrutiny Board (Children's Services) Work Schedule for 2017/2018 Municipal Year

Schedule of meetings/visits during 2017/18

Area of review	December	January	February
Inquiries			
Budget	Initial Budget Proposals 2018/19 and Budget Update - Budget and Policy Framework (including Cluster Funding Arrangements)		
Policy Review			
Recommendation Tracking			
Performance Monitoring	Performance Report - Including Voice and Influence		
Working Groups			

Page 7

Draft Scrutiny Board (Children's Services) Work Schedule for 2017/2018 Municipal Year

Schedule of meetings/visits during 2017/18			
Area of review	March	April - to be confirmed	May
Inquiries	Agree Inquiry Report (if concluded in Oct/Nov)		
Budget and Policy Framework			
Recommendation Tracking			
Performance Monitoring	Learning for Leeds - Basic Need Update and School Allocation (or April)	Annual Standards Report (depending on Exec Board schedule)	
Working Groups			

Page 78

Unscheduled - required :

- Recommendation Tracking NEET (To include IAG and preparing for post year 11) - to Inclusive Growth, Culture and Sport Board under revised TOR's

Potential areas identified in 2016/17 unscheduled

- Transition to Adult Services – Young People outside social care
- Targeted Youth Services
- Data - schools/area performance challenge

Updated - June 2017

*Prepared by S Pentelow

Key: SB – Scrutiny Board (Children's Services) Meeting

WG – Working Group Meeting

Table of Scrutiny Key Pieces of Work Relating to Children and Families

	Scrutiny Board	Year
Childrens Centres	Children's Services	2016/17
Migration in Leeds	Citizens and Communities	2016/17
Children's Epilepsy Surgery Services	Adult Social Services, Public Health and NHS	2016/17
Strategic Commissioning	Strategy and Resources	2016/17
Post 16 SEND Transport	Children's Services	2015/16 ongoing
SEND – Young People- what is it like growing up in Leeds?	Children's Services	2015/16
Child Sexual Exploitation/ Taxi Safeguarding	Children's Services	2014/15 & 2015/16
Children's Oral Health Plan	Adult Social Services, Public Health and NHS	2015/16
Maternity Strategy	Adult Social Services, Public Health and NHS	2015/16
CAMHS and TAMHS (inc autism)	Adult Social Services, Public Health and NHS	2015/16
Fees and Charges	Strategy and Resources	2015/16
Kinship Care	Children's Services	2014/15
Provision of Emotional Wellbeing and Mental Health Support Services for Children and Young People in Leeds	Health Wellbeing and Adult Social Care	2014/15
Learning Improvement	Children's Services	2014/15
Employment and Skills	Sustainable Economy and Culture	2014/15
Maths and English	Children and Families	2013/14
Cluster Partnerships	Children and Families	2013/14
School Transport	Children and Families	2013/14/15 and ongoing
Cultural Organisations' Engagement with Communities	Sustainable Economy and Culture	2013/14
Apprenticeships	Sustainable Economy and Culture	2013/14
Tackling Domestic Violence and Abuse	Safe and Sustainable	2013/14
Private Fostering	Children and Families	2012/13
Private Care Homes	Children and Families	2012/13
Increasing the number of young people who are EET	Children and Families	2012/13
Young Carers	Children and Families	2012/13
Welfare Reform	Resources and Council Services	2012/13
Review of Children's Congenital Cardiac Services	Joint Health Overview and Scrutiny Committee	2011/12
Engaging Young People in Culture, Sport and Recreation	Sustainable Economy and Culture	2011/12

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Report author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 June 2017

Subject: Financial Health Monitoring Children’s Services- Budget Update

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 Scrutiny Board (Children’s Services) resolved to consider the budget of Children’s Services at appropriate intervals, utilising the first report of the municipal year to aid the setting of the annual scrutiny work programme. The purpose of this report is to provide Board Members with information with regard to the financial health of Children’s Services.

2. As this is the first opportunity for the Scrutiny Board to reflect on the budget since December 2016 the Board will be provided with the outturn summary for the financial year 2016/17 which provides information relating to the budget provision and actual spend. The financial update for the current financial year 2017/18 will also be provided. As both sets of information will not be available until the 13 June 2017 they will be circulated to the Scrutiny Board as supplementary information in advance of the meeting.

3. A representative from the directorate’s financial management support has been invited to present the budget reports and address any further questions from the Board.

Recommendations

4. Members are asked to:

- (a) note financial report for Children's Services for the financial year 2017/18 and the outturn summary for the financial year 2016/17.
- (b) make recommendations as deemed appropriate.
- (c) to identify areas of concern which may require further Scrutiny focus during 2017/18

Background documents - None¹

¹ 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.



Report author: Peter Storrie / Chris Hudson

Tel: 07891 277 053 / 378 5515

Report of Director of Children and Families

Report to Scrutiny Board (Children's Services)

Date: 15 June 2017



Subject: Performance update for October 2016 to March 2017

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

1. Summary of main issues

1.1. This report provides a summary of performance information relating to outcomes for Leeds children and young people.

2. Recommendations

2.1. Members are recommended to:

- Consider and comment on the most recent performance information, including content they would like to see in the next update.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

3. Purpose of this report

3.1. This report is a bi-annual performance update to Scrutiny Board (Children's Services). It provides a broad and succinct summary in terms of what difference is



being made in the delivery of the Children and Young People's Plan (CYPP) and the Best Council Plan. The report summarises data and progress from a number of reports and dashboards used within Leeds City Council and in Leeds Children's and Families Trust arrangements.

4. Background information

4.1. The CYPP is the strategic document that guides the work of Children and Families, through five outcomes, 14 priorities (including the three obsessions) and 20 key indicators. The CYPP was launched in June 2011, refreshed in 2013, and then reviewed and re-launched in 2015. The CYPP is closely aligned to the Best Council Plan.

4.2. This report follows the previous versions to this scrutiny committee, based on:

- Progress against the CYPP 2015-19, including the three obsessions.
 - A commentary summary of the CYPP indicators (appendix one).
 - CYPP indicators at city and cluster level (appendices two (a) and (b)).
- A summary of children's social work and related services performance.
 - An extract from the March 2017 specialist safeguarding and targeted services report (appendix three).
- Supporting material.
 - The children and families settings inspections dashboard (appendix four).
 - Ward level data (by home postcode) from the spring 2017 community committee dataset (appendix five).

5. Main issues

5.1. **Progress against the Children and Young People's Plan** (supporting data in appendices one and two)

5.2. Children and Families Trust Board receives a twice-yearly report covering the obsessions, priorities, and outcomes in the CYPP. Appendix one contains the performance summary table from the report to be presented in July, for the fourth quarter of 2016/17.

5.3. A change in the reporting process means that report cards are now presented on a rolling programme, with half (including the obsessions) at quarter two, and the other half (including the obsessions) at quarter four. The table in appendix one contains, therefore, some comments that have previously been shared with Scrutiny (Children's Services), alongside new comments for the quarter four reporting cycle.

5.4. Appendix two contains the most recent monthly data, which is presented through a dashboard made available across the children trust partnership. This shows



performance trends at a city level (appendix two (a)), and the most recent position at cluster level (appendix two (b)).

5.5. The CYPP contains three obsessions - reduce the number of children looked after; reduce absence from school; and reduce the number of young people who are NEET or not known. All three obsessions have improved since 2011; appendix one provides a summary of progress against the obsessions and the other indicators in the CYPP.

- The provisional end of financial year child looked after figure is 1,253 (a rate per 10,000 of 76.6), 21 (1.7 per cent) higher than the end of March 2016. At the time of writing the most recently weekly figure is 1,277. Official figures will be published in the autumn following national data returns due in the coming weeks. The March 2017 figure is 14 per cent lower than at the start of the CYPP and the rate per 10,000 is consistent with the 2016 average for authorities the DfE views as comparable to Leeds. There are mitigating factors such as the ongoing growth in the child population (Office for National Statistics). An enhanced focus to ensure rigour in the application of our strategy based on turning the curve is being put in place. This will focus on permanence, placement, and prevention through effective intervention at the right time for children and families. The quality of support for children who are looked after continues to be a focus and a strength.
- The combined NEET and not known figure for the end of March is 777 (5.2 per cent). This is based on methodology that changed in September 2016, with the focus now on the young people in school years 12 and 13 (aged 16 and 17). The national NEET figure is based on a combination of NEET and not known and is the November to January average. The estimated result for 2016 is 6.7 per cent (2.8 per cent of the cohort NEET; 3.9 per cent not known). DfE estimates for 2015/16 are 6.3 per cent, with a higher NEET of 4.1 per cent but lower not known of 2.2 per cent. Formal national measures have not yet been published, but provisional information shows Leeds performance is in line with national. A new cross-service prevention and intervention group has been established to ensure support and resources are focused on need and there is effective coordination between services working with different cohorts of young people.
- The most recent full-year attendance figures are for 2015/16: primary attendance was 96.0 per cent (level with the national average; second quartile), and secondary attendance was 94.3 per cent (half a percentage point below the national average; fourth quartile). Both these figures remain near, but slightly below the highest levels seen in Leeds. Recently released data for half-terms one and two of 2016/17 indicate primary attendance in Leeds at 96.2 per cent; this is slightly above (better than) national and regional averages. The slight increases in absence nationally and in Leeds are due to illness and to unauthorised absence. Autumn term figures do vary year on year with changes being moderated and less pronounced over the whole academic year. With secondary schools, autumn term attendance was 94.7 per cent, again with a small increase in absence from the previous year that is reflected nationally. Leeds' rate is marginally above national and in line with regional levels. Illness and unauthorised absence are the source of change.



5.6. Other quarter four updates on the Children and Young People Plan include:

Impact

- **Safe from harm:** A successful bid to the DfE's Innovation Fund has awarded Children and Families £9.59 million over the next three years. Part of the monies will allow restorative early support teams to be established initially in eight high need clusters before being extended to all neighbourhoods of the city.
- **Safe from harm:** One Adoption West Yorkshire, a regional adoption agency, has been established, and is hosted in Leeds. The agency increases both the number of children and potential adopters and should ensure that more children and young people are placed in a timely manner with appropriate families, giving them a stable and secure future.
- **Do well in learning and have the skills for life:** The roll out of supported internships, a course offered by colleges and post-16 providers, aims to help young people with learning difficulties and disabilities achieve paid employment by giving them the skills and experience they need through learning in the workplace. 37 students are undertaking a supported internship this academic year.

Effort

- **Do well in learning and have the skills for life:** In recent years, narrowing gaps for vulnerable learners has mostly been interpreted as an issue for schools, and school improvement teams. Now to make a difference across this group of vulnerable learners, there is a need to engage all parts of the children's workforce.
- **Do well in learning and have the skills for life:** Over the last six months a range of approaches have been taken to better support post-16 pupils. They include encouraging schools to submit free school bids for sixth form centre; a widespread promotion of apprenticeships in Leeds to encourage students to consider work based learning which may be better suited to their skills and aptitudes; identification of best practice at the termly Careers Education and Guidance network; and a review of post-16 provision in over a third of Leeds schools.
- **Do well in learning and have the skills for life:** Schools have been encouraged to submit free school bids for sixth form centres. Bigger organisations will be able to offer a broader curriculum where students have a wide range of appropriate courses to choose from rather than being offered a limited curriculum offer.

5.7. Areas for awareness and focus

- Leeds obesity levels in year six (20.4 per cent) in 2015/16 have risen for first time in six years; Leeds is 0.6 points above the national average of 19.8 per cent. This increase is not reflected in the reception cohort, as obesity rates in Leeds have reduced by 0.1 point to 8.7 per cent, more than half a point below the national figure of 9.3 per cent. These figures compare different year groups against each other; a comparison of the current year six cohort to when it was the reception year (in 2009/10) shows that 10.1 per cent of children were recorded as obese (0.3 points above national). Of the current reception year (2015/16), 8.7 per cent



of pupils in Leeds are recorded as obese, half a percentage point below the national figure of 9.3 per cent.

- The new Leeds Child Healthy Weight Plan was launched in May 2017. It describes a whole system preventative programme from pregnancy to 19, which aims to ensure every child in Leeds is able to be a healthy weight. It sets out the contribution that the Council and key partners will deliver to promote child healthy weight and tackle obesity over the coming five years. The over-arching indicators for the programme are: obesity rates at ages two to three; ages four to five (reception class); and ages 11 to 12 (year six). A key objective for the programme is to reduce the current health inequalities gap; data on obesity levels amongst children living in deprived and non-deprived areas of the city will be monitored. A more detailed implementation plan will be developed with key partners, building on the existing broad programme of multi-agency work in the city.
- Attainment levels (both level 2 and level 3) at 19 in Leeds are below the national average for all pupils, but especially those pupils with special educational needs and disabilities (SEND). The gap has fluctuated over the last five years, but Leeds remains below the national average. A bigger factor than SEND, however, is the number of pupils eligible for free school meals (FSM). The percentage of young people in Leeds who are FSM-eligible attaining level 3 at age 19 remains consistent with the previous year. However, the attainment gap between those young people formerly FSM-eligible at academic age 15 and those not eligible in Leeds continues to narrow, and has narrowed by three percentage points to 28 percentage points, compared to a 25 percentage point gap nationally.

5.8. The CYPP is being refreshed as part of the five-year anniversary of Child Friendly Leeds. The refreshed plan will reflect the both the changing national (key stage measures, for example) and local (population rises, increasing levels of deprivation) pictures as well as acknowledge the maturing children's partnership within Leeds. It is likely that the refreshed plan will be launched in the autumn. This will be underpinned by:

- Refocusing and applying rigour to agreed obsessions and priorities, emphasising the core principles of being outcomes-focused and the key challenge of what difference is being made.
- Reflecting the learning agenda by expanding the attendance obsession to include a clearer focus on attainment and achievement. All those involved with children have a responsibility for ensuring children are in learning, safe in their learning and making good progress in their learning. There is a complexity of factors, often but not necessarily related, including deprivation, special educational need, safeguarding, and mobility that impact on the likelihood of good outcomes for a child. This is a recognised challenge for Leeds and it should be central to the strategy and to all those involved in working with children and young people.

5.9. At the Children and Families Trust Board meeting in July, there will be an in-depth discussion on the refresh of the CYPP. This will include a focus on the three obsessions, and understanding the issues regarding the other indicators within the CYPP, for example the proposals to provide wider promotion of the options available for post-16 students (which will impact on level 3 at 19 results).



5.10. Both Executive Board and Scrutiny Board (Children's Services) were presented with, and discussed, the annual standards report 2015/16 in April. That report covered in detail attainment at all key stages for the 2015/16 academic year. Rather than repeating elements of that document in this report, a link to the papers for the April Scrutiny meeting is provided¹.

6. Supporting children and families, strengthening social care (supporting data in appendix three)

6.1. Appendix three provides an overview of operational performance measures for children's social care. The overall number of open social work cases continues to safely reduce. Within this, child protection numbers are largely stable. There are positive improvements in reviews completed for both children looked after and children subject to a child protection plan and care leaver contacts have improved.

6.2. The proportion of child and family assessments completed in 45 days is an area for improvement; whilst there are other areas where performance is reasonable but need watching, for example visits for children looked after and children subject to a plan, and the timeliness of initial child protection conferences. These measures are for reassurance that the simple things are being done; they do not reflect service quality.

7. Reporting of children's outcomes in different ways

7.1. Sharing children's data and indicators helps build ownership of priorities and the understanding of need in a range of different ways. This is an evolving area that combine requests from elected members, senior leaders within Children and Families, and the greater availability of data and tools to present that information in different ways.

7.2. Nationally, more information is available including through the DfE: school performance tables; regular statistical first releases; and tools like the LAIT - Local Authority Interactive Tool.

7.3. Community committees will soon be provided with the latest six-monthly dataset, with a subset of the data by ward (appendix five). The information is based on a child's/pupil's home postcode, providing a clear picture of need, and achievement by area. A profile for each committee contains a succinct overview and a table of measures. Available alongside the dataset will be a set of maps (cluster and ward) showing performance at the Early Years Foundation Stage, Key Stage 2 and Key Stage 4 at LSOA level, with additional contextual maps that include attendance, and index of multiple deprivation by LSOA.

7.4. The Leeds Observatory continues to be a self-service point of access for a range of children's data. The most recent addition is a dynamic map, which allows the user to select from two key stage results and to view data at MSOA level. This

¹ <http://democracy.leeds.gov.uk/mgChooseDocPack.aspx?ID=7685>



experimental map provides the user control over which part of the city on which to focus. It is hoped that more dynamic maps will be provided in the future. A link to the dynamic map is provided.²

8. Corporate considerations

8.1. Consultation and engagement

8.1.□1. This is an information report and as such does not need to be consulted on with the public. However, all performance information is available to the public.

8.2. Equality and diversity/cohesion and integration

8.2.□1. This is an information report, rather than a decision report and so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

8.2.□2. Some young people are statistically more likely to have relatively poor outcomes, for example those with learning difficulties and disabilities; those from some ethnic minority backgrounds; those with English as an additional language (EAL); those living in deprived areas; poor school attenders; and those involved in the social care system.

8.2.□3. The purpose of all the strategic and operational activity relating to this this area of work is to help all children and young people achieve their full potential. A central element of this is to ensure that the needs of vulnerable children, young people, and families who experience inequality of opportunity or outcomes are identified and responded to at the earliest possible opportunity.

8.3. Council policies and city priorities

8.3.□1. This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework. The CYPP supports, reflects, and complements the outcomes, priorities and indicators set out in the Best Council Plan 2015-20 and the Joint Health and Well Being Plan 2013-15 (which is currently being updated).

8.4. Resources and value for money

8.4.□1. There are no specific resource implications from this report.

8.5. Legal implications, access to information and call in

8.5.□1. All performance information is publicly available. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

² <http://observatory.leeds.gov.uk/dataviews/report?reportId=141&viewId=1581&geoReportId=17488&geold=114&geoSubsetId=>



8.6. Risk management

- 8.6.□1. The six-monthly summary of CYPP report cards provided to Scrutiny includes an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the council to monitor and manage key risks.

9. Conclusions

- 9.1. This report provides a summary of performance against the strategic priorities for the council relevant to Scrutiny Board (Children's Services).

10. Recommendations

- 10.1. Members are recommended to:

- Consider and comment on the most recent performance information, including content they would like to see in the next six-month update.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

11. Background documents³



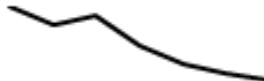
- 11.1. Other regular sources of information about performance in relation to children's services are contained in community committee reports; the annual standards report to Executive Board each February/March about education attainment; the annual reports to Executive Board of the fostering and adoption services each summer; and regular updates to Executive Board on proposals to increase school places as part of the basic need programme.

³ 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.






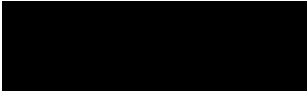
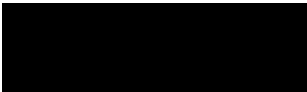
Appendix one: indicator performance for the CYPP indicators as at the end of March 2017

This table shows a summary of the position for each priority, and an indication of the difference between performance reported at the end of March 2017 and March 2016. The cross or tick next to each direction of travel (DOT) arrow indicates if a rise or fall in performance is a positive or negative trend; ie, a downward arrow for the number of children looked after would be a positive trend, but for attendance would be a negative trend.




	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Safe from harm	Obsession Number of children looked after	The number of children looked after has reduced by 14 per cent since 2011, against a national rise of 7.5 per cent. The quality of support for children looked after continues to be a focus and strength. It is recognised there needs to be a renewed focus on reducing the need for children to be in care. This accepts there are factors, such as a growing child population, which do impact on overall numbers Children and Families Trust partners should: <i>continue to support the strategy of reducing children in care, and the need for children to enter care, through the expansion of the early help offer</i>	1,232 76.8 per 10,000 Month/year	1,253 76.6 per 10,000 Month/year	↑ ✕	
	Number of children subject to a child protection plan	The number of children subject to a child protection plan continues to safely and appropriately reduce, as the increase in early help alternatives provide an earlier intervention before social work involvement is required Children and Families Trust partners should: <i>continue to be involved in child protection cases, ensuring that children subject to a plan receive support enabling them to remain within family environments</i>	583 36.3 per 10,000 Month/year	533 32.6 per 10,000 Month/year	↓ ✓	
Do well in learning and have the skills for life	Key stage 2 assessment (Percentage reaching expected standard in RWM)	The percentage of pupils in Leeds achieving expected standard in reading, writing and maths was 47. Leeds is ranked 126 out of 150 local authorities and is therefore in the fourth quartile of all local authorities. There is much greater variance in individual school results this year compared to previous years, with a 90 percentage point difference between the highest and lowest attaining schools Children and Families Trust partners should: <i>promote opportunities to become school governors amongst their workforces. Assist cluster partnerships to engage families and communities in learning</i>	Comparison not possible - change in methodology	47% 2015/16 academic year	n/a	Not applicable - change in methodology

	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Do well in learning and have the skills for life	Key stage 4 assessment (Progress 8)	<p>Progress 8 is the new national measure reflecting how much progress young people have made in their time in secondary school up to year 11. A score of 1.0 means pupils make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress. Performance in Leeds is better than for core cities and statistical neighbours, but at -0.07 remains below the national result</p> <p>Children and Families Trust partners should: raise awareness across partner organisations and all services working with young people about curriculum and accountability reform in secondary schools</p>	Comparison not possible - change in methodology	-0.07 2015/16 academic year	n/a	Not applicable - change in methodology
	Level 3 qualifications at 19	<p>In 2016, the gap between Leeds and national has increased to seven percentage points. Similarly, the gap between Leeds and statistical neighbours has increased to four percentage points. Leeds is now one percentage point behind the core cities average</p> <p>Children and Families Trust partners should: encourage secondary school governors to support and challenge schools to submit free school bids for sixth form centres, to create more viable post-16 provision and offer broader curriculum choices across Leeds</p>	55% 2015	53% 2016	↓ x	
	Achievement gaps at 5, 11, 16, 19	<p>At all key stages in Leeds non-disadvantaged pupils perform either broadly in line with, or better than, the equivalent other group nationally, but the attainment of the disadvantaged group in Leeds lags far behind the other group nationally. Teachers know who pupil premium children are and take responsibility for accelerating their progress; support staff (particularly teaching assistants) are highly trained and understand their role in helping pupils to achieve</p> <p>Children and Families Trust partners should: help to promote the approach that diminishing the difference in learning outcomes for disadvantaged children is the responsibility of all practitioners throughout the children's partnership, and stimulate discussions within each organisation to generate ideas on how this can be done. Board members who are school governors can offer support and challenge to their schools over the impact of spending decisions about pupil premium funding</p>				

	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Do well in learning and have the skills for life	Obsession Primary and secondary attendance	Primary attendance in Leeds is in line with national and statistical neighbours. Secondary attendance in Leeds remains at a near-high, but is half a percentage point behind national with recognised challenges around persistent and unauthorised absence. The 2016/17 autumn term reflected a similar pattern but with marginally higher absence both locally and nationally, in part due to illness Children and Families Trust partners should: champion that learning is an entitlement for children and young people, and that where a child is absent from school they are missing out	96.1% Primary 2014/15 HT 1-6	96.0% Primary 2015/16 HT 1-6	↓ x	
			94.4% Secondary 2014/15 HT 1-6	94.3% Secondary 2015/16 HT 1-6	↓ x	
	Obsession Percentage of young people who are NEET or not known	The national measure for NEET changed in September 2016 to reflect only 16 and 17 year-olds, and included both young people identified as NEET and those whose status is not known. The estimated result for 2016 November to January average is 6.7 per cent, based on 2.8 per cent of the cohort NEET and 3.9 per cent not known. At the end of March the combined measure was 5.2 per cent (777 young people) Children and Families Trust partners should: consider how partners can support with the tracking duty to ensure that young people can be identified for their statutory entitlement to targeted IAG	n/a	6.7% (provisional) Nov 2016 to Jan 2017 average	n/a	Not applicable - change in methodology
	Percentage of new school places in good or outstanding schools	The population of Leeds continues to grow; this growing population is now moving through the primary phase, and planning for additional places in the secondary phase has already begun. 95% of primary places created for September 2016 were in good or outstanding schools. All the year seven places were at Ruth Gorse, a new provision with no Ofsted rating. To date, 90% of the 145 primary places created for September 2017 are in good or outstanding schools. 50 year seven places are in good or outstanding schools (100% of measurable places); 120 are at the Temple Learning Academy, a new provision with no Ofsted rating Children and Families Trust partners should: support and attend stakeholder engagement events when appropriate, and raise awareness in communities of statutory admissions deadlines				

	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Do well in learning and have the skills for life	Destinations of children and young people with SEND when they leave school	Attainment levels (level 2 and level 3 at 19) in Leeds are below the national average for all pupils, but especially for those pupils with SEND. 61 per cent of Leeds pupils with SEN achieved a level 2 qualification, two points fewer than the previous year. The gap to national is three percentage points. The gap at level 3 between pupils in Leeds with SEN and national pupils with SEN is six points Children and Families Trust partners should: <i>encourage schools to provide focused and appropriate careers information and guidance for young people with SEN. Consider how individual services and organisations can support young people with SEND develop the skills and confidence ready for the world of work by offering: work taster, work experience, and/or supported internships opportunities</i>	24% (Level 3 at 19 for SEN pupils) 2015	22% (Level 3 at 19 for SEN pupils) 2016	↓✘	
	Percentage with good level of development in Foundation Stage	There has been a considerable increase in the proportion of children achieving GLD in Leeds, from 51 per cent in 2013, to 63 per cent in 2016. National improvements are outpacing Leeds, therefore the city remains below the national average (by six percentage points) Children and Families Trust partners should: <i>support the delivery of the Best Start in Life Strategy, promote the expansion and take-up of FEEE places for two year-olds and support work to improve the quality of early years settings</i>	62% 2014/15 academic year	63% 2015/16 academic year	↑✓	
Do well in learning and have the skills for life	Number of fixed term exclusions from school	The number of fixed-term exclusions in 2015/16 was largely static in terms of number of exclusions and numbers of pupils excluded. The total duration of exclusions has reduced by 4.7 per cent, length of exclusions in Leeds have been comparatively high Children and Families Trust partners should: <i>encourage governors to ask whether appropriate support has been accessed for a young person with additional requirements to support safe transition to high school</i>	4,379 2014/15 academic year	4,355 2015/16 academic year	↓✓	

	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Healthy lifestyles	Obesity levels at age 11	<p>The proportion of Leeds children classed as obese has risen by over one percentage point since last year, the first increase in the last six years. The England and regional averages also rose, from 19.1 per cent to 19.8 per cent, and from 19.2 per cent to 20.3 per cent respectively. The new Leeds Child Healthy Weight Plan prioritises action to support families during pregnancy and during the first five years of life with early identification and targeted support for those children and families most at risk at the earliest opportunity</p> <p>Children and Families Trust partners should: <i>be involved in the development of a more detailed implementation plan that will build on the existing broad programme of multi-agency work in the city</i></p>	19.3% 2014/15 academic year	20.4% 2015/16 academic year	↑ ✘	
	Free school meal uptake at primary and secondary	<p>Overall free school meal (FSM) uptake across Leeds has slightly decreased, which is due to secondary uptake decreasing (although primary uptake has increased). Universal infant free school meals (UIFSM) uptake has continued to rise: in January 2017 UIFSM reached its highest level, of 89.7 per cent</p> <p>Children and Families Trust partners should: <i>continue to support FSM, UIFSM and overall school meals uptake, with a focus in secondary schools. Members should encourage key partners and representatives within the Council to join the FSM strategy group where relevant, and take an active responsibility to promote FSM</i></p>	82.2% Primary 2016 school census	82.6% Primary 2017 school census	↑ ✓	
			77.4% Secondary 2016 school census	71.6% Secondary 2017 school census	↓ ✘	
	Teenage pregnancy rates	<p>The changes brought in by the national ten-year teenage pregnancy strategy (ended in December 2011) continue to significantly reduce the teenage pregnancy rates nationally and locally</p> <p>Children and Families Trust partners should: <i>continue to support the range of interventions underway within the city which have duplicated the success of the national strategy</i></p>	29.4 Rate per thousand 2014	28.1 Rate per thousand (June) 2015	↓ ✓	

	Indicator	Summary	Performance			Trend line
			Q4 2015/16	Q4 2016/17	DOT	
Healthy lifestyles	Rates of under-18s alcohol-related hospital admissions	Fewer young people in Leeds were admitted to hospital due to alcohol in the most recent reporting period. Continued awareness, guidance/advice booklets, and refresher training courses will keep the issue of drug and alcohol issues prominent amongst both young people and staff working with young people Children and Families Trust partners should: <i>encourage services working with children looked after and children with complex needs to engage with Forward Leeds' treatment/prevention programmes</i>	34.7 Rate per ten thousand 2011/12 - 2013/14	27.1 Rate per ten thousand 2012/13 - 2014/15	↓ ✓	
Have fun growing up	Children and young people have fun growing up	Consideration is needed between finding an appropriate focus and measure on which it is useful to report, or providing feedback in less formal ways of activity and children's views in/of Leeds				
	Improve social, emotional and mental health and well being	£45m is being invested in specialist education provision within the city. This provision will be spread over multiple sites and will be operational by September 2018 Children and Families Trust partners should: <i>raise awareness of the far-reaching and ever-increasing influence of SEMH issues</i>	Not applicable			Not applicable
Voice and influence	Proportion of 10-17 year-olds offending	Between April 2008 and March 2009 there were 1,928 offenders compared to April 2015 and March 2016 when there were 517 offenders. This is a reduction of over 1,411 young people offending/receiving a formal legal outcome (a fall of 73 per cent) Children and Families Trust partners should: <i>support the ambition for the city to reduce the number of young people going into custody; work with the police to find alternatives to the current custody suite</i>	1.0% April 2014 to March 2015	0.8% April 2015 to March 2016	↓ ✓	
	Percentage of Children and young people who report influence in (a) school and (b) the community	As part of the Leeds Youth Parliament don't hate, educate tackling discrimination campaign, 98 students participated in workshops, met elected members and senior leaders, and made pledges on how they would plan to tackle discrimination in their school and community Children and Families Trust partners should: <i>consider how board members can further encourage schools to participate in My Health My School survey</i>	5,843 Young people completing My Health My School survey 2014/15	9,013 Young people completing My Health My School survey 2015/16	↑ ✓	

Appendix two (a): CYPP key indicator dashboard - city level: March 2017

	Measure	National	Stat neighbour	Result for same period last year	Result Mar. 2016	Result Dec. 2016	Result Jan. 2017	Result Feb. 2017	Result Mar. 2017	DOT	Data last updated	Timespan covered by month result
Safe from harm	1 Number of children looked after	60/10,000 (2013/14 FY)	76/10,000 (2013/14 FY)	1232 (76.3/10,000)	1232 (76.3/10,000)	1240 (76.3/10,000)	1242 (76.4/10,000)	1239 (76.2/10,000)	1253 (77.1/10,000)	▼	31/03/2017	Snapshot
	2 Number of children subject to Child Protection Plans	42.9/10,000 (2014/15 FY)	49.1/10,000 (2014/15 FY)	583 (36.1/10,000)	583 (36.1/10,000)	515 (31.7/10,000)	515 (31.7/10,000)	544 (33.5/10,000)	533 (32.8/10,000)	▼	31/03/2017	Snapshot
Do well in learning and have the skills for life	3 % with good achievement at the end of primary school	54% (2016 AY)	53% (2016 AY)	N/A new measure	78% (2015 AY)	'48% (2016 AY)				N/A	Dec. 16 SFR	AY
	4 Average Progress 8 Score	-0.03 (2016 AY)	-0.08 (2016 AY)	N/A new measure		"-0.06 (2016 AY)				N/A	Jan. 17 SFR	AY
	5 Level 3 qualifications at 19	60% (2016 AY)	57% (2016 AY)	55% (2015 AY)	55% (2015 AY)	'53% (2016 AY)				▼	Mar. 17 SFR	AY
	6 Achievement gaps at 5, 11, 16, 19	Please click here to view data on Attainment Gaps.										
	7a Primary attendance	96.0% (HT1-6 2015/16)	96.0% (HT1-6 2015/16)	96.1% (HT 1-6 2014/15)	96.4% (HT 1-2 2015/16 AY)	'96.0% (HT 1-6 2015/16 AY)				▼	HT.1-6	AY to date
	7b Secondary attendance	94.8% (HT1-6 2015/16)	94.8% (HT1-6 2015/16)	94.3% (HT1-6 2014/15)	95.0% (HT 1-2 2015/16 AY)	'94.6% (HT 1-6 2015/16 AY)				▲	HT.1-6	AY to date
	8 NEET and not known	5.8%	5.2%	N/A new measure		6.78%	5.82%	5.30%		N/A	31/03/2017	1 month
	9 Number of school places created in good or outstanding schools	N/A Local indicator	N/A Local indicator	N/A	90.0%	90%				N/A	31/03/2016	Up to September 2016
	10 Destinations of CYP with SEND - remaining in education, or employment or training.	91% (2014/15)	93.3% (2014/15)	90% 2013/14	90% 2013/14	'88% 2014/15				▼	Jan. 17 SFR	AY
	11 Early Years Foundation Stage good level of development	69% (2016 AY)	68% (2016 AY)	62% (2015 AY)	62% (2015 AY)	'63% (2016)				▲	Oct 16 SFR	AY
	12a Number of fixed-term school exclusions Primary	1.10 per 100 pupils (2015 AY)	0.95 per 100 pupils (2015 AY)	0.60 per 100 pupils (2014 AY)	0.46 per 100 pupils (2015 AY)	0.46 per 100 pupils (2015 AY)				▼	July 16 SFR	AY
	12b Number of fixed-term school exclusions Secondary	7.5 per 100 pupils (2015 AY)	8.2 per 100 pupils (2015 AY)	8.43 Per 100 pupils (2014 AY)	10.8 per 100 pupils (2015 AY)	10.8 per 100 pupils (2015 AY)				▲	July 16 SFR	AY

	Measure	National	Stat neighbour	Result for same period last year	Result Mar. 2016	Result Dec. 2016	Result Jan. 2017	Result Feb. 2017	Result Mar. 2017	DOT	Data last updated	Timespan covered by month result		
Healthy lifestyles	13	Obesity levels at year 6 age 11	19.8% (2015/16 AY)	21.4% (2015/16 AY)	19.3% (2014/15 AY)	19.3% (2014 AY)	20.4% (2015/16 AY)			▼	Nov 16 SFR	AY		
	14a	Uptake of free school meals - primary	Local indicator	Local indicator	84.3% (2014/15)	82.2% 2015/16)	82.2% 2015/16)			▼	Jan-16 School Census	Snap shot		
	14b	Uptake of free school meals - secondary	local indicator	Local indicator	77.1% (2014/15)	77.4% 2015/16	82.2% 2015/16)			▲	Jan-16 School Census	Snap shot		
	15	Teenage conceptions (rate per 1000)	19.5 Sept 2015)	22.8 (Sept 2015)	30.1 (Sept. 2014)	29.9 (March 2015)	24.7 (Sept 2015)			▼	Nov-16	Quarterly		
	16	Alcohol-related hospital admissions for under-18s	Local indicator	Local indicator	57 (2012)	41	41			▼	2015	Calendar year		
Fun	17	Surveys of CYP perceptions	New CYPP Indicator under development											
	18	CYP and parent satisfaction with mental health services	New CYPP Indicator under development											
voice & influence	19	10 to 17 year-olds committing one or more offence	0.7% Jan. - Dec. 2015	0.9% Jan. - Dec 2015	1% (Jan. - Dec. 2014)	0.8% Jan. - Dec. 2015	0.8% Jan. - Dec. 2015			▼	May-16	Calendar year		
	20	Percentage of C&YP who report influence in a) school b) the community	New CYPP Indicator under development											

Key AY - academic year DOT - direction of travel FY - financial year HT - half term SFR - statistical first release (Department for Education / Department of Health data publication)

Direction of travel arrow is not applicable for comparing Early Years Foundation Stage outcomes from 2013 with earlier years; assessment in 2013 was against a new framework

Comparative national data for academic attainment indicators are the result for all state-maintained schools

Appendix two (b): CYPP key indicator dashboard - cluster level: March 2017

Date	Children looked after ^{3,5,6}		Child protection plans ^{3,5,6}		% with good achievement at the end of primary school	Average Progress 8 Score ⁴	Level 3 quals at age 19 ^{4,7}	Primary attendance ⁴	Secondary attendance ⁴	Early Years Foundation Stage ⁴	Obesity levels at Year 6 ⁵	Primary uptake of FSM ⁴	Secondary uptake of FSM ⁴	Alcohol-related hospital admissions for under-18s ^{5,6}	10-17 yr old offenders ^{5,6}	
	As at	31/03/2017	As at	31/03/2017	2016 AY	2016 AY	2015 AY	HT1-4 15/16	HT1-4 15/16	2016 AY	2014/15 AY	2014/15 FY	2014/15 FY	2015 FY	07/2016 - 09/2016	No.
Leeds	1253		533		48%	-0.06	55%	96.2%	94.7%	63%	19.1%	84.3%	77.1%	41	0.8%	
Cluster	No.	RPTT	No.	RPTT	%	No.	%	%	%	%	%	%	%		No.	RPT
ACES	64	121.7	26	49.4	52.8%	-0.72	41.1%	96.6%	93.8%	50.0%	26.4%	88.4%	74.9%		<5	2.08
Aireborough	28	38.9	7	9.7	63.1%	0.03	69.4%	96.9%	95.3%	73.9%	11.8%	83.8%	66.8%		<5	0.33
Ardley & Tingley	13	38.9	12	35.9	49.8%	0.37	55.0%	96.5%	96.3%	67.4%	15.4%	88.4%	77.6%		0	0.00
ARM	29	21.9	17	12.86	57.9%	-0.01	68.8%	96.6%	95.1%	71.7%	-	-	-		<5	0.76
Beeston, Cottingley and Middleton	102	121.3	42	49.9	38.7%	0.38	45.2%	96.3%	95.2%	48.3%	24.3%	87.5%	84.1%		6	1.94
Bramley	75	102.6	14	19.1	31.4%	-0.37	42.1%	95.6%	93.6%	56.6%	25.8%	89.1%	74.8%		<5	1.05
Brigshaw	14	27.8	7	13.9	49.1%	0.02	52.2%	96.5%	94.9%	74.1%	15.1%	82.1%	76.9%		<5	0.47
EPOSS ²	<5	-	7	9.6	58.9%	-0.24	62.6%	96.9%	95.2%	75.6%	10.6%	81.6%	70.1%		<5	0.61
ESNW	16	33.7	15	31.6	58.1%	0.12	60.1%	96.5%	93.8%	71.7%	17.6%	83.9%	65.9%		<5	1.01
Farnley	21	63.1	5	15.0	38.4%	0.56	33.3%	96.0%	95.7%	55.5%	26.9%	76.4%	84.8%		<5	0.78
Garforth	<5	-	<5	-	44.7%	0.26	68.3%	96.9%	96.2%	63.3%	14.1%	79.7%	unavailable	Data at cluster level has been suppressed as all values are 0 and <5.	<5	0.62
Horsforth	10	26.4	7	18.5	66.0%	0.06	70.6%	97.2%	95.6%	73.9%	13.0%	74.6%	59.6%		0	0.00
Inner East	209	159.1	53	40.3	32.3%	-0.17	44.9%	95.3%	94.3%	54.8%	25.4%	79.8%	73.3%		10	2.14
Inner NW Hub	35	55.4	19	30.1	52.2%	-0.14	56.0%	96.3%	94.9%	67.9%	19.4%	100.7%	82.3%		<5	1.63
J.E.S.S	179	171.0	54	51.6	36.6%	-0.69	36.9%	96.4%	92.8%	48.9%	24.3%	81.5%	8.7%		<5	1.09
Morley	46	55.2	26	31.2	47.8%	0.25	59.8%	96.2%	95.6%	63.0%	16.8%	78.6%	79.3%		<5	0.30
OPEN XS	33	86.5	12	31.4	33.1%	-0.36	52.1%	96.4%	92.9%	53.6%	17.9%	88.9%	100.5%		<5	1.55
Otley/Pool/Bramhope	5	12.3	9	22.1	53.7%	0.22	65.6%	96.5%	94.4%	74.9%	16.4%	83.5%	72.0%		0	0.00
Pudsey	27	26.8	14	13.9	51.5%	-0.20	54.6%	96.1%	94.9%	68.8%	13.7%	83.2%	67.2%		5	1.31
Rothwell	12	18.4	26	39.8	51.4%	0.19	54.7%	96.6%	95.1%	70.8%	16.5%	85.7%	74.4%		<5	1.49
Seacroft Manston	104	105.5	54	54.8	52.4%	-0.51	37.3%	95.8%	91.1%	60.0%	21.9%	86.0%	72.6%		10	2.52
Temple Newsam Halton	42	77.0	14	25.7	56.0%	-0.14	50.0%	96.4%	94.2%	63.7%	22.2%	79.5%	76.3%		<5	0.86
2gether	113	94.3	28	23.4	38.9%	0.13	-	-	-	54.0%	-	-	-		12	2.55
C.H.E.S.S. ¹	N/A	N/A	N/A	N/A	N/A	N/A	42.5%	94.5%	N/A	N/A	23.1%	86.8%	unavailable		N/A	N/A
NETWORKS	N/A	N/A	N/A	N/A	N/A	N/A	53.5%	95.3%	94.3%	N/A	17.2%	82.5%	86.5%		N/A	N/A
Alwoodley ²	N/A	N/A	N/A	N/A	N/A	N/A	60.9%	N/A	N/A	N/A	15.7%	75.7%	74.6%		N/A	N/A
NEXT	N/A	N/A	N/A	N/A	N/A	N/A	55%	N/A	N/A	N/A	16.7%	87.3%	91.0%		N/A	N/A

Key: AY - academic year FSM - free school meals FY - financial year RPT - rate per thousand RPTT - rate per ten thousand

Notes

CYPP indicators reported at a cluster level are not comparable with citywide results, as the data used is not always from the same period.

1 - C.H.E.S.S. cluster does not include any secondary schools.

2 - On 1 April 2013 Wigton Moor Primary moved from EPOSS to Alwoodley. As some data-sets pre-date this boundary change, data for some indicators is only available by the previous boundaries. This will be updated over time.

3 - Data by cluster for these indicators does not add up to the Leeds total, due to some children's records having a missing postcode, or an out of authority postcode. For NEET data, the city-wide total also includes a proportion of young people whose status has expired. For children looked after the postcode used is where the child lived at the point of becoming looked after, not placement postcode.

4 - Data for these indicators is by schools within the cluster, not by pupils living in the cluster area.

5 - Data for these indicators is by children and young people living in the cluster area, not attending schools in the cluster

6 - Data suppressed for instances of fewer than 5.

7 - Data based on where the young person lived went to school three years previously when they were in Year 11, regardless of where they actually gained the Level 3 qualification.

8 - Young people's records with an unknown address that were previously coded to JESS cluster (as they are given the default postcode for the igen centre) have now been removed from the NEET count for this cluster from October 2013 onwards.

Historical data cannot be updated, so NEET data for JESS in the cluster obsessions worksheet does contain unknown addresses.

9 - In September 2016 CHESS and NETWORKS merged to form a new cluster known as 2gether.

10 - During the summer of 2015 Alwoodley and the NEXT clusters merged to form the ARM cluster. Historical data for NEXT and Alwoodley will be removed as and when new data becomes available for the CYPP indicators.

Appendix three: Safeguarding specialist and targeted services March 2017 monthly practice improvement report

Incorporating children in need, children subject to a child protection plan and children looked after

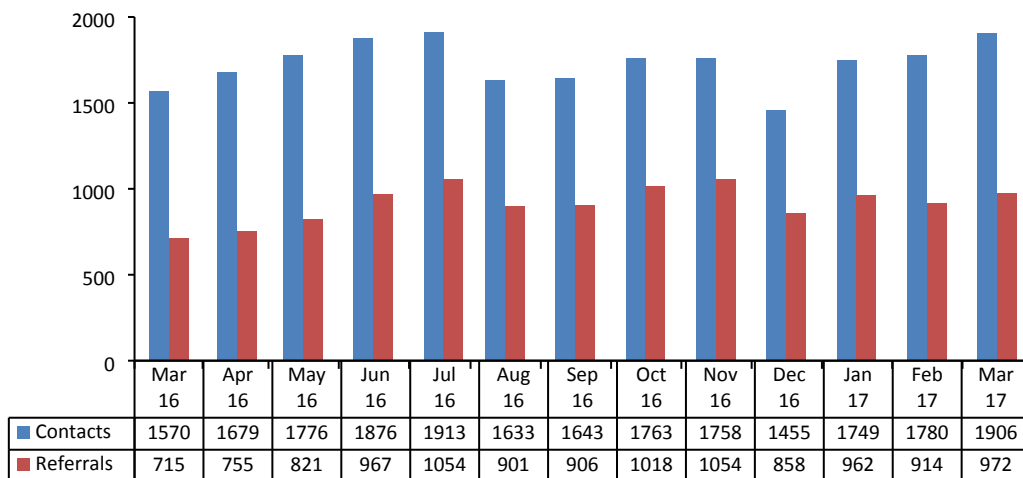
(September 2016 figures - last data reported to Scrutiny - in brackets). Some data are new since the last report and have no previous data to report.

Performance summary: Child in need

How much did we do this month?	How well did we do it?												
<ul style="list-style-type: none"> • 1906 (1643) contacts were received, of which 972 (906) became referrals to Children’s Social Work Service. • 257 (224) referrals this month were re-referrals within 12 months; this is 26.4% (24.7%) of all referrals this month. • 878 (805) Child and Family Assessments were completed. • 5469 (5862) open cases - without CHAD OT Team, 5863 (6340) cases open to Children’s Social Work Services (with the CHAD OT Team) at the end of month. • Of those cases, 446 (301) had no ethnicity recorded. • There are 47 (20) children who have a service user group of Disability who do not have a complex need or disability recorded under the health tab. 	<ul style="list-style-type: none"> • 23.5% (23.8%) of referrals within a 12-month period (rolling 12 months) were re-referrals. • 70.4% (74.3%) Child and Family Assessments undertaken in the month were carried out within 45 working days. The year-to-date from April performance is 77.2% (79.3%). • 101 (90.8) days is the average time taken to complete Child and Family Assessments that took longer than 45 working days. This includes all Child and Family assessments which were outcomes from a referral (not just those with Child and Family assessment as a primary outcome). • Of Child and Family Assessments completed outside 45 working days (% of assessments outside 45 working days): <table border="1" data-bbox="1160 842 2096 960"> <thead> <tr> <th>46–49 days</th> <th>50-64 days</th> <th>65-79 days</th> <th>80+ days</th> </tr> </thead> <tbody> <tr> <td>34</td> <td>68</td> <td>68</td> <td>85</td> </tr> <tr> <td>13%</td> <td>27%</td> <td>27%</td> <td>33%</td> </tr> </tbody> </table>	46–49 days	50-64 days	65-79 days	80+ days	34	68	68	85	13%	27%	27%	33%
46–49 days	50-64 days	65-79 days	80+ days										
34	68	68	85										
13%	27%	27%	33%										
<p>What difference did we make and what do we want to improve?</p> <ul style="list-style-type: none"> • Continued safe reduction in overall number of open social work cases. • Improve the proportion of 45 day assessments completed within 45 days. • Improve the recording of children’s ethnicity and disability on cases. 													

Performance trends: Children in need

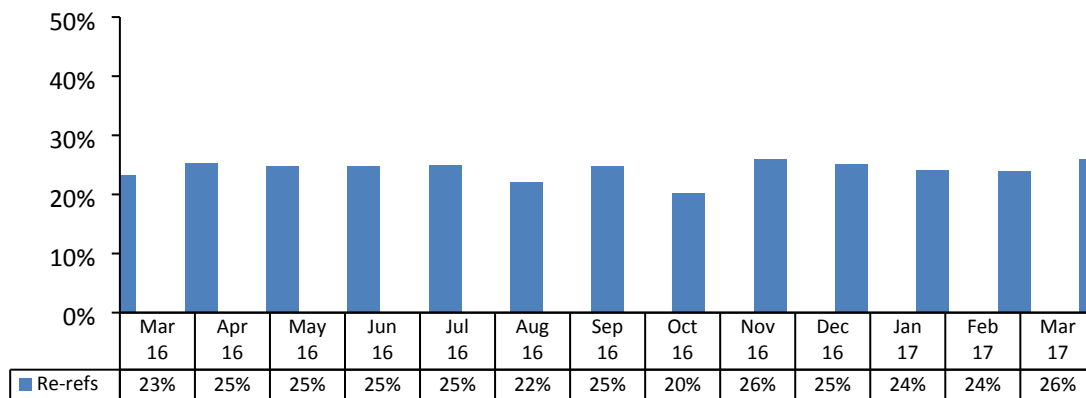
Total contact and referrals by month



Commentary

This graph shows total contacts received by the Children's Duty and Advice Team and the number of referrals accepted by the Children's Social Work Service.

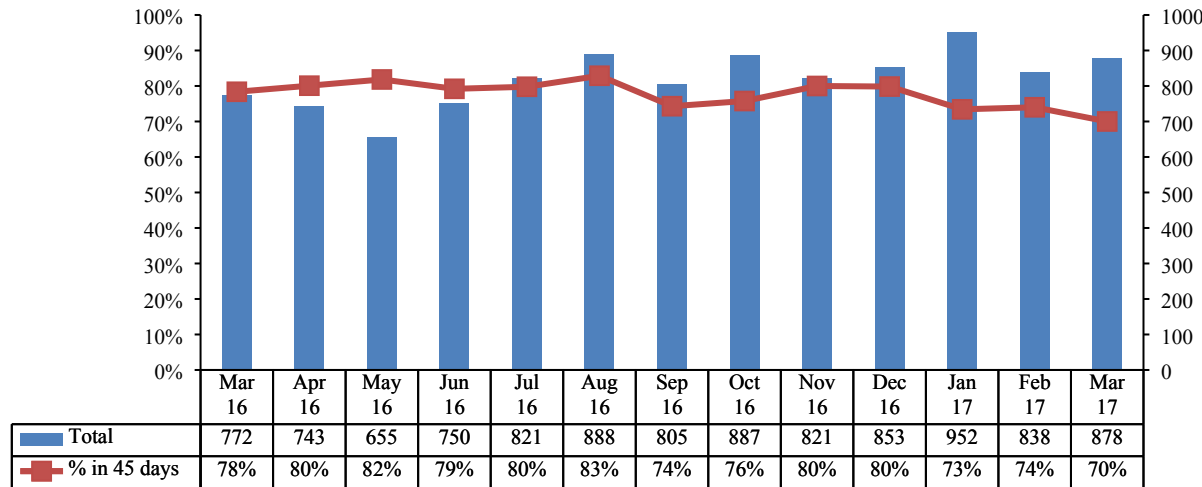
Percentage of referrals that are a re-referral within a 12-month period



Commentary

This graph shows what percentage of referrals in the month were re-referrals within 12 months of previous referral.

Percentage of child and family assessments completed within 45 days

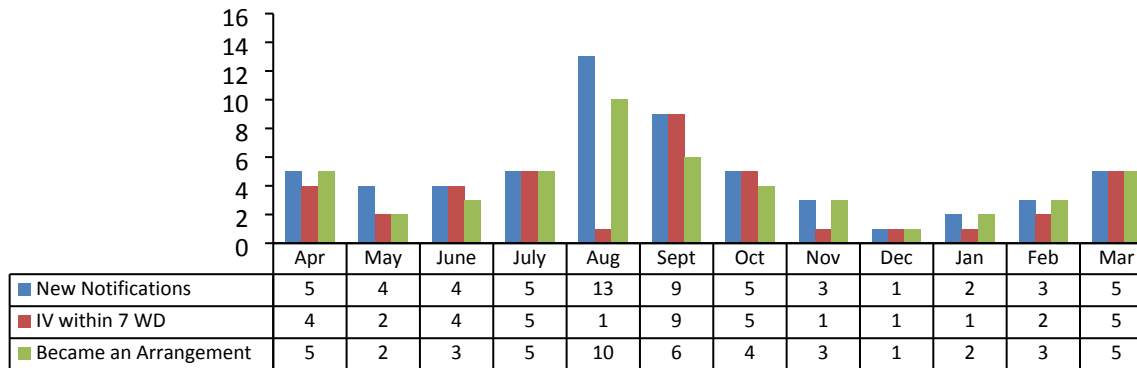


Commentary

This graph shows the total number of assessments completed in month and percentage completed within 45 days.

Performance trends: Private fostering

Private fostering 2016/17



Commentary

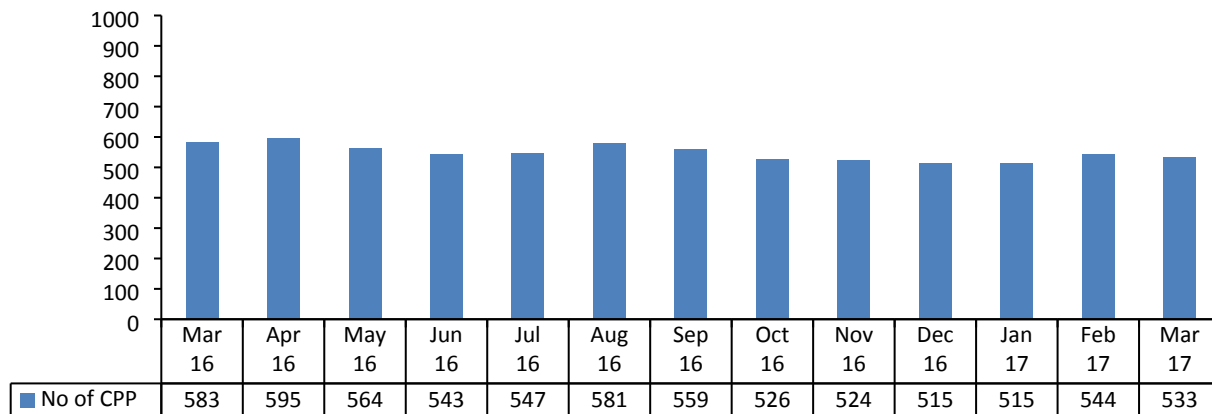
This graph shows for each month; the number of new notifications of private fostering arrangements, initial and subsequent visits carried out on time and the number of notifications that actually became private fostering arrangements. A private fostering arrangement is where a child or young person under the age of 16 (or under 18 if disabled) is cared for, for 28 days or more, by someone who is not their parent or 'close relative'.

Performance summary: Child protection

How much did we do this month?	How well did we do it?
<ul style="list-style-type: none"> • 533 (559) children and young people (CYP) subject to a child protection plan (CPP) • 116 (397) section 47 enquiries were completed • 58 (52) CYP had an initial child protection conference (ICPC) • 62 (81) CYP had a child protection review • 385 (435) CYP received a visit in the last 20 working days, as of the last day of the month 	<ul style="list-style-type: none"> • 98.9% (97.8%) of CYP subject to CPP were allocated to a qualified social worker. Those cases recorded as without, are reviewed and followed up with the service. • 5 CYP 5 families (3 CYP 2 families) were subject to a CPP for more than two years. • 9.7% (10.1%) of CYP becoming subject to CPP in the last 12 months were for a second or a subsequent time and within 2 years of their previous plan ending. • 77.6% (78.8%) of ICPCs this month were held within statutory timescales • 98.4% (88.9%) of all child protection reviews this month were held within statutory timescale. • 79.4% (84.5%) of CYP who have been subject to a CPP for at least 20 working days received their statutory visit, as of last day of the recording month.
<p>What difference did we make and what do we want to improve?</p> <ul style="list-style-type: none"> • Improvement in the child protection reviews timeliness • Continued focus on the timeliness of ICPC's and statutory visits 	

Performance trends: Child protection

Children subject to a child protection plan

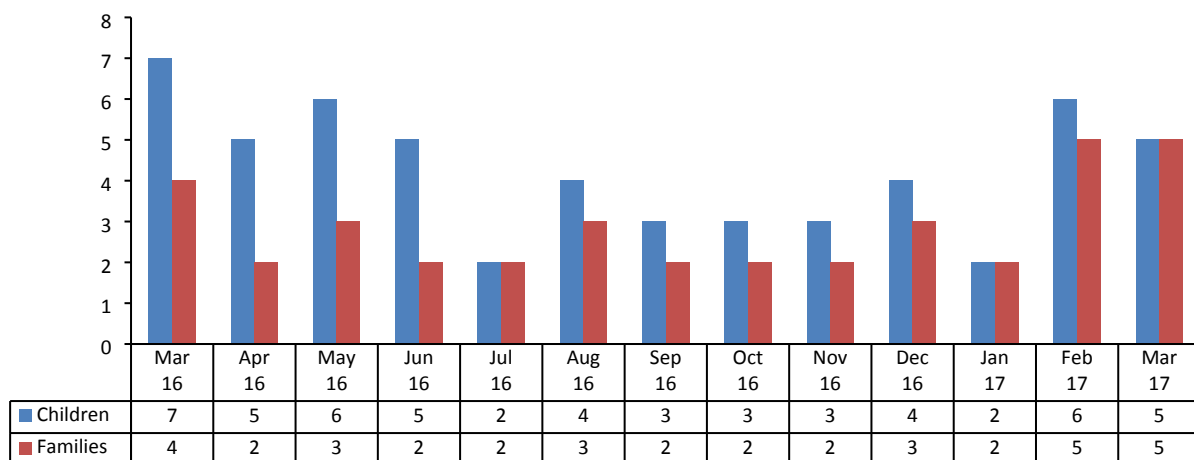


Commentary

The graph shows the number of children subject to CPPs at the month end. This month the rate per 10,000 is **32.8** (33.5), compared to **37.8** (36.8) at the same time last year.

* Rate per 10,000 uses 162,598 child population (0-17) from the mid- 2015 population estimates released in June 2016 by ONS

CYP on CP plan for more than two years and number of families

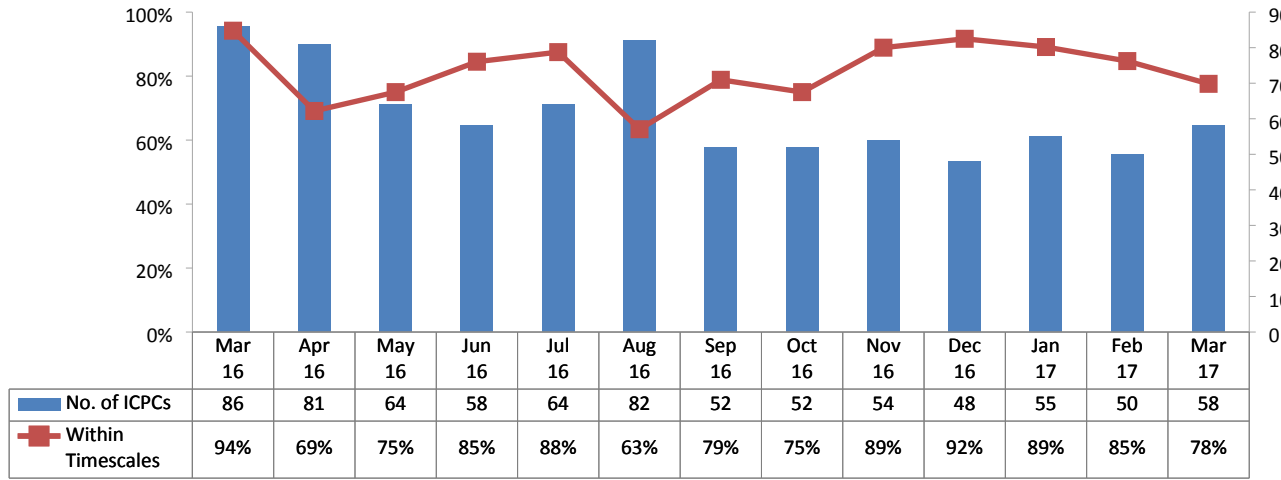


Commentary

This graph shows the number of children who have been on a CPP for 2 years or more at the month end and the number of sibling groups these children belong to.

Performance trends: Child protection

Initial child protection conferences monthly volume and percentage within statutory timescales

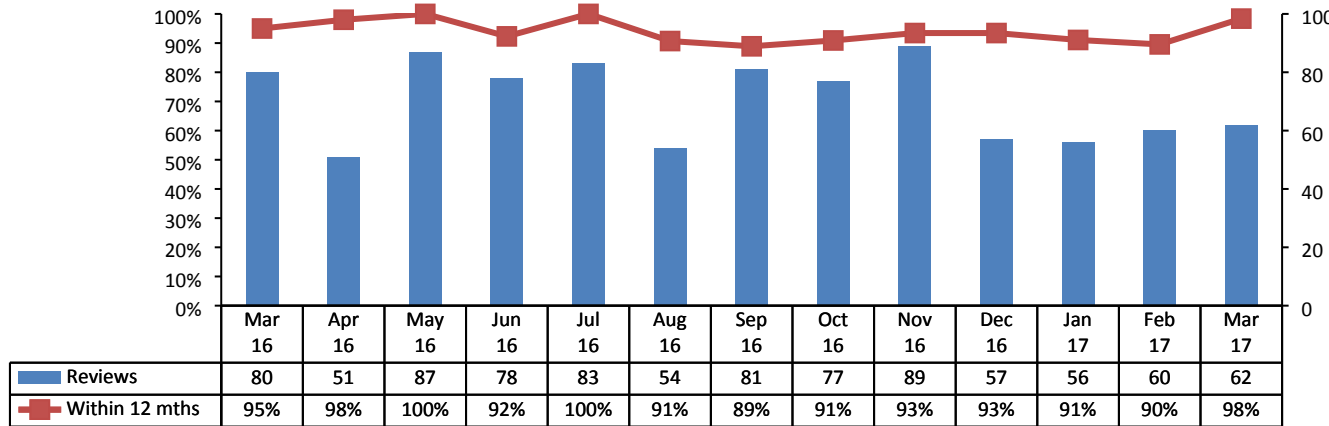


Commentary

The graph shows the number of children for whom ICPCs were held, together with the percentage held within 15 working days of the strategy discussion meeting.

Page 105

Child protection reviews monthly volume passed and percentage within statutory timescale



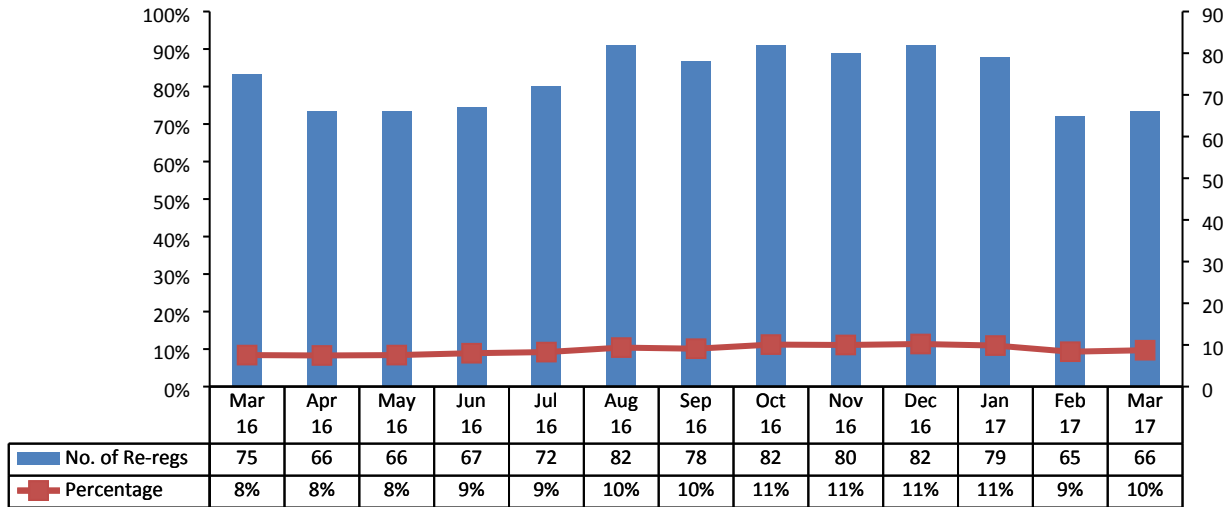
Commentary

The graph shows the number of children for whom child protection reviews were completed in month, together with the percentage held within statutory timescales.



Performance trends: Child protection

Child protection re-registrations within 2 years and percentage of re-registrations who become subject to a plan within the last 12 months



Commentary

This graph shows children becoming subject to a CPP within 2 years of their previous plan ending and as a percentage of all children coming onto plan in the last 12 months

This month the rate per 10,000 is **4.1** (4.0).

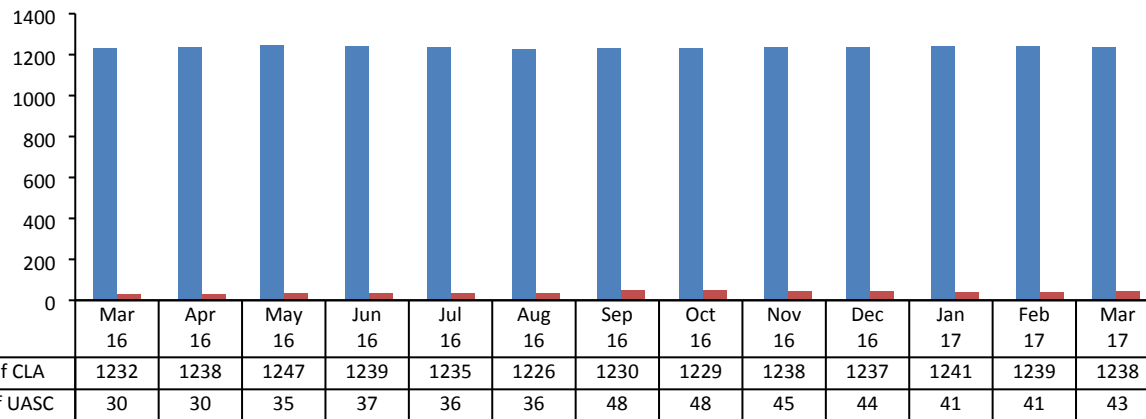
* Rate per 10,000 uses 162,598 child population (0-17) from the mid- 2015 population estimates released in June 2016 by ONS.

Performance summary: Children looked after

How much did we do this month?	How well did we do it?									
<ul style="list-style-type: none"> • 1253 (1230) CYP were children looked after, 43 (48) children are UASC • 331 (269) children looked after had a looked after child review • 39 (43) CYP became looked after by: <table border="1" data-bbox="114 416 981 547"> <tr> <td>C1</td> <td>Interim care order</td> <td>17</td> </tr> <tr> <td>L1</td> <td>Police Protection</td> <td>3</td> </tr> <tr> <td>V2</td> <td>Single period of accommodation section 20</td> <td>19</td> </tr> </table> <ul style="list-style-type: none"> • 27 (32) CYP ceased to be looked after 	C1	Interim care order	17	L1	Police Protection	3	V2	Single period of accommodation section 20	19	<ul style="list-style-type: none"> • 97.4% (98.7%) of children looked after were recorded as allocated to a qualified social worker (QSW). These cases are followed up with the service. • 93.1% (95.3%) of children looked after, who have been in care for at least a 12-month continuously, have an up to date HNA recording. • 83.8% (84.0%) of children looked after, who have been in care for at least a 12-month continuously, have an up-to-date dental checks (rolling 12 months). • 72.8% of children looked after aged 4-16 years, who have been looked after continuously for over a year had a “Strengths and Difficulties Questionnaire” (SDQ) completed for them. • 85.5% (90.5%) of children looked after have had a statutory visit within timescales. • 77.1% (70.7%) 656 (621) of school aged looked after children had an up to date PEP. 17 (12) has a PEP due. This indicator is inclusive of all PEPs. • 89.8% (63.8%) of care leavers were contacted within the previous 8 weeks. • 94.3% (90.5%) of all child looked after reviews held in month were within statutory timescales. • 89.3% (63.6%) of initial child looked after reviews held in month were within statutory timescales. • 52 (43) children looked after have experienced three or more placements in the last 12 months. • 53.9% (49.3%) of children who were adopted <i>ytd</i> were placed for adoption within 12 months of the child entering care. This is 41 of 76 children (34 of 69 children).
C1	Interim care order	17								
L1	Police Protection	3								
V2	Single period of accommodation section 20	19								
<p>What difference did we make and what do we want to improve?</p> <ul style="list-style-type: none"> • Whilst further improvement is still needed, contact with care leavers improved this month. • Good improvement in initial looked after children reviews • Improvement in care leaver contacts • Increase SDQs completed for looked after children 										

Performance trends: Children looked after

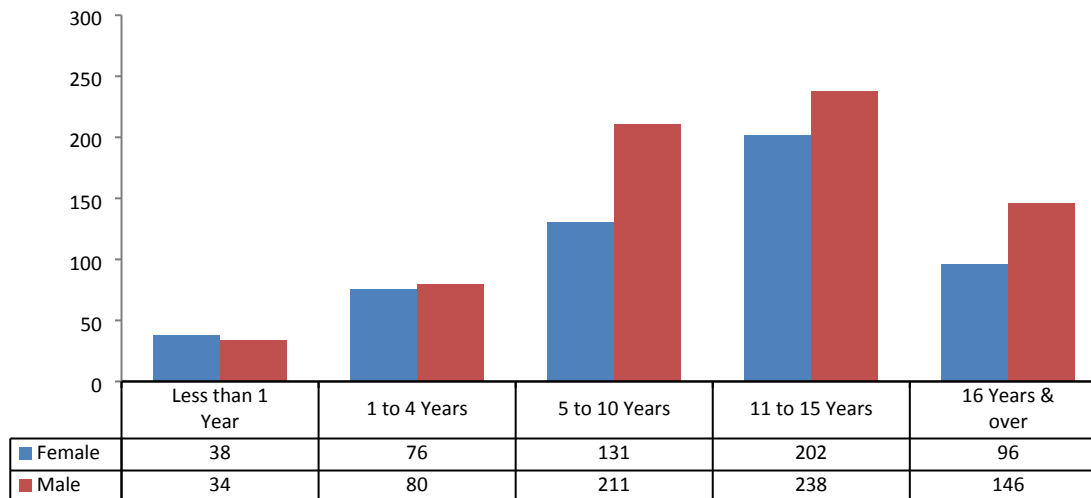
Children looked after and number of UASC



Commentary

This graph shows the number of looked after children (excluding any looked after children receiving only S20 short term breaks) alongside the number of unaccompanied asylum seeking children (UASC).

Children looked after at end month by age and gender



Commentary

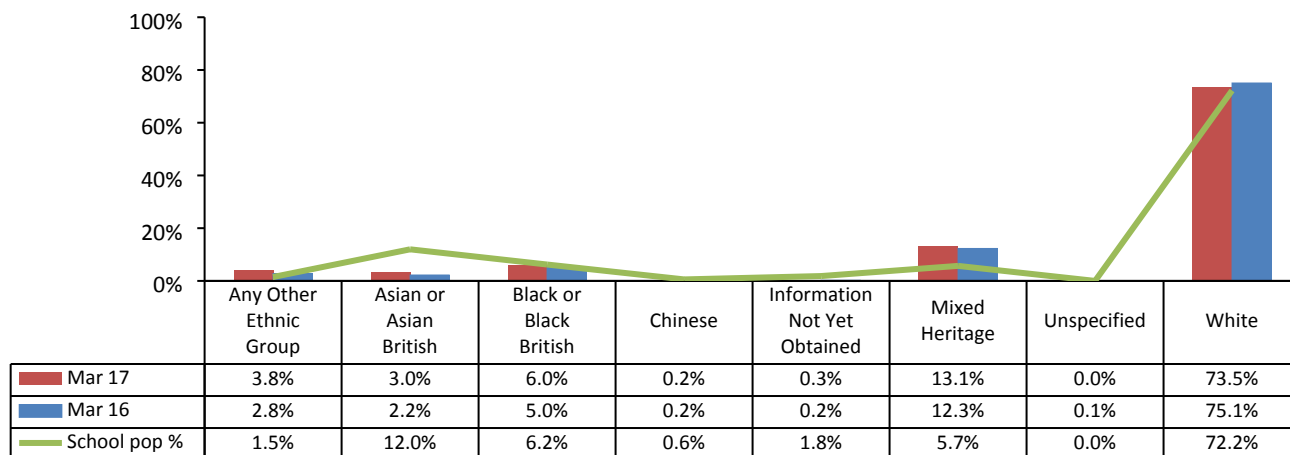
This graph shows the breakdown by age and gender of the children in care.

The largest age group for girls is 11-15 years with **202** (201) children and the largest age group for boys is 11-15 years with **238** (236) children.

There were **1** (0) children recorded with unknown gender.

Performance trends: Children looked after

Ethnicity changes in children looked after



Commentary

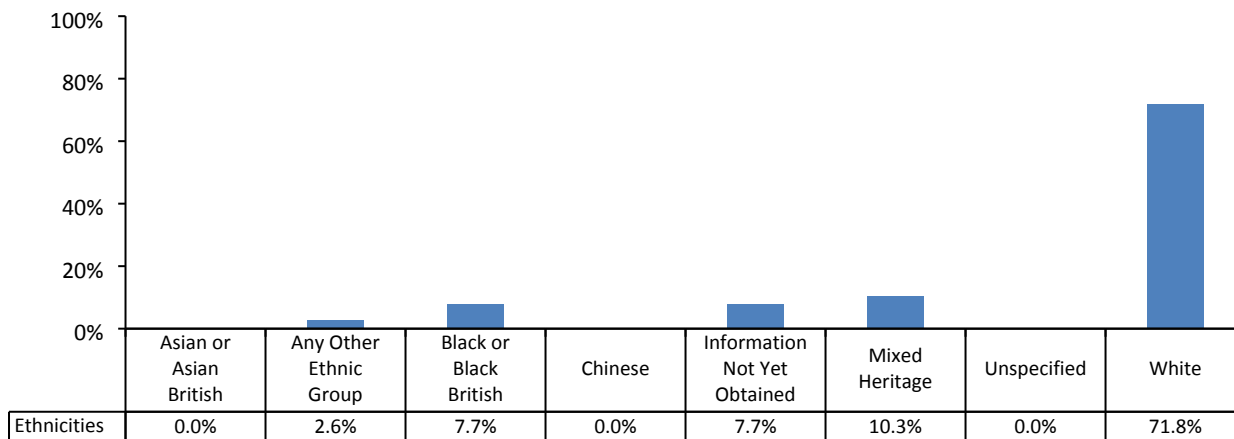
This graph shows the ethnic breakdown of the children looked after population over a 13 month period.

This is relatively stable throughout the period.

In total **29.6%** (29.3%) of the CLA population was BME, compared to 31.1% of the school roll (school census - Jan 2016)

The green line shows the percentage of each ethnicity of the school population.

Starters in month by ethnicity



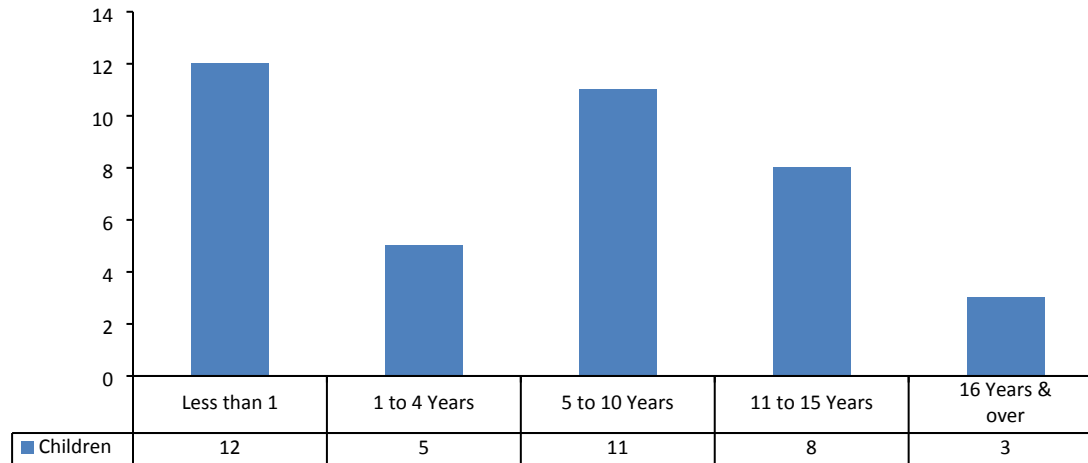
Commentary

This graph shows the percentage breakdown by ethnicity of children entering care this month.

Taking into account the small numbers, this is consistent with overall ethnicity distribution.

Performance trends: Children looked after

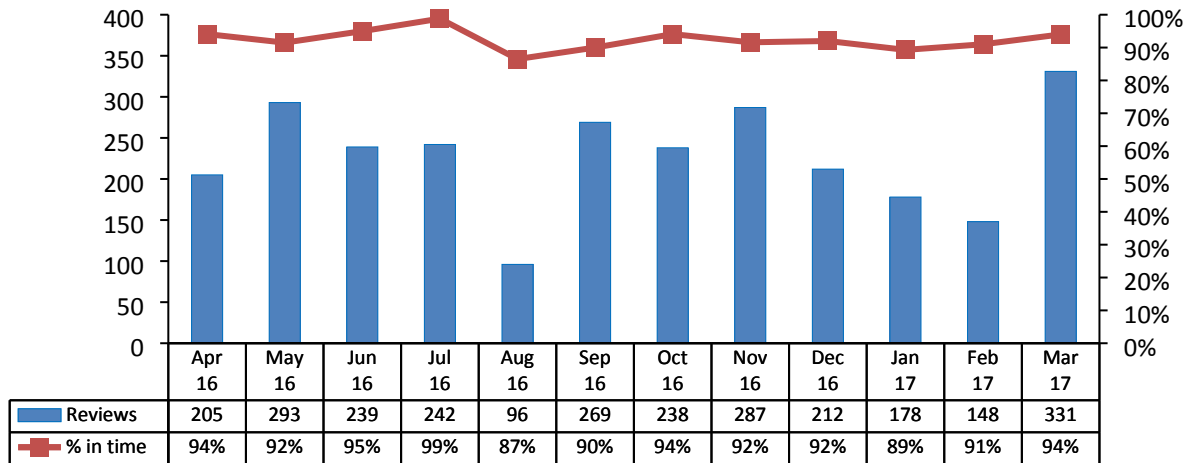
Age of starters in month



Commentary

This shows the number of children entering care this month broken down by age group.

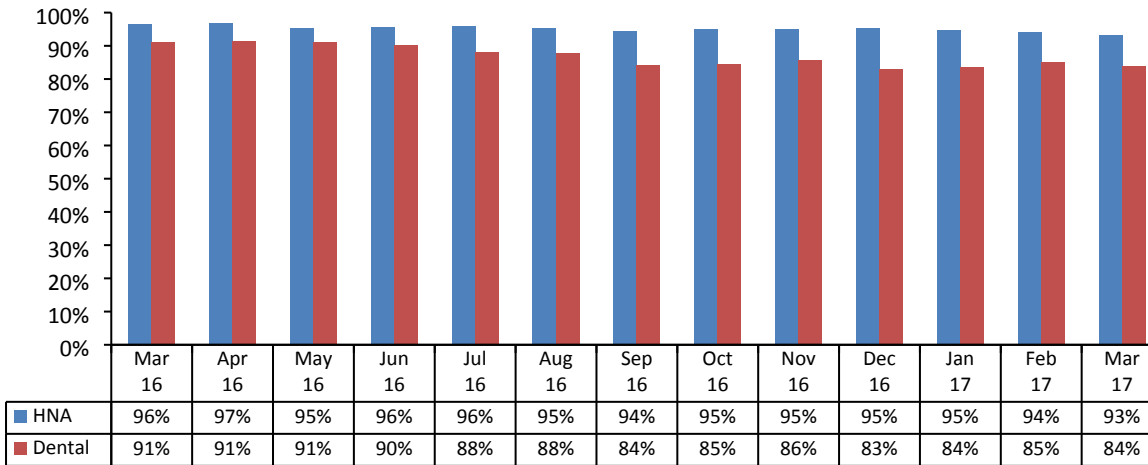
Percentage of CLA reviews within statutory timescales



Commentary

This graph shows the number of reviews held, for looked after children, in the month and the percentage completed within statutory timescales.

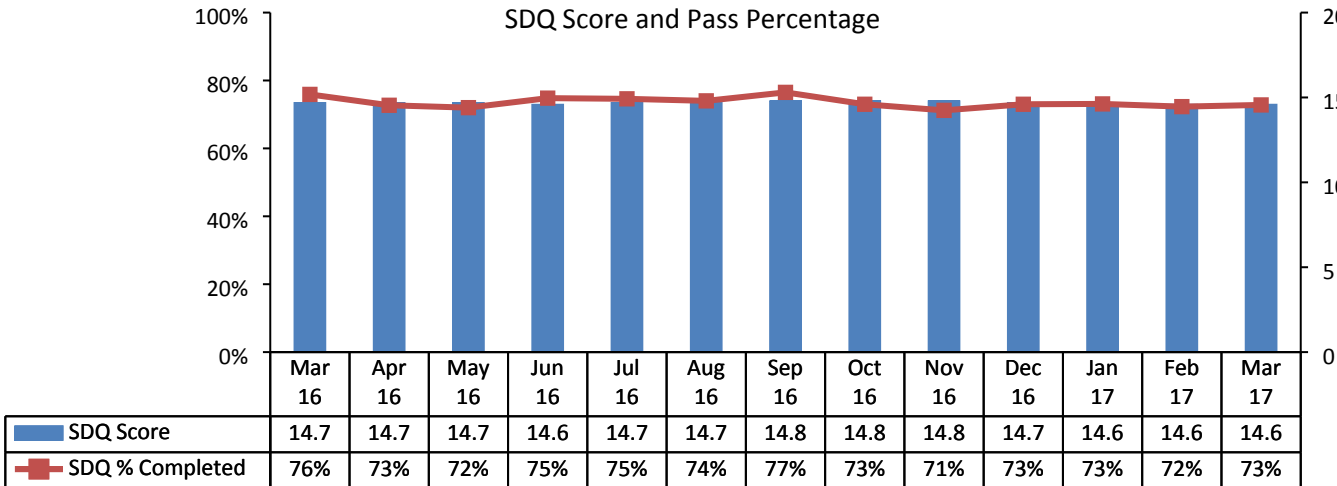
Percentage of CLA with upto date HNA and Dental



Commentary

This graph shows the percentage of children looked after who have an up to date health needs assessment and an up to date dental check.

SDQ Score and Pass Percentage



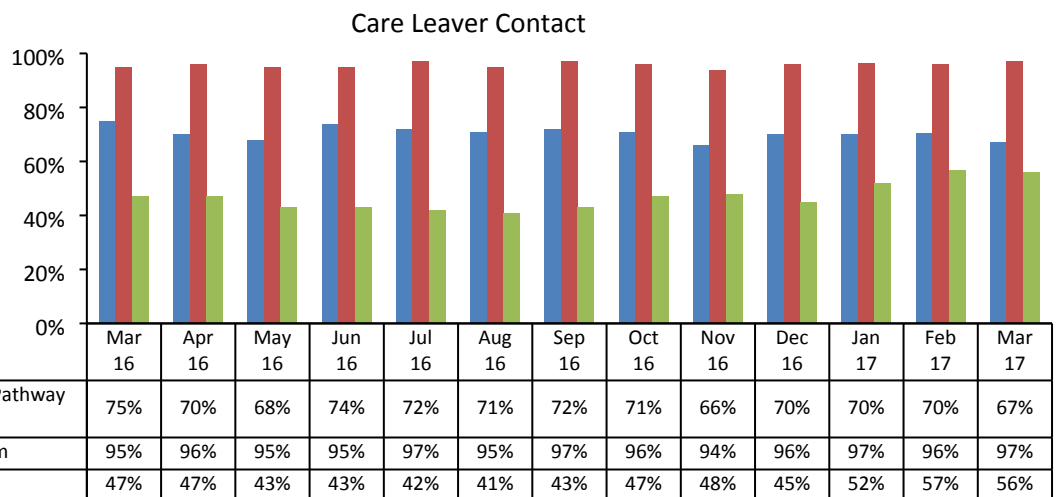
Commentary

LA's are required to provide information on the emotional and behavioural health of children and young people in their care. This information is collected through the Strength and Difficulties Questionnaire (SDQ) and is completed for each child/young person looked after, aged 4-16 years, who has been looked after continuously for over a year.

The Total Difficulties Score:

- 13 and below are considered to be within a healthy range
- 14 to 16 are considered to be "borderline"
- 17 and above are considered a cause for concern

Performance trends: Care Leavers

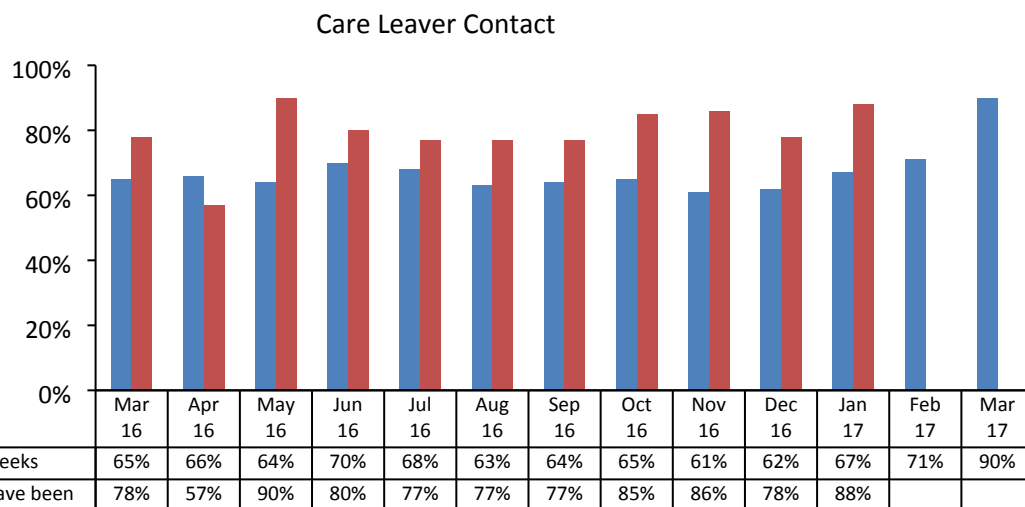


Commentary

This graph shows the number of care leavers with:

- CLA with an up to date Pathway Plan
- CLA in suitable accommodation
- CLA EET

Page 112



Commentary

This graph shows the number of care leavers with:

- CLA contact in 8 weeks
- CLA requiring birthday contact (19 years, 20 years and 21 yrs. From April 2015 to include 17 years and 18 years)

Still within timescales to make birthday contact for January and March.

Please note, currently awaiting exemption list from the service.



Appendix four: children and families settings inspection dashboard: March 2017

Children and families settings inspections dashboard - March 2017

Percentage of providers judged good or outstanding

Dark green >80%	Light green 65-79%	Amber 50-64%	Red <50%
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Setting	National comparison	2015/16 FY	Mar-16	Dec-16	Jan-17	Feb-17	Mar-17	Number inadequate ³	Number inspected	RAG	DOT ⁴	Last inspection date
Childminder	89%	87%	86%	96%	97%	97%	98%	5	706	DG	▲	31/03/2017
Childcare - domestic	87%	80%	88%	80%	80%	80%	75%	0	5	DG	▼	30/04/2015
Childcare - non-domestic	95%	91%	95%	97%	97%	98%	98%	2	270	DG	▶	31/03/2017
Children's Centre Services	66%	76%	78%	77%	77%	77%	77%	0	52	LG	▶	18/10/2016
Primary school	90%	88%	92%	94%	94%	93%	92%	2	216	DG	▼	31/03/2017
Secondary school	78%	66%	75%	74%	71%	71%	71%	2	38	LG	▶	28/02/2017
College	76%		60%	60%	60%	60%	60%	0	5	A	▶	03/03/2016
Maintained special	94%	83%	67%	60%	60%	60%	60%	2	6	A	▶	22/03/2017
Non-LA and independent special		100%	100%	100%	100%	100%	100%	0	1	DG	▶	29/02/2012
Residential special school	83%	100%	100%	100%	100%	100%	100%	0	1	DG	▶	17/10/2016
LA children's home	76%	56%	89%	90%	90%	90%	90%	0	9	DG	▶	24/01/2017

Key DOT - direction of travel FY - financial year LA - local authority RAG - red amber green traffic light

Footnotes

1. Results are cumulative, i.e., the percentage of all settings that have an inspection judgement, not settings inspected within the month.
2. Results are deemed to be confirmed when an inspection report is published on the Ofsted website, and are included in the dashboard at this point.
3. Performance for primary and secondary schools from October 2014 onwards will be worked out by using the Ofsted calculation method, which only counts inspections for Sponsored Academies when they have been inspected under Sponsored Academy status any previous judgements will not be counted.
4. The Children Centre Services category includes Children Centres that are managed by Leeds City Council and those that are not managed by the local authority.
5. Inadequate provision - Childminder Ofsted references: EY482493 (LS11), EY319859 (LS10) and EY152147 (LS9)
Childcare non-domestic: Active Kids Day Nursery. Primary: Christ the King Catholic Primary School, Pudsey Tyersal Primary School
Secondary: Swallow Hill Community College, Royds School and David Young Community Academy. Maintained special: BESD SILC (serious weaknesses). LA children's home: SC033638
6. Direction of travel is based on previous month's data, or the most recent inspection if not in the last month.
7. In December 2016 the Sixth form college and General FE and tertiary categories have been merged in the dashboard. This change has been made to mirror Ofsted's method of grouping provision.

Appendix five: ward-level data (based on home postcode): extracted from spring 2017 community committee dataset

Good performance in...		[Calculated across]	Low	[Calculated across]	Low	[Calculated across]	High	High	Low	Low	Low	Low	High	High	High	[Calculated across]	[Calculated across]
Time period		July 2015	31March 2017	31March 2017	31March 2017	31March 2017	2015/16 HT 1-6	2015/16 HT 1-6	2015/16 HT 1-6	2015/16 HT 1-6	31March 2017	31March 2017	2015/16 AY	2015/16 AY	2015/16 AY	2016	2016
Community Council	Ward	8-17 inclusive population by sex but not including 18 and 19s	Number of children looked after ¹	Percentage of children looked after school leavers ²	Number of children subject to a child protection plan ³	Percentage of child protection school leavers ⁴	Primary school attendance % ⁵	Secondary school attendance % ⁶	Number of pupils generally absent at primary school ⁷	Number of pupils generally absent at secondary school ⁸	Number of REET and not known young people ⁹	Percentage of REET and not known young people ¹⁰	Foundation Stage: good level of development ¹¹	KS2: pupils reaching expected standard in reading, writing and maths ¹²	KS4: pupils achieving a good pass in English and maths ¹³	Free school meal eligibility - primary phase ¹⁴	Free school meal eligibility - secondary phase ¹⁵
ONW	Adel and Wharfedale	3,566	6	0.5%	0	0.0%	97.1%	95.6%	33	77	6	1.8%	82.1%	59.6%	78.1%	4.8%	5.6%
ONE	Alwoodley	4,563	14	1.1%	6	1.1%	96.7%	95.4%	63	64	8	2.2%	68.0%	55.7%	81.7%	9.5%	11.6%
OS	Ardley and Robin Hood	5,276	12	1.0%	14	2.6%	96.5%	96.4%	109	79	21	4.6%	69.9%	41.3%	81.1%	9.4%	7.9%
IW	Armley	5,365	62	5.0%	19	3.5%	95.9%	94.0%	182	199	37	7.6%	50.0%	41.2%	44.7%	26.7%	25.3%
IS	Beeeton and Holbeck	5,674	80	6.5%	23	4.2%	96.0%	94.6%	175	164	32	6.6%	52.4%	40.9%	56.5%	22.5%	21.9%
IW	Bramley and Staningley	5,079	57	4.6%	11	2.0%	95.7%	93.5%	181	206	32	6.7%	58.4%	30.8%	45.9%	23.5%	20.9%
IE	Burmantofts and Richmond Hill	8,039	139	11.2%	35	6.4%	95.1%	92.9%	389	322	56	3.5%	53.1%	35.7%	40.1%	33.0%	29.6%
O'W	Calverley and Farsley	4,817	13	1.0%	8	1.5%	96.6%	95.3%	80	98	12	3.1%	69.9%	59.2%	64.7%	5.7%	8.6%
INE	Chapel Allerton	5,121	48	3.9%	15	2.8%	95.7%	93.9%	181	208	17	3.4%	58.0%	38.3%	50.8%	19.9%	21.1%
IS	City and Hunzlet	5,205	82	6.6%	26	4.8%	95.8%	93.4%	186	210	54	12.0%	44.2%	35.2%	38.7%	26.7%	28.9%
OE	Cross Gates and Whinmoor	4,960	35	2.8%	11	2.0%	96.1%	93.6%	144	183	34	7.1%	68.7%	54.3%	54.7%	14.4%	13.4%
O'W	Farnley and Wortley	5,705	36	2.9%	15	2.8%	96.2%	94.9%	168	186	43	8.0%	55.9%	45.9%	57.0%	20.9%	17.4%
OE	Garforth and Swillington	3,800	<5	-	<5	-	96.7%	96.0%	60	85	7	1.6%	65.5%	44.7%	74.3%	6.8%	6.2%
IE	Gipton and Harehills	3,515	134	10.8%	31	5.7%	94.8%	92.6%	511	545	70	8.1%	50.9%	28.7%	45.1%	22.9%	25.4%
ONW	Guiseley and Rawdon	5,527	24	1.9%	<5	-	97.1%	95.7%	69	118	17	3.3%	75.1%	61.6%	72.7%	6.9%	4.1%
ONE	Harewood	3,797	0	0.0%	0	0.0%	96.9%	96.3%	50	33	8	2.9%	79.4%	63.7%	75.0%	3.2%	4.3%
INW	Headingley	1,371	7	0.6%	13	2.4%	95.5%	93.3%	46	42	7	8.3%	64.1%	47.1%	56.4%	21.7%	22.8%
ONW	Horsforth	4,417	10	0.8%	7	1.3%	97.4%	95.9%	42	71	5	1.3%	77.4%	67.3%	80.1%	5.0%	5.8%
INW	Hyde Park and Woodhouse	3,162	26	2.1%	<5	-	95.7%	93.8%	97	82	14	7.1%	53.0%	39.4%	45.3%	31.0%	29.6%
IE	Killingbeck and Seacroft	6,286	64	5.2%	45	8.3%	95.7%	92.1%	235	375	66	9.3%	51.9%	47.9%	49.0%	26.0%	25.2%
OE	Kippax and Methley	4,475	11	0.9%	7	1.3%	96.6%	95.3%	73	131	11	2.7%	71.3%	45.7%	56.2%	9.7%	8.6%
IW	Kirkstall	3,913	24	1.9%	14	2.6%	95.8%	92.6%	135	159	19	5.6%	63.5%	46.6%	50.7%	27.1%	29.9%
IS	Middleton Park	7,128	111	9.0%	46	8.5%	96.0%	93.9%	245	277	60	9.1%	47.9%	37.0%	48.2%	30.4%	27.3%
O'W	Moortown	4,780	6	0.5%	0	0.0%	96.9%	95.6%	78	93	7	1.8%	71.4%	59.6%	80.3%	8.3%	6.6%
OS	Morley North	4,502	15	1.2%	15	2.8%	96.5%	96.2%	89	72	14	3.3%	67.5%	52.3%	71.4%	8.6%	8.3%
OS	Morley South	4,400	33	2.7%	11	2.0%	96.3%	96.0%	112	89	13	3.2%	63.9%	45.5%	71.0%	11.4%	8.9%
ONW	Otley and Yeadon	3,706	9	0.7%	14	2.6%	96.7%	94.0%	47	145	14	3.6%	67.3%	51.5%	64.3%	7.4%	6.0%
O'W	Pudsey	5,019	13	1.0%	6	1.1%	96.5%	95.1%	118	141	13	2.6%	69.1%	46.2%	55.8%	11.4%	11.9%
OS	Rothwell	4,896	10	0.8%	25	4.6%	96.5%	95.2%	109	128	9	2.1%	69.0%	54.5%	64.8%	12.4%	13.9%
INE	Roundhay	6,014	8	0.6%	11	2.0%	96.4%	95.6%	119	108	16	2.8%	73.7%	61.3%	74.8%	6.3%	7.0%
OE	Temple Newsam	4,371	33	2.7%	12	2.2%	96.1%	94.4%	126	172	20	4.2%	64.9%	55.1%	56.6%	19.4%	15.2%
INW	Westwood	4,278	19	1.5%	15	2.8%	96.5%	95.0%	78	123	12	3.0%	66.8%	61.9%	69.8%	10.5%	11.0%
ONE	Wetherby	3,871	<5	-	7	1.3%	97.1%	96.0%	39	45	10	4.3%	71.5%	55.6%	67.0%	3.6%	5.2%