



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 18th November, 2010 at 9.45 am

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

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
- M Coulson - Pudsey;
- G Driver - Middleton Park;
- B Gettings - Morley North;
- W Hyde - Temple Newsam;
- A Lamb - Wetherby;
- B Lancaster - Moortown;
- P Latty - Guiseley and Rawdon;
- J Lewis - Kippax and Methley;
- K Maqsood - Gipton and Harehills;
- V Morgan - Killingbeck and Seacroft;
- B Selby - Killingbeck and Seacroft;

Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
- Prof P H J H Gosden - Church Representative (Church of England)
- Mr B Wanyonyi - Parent Governor Representative (Secondary)
- Ms N Cox - Parent Governor Representative (Special)
- Mr J Granger - Parent Governor Representative (Primary)

Co-opted Members (Non-Voting)

- Ms C Johnson - Teacher Representative
- Ms C Foote - Teacher Representative
- Mrs S Hutchinson - Early Years Development and Childcare Partnership
- Ms J Morris-Boam - Leeds VOICE Children and Young People Services Forum Representative
- Ms T Kayani - Leeds Youth Work Partnership Representative

Agenda compiled by:
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CONFIDENTIAL AND EXEMPT ITEMS

The reason for confidentiality or exemption is stated on the agenda and on each of the reports in terms of Access to Information Procedure Rules 9.2 or 10.4(1) to (7). The number or numbers stated in the agenda and reports correspond to the reasons for exemption / confidentiality below:

9.0 Confidential information – requirement to exclude public access

9.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

9.2 Confidential information means

- (a) information given to the Council by a Government Department on terms which forbid its public disclosure or
- (b) information the disclosure of which to the public is prohibited by or under another Act or by Court Order. Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

10.0 Exempt information – discretion to exclude public access

10.1 The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed provided:

- (a) the meeting resolves so to exclude the public, and that resolution identifies the proceedings or part of the proceedings to which it applies, and
- (b) that resolution states by reference to the descriptions in Schedule 12A to the Local Government Act 1972 (paragraph 10.4 below) the description of the exempt information giving rise to the exclusion of the public.
- (c) that resolution states, by reference to reasons given in a relevant report or otherwise, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.2 In these circumstances, public access to reports, background papers and minutes will also be excluded.

10.3 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.4 Exempt information means information falling within the following categories (subject to any condition):

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

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 Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p>Agenda item 8 – Appendix 2 of the Social Care Systems Review report attached to the Work Programme – Access to Information Procedure Rule 10.4 (3) – information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 21ST OCTOBER 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 21st October 2010.</p>	1 - 4
7			<p>SCRUTINY INQUIRY - SERVICES FOR CHILDREN WITH DISABILITIES, SPECIAL EDUCATIONAL NEEDS AND ADDITIONAL HEALTH NEEDS - INQUIRY INTO SERVICE REDESIGN</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development presenting evidence in line with Session 2 of the Board's Inquiry into services for children with disabilities, special educational needs and additional health needs - Inquiry into Service Redesign.</p>	5 - 40

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8		10.4(3)	<p>WORK PROGRAMME</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work programme for the remainder of the current municipal year.</p> <p>Appendix 2 of the Social Care Systems Review report is designated as exempt under Access to Information Procedure Rule 10.4(3).</p>	41 - 82
9			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Scrutiny Board will be held on Thursday, 16th December 2010 at 9.45 am with a pre meeting for Board Members at 9.15 am.</p>	

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Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 21ST OCTOBER, 2010

PRESENT: Councillor J Chapman in the Chair

Councillors M Coulson, G Driver, B Gettings, G Hyde,
A Lamb, B Lancaster, P Latty, J Lewis and V Morgan

CO-OPTED MEMBERS (VOTING):

Mr E A Britten	- Church Representative (Catholic)
Ms N Cox	- Parent Governor Representative (Special)
Prof P H J H Gosden	- Church Representative (Church of England)

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote	- Teacher Representative
Ms J Morris-Boam	- Leeds Voice Children and Young People Services Forum Representative

45 Chair's Opening Remarks

The Chair welcomed all in attendance to the October meeting of the Scrutiny Board (Children's Services). She also welcomed a number of media students from Leeds Trinity University attending the Board as observers.

46 Declaration of Interests

The following personal interest was declared at the meeting:-

- Councillor B Lancaster in her capacity as LEA Governor (Vice Chair) at Carr Manor High School (Agenda Item 7) (Minute 49 refers)

47 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillor W Hyde, Councillor K Maqsood, Councillor B Selby, Mr B Wanyoni, Mr J Granger, Ms C Johnson, Mrs S Hutchinson and Ms T Kayani.

Notification had been received for Councillor G Hyde to substitute for Councillor Selby.

48 Minutes - 8th and 20th September 2010

RESOLVED – That the minutes of the Call-In meeting held on 8th September 2010 and the Board meeting held on 20th September 2010 be confirmed as a correct record.

49 Leeds Children and Young People's Plan 2011 - Consultation

The Director of Children's Services submitted a report providing an update on the consultation process and next steps in relation to the Leeds Children and Young People's Plan 2011.

The following representatives attended the meeting and responded to Members' questions and comments:

- Councillor J Blake, Executive Member, Children's Services
- Councillor J Dowson, Advisory Member, Children's Services
- Nigel Richardson, Director of Children's Services
- Barbara Newton, Strategic Leader Partnership and Participation , Children's Services
- Ken Morton, Locality Co-ordinator, Children's Services

The Chair welcomed Nigel Richardson, the newly appointed Director of Children's Services, to his first meeting of the Board.

The Director of Children's Services gave a brief presentation on his vision in relation to the Leeds Children and Young People's Plan.

The presentation focused on the following three key messages:-

- Do the simple things better
- The child is the client
- Safeguard and promote the welfare of the child

In addition to the above presentation, Ken Morton, Locality Enabler, Children's Services, provided the meeting with an overview of the proposed locality model with specific reference to the cluster arrangements.

In summary, the key areas of discussion were:-

- Clarification around timescales, budgets, consultation and the involvement of Elected Members and other partners such as the Police, housing and local leaders. The Director of Children's Services confirmed that the ten Area Committees were an important part of the accountability framework. He confirmed that the role of Members and partners could be made more explicit in the model.
- The need for further development of the proposed wellbeing teams
- Concern about the level of involvement of the voluntary, community and faith sector and the education Unions in developing the proposals
- To welcome the move towards locality working

RESOLVED-

- a) That the contents of the report be noted.
- b) That the Board's Principal Scrutiny Adviser be requested to forward a copy of the slides to the Board for their information.
- c) That this Board notes that a copy of the Children and Young People's Plan would be brought back to this Board when a full draft had been

produced, early in 2011.

50 Scrutiny Inquiry - Services for children with disabilities, special educational needs and additional health needs - Inquiry into Service Redesign

Referring to Minute 8 of the meeting held on 10th June 2010, the Head of Scrutiny and Member Development submitted a report presenting evidence in line with Session 1 of the Board's Inquiry into services for children with disabilities, special educational needs and additional health needs - Inquiry into Service Redesign.

Appended to the report were copies of the following documents for information/consideration:

- A copy of the agreed terms of reference for the inquiry
- A report of the Director of Children's Services entitled 'Model for the Integrated Service for Children with Complex Needs'

The following representatives attended the meeting and responded to Members' questions and comments:

- Councillor J Blake, Executive Member, Children's Services
- Councillor J Dowson, Advisory Member, Children's Services
- Susan Rautenburg, NHS Leeds
- David Dickinson, Education Leeds
- Barbara Newton, Strategic Leader, Partnership and Participation, Children's Services
- Barbara Shaw, Interim Head of Disability Services, Children's Services
- Ken Morton, Locality Enabler, Children's Services

The Chair invited David Dickinson to provide a brief summary on the outline plans for integrating services and also sought a contribution from the other officers in attendance.

In brief summary, the key areas of discussion were:

- The importance of quality and consistency of Common Assessment Framework (CAF) assessments
- The need to ensure that the CAF process was not over complicated
- The intention to introduce key workers in an advocacy role, and that a family should only have to tell their story once
- Concern expressed that not all agencies were fully engaged
- A request for transition arrangements for the 14 plus age group to be included in the next session of the inquiry and for the Board to be supplied with a copy of a report on transitional arrangements previously produced by the Scrutiny Board (Adult Social Care) to assist them with their deliberations
- Clarification that a decision had not yet been made about whether the proposed arrangements would involve children with serious mental health issues

- Concern expressed that IT systems were not compatible between the different services
- A query regarding the funding options in relation to young people in this group over the age of 18 who were not attending college
(*The Locality Enabler, Children's Services agreed to forward further information to the Board*)

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That this Board notes that a second session of this Inquiry would be undertaken at the next Board meeting in November.

51 Work Programme

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

Appended to the report for Members' information was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1st October 2010 to 31st January 2011, together with the minutes from the Executive Board meeting held on 23rd September 2010.

RESOLVED –

- a) That the work programme as amended be approved.
- b) That Mr Britten be appointed as a further representative on the School Balances Working Group, and that Councillor W Hyde be asked if he wished to join the Working Group.
- c) That the following representatives be involved with the preparation of draft terms of reference for the an inquiry focused around the themes of raising aspirations and tackling child poverty:-
 - Councillor J Chapman
 - Councillor A Lamb
 - Councillor B Lancaster
 - Councillor G Driver
 - Mr Britten
 - Professor Gosden
- d) That to the Chair and the Principal Scrutiny Adviser consider the most appropriate way to deal with a request for the Board to look into the delay in implementing the Electronic Social Care Record (ESCR) review, with a report back at the next meeting in November 2010.

52 Date and Time of Next Meeting

It was noted that the next meeting would be held on Thursday 18th November 2010 at 9.45am with a pre-meeting for Board Members at 9.15am.

(The meeting concluded at 11.50am)



Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 18 November 2010

Subject: Scrutiny Inquiry – Services for children with disabilities, special educational needs and additional health needs – Inquiry into Service Redesign

Electoral Wards Affected:

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Introduction

- 1.1 At the board's meeting in June, members agreed to carry out an inquiry into the redesign of services for children with disabilities, special educational needs and additional health needs, as one of their major pieces of work this year. A copy of the agreed terms of reference is attached as Appendix 1.
- 1.2 The first formal session of the inquiry took place in October. Officers have provided the attached update paper for this second session.
- 1.3 Also attached is an inquiry report produced by the Adult Social Care Scrutiny Board earlier this year on transition to adult services, as well as the department's response to the recommendations. Members indicated at the October meeting that they particularly wished to consider transition from children's services to adult services.
- 1.4 Since the October Board meeting, members of the Board have been taking part in a series of visits and meetings with partners and service users. Notes of the key points arising from these visits will be circulated to members in advance of the meeting for discussion.
- 1.5 Relevant officers from Children's Services will be at the meeting to respond to members' questions and comments.
- 1.6 This session completes the scheduled evidence gathering activity for the Board's inquiry. Members need to consider whether they have sufficient evidence to reach some conclusions and recommendations.

2.0 Recommendation

- 2.1 The board is requested to consider the issues raised by this session of the inquiry, and to decide whether any further evidence is required before discussing initial conclusions and recommendations to inform the Board's final report.

Background papers

None

Scrutiny Board (Children's Services)

Services for children with disabilities, special educational needs and additional health needs – Inquiry into Service Redesign

Terms of reference

1.0 Introduction

1.1 In March 2010 the Executive Board considered a review of the organisation of children's services delivery in Leeds, and agreed to create a single Integrated Children's Service within the council by 1 April 2011. This will bring Education Leeds back into the council.

The preparations for this structural change coincide with a period of severe financial challenge within the public sector, creating both the opportunity and the necessity to consider changes in the way services are provided to become more efficient. In some areas of children's services this work is being extended beyond those services directly delivered by the council to include for example health provision.

In discussing priority areas of work for the coming year, the Children's Services Scrutiny Board agreed in June 2010 that it would carry out an inquiry into the proposed redesign of services, taking the provision of services for children with disabilities, special educational needs and additional health needs (and their families) as our focus.

However, whilst the economic climate and the change in council structure are important issues, our main motivation in undertaking this piece of work is to examine how a better integrated service can improve outcomes for children and their families locally.

Children with disabilities, special educational needs and additional health needs are some of our most vulnerable young people, and in many cases have complex needs which cut across these service delivery boundaries.

The Board will also maintain oversight of the progress of the overall programme to create an Integrated Children's Service as part of its performance management and accountability activity, but it will make a more detailed study of this particular project.

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 proposed range of services that will be provided in an integrated model
 - The balance of universal, targeted and specialist service provision for this group of children and their families
 - The potential benefits to children and families from the proposed redesign of services

2.2 The Board hopes that its findings will provide a timely and positive contribution to the management of change.

3.0 Comments of the relevant director and executive member

3.1 This inquiry was proposed following input to the Scrutiny Board on priority issues by the Director of Children's Services. Both the Director and Executive Member are supportive of the inquiry's aims. The Executive Member proposed the inclusion of school transition arrangements and Leisure Services input to the inquiry; both elements are included in the final terms of reference.

4.0 Timetable for the inquiry

4.1 The inquiry will take place in October and November 2010, with a view to issuing a final report in early 2011.

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 – 21 October and 18 November 2010

The following evidence will be required for the Board meetings:

- Background information about the client group for these services and how they are currently provided
- An outline of the proposed range of services to be provided in an integrated model
- Detail of the implementation plan and timescales for creating the new service
- The expected benefits to children and their families
- The expected service benefits
- The balance of city-wide and local service delivery
- The balance of universal, targeted and specialist service provision
- Information about how services will be provided – eg direct provision, commissioned or through personalised budgets
- The role of universal provision such as children's centres, extended services, connexions and leisure services
- Transition, including transition between school phases and to adult services (recognising the work carried out last year by the Adult Social Care Scrutiny Board).

The November session will also include consideration of the findings from working group meetings and visits.

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

5.3 Working Group meetings and visits

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

6.0 **Witnesses**

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

- Deputy Chief Executive of Education Leeds – project lead officer
- Representatives from relevant education, health and social care services
- Voluntary sector representatives
- Representatives from universal service providers such as children's centres, extended services, connexions and leisure services
- Transition team

6.2 The following potential visits have been identified:

- South Leeds pilot and other current relevant local examples of integration
- Another local authority providing integrated services of a similar nature

6.3 The Board will also seek to obtain the views of children and young people and their parents and carers as evidence to the 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.



Report of the Director of Children's Services

Scrutiny Board (Children's Services)

Date: 18th November 2010

Subject: Model for the Integrated Service for Children With Complex Needs - Paper 2

Electoral Wards Affected: All	Specific Implications For: Equality and Diversity <input checked="" type="checkbox"/> Community Cohesion <input type="checkbox"/> Narrowing the Gap <input checked="" type="checkbox"/>
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1.0 Purpose of report

- 1.1 This paper provides further information in relation to the integrated service model for children with complex needs. This piece of work relates to programme 6 – disability/SEN/additional health needs - of the integrated service delivery strand of the transformation programme.
- 1.2 The paper presented to the meeting in October provided an outline of the service delivery model, described those services which it is envisaged will form part of the integrated service, whether centrally retained or delivered locally, outlined outcome measures and proposed management arrangements.
- 1.3 This paper provides further detail in relation to the emerging proposals and includes a diagrammatic representation of the service proposals. This additional detail will support the discussion at the meeting following the Scrutiny visits during the first two weeks of November.

2.0 Background

2.1 The main purpose of developing proposals for new, reconfigured service to meet complex needs is to provide families with a joined-up response to their situation wherever possible and facilitate appropriate inclusive practice across a range of settings. The key principles of this approach are:

- Child and family first
- Single point of contact
- Coordinated response

- Unified referral, assessment and planning process based on the common assessment framework
 - Named key worker
 - Telling the story once
 - Keeping the door open
 - Planning ahead for the next stage (managing transition)
- 2.2 The service will provide a single point of contact for families. Bringing together key partners will help to smooth this process and enable children, young people and their carers to make informed choices to enable them to lead as ordinary and successful a life as is possible in the circumstances. A key priority will be to ensure that the 'door is kept open' and families can be signposted to the appropriate services.
- 2.2 The service will support the most complex children and young people (around 1,000 in Leeds) and their families, whether they are under the age of 5 and supported in an Early Years setting, or over 5 and attending a Specialist Inclusive Learning Centre (SILC), resourced provision, partnership school, or are educated in Further or Higher Education. The service will work with settings to support those children and young people with the most complex needs who require long term specialist support from a variety of agencies.

3.0 Main Issues

- 3.1 The service model for children under 5 is presented in Appendix 1.
- 3.2 The integrated 0-5 service for children with complex needs would be best focused on a Child Development Centre, of which there are three (North East and East, North West and West, and South). Child Development Centres currently provide early assessment of young children's needs and development and they support interventions to aid their progress. An alternative setting would be one of the six resourced children's centres.
- 3.3 The inner circle represents those services which will be centrally retained but aligned to the three areas. This includes SENSAP (Special Educational Needs Statutory Assessment and Provision service), the Educational Psychology Service, Children's Nursing Team, Dieticians, Children's Learning Disability Service, Continuing Care and Health Short Breaks, and the Child Health and Disability (CHAD) OT Team. Some of these services are too small to be able to work effectively if they were split to separate locality teams. SENSAP and the EP service whilst sitting within the complex needs service will work with children, young people and all settings across a broad range of needs. The Child Health and Disability Social work team will have a strong link with the 0-5 service on a locality basis.
- 3.4 The outer circle represents those services which will be either be based at the setting or will have regular input into the setting to review/work with children and families.
- 3.5 The 0-5 service is likely to include:
- Specialist health visiting
 - Hearing Impairment and Visual Impairment service
 - Early Years Support Service

- Leeds Inclusion Support Service
 - Portage
 - Speech and language therapy, occupational therapy and physiotherapy.
- 3.6 A further refinement of the model is presented at Appendix 2. This shows how the services within the locality will work together. In particular it shows how some of the centrally retained services e.g. Educational Psychology will work with those Health services based in the CDC. A key feature of the model is the key worker.
- 3.7 The service model for children and young people from 5 to 14 is presented in Appendix 3.
- 3.8 For children and young people from 5 to 14 with complex needs, the most appropriate setting for the service will be a Specialist Inclusive Learning Centre (SILC) site, or resourced or partnership school although it is recognised that current accommodation may present constraints. Very early discussions regarding accommodation have taken place, but further work is required to move this forward with all partners. This service will be delivered across three administrative areas (East/North East, West/North West and South).
- 3.9 The 5-14 service for children with complex needs is likely to include :
- Child Health and Disabilities social work
 - Hearing Impairment and Visual Impairment service
 - Leeds Inclusion Support Service
 - Speech and language therapy, occupational therapy and physiotherapy
 - SILC nursing.
- 3.10 As in the 0-5 model, the inner circle represents those services that are centrally retained.
- 3.11 The service model for children and young people from 14+ is presented in Appendix 4.
- 3.12 It is not envisaged that this will be an additional, separate service but that young people from age 14 onwards will be supported by the team of lead professionals based at the SILC/resourced provision/partnership school, but in addition the team will be augmented by specialist Connexions workers.
- 3.13 The focus will be on preparation for transition into post-16 learning and onwards into independent living where appropriate, supported by adult services. The integrated team for the area will be augmented by the Social Care Transitions Team, which will operate city-wide, with alignment to the three areas.
- 3.14 It should be noted that the Parent Partnership service will continue to operate as a small, arms-length, centrally retained service. It may be appropriate to configure the service on an age basis, 0-5, 5-14, and 14+.

4.0 Progress to Date

- 4.1 Discussions are ongoing with service managers regarding the proposed model. Discussions have been positive and have confirmed the general direction of travel. It is important to note that entirely new services will not be developed but that existing services will be reconfigured to meet the needs of children and families. A key activity for the reconfigured service will be to ensure that there is coherence, services are co-ordinated and duplication is removed.
- 4.2 The use of the CAF as the 'spine' for all assessments is supported. Recommendations of members in relation to the CAF and in particular regarding the simplification of the process are being further explored.
- 4.3 Further work is ongoing to ensure that the links with universal settings are clearly described. Programme 2 of the Transformation Programme – Universal will define support for universal settings.
- 4.4 Discussions have now taken place with representation from CAMHS regarding the model for children with complex needs. The CAMHS service will continue to operate as a centrally retained service, supporting settings, children and young people as appropriate. CAMHS clinics could be delivered at SILC sites.
- 4.5 A separate paper in relation to funding for over 18s not in statutory education is attached at Appendix 5.
- 4.6 Information regarding the provision of short breaks is attached at Appendix 6.

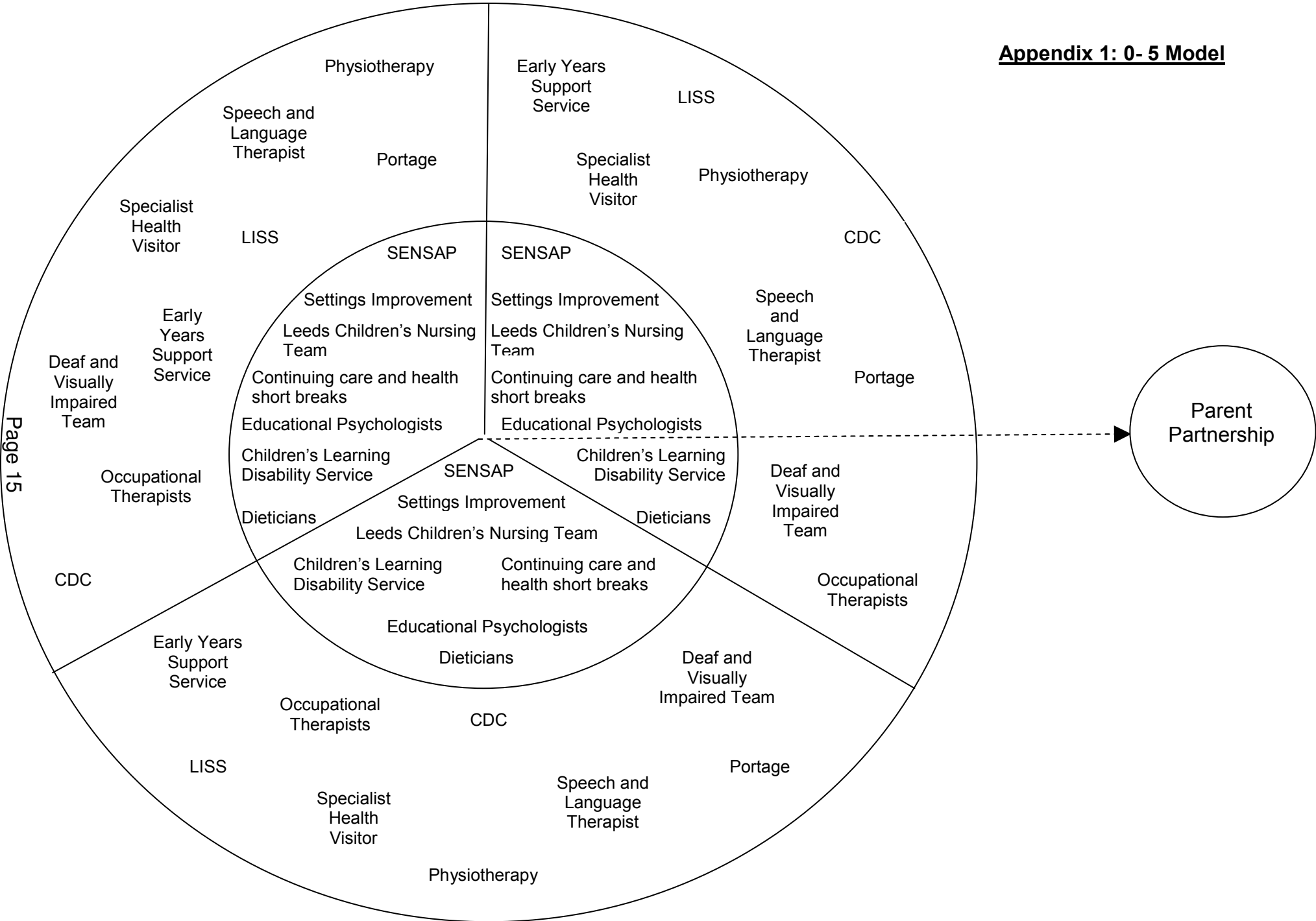
5.0 Next Steps

- 5.1 It is anticipated that the future shape of children's services will be determined by April 2011, and this will be consistent with the deployment of teams.
- 5.2 The proposed model will also need to take account of the outcomes of the October Spending Review, changes to national policy e.g. the Schools' white paper and responsibilities of the Local Authority, and NHS Leeds' plans for provider services post April.
- 5.3 Recommendations from this meeting and in particular following the Scrutiny visits are particularly welcomed.

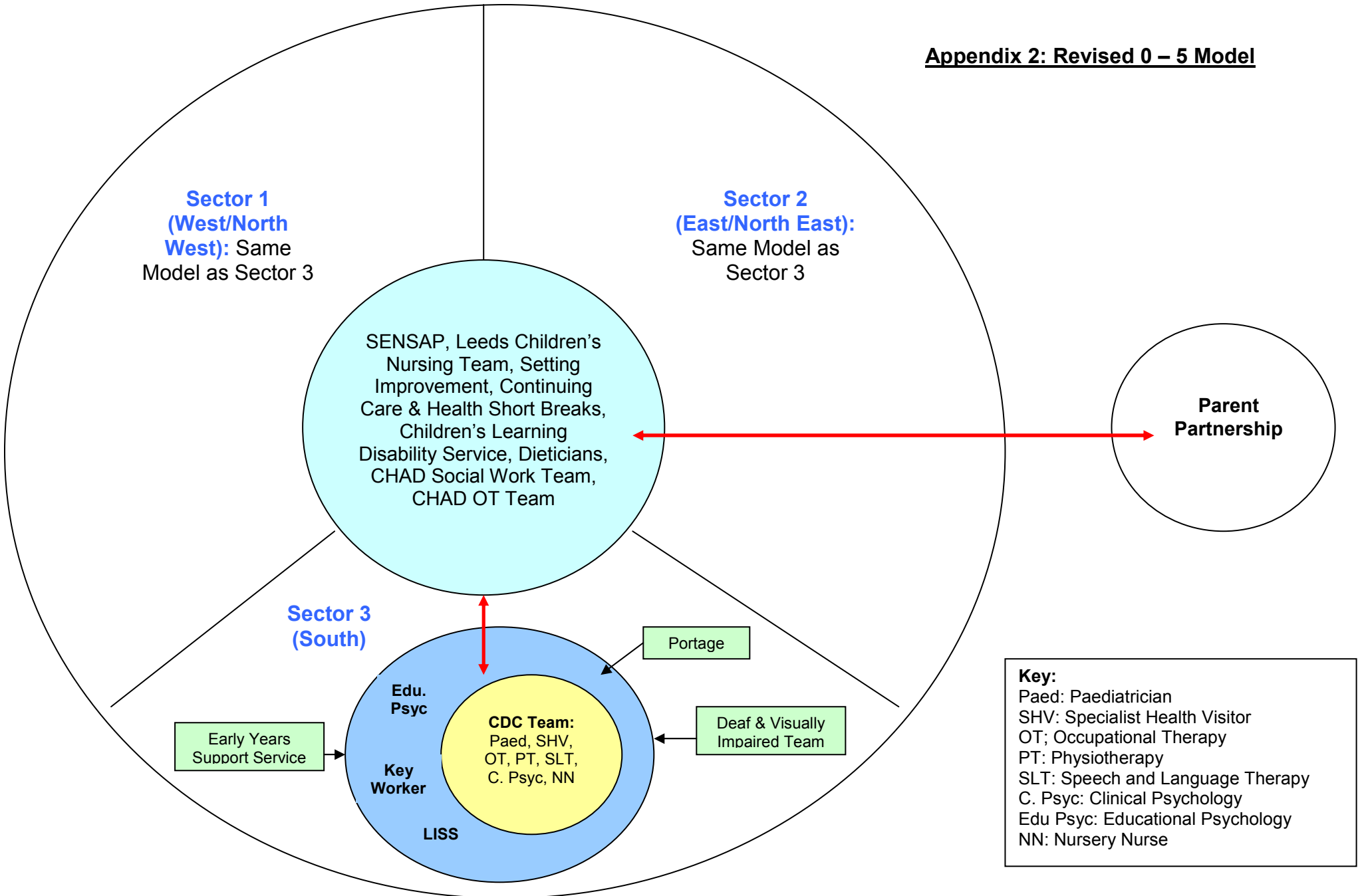
Background papers

Scrutiny Board – Model for the Integrated Service for Children with Complex Needs – October 2010

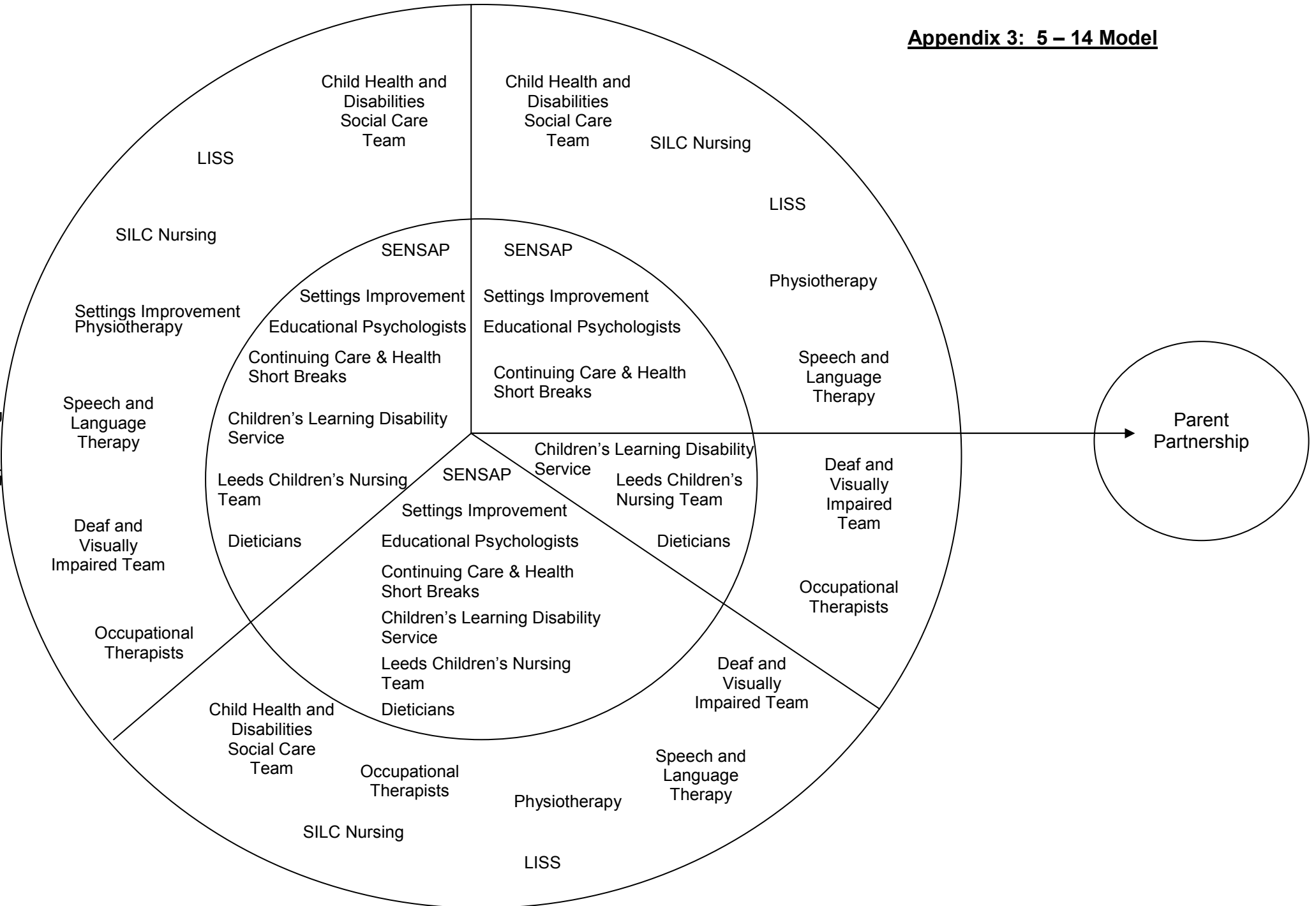
Appendix 1: 0- 5 Model



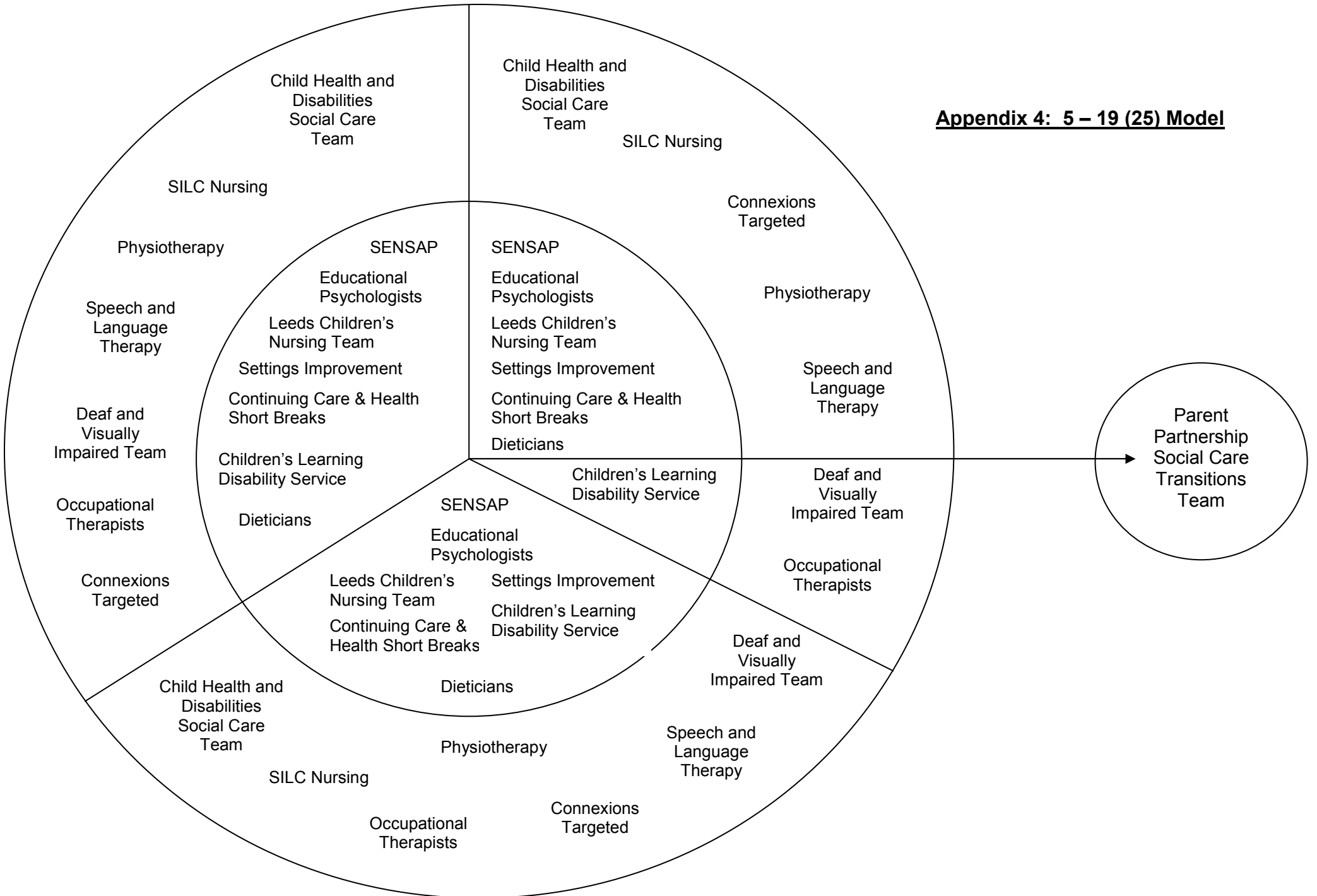
Appendix 2: Revised 0 – 5 Model



Appendix 3: 5 – 14 Model



Appendix 4: 5 – 19 (25) Model



Appendix 5

Model for the Integrated Service for Children with Complex Needs – Paper 2.

Provision for young people with complex needs post statutory school age.

1. There are currently three main routes for funding for learners aged 16-25 with learning difficulties and /or disabilities. These are :
 - The SEN block grant which local authorities receive to discharge their statutory duties towards those aged 16-19 with special educational needs in schools
 - Additional learning support funding allocated to colleges and independent providers for learners aged 16-25 in local provision
 - Provision funded for individual learners with learning difficulties and disabilities aged 16-25 at independent specialist providers where their needs cannot be met locally.
2. The different types of funding are being brought together into a single budget as part of a national framework. During 2010/11 the Young People's Learning Agency, working with local authorities, will develop, model, test and implement a rational, integrated system for funding additional support for post-16 year olds across all types of provider.
3. Decisions about provision and levels of funding are based on individual needs of the young people. In order to ensure that the right level of funding is made available, it is vital to ensure that good quality assessments are carried out. The 139a assessment takes place when the young person is in year 9. This is then reviewed annually, culminating in a Learning and Support assessment upon leaving the Specialist Inclusive Learning Centre. This details what the young person is capable of and what their needs are.
4. Changes are being made to provision locally. Proposals for the decommissioning of Vine in its existing form will be considered by the council's executive committee in December. Work is underway to develop a menu of provision to meet the varied needs of this client group.
5. Leeds currently has 32 young people in independent specialist provision, spread over three year groups. Whilst this compares well with other West Yorkshire authorities, it is hoped that future developments will lead to an increase in the ability to meet needs locally.

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Appendix 6

Model for the Integrated Service for Children with Complex Needs – Paper 2

Short breaks and respite provision

1. There are three units in Leeds for children with complex needs, managed by Children and Young People's Social Care. These are Rainbow House (LS13) Pinfolds (LS15) and Acorn Lodge (LS12).
2. Rainbow House is the only short break residential unit. Pinfolds and Acorn Lodge provide shared care and full time care for children and young people with higher level needs.
3. On any one night, 12 children can stay at Rainbow House. About 80 children currently have short breaks of 35 nights on average each year. Each stay is tailored to the family's needs and can be as short as one night, up to a week and occasionally and exceptionally a little longer.
4. Rainbow House has excellent facilities which the children and young people can enjoy. Efforts are being made to ensure that these are fully utilised at times when space is free in the unit because the children and young people are in school. Young adults from the neighbouring independent living project currently make use of the sensory room. There is a potential project with a high school to use the self-help kitchen. Another project in the planning stage is to locate some of the partnership training undertaken with NHS staff and parent carers at Rainbow House so that parents and carers can be taught how to use various pieces of equipment. It is important to note that Rainbow House is subject to national minimum standards as a residential home, which limits the use that can be made of it.
5. Work is ongoing to include children with complex needs in leisure opportunities for short breaks. Often relatively small amounts of funding are sufficient to provide the support required. The emphasis is on improving the confidence of both families and professionals in universal settings, building capacity by extending the experience and understanding of staff and reducing the social barriers to inclusion.

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Scrutiny Inquiry Report

Transitional Arrangements for Disabled Young People into Adult Social Care

Scrutiny Board – Adult Social Care
11th May 2010

**Scrutiny Inquiry Report
Transitional Arrangements for
Disabled Young People into Adult
Social Care
11th May 2010**



Introduction and Scope

Introduction

1. At the 17th of June 2009 meeting we expressed our wish to conduct an inquiry into the transitional arrangement in place to support young people aged 14 – 25, with long term needs who are likely to be eligible for Adult Social Care support.
2. We wanted to determine if a sufficient transitional service is being provided and if structures, policies and procedures are in place to facilitate effective multi agency service delivery.
3. We considered the best approach for carrying out this inquiry and concluded that it should be scheduled into the Adult Social Care Scrutiny Board work programme for full discussion at a dedicated meeting.
4. The inquiry was undertaken during the Adult Social Care Scrutiny Board meeting on 13th of January 2010 where we considered a report which outlined the current arrangements and the Draft Transitional Procedure for Young Disabled People in Leeds.
5. We determined that it was important to conduct a joint inquiry with representation from the Children's Scrutiny Board therefore participation from that board was invited. Cllr Brenda Lancaster attended as the nominated representative.
6. We feel it is important to recognise the roles and responsibilities which Adult Social Services and Children's Services have for ensuring that young people and their families are prepared for the time when new support regimes come into

effect. We also feel it is important to state how encouraged we are that the Transitions Service has been recognised as an important support function and by the investment made to prepare for the delivery of a much enhanced transitions service.

7. We are very grateful to everyone who gave their time to participate in this inquiry.

Scope of the Inquiry

8. Terms of reference for this inquiry were agreed at our Board meeting on 16th December 2009 when we decided to focus on the following areas:
 - Differences in Children and Young Peoples Social Care and Adult Social Care eligibility criteria, the difficulties this creates, how this and service user expectations are managed.
 - The current service provision up to the 31st of March 2010 and planned service changes (directed nationally or locally) and how this will impact on service provision.
 - National and Local Performance indicators and targets and performance data, including comparative data to other similar authorities.
 - Self Directed Support - Choice and control for the individual or their representative.
 - Care Planning and Safeguarding arrangements during the transitional period.
9. We received evidence both in written and verbal form from the following:



Introduction and Scope

- Officers from Adult Social Services
- Officers from Children's Services

10. To promote our level of understanding we were clearly advised that the Transitions Service provided does not replace the usual service delivered to individuals by Children's or Adults Social Services or any other supporting organisation, but is being developed to provide extra support for those who have particularly complex care packages. The inquiry was conducted in the knowledge of this assertion.



Conclusions and Recommendations

Introduction

11. To promote understanding we were provided with a history of how the service had developed over recent years. A Children's Transitions Team was initially formed in response to recommendations made following an inspection in 1999. The inspection highlighted a lack of future planning for disabled young people.
12. The Transitions Service was established in 2001. Originally based in Children's Services, it had a staffing complement of three full time workers and a manager. When Social Services divided into Adult Social Services and Children's Services functions, effort was made to minimise any loss of co-operative working and the assistance of internal audit was requested. Their findings were reported in July 2008.
13. Changes implemented since the audit report include situating the Transitions Service in Adult Social Services. The Social Care Services Board agreed that a joint transitions team should be put in place in order to improve the continuity of care up to the age of 25. To support this the Transitions Team is seeking to establish and recruit five additional staff, funded by the Social Care Reform Grant, who will become operational by the 31st of March 2010.
14. We were advised that the Transitions Service acts as a bridge, pulling young people from Children's Services into Adult Services whilst working alongside the mainstream services. The service specifically works with young people who would meet the eligibility criteria for Adult Social Services as well as Children's Services and require complex care packages. It was clarified to us that this does not necessarily mean those with complex needs as it is often more straight forward to progress individuals with very complex needs into Adult Social Services because the level of service is clearly identifiable. The focus of the transitions service will be to assist those who require support which requires a more bespoke support plan within Adult Social Services and requires significant planning and organisation.
15. We felt reassured when we were advised that the transitional period for young people is now between the ages of 14 to 25. This enables continuity of care and support throughout the particularly difficult age threshold of 18 when potentially children lose a number of support functions. We welcome the early involvement of the Transitions Service at the age of 14 and feel that this is crucial to preparing young people and their families to cope with the changes ahead.
16. We acknowledge that the Transitional Service is in a developmental phase and that the service will evolve considerably over the next twelve months. The inquiry highlighted that a significant amount of work is still required in order to deliver a transitions service which takes a holistic view of all services whilst working in partnership with stakeholders in order to deliver successful outcomes to the young people who receive support.



Conclusions and Recommendations

The Differences in Eligibility Criteria, Providing Support and Managing Expectations

17. We were advised that the statutory framework in Adult Social Services is essentially governed by the fair access to care criteria. This sets eligibility for statutory adult social care services around the risk to the individual's independence which is judged to be either low, moderate, substantial or critical. Within Leeds the threshold for eligibility is set at substantial or critical.

18. A different set of criteria is applied in Children's Services, which are defined in the Children Acts 1989 and 2004. A framework is used for assessment to establish need. Eligibility is set from moderate to severe needs. It is apparent to us that there is some dislocation between the eligibility criteria that applies in Children's Services, which is related to the needs of the individual child and eligibility in Adult Social Services where it is the risk to the independence of the individual which is judged. We believe that one of the main advantages of the Transitions Service will be to bridge and manage this dislocation without emphasising differences in service at the age of 18 when a different set of legislation comes into effect.

19. We were concerned about the difficulties and anxieties that would be presented to families and young people once the individual attained the age of 18, and found that they were no longer eligible to the support from their usual and established network which may

have been a children's social worker, school or paediatrician.

20. It was explained to us that often the experience and support that people have received whilst in Children's Services isn't replicated once a person moves into Adult Social Care. To help manage expectations work commences when a young person attains the age of 14 when information of what the adult world can offer can be communicated. Efforts are made to explain what can be expected in the future, whilst exploring aspirations as well as needs. In addition the advantage of having a team that spans 14-25 is that there is continuity and a point of contact for families.

21. We were reassured that a number of initiatives are in place to alleviate the anxieties raised by a change in service. For example, people are invited to look at particular adult services such as respite services, or invited to meet individuals who are living in supported accommodation. We consider that the opportunity for individuals to meet with those who have been through the transitions process is a positive step forward in order to share experiences. We consider that this step could be further developed to provide a more permanent source of support via a Peer Support Group who could be contacted direct and will be able to discuss the experience of transition, gaining employment, training or independent living.

Recommendation 1 – That the Directors of Adult Social Services and Children's Services establish and publicise the provision of a Transitions Peer Support Group before the 31st March 2011.



Conclusions and Recommendations

22. The Draft Transitions Procedure for Young Disabled People in Transition provided us with a broad overview of the criteria to be applied when assessing which individuals would benefit from the support of the Transitions Team and we appreciate that some cases will be identified by social workers in the normal process of their work.

23. We feel it is essential for Young People and Families to be fully aware of the support potentially available to them and we welcome the developments so far to communicate the service by leaflet, via the Family Hub website and through events and road shows. However we feel that further promotion could be undertaken to raise awareness by utilising other media such as the Council website, DVD or by producing multi agency information packs.

Recommendation 2 – That the Directors of Adult Social Services and Children’s Services before July 2010, investigate additional methods of promoting the Transitions Service to raise the awareness of those young people and families may benefit from the service.

Development of the Transitions Service and Performance Management

24. Throughout the inquiry we were advised about the aspirations of the Transitions Team over the next 12 – 18 months. This included the development of partnership working, the aim to become

more involved with the regional forum in order to compare progress and share best practice and the intention to deliver comprehensive and informative induction programmes in both Children’s and Adult Services. In order to clearly map out aspiration and monitor progress we consider that the Transitions Service should have a clear Action Plan which determines key objectives for achievement and target dates against which progress can be monitored.

Recommendation 3 – That the Director of Adult Social Services establishes a Transitions Service Action Plan before July 2010, to enable progress against key development objectives to be monitored.

25. With regard to demand on resources we were advised that the Transitions Team currently has a caseload of approximately 125 cases. A further 60 individuals have been put forward, who it is felt will benefit from a transitions service. It is anticipated that further cases will be received once the service is established and fully performing. We appreciate that the number of cases will need to be carefully managed to ensure that the service is not over stretched and remains effective. However we consider that no one who meets the criteria for support should be denied access to the service due to resource restrictions.

26. We were reassured to hear that early involvement with young adults from the age of 14 should assist in forecasting an element of the future budgetary position for Adult Social Services as financial planning can be undertaken at an earlier stage, whether that be within self-directed support or traditional services.



Conclusions and Recommendations

In addition the team will be able to provide commissioners with information in order to plan services for the future so that they are in place when people need them.

27. We were interested to identify how the Transitions Service currently measures its level of success. We were informed that at this time there are no national or local performance indicators against which the Transitions Service can be measured. The Regional Forum is however undertaking a piece of work to gather information on performance. We were further advised that the service is collecting base line information relating to issues arising, timescales for service delivery and periods of assessment. We note that from February 2010 Leeds will work with the Regional Forum to define its position in comparison to other authorities.
28. In the absence of national performance indicators specific to this service area we would like to see the introduction of challenging but realistic local performance targets. We believe that these will create aspirational goals and objectives for the service to meet before 31st of March 2011 which will support the action plan and overall development of the Transitions Service.

Recommendation 4 – That the Director of Adult Social Services introduces a mechanism for measuring, monitoring and reporting the performance of Transitional Services in Leeds before July 2010.

29. We understand that increasingly Local Authorities are requested to focus on measuring successful outcomes, which

is much more difficult to quantify when compared to measuring service delivery. We are satisfied with the team's intention to obtain feedback from those who have utilised the service and consider that this data will be valuable in measuring success and also to identify where improvements can be made.

30. We were advised that there is an intention to have a full review of the transitions process in March/April 2011. Internal audit will participate fully in the review. We welcome the intention to involve young people, carers and partners in the review in order to obtain their views and experience regarding the service.
31. In accordance with the Scrutiny Boards minutes of January 2010 the Director of Adult Social Services has been requested to provide the Social Care Scrutiny Board or its successor board with a progress report in July 2010. We look forward to receiving this report to identify what has been achieved since this inquiry was undertaken.

Self Directed Support

32. In order to facilitate an individual's option to exercise choice and control over the services they receive we were advised that Self Directed Support will be an option for those who are supported by the Transitions Service. The management of this process will be part of the support provided utilising learning gained from the Early Implementer Project. The Transitions Team will begin to explore the option of a self-directed support package with every individual.



Conclusions and Recommendations

Care Planning and Safeguarding Arrangements

33. We were determined to identify who is responsible overall for care planning when many different agencies are involved. We were advised that most young people are already known to Children's Social Care Services, may already have a social worker allocated and have a care plan. Once the referral comes into the Transitions Service, a future needs plan is undertaken to explore a number of areas including training, employment and accommodation. The aspirations of the young person and the family is discussed. This information is shared with Adult Social Services before the young person's 18th birthday who can then commission appropriate forms of support and service provision.
34. We were reassured that safeguarding issues up to the age of 18 will be dealt with under children's safeguarding procedures and with a children's worker overseeing this process. When individuals are 18 or over adult procedures come into force.
35. It was explained to us that some young people are subject to safeguarding plans in Children's Services and they may need ongoing safeguarding arrangements. Work is already in progress to look at the difference in thresholds and risk areas, which will inform the development of more robust protocols to provide individuals with the support that they require.
36. The importance of following a risk assessment process was stressed to us
- when assessing the circumstances of the individual and the formulating the appropriate care package. We were also advised of the emphasis that is placed on getting a risk framework that actually works, that can be used by social workers and that accurately predicts the kind of circumstantial or individual risks that are faced by young people.
37. Understanding that the wishes of the young person and the parents do not always concur we asked how conflicts of interest are resolved between parties particularly where there are opposing views about future support needs. We were informed that the Mental Capacity Act 2005, which is effective once a young person is 16, reinforces the premise that everyone has the ability to take their own decisions, unless it is proved otherwise and that the wishes of the individual must be considered unless there is any very valid reason not to.
38. Young people may not always agree with the recommendations regarding levels of support so there is a whole process around determining whether they have the skills, ability and knowledge to make decisions that are right for them. If they are able to do that, then their decisions are respected.
39. We were advised that where there is a conflict between a young person and their parents the team would aim to work with both parties, looking at alternative measures of service provision. If an individual was requesting a service which was not within acceptable levels of risk then this could be refused. Social Workers have been fully trained to undertake the risk assessment process to create care plan which minimises risk.



Conclusions and Recommendations

40. In view of the significance of safeguarding, risk assessment and the assessment of mental capacity during the transitions process we consider that these aspects are not adequately reflected in the Transitions Procedure for Young Disabled People in Leeds. It is clear that the ability to recognise and potentially resolve problems is a fundamental skill each social worker/care manager/front line worker must possess, particularly around key stages when legislation becomes, or ceases to be, effective. It should be clear and apparent how the assessment of risk, safeguarding and mental capacity fits into the overall procedure.

Recommendation 5 – That the Director of Adult Social Services reviews the Draft Transitions Procedure before July 2010 to adequately reflect Safeguarding, Risk Managements and Mental Capacity requirements for young people in transition.

Strategic Roles and Responsibilities

41. We were advised of the intention to establish a multi agency strategic transitions board, the purpose of which would be to provide leadership, a strategic direction to the transitions work and to ensure full participation of all partner organisations.

42. We sought assurances regarding the effectiveness of the board particularly the consistent attendance of partners and the authority to make effective decisions. We were advised of the aim to invite representation at the right level

of authority to facilitate the decision making process however, the Leeds City Council has no power to compel partners to attend. Optimistically partners have expressed their enthusiasm to become fully involved as it is viewed as a priority in their areas of responsibility. Transitional operations will be an area of interest for the Care Quality Commission and Ofsted who will consider the robustness of transitions arrangements in place across the country.

43. We were advised that part of the board's remit from April 2010 will be to inform the production of a Transitions Strategy for the city with the Joint Strategic Commissioning Body for Adults and the Integrated Strategic Commissioning Board for Children. Consequently there is an emphasis on organisations to provide committed individuals to populate the group. It is anticipated that the draft Transitions Strategy for the city will be prepared before the end of December 2010.

44. We would welcome the involvement of service users in formulating the strategy utilising their experiences and lessons learned from the transitions process so far.

45. It is our firm opinion that the process of transition for a young person should incorporate their aspirations with regard to housing, health, employment and training. This should be reflected in the Transitions Strategy which should formally bring together those key partners who deliver services outside the remit of Social Services. We have been assured that work has already been undertaken in scoping out the services that would need to be



Conclusions and Recommendations

incorporated with a view to formulating and publishing a strategy which incorporates all key areas.

To aid the nominated Champion we feel that a specification of their intended role should be produced in order to clarify the extent of their duties and responsibilities.

46. We acknowledge the service provided by Connexions (information and advice service for 13 – 19 year olds) currently being utilised by the Transitions Service, particularly relating to training and employment. In addition we were advised that processes have been put into place to speed to delivery of accommodation at a time when it is needed by individuals. The Independent Living Project has also enabled young people in transition to obtain accommodation at a time to suit their individual requirements.

47. We would like to see a Transitions Strategy which represents the foundation of a city wide sustainable and comprehensive support network for young people in transition and their families.

48. We further consider that a Transitions Champion with a strategic overview would be beneficial to:

- communicate the value of transitional services across stakeholder groups, partners and local authority services
- to enhance political awareness of the service and provide feedback to Elected Members
- to influence and inform colleagues/elected members, stakeholders and partners.

Recommendation 6 – That the Executive Board Member for Adult Health and Social Care identifies an Elected Member to undertake the role of Transitions Champion before August 2010.



Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Report of the Head of Scrutiny and Member Development, Terms of Reference Transitional Arrangements for Children into Adult Social Care – 16th December 2009
- Report of the Director of Adult Social Services, Transitional Arrangements for Disabled Young People into Adult Social Care – 13th January 2010

Action Plans and Guidance Documents

- Draft Transition Procedure for Young Disabled People in Leeds

Witnesses Heard

Dennis Holmes – Deputy Director (Strategic Commissioning), Adult Social Care

Michele Tynan – Chief Officer, Learning disabilities, Adult Social Care

David Rosser – Head of Service, Learning Disability Services, Adult Social Care

Stephen Bardsley – Service Delivery Manager, Learning Disability Services, Adult Social Care

Barbara Shaw – Interim Head of Disability Services, Children's Services

Linda Randall - Transitions Team Manager, Children's Services

Dates of Scrutiny

16th December 2009 – Adult Social Care Scrutiny Board

13th January 2010 – Adult Social Care Scrutiny Board

**Scrutiny Board (Adult Social Care)
Transitional Arrangements for Disabled Young People into Adult Social Care
11th May 2010**

Report author: Sandra Newbould

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Recommendation Tracking – Progress Report (September 2010)

Categories

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Inquiry into Transitional arrangements for Disabled Young People into Adult Social Care

Page 37

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1 – That the Directors of Adult Social Services and Children’s Services establish and publicise the provision of a Transitions Peer Support Group before the 31st March 2011.</p>	<p>This recommendation was agreed Workers in the transition team will ask young people and family members who have gone through the period of transition to join a peer support group which would then offer support to people entering into the transition process. A bid has been submitted to the National Transition Support Programme to enable us to develop peer support for service users and parent/carers to become experts by experience. This would focus on the development of person centered reviews. This would enable service users and parent/carers to offer advice and training sessions to other young people and their carers who are going through the transitions process. We believe this will help to</p>	<p align="center">6</p>	

	<p>support people in a network to complement the work of professional workers.</p> <p>Progress: A Bid was made to the National Transition Support Team for £20k, to aid in developing the following projects:</p> <ul style="list-style-type: none"> • Develop Person Centred Planning as a tool to be used in year 9 transition reviews. • Develop a Transition Peer Support Group. • Research the demography of children and young people with mental health needs. <p>The Department received confirmation at the beginning of August that half the amount will be allocated i.e. £10k. This is due to the current financial climate and not the quality of the bid.</p> <p>Action: A decision is urgently needed as to which elements of the 3 projects can now be achieved by utilising the monies received. We will then need to identify where any remaining bid actions that can't be met, will be achieved.</p>		
<p>Recommendation 2 – That the Directors of Adult Social Services and Children’s Services before July 2010, investigate additional methods of promoting the Transitions Service to raise the awareness of those young people and families may benefit from the service.</p>	<p>This recommendation was agreed</p> <p>Scrutiny Board suggested that the Council website, DVD or multi-agency information packs be produced. We have published three leaflets – general information, easy read general information and a transitions team leaflet for professional workers to ensure a range of people have access to the information. We have also developed Transitions pages on the Family Hub and also on the Council Website. The Transitions Team has also submitted information on the transitions process to be included in adult service publications. A formal launch of the new transitions service is being planned for early Autumn. This will include Children and Adult Social Care, partner agencies, service users and parent/carers. We will pursue the idea of a DVD in the coming months.</p>	4	

	<p>Progress:</p> <ul style="list-style-type: none"> • Transition pages on the family hub - are now up and running. • Information on the Transition Team and process has and are due to appear in children and adults publications. • Multi agency training days have and are being planned re. involvement in year 9 reviews. • Transition Team launch planned for 5th October. • 3 leaflets explaining the Transition Team and transition process have been produced. 		
<p>Recommendation 3 – That the Director of Adult Social Services establishes a Transitions Service Action Plan before July 2010, to enable progress against key development objectives to be monitored.</p>	<p>This recommendation was agreed</p> <p>The transitions services is newly formed and has a number of targets to meet over the next 12 to 18 months; amongst these are the development of partnership working, becoming more involved in the regional work around transition planning and the need to deliver a robust induction programme for new staff in both Children’s and Adults Services. As such an action plan which determines key objectives for achievement and target dates against which progress can be monitored will be helpful in moving the service forward.</p> <p>Progress: The existing action plan as detailed in the Transitions Project plan has now largely been achieved. Attendance at the Regional Transitions group is established. The Transitions Team transferred to adult services on 1st April 2010. A new office base was identified at Pudsey Town hall and the team moved in on 2nd July 10. The operational policy of the team is up and running including the development of a Transitions panel which meets monthly.</p> <p>Following closedown of the project the Transition Board has changed into a multi agency Operation Group. The first meeting of this group will be on 8th September 2010. It will be the function of the multi agency group to develop an action plan which will outline the key objectives and targets for the team and to monitor the progress in the achievement of these.</p>	4	

<p>Recommendation 4 – That the Director of Adult Social Services introduces a mechanism for measuring, monitoring and reporting the performance of Transitional Services in Leeds before July 2010.</p>	<p>This recommendation was agreed As the team was only established in its current format in April 2010 and is still at an embryonic stage, reporting will be at a localised level to ensure that progress is being made in accordance with the above Action plan. The regional forum for transitions has not yet published any performance information or targets for transitions services for us to benchmark ourselves against; we will continue to be involved in the forum in order to be part of this information at the appropriate time.</p> <p>Progress: As above. It will be the function of the Transitions Operations Group to set key objectives and targets and to monitor the progress in achieving these.</p> <p>Attendance at the Regional Transition Forum is ongoing. This will ensure that any nationally set performance targets are incorporated into the Operations Group and hence the key objectives of the team. The Operations Group will also monitor the success in achieving these.</p>	4	
<p>Recommendation 5 – That the Director of Adult Social Services reviews the Draft Transitions Procedure before July 2010 to adequately reflect Safeguarding, Risk Managements and Mental Capacity requirements for young people in transition.</p>	<p>This recommendation was agreed This action has been completed and the procedure has a revised and strengthened section on Safeguarding and implications of the Mental Capacity Act.</p> <p>Progress: Completed</p>	2	Stop Monitoring on receipt of revised Transitions Procedure
<p>Recommendation 6 – That the Executive Board Member for Adult Health and Social Care identifies an Elected Member to undertake the role of Transitions Champion before August 2010.</p>	<p>This recommendation was agreed This recommendation is accepted and the Director of Adult Social Services will work with the Executive Member for Adult Social Care to ask her to nominate an Elected Member to take on this role.</p> <p>Progress: Completed</p>	2	Stop Monitoring when further details regarding the Transitions Champion is provided.



Originator: Kate Arscott

Tel: 247 4189

Not for Publication: Appendix 2 of the Social Care Systems Review report attached to this report is not for publication. It is Exempt/Confidential under Rule 10.4 (3) Financial and Business Affairs

Scrutiny Board (Children's Services)

Date: 18 November 2010

Subject: Work Programme

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 A copy of the board's work programme is attached for members' consideration (appendix 1). The attached chart reflects the discussions at the board's October meeting.
- 1.2 The current Forward Plan of Key Decisions (appendix 2) and the Executive Board minutes from October (appendix 3) will give members an overview of current activity within the board's portfolio area.

2.0 Inquiry terms of reference

- 2.1 At the last Board meeting, Members agreed that the Board's second major inquiry of the year should be based around the themes of raising aspirations and tackling child poverty. A working group will be meeting on 17th November to draw up a proposed scope and terms of reference for the inquiry. The outcome of that meeting will be reported to the full Board for agreement.

3.0 Social Care Systems Review

- 3.1 At the last Board meeting, Councillor Lamb requested that the Board consider undertaking some scrutiny work in relation to the Social Care Systems Review, with reference to a report that was considered by the Executive Board in June 2010.

3.2 A copy of the Executive Board is attached as Appendix 4, and a relevant officer has been invited to attend the Board to assist Members in considering what scrutiny work, if any, they wish to undertake on this topic. The Board would also need to consider the timing and workload implications of any proposed inquiry.

4.0 Recommendation

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

Background papers

None

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 16 December 2010			
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has previously agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Improvement Plan	To consider a progress report from the Improvement Board on actions to achieve the Improvement Plan	The Board receives quarterly monitoring reports	PM
Performance Management	Quarter 2 information for 2010/11 (July-Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
Meeting date – 20 January 2011			
Children and Young People's Plan/Council Business Plan	To consider the draft plans	Subject to confirmation of timing. May be February	DP
Inquiry Two	To consider evidence as the first session of the Board's second inquiry	Subject to confirmation of terms of reference	

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 17 February 2011			
Inquiry Two	To consider evidence as the second session of the Board's second inquiry	Subject to confirmation of terms of reference	
Meeting date – 17 March 2011			
Children's Services and the Children and Young People's Plan	To maintain an overview across the Board's portfolio, and to monitor the development of the Children's Services arrangements in Leeds	The Board has previously agreed to monitor progress against the priorities in the Plan on a quarterly basis	PM
Improvement Plan	To consider a progress report from the Improvement Board on actions to achieve the Improvement Plan	The Board receives quarterly monitoring reports	PM
Performance Management	Quarter 3 information for 2010/11 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
School performance and Ofsted Inspections	Annual report on school performance and biannual update on Ofsted Inspections and schools causing concern	The Scrutiny Board agreed in 2006/07 to consider these reports to Executive Board	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 21 April 2011			
Fostering	To receive an update on implementation of the Inspection Action Plan, and an evaluation of foster carer recruitment activity	Requested by the Board in September 2010	PM
Annual Report	To agree the Board's contribution to the annual scrutiny report		

Key:

RFS – Request for scrutiny

MSR – Monitoring scrutiny recommendations

RP – Review of existing policy

PM – Performance management

DP – Development of new policy

B – Briefings

Unscheduled Items

Young Carers – possible working group

**Scrutiny Board (Children's Services)
Work Programme 2010/11**

Working Groups			
Working group	Membership	Current position	Dates
Youth Services Commissioning Framework	Councillor Chapman Councillor Hyde Councillor Lamb Councillor Lancaster Councillor Maqsood Professor Gosden Mr Britten Ms Morris-Boam	To comment on the developing proposals Timetable has slipped from original deadline of September As a result, the Working group has been suspended until a more appropriate time	19 July 19 August
Children's Outdoor Activity Centres	Councillor Chapman Councillor Coulson Councillor Gettings Councillor Lamb Councillor Latty Ms Cox Ms Foote Ms Johnson	To consider the role of Herd Farm, Lineham Farm and Silverdale Holiday Camp	21 September 30 September 13 October 20 October
School Balances	Councillor Chapman Councillor Driver Councillor Hyde Councillor Selby Mr Britten Professor Gosden Ms Johnson	To consider the management of school balances	24 November 2010
Inquiry Terms of Reference	Councillor Chapman Councillor Driver Councillor Lamb Councillor Lancaster Mr Britten Professor Gosden	To consider the scope and terms of reference for the Board's second major inquiry of 2010/11, around the themes of raising achievement and child poverty	17 November 2010

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Children's Services)

For the period 1 November 2010 to 28 February 2011

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Phase 3 Connexions Specialist Services Commissioning Approval to undertake the Phase 3 Connexions Specialist Services Commissioning Process and to place this on the Forward Plan. To approve the award of the Connexions Specialist Services contract to the successful bidding organisation (following the evaluation process) at a value of £1.661 million in total, for 2 years in the first instance with an option to extend the contract for a further 12 months	Director of Children's Services	4/11/10	Extensive consultation with all key stakeholders has already taken place re this contract	N/A	Director of Children's Services maz.asghar@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Primary Basic Need To give permission to consult on proposals for additional primary places for 2012	Executive Board (Portfolio: Children's Services)	8/12/10	Jan/Feb 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds lesley.savage@educationleeds.co.uk

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EXECUTIVE BOARD

WEDNESDAY, 13TH OCTOBER, 2010

PRESENT: Councillor K Wakefield in the Chair

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

Councillor J Dowson – Non-voting Advisory Member

81 Substitute Member

Under the terms of Executive Procedure Rule 2.3, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter.

82 Introduction of the new Director of Children's Services

On behalf of the Board, the Chair introduced Nigel Richardson, as this marked the first meeting of Executive Board since he began his tenure as Director of Children's Services.

83 Declaration of Interests

Councillors Murray, R Lewis, Ogilvie, Blake, Golton and A Blackburn all declared personal interests in the item relating to the Environment and Neighbourhoods Lettings Policy (Minute No. 91 refers), due to their respective positions as either a Board Director or an Area Panel member of an Arms Length Management Organisation (ALMO) or Belle Isle Tenant Management Organisation (BITMO).

Councillor Murray declared a personal interest in the item relating to the Compact for Leeds (Minute No. 90 refers), due to his position as Chief Executive of the Learning Partnerships organisation.

A further declaration of interest was made at a later point in the meeting. (Minute No. 92 refers).

LEISURE

84 South Leeds Sports Centre

Further to Minute No. 10, 22nd June 2010, the Acting Director of City Development submitted a report regarding the proposed closure of the South Leeds Sports Centre and which outlined a proposal for officers to submit a report to a future meeting following further work being undertaken, in order to consider the proposal from Tiger11 regarding a possible community asset transfer of the facility.

In response to Members' enquiries regarding comparisons provided between South Leeds Sports Centre and other centres in terms of usage levels and cost per visit, the Acting Director of City Development provided clarification

Draft minutes to be approved at the meeting
to be held on Wednesday, 3rd November, 2010

and suggested that, when determining this matter, Members should take into account that the centre attracted 215 visits per week at a cost of circa £10 per visit.

With regard to the future of the sports centre, the following options were outlined within the submitted report:-

Option 1 - The Sports Centre remain open pending further work on Tiger11's proposals for a community asset transfer.

Option 2 – Immediate closure of the Sports Centre and acceptance of Tiger11's proposal for community asset transfer.

Option 3 - Immediate closure of the Sports Centre and rejection of Tiger11's proposal. This option would lead to a recommendation to demolish the facility with further consideration of the site's use as a capital receipt, or as part of any regeneration programmes in the area.

Option 4 – Immediate closure of the Sports Centre, whilst proactive work with Tiger11 continued on their proposals for consideration by Executive Board later this year.

RESOLVED –

- (a) That the Acting Director of City Development be authorised to commence the closure of South Leeds Sports Centre in consultation with the Executive Member for Leisure and to make arrangements for Corporate Property Management to secure the building.
- (b) That officers be requested to undertake further work with Tiger11 in order to enable proposed Heads of Terms for a Community Asset Transfer to be developed which are consistent with the principles established in August 2009, for further consideration by Executive Board in December 2010.
- (c) That the Acting Director of City Development be authorised to enter into a 6 month exclusivity agreement with Tiger11 for South Leeds Sports Centre.

85 Minutes

RESOLVED – That the minutes of the meetings held on 16th August, 25th August and 23rd September 2010 be approved as a correct record.

DEVELOPMENT AND REGENERATION

86 West Leeds Gateway Supplementary Planning Document

Further to Minute No. 201, 10th March 2010, the Acting Director of City Development submitted a report presenting the representations received as part of the final period of public consultation on the West Leeds Gateway Supplementary Planning Document (SPD) and which sought approval of the formal adoption of the SPD.

A schedule detailing the responses received as part of the final period of public consultation had accompanied Board Members' agenda papers.

RESOLVED -

- (a) That the representations received on the West Leeds Gateway Supplementary Planning Document and the recommended responses to the representations be noted.
- (b) That the adoption of the West Leeds Gateway Area Supplementary Planning Document be approved.

87 Design and Cost Report: Proposed Works at Woodhouse Lane Multi Storey Car Park

The Acting Director of City Development submitted a report regarding a design and cost freeze at RIBA Stage D on the proposed improvement and backlog maintenance works to the Woodhouse Lane Multi Storey Car Park. In addition, the report also sought authorisation to the incurring of related expenditure and letting of related contracts.

RESOLVED –

- (a) That the design and cost freeze at RIBA Stage D for the proposed improvement and backlog maintenance works to the Woodhouse Lane Multi Storey Car Park be approved.
- (b) That subject to the tender sum for the proposed works being within the budget available, approval be given to the letting of the contract and the incurring of expenditure of £5,806,500 from existing budget provision (Capital Scheme No 13307/WHL/000) on the proposed design and subsequent improvement and backlog maintenance works to the Woodhouse Lane Multi Storey Car Park.

NEIGHBOURHOODS AND HOUSING

88 Deputation to Council - Tenants of Moor Grange Court Regarding Anti-Social Behaviour and Possible Changes to a Local Lettings Policy

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council on 14th July 2010 from the tenants of Moor Grange Court regarding concerns over anti-social behaviour and possible changes to a local lettings policy.

RESOLVED – That the response taken by the Council and the ALMO to the problems facing the residents of Moor Grange Court be noted.

89 Deputation to Council - Local Residents of Hyde Park Regarding Social Deprivation and Community Cohesion in the Area

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council on 14th July 2010 from local residents of Hyde Park regarding social deprivation and community cohesion in the area.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That a further report be submitted to a future meeting of the Board providing an update on the progress made in addressing the issues highlighted by the deputation.

90 Adoption of the Compact for Leeds 2010

The Director of Environment and Neighbourhoods submitted a report presenting the revised Compact for Leeds 2010 for approval and adoption.

RESOLVED – That the adoption of the Compact for Leeds be approved, and that the Council commit to undertaking an assessment of current policy and practice and the development of a plan to strengthen priority areas for action.

91 Environment and Neighbourhoods Lettings Policy Revision

Further to Minute No. 247, 19th May 2010, the Director of Environment and Neighbourhoods submitted a report outlining the options available for amending the Environment and Neighbourhoods lettings policy, providing a summary of the consultation undertaken with customers, considering the potential impacts in equality arising from such changes and seeking approval to implement the revised policy.

RESOLVED –

- (a) That the results of the consultation exercise undertaken be noted, and that the revised Lettings Policy be approved.
- (b) That the implementation of the proposals contained within section 4 of the submitted report be approved with effect from 5th January 2011.

CHILDREN'S SERVICES

92 Report on the September 2010 Admissions Round

The Chief Executive of Education Leeds submitted a report presenting a range of statistical information relating to the September 2010 admissions round in Leeds.

Officers undertook to provide the relevant Member with a list of those 19 primary schools where places could not be offered to all those children who had expressed a preference for a school which was their nearest.

RESOLVED – That the statistical content of the report be noted, including:

- the percentage of first preferences achieved, where 86.2% of parents are offered the school of their first preference and 96.7% of parents received one of their preferences;
- the increase in the number of secondary block appeals, but fall in the number of in year appeals, and the further 8% improvement in the successful defence of in year appeals.

- the continued increase in use of the on-line service for parents to 44% of on time applications.
- a further increase in birth rate and the rise in successful preferences following a range of school expansions.

(Councillor J Procter declared a personal interest in this item, as a parent of a child who had not been offered a place at the child's nearest school, having expressed a preference for that school).

LEISURE

93 A New Chapter: A Fresh Direction for Leeds Libraries and for Integrated Services

The Chief Libraries, Arts and Heritage Officer submitted a report informing of the challenges faced in the delivery of the Leeds Library and Information Service and, in taking into account the delivery of other front line services, outlining new approaches for consultation which would ensure the sustainability and relevance of the library service for the people of Leeds.

Members referred to the possibility of extending the consultation period, should this be required.

RESOLVED -

- (a) That the operational challenges of the Libraries and Information Service, as outlined within the submitted report, be noted.
- (b) That a public consultation exercise on the detailed proposals contained within appendix 1 to the submitted report be approved.
- (c) That a further report be submitted to the Board early in 2011 outlining the outcome of the consultation process and which takes into consideration the outcomes from the Comprehensive Spending Review.

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

RESOURCES AND CORPORATE FUNCTIONS

94 Financial Strategy and Budget Setting Process

The Director of Resources submitted a report providing background information to the forthcoming Comprehensive Spending Review and outlining the proposed process for setting the Council's 2011/12 budget.

Members made reference to the possibility of liaising with external organisations and service providers as part of the process to consider the budget proposals.

RESOLVED –

- (a) That the background to the current budget setting process and the actions taken to date be noted.
- (b) That the establishment of a Members' working group comprising Members of the five political parties to consider budget proposals be agreed.
- (c) That a subsequent report be brought to the January 2011 Executive Board reporting on the outcome of the Member working group discussions.
- (d) That the budget principles, as set out within paragraph 5 of the submitted report, be agreed.

95 Scrutiny Board Recommendations

The Chief Democratic Services Officer submitted a report providing a summary of the responses to Scrutiny Board recommendations received since the last Executive Board meeting.

RESOLVED –

- (a) That the responses to the recommendations of the Scrutiny Board (Adult Social Care), as detailed within the submitted report, be noted.
- (b) That a review be undertaken in relation to the ways in which responses to Scrutiny Board recommendations are received by the Executive Board.

DATE FOR PUBLICATION: 15th October 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 22nd October 2010 (5.00 p.m.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 25th October 2010)



Not for Publication: Under Access to Information Procedural Rule 10.4(3) - Appendix 2 Only

Report of: The Director of Adult Social Care, The Interim Director of Children’s Services and The Director of Resources

Executive Board

Date: 22 June 2010

Subject: Social Care Systems Review

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

- Equality and Diversity
- Community Cohesion
- Narrowing the Gap

Eligible for Call In

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

One of the key priorities for the Council is to provide excellent Adult and Children’s Social Care Services to meet the needs of vulnerable adults and young people in Leeds. To ensure that we have the best processes and systems to support skilled workers operating best practice an independent review of those systems was undertaken.

This report outlines proposals for improvements to these information systems with associated business changes in Adults (ASC) and Children & Young Peoples Social Care (CYPSC) following the review which, at that time, concluded that the existing systems were not “fit for purpose”

Since the review, and in response to the recent Children’s Safeguarding inspection, work has been carried out to improve the usability of the current ESCR system and address some of the functionality gaps. These improvements have made a difference to specific areas of functionality and have been well received by front line staff and managers. In order to support and enable the necessary business changes to move Adults and Children’s from their current position towards an appropriate level there is a need to accelerate this pace of development to provide much improved, intuitive and efficient information systems.

This report outlines proposals for a programme of work aimed at developing systems and processes that support best practice within social care and facilitate Leeds City Council to move from where we are now, to providing excellent social care across Leeds.

The proposed programme of work is in three phases and sets out to firstly address immediate issues with the existing information systems and associated business processes. The developments made to the existing system and changes to working practices and processes will enable essential and urgent service improvements to be delivered immediately. It also provides the capability to start to deliver essential ongoing efficiency benefits. The second phase will then be to fully embed these first stage best practice and process improvements, build the capacity to improve services further and support the drive towards good and then excellent performance levels. The third phase will be to define and deliver options to implement more modern fit for purpose solutions that will support the Council in meeting the ongoing and future challenges it faces in providing excellent Social Care services in Leeds.

The phased approach outlined in this report recognises the challenges of delivering change to an organisation where key elements of its performance are low. The risk, both in terms of probability and negative impact to service provision by trying to implement such a significant change in one single stage is extremely high. Given that these systems & processes are key to the work to support and safeguard the most disadvantaged members of society, that risk is considered too high. The design of the programme is therefore to deliver a step change through the development of the existing system that then provides the supporting platform for the first stage business process changes to be made. This then provides the stability and capacity for further changes to be delivered in a more effective and timely way. It also significantly reduces the risks and ultimately delivers a more sustainable solution with people process and technology working together to best effect.

1.0 Purpose Of This Report

- 1.1 This report outlines proposals for the identification, evaluation, development and implementation of new social care business solutions. These solutions are aimed at radically improving the access, assessment, commissioning, provision, management and monitoring of Social Care within Leeds. To ensure the success of these proposals they also incorporate necessary people and process changes.
- 1.2 To initiate the first stage of these proposals, this report seeks approval to incur expenditure as detailed in Confidential Appendix 2 from the provisional funding currently set aside in the councils capital programme. This investment is to develop the existing ESCR system, and more importantly the changes in business processes and the way people work, to meet immediate improvement demands and deliver essential business changes in the medium term. It is also to provide resources to develop detailed business requirements, business case and options appraisal for the longer term solution.
- 1.3 A subsequent report and business case will be brought back to the Executive Board at a later date with an update on progress and recommended options for the next phase of improvements.

2.0 Background Information

2.1 History Of Social Care Systems In LCC

- 2.2 Social care departments deal with the most vulnerable people in society, carry considerable safe-guarding responsibilities and spend a sizeable portion of a council's budget. For these reasons it is important that social care functions use consistent, proven practices, which can be effectively monitored and audited. They also need to provide immediate access to accurate, up-to-date information.

Ongoing development of the national agendas for social care continues to drive transformation and presents a range of challenges for local government to deliver the national agenda. Effective social care information systems are a vital element of this equation and need to support social care operational delivery, business management, and effective decision making.

Both Adult and Children & Young People's Social Care services within Leeds City Council (LCC) are currently supported by a bespoke Siebel based system (ESCR), implemented from 2003 onwards. ESCR is supported by a number of additional systems that collectively aim to meet the information needs of social care including: analytics reporting, ESCR financials and a range of bespoke databases and small scale applications.

Since the decision was taken by the Council to develop its own ESCR system, there have been significant changes in the direction of social care, mostly as a result of central government directives. This has included a re-organisation that splits social care provision within LCC into two separate and distinct directorates. These changes have had inevitable implications for IT systems supporting those now-separated social care services within the Council.

In addition central government has initiated changes it wanted to see in the provision of social care by local authorities. One recent change was the introduction of the integrated children's system which all authorities were expected to comply with. These changes required substantial development of social care systems and many 3rd party system suppliers struggled to meet the requirements. This situation was exasperated in Leeds as not only was there a need to understand the implications of the changes required and then develop the appropriate solutions, but this had to be done in relative isolation from other suppliers and authorities. A considerable amount of time and effort was spent by all suppliers before requirements were ultimately changed. In this case, with the requirements developed in house, the full burden of this largely wasted effort fell onto Leeds rather than being shared across many authorities.

Currently there are over 1500 users across ASC and CYPSC recording details of:

- 15,000 active service users
- 6,000 referrals per month
- 2,000 assessments per month
- 80,000 activities per month

In September 2009 a report¹ was presented to the Joint Social Care Services Board, chaired by the respective Directors of ASC and CYPSC, containing findings from a review carried out by independent consultants PA. The review highlighted some key shortcomings in the functionality of the existing system, its lack of consistent use across all business areas and issues as to how it was supported and developed. The report concluded that at that time the system was not fit for purpose.

The board agreed a mandate to investigate and develop business case options to consider replacement solutions including the associated business changes. e.g. A move to consistent processes based on best practice.

2.3 Conclusions From Review and Need to Change

2.3.1 There are two key issues identified in the review in relation to the system itself:

1. **Usability:** Front line workers and managers find it difficult to navigate around the system and in many cases staff are unsure where certain information should be entered. The system is not intuitive enough and there is a need for a relatively high level of experience and knowledge of the system to be able to use it effectively. The system does not naturally lead the user through the process or validate correct data entry.







Risk/Issues: The recording and management of information is inefficient resulting in front line staff spending too much time entering data onto the system. Time is also lost retrieving relevant information across the system. There is also a risk that key information could be missed, either its not there or not easily accessible, that leaves a gap in the single view of the service user. Valuable data is not always captured in a consistent manner leading to the risk that decisions are delayed whilst a full picture can be gathered from other sources. More importantly there are major issues with the overall quality of data in core information systems.

2. Functionality: There are key areas where the full capability of the system has not kept up with current best practice and ways of working. In many areas, where there are functionality gaps, manual work processes are in place which can often be inconsistent and inefficient. In addition, where information needs to be recorded, and the functionality is not present, this has led to a plethora of disparate spreadsheets and databases being developed to fill the gap.

Risk/Issue: There is a risk that inconsistent usage of core information systems across all areas can result in an incomplete picture of client cases in a single view/source. This can lead to gaps in essential data required to support key decisions. A risk highlighted in the recent inspection. In addition there are considerable inefficiencies in maintaining manual processes and recording of duplicate data in many disparate systems. Collecting client data in these disparate systems presents risks and overheads in maintaining the security of potentially sensitive data. There is also a significant cost implication to support and maintaining so many disparate systems.

The following table represents an assessment of ESCR functionality (Sept 2009) compared with other leading commercial products in the social care market.

	Referral, assessment and care planning	ESCR, ICS, SAP and e-forms	Case note recording and chronologies	Workflow and case-work monitoring	Integrated working	Children's services – LAC, adoption, CP and foster carers	Transition	Alerts, risks, incidents and safeguarding	Contract management	Service recording	Reporting and letters	Complaints	Budget management	Non-residential financial assessment and charging	Non-residential payments including LCC foster carers	Residential financial assessment and charging	Residential payments	Interface with corporate finance system
LCC ESCR system/s Overall fit = 48%	61 %	31 %	68 %	18 %	56 %	40 %	30 %	35 %	66 %	56 %	51 %	60 %	47 %	16 %	29 %	44 %	50 %	40 %
Top commercial products Overall fit >90%						86 %	75 %	78 %		86 %	88 %	86 %			88 %			89 %

	>90% fulfilled		75-90% fulfilled		60-75% fulfilled		45-60% fulfilled		30-45% fulfilled		<30% fulfilled
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2.3.2 In addition there were a number of issues identified in the way the existing system was supported and developed.

1. Pace of Change and Strategic Fit: Social Care requirements have and will continue to be under a state of constant change. This presents significant challenges to local authorities, especially in recent years, to meet the demands to support the national agenda to transform social care. To meet these demands requires continuous development of best practice, processes and systems. Although significant improvements have been made to the existing system since the review and subsequent inspections, there are still significant challenges in our ability to respond quickly to the changes required. Recent inspections have identified limitations in our ability to provide a single, up to date and accurate view of a child's, adult's and family's social care needs within a complete electronic social care record.

Risk/Issue: The effective development of an in-house system needs to be business led, supported by clear and tangible requirements. Historically this has not happened in Social Care and as such the speed and agility of the Council to keep up with the pace of change required to deliver modern social care services is an issue. The move towards an even more holistic view across health, integrated children's

services, families and neighbourhoods will add to this challenge. There is a significant risk that without the appropriate investment and effort in new solutions with an associated level of ongoing support and development, Leeds will be constantly behind the pace of change.

2. **Developing In House Systems:** Although the system has supported the delivery of social care for the last seven years the effort and cost to try and keep up with the pace of change with the current organisational arrangements has been relatively high. Whilst an in house system does provide some flexibility to meet our own local priorities it does mean this effort and risk is born solely by Leeds City Council.

Risk/Issue: As well as the effort of developing systems in house there are risks to the council in Leeds doing this in isolation to other authorities, suppliers and partners. For example the Integrated Children's System initiative from Department For Children, Schools and Families (DCSF) the Council invested up to a years worth of resources in developing a solution. This was lost when the government reversed their approach to compliance. External suppliers are better positioned and commercially oriented to shoulder the uncertainties of continuing system development, whilst their customers (e.g. LCC and other authorities) benefit from the economies of scale that a large user base affords to the development funding. In order to develop new capabilities an investment of time is required by Social Care practitioners to develop the detailed business requirements. This resource is often difficult to free up. Most third party systems mitigate from this risk as they are based on good practice processes that Social Care professionals must then follow. However, some are also configurable and therefore, this risk may still apply.

2.4 Additional Drivers For Change

- 2.4.1 Recent inspections have highlighted the need for improved information systems to support, record and monitor best practice processes. It is essential that care workers and their managers have the most complete and accurate view of the service user when making critical life changing decisions.
- 2.4.2 This highly accurate view is especially critical to ensure the safeguarding of vulnerable adults and children. The recent improvement notice, issued by the DCSF , in relation to the safeguarding of children in Leeds², focuses on the need for LCC to be able address issues, and deliver improvements in a more timely manner. In particular information systems need to be able to support changes to best practices and procedures and not constrain them.
- 2.4.3 Government led initiatives are driving through changes to transform social care provision across both Adult Social Care (Putting People First³ and Valuing People Now⁴) and Children's and Young Persons Social Care (Every Child Matters⁵). The management, delivery and monitoring of more personalised services presents challenging and more complex requirements. It is essential that effective and efficient information systems are provided to support these new ways of working and in doing so ensure that social worker's time spent updating systems is kept to the required minimum
- 2.4.4 Ongoing demographic research has shown that nationally there is a continuing increase in demand for social care services. Alongside this increase in demand there is also likely to be a decrease in funding as a result of public spending restraints. Therefore, in attempting to mitigate any negative impact on services, all authorities will have to make savings and efficiencies in the way they and their partners provide services. More effective ways of working and efficient processes supported by modern fit for purpose systems will be a key element to meet the challenges of reducing costs whilst meeting increased demand.
- 2.4.5 There is an ever increasing need to better understand customer needs and how these change and affect potential future demand on the Council Services. This insight can only be informed through the accurate capture, effective management and analysis of information held in our systems.

- 2.4.6 Currently there are inefficiencies in the existing systems to provide accurate and up to date financial management information. Information is held on a number of disparate sources including ESCR, databases and spreadsheets. To provide a complete financial picture takes significant resources and time to extract and analyse this data. More effective single source systems will provide more accurate, up to date information and present this in formats that can be quickly interpreted and acted upon.

3.0 What Needs To Change

- 3.1 More intuitive, easy to use information systems are required, that provide the capability and functionality to manage the delivery and ongoing development of services and improve the efficiency of social care professionals.
- 3.2 Addressing the functionality gaps will provide the platform to meet the wider information systems requirements and remove the need for disparate spreadsheets and databases. The use of so many additional applications presents risks to the council both in relation to the integrity and security of information, inefficiencies and more importantly a dislocation of the critical client information. There is no single and complete view of the service user or how service is provisioned i.e. a single electronic care record. This is a significant weakness identified in terms of safeguarding inspections.
- 3.3 Since the review was carried out a number of improvements have been made to the existing system and the gap in functionality is closing. Appendix 4 shows the impact this has had on social care practice in CYPSC. It has been accepted however that, alongside functionality enhancements, there needs to be significant improvements in the way operational staff exploit their information systems, follow best practices and consistent and efficient business process. The costs outlined in the business case include activities to deliver these necessary changes.
- 3.4 A shift in the culture of people also needs to take place in relation to how we value, capture and use, information to ensure this is intrinsic to social work activity. Recent inspections have highlighted the need to provide effective tools and management systems, to front line staff, to ensure decisions are based on accurate and up to date information. Along side this the processes developed to support best practice require system functionality to simplify the recording of data and strengthen compliance through consistent and validated processes.
- 3.5 Information also needs to be valued to provide essential business intelligence in relation to how effective service provision has been in improving outcomes for service users. This intelligence is also required to manage performance, ensure the effective use of resources and inform policy decisions and strategies for the future shape of social care in Leeds. Recent developments have provided very effective analytical tools and dashboard views for managers. However significant improvements need to be made to the quality of data within the systems to ensure this intelligence is founded on accurate and complete information.
- 3.6 Both ASC and CYPSC referrals have been increasing in recent years and are projected to continue to increase in the future. Although funding for social care services has been increased for 2010/11 it is unlikely that the council can sustain these increases indefinitely. The realisation of the benefits and efficiency savings in providing far more effective and efficient solutions and thereby releasing more social worker time will be a critical element in meeting these increased demands.
- 3.7 In assessing options a key issue is that the pace of change in social care is considerable and the speed at which the council needs to react to these changes both legislation and service demands is a significant challenge. Moving to a 3rd party supported solution provides opportunities to share some of this effort, risk and expense with other local authorities using the same solution.

4.0 Conclusion

- 4.1 The existing system has been in place since 2003 and has been supporting the provision of social care for a number of years. However with more recent increases in the pace of change required the council has struggled to keep up in providing adequate systems to support it. Most 3rd party solutions mitigate against this with regular upgrades to their products.
- 4.2 Recent developments have shown that the identified functionality gaps can be successfully met with the existing system. However, this needs to be supported by a significant amount of business change. Therefore, there is a funding requirement to accelerate these business changes and to develop the supporting technical solutions.
- 4.3 There is an immediate requirement to change the organizational arrangements that support future development of new business solutions in Social Care. This is regardless of which option is chosen.
- 4.4 Failure to address the required organisational arrangements prior to the implementation of revised systems represents a significant, short term and long term, risk to social care performance and therefore the Council.

5.0 Programme Approach

- 5.1 A programme of work has been designed to support and enable Leeds City Council to transform its Social Care services and ultimately move from the current levels of performance to outstanding/excellent levels. This is a major, 2-3 year, programme of work a significant part of which is to provide modern fit for purpose information systems and solutions across ASC and CYPSC.
- 5.2 The proposed approach is designed in a number of phases to ensure Leeds City Council meets its immediate requirements to improve, whilst also looking at best solutions to enable future demands to be met. The phasing of the programme also ensures an appropriate level of rigour and timing around key decisions to be made both in terms of financial investment and strategic direction.

There are three key phases:

1. Developments to existing system and immediate business changes
2. Delivery of service performance improvements and review
3. Implementation of new solutions and associated long term business changes

5.3 Phase One: Development of Existing System

- 5.3.1 The existing ESCR system will be developed to meet essential requirements to enable both ASC and CYPSC to meet the immediate transformation agenda and also future legislative changes in the next 18-24 months. Many of the required changes will not wait until a new system is in place. Appendix 3 details the key areas of development proposed in each service.
- 5.3.2 In addition to system enhancements a substantial part of the business and cultural aspirations of the programme will be initiated and delivered in this stage. This will ensure a smoother transition through the complexities of vastly different processes and system functionality. This approach will also enable a number of benefits to be realised ahead of implementing the new solution

- 5.3.3 It is essential that the performance of the service is at a level that can provide the capacity to implement these effectively and can cope with the impact of changes without any significant or unplanned drop in performance. The developments and associated business changes will enable the service to improve its performance ahead of any migration to the new solution.
- 5.3.4 A major part of the implementation of a new solution will be the migration of the data and information contained in the existing system. The proposed developments to the existing system will ensure information is captured more accurately and completely. Activities will then be initiated to cleanse existing data to ensure the quality of data is to an acceptable standard prior to its migration to a new solution. Given the number of records and activities on the current system, failure to clean up this data will not only add significantly to the effort and cost required to migrate but could also limit the effectiveness of any replacement solution.
- 5.3.5 Assessments will be made as to the level of ICT skills held by front line staff and strategies developed and implemented to enhance appropriate skills where necessary to required levels to ensure the functional capabilities of any new solutions can be fully optimised.
- 5.3.6 The estimated costs associated with this phase include the provision for:
- hardware, software and technical capacity to develop the capability outlined in Appendix 3
 - data cleansing and matching activity to address immediate data issues and prepare data for migration to new solution
 - staffing resources to deliver the essential business changes

5.4 **Phase Two: Delivery Of Service Performance Improvements and Review**

- 5.4.1 The first phase implementation of business changes to best practice and consistent processes supported by key developments to the existing system will enable the services to deliver immediate service improvement priorities. The developments will also enable the efficiency benefits outlined in Appendix 1 to start to be delivered.
- 5.4.2 The second phase is to fully embed these best practices and focus on improving performance of all social care services to good levels.
- 5.4.3 During this stage the impact of the changes will be assessed both to inform next stage options and solutions as well as to assess the capability and capacity to implement new solutions. Detailed business requirements will be identified in this phase to fully inform options to source the best solution. These will also form the basis of any tender specification.
- 5.4.4 A report and associated business case will be brought back outlining recommendations for the next phase in the Autumn 2010. The staffing costs associated with this phase are approximately £150k to produce the detailed business requirements, business case and options appraisal.

5.5 **Phase Three: Implementation Of Replacement Solution**

- 5.5.1 Implementation of new solutions that fully meet immediate and future business requirements. Appendix 2 gives high level indicative costs of a full replacement of existing systems with a 3rd party solution. These costs are worse case scenario and for information only and could reduce significantly depending on the impact of phases 1 and 2.
- 5.5.2 Implement a second phase of business change, supported by the enhanced functionality provided by the new solution, to enable the council to deliver excellent social care services.

6.0 Timescales

Formal gateways and decision points have been built into the phases of the programme to ensure a rigorous process is in place to make the right decisions at the appropriate level at each key stage.

- Approval to develop existing systems and implement associated business changes – **June 2010**
- Existing ESCR development and implementation - **July 2010 to March 2011**
- Replacement solution Options Report and Business Case to Exec Board for approval – **October/November 2010**
- If required, procurement process for replacement solution – **December 2010 to May/June 2011**
- If appropriate, approval for contract with preferred 3rd party supplier – **June 2011**
- Implementation of replacement solution – **July 2011 to June 2012**

7.0 Implications For Council Policy And Governance

- 7.1 The outcomes this programme aims to deliver are a key element in meeting the Council's key strategic outcomes to improve the health and well being of people in Leeds. In particular it's intentions to support the safeguarding and delivery of effective care and support to the elderly, young and most vulnerable citizens.
- 7.2 Providing accurate and up to date business intelligence and financial management information is a critical element of the council's financial strategy in meeting the immediate financial planning and management challenges facing social care services.
- 7.3 Each phase of the programme will move nearer the end goal of a true and complete electronic care record. This capability alongside the use of electronic forms will significantly reduce the volume of paper forms and records that need to be retained. In providing a full view of the case electronically also enables truly effective mobile working. This will, in line with the council's changing the workplace strategies, significantly reduce the need for office space and travelling requirements of social workers.

8.0 Legal And Resource Implications

- 8.1 A key factor in ensuring the success of this programme is the establishment of a team made up of appropriately skilled and knowledgeable staff. The staff resource costs detailed in Appendix 2 include costs for the backfilling of staff posts to ensure the impact on front line service provision is minimised when utilising operational staff in this way.
- 8.2 It is proposed that the requested funding for the work detailed in this report to be provided from provision within the Council's existing capital programme.
- 8.3 The costs detailed in Appendix 2 are deemed as confidential and exempt under Access to Information Procedure Rule 10.4 (3) as it contains information relating to the business and financial affairs of the Council. It is felt that if this is disclosed this would, or would be likely to, prejudice the commercial interest of the Council in securing best value for money solutions in the future.
- 8.4 There are no specific legal implications to consider within Phase 1 or 2 of the programme. If recommendations are made and approval given in later phases to procure a third party solution this activity would be carried out within the Council's Procurement and Contracts Procedure Rules

9.0 Conclusions

- 9.1 The improvements to information systems and associated business processes is a key supporting element in the Councils strategy to transform social care and deliver improved services more efficiently.
- 9.2 The developments are also an essential component in delivering the Children's Improvement plan and meet key milestones under the Improvement Notice issued by the Department For Children, Schools and Families.

10.0 Recommendations

- 10.1 Approval be given to incur expenditure as detailed in Appendix 2 to develop the existing information systems (ESCR) and implement the associated business changes required to support the service improvement and transformational plans in Social Care as outlined in this report.
- 10.2 Approve the staffing resource costs to produce further reports and associated business cases for Exec Board approval for the development and implementation of replacement business solutions to meet ongoing and future demands.

Background Papers

¹ Independent Review of Social Care Information Systems - PA Report Sept 2009 (please note parts of this report are classed as exempt from publication Under Access to Information Procedural Rule 10.4(3))

² Inspection of Safeguarding and Looked After Children Services – Ofsted Jan 2010

³ Putting People First – Department of Health 2007

⁴ Valuing People Now – Department of Health 2009

⁵ Every Child Matters - Department For Children, Schools and Families 2003

Appendix 1 – High Level Benefits

No	Cashable / Non-Cashable	Category of Benefit	Benefit Description	Benefit Impact
SC1		Efficiency and Effectiveness	Data Entry & Usage: As data will only need to be input once with automatic replication across all forms thus ensuring that data input errors are minimised and that the information becomes accessible in a timely manner. Additionally, because information is stored in an on-line, central and collaborative environment, more people will have access and review rights to the data thus reducing the chances of errors and omissions.	
SC2		Efficiency and Effectiveness	Improved decision making: as a complete set of information is available. All information, including case notes, is available straight-away when picking up an absent colleague's case. Relationships are easily visible. Monitoring of the achievement of outcomes is enabled and provision of a complete view of a service user and the Council's interactions with them.	
SC3		Efficiency and Effectiveness	Processes: business process will be standardised which will ensure that the processes for each client are consistent for service quality across the operation and can easily be picked up by another social worker, should the allocated social worker be unavailable, thus reducing risk to the client and delivering a better service. Standardised business processes allow easy tracking of progress of a case, facilitate the training of social workers, enable simpler and more accurate calculation of key performance indicators, appropriate authorisations and supporting business intelligence. The processes will be workflow driven allowing for the implementation of alerts when tasks should be activated, ensuring that no tasks are forgotten amidst a very busy case load. <i>[Devon County Council estimated £1million in efficiency savings (OLM Case Study), as well as time savings when completing overview assessments (44 minutes saved), completing a care plan (12 minutes saved) and undertaking case recording (8 minutes saved).]</i>	
SC4		Efficiency and Effectiveness	Reduced Administration Costs: time is saved by administration staff locating, printing, delivering, collecting, consolidating and filing client information. Administration staff will be able to spend more time supporting social workers. Additionally, agency staff, if used by the council, will not be required to any data any more. A reduction in storage of paper e.g. case files and paper costs is anticipated as information becomes increasingly available electronically. This also leads to the ability to operate a paperless office. CoreLogic estimate that the social work administrative budget could be reduced by 50% over time. <i>[Stockport City Council estimate a saving of £250 000 as a result of the decrease in the amount of paper used and stored due to the implementation of an Adult and Children's Social Care system (OLM quote).]</i>	
SC5		Management information and reporting	Management Information: due to a higher level of data integrity and data availability, business intelligence and management across all levels in the organisation is improved. This includes: team managers having sufficient information to manage their team's caseloads; senior managers able to analyse performance across the teams, activity areas and business as a whole; statutory returns at the press of a button from within a single system; full reporting of spend and forecast across client groups, teams and providers.	

SC6		Management information and reporting	Integration with Financial Systems: best practice guidance indicates integrating social care activity with financial record management to enable the departments to stay on budget and track financial commitments associated with social care work. This integration will streamline the budgeting process and increase financial control and supply a full financial audit trail. Portsmouth City Council used to have seven people raising invoices – this process is now fully automated (Northgate marketing case study). <i>[London Borough of Wandsworth estimates that it has saved up to £100k in equipment as a result of having an integrated financial system (CoreLogic).]</i>	
SC7		Compliance	Improved Compliance: improved compliance with national requirements and accommodation of changing national agendas, including Adult Transformation and the Single Assessment Process (SAP).	
SC8		Compliance	Fraud and error: increased fraud and error prevention by improving visibility into duplicative and suspicious requests. Improved analysis of potential fraud.	
SC9		Compliance	Audit Trail: a full audit trail of all activities per client ensures that activities can be tracked and evidenced. This helps and reduces statutory intervention.	
SC10		Compliance	Data Protection: a secure model to support information sharing protocols facilitates and enables partnership working with external agencies and other public sector organisation.	
SC11		Social workers	Data: social workers will have access to a single integrated view of a client's data and case history	
SC12		Social workers	Case log lifecycle: cases can be closed faster and cases can be routed to social workers based on their skills	
SC13		Partnership working	Information Sharing: ability to share records, depending on data security settings, to facilitate collaboration and multi	
SC14		Partnership working	Information depth: many clients need and are eligible to receive support from multiple agencies across multiple programs. Social workers need to easily access data that spans multiple agencies and systems to get a complete picture of appropriate action. This also allows the social worker to get a 360 view	
SC15		Mobile and Flexible Working	Faster and More Responsive Service: assessments will be carried out in the home (or wherever it needs to be done), on laptops or tablet PCs, with the information becoming available to back office staff in the office, once completed, immediately. This is especially pertinent when undertaking the Single Assessment Process (SAP), as the SAP assessment document is very large and cumbersome when relying on paper and frequently the clients handwriting is illegible, leading to possible errors	
SC16		Mobile and Flexible Working	Improved Service: Barking and Dagenham Council improved the waiting times for assessments from 60.5% for 2004/05 to 87.2% for 2005/06 by encouraging mobile working for its social care staff. Data is available on the social care system approximately one and a half hours after completing an assessment and the Barking and Dagenham Council has not data entry backlogs for assessments.	
SC17		Mobile and Flexible Working	Flexible Working: Social work staff are able to work from home and hot desk when coming in to work, reducing the need for office space. Social workers can be more flexible around when they see clients as it is much easier to fit in with what the client wants – rather than the client having to fit in around the social workers office hours. Social workers have access to all the data they require on their laptops or tablets, thus do not have to go to the office first thing in the morning to print off information(itself a data security risk) for the clients they will be seeing. <i>[Flexible working is estimated to save between 25% and 40% of time worked for social workers over their being office based.]</i>	

SC18	Non-cashable	Clients & Citizens	Better User Experience: putting the client at the centre of the social care planning process requires the client to have access to accurate information and self-service tools in order for them to make the correct choices and truly benefit from directing their own care, in line with the Department of health People First agenda. This personalisation of service allows decision making for the client on all issues that affect them, based on a holistic view of the client.	
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Appendix 3

ESCR Development Plan – Improvement Areas

Children’s and Young People’s Social Care

Area	Activity	Benefits	Outcomes
Care Planning	<ul style="list-style-type: none"> • Services are linked to unmet needs and identified risks • Visit activities must record whether a child has been seen alone • Electronic version of the CC6 document • Social Workers must be able to attach inbound written and electronic communication and records • Standard invites for reviews generated from the system. • Electronic approval of care plans by team manager 	<p>Operate to best practice ICS Standards.</p> <ul style="list-style-type: none"> • Raise standards in recording • Improved information for statutory reports • Efficiency in transfer of information • Increased efficiency • Eliminate duplication of recording • Improve system usability • Reduced administration tasks enabling more social worker time to be spent on frontline work. • Efficiency in transfer of information 	<p>Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009.</p> <p>Improved data quality.</p> <p>Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.</p>
Structured Recording & validation	<ul style="list-style-type: none"> • Private Fostering Assessment structured recording process to be implemented • Structured process governing case recording. • Structured process for decision making. • Structured recording process for supervision. • Structured method to record chronologies. • Activity notes must be quick and easy to record and read. 	<ul style="list-style-type: none"> • Operate to best practice ICS standards. • Increased safeguarding processes • Improved reporting information for returns • Raise standards in recording . • Evidence of decision making process. • Ofsted recommendation • Reduction in duplication. Clarity in reading and reviewing records. Raise standards in recording. • Improve usability. • Efficiency in recording • Clarity in reading and reviewing records. 	<p>Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009.</p> <p>Improved data quality. Improved quality assurance</p> <p>Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.</p>

<p>Referral, Assessment, Care Planning:</p> <ul style="list-style-type: none"> • E-forms allowing single data entry / data pre-population 	<p>Electronic documentation to support social work processes covering: Initial and Core Assessments developed as eforms. Initial Plan, CIN Plan, CP Plan, LAC Plan developed as eforms LAC forms – reviews, Consultation forms, essential information records, placement plans and plans for accommodating children.</p> <p>Data pre-populated between forms as appropriate.</p>	<ul style="list-style-type: none"> • Single data entry. • Decreased duplication enabling more social work time to be spent on frontline work • Improved usability • Raise standards in recording. • Operate to best practice ICS standards. • Increased safeguarding processes. • Increased use of electronic system in care management teams. <p>Improved data quality for CIN return.</p>	<p>Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009.</p> <p>Improved data quality. Improved quality assurance</p> <p>Assist in improving referral and assessment procedures in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.</p> <p>Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.</p>
<p>Workflow and Case Work Monitoring</p>	<ul style="list-style-type: none"> • Automatic alerts to managers when key activities become due/overdue. • Automatic escalation of key activities that are incomplete from sw to tm and tm to SDM • Assessments and plans must be authorised at appropriate points. • Children’s cases cannot be closed without a case closure summary 	<ul style="list-style-type: none"> • Operate to best practice ICS standards. • Increased safeguarding processes. • Improved performance management • supports good practice <p>Evidences decision making process</p> <ul style="list-style-type: none"> • Supports good practice • Improved data quality for statutory returns • Supports good practice 	<p>Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009.</p> <p>Improved data quality. Improved quality assurance</p>

	<p>activity</p> <ul style="list-style-type: none"> • Develop a S47 transfer in activity plan and complete existing plan beyond CPR registration. • Auto generation of standard letters. • Professional and Agency involvement (covers C&YPSC and ASC) 	<ul style="list-style-type: none"> • Increases efficiency and frees up admin time to support social workers on frontline tasks. • Supports e-form development. Efficiency savings in time spent recording 	
Fostering & Adoption	<p>A workload manager available in ESCR designed for Fostering and Adoption team managers to use.</p>	<p>Greater visibility of:</p> <ul style="list-style-type: none"> • Fostering assessments in progress, current status and overdue. • Fostering reviews in progress, current status and overdue. • Allocated accounts • Unallocated accounts • Access to performance Information • Improved Service Delivery 	<p>Increased efficiency in managing Fostering Assessments and reviews.</p> <p>Critical business intelligence information provided to Fostering & Adoption Team Managers leading to improved decision making.</p> <p>Ability to track progress against critical performance indicators.</p>
	<p>Securely link pre-adoptive and post adoptive records.</p>	<ul style="list-style-type: none"> • Increased ability to respond to adoption queries. 	<p>Assist the production of required statutory CIN Census return information. Ensure compliance is met.</p>
	<p>Identify holiday foster carers and detail accounts they provide cover for.</p>	<ul style="list-style-type: none"> • Increased efficiency in managing foster carer processes. 	<p>Assist the production of required statutory returns. Ensure compliance is met.</p>
	<p>History trails added to account start dates.</p>	<ul style="list-style-type: none"> • Increased data quality. 	<p>Assist the production of required statutory returns.</p>
	<p>Information Technology system utilised to manage the Fostering & Adoption function.</p>	<ul style="list-style-type: none"> • Concealed contact records • Locked down child records • Electronic CRB check management • Electronic household member management. • Electronic Foster 	<p>Foster Carer team and Fostering Officers processes performed with increased efficiency.</p>

		Carer review	
	ESCR Financials – post adoptive record must exist in ESCR and ESCR Financials. Reports can be run from ESCR using this information	<ul style="list-style-type: none"> • management. • Improved financial reporting • End to end recording of a case 	Robust financial information.

Adult Social Care

Area	Activity	Benefits	Outcomes
REFERRAL, ASSESSMENT AND CARE PLANNING	<ul style="list-style-type: none"> • Electronic version of SDAQ to be developed • Governance of data input and data sharing to be improved • Single direction of workflow • Population of RAS via SDAQ • Population of Care Option/Care Plan, and Outcomes from SDAQ • SDAQ and RAS to feed the Support Plan • Development of a product structure to meet SDS requirements • Ability to use all forms offline, and upload to ESCR on return to workplace 	<ul style="list-style-type: none"> • Decreased duplication of data • Increased control of risk factors 	<ul style="list-style-type: none"> • Improved Safeguarding Responses • Improved Record Keeping • Qualitative data management • Improved Risk Management
E-FORMS ALLOWING SINGLE DATA ENTRY AND DATA PRE-POPULATION	<ul style="list-style-type: none"> • Electronic Documentation to support Adult Social Care Processes, to cover: • Support Plan(s) to be completed as 	<ul style="list-style-type: none"> • Single Data Entry • Reduction in duplication • Increased Social Worker time for frontline tasks • Improved standards in recording 	<ul style="list-style-type: none"> • Improved Quality Assurance • Improved Risk Management • Improved Data Validation

	<p>an electronic document and accessible to view in ESCR</p> <ul style="list-style-type: none"> • SDAQ, FACS Review Form, Notification of Eligibility Form, Financial Assessment Form, FAB form, ISA, CHISA, Carers Assessment, Carers Emergency Plan Referral, MCA Form and Risk Assessment Form, all to be developed as e-forms. • Data pre- and auto-populated between forms as appropriate. • Forms to be versioned, and printable • Links to MHA/BIA and Care Management process 	<ul style="list-style-type: none"> • Improved standards in data validation • Improved governance of risk, and safeguarding processes • Improved data for statutory returns 	
<p>WORKFLOW AND CASEWORK MONITORING</p>	<ul style="list-style-type: none"> • Automatic Alerts to Managers when key activities are due or overdue • Governance of recording, assessment and care planning process • Adult cases to require mandatory fields completing, prior to case closure • System will auto generate standard letters • E-mail to be functional across ASC • Improved navigation in ESCR (Referrals, Contact, Activities) • Development of links to 3rd party data inc. Section 2 and Section 5 reporting 	<ul style="list-style-type: none"> • Decreased duplication of data • Increased control of risk • Evidencing decision making process • Maximises best practice • Improved Performance Management • Improved governance of risk factors, and safeguarding processes • Improved capacity for reporting • Increased ability to audit work-trails • Better definition of responsibility/accountability 	<ul style="list-style-type: none"> • Improved Quality Assurance • Improved Risk Management • Validation of data • Improved governance of workflows • Better audit streams for responsibility and accountability

<p>STRUCTURED RECORDING AND VALIDATION</p>	<ul style="list-style-type: none"> • Structured process to improve governance of case recording • Structured process to improve governance of decision making • Improved process management, to improve system usability 	<ul style="list-style-type: none"> • Increased control of risk • Evidencing decision making process • Maximises best practice • Improved Performance Management • Improved governance of risk factors, and safeguarding processes • Improved data to feed statutory returns • Increased clarity in reading data 	<ul style="list-style-type: none"> • Increased governance of workflows
<p>CARE COMMUNICATION CENTRE</p>	<ul style="list-style-type: none"> • Capture of data in system, from existing outlying databases • Linking to Data Warehousing, to ensure reportability of data • Data validation/cleansing required to ensure consistency of data • Improvements to ISA, to build reports at different levels • Development of intuitive 'waiting' lists, for clients awaiting providers 	<ul style="list-style-type: none"> • Increased Budget Management • Improved Contracts Management • Improved Performance Management 	<p>More efficient data management</p> <ul style="list-style-type: none"> • Validation of data • Governance of workflows and processes • Positive impact on governance of financial and commissioning workstreams • Improved statutory reporting capability
<p>SAFEGUARDING</p>	<ul style="list-style-type: none"> • Workflow Alerts for Managers when key safeguarding activities are due • Development of risk icons • Links between safeguarding referrals and providers, detailing Type of Investigation (1-4) • Structured process linking Safeguarding processes to workflows • Integration of Risk Assessment Tools into workflows (via e-forms) including MH FACE Risk 	<ul style="list-style-type: none"> • Improved management of and governance of risk • Improved usability and efficiency of system • Increased data quality • Improved performance Management • Increased ability to run quality, validated reports 	<ul style="list-style-type: none"> • Improved Safeguarding Responses • More intuitive and holistic risk management across ASC

	<ul style="list-style-type: none"> forms Recording across system to comply with Leeds Safeguarding Policies and Procedures Development of reports to feed statutory returns for Safeguarding. Process and workflow checks and balances, to ensure appropriate worker access 		
FINANCE	<ul style="list-style-type: none"> Development of methodology for utilising commitment data, from care plan approvals/costs Alerts, when specified forms submitted Authorisation of spot-providers within ESCR ESCR/ESCR Financials links to develop – including Data Warehousing usage, for reporting needs Specification of reporting format for the full suite of finance and activity reports (2010-2011) including link to key data sources involved in activity-based financial projections Read across between Approved and Indicative Budgets Creation of a solution, to record contributions against care option Cross-compliance with e-forms 	<ul style="list-style-type: none"> Improved quality of data Improved ability to run validated statutory reports More system 'intelligence' Governance of processes and workflows 	<ul style="list-style-type: none">
TRANSITIONS	<ul style="list-style-type: none"> Improved governance of workflows and process, to 	<ul style="list-style-type: none"> Improved quality of data Improved quality of reporting 	<ul style="list-style-type: none"> Consistency of service delivery Quality Assurance

	<p>improve consistency of service delivery</p> <ul style="list-style-type: none"> • Data to be recorded within ESCR • Links in to development of risk icons • Links between Adult and CYPSC recording processes • Links into e-form development 	<ul style="list-style-type: none"> • Cohesive transference of responsibility CYPSC to ASC • Improved governance of risk factors 	<ul style="list-style-type: none"> • Management of risk • Improved data quality and data sharing
CONTRACTS & COMMISSIONING	<ul style="list-style-type: none"> • Inclusion of Telecare Data within ESCR • At a glance 'let' and 'to be let' contract lists • Integration of outlying databases, to feed into ESCR/Data Warehouse • Development of workflow and reporting processes • Data clean-up required to validate data • Development of provider databases in ESCR • Links to Financial validation workflows and related processes • Development of intuitive 'waiting' lists, for clients awaiting providers of their choice 	<ul style="list-style-type: none"> • Improved quality and availability of data • Improved quality and scope of statutory reporting • Integrated data sharing leading to more accessible data • Improved data validation 	<ul style="list-style-type: none"> • More Integrated service delivery • Quality Assurance • Data Validation
COMPLAINTS	<ul style="list-style-type: none"> • Capture of complaints notification within ESCR • Locality based data collection 	<ul style="list-style-type: none"> • Validated data across ASC • Improved reporting quality 	<ul style="list-style-type: none"> • Improved Record keeping • Improved Safeguarding Responses • Improved data sharing • Better Quality Assurance • Improved Process management •

Appendix 4

ESCR Developments to Date and the Impact on Social Work Practice in CYSPC

Developments have taken place within ESCR on a number of different levels, from Assessment to High Level Reporting. However below is the list and narrative of the developments within ESCR and benefits to Front Line Social Work practice to date (May 2010) that have taken place.

1. General Visual Layout.
2. Contact Summary Screen.
3. Copy and Pasting of Activities.
4. Section 47 Process.
5. Up Coming Activities Report
6. Team Work Load Manager
7. Request for Service.
8. General Work Flow Diagrams.
9. Navigation, Quick Link Icons.

1. General Visual layout:

Colour coded screens, helps to give Social Workers a visual cue as to where they are in a record. Information has been grouped more logically to aide data entry and retrieval.

2. Contact Summary Screen:

This allows the Social Worker and their Team Manager immediate access in one area of the screen to all relevant current information in relation to Referrals, current Assessments, contact details and allocation. This is particularly useful if you are unaware of the background on a record. Has immediately improved our information sharing with the Out of Hours Team.

3. Copying of Activities between siblings:

Greatly reduces the time taken to evidence recording which is common to a group of siblings. Easily allows relevant recording to be evidenced on each child's record. This has directly freed up both Social Work and Admin time and improved accuracy of recording and timeliness.

4. Section 47 Processes:

This was a particular failing and weakness of CYPSC and highlighted throughout the last two inspections. The processes within ESCR have impacted on many different levels. Firstly the new process leads the Team Manager and the Social Worker through the specific procedure that is required when a S47 Enquiry is required. Secondly it highlights to the Team Manager where at any given point the Enquiry is up to and what activities are required to complete that activity. Thirdly it allows direct communication to take place between the Area Social Work Team and CYPSC Child Protection Team and aid the timeliness of Initial Child Protection Case Conferences.

5. Up Coming Activities Report:

This prompts, by the use of intuitive colours and symbols, Social Workers to see the time scales of work that they have to undertake within statutory requirements. It warns them if those timescales are close and allows them to priorities imminent work appropriately.

6. Team Work Load Manager:

This allows Managers and Admin support to assess Team Work Loads and important statistical Team information via intuitive diagrams. It allows them to identify problems or inconsistencies quickly and easily. It aides in maintaining data quality by providing direct links to records that require up dating. It layers information by displaying high priority information immediately, but allows further investigation or analysis if required.

7. Request for Service;

This area fulfils specific criteria of the OFSTED Action Plan and brings Leeds Social Care in line with DCSF good practice. Allows proper differentiation between the early stages of contact with the Department and a Referral that has been properly screened and identified as requiring further intervention by CYSC.

This has been essential of accurately evidencing and recording the work of the screening Team. Reporting from this development will allow further developments to take place with the wider CYPSC partners.

This development has ran alongside the development of the Screening Team based down at the Contact Centre and will continue to aid the development of this Service. We can already identify clearly and specifically the impact the Screening Team is having on Front Line Assessment Teams and the reduction of referrals to those Teams.

8. General Work Flow Diagrams:

Where there is a defined series of activities (see also S47 Process), it aids the Social Worker and Team manager to see what stage has been reached in a process and what appropriate routes are available at any given point or require to be taken.

9. Navigation, Quick Link Icons:

This allows the Social Worker to navigate more swiftly around a record using Icons that intuitively show the essential elements of any child's record that may need to be reached at any given time. Put simply it reduces the amount of 'clicks' any one Social Worker needs to complete to access relevant or required information.

Finally 4, 5, 6 and 7 has allowed more accurate reporting and auditing to take place within all levels of CYPSC.