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## SCRUTINY BOARD (CHILDREN AND FAMILIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 10th November, 2011 at 9.45 am

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

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### MEMBERSHIP

#### Councillors

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

#### Co-opted Members (Voting)

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

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

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

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**Agenda compiled by:**  
**Guy Close**  
**Governance Services**  
**Tel: 24 74356**

**Principal Scrutiny Advisor:**  
**Kate Arscott**  
**Tel: 24 74189**

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7			<p><b>FINDINGS OF THE ANNOUNCED INSPECTION OF SAFEGUARDING SERVICES FOR CHILDREN AND YOUNG PEOPLE IN LEEDS</b></p> <p>Copy of the Ofsted Assessment letter attached</p>	1 - 4
8			<p><b>SCRUTINY INQUIRY - EXTERNAL PLACEMENTS</b></p> <p>Additional information on the programme plan, marked as 'to follow' on the agenda.</p>	5 - 10
11			<p><b>DRAFT TERMS OF REFERENCE - NEET INQUIRY</b></p> <p>Draft terms of reference for the NEET inquiry, marked as 'to follow' on the agenda. (Consultation is currently taking place with officers and Executive Members on the draft. Any comments will be reported to the Board.</p>	11 - 14
12			<p><b>WORK PROGRAMME</b></p> <p>Draft notes of the working group meeting held on 24 October. (Please note that these minutes are still subject to comments by the officers attending, regarding accuracy. Any comments will be reported to the Board.)</p>	15 - 16

Aviation House  
125 Kingsway  
London  
WC2B 6SE

T 0300 123 1231  
**Textphone** 0161 618 8524  
enquiries@ofsted.gov.uk  
www.ofsted.gov.uk

**Direct T** 020 7421 6666  
**Direct F** 020 7421 5633  
[Juliet.Winstanley@ofsted.gov.uk](mailto:Juliet.Winstanley@ofsted.gov.uk)



8 November 2011

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

Dear Mr Richardson

## **Annual children's services assessment**

Ofsted guidance published in April 2011 explains that the annual assessment of children's services is derived from the performance profile of the quality of services for children and young people in each local area. This performance profile includes findings from across Ofsted's inspection and regulation of services and settings for which the local authority has strategic or operational responsibilities, either alone or in partnership with others, together with other published data.

In reaching the assessment of children's services, Ofsted has taken account of inspection outcomes including the arrangements for making sure children are safe and stay safe and performance against similar authorities and/or national measures. More weight has been given to the outcomes of Ofsted's inspections and regulatory visits (Blocks A and B in the performance profile).

The annual assessment derives from a four point scale:

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

Within each level there will be differing standards of provision. For example, an assessment of 'performs excellently' does not mean all aspects of provision are perfect. Similarly, an assessment of 'performs poorly' does not mean there are no adequate or even good aspects. As in 2010, while the performance profile remains central to Ofsted's assessment, meeting or not meeting the minimum requirements alone does not define the grade. The assessment has involved the application of inspector judgement.

## Leeds City Council children's services assessment 2011

<b>Children's services assessment</b>	<b>Performs adequately (2)</b>
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Children's services in Leeds City Council perform adequately. A full inspection of safeguarding and services for looked after children in December 2009 found safeguarding services to be inadequate. As a result of this inspection, children's services were judged to be inadequate in 2010. In January 2011, an unannounced inspection of front-line child protection services found one strength and four areas for development. There were no areas for priority action and all areas for priority action identified at the previous inspection of contact, referral and assessment arrangements had been addressed. A follow up inspection of safeguarding took place in September 2011 and the overall effectiveness of safeguarding services in Leeds was judged to be adequate. Capacity for improvement was judged to be good. This year's children's services assessment recognises the improvements made.

The majority of services, settings and institutions inspected by Ofsted are good or better. The very large majority of provision supports children and young people well in staying safe and the large majority helps them to enjoy their learning. Areas of strength and areas for development remain largely similar to last year. Previous judgements for secondary schools that have become academies have been taken into account in making this assessment.

### Strengths

- The follow up inspection of safeguarding found that arrangements to ensure children are safeguarded are now secure. It also noted that almost all areas for development from previous inspections had been addressed. Leadership and management were judged to be good. This positive outcome builds on the considerable improvement in front-line child protection services reported in the unannounced inspection of January 2011.
- The large majority of early years and childcare provision is good or better overall, showing improvement from the previous assessment. There has been a good improvement in the quality of registered day-care provision and none is inadequate. In addition, the large majority of the 15 children's centres inspected over the last year are good or better.
- The quality of provision for children under five in nursery and primary schools has been maintained, with the large majority judged to be good or better on inspection. Similarly, the large majority of primary schools continue to make good provision for all children.
- Monitoring visits to schools in an Ofsted category of concern show that the local authority has been effective in helping to bring about improvement. These improvements include to two secondary schools, a

number of primary schools and a pupil referral unit. Behaviour in secondary schools continues to improve well.

- A previously inadequate further education college has improved and is satisfactory, and the sixth form college remains outstanding.
- As last year, the very large majority of special schools are good or better and the local fostering and adoption agencies are good. The large majority of the provision that Leeds commissions in children's homes outside its own settings is good or better.
- The most recent published results show that the number of young people from low-income families achieving qualifications at the age of 16 and by the age of 19 has improved well. This was an area for development in the previous assessment. In addition, the published results show that gaps in attainment have narrowed by the age of 19.
- A recent inspection of the youth offending service noted very strong outcomes in the key areas for performance.

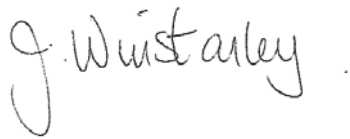
### **Areas for further improvement**

- A number of areas for improvement have been identified in the recent follow up inspection of safeguarding. These include improving: the arrangements for sharing information about domestic violence between the police and the social care service; the quality of assessments; the timescales for initial child protection conferences; and increasing the use of the common assessment framework to provide coordinated early intervention to children and families who need this support.
- Only around half the local authority's secondary schools and sixth forms are good or better and this was an area for development last year. Although the secondary school persistent absence rate continues to improve, it is still higher than that in similar areas. Only two of the five further education colleges are good.
- Although almost all published educational attainment indicators are in line with similar areas and the national average, the trend of improvement is slower than that found elsewhere. After a rise last year the provisional Key Stage 2 results for 2011 show a decline in performance. For Key Stage 4, provisional data suggest that results have improved at around the same rate as in 2010. The gaps in attainment between children from low-income families and their peers in Leeds at both the end of the Early Years Foundation Stage and Key Stage 4 reduced slightly this year but have not reduced over time.
- The quality of provision in local authority children's homes is not as strong as last year. Only half are good and two are inadequate.

- One special school for children with behavioural, social and emotional difficulties has recently been found to require significant improvement. The local authority was aware of the school's performance and the Director of Children's Services had issued a warning notice several months before the inspection.

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

Yours sincerely

A handwritten signature in black ink that reads "Juliet Winstanley". The signature is written in a cursive style with a large initial 'J' and a trailing dot.

Juliet Winstanley  
Divisional Manager, Children's Services Assessment

LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
<b>1. Prevention &amp; Early Intervention</b>		<b>Andrea Richardson</b>					
<b>A</b>	Prioritise access to Early Yrs Services for families at risk & extend the 2 year old pilot	Andrea Richardson	Identification of LAC and children on the edge of care for placement at 2 years.	30/11/11	Information from Health and ESCR (e.g. who and where are the vulnerable 2 year olds); agreement with social workers on parent support plans performance management - tracking of children and attendance monitoring. Estimated £850k additional spend included within 12/13 budget submission (funded from Early Intervention Grant)	Increase in the number and % of LAC (0 - 5yrs) and the number and % of children with a child protection plan (0 - 5yrs) that are accessing Early Years Services	Gradual increase in take-up of early learning places from April 2012, improved attainment from April 2013
			650 vulnerable 2 year olds to be attending children's centres by 31/9/2012	30/09/12		Increase in the number and % of LAC (0 - 5yrs) and the number and % of children with a child protection plan (0 - 5yrs) that are achieving a good level of development in Communication Language & Literacy (CLL) and Personal, Social & Emotional Development (PSED). 90% attendance by children and parents at sessions.	From April 2013
			1,200 vulnerable 2 year olds to be attending children's centres by 31/3/2014	31/03/14		Reduction in the number of children aged 0 - 5 years olds entering care; Reduction in the number of children (0 - 5yrs) with a child protection plan	From October 2012
<b>B</b>	Adopt the findings of the universal review by implementing 'Early Start' Teams	Andrea Richardson	Seacroft Manston Early Start Team, open & fully implemented by Nov 2011,	01/11/11	Health, clusters, Targetted Service Leaders	Increased take-up of early learning places, improved attainment at the end of Foundation stage for all children, a narrowing of the attainment gap for the bottom 20%	Gradual increase in take-up of early learning places from April 2012, improved attainment from April 2013
			NW cluster & East cluster to implement by January 2012	01/01/12		Reduction in the number of LAC (0-5yrs); Reduction in number of children (0-5yrs) with a child protection plan; Reduction in the number of 'Requests For Service'	From April 2012 onwards
			Early Start Teams to be up and running across the whole city by Sept 2012	01/09/12		Improvement in a range of health outcomes including infant mortality rates, numbers of obese children (Measure = National Child Measurement programme at reception)	From April 2013
<b>C</b>	Increase use of the Common Assessment	Andrea Richardson	Every child identified on 'top 100' to have a CAF or multi-agency assessment in place,	31/3/2012 (for the 3 pilots);	Targetted Service Leaders, Cluster Managers, Development of Local Authority Partner role; PMIT/ESCR, external expert guidance, Children's Services Re-structure	Reduction in the number of 'Requests for Service' ; Reduction in the number of referrals to specialist services	From September 2012
			Publication of Up to date guidance on CAF	01/12/11		Increase in the number of CAF's initiated for every cluster	From September 2012
<b>D</b>	Target & re-commission Family Intervention Services	Gerry Hudson	Vary contracts for current providers to deliver new model of intensive intervention targeted at the families where children are at highest risk of coming into care	30/11/11	Edge of Care/Exit from Care Programme strand	Reduction in the number of children entering care; Improvement in school attendance; Reduction in anti-social behaviour	From April 2012
<b>E</b>	Implement David Thorpe Recommendations for improving the 'front door'	Sal Tariq	DT to deliver intensive training to Social Workers deployed on the Screening Team	27/01/2012	Need to identify full cohort of Social Workers to be deployed on Screening Team a.s.a.p	Reduction in referrals to specialist services. In 2010/11 circa 26,000 Requests for Service translated into circa 13,000 referrals to social care (i.e. approx 50% of requests 'screened out). Impact of new approach to screening expected to result in a 30% reduction in referrals to social care (equivalent to approx 4,000 referrals at 2010/11 activity levels)	Reduction in the number of <b>new</b> referrals typically received by social care w.e.f. Feb 2012 (NB impact refers to new RFS & referrals received from Nov 2011 and beyond and is not cumulative measure for the 2011/12 financial year)
			Screening Team to implement new approach to handling 'Request For Service' and quality assuring responses	27/01/12	Reduction in the number of Requests For Service that are referred to Specialist (social care) services, freeing up social work time to focus on 'real' child protection cases. Overall impact on LAC numbers will depend on the effectiveness of our preventative services	Impact on LAC numbers more difficult to quantify and needs to be gauged in the context of overall impact and effectiveness of preventative services. Would expect an increase in the conversion rate of referrals to Looked After Children status (and children on a child protection plan)	

LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
F	Improved response to domestic violence referrals	Gail Faulkner	New approach to dealing with domestic violence referrals to be implemented	27/01/12	Partnership working with the police. Close links with implementation of David Thorpe recommendations.	Reduction in the number of domestic violence referrals to specialist services (social care)	From February 2012
<b>2. Placement Process</b>		<b>Gerry Hudson</b>					
A	Re-develop a LAC & Care Leavers Placements Strategy & Sufficiency Action Plan	Rebecca Fenwick	Outcomes we want for Looked After Children with regard to placements are identified and needs assessment is completed	31/10/11		Placement outcomes identified; Needs assessment completed	27/02/12
			Current resources we use are analysed and market place is assessed. Gaps and service developments are identified	31/10/11		Gaps and service development identified; Market Place analysis completed	
			Plan (1st draft) is developed for how to achieve sufficiency	14/11/11		1st Draft of Placements Action and Sufficiency Plan completed	
			Development of: external marketplace; internal marketplace; invest to save projects	27/02/12		Optimum placement achieved for LAC/Care Leaver 90% of the time; Commissioning projects meet own service standards 100% of the time.	Will need to be a stretch target;
			Outcomes are achieved through performance and contract management - feed to internal performance dashboard	27/02/12		Outcomes are fed into the Performance dashboard within 21 days of the end of the quarter	Contracted services have 14 days and we need to absorb this information to report
B	Review Placement Service and Placement Contract Management structure	Gerry Hudson	Review complete, new structure proposed and Business Case developed for CSLT approval	31/10/11		For 100% of external placements there will be a central register of provider information including:  OfSTED rating; OfSTED URN, number of beds; specialism; Quality assurance information on providers: OfSTED reports, Statement of Purpose, Certificate of Registration, QA visit report Performance information Individual contracts agreed and signed S.11 Safeguarding Audit	31/03/12
		Gerry Hudson	HR and recruitment process agreed and implemented through to recruitment to new structure	27/02/12			
C	Identify issues and gaps in current Placement Desk process and implement changes.	Gerry Hudson	Decision making process is reviewed and identified changes implemented. Includes review of decision making panels.	16/12/11		50% reduction in number of children and young people waiting for a permanent placement that meets their needs	31/03/12
			Information gathering, sharing and recording mechanisms are reviewed and identified changes implemented	16/12/11		100% of placement information on ESCR recorded correctly and timely	31/03/12
			Contract management and quality assurance arrangements are reviewed and identified changes implemented	16/12/11		Quality Assurance and quarterly performance information available for 100% of external providers	31/03/12
<b>3. Edge of Care/Exit From Care</b>		<b>Sal Tariq</b>					
A	Expand Multi-Systemic Therapy capacity	Sal Tariq	2 new teams to be recruited and fully operational	28/02/12	Will require approval of invest to save business case by CSLT by 30th November 2011	Intensive support to be given to a further 80 to 100 families per year.	Beginning March 2012
						Reduction in the number of external residential placements	From September 2012
						Improvement in school attendance; Reduction in anti-social behaviour	From September 2012
B	Expand Family Group Conferencing	Sal Tariq	2 new (area based) teams to be recruited and fully operational by 31st March 2012	28/02/12	Will require approval of invest to save business case by CSLT by 30th November 2011	Target reduction in the number of children entering care	Impact from April 2012



LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
C	Develop and implement a 60 day default plan for children just entering care (or on the edge of care)	Sue May	Proposal to implement a 'crisis support service' (consistent with the service model adopted by Bradford MDC)	31/03/12	Will require approval of business case by CSLT by 30th November 2011. Suitability and location of existing residential estate	Reduction in number of children entering care.	Impact from April 2012
D	Prioritise a cohort of LAC for exit from care, develop and implement exit from care strategies	Sue May	Implementation of exit from care strategies for circa 20 children to commence	30/11/11	Co-operation of IRO's and Social Work professionals. Outcome also likely to depend on effective collaboration /partnership working	Reduction in the number of children in care.	Impact from April 2012
			Exit plans delivered (and children returned to parents)	31/01/12		increase in the number of children leaving care with a safe exit pathway from care	Impact from February 2012
<b>4. Fostering/Residential Capacity</b>		<b>Sue May</b>					
A	Foster Care Recruitment & Retention	Sue May	Review Terms & Conditions of in-house foster carers	Completed		Introduction of Level 3 scale of professional fees; Improved career path for in-house foster carers	From May 2011 (assessment of carers ongoing)
			Review payment structures of Independent Fostering Agencies, implement changes to LCC scheme to ensure effective competition with independent sector	31/12/11		Improved recruitment & retention of foster carers	Impact from April 2012
			Conduct 'Satisfaction Survey' with our in-house foster carers, identify strengths & weaknesses, develop and implement improvement action plan	31/01/12		As above	Impact from April 2012
			'Spread the Word' campaign conducted with current foster carers	31/12/11	NB Need to have regular/reliable information/reporting re the number of foster carers registering and de-registering	Increase number of LAC placed with in-house foster carers; Increase in the number of in-house foster carers; Reduce the number of LCC foster carers that de-register;	Impact from July 2012
			New external fostering & adoption web sub-site is built and up and running	01/03/12	Input from Communications Team required in order to develop the web specification	Reduction in the number of LAC placed with external providers	Impact from July 2012
B	Develop and implement a strategy for the provision of residential services (3 year plan)	Sue May	Residential review commenced and will be completed by January 2011	01/01/12	Decision Making & Governance - will require approval of business case invest to save by CSLT by end Jan 2012		
			In-house additional capacity of 8 placements by April 2012 (Lanshaw x5 & Halton x3)	01/04/12	Links with 3c) - working on the capital strategy for residential inc Lanshaw (valuations etc); Halton ready but needs staffing & registering - will be used to accommodate disabled children (or on cusp of disability) - plan agreed at children's home strategy October 2011	Increase in the capacity of in-house residential services	From April 2012
			business case for social pedagogy model to be completed by end October 2011 model to commence Jan 2012 impact from April 2012	01/01/12	Decision making and governance - will require approval of business case invest to save by CSLT in November 2012		
C	Develop and implement plans for increasing the number of eligible adopters	Sue May	Deployment of sessional workers to expedite assessments	01/12/11		Increase the number of LAC who are adopted	From July 2012
			Referral of children to the 'Child Specific Model'	01/12/11			

LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
<b>5. Decision-making &amp; Governance</b>		<b>Sarah Sinclair</b>					
<b>A</b>	Review decision making processes in relation to placements	Sue May	Review of processes completed	01/01/12	Children's Services Re-structure	More transparent decision making; Compliance with Finance Procedure Rules	From January 2012
<b>B</b>	Ensure fair & equitable funding for placements from all partner agencies	Sarah Sinclair	Joint investment from partners secured	31/03/12		Additional investment secured	By 31/3/2012
<b>6. Information &amp; Performance Management</b>		<b>Peter Storrie</b>					
<b>A</b>	Review management information currently produced (for reliability and usefulness), identify gaps and implement any recommendations for change	Siobhan Brady	A) Undertake external review of practice B) Agree & deliver data development agenda based on recommendations for the production of regular performance information; incorporate learning from this programme	A) October B) ongoing	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements in recording *ESCR replacement	Improvements in regular performance information for: services; leadership; localities and partners	From January 2012
<b>B</b>	Assess information management needs for overall programme, prioritise and deliver	Lisa Martin	A) Programme leads identify requirements and discuss with performance staff B) Data development agenda prioritised and agreed for overall programme C) Work plan updated as required	A) October B) Ongoing C) Ongoing	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements and any necessary changes in recording *ESCR replacement	Progress with this programme	From February 2012
<b>C</b>	Evaluate progress against CYPP Obsession - reducing the numbers of children becoming Looked After	Lisa Martin	A) Report card to CTB Leeds Initiative Boards - October / November B) Obsession report to CTB in January C) Six-month cluster reports	A) October B) January C) October	Governance and leadership frameworks around delivery of the obsession Colleagues collective input on progress to date	Strategic and partnership overview and assurance of progress supporting the shaping of partnership direction and action	From January 2012
<b>D</b>	Reliable LAC placement & financial information to meet business needs.	Siobhan Brady	A) Agree ability to integrate financial information into ESCR or alternative 2 sources approach B) Scope what is possible identifying with ESCR team reporting or live ESCR dashboard approach (and implications of above) C) Agree content with services D) Action plan and implement- including recording and reporting changes	A)October B) October C) October D) to be agreed	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) * Decision to record financial information in ESCR or not *Delivery of changes and improvements in recording *ESCR replacement	Services access to current information. Reduction in production time	From January 2012
<b>E</b>	Develop and disseminate monthly Obsession 1 dashboard	Becky Hill	A) Develop B) Agree partnership dissemination and guidance necessary C) Monthly updates circulated	A) Done B) October C) October onwards	Accuracy of source data Feedback on usefulness *Dissemination routes and support for information users etc	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	Complete
<b>F</b>	Develop and disseminate quarterly performance information of process and impact measures by city area and locality. Containing brief analysis by exception. E.g. breakdowns of referrals and CAF information by locality and originator	Siobhan Brady	A) Agree measures including locality and service consultation B) Data development agreed and begun C) Initial report produced for first half of year D) Dissemination and support for using information agreed	A) October B) October C) November D) December	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements in recording *Information from wider services * Analytical capacity *Dissemination routes and support for information users	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	From December 2011

LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
G	Ensure robust and secure arrangements are in place for the safe transfer of 'Requests For Service' from the Contact Service to Early Intervention/preventative services and for effective monitoring of action taken and impact	Peter Storie	A) Overall process scoped and shared B) Contact centre screening process and ESCR bucket account in place C) CAF / integrated processes team recording and dissemination in place D) Communication of process to all stakeholders E) Service, pilot cluster and children's centre's systems for allocating support in place E) Recording, monitoring and reporting in place at all stages, with monthly monitoring F) Processes assessed for compliance with information policy G) Initial assessment of impact and lessons learnt undertaken H) Decision on future taken including more permanent processes and resourcing if required	A) October B) October C) October D) November E) November F) November G) December	*Capacity of information systems and any development work required around report writing. *Compliance with information governance and legislation *Capacity of CAF integrated processes service * Service preparation *Maturity of locality working arrangements * Capacity for cross function/service working and communication * Limitations and fragmentation of case management systems	Matures children's services and CT integrated working at service and locality level Increase in CAFs and evidence of early intervention Changes in contact centre RfS	From December 2011
H	Support use of OBA for developing local strategies around early intervention	Lisa Martin	A) Performance service supports locality requests for OBA sessions	A) Ongoing	*Capacity *Enthusiasm	Evidence of local impact on headline measures. Examples of effective early intervention	
I	Maintain and report Ofsted inspection judgements from placement providers	Becky Hill	A) Performance and Contracts teams identify all providers and current Ofsted judgements B) Out of city providers built into regular inspection reporting	A) October B) November	*Availability and ease of access to information	Reassurance of quality of provision and improved preparation for future Ofsted LA assessments.	Complete
<b>7. Forecasting &amp; Finance</b>		<b>Neil Warren</b>					
A	Develop a forecasting model to show potential placement activity (and associated financial impact) over the short and medium term. Model will need to reflect current placement trends, demographic changes, the anticipated impact of new early intervention & preventative services and changes to in-house fostering/residential capacity.	John Bywater	Forecast model to be produced for consideration by Task and Finish Group	06/10/11	Production of management/performance information; Input from Project Leads for Prevention & Early Intervention, Edge of/Exit from Care and Fostering/Residential capacity	Robust financial model linking forecast activity to financial resources from October 2011 to April 2014	Complete
		John Bywater	Model to be populated to reflect different scenario's (worst case, best case, etc)	13/10/11			
<b>8. Communication &amp; Engagement</b>		<b>Sarah Sinclair</b>					
A	Develop a communication plan to ensure colleagues and partners engage with the programme of work	John Bywater	Communication Plan in place	30/11/11	Support from Corporate Communications	Monthly LAC Obsession progress updates to all key stakeholders	November '11 to March '12
B	communicate changes in process/practice to all relevant stake-holders including employees, members etc	John Bywater	Implementation of Communication Plan from November '11 to March '12	Ongoing	As above		

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## Scrutiny Board (Children and Families)

### Increasing the number of young people in employment, education or training (EET)

#### Draft terms of reference

#### 1.0 Introduction

- 1.1 The Scrutiny Board has been tasked with carrying out a piece of work this year on each of the three Children and Young People's Plan (CYPP) obsessions. The third of these relates to reducing the number of young people not in education, employment or training, also referred to as NEET.
- 1.2 The council has adopted an Outcome Based Accountability approach to addressing the obsessions, drawing up plans to 'turn the curve' and improve performance. In relation to this particular obsession, the economic downturn presents challenges for young people looking to enter the workplace for the first time.
- 1.3 This inquiry will look at the range of support available to young people in Leeds who are NEET in order to help them access appropriate employment, education or training.
- 1.4 In particular the inquiry will focus on the group identified in the Audit Commission's July 2010 report "Against the Odds" as sustained NEET. These young people often face multiple barriers to progressing to EET and require high-cost targeted support. The Audit Commission suggests that councils should focus on this group and understand what works to achieve value for money.

#### 2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on:
  - the support available to young people in Leeds to progress from NEET to EET; and
  - what works in supporting those who have been NEET for a sustained period to progress.
- 2.2 The Board hopes that its findings will provide a timely and positive contribution to tackling this particular obsession within the Children and Young People's Plan.

#### 3.0 Comments of the relevant director and executive member

- 3.1 This inquiry is included in the Scrutiny Board's terms of reference, reflecting one of the three obsessions in the Children and Young People's Plan, which is the multi-agency city priority plan.

3.2 Specific suggestions regarding additional evidence and potential witnesses will be incorporated into the final terms of reference.

#### **4.0 Timetable for the inquiry**

4.1 The inquiry will take place between January and March 2012.

4.2 The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

#### **5.0 Submission of evidence**

5.1 The Board will receive evidence through a combination of formal Board meetings and smaller working group meetings or visits with stakeholders and relevant service providers.

#### **5.2 Scrutiny Board meetings – 12 January and 9 February 2012**

The following evidence will be required for the Board meetings:

- The CYPP action plan and report card relating to the NEET obsession, as background and context to the inquiry
- Data on the numbers of young people in Leeds who are NEET
- Information from council services and key partners on the general range of services available to support young people who are NEET to move to EET
- Information on specific targeted support available to those young people classified as 'sustained' NEET
- Information on any evaluation of the value for money of different approaches (if available)
- Information on best practice from other local authorities
- The findings of the Audit Commission report "Against the Odds"

#### **5.3 Working Group meetings and visits**

These will be scheduled as far as possible between the two formal Board meeting inquiry sessions.

The board will then consider emerging conclusions and recommendations to inform the production of the final inquiry report.

#### **6.0 Witnesses**

6.1 The following witnesses have been identified as potential contributors to the Inquiry:

Children's Services

Connexions/IAG providers

Schools and colleges

Training providers

Environment and Neighbourhoods Jobs and Skills

Partner agencies eg JobCentre Plus  
Employers

- 6.2 The Board will seek to include the views of young people as evidence to this inquiry.

## **7.0 Equality, Diversity and Cohesion and Integration Issues**

- 7.1 Where appropriate, all terms of reference for work undertaken by the 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, and on the council's Cohesion and Integration Priorities and Delivery Plan.
- 7.2 The objectives of this inquiry particularly reflect the following theme from the council's Equality and Diversity scheme:  
Service Delivery – Leeds City Council provides fair access to services which meet the needs of our diverse communities and individuals.

## **8.0 Monitoring Arrangements**

- 8.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 8.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of recommendations.

## **9.0 Measures of success**

- 9.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.
- 9.2 The Board will look to publish practical recommendations.

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## **Scrutiny Board (Children's Services) – Review of Children's Social Care System Working Group**

**Draft notes of meeting on 24 October 2011**

**Councillor Judith Chapman (Chair)  
John Malone and John Nevill**

### **Introduction**

- 1 The Scrutiny Board (Children and Families) agreed in June 2011 to maintain this working group which had met during the second half of 2010/11. The remit of the group is to track implementation of the new children's social care record system.
- 2 As agreed at the last meeting of the working group in August, this meeting included a presentation on the design of the new system and lessons learned from the existing ESCR system. There was also a demonstration of the existing system and officers provided a brief update on the progress of the procurement process. Tenders were due by 30 November, followed by an intensive evaluation process.
- 3 The demonstration of the existing system showed some of the issues associated with navigating the system and accessing all the information about an individual child in an effective way, as well as new overview screens that have been developed which have partly helped to address these limitations.
- 4 In addition, management information developments were demonstrated. These have been seen as a very positive development and it was intended that these would be replicated and enhanced in the replacement system.
- 5 The chair sought reassurance from officers that the replacement system would address the problems identified with the existing system. She was told that officers were confident that the new system would meet the needs of children and young people's social care.
- 6 It was expected that closed cases would be transferred across from ESCR onto the new system, but this may be through an archive provision. The Chair indicated that this would be important for tracking the previous history of cases that are referred back to social care after a period of time.
- 7 Officers updated on the Single View that had been discussed at the previous meeting. The 'proof of concept' was now scheduled for November/December.
- 8 They also reported that senior management had allocated additional resources for the project to assist with the preparation work.
- 9 The Chair asked about costs and officers indicated that an update on the cost of the project would not be available until the tenders were received, when these could be compared with the estimated cost. It was expected that a decision on the award of the

contract would be made by Executive Board around May 2012. It would be a minimum of a further 9 months before the new system would be in operation.

- 9 The Chair expressed concern about this further delay since the last update in August and the cumulative delay since the working group began meeting. Officers explained that it had been important to get the specification right and also to allow sufficient time for the evaluation of tenders. The Chair suggested that it would have been preferable to provide a more realistic timetable at the outset of the project.
- 10 She also asked about the progress with deciding on the appropriate way forward for Adult Social Care records. As far as officers were aware, there was no recommended option yet.

### **Next Steps**

- 1 It was agreed that the next meeting of the working group would take place in December.