



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 26th July, 2012 at 9.45 am

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

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
- B Gettings - Morley North;
- C Gruen - Bramley and Stanningley;
- A Hussain - Gipton and Harehills;
- A Khan - Burmantofts and Richmond Hill;
- A Lamb - Wetherby;
- P Latty - Guiseley and Rawdon;
- M Rafique - Chapel Allerton;
- K Renshaw - Ardsley and Robin Hood;
- A Sobel - Moortown;
- B Urry - Roundhay;

Co-opted Members (Voting)

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

Co-opted Members (Non-Voting)

- Ms C Foote - Teacher Representative
- Ms C Raftery - Teacher Representative
- Mrs S Hutchinson - Early Years Representative
- Ms T Kayani - Leeds Youth Work Partnership Representative
- Ms J Morris-Boam - Young Lives Leeds

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Produced on Recycled Paper

A G E N D A

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

3

LATE ITEMS

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

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

4

DECLARATION OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 20TH JUNE 2012

1 - 10

To confirm as a correct record, the minutes of the meeting held on 20th June 2012.

7

CHILDREN'S SERVICES BUDGET UPDATE - 2012-13 (FIRST QUARTER REPORT)

11 - 16

To receive and consider a report from the Director of Children's Services providing an update on the Children's Services revenue budget for the 2012-13 financial year.

8

CHILDREN'S HOMES REVIEW

17 - 26

To receive and consider a report from the Director of Children's Services providing an update on progress with the review of Leeds City Council children's homes.

9		<p>RECOMMENDATION TRACKING - EXTERNAL PLACEMENTS INQUIRY</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development setting out the progress made in responding to the recommendations arising from the External Placements inquiry.</p>	27 - 56
10		<p>DIRECTORS RESPONSE - SCRUTINY INQUIRY INTO IMPROVING ATTENDANCE</p> <p>To receive and consider a response from the Director of Children’s Services to the recommendations arising from the inquiry into Improving Attendance.</p>	57 - 66
11		<p>DIRECTORS RESPONSE - SCRUTINY INQUIRY INTO COMBATING CHILD POVERTY AND RAISING ASPIRATIONS</p> <p>To receive and consider a response from the Director of Children’s Services to the recommendations arising from the inquiry into Combating Child Poverty and Raising Aspirations.</p>	67 - 72
12		<p>DIRECTORS RESPONSE - SCRUTINY INQUIRY INTO SERVICES FOR CHILDREN WITH DISABILITIES, SPECIAL EDUCATIONAL NEEDS AND ADDITIONAL HEALTH NEEDS</p> <p>To receive and consider a response from the Director of Children’s Services to the recommendations arising from the inquiry into Services for Children with Disabilities, Special Educational Needs and Additional Health Needs.</p>	73 - 86
13		<p>FOR INFORMATION - THE SUSTAINABLE ECONOMY AND CULTURE INQUIRY REPORT INTO THE ENGAGEMENT OF YOUNG PEOPLE IN CULTURE, SPORTING AND RECREATIONAL ACTIVITIES AND THE DIRECTORS RESPONSE</p> <p>These reports are provided to inform the Children’s Services Scrutiny Board about the recommendations made by the Sustainable Economy and Culture Board in April 2012 and the subsequent Directors response.</p>	87 - 112

14		<p>TERMS OF REFERENCE - INQUIRY INTO PRIVATE CARE HOMES</p> <p>To receive and consider a report from the Head of Scrutiny and Members Development which defines the terms of reference for a scrutiny inquiry into Private Care Homes.</p>	113 - 118
15		<p>TERMS OF REFERENCE - INQUIRY INTO PRIVATE FOSTERING</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development which defines the terms of reference for a scrutiny inquiry into Private Fostering.</p>	119 - 124
16		<p>WORK SCHEDULE</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>	125 - 170
17		<p>DATE AND TIME OF NEXT MEETING</p> <p>Thursday, 27th September 2012 at 9.45am in the Civic Hall, Leeds.</p> <p>(Pre meeting for Board Members at 9.15am)</p>	

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Agenda Item 6

SCRUTINY BOARD (CHILDREN AND FAMILIES)

WEDNESDAY, 20TH JUNE, 2012

PRESENT: Councillor J Chapman in the Chair

Councillors C Gruen, A Hussain, A Lamb,
P Latty, M Rafique, K Renshaw, A Sobel
and B Urry

CO-OPTED MEMBERS (VOTING):

Mr E A Britten – Church Representative (Catholic)

Ms A Craven – Parent Governor Representative (Primary))

Ms N Cox – Parent Governor Representative (Special)

CO-OPTED MEMBERS (NON-VOTING):

Mrs S Hutchinson – Early Years Representative

9 Chair's Opening Remarks

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

She particularly welcomed Councillors C Gruen, A Hussain, A Sobel and B Urry to their first meeting.

10 Late Items

There were no formal late items of business to consider, however the Chair agreed to accept the following as supplementary information:-

- Child Poverty Report (Agenda Item 14)(Minute 21 refers)

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

11 Declarations of Interest

The following personal declaration of interest was made at the meeting:-

- Councillor A Lamb in his capacity as a Member on the Leeds Education Challenge Board (Agenda Item 9) (Minute16 refers)

12 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillor B Gettings, Councillor A Khan, Ms J Ward, Ms C Foote, Ms C Raftery, Ms T Kayani and Ms J Morris-Boam.

Draft minutes to be approved at the meeting
to be held on Thursday, 26th July, 2012

13 Minutes - 26th April 2012 (Ordinary and Call-In meetings) and 7th June 2012 (Call-In meeting)

RESOLVED – That the minutes of the following meetings be approved as a correct record:-

- a) Scrutiny Board (Children and Families) – 26th April 2012
- b) Scrutiny Board (Children and Families) (Call-In) – 26th April 2012
- c) Scrutiny Board (Children and Families) (Call-In) - 7th June 2012

14 Co-opted Members

The Head of Scrutiny and Member Development submitted a report on the options available with regards to the appointment of co-opted members to the Scrutiny Board.

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

In her presentation she informed the Board that, to date, she was still awaiting details of a nomination for the Church of England diocese representative.

Discussion ensued on the contents of the report.

RESOLVED-

- a) That the contents of the report be received and noted.
- b) That the following be appointed as co-opted members to the Scrutiny Board for 2012/13:-

Co-opted Members (Voting)

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

Nominated Co-opted Members (Non-Voting)

Ms C Foote	- Teacher Representative
Ms C Rafferty	- Teacher Representative
Mrs S Hutchinson	- Early Years Representative
Ms T Kayani	- Leeds Youth Work Partnership Representative
Ms J Morris-Boam	- Young Lives Leeds

15 Changes to the Council's Constitution

The Head of Scrutiny and Member Development submitted a report on the changes to the Council's Constitution in relation to Scrutiny.

Appended to the report was a copy of the following document for the information/comment of the meeting:-

Draft minutes to be approved at the meeting
to be held on Thursday, 26th July, 2012

- Scrutiny Board (Children and Families) – Council Committees’ Terms of Reference (Appendix 1 refers)

Sandra Newbould, Principal Scrutiny Adviser, Scrutiny Support presented the report and responded to Members’ queries and comments.

Discussion ensued on the contents of the report and appendices.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That this Board notes the amendments to the Council’s Constitution in accordance with the report now submitted.

16 Presentation by Children's Services - Leeds Education Challenge

The Head of Scrutiny and Member Development submitted a report advising Members of a verbal presentation to be given regarding the Leeds Education Challenge which was an ambitious city – wide campaign to accelerate improvement in learning outcomes for 180, 000 children and young people.

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

- Councillor J Blake, Executive Board Member
- Paul Brennan, Deputy Director – Learning, Skills and Universal Services, Children’s Services
- Simon Flowers, Headteacher (Carr Manor)
- Sarah Ruddy, Headteacher (Bankside)

At the request of the Chair, Paul Brennan, Deputy Director – Learning, Skills and Universal Services, Children’s Services gave a brief presentation regarding the Leeds Education Challenge which covered the following specific areas:-

- Realigning resources
- Developing a school led improvement strategy
- Ensuring equality
- Promoting challenge, partnership and innovation

At the conclusion of the presentation, detailed discussion ensued on the key areas.

In summary, specific reference was made to the following issues:-

- clarification of how the department were addressing the drop in levels in relation to Key Stage 1 and Key Stage 2
(The Deputy Director – Learning, Skills and Universal Services, Children’s Services responded and confirmed that a dialogue was being undertaken on this issue with individual schools. He made specific reference to a Governing Conference entitled ‘Landscape of Learning’ which was due to be held on 28th June 2012 at 9.00am at

Elland Road Football Ground where Chair's of Governors would be invited to attend. The Conference was also open for all Board Members to attend. The Executive Board Member also briefed the meeting on the extensive work being undertaken around Governance arrangements and confirmed that the role of Governor was developing well with a consistent approach required throughout the city)

- the need for the Board to acknowledge that Governors had a duty in running the school
- clarification if the changes around Corporative Trust Schools and Academies would make a real difference for our children
(The Deputy Director – Learning, Skills and Universal Services, Children's Services responded and informed the meeting that supporting standards of achievement was the key in this area and that Governors needed to be asked that question)
- clarification if any Academies had opted to 'buy out' of the Leeds Education Challenge
- concerns expressed that Early Year's had not been referred to in today's presentation and that an urgent review of this issue was now required
(The Deputy Director – Learning, Skills and Universal Services, Children's Services responded and informed the meeting that parts of the structure of Leeds Education Challenge did include reference to Early Years, especially around post 16 provision. The Executive Member confirmed that Early Year's was crucial to the work being undertaken)
- concerns expressed over persistent absences and clarification of how the department would achieve the national average in time
(The Deputy Director – Learning, Skills and Universal Services, Children's Services responded and informed the meeting that there had been a recent significant change in this area with Primary schools who were now achieving a position of 61st in the national average tables)
- the need for the Board to acknowledge that leadership of schools was a key element with a requirement for Headteachers, Governors and parents leading the initiative, especially in BME communities
- concerns expressed around poor results in GCSE maths and English
(The Deputy Director – Learning, Skills and Universal Services, Children's Services responded and outlined the procedures in place in relation training teachers and recruitment measures to support the changes. He also stipulated that achievement in Maths and English was a concern at all stages)

In concluding, the Chair thanked officers for an informative and helpful presentation which would form part of the discussions when considering the Board's work programme.

RESOLVED-

- a) That the contents of the report be received and noted.
- b) That the presentation on Leeds Education Challenge be noted and welcomed.

Draft minutes to be approved at the meeting
to be held on Thursday, 26th July, 2012

(Councillor A Lamb left the meeting at 11.25am at the conclusion of the above item)

17 **2011/12 Quarter 4 Performance Report**

The Assistant Chief Executive (Customer Access and Performance) submitted a report summarising the quarter 4 performance data relevant to the Scrutiny Board.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Appendix 1a – Performance Reports for the 3 City Priority Plan
- Appendix 1b – Children’s Services Directorate Priorities and Indicators
- Appendix 1c – Summary of performance for all the Children and Young People’s Plan priorities. NB full performance reports for each priority is available on request.
- Appendix 2 – Proposed changes to the Council Business Plan

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

Councillor J Blake, Executive Board Member

Paul Brennan, Deputy Director – Learning, Skills and Universal Services, Children’s Services

Sue Rumbold – Chief Officer, Partnership Development and Business Support – Children’s Services

Peter Storrie – Head of Performance and Improvement – Children’s Services,

In summary, specific reference was made to the following issues:-

to welcome the fact that there were no red indicators contained within the scorecards.

- clarification if any academic research was undertaken in relation to key stage issues
(The Deputy Director – Learning, Skills and Universal Services, Children’s Services responded and confirmed that officers did focus on university research in this area which was rolled out across schools and to interested parties)
- clarification of the quarter 4 increases in Looked After Children numbers and the overspend in the budget.
(The Chief Officer, Partnership Development and Business Support – Children’s Services responded confirming the current position reflects a reduction in Looked after Children and the budget position was not in overspend. Board Members welcomed this information)

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That this Board notes the quarter 4 performance information and the issues which had been highlighted.
- c) That Board Members be requested to provide challenge and feedback on the proposed changes to the Council Business Plan to ensure that this plan remains both challenging but also realistic and achievable.

(Councillor A Hussain left the meeting at 11.40am during discussions of the above item)

18 Equality Improvement Priorities 2011-2015

The Assistant Chief Executive (Customer Access and Performance) submitted a report on the new Equality Improvement Priorities and revised Equality and Diversity Policy.

Appended to the report were copies of the following appendices for the information/comment of the meeting:-

- The Equality Improvement Priorities 2011 – 2015 (Appendix 1 refers)
- Equality and Diversity Policy 2011-2015 (Appendix 2 refers)

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

- Lelir Yeung, Head of Equality, Customer Access and Performance
- Mr G Turnbull, Senior Policy and Performance Officer, Customer Access and Performance

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That the equality outcomes in performance reports relevant to this Board be noted.

19 Sources of Work for the Scrutiny Board

The Head of Scrutiny and Member Development submitted a report on potential sources of work for the Scrutiny Board.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Children and Young People's Plan 2011-15 – Refresh April 2012, Extract from the Health and Wellbeing City Priority Plan 2011 to 2015 and Extract from the Safer Leeds Partnership Plan 2011-2015 (Appendix 1 refers)
- Executive Board – Minutes of a meeting held on 16th May 2012 (Appendix 2 and 3 refers)
- Forward Plan of Key Decisions for Scrutiny Board – Children and Families – 1st June 2012 – 30th September 2012 (Appendix 4 refers)

- Table of Scrutiny Inquiries and Statements relating to Children and Families (Appendix 5 refers)

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

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

- Councillor J Blake, Executive Board Member
- Paul Brennan, Deputy Director – Learning, Skills and Universal Services, Children's Services

For the benefit of the meeting, the Chair invited all Board Members to have an input in relation to their own preferred sources of work for the Scrutiny Board.

In summary, the following sources of work was put forward for consideration/discussion:-

- Early Years, providing good foundations and giving children the best start in education.
- Independent Children's Homes and Private Fostering in Leeds
- Children Play provision
- Academies
- Achievement in Maths and English
- Continuation of the review of the Youth Service
- Review of Children's Services budget
- Safeguarding update

The Principal Scrutiny Adviser informed the Board the Board would receive reports on the budget at the July 2012 and at the January 2013 Board meeting.

She reminded the Board that there were would be ad hoc issues considered throughout the year and at the next meeting in July the Director of Children's Services would be invited to attend as usual.

In conclusion, the Chair thanked Board Members for their contributions for the sources of work and areas of priority.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the above issues be discussed as part of the Board's work schedule for the forthcoming Municipal Year (Minute 20 refers).

20 Work Schedule

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

Appended to the report was a copy of the following document for the information/comment of the meeting:-

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

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

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

- Councillor J Blake, Executive Board Member
- Paul Brennan, Deputy Director – Learning, Skills and Universal Services, Children's Services

Detailed discussion ensued on the contents of the report.

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That priority be given to the following topics identified for Scrutiny and for them to be incorporated into the Board's work schedule for the coming year:-
 - Independent Children's Homes and Private Fostering in Leeds
 - Early Year's
 - Achievement in Maths and English
 - Children's Play Provision
 - Safeguarding
 - Academies
- c) That the Principal Scrutiny Adviser be requested to draw up terms of reference where appropriate, in conjunction with the Chair, and to seek Board Member feedback on the membership of working groups required during the year.

(Councillor K Renshaw left the meeting at 12.05pm during discussions of the above item)

(Councillor M Rafique left the meeting at 12.10pm during discussions of the above item)

21 Child Poverty report

The Head of Scrutiny and Member Development submitted a report on the Board's Inquiry into combating child poverty and raising aspirations.

Appended to the report was a copy of the following document for the information/comment of the meeting:-

- Draft Scrutiny Inquiry Final report Combating child poverty and raising aspirations – 20th June 2012

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

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That approval be given to the Board's Inquiry report and the supplementary information supporting the recommendations already agreed following its inquiry into combating child poverty and raising aspirations.

22 Date and Time of Next Meeting

Thursday 26th July 2012 at 9.45am in the Civic Hall, Leeds
(Pre meeting for Board Members at 9.15am)

(The meeting concluded at 12.15pm)

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Report of Director of Children’s Services

Report to Children’s & Families Scrutiny Board

Date: 26th July 2012

Subject: Children’s Services Budget Update – 2012/13 (First Quarter Report)

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

1. Summary of Main Issues

- 1.1 The purpose of this report is to provide an update members on the Children’s Services revenue budget for the 2012/13 financial year.
- 1.2 Scrutiny board will be aware that the 2012/13 budget was set within the context of continuing demand pressures for Children’s Services in terms of the number of contacts, requests for service and the number of children in care.
- 1.3 The 2012/13 budget strategy continued to prioritise resources to support the most vulnerable children and young people in the city. In particular, the demand-led pressures within the looked after children placement budgets were forecast to continue into 2012/13 and provision of £10.9m was included within the budget to recognise this.
- 1.4 To support the turning the curve action plan around placements for looked after children, the 2012/13 budget continued to prioritise support for investment in preventative and early intervention and to target resources to vulnerable children and families who need support the most. To this end, an additional £2.1m was provided in the budget to expand intensive and specialist family support, increase family group conferencing, expand the multi-systemic therapy teams and to continue to invest in the targeted mental health in schools programme. There was also additional funding within the budget to support the child specific adoption strategy.

1.5 Overall, against a net managed budget of £132m, the forecast position for the Children's Services budget after three months of the financial year is an **underspend of £40k**. The table at appendix 1 provides a more detailed analysis by individual service area as well as a summary subjective analysis of expenditure and income.

2. Purpose of this report

2.1 This report sets out for the Board the Children's Services forecast budget position for 2012/13 after three months of the financial year.

2.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after three months and comments on the key issues impacting on the overall achievement of the budget for the current year.

3. Background and Main Issues

3.1 Members will recall that the net managed budget for Children's Services was set at £132.2m. At this early stage of the financial year, the forecast is for a £40k bottom-line underspend on the Children's Services budget.

3.2 Building on the vision of making Leeds the best city in Britain and using the framework of the Child Friendly City, the Council has mobilised the city and community behind children and young people.

3.3 Members agreed to increase funding in 2012/13 for Children's Services and improving the quality of service and outcomes for vulnerable children, young people and their families has been the focus of the Council and its partners working together through the Children's Trust and the Local Safeguarding Children's Board.

3.4 Reducing the number of children and young people becoming looked after was adopted as one of the three 'obsessions' identified within the latest Children and Young People's Plan. Although it's too early to be confident that Leeds has 'Turned the Curve' in relation to the number of looked after children, and specifically externally provided placements, the strategy adopted by Children's Services and partners has already had an impact on both numbers and the costs associated with looked after children.

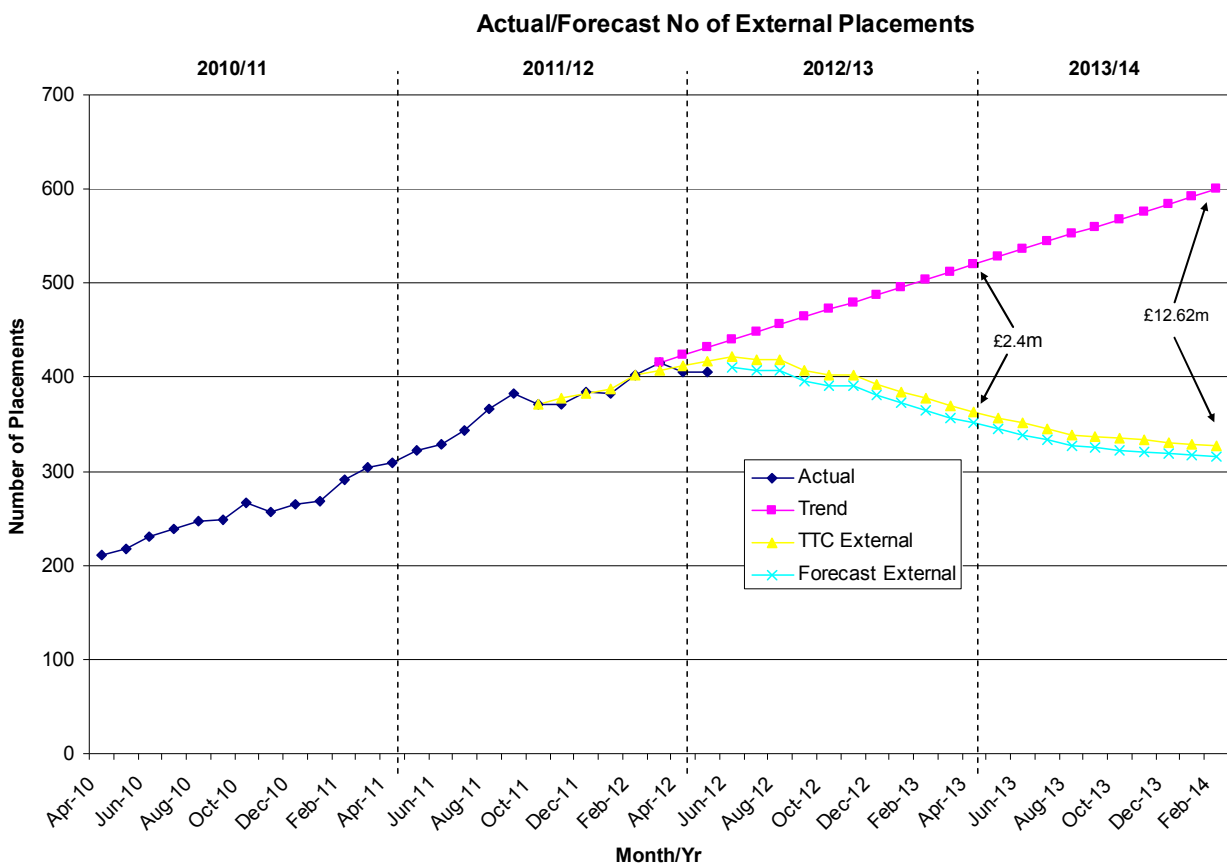
3.5 In Leeds, the number of looked after children has stabilised and there are now the same number of looked after children as there were in late 2010. This contrasts with other local authorities where the number of children and young people in care have continued to rise steadily. Stopping the sustained increase in the numbers of looked after children, safely and appropriately, is a significant achievement and an important precursor to 'Turning the Curve'.

3.6 In summary, there are four key elements to our service strategy and financial planning to safely reduce the number of looked after children;

- Effective and coordinated preventative and early intervention services;
- Targeted services to support families at the point of crisis;
- Placement Choice;

· Care Planning

3.7 Focussing specifically on the key financial risk in 2012/13 around the number of externally provided residential and fostering placements. At the end of May 2012 there were 98 children & young people in externally provided residential placements and 307 children & young people in placements with Independent Fostering Agencies. At this early stage in the financial year, these numbers are below [-12] the financial profile and as such the current projection is a spend of £28m which is in line with the agreed budget. The graph below shows the trend around the numbers for externally provided placement residential & fostering placements. In terms of the in-house fostering placements, the forecast is to spend in line with the £12.6m budget.



3.8 Across the overall £109m staffing budgets, the projection is for a marginal underspend, which recognises the need to expand the support infrastructure around fostering and adoption, invest additional resources into Special Education Needs assessment and support and also the continuing spend on agency staffing within the Social Care fieldwork teams. Corresponding savings are being achieved through vacant posts, particularly within the back-office and support functions.

3.9 As at the first quarter, there are no significant issues to report on the premises, running cost and income budgets.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is a factual report and is not subject to consultation

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Council's revenue budget for 2012/13 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 22nd February 2012.

4.3 Council policies and City Priorities

4.3.1 The 2012/13 budget targeted resources towards the Council's policies and priorities. This report comments on the Directorate's financial performance against this budget.

4.4 Resources and value for money

4.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications arising from this report.

4.6 Risk Management

4.6.1 The Council has prepared and maintained a financial risk register for a number of years. The register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored on a regular basis.

5 Recommendations

5.1 Members of the Scrutiny Board are asked to note the projected financial position of after three months of the financial year.

6 Background documents¹

6.1 Revenue Budget and Council Tax 2012/13 – report to Executive Board 10th February 2012

6.2 Budget report 2012/13 to Council 22nd February 2012

6.3 Financial risk register 2012/13

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Appendix 1

Directorate Children's Services

		(Under) / Over Spend for the current period										Total Under / Overspend	
		Staffing					Supplies & Services		Payments		Capital Expenditure		Total
Traffic Light	Service	Staffing £000	Premises £000	Supplies & Services £000	Transport £000	Internal Charges £000	Payments to External Bodies £000	Transfer Payments £000	Capital Expenditure £000	Appropriations £000	Total Expenditure £000	Income £000	Total Under / Overspend £000
G	Partnership Dev & Business Support	(97)	0	(6)	(4)	9	(7)	0	0	0	(105)	(2)	(107)
	Chief Officer												
	Chief Officer of Partnership Development & Business Support												
G	Learning, Skills & Universal Services	71	69	142	(2)	12	(255)	0	0	0	37	(37)	0
	Deputy Director of Learning, Skills & Universal Services												
R	Safeguarding, Targeted & Specialist Services	409	7	26	(4)	(20)	123	(3)	0	0	538	(23)	515
	Deputy Director of Safeguarding, Targeted & Specialist Services												
G	Strategy, Commissioning & Performance	(450)	0	0	1	0	0	0	0	0	(449)	0	(449)
	Chief Officer of Strategy, Commissioning & Performance												
R	Total	(67)	76	162	(9)	1	(139)	(3)	0	0	21	(62)	(40)

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Report of the Director of Children’s Services

Report to Children’s Services Scrutiny Board

Date: 26th July 2012

Subject: Children’s Home Review

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

1.0 Purpose of this report

1.1 This report provides an update to the scrutiny board on progress with the review of Leeds City Council children’s homes. The review of children’s homes has been conducted as a strand of the obsession to reduce the need for children to become looked after. Outcomes for looked after children are generally poor and in many situations earlier effective intervention can prevent the need for this to happen. In addition to the benefits to children, young people and their families, it is highly cost-effective.

2.0 Background information

2.1 The number of looked after children in Leeds has been steadily increasing since 2005, with the most significant rise coming between 2009 and 2010. Between November 2009 and November 2010 the number of looked after children in the city rose from 1370 to 1434. This resulted in an increased use of external residential placements.

2.2 In response to this increase in numbers reducing the number of looked after children in Leeds was identified as an area for priority action by the Children’s Trust Board. It is the Council’s ambition to reduce the need for children to become looked after by providing more effective early intervention and edge of care services. These services including multi-systemic therapy and the family intervention service will help to reduce the number of looked after children in Leeds. The Family Group Conferencing Service is also being expanded to ensure that, families, whose children might otherwise be removed from their homes, are supported to develop an

alternative solution before such action is taken. There is considerable evidence that Family Group Conferencing can help children to remain within their family and community. To support this ambition an additional 2.1 million was allocated by the Council to increase capacity in relation to preventative and early intervention work.

- 2.2 A report to the Children’s Trust Board in January highlighted that although Leeds had not yet ‘turned the curve’ in relation to the number of looked after children the numbers had remained relatively stable. Between November 2011 and mid February 2012 the number of looked after children rose by only seven from 1445 to 1452.
- 2.3 In late February and March 2012 the number of looked after children increased to 1474. This increase coincided with the re-structuring of the children’s social work service. This was a complete reorganisation of the service and involved the preparation and transfer of around three thousand cases and significant change, of team, location or manager, for almost half of all social workers employed in the children’s social work teams. However, despite this development the rate of increase in Leeds was lower than in both our statistical neighbours and core cities, which experienced significant increases in numbers. Had the number of looked after children in Leeds increased at the same rate as that of our statistical neighbours there would have been 1550 looked after children in the city by the 31st March 2012.
- 2.4 However, as the new structure has settled down the number of looked after children has decreased significantly. April saw the first month-on-month drop since November and Table One shows that this trend continued into May. On the 19th of June the number of looked after children had fallen by 39 to 1435.

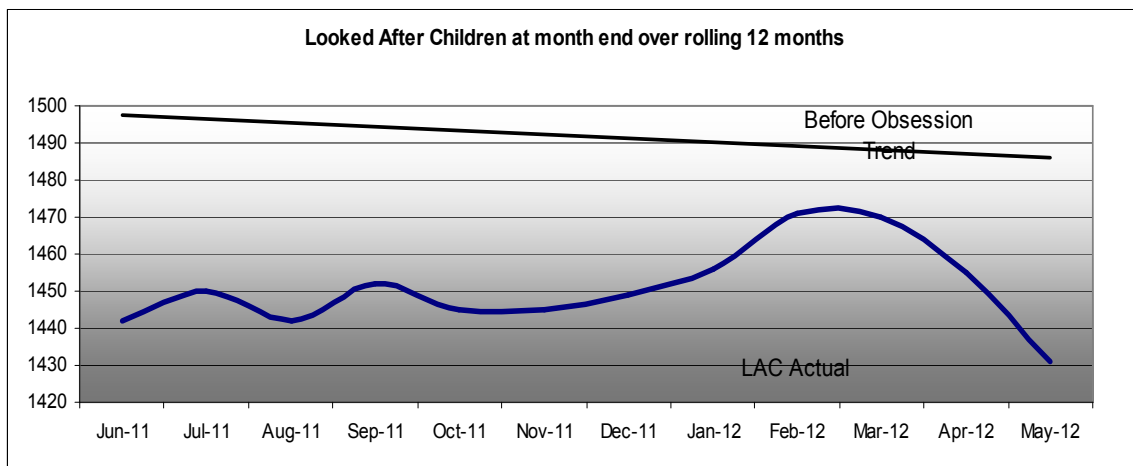


Table One

- 2.5 The review of children’s homes has therefore, been conducted as a strand of the obsession to reduce the need for children to become looked after. Proposals for children’s home development cannot be considered in isolation and sit within the wider context of improvements to children’s services and a commitment to support every child to live within their own family wherever possible.

2.7 The review has involved gathering information from:

- Consultations with children living in residential care in Leeds, their parents,
- Staff from the homes and key partners
- A buildings review of all the homes
- A needs analysis of all children in residential provision, in Leeds or external and those children identified as requiring residential provision
- Trend and demographic information
- A review of the statements of purpose and function of all the homes
- Analysis of staffing levels and training needs of staff
- Analysis of cost of internal and external provision

3.0 Main issues

3.1 Analysis of Need

3.2 Whilst table two highlights that the proportion of looked after children aged between 11 and 18 has fallen from 51% in January 2011 to 39% in March 2012. These changes indicate improved services to ensure older children and young people remain within their families are having an impact. It also shows that the proportion of children aged 0-4 becoming looked after has increased significantly from 14% to 31%.

Age Group	Jan 2011	Nov 2011	Mar 2012
0-4	344 (24%)	429 (30%)	447 (31%)
5-10	359 (25%)	371 (26%)	385 (26%)
11-15	459 (32%)	396 (28%)	357 (25%)
16 -17	272 (19%)	211 (18%)	203 (14%)

Table Two: Number of looked after children by age group at Jan 2011, Nov 2011 and March 2012

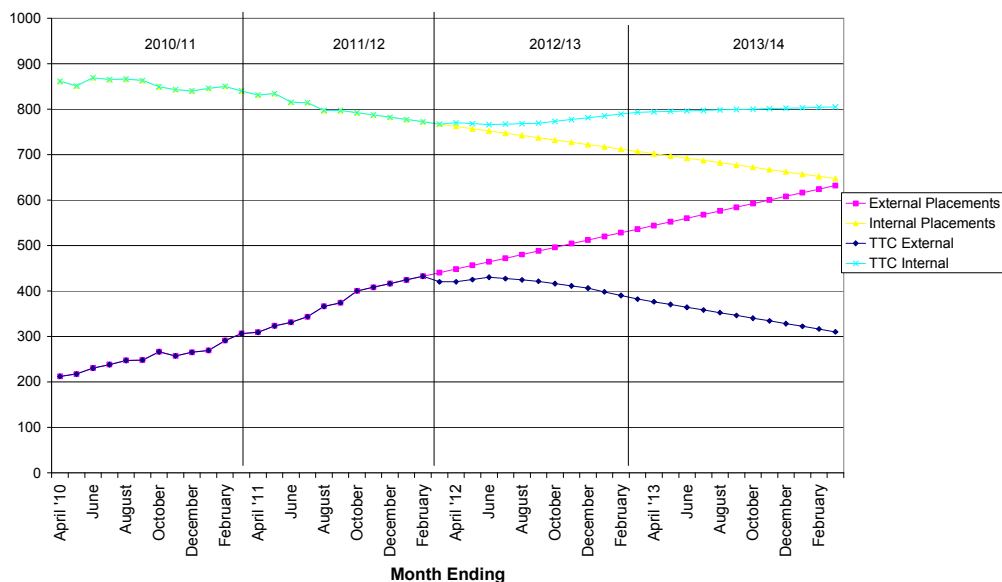
3.3 A more detailed analysis of the children becoming looked after between the 1st of January and the 31st of March 2012 has revealed a very significant change. Of the 103 children that became looked after in that period 46 were under one year of age and 70 were under five years of age. This pattern appears to have continued and reflects strengthened practice with a focus on intensive intervention where significant issues are identified.

3.4 It is important that we fully understand the needs and circumstances that led to these children becoming looking after to inform service planning and partnership working and a detailed analysis has been undertaken. The findings from this research are currently being analysed. However, a preliminary review of the data on the 46 cases involving children under one year of age indicates that 56% of children come from families affected by parental drug or alcohol misuse; 60% have parents who have mental health problems or learning disabilities and domestic violence is a significant issue in 60% of cases. 49% of children were born to mother's aged under 25. In 63% of cases a parent had had a child removed from their care previously and in one case ten children had been removed previously. 21% of children were born into families that were already open to the Children's

Social Work Service. Where children were not already known or open 13% were referred by the Police, 11% were referred by midwives and 9% from A&E or paediatric services. Although parental substance misuse was an issue in 56% of cases only 7% cases were referred by substance misuse agencies.

- 3.5 The changing trend, which is reflected nationally, has significant implications for the plans for residential children’s homes in Leeds. Children becoming looked after in the 0-4 age range will return to their birth family, placed with extended family members or, where this is not possible placed in adoptive families. They will not require residential care. In the last financial year 129 children were identified who should be placed for adoption and 40 children aged 0 to 4 placed with kinship carers. It is therefore unlikely that this increase in younger children placed in care will result in a sustained bulge in children looked after as they progress through the age groups.
- 3.6 Statistical information from the Department for Education indicates that elements of the trend in Leeds are replicated nationally. National figures confirm that children aged 11 to 15 are the only age group showing a decline in numbers looked after. The national percentage of children aged 16 and 17 has shown a small increase with 21% looked after children aged 16 and 17 in March 2011 as opposed to 17% in Leeds. A good partnership protocol has been developed in Leeds to provide supported accommodation and family mediation for homeless young people aged 16 and 17 and this has provided support to maintain lower rates of accommodation for children aged 16 and 17.
- 3.7 With the exception of some highly specialist provision, children’s homes provide care for children aged 11 plus who cannot live within a family environment. The decline in numbers of children in this age group has a significant bearing on the need for residential provision in Leeds.
- 3.8 As part of the Turning the Curve Action Plan a predictive model for the use of external placements, both residential and foster care, was developed, Table Three.

Placement Numbers March 2011 to March 2014



3.8 The model took account of the planned development and impact of preventative and early intervention services. The forecast model was developed in October 2011 and has proven to be accurate to date. Improved care planning with a focus on permanence in a family setting and effective early intervention and edge of care services are already showing a reduced need for external residential provision. On the 1st July 2012 there were **388** external placements which represents a net reduction of **29** placements on the position reported at the end of March 2012 (417) and a favourable variation of **34** from the numbers predicted in the Turning the Curve model.

3.9 Use of External Provision

3.10 A review of all young people placed in external residential placements has been undertaken and the reasons for the placement have been collated. Overall the main categories of need related to children who required:

- Residential school with specialist education provision
- Integrated care, education and therapeutic support
- Specialist placement relating to sexualised behaviour towards others
- Specialist provision to protect children from Child Sexual Exploitation
- Specialist provision for children with disabilities

3.11 It is anticipated that that the number of young people placed in external residential provision will continue to reduce as more effective planning and support enables them to move to foster care, kinship care, return to their family or to be supported to independence.

3.12 Current Provision in Leeds

3.13 Table four below shows the current mainstream children's home provision in Leeds with the number of beds and the gender and age group for which the homes are registered.

Children's home	No of Beds	Age group of children or young people
Cranmer Bank	5	Mixed 11 to 17
Lutterall Crescent	5	Mixed 8 to 12
Lingfield	5	15 plus leaving care
St Catherines	5	Boys 11 to 17
Easdale	5	Boys 11 to 17
Wood Lane	8	Mixed 14 to 17
Bodmin Road	12	Mixed 11 to 17
Inglewood	8	Mixed 11 to 17
Total	52	

Table Four: mainstream children's home provision

3.14 Proposals

3.15 A number of key principles have been established as part of the development of the recommendations for residential provision in Leeds. These have been informed discussions with by the consultation with children currently looked after and placed in one of our children's homes, research findings and meetings with staff and partners:

- Homes should as far as possible replicate family life. They should be small and set within local communities. Homes should be part of the community and contribute to community life
- All homes will be run based on restorative practice principles
- Except in exceptional circumstances, children's homes should not be seen as a permanence option
- Children must have an individual and clear care plan, placement plan and personal education plan which supports their development
- Children must be supported to participate in their own plans, in the running of the home and in service development
- Children should be encouraged to develop positive interests and participate in a range of activities

3.16 The proposal is to develop a flexible resource capable of meeting the needs of children and young people who may need residential care in Leeds. Changes in regulatory requirements enable local authorities to change the statement of purpose of a children's home and offer a more flexible resource, capable of adapting to meet the changing needs of children looked after.

3.17 It is also planned that one of the homes is re-shaped to provide emergency, assessment and shared care provision to further strengthen the preventative approach to maintaining children with their family. Cranmer Bank will be used to provide short term care where a family breakdown has taken place but the focus of the unit will be to work with the family and partners to return the child home as soon as possible with a support package to alleviate the underlying issues leading to breakdown.

3.18 The unit will also be able to provide support to foster or kinship placements at risk of breakdown to avoid the need for children and young people to be accommodated in residential care.

3.19 The proposed changes to each of the homes is outlined below:

Children's home	Age group and gender of children or young people
Cranmer Bank	10yrs -16yrs emergency, assessment and shared care
Lutterall Crescent	8 to 12 Mixed - No change
Lingfield	Change of age group to 11yrs to 17yrs
St Catherines	Boys 11 to 17 – No change
Easdale	Boys 11 to 17 – No change
Wood Lane	Expand age to 11 to 17 and develop close links to education provision either within the home or support to

	attend other education provision.
Bodmin Road	Mixed 11 to 17 – No immediate change with consideration of change in the future to develop education provision in one of the units so that education and care are provide on one site.
Inglewood	Mixed 11 to 17 – No immediate change however in future to replace this home with two smaller establishments.

- 3.20 Leeds City Council, currently has five, five bed roomed homes. Children in these homes have said that the care they receive is good and these homes are positively reported on by Ofsted. The proposal is to retain these homes but to develop greater flexibility in the use of the homes.
- 3.21 Cranmer Bank is developing a specialist role in emergency and short term care with a focus on outreach work to support children and young people in remaining at home. This service will supplement Multi-Systemic Therapy in supporting 11-17 year old young people on the edge of care to remain at home.
- 3.22 Lutterall Crescent provides care for younger children in need of intensive support to enable them to return to family life and will continue to provide this function.
- 3.33 Lingfield Approach currently provides a post 15 year old resource for girls. The statement of purpose will be widened. St Catherine's and Easdale Close will continue to provide placements for 11 to 17 year old young men. These three homes will have a much greater focus on supporting young people to supported living or a return to family earlier as the evidence suggests that many of these young people return home at 18 years of age in any event. The staff in these homes will provide a much more proactive approach with outreach support to enable the young people in these homes to move onto family or independent settings.
- 3.34 Inglewood children's home is in a very large home in Otley, built on a difficult to manage footprint at the end of a cul de sac with sheltered housing for the elderly. The home does not fit with the principle of smaller group homes and therefore the long term plan is close the home and reinvest resource into a smaller home at a time when the demand for residential places as a whole has sufficiently reduced or when smaller homes developed with environments and neighbourhoods are available.
- 3.35 Wood lane is an eight bedroomed home in a Victorian house bequeathed to the local authority. Whilst it does not currently fit with the principle of smaller homes the building has significant re-development potential. Consideration is being given to developing the home as a unit offering education on site with a smaller number of children, or as a semi-independence unit.
- 3.36 Bodmin Road has two homes on one site, each with 6 bed rooms. Again as the demand for residential placements falls the use of these homes can be changed based on the potential either for on site education or as a unit to prepare young people for independence.

- 3.37 It is intended that the capacity of Leeds own children’s homes remains largely similar to the current capacity. However, they will be configured differently in terms of their size and the purpose they serve for children and young people. In consultation with staff the training for residential staff will be developed to support staff to play a more significant role in taking forward the care plans for children and to work more with children on the edge of care.
- 3.38 In addition to the eight mainstream children’s homes, Leeds also has three children’s homes for children with a disability. The provision of these homes is set out in Table 5.

Home	Current Provision
Acorn	5 beds shared care
Pinfolds	12 beds in three units permanence and shared care
Rainbow	Respite 12 beds in three units

Table 5: Homes for Children with disabilities.

- 3.39 There are no proposals to change the provision of these homes. However, we are having initial exploratory discussions with Health about the feasibility of developing provision for additional resources to meet the needs of children profoundly affected by autism as this may be more effective than current arrangements.
- 3.40 Over the next 12-18 months the focus will remain on reducing the use of external residential placements and more closely focussing the work at in Leeds own residential provision on preparing children and young people for family life. This will include developments which support children and young people in residential care with their ability to engage in full time mainstream education where possible.
- 3.41 With a reduced looked after population overall and a clearer focus on preparing and moving children in residential care to family settings, the future focus of residential care will become more specialist further reducing reliance on external provision.
- 3.42 This will include development of a more comprehensive education service, capable of providing individualised packages for all looked after children. This could be linked to a school and may include education on site at one home but must include options for home tuition and individual support into school.
- 3.43 Development of specialist multi agency resources to meet the identified needs of children who require therapeutic support; have sexually harmful behaviour or have additional vulnerability. This must include specialist support from CAMHS services and intensive training for staff in children’s homes, some of whom could develop a specialism and work across homes wherever there is a need.
- 3.44 Possible development of additional resources to meet the needs of children profoundly affected by autism.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The review has been conducted in full consultation with children and young people resident in children's homes, residential staff, representatives from all key strategic partners including three elected members of the corporate carers group. Progress reports have also been presented to the corporate carers group on a regular basis.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 All children resident in Leeds City Council children's homes have been supported to participate in the consultation. Children in the disability homes had specific support to ensure their voice was heard. The parents of children in the specialist homes also participated in coffee morning consultation groups and parents of all children were written to and asked for comment. Consultation took account of any specific learning need or language need and all consultations included questions about equality and diversity.

4.3 Council Policies and City Priorities

4.3.1 The work with looked after children is a significant priority across the council and is central to the ambition to be a child friendly city. The council is required to act as a good corporate parent and to have the needs of looked after children at the centre of all plans. Children's homes are highly regulated and Ofsted judgements have implications for ratings of the council as a whole.

4.4 Resources and Value for Money

4.4.1 As outlined earlier, this strand of work is part of the obsession to reduce the need for children to be looked after. This requires more effective early intervention and prevention avoiding the need for them to become looked after. This not only means improved outcomes for children but results in more cost effective interventions.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report is subject to call in.

4.6 Risk Management

4.6.1 Failure to act to develop and improve service provision risks poor outcomes for children and young people, poor inspection outcomes and increased costs of use of external placements following placement disruption.

4.6.2 This work is part of the very high priority attached to the work on reducing the need for children to become looked after and is governed by the deputy director for safeguarding, targeted and specialist services.

5.0 Conclusions

5.1 The review of children's home provision in Leeds has been undertaken with the full

involvement of children, staff, and partners. It has also been informed by the findings of research, practice and lessons learned in other authorities and the changing trend in the ages of children becoming looked after.

- 5.2 Proposals for children's home development cannot be considered in isolation and sit within the wider context of improvements to children's services and a commitment to support every child to live within their own family wherever possible.
- 5.3 The proposals for children's homes do not envisage an increase in provision but set out a process of developing the current provision more flexibly to ensure that it meets the needs of children requiring the specialist care and support the residential homes can provide.

6.0 Recommendations

- 6.1 Children's scrutiny board are asked to note the contents of this report and accept the direction of travel in relation to children's homes in Leeds.

7.0 Background documents

- 7.1 Report of the Scrutiny Board (Children and Families) inquiry into external Placements.

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Recommendation Tracking – External Placements

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of External Placements published on the 28th of February 2012.
2. The Scrutiny recommendation tracking system allows the Scrutiny Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

Recommendations

3. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
 - Note the recommendations where satisfactory progress is being made.

Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of External Placements.

1 Background information

- 2.1 It was agreed in June 2011 that the Childrens and Families Scrutiny Board that the first major piece of work for 2011/12 would be an inquiry on which would look into reducing the need for children to be looked after by the local authority.
- 2.2 At its meeting in February 2012, the Scrutiny Board agreed a report summarising its observations, conclusions and recommendations.
- 2.3 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

2 Main issues

- 3.1 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.2 To assist Members with this task the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.
- 3.1.2 The Executive Board Member for Children's Services has been consulted on the response to the recommendations.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

3.3 Council Policies and City Priorities

- 3.3.1 This section is not relevant to this report.

3.4 Resources and Value for Money

3.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report does not contain any exempt or confidential information.

3.6 Risk Management

3.6.1 This section is not relevant to this report.

4 Conclusions

5.1 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations. Progress in responding to those recommendations arising from the Scrutiny review of External Placements is detailed within the table at Appendix 2 for Members' consideration.

5 Recommendations

6.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.
- Note the recommendations where satisfactory progress is being made.

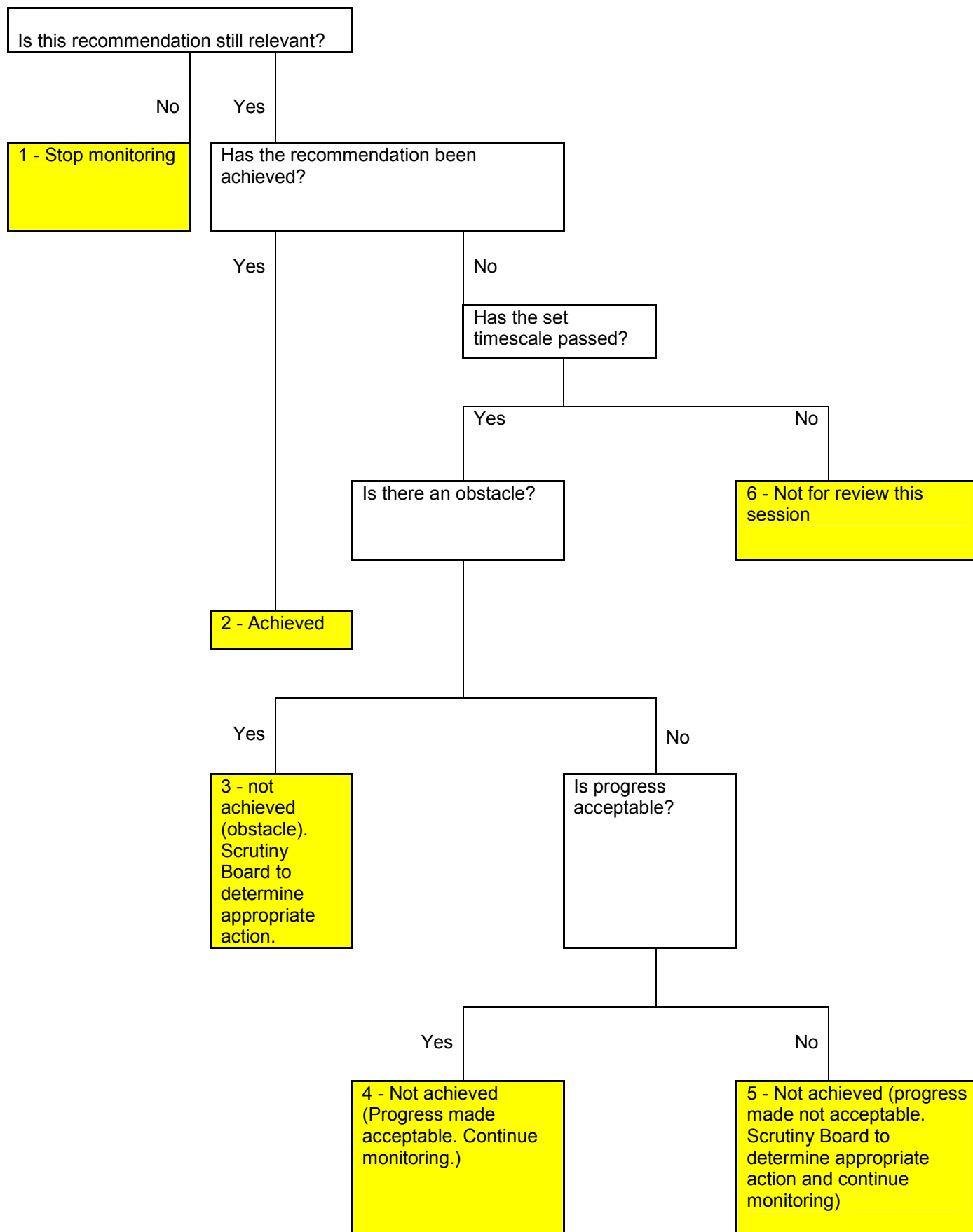
6 Background documents¹

6.1 Report of the Head of Scrutiny and Member Development to the Children and Families Scrutiny Board – Inquiry on External Placements 9th February 2012

6.2 Report of the Director of Children's Services to the Children and Families Scrutiny Board 'Response to Scrutiny inquiry report – external placements' 26th April 2012.

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



Review of External Placements Inquiry (February 2012)

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

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
Page 3 Recommendation 1 That the Director of Children’s Services reports back to us on how local communities can be more proactively engaged in the support to vulnerable families.	Current position: The ambition for Leeds to be a Child Friendly City is predicated on getting the whole city community behind children. The strategy to develop more cluster based services supported by local schools, Early Start Centres and Children’s Social Work Teams is intended to support this ambition at a local level by providing a framework that enables services to be developed locally in response to the needs of children and families in the communities in which they live. Arrangements to support cluster working already have some community engagement through the involvement of elected members, school governors and third sector partners. It is hoped that as cluster working develops, supported by Targeted Service Leaders who are being rolled out across the City, communities will become more involved and engaged in supporting vulnerable children for example by volunteering, mentoring, peer support, fostering and informing the development of services. We will be exploring with clusters the feasibility of having community	4	

<p>Recommendation 2 That the Director of Children’s Services provides 6 monthly updates to us on progress in tackling the budget pressure relating to the cost of external placements. The first report is required July 2012.</p>	<p>engagement as an element of cluster plans.</p> <p>Current position:</p> <p>In mid October 2011 there were 400 children placed in external foster care and residential placements. The projected headline budget pressure for 2012/13, if placement numbers continued to rise at the same level, was £16.0m. Based on an analysis of the previous years figures it was forecast that by the end of June 2012 there would be 464 external placements; 355 Independent Agency Placements and 109 External Residential placements.</p> <p>In order to address this a <i>Turning the Curve</i> Action Plan was developed. The plan set out a range of actions to reduce the need for children to become looked after. This included improved commissioning and procurement of placements and increasing recruitment of foster carers. The <i>Turning the Curve</i> Action Plan recognised the importance of expanding preventative services and an additional £2.1m was invested into Children’s Services in order to develop specialist family support and increase capacity in relation to Family Group Conferencing, and Multi-systemic Therapy and to continue to invest in the targeted mental health in schools programme.</p> <p>It was calculated that the <i>Turning the Curve</i> Action Plan would enable the Directorate to reduce external placement activity by five million pounds and on this basis, the headline budget pressure for external placements of was reduced from £16.0m to £10.9m.</p> <p><u>(Appendix A sets out the financial modelling for the <i>Turning the Curve</i> Action Plan)</u></p> <p>Implementation of the <i>Turning the Curve</i> Action Plan has been taken forward through a Looked After Children Obsession Task & Finish Group, chaired by the Deputy Director of Children’s Services</p>	<p>2 – next report due Jan 2013</p>	
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(Safeguarding, Specialist and Targeted Services). The group is responsible for ensuring that actions taken, activity to reduce the number of looked after children in Leeds is coordinated across Children's and that their impact is monitored.

A dedicated Programme Manager was seconded to develop, monitor and manage the overall work programme for the Task & Finish Group and to help translate anticipated 'deliverables' from the *Turning the Curve* Action Plan into robust forecasts for placement activity and resultant financial impact.

Position as at July 2012

On the 1st July 2012 there were **388** external placements which represents a net reduction of **29** placements on the position reported at the end of March 2012 (417) and a favourable variation of **34** from the numbers predicted in the *Turning the Curve* model. The model anticipated that external placements would continue to increase over the first quarter of 2012/13, before peaking at 422 external placements at the end of June. In fact, the number of external placements has steadily decreased from April to June 2012 and current levels of activity for both external residential placements (98) and Independent Fostering Agency placements (290) are below the budget forecasts made within the *Turning the Curve* model.

The overall number of looked after children has also reduced over the first quarter and currently stands at **1,433**, a reduction of 41 from the position reported at the 31st March 2012 (**1,474**). This is the most significant and sustained decrease in looked after numbers in over eighteen months. This is in contrast to our statistical neighbours who have continued to experience substantial increases in looked after children. If the number of looked after children in Leeds had increased at the same level as our statistical neighbours Leeds would have around 1550 looked after children, with associated care

	<p>costs of circa £6 million per annum.</p> <p>At the end of Quarter One, the Directorate therefore remains on track to balance to the 2012/13 external placements budget and deliver the £5million pounds saving set out in the <i>Turning the Curve</i> Action Plan.</p> <p>The progress made to date is encouraging and suggests that strategies implemented by the directorate for tackling external placement numbers are beginning to have a positive impact.</p>		
<p>Recommendation 3 That the Director of Children’s Services provides a report in July 2012 on savings on the cost of external placements achieved in 2011/12 against the £500k projection, including progress with health contributions.</p>	<p>Current position:</p> <p>In 2011/12, through a combination individual and collaborative regional work a saving of circa one hundred and eighty thousands pounds was made. This is under the anticipated saving of half a million pounds projected for the year. This was due to a number of factors:</p> <ul style="list-style-type: none"> – The start of regional negotiations with providers was delayed; – The re-structuring of Children’s Services and establishment of the Placement Service took longer than anticipated; – Regional negotiations revealed that in all but two instances, Leeds had the lowest Independent Fostering Agency rates when taking into account the volume discounts already agreed. This was not known to the Commissioning Service at the time that the savings were calculated, as data on fees had not previously been shared by providers or other authorities. <p>Despite the delay in the start of the collaboration, negotiations have had an impact on costs. An analysis of comparative external placement costs between 2011/12 and 2012/13 reveals that the average weekly residential cost at 03/06/2011 across our top five providers was £2,825.80 and on the 06/07/2012 this had fallen to</p>	<p>2 – recommendation achieved, projected savings not achieved due to reasons stated.</p>	

	<p>£2.341.05. (-17.15%). Independent Fostering Agency placements had also reduced, but due to the existing discounts Leeds had achieved, this is not as significant. The average Independent Fostering Agency placement cost across our top five providers on the 03/06/2011 was £762.79. On the 11/07/2012 the average cost had fallen slightly to £740.26 (-2.95%).</p> <p>Negotiations with Health are ongoing and alternative funding models are being explored. However, progress has been affected by the restructuring that is taking place within the Health Service.</p> <p>Based on the information now available it is projected that savings of half a million pounds will be achieved through improved commissioning.</p>		
<p>Recommendation 4 That the Director of Children's Services reports to us in July 2012 with an update on progress against each of the key milestones in the programme plan, the majority of which are due to have been achieved by then.</p>	<p>Current position:</p> <p>Overall good progress is being made in implementing the <i>Turning the Curve</i> Action Plan and the early indications are, as detailed in the response to recommendation 2, that the actions taken to date are having an impact on the number of looked after children.</p> <p><u>Appendix B provides an update in relation to each of the key milestones set out in the <i>Turning the Curve</i> Action Plan.</u></p>	<p>4 or 5</p>	
<p>Recommendation 5 That the Director of Children's Services reports back to us in July 2012 on progress in launching the fostering recruitment website, and if up and running the impact it has had so far.</p>	<p>Current position:</p> <p>The new Leeds fostering, family placement and adoption website was launched at the beginning of April 2012 (http://www.foster4leeds.co.uk/fostering/foster-for-leeds/). The website was developed in consultation with Leeds carers and video clips of foster carers and adopters talking about their experiences and the benefits of being a Leeds carer.</p>	<p>2</p>	

The development of the website is part of a comprehensive communications strategy to recruit more carers. A radio advertising campaign has been undertaken and links established with local media generating positive articles in the local press and media. Fostering recruitment staff have held and taken part in a number of recruitment fairs and/or stands at other events, such as Breeze.

A further strand of work has seen the recruitment team forge links and partnerships with local business including a recent partnership with Leeds Rhinos. This agreement has led to the promotion of foster care for Leeds on their big screen at home games, space on leaflets and complimentary tickets for foster carers taking looked after children to games.

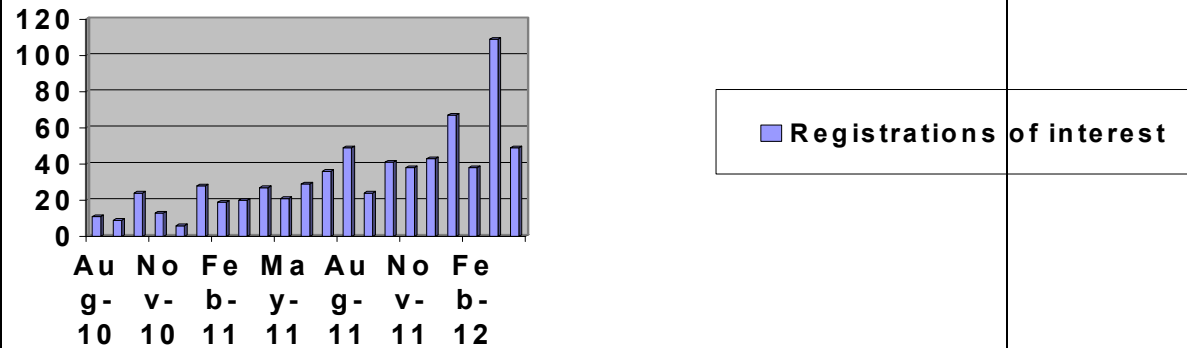
It is planned that this agreement will provide a template for partnerships with other large businesses in the city. These agreements will provide an opportunity for businesses to support Leeds as a 'Child Friendly City' by supporting foster carers and highlighting the important work they do for Leeds. The commitment will vary from support with some promotional activity such as recruitment fairs within the work place to supporting the retention of carers through benefits such as concessions for foster carers.

Elected members play an important role in supporting the work of the fostering service through membership of foster panels and by promoting foster care. In 2011 a local event was hosted by Gildersome ward members. Building on the success of this initiative a budget of £10,000 has been allocated for member led recruitment and retention events.

Table Four shows that the promotional activity to date has resulted in a significant increase in the registrations of interest to become a foster carer. In 2010/11, on average the service received 16 expressions of interest per month from potential foster carers. This

has increased to an average of 48 per month in 2011/12 with a peak in March 2012 of 109. On the 20th of June 2012 there were 45 applicants in the process of assessment.

Table Four: Registrations of interest August 2010 to February 2012



Recommendation 6
That the Corporate Carers group explores the potential to arrange social events and opportunities for foster carers and children to develop networks.

Current position:
 Officers are working with the Corporate Carers to look at opportunities to develop social events for foster carers and children.

4 or 5

<p>Recommendation 7 That the Director of Children’s Services reviews the payment structure for foster care with particular reference to the impact of the differential between in-house and independent fostering agency rates and reports to the Scrutiny Board with the outcome of this review in July 2012</p>	<p>Current position:</p> <p>A review of the payment structure for Leeds foster carers has been completed and a number of options for increasing fees have been identified. It is planned that we will consult with carers on these options over the Summer and implement the new arrangements in September. The review of the arrangements has taken account of the payments made to carers by Independent Fostering Agencies, neighbouring authorities and the significant increase in the number of babies and young children becoming looked after in Leeds. It is recommended that a full report is presented to the Committee on the outcome of the consultation in September.</p>	<p>4</p>	
<p>Recommendation 8 That the Director of Children’s Services explores what good practice might be learned from the Tees consortium for the sub-regional work on placement commissioning that is currently taking place in West Yorkshire.</p>	<p>Current position:</p> <p>The model and approach developed by the Tees consortium was one of several considered by the six authorities in the region when developing local commissioning arrangements. Other included the Pan London Consortium, South East Wales Improvement Consortium, Lancashire and Manchester. The lessons from the work of these consortia proved invaluable in developing a robust regional commissioning framework.</p>	<p>2</p>	
<p>Recommendation 9 That the Director of Children’s Services works with the Director of Environment and Neighbourhoods to secure support from the ALMOs to meet the accommodation needs of foster carers.</p>	<p>Current position:</p> <p>The directors of children's services and environment and neighbourhoods and their senior leadership teams meet regularly. There is already a protocol in place with environment and neighbourhoods and ALMOs which ensures that foster carers and kinship carers have priority status. Children’s services have established good links with Housing ALMOs and are working with them to identify suitable properties to support the redesign of residential services.</p>	<p>4</p>	

<p>Recommendation 10 That the Director of Children’s Services reports back to us in July 2012 on what formalised input foster carers should have into the review process for children they care for, and how improvements can be made to ensure that their input is considered in practice.</p>	<p>Current position:</p> <p>Foster carers are an integral part of the team that supports looked after children. As the individuals involved in caring for the child on a day to day basis for sustained periods foster carers bring an important and unique perspective to the looked after child’s statutory review.</p> <p>The role and contribution of foster carers to the statutory review process is set out in the statutory guidance and regulations which support the Children Act 1989.</p> <p>In Leeds foster carers are supported to contribute to the statutory reviews of children in their care through completing a consultation record, which uses a series of questions and headings to assist the carer to structure their thoughts on the child’s progress and any comments they have on how the care plan for the child should be developed. Similar consultation records are completed by the child, parent and social worker. The completed consultation records are send directly to the Independent Reviewing Officer who is responsible for reviewing the care plan for the child and ensuring that it is meeting their needs. Foster carers also attend the review meeting to ensure that they are able to give their views. Independent Reviewing Officers are aware of the important role that foster carers plan in the lives of looked after children and should chair the meeting in such a way that ensures that the views of foster carers are heard and given proper consideration. Following a period where a number of agency staff were used Leeds has been successful in recruiting a number of permanent Independent Reviewing Officers.</p>	<p>4 or 5</p>	
<p>Recommendation 11 That the Director of Children’s Services presents the initial residential care review outcomes to us at the April 2012</p>	<p>Current position:</p> <p>A separate report has been provided in relation to this recommendation.</p>	<p>2</p>	

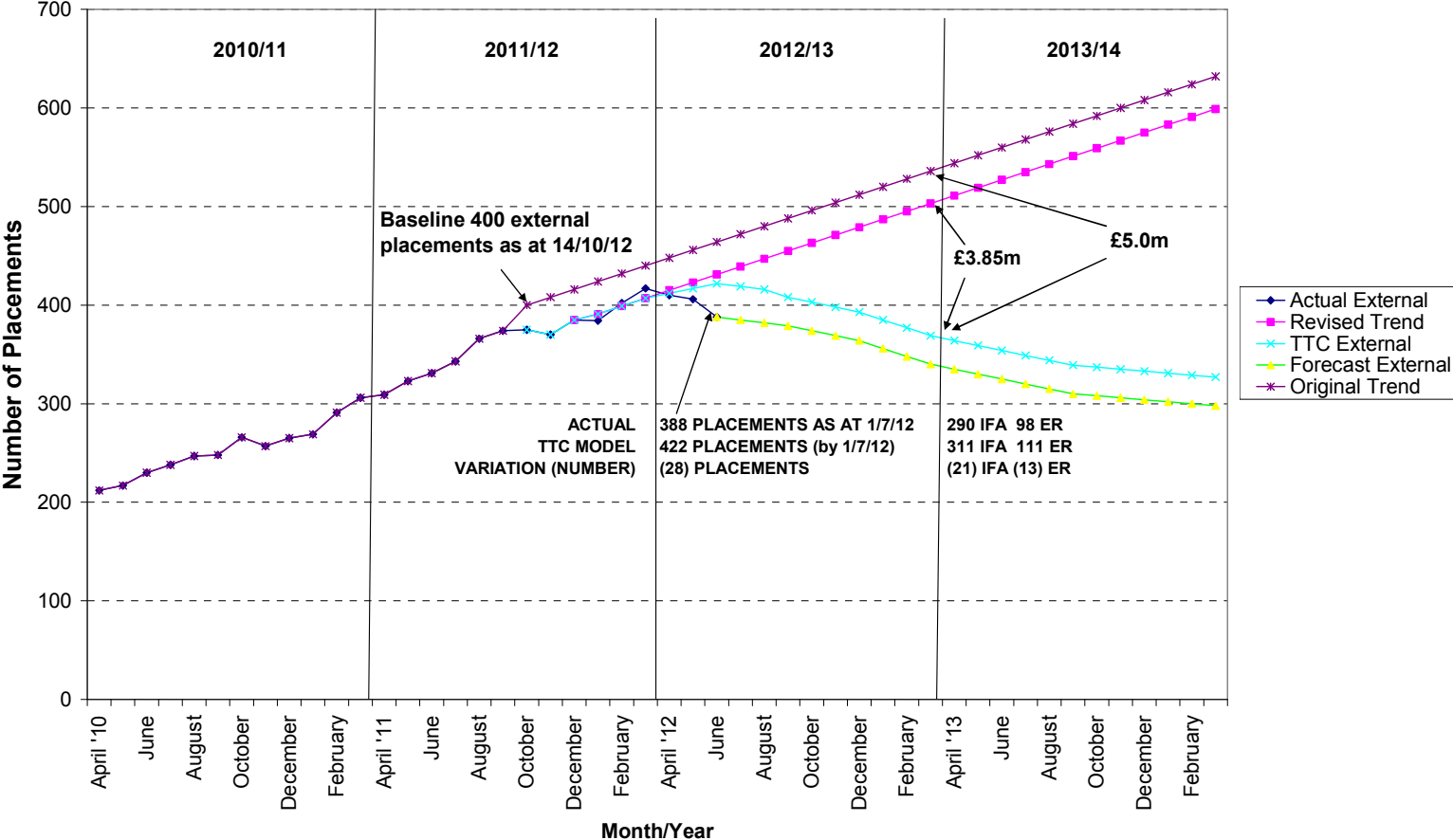
<p>meeting for comment, with a further update on improvement progress required in July 2012.</p>			
<p>Recommendation 12 That the Director of Children’s Services provides a report to the Scrutiny Board in July 2012 on the decision making capacity of carers when supporting children in their care and how this could be improved to promote autonomy and consistency.</p>	<p>Current position:</p> <p>Decision making for looked after children is complex but sometimes unnecessarily so. To assist social workers, parents, foster carers and young people to agree the correct level of authority that should be delegated to the carer, a delegated authority and decision making tool has been developed in partnership with foster carers. The tool is an aide to good practice in working with delegated authority.</p> <p>It is expected that foster carers will be given appropriate flexibility to take decisions relating to children in their care taking account of the placement plan for the child. Foster carers should be given delegated authority to make day to day decisions regarding things such as health, education and leisure unless there are particular reasons against this. As far as possible foster carers should be able to make the same sort of every day decisions that other parents make so that the child can experience as normal a family life as possible.</p> <p>The new delegated authority and decision making tool will be introduced from July.</p> <p><u>Appendix C delegated authority and decision making tool</u></p>	<p>2</p>	

Detailed Response to Scrutiny Board Recommendation(s)....

Appendix A: *Turning the Curve* Financial Model

Actual/Forecast Number of External Placements

W/E 1/7/2012



Appendix B:

Please see attached spreadsheet.

Appendix C:

FOSTER CARERS' DELEGATED AUTHORITY – DECISION SUPPORT TOOL March 2012

This Decision Support Tool is intended to be used to assist social workers, parents, foster carers and young people to talk to each other about delegated authority and decision making to the foster carer whilst the child is placed in foster care. It can help to prepare for the initial Placement Planning meeting and each subsequent review when the Placement Plan is considered. It can be used in existing placements when further clarification may help the foster carer understand their delegated responsibilities more clearly. It is an aide to good practice in working with delegated authority.

It is expected that foster carers will be given appropriate flexibility to take decisions relating to children in their care taking account of the placement plan. Foster carers should be given delegated authority to make day to day decisions regarding things such as health, education and leisure unless there are particular reasons against this. As far as possible foster carers should be able to make the same sort of every day decisions that other parents make so that the child can experience as normal a family life as possible.

The delegated authority tool does not replace or replicate the Placement Plan which is the legal requirement for this purpose. The required content of the Placement Plan is set out in Schedule 2 of the Care Planning, Placement and Case Review Regulations 2010 and relevant statutory guidance.

Clarifying who is best placed to take everyday decisions depends on many factors: the young person's age, their views, legal status and care plan, the parents' views and the experience and the views of the foster carers. Collaboration and consultation are essential for successful partnership working.

This form has been partially completed for ease of use. It should meet most situations for a child in care of the Local Authority. There are some gaps which will need further consideration and completion at the placement planning meeting and in any event, all parts of the form must be checked to ensure they reflect the arrangements needed for the child.

Where the child is accommodated, the birth parent's role in the day to day parenting may be significant and therefore some of the completed boxes may need amending.

Child/ Young person

1. Medical and Health

Consent/agreement/task	Who has authority to give consent/agreement or undertake the task ²	Notes (inc. notifications, prior consultation/recording requirement/conditions)	Date
1.1 Signed consent to emergency medical treatment inc. anaesthesia	Local Authority	Foster carer must, wherever possible seek the permission from the Local Authority by contacting the social worker/manager/service delivery manager/head of service. In out of hours situations the Emergency Duty Service Delivery Manager on call will need to give permission. This will be undertaken in consultation with parents wherever possible In exceptional cases where no one can be contacted and the situation requires immediate and urgent action a foster carer would need to be guided by the medical Practitioner and the social work service informed at the earliest opportunity. The social work service will work with the foster carer to consult with and liaise with parents	
1.2 Consent – routine immunisations	Foster Carer	The placement planning meeting should address matters of immunisations and health matters and wherever possible the views/consent of the parents. must be obtained. Where consent has been denied by the parent Health should be informed by the social worker	
1.3 Planned medical procedures	Local authority	Planned treatment should be discussed and agreed with birth parent, social worker and foster carer. Where an anaesthetic is required the Head of Social Work must give permission for the operation. Consultation with parents will take place as appropriate	

² More than one than one person could have authority to give a particular consent/agreement or undertake a particular task, e.g. both the parent and foster carer may be attending parents' evenings. If this is the case, the individuals' respective roles should be clarified in the "Notes" column.

1.4 medical procedure carried out in the home where the person administering the procedure requires training (e.g child with disability/illness)		Training must be given by a qualified Health professional and then approval can be given for the procedure to be undertaken by the foster carer. No one other than the trained carer may carry out a medical procedure. Parents will be asked to give permission for these procedures to be undertaken by a trained foster carer. Only in exceptional circumstances will parental permission be dispensed with.	
1.5 Dental - signed consent to dental emergency treatment inc anaesthetic	Local Authority	See 1.1	
1.6 Dental - routine treatment inc anaesthetic	Foster Carer	Pain relief injections are usual in routine dental work and do not require permission unless specifically stated in the placement plan. Routine treatment does not usually involve an anaesthetic. Where an anaesthetic is required permission must be given by Head of Social Work	
1.7 Optician – appointments, prescription glasses	Foster Carer	This is routine and should be reported in the child's review	
1.8 Consent to examination /treatment by community paediatrician	Foster Carer	For routine non invasive examination only e.g health needs assessment or secondary referral clinic e.g weight management. All other examinations should be agreed with the social worker beforehand.	
1.9 Administration of prescribed/over the counter medications	Foster Carer	The dosage would normally be managed by the foster carer and kept in the foster carers locked medicine cupboard. Foster Carer must record all prescribed medication given to the child, ensuring this information is available for social worker/birth parent	
1.10 Permission for school to administer prescribed/over the counter medications	Foster Carer	Schools are usually unwilling to administer medication, but they will make the decision on case by case basis. For regular medication, individual schools will draw up a plan to administer medication and the foster carer should approach the school to arrange. In some cases the school may require the written permission of the social worker	
1.11 Referral/ consent for child to access another service e.g CAMHS	Social worker	In discussion with foster carer and parent and then referral via the Therapeutic panel	

2. Education

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. notifications, prior consultation /recording requirement/conditions)	Date
2.1 Signed consent for school day trips	Foster Carer	Unless specifically excluded in placement plan	
2.2 Signed consents for school trips of up to 4 days	Foster Carer in discussion with the social worker	For long term placements the foster carer will usually be given the authority to agree this. Where further permissions are required, this will be stated in the placement plan. Where additional Local Authority payment is required prior agreement must be sought from the Social Worker	
2.3 Signed consents for school trips (over 4 days)	As above		
2.4 School trips abroad	Social worker	Parental permission will be sought for a child on a S20 placement and wherever appropriate for a child on a care order	
2.5 Using computers at school	Foster Carer		
2.6 School photos	Foster Carer	Unless specifically excluded within the placement plan	
2.7 Attendance at parents' evenings	Foster Carer	Birth parent may also wish to attend and this should be established at the outset of the placement and arrangements agreed. This is especially important in temporary placements	
2.8 Attendance at PEP meetings	Foster carer	As above	
2.9 Attendance at unplanned meetings re incidents or immediate issues	Foster Carer	Foster Carer should usually be the first person of contact. Social worker should be informed ASAP prior to the meeting if at all possible	
2.10 Registering at a school	Foster Carer/ Social Worker	It is sometimes easier and more effective for the foster carer to register the child with permission from the social worker. There are other issues to take into consideration including any other children in school with a family connection to the placed child	

2.11 Changing a school		Foster Carers should discuss any proposals with social worker, Independent Reviewing Officer and birth parent before making arrangements as this would count as a significant change in the care plan. The children's LAC review in year 6 would be a good place to discuss high school choices and no changes should be made without discussion which would disrupt the child's education in key Stage 4.	
2.12 Referral/ consent for YP to access another service (please specify the service)		As above	
2.13 Personal Health and Social Education	Foster Carer	Note in temporary placements there will be a need to actively seek the views of birth parents in case of religious and cultural views. Foster Carers may find it helpful to discuss their approach with the child's social worker/fostering officer	

3 Personal, leisure and home life

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. notifications, prior consultation /recording requirement/conditions)	Date
3.1 Passport application	Social worker	Can only be applied for by someone holding PR	
3.2 Overnight with friends ('sleep overs')	Foster Carer	Fostering National Minimum standard 7.7 makes it clear this should be the foster carer unless there is a specific exclusion written into the placement plan. Foster carers must satisfy themselves of the safety and appropriateness of the arrangement	
3.3 Overnight/weekend and short stays with foster carers' family and friends.	Foster Carer	Foster Carers should ensure they have checked out any general or specific safe care issues pertinent to the child, e.g. checking sleeping arrangements, children being left without an adult present.	

3.4 Overnight/weekend and short stays with birth family members and friends (please cross reference with section 6 on contact).	Social worker	Placement plan should specify any arrangements for contact with birth family and whether any delegation can be given to foster carer to make additional informal arrangements	
3.5 Holidays within the British Islands	Foster carer	Note, camping/caravan holidays may not be suitable for some looked after children. If in doubt discuss with social worker	
3.6 Holidays outside the British Islands	Social worker	Letter from social worker required to give permission to take the child out of the country	
3.7 Sports/ social clubs	Foster Carer	Recommend discussion with social worker	
3.8 More hazardous activities- e.g. horse riding, skiing, rock climbing	Foster Carer	Following discussion with social worker: consideration must be given to additional risk factors eg. Disability, poor attention span, poor impulse control	
3.9 Haircuts/colouring	Foster Carer	Foster Carer undertakes this task in discussion and agreement with child unless specifically excluded in placement plan. foster carers should take into consideration the wishes of the birth parents being sensitive to any religious or cultural views and also child's views	
3.10 Body piercing		In English law, it is illegal for under 16s to have their genitals pierced. It is also illegal for females under 16 to have their breasts pierced, although this does not apply to males under 16.	
3.11 Tattoos		It is illegal for anyone under the age of 18 to have a tattoo	
3.12 Mobile phone	Foster Carer	Initially discussion with social worker may be appropriate in case of any safeguarding issues. Thereafter Foster Carer should agree usage with child. House rules about mobile phones should generally be observed. Safe guarding matters may require phones to be left downstairs during sleeping hours. In case of disagreement between carer and child, advice may need to be taken from social worker/fostering officer/independent reviewing officer in order to seek a workable compromise. Please also see social networking guidance.	
3.13 Part time employment	Foster Carer/ social worker	Depending on age and type of work	
3.14 Accessing social	Foster Carer	The child must be 13 or over and regulating the site should be the	

networking sites e.g. Face book, Twitter, MSN		responsibility of the person providing the computer. Initially discussion with social worker advisable in order to consider specific safeguarding issues for child. Advice sheet for foster carers is available for reference and guidance	
3.15 Photos or other media activity		This should be agreed on a case by case basis by social worker and foster carer.	

4 Faith and religious observance

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. notifications, prior consultation /recording requirement/conditions)	Date
4.1 New or changes in faith, church or religious observance		All involved in the care and spiritual development of the child should make the decisions required. Birth parent and social worker must agree any changes depending on age of child	
4.2 Attendance at a place of worship	Foster Carer	Specify in placement plan if permission is required from birth parent	

5 Identity and Names

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. notifications, prior consultation /recording requirement/conditions)	Date
5.1 Life story work	Social worker/ Foster carer	In discussion with foster carer and birth parent and therapeutic worker where active involvement	
5.2 New or changes in 'nicknames', order of first names, preferred names.		Foster carers or social workers do not have the right to change the first name or order of names. Nicknames are something that the child has to be happy about and accepts	

6. Contact

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. prior consultation/ notification /recording requirement/conditions)	Date
6.1 Transport	Foster Carer	Expectation that foster carer will assist and participate in contact for children. This is particularly important for babies and young children. However social workers need to be mindful of the foster carers other children in the family home and any implications for them when making requests	
6.2 Arranging	Social worker	Social worker may make initial arrangements and then should discuss delegating to foster carer . This should be detailed in placement plan	
6.3 Facilitation		As above	
6.4 Formal supervision		As above . Level 4 foster carers may also have an assessment role to play in the supervised contact arrangement and this will be agreed within the placement plan	

7. Other areas or categories

Consent/agreement/task	Who has authority to give consent/ agreement or undertake the task	Notes (inc. prior consultation/notification /recording requirement/conditions)	Date
Respite		<p>It is acknowledged that for some children, the challenges they present may be great and foster carers may need to have a break to recharge their batteries, particularly in long term placements. Level 4 carers also have 28 days leave entitlement as part of their terms and conditions.</p> <p>Whenever respite is being considered there must be a full discussion with the social worker and the fostering officer. It needs to be acknowledged that for young children, respite and being cared for by other people can be detrimental to their emotional development, this is particularly so for children under 2 years.</p>	
Baby sitting		Foster carers should ensure baby sitters are 18 years or older unless there are exceptional circumstances. In such cases, the foster carer must discuss the details with the child's social worker/fostering officer	

8. Additional notes or questions

Every child is unique and the key to good care is communication and sensitivity, responsibilities are not always as clear cut as we would like them to be. Other factors may come into play such as other children in care in the same placement and foster carers birth children.

APPENDIX TWO - LAC OBSESSION PROGRAMME PLAN

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
1. Prevention & Early Intervention						
A	Prioritise access to Early Yrs Services for families at risk & extend the 2 year old pilot	650 vulnerable 2 year olds to be attending children's centres by 30/9/2012	ON TRACK	30/09/12	Increase in the number and % of LAC (0 - 5yrs) and the number and % of children with a child protection plan (0 -5yrs) that are achieving a good level of development in Communication Language & Literacy (CLL) and Personal, Social & Emotional Development (PSED). 90% attendance by children and parents at sessions.	Increase in additional 50 childcare workers agreed. 32 appointed and allocated across children centres. All Centre's given a target number of vulnerable 2 year olds to reach which is equivalent to 632 x 15hr places. Targets based on the population of vulnerable 2 year olds in the area, i.e. where parents are in receipt of 'out of work' benefits and/or the children are the subject of a child protection plan and/or the child is looked after by the Council.
		2,300 vulnerable 2 year olds to be attending children's centres by 31/3/2014	ON TRACK	31/03/14	Reduction in the number of children aged 0 - 5 years olds entering care; Reduction in the number of children (0 - 5yrs) with a child protection plan	A more robust process is in place to routinely invite Children's Centre staff to Child Protection meetings to ensure that, where appropriate, improved packages of support are offered/delivered
Page 51 B	Adopt the findings of the universal review by implementing 'Early Start' Teams	NW cluster & East cluster to implement by January 2012	COMPLETE	31/01/12	Increased take-up of early learning places, improved attainment at the end of Foundation stage for all children, a narrowing of the attainment gap for the bottom 20%	Early Start Teams are still in the process of being re-aligned and implemented. Service changes in place for compliance visits in November Information sharing protocols have been agreed and case planning meetings are taking place Sharing of birth data Joint review meeting for targeted pathway families All families notified in writing of changes
		Early Start Teams to be up and running across the whole city by Sept 2012	ON TRACK	01/09/12	Improvement in a range of health outcomes including infant mortality rates, numbers of obese children (Measure = National Child Measurement programme at reception)	
C	Increase use of the Common Assessment	Every child identified on 'top 100' to have a CAF or multi-agency assessment in place,	COMPLETE	31/3/2012 (for the 3 pilots)	Reduction in the number of 'Requests for Service' ; Reduction in the number of referrals to specialist services	CAF process reviewed & simplified increased numbers of CAF's across all clusters Training of Practitioners has ensured better understanding of process, roles and responsibility Improvements made to the CAF data base to capture data and provide better tracking of CAF referrals
					Increase in the number of CAF's initiated for every cluster	
D	Target & re-commission Family Intervention Services	Vary contracts for current providers to deliver new model of intensive intervention targeted at the families where children are at highest risk of coming into care	COMPLETE	31/03/12	Reduction in the number of children entering care; Improvement in school attendance; Reduction in anti-social behaviour	Contracts varied from 1/1/12

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
E	Implement David Thorpe Recommendations for improving the 'front door'	DT to deliver intensive training to Social Workers deployed on the Screening Team Revised date 31/3/2012	COMPLETE	27/01/2012	Reduction in referrals to specialist services. In 2010/11 circa 26,000 Requests for Service translated into circa 13,000 referrals to social care (i.e. approx 50% of requests 'screened out). Impact of new approach to screening expected to result in a 30% reduction in referrals to social care (equivalent to approx 4,000 referrals at 2010/11 activity levels)	Duty and Advice Team established and operational May 2012 (Date for implementation revised to allow the re-structure of Children's Social Work teams to take place& bed in) In the first 2 months since training implemented the number of referrals has decreased and the number of families taking up services following initial assessment has increased Improvement of relationship with Customer Services and Adult Social Care to reduce fragmentation. Key managers and staff including the police have received Front Door training New 'professional' telephone line has been established and promoted across children services and wider partners
		Screening Team to implement new approach to handling 'Request For Service' and quality assuring responses Revised date 31/3/2012	COMPLETE	27/01/12		
F	Improved response to domestic violence referrals	New approach to dealing with domestic violence referrals to be implemented Revised date 31/3/2012	COMPLETE	27/01/12	Reduction in the number of domestic violence referrals to specialist services (social care)	Small team established at Milgarth Police Station comprising of a social worker, police officer and administration support. Triage system in operation to manage referrals, identify risk and seek involvement from other agencies where appropriate. Referrals pathways have been agreed and are in place for example where there is an unborn child or, a child under five in the household Where Requests for Service do not require social work input these are directed to Targeted Service Leaders for the involvement of local children's centres. Project Group established within the Community Safety partnership to look at the expansion of services to male perpetrators of DV using the experiences gained from a model in operation in Hull. Probation Service will continue to work with Advance Practitioners on developing assessment and intervention with male perpetrators whose children have a CP plan.
2. Placement Process						
A	Re-develop a LAC & Care Leavers Placements Strategy & Sufficiency Action Plan	Placements strategy & sufficiency plan finalised	ONGOING	28/2/12; Revised to Sept 2012	Placement outcomes identified; Needs assessment completed	Date for finalisation of Sufficiency Plan revised in order to allow new Deputy Director to review plans. Detailed analysis of placement patterns has provided a more accurate information base from which to build the Sufficiency Plan. Final draft to be completed by September 2012
B	Review Placement Service and Placement Contract Management structure	HR and recruitment process agreed and implemented through to recruitment to new structure.	COMPLETE	30/04/2012 .	OfSTED rating; OfSTED URN, number of beds; specialism; Quality assurance information on providers: OfSTED reports, Statement of Purpose, Certificate of Registration, QA visit report Performance information Individual contracts agreed and signed S.11 Safeguarding Audit	Increased capacity to the Placement Team agreed and structure developed to reflect. Delay in recruitment to placement structure Recruitment to key posts in July 2012

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
C	Identify issues and gaps in current Placement Desk process and implement changes.	Decision making process is reviewed and identified changes implemented. Includes review of decision making panels.	COMPLETE	31/03/2012	x% reduction in number of children and young people waiting for a permanent placement that meets their needs	Revised panel arrangements in operation in South of the City
		Information gathering, sharing and recording mechanisms are reviewed and identified changes implemented	COMPLETE	31/03/12	100% of placement information on ESCR recorded correctly and timely	Procedures have been amended to reflect current practice and records who manages placement request.
		Contract management and quality assurance arrangements are reviewed and identified changes implemented	COMPLETE	21/03/12	Quality Assurance and quarterly performance information available for 100% of external providers	New arrangements implemented
D	Sub-regional negotiation & procurement of external placements	negotiated discounts & identified in year savings and future discounts for the top 8 IFA providers	COMPLETE	31/03/12		Negotiations with Top 8 providers have achieved an initial 2.5% reduction in fees
		negotiated discounts & identified in year savings and future discounts for the top 6 External Residential providers	ONGOING	31/03/12		Residential meetings with top 5 providers scheduled for completion by the end of August 2012. A 5% reduction on rates agreed with one of the Top 6 providers
E	Ensure fair & equitable funding for placements from all partner agencies	Joint investment from partners secured	ONGOING	31/03/12		Discussion/negotiation with Health ongoing
3. Edge of Care/Exit From Care						
A	Expand Multi-Systemic Therapy capacity	2 new teams to be recruited and fully operational	COMPLETE	31/03/12	Intensive support to be given to a further 80 to 100 families per year. Reduction in the number of external residential placements Improvement in school attendance; Reduction in anti-social behaviour	MST Team are now fully implemented across the city with teams of 4 Therapist working to the 3 Wedge areas and taking referrals. Currently 39 active cases across the three teams – in 4 of those cases, the MST intervention aims to support the safe return home of looked after children and in a further 4 cases the children have already had periods of time in care prior to MST involvement.
B	Expand Family Group Conferencing	2 new (area based) teams to be recruited and fully operational by 31st March 2012	ONGOING	31/03/12	Target reduction in the number of children entering care	Currently working with the Family Rights Group who are the national experts on Family Group Conferencing to expand the service Revised target date September 2012
C	Develop and implement a 60 day default plan for children just entering care (or on the edge of care)	Proposal to implement a 'crisis support service' (consistent with the service model adopted by Bradford MDC)	ONGOING	31/03/12	Reduction in number of children entering care.	Work ongoing to re-configure an in-house residential unit to adopt the crisis support model.

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
D	Prioritise a cohort of LAC for exit from care, develop and implement exit from care strategies	Review all children who have been placed with parents for over 18mths and discharge where possible.	ONGOING	31/03/12	Increase in the number of children leaving care with a safe exit pathway from care	Process in place to expedite from care safely those children who are currently placed with birth parents over 18mths and are subject to a Care Order. Discharge protocol agreed with CAFCASS and the local courts which may be adopted across the region. First cases now going through the process.
		Review of all family and friends placements over 18 months with a view to move to SGO's		31/03/12	Increase in the number of children leaving care with a safe exit pathway from care	
		Develop a panel to review all young people in external residential placements who have the potential to return to Leeds (a) quickly, (b) short to medium term (c) those with longer term needs.	COMPLETE (& ONGOING)	31/03/12	Reduction in the number of external placements.	Panel established and meets regularly to review progress
		Update Permanency policy and procedure for CYP looked after in Leeds. Develop and implement effective care planning a training programme for SW,LAC and CHAD teams.	COMPLETE	29/2/ 2012.		Permanency policy and procedures developed, consulted upon and now part of Children's Services Online Procedure manual (June 2012). Communication has taken place to cascade this information to key managers and staff
4. Fostering/Residential Capacity						
A	Foster Care Recruitment & Retention	Review payment structures of Independent Fostering Agencies, implement changes to LCC scheme to ensure effective competition with independent sector	ONGOING	31/03/2012 (Revised to Sept '12)	Improved recruitment & retention of foster carers	Review against IFA providers completed. Proposals for new payment levels developed. Plan to consult with carers over the summer & implement September 2012
		Conduct 'Satisfaction Survey' with our in-house foster carers, identify strengths & weaknesses, develop and implement improvement action plan	COMPLETE	31/03/12	As above	Survey undertaken with 550 households across all categories of Foster carers undertaken in December 2011. Overall response rate 20% (122) returns.
		Recruitment campaign conducted with current foster carers	COMPLETE	31/12/11	Increase number of LAC placed with in-house foster carers; Increase in the number of in-house foster carers; Reduce the number of LCC foster carers that de-register;	
		New external fostering & adoption web sub-site is built and up and running	COMPLETE	31/03/12	Reduction in the number of LAC placed with external providers	New Fostering and Adoption website launched April 20 Increase in the number of people expressing an interest in becoming foster carers on same period in 2011/2012

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
B	Develop and implement a strategy for the provision of residential services (3 year plan)	Residential review commenced and will be completed by January 2012	ONGOING	31/03/2012 (Revised to Sept '12)	Increase in the capacity of in-house residential services	Date for implementation revised to allow new Deputy Director to review plans. Subsequently, more detailed analysis of placement patterns highlighted a significant change in the age group of children becoming looked after. Of 184 children entering care between 1/1/12 and 30/6/12, 81 were < 1 year old and 119 were < 5 years old. This information, combined with the anticipated impacts of other initiatives (e.g. MST & FGC) has required a re-appraisal of the sufficiency strategy
		In-house additional capacity of 5 placements by April 2012 (Lanshaw)				
5. Decision-making & Governance						
A	Review decision making processes in relation to placements	Implement revised processes	COMPLETE	01/01/12	More transparent decision making Compliance with Finance Procedure Rules	
6. Information & Performance						
Page 55 A	Review management information currently produced (for reliability and usefulness), identify gaps and implement any recommendations for change	Review to be completed by 31/10/11	COMPLETE	31/10/11		Review completed November 2011
	B	Assess information management needs for overall programme, prioritise and deliver	Identify information requirements of each Project Strand	COMPLETE	31/10/11	
C	Evaluate progress against CYPP Obsession - reducing the numbers of children becoming Looked After	Quarterly Report card to CTB	COMPLETE	31/10/11	Strategic and partnership overview and assurance of progress supporting the shaping of partnership direction and action	Reports produced and submitted by due dates
		Half Year Obsession report to CTB	COMPLETE	31/10/11		
		Half Year Cluster reports/commentaries (from Cluster Managers)	COMPLETE	31/10/11		
D	Reliable LAC placement information to meet business needs.	Regular production of LAC placement analysis from ESCR Revised date 31/3/2012	COMPLETE	31/12/11	Services access to current information. Reduction in production time	More detailed placement information has informed the development of strategies
E	Develop and disseminate monthly Obsession 1 dashboard for Clusters	Monthly Obsession 1 Dash-board developed & circulated to agreed 'audience'	COMPLETE	31/10/11	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	Monthly Dashboard of locality data has been developed and is distributed to key cluster staff and service delivery managers.

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
F	Develop and disseminate quarterly performance information by city area and locality to contain e.g. Analysis of referrals and CAF information by locality and originator	Quarterly Performance Information by locality developed and circulated to agreed 'audience'	COMPLETE	31/01/11	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	Quarterly performance data provided routinely to SDM, Cluster Chairs, CSLT
G	Ensure robust and secure arrangements are in place for the safe transfer of 'Requests For Service' from the Contact Centre to Early Intervention/preventative services and for effective monitoring of action taken and impact	G) Initial assessment of impact and lessons learnt undertaken H) Decision on future taken including more permanent processes and resourcing if required	COMPLETE	G) December 2012	Matures children's services and CT integrated working at service and locality level Increase in CAFs and evidence of early intervention Changes in contact centre RfS	Changes to the process around Requests for Service are in place and provide a robust and safe mechanism for transferring details of children who do not meet social work criteria but who may benefit from some form of service/intervention
H	Maintain and report Ofsted inspection judgements from placement providers	A) Performance and Contracts teams identify all providers and current Ofsted judgements B) Out of city providers built into regular inspection reporting	COMPLETE	30/11/11	Reassurance of quality of provision and improved preparation for future Ofsted LA assessments.	New Performance framework in place Ofsted rating now obtained for all new commissioned services
6. Forecasting & Finance						
A	Develop a forecasting model to show potential placement activity (and associated financial impact) over the short and medium term. Model will need to reflect current placement trends, demographic changes, the anticipated impact of new early intervention & preventative services and changes to in-house fostering/residential capacity.	Forecast model to be produced for consideration by Task and Finish Group. Completed	COMPLETE	06/10/11	Robust financial model linking forecast activity to financial resources from October 2011 to April 2014	Turning the Curve model of anticipated activity and associated spend forecasts completed 13th October 2011 and considered by Task & Finish November 2011.
		Model to be populated to reflect different scenario's (worst case, best case, etc)	COMPLETE	13/10/11		

Report of Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Directors Response Scrutiny Inquiry into Improving Attendance

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

Summary of main issues

1. The Children and Families Scrutiny Board conducted an investigation into how Children’s services in partnership with schools are working together to improve school attendance. The purpose of the inquiry was to make an assessment of and, where appropriate, make recommendations on:
 - Multi-agency efforts to address persistent absence from school.
2. The Board intended that its findings would provide a timely and positive contribution to tackling this particular obsession within the Children and Young People’s Plan.
3. Members of the board spent a morning in two cluster localities – Inner East and Rothwell – identified due to the high number of persistently absent pupils at schools in those areas.
4. Members met with school and cluster based staff, Attendance Improvement Officers and Advisers, youth services, children’s centre staff and a range of agencies that work with children and young people who are vulnerable to poor outcomes because of their poor attendance at school.

Recommendations

1. The Board are requested to note the responses to the recommendations, based on their findings.

1 Purpose of this report

- 1.1** This report sets out the detailed, formal responses by the Director of Children's Services to the recommendations of the Children and Families Scrutiny Board inquiry into school attendance.

2 Background information

- 2.1** The Scrutiny Board was tasked with carrying out a piece of work this year on each of the three Children and Young People's Plan (CYPP) obsessions. The second of these related to school attendance.
- 2.2** The council has adopted an Outcome Based Accountability (OBA) approach to addressing the obsessions, drawing up plans to 'turn the curve' and improve performance. Each 'cluster' (local groups of schools and services that work closely together to meet the needs of children and young people through an integrated approach) has undertaken or committed to undertake an OBA exercise in relation to attendance, leading to a multi-agency action plan.
- 2.3** In relation to this inquiry, the Board agreed to follow a similar approach to that was successfully adopted for its inquiry last year on combating child poverty and raising aspiration. Two 'case study' areas of the city were identified with significant challenge and instead of convening a formal Scrutiny Board meeting, half of the members went to each area for a whole morning on the same day. In both areas, members had the opportunity to talk to local practitioners and to undertake some additional visits in smaller groups, including meeting local people, before reconvening for a round table discussion with senior officers about their findings. The board members reported this to be a very effective way of working.

3 Main issues

- 3.1** Following their activities in Inner East and Rothwell clusters across November and December 2011, the Board made the following recommendations. Please note the response to each.
- 3.2** **Recommendation 1 - That the Director of Children's Services continues to engage with all schools not under Leeds City Council Control, including Academies to ensure continued positive working relationships and continued persistent absence data collection.**
- 3.2.1** This recommendation is accepted by the Director of Children's Services. LCC and Children's Services continue to use tools such as the dashboards to drive ownership of data at cluster/partnership levels. The Targeted Services locality model requires clusters to reflect aspirations around the numbers of CAFs undertaken, school attendance etc which tie in the commitment of all schools in achieving those aspirations.
- 3.3** **Recommendation 2 - That the Director of Children's Services engages with School Governors to establish a special responsibility for one Governor in each school which includes challenging the attendance performance of the school and maintaining a focus on reducing absence levels.**

- 3.3.1** This recommendation is accepted by the Director of Children’s Services. There is a specific training briefing for governors on attendance, available through the governor support unit and guidance has been issued to governors about utilising the committee framework to monitor and challenge attendance throughout the course of the school year. The advantage of the committee framework is embedding a shared understanding of attendance across the whole of the governing body. In schools with good attendance, distributive leadership across the whole organisation generates shared ownership. Schools with poor attendance often place responsibility for attendance with one particular role e.g. assistant headteacher, head of pastoral etc.
- 3.3.2** Targeted Services regularly communicate to governors through the governors bulletin with respect to attendance and the role all governors can play in supporting their school improve policy and practice in order to raise attendance.
- 3.4** **Recommendation 3 – That the Director of Children’s Services formulates a strategy for targeting and improving school attendance during year 1, whilst promoting pre-school the benefits of good attendance.**
- 3.4.1** This recommendation is accepted by the Director of Children’s Services. The reconfiguring of Children’s Services and the development of the Early Help teams offers opportunities for improving integration and communication between Targeted and Universal services, including Children’s Centres.
- 3.4.2** The development of Guidance and Support meetings in clusters is also engaging Children’s Centre managers in identifying families in need and planning appropriate assessments and interventions that build the “team around the family”. These processes drive approaches that go beyond the statutory school-age framework.
- 3.4.3** Work is on-going with commercial radio partner, Radio Aire and Magic in developing a package of key messages to, potentially, be broadcast across the city/region which reinforce the importance of attendance even in the pre-school/primary phase.
- 3.4.4** Analysis has also revealed that the rate of absence due to holidays in term time (whether the school has agreed or not) is 3 times higher in the primary phase, which requires a response that addresses parental attitudes to the early curriculum and its importance in sequential learning.
- 3.4.5** Data recently released by the Department for Education shows that primary attendance in Leeds matches national averages and exceeds that of our statistical neighbours. The on-going development and maturation of the newly reconfigured services is expected to consolidate and continue this positive trend.
- 3.4.6** In addition, the newly established 0-11 Partnership Board has identified this is a particular area for development. To develop a city wide strategy for all early years providers an OBA session is to be held on 6th July 2012 from which a plan of action will be drawn up in time for the new school year in September.

3.5 Recommendation 4 - That the Director of Children’s Services works in collaboration with the clusters to identify the siblings of persistently absent children who are approaching school age in order to ensure support is in place from day one of their education.

3.5.1 This recommendation is accepted by the Director of Children’s Services. The development of good Guidance and Support processes in clusters is enabling quality and appropriate information sharing about children in their family context. Representation at the meetings by Children’s Centre managers, primary and secondary staff plus a range of services contributes to a “team around the family” approach.

3.5.2 The 0-11 Learning Partnership are also holding an Outcomes Based Accountability workshop across the directorate where a key strand for the focus for the population of 0-11 year olds in the city will be both school attendance and the engagement of parents and carers of younger children with their local children’s centre. The increase in the childcare offer for 2 year olds also offers a cross-cutting strategic development where predictors of poor attendance are poverty and parental attitudes/aspirations.

3.5.3 Through the targeted services offer, clusters are also committed to increasing the number of Common Assessments completed. A quality assessment will identify siblings within the family and also whether or not the lead professional will need to draw in a wider range of services to bring about change for families in need.

3.6 Recommendation 5 - That the Director of Children’s Services investigates if the impact of a zero tolerance policy to term time holiday absence has improved school attendance rates, and the potential for recommending such a policy (if successful) to governing bodies city wide.

3.6.1 This recommendation has been thoroughly investigated by the relevant officer on behalf of the Director of Children’s Services.

3.6.2 The North West were the first area to adopt a whole-area policy (this involved agreed criteria as opposed to a blanket ban) and data indicated positive impact when analysed a year after the common policy was introduced in a reduction in the total number of days’ school lost due to leave during term time.

3.6.3 It should be noted that during the Autumn term, a total of 11,086 days of school were lost due to both authorised and unauthorised holiday in Leeds’ secondary schools. However, 34,142 days were lost due to “Other Unauthorised Circumstances”. This poses the question of which type of absence should resources be directed to have the greatest impact on rates of overall attendance.

3.6.4 The recent report to the DfE by Charlie Taylor, “Improving School Attendance”, recommends strengthening the registration regulations around leave during term time whilst retaining the right for headteachers to use their discretion.

3.6.5 Advice from neighbouring authorities is that zero tolerance policies are actually unlawful and can potentially expose schools/the authority to legal challenge. In one authority, fines have had to be paid back for this reason. The legislation is

clear that each case has to be considered on its own merits, whilst being explicit that time off school for holidays is not a right and parents should not expect it to be so. Children's Services will continue to promote this message and support schools and governing bodies develop clear policies which are communicated and understood by parents.

- 3.6.6** Targeted Services will continue to liaise with individual schools about the use of Penalty Notices for excessive, unauthorised periods of absence.
- 3.6.7** On balance, the figures with respect to absence due to holidays and the potential exposure to legal challenge would indicate that a city-wide, local authority-led blanket ban is undesirable. It is the view of the director that there should be on-going work to engage partnerships of schools to develop consistently applied criteria, whilst adhering to a strong central message that leave during term time is damaging to children's education and that the authorisation of such requests is not a right that parents should expect.
- 3.7** **Recommendation 6 - That the Director of Children's Services engages with National Health Service providers and General Practitioners in Leeds to identify how absence from school for health appointments could be reduced.**
- 3.7.1** This recommendation is accepted by the Director of Children's Services. A small scale information gathering exercise in the CATTS (Ardsley and Tingley) cluster was undertaken during the Easter term to investigate what types of medical appointments children are missing school for. The findings have been shared with School Health, the lead for Emotional Health and Well-Being in the West North West and the Head of Commissioning Children and Families in NHS Leeds.
- 3.7.2** Next steps planned are to repeat the investigation in a more inner-city/deprived area of the city and to try to expand the data captured to the number of appointments not attended, whether GP appointments were routine or responsive to illness and to establish if children returned to school in the afternoon – the greatest majority of appointments were during the morning.
- 3.7.3** An Outcome Based Accountability workshop with Children's Services and partners in health is planned for the next academic year. Preliminary discussions have already generated no-cost, low-cost ideas such as community paediatrics including text in their appointment letters advising parents that their child will be able to return to school following their appointment; for GP practice managers to be advised of school holidays to offer routine appointments during these periods which could also increase the likelihood of children attending the appointments.
- 3.8** **Recommendation 7 – That the Director of Children's Services works in collaboration with the Cluster Chairs to undertake a review of the attendance improvement and family support service configuration. The purpose of this review would be to identify if there is sufficient resource appropriately allocated to each cluster.**
- 3.8.1** Allocation of AIO resource is based on level of need which is a combination of the numbers of persistent absentees and the distribution of Targeted Services.

- 3.8.2** Therefore clusters with the highest need in terms of Targeted Services will have the correspondingly higher level of AIO resource. The status of the schools in the cluster also has a bearing as academies are funded directly for the provision of support services for attendance and therefore do not receive any non-statutory provision from the local authority.
- 3.8.3** Family Support Workers are school/cluster based staff and not a provision of service made by the local authority.
- 3.8.4** The Family Intervention Service (FIS) that is provided by Children's Services is accessed by the Children Leeds Panels, at present. All cases that have been through Guidance and Support where it is felt that this level of intensive family support is now required can be referred for consideration of support (which includes Multi-Systemic Therapy, Signpost, commissioned FIS and Children's Services FIS). This resource is not allocated to clusters but through the integrated processes, beginning with a CAF.
- 3.8.5** This service has also been restructured and its capacity increased.
- 3.8.6** In the past, the distribution of the attendance service has been reviewed annually to accommodate changes in patterns of absence across the city. However, this necessitated the movement of staff which schools and services reported to be highly disruptive to the development of working relationships and caused discontinuity in the service to families.
- 3.8.7** It is the view of the director that current arrangements need a significant period of time to embed and grow and that regular review of the dashboard and other data will continue to inform decisions about how resource is distributed.
- 3.9** **Recommendation 8 – That the Director of Children's Services establishes as part of the Youth Offer Review the possibility of providing Youth Service support for young people, who are persistently absent, from school from the age of 11 years.**
- 3.9.1** This recommendation is accepted by the Director of Children's Services. The Youth Service priority age range is 13-19 (25) However, support is available from 11+ where there is identified need. Addressing persistent absenteeism and increasing engagement with young people most at risk of entering care or being NEET are priorities for the youth Service from age 11.
- 3.10** **Recommendation 9 – That the Director of Children's Services engages with our neighbouring local authorities and schools within Leeds not in local authority control to explore the potential for co-ordinated planned school closure dates for holiday periods and teacher training days.**
- 3.10.1** This recommendation represents significant challenges to Leeds. Historically, different authorities set their key term and holiday dates around the manufacturing industry and factory closures, therefore, distinct patterns have emerged over time.
- 3.10.2** The DfE continues to move towards more autonomy for schools and the freedoms permitted academies and free schools to determine their own school calendar are

also factors which have an impact on maintained schools. For example, academies are not required to adhere to the minimum number of days that the school should be open to pupils (190), whereas maintained schools are bound by this.

- 3.11 Recommendation 10 – That the Director of Children’s Services works in collaboration with Cluster Chairs to identify gaps in specialist support and investigate which organisations are accessible to provide a comprehensive support network. In addition to also ensure that awareness is raised about supporting organisations in localities for relevant LCC and cluster based employees.**
- 3.11.1** Children Leeds have recently re-launched an updated Practitioner’s Handbook and the Family Hub which provides information on how to work with services and agencies, as well as identifying who the right service for a particular need might be.
- 3.11.2** Part of the role of the Targeted Service Leader is act as both broker of and developer of local services that can provide family support and the attendance of representatives from the voluntary sector at both cluster JCC and Guidance and Support is actively encouraged.
- 3.11.3** On analysis, the Outcomes Based Accountability workshops that have been undertaken in all clusters reflect a high degree of engagement with services beyond the Children’s Services directorate and show the level to which local intelligence is securing key collaborative partnerships.
- 3.12 Recommendation 11 – That the Director of Children’s services investigates the problems associated with transient neighbourhoods. In addition, investigates how the schools admissions system for Leeds could be adapted in our most deprived wards to ensure parents can place their children in schools close to their homes and siblings.**
- 3.12.1** The problem of transient neighbourhoods is one that is limited to a small number of localities in the city, Inner East being one of these. The cluster have undertaken an Outcomes Based Accountability workshop for a host of services/agencies to look at this issue in their locality, which has a particular focus on the impact and needs of the Roma community.
- 3.12.2** A pathfinder project has already begun to allow schools to accept applications directly from parents for in year admission transfers. The aim is to reduce the amount of time taken to find school places for children and young people. All schools will be managing admissions in this way by September 2013. There is a small working group of specialists within Children’s Services considering the impact of admissions on children missing education particularly in transient neighbourhoods where there is a high degree of mobility between schools.
- 3.12.3** We will continue to seek to provide additional permanent and temporary school places in areas where families are not always able to secure a place at a reasonable local school. We want all children to have access to a good local school.

3.13 Recommendation 12 – That the Director of Children’s service in collaboration with Cluster Chairs identifies the most effective way of sharing case information with stakeholders involved in the support of children and their families, whilst adhering to required data protection legislation and safeguarding requirements.

3.13.1 There is an on-going review of ESCR and investigation into the procurement of a suitable solution which will need to provide a consistent case management tool for services and practitioners which will maximise the effectiveness and timeliness of communication and understanding about children and families and those who are working with them.

3.13.2 The Targeted Service Leaders and Area Heads of Targeted Services are available to support clusters in developing robust information sharing agreements which safeguard children without causing unnecessary barriers to communication and intervention by services.

3.13.3 There have been preliminary discussions as to how access to the Children’s Services pupil database (not ESCR) could be extended to a range of practitioners that could include school SENCOs, Family Intervention Service and cluster based staff such as Family Outreach Workers.

3.13.4 The Troubled Families initiative will also map out and test the information sharing protocols between the authority and clusters/partnerships/services.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The scrutiny process underpinning this report meant that members were able to have face to face consultation with schools, services and children and families. The recommendations are based on their engagement in this process.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The purpose of all strategic and operational activity around improving school attendance is to reduce the inequalities that both prevent children from being able to access the education to which they are entitled and that arise where children fail to achieve educationally because there are longer term effects on their adult life in terms of economic, physical and mental well-being. Children who are not in education, employment or training on finishing their schooling are far more likely to become end-users of adult services.

4.3 Council policies and City Priorities

4.3.1 Attendance is defined as one of children’s services three obsessions because of the links to poor attendance and poor outcomes in terms of educational attainment, safeguarding and adult life chances.

4.3.2 School attendance is therefore a cross-cutting strand of a range of other council policies e.g. Poverty Strategy, Safer and Stronger Communities etc.

4.4 Resources and value for money

- 4.4.1** The investment in Targeted Services is formed on a spend to invest model: when services are successful in 'turning the curve' on school attendance, children are more likely to be safe in their homes, less likely to need to be looked after and less likely to reach the end of their schooling with no on-going employment, education or training.
- 4.4.2** Successfully 'turning the curve' will reduce the need for spend in statutory services and external placements which will ultimately reduce costs and, most importantly, improve outcomes for children and young people.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1** There are no relevant legal implications to this response to the inquiry.

4.6 Risk Management

- 4.6.1** There is considerable research evidence that highlights links between poor attendance and poor outcomes for children and young people. This is why attendance was identified as one of the three obsessions in the Leeds Children and Young People's Plan. This obsession is recognised and owned by all agencies working in Leeds and performance is monitored by the Children's Trust Board.

5 Conclusions

- 5.1** The inquiry by the Board has generated a number of specific work streams such as the investigation into the use of medical appointments during the school day. Investigation into the use of a 'zero tolerance' policy to requests for leave during term-time has, however, revealed that this approach could be deemed to be unlawful and expose the authority to legal challenge. It is also worth noting that the amount of absence due to other unauthorised circumstances is more than three times higher than the rate of holidays in term time, whether authorised or not. This would suggest that to further the progress already made, efforts to address this area of absence would deliver greater impact.
- 5.2** Following the inquiry, the figures for attendance in Leeds during the Autumn term reached the highest levels ever. This progress is also reflected nationally in terms of our performance against national averages and statistical neighbours. The Board is requested to agree that current strategy is delivering marked improvements in attendance, meaning that more children are attending school regularly across the city.

6 Recommendations

- 6.1** The Board are asked to note responses to the recommendations.

7 Background documents¹

7.1 Agreed terms of reference for the inquiry.

7.2 Report of the Scrutiny Inquiry into Improving Attendance.

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.



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Report of Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Response to Scrutiny Inquiry Final report - Combating child poverty and raising aspirations

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

Summary of main issues

1. This report sets out the Director of Children’s Services response to the recommendations of the Scrutiny Board (Children and Families) inquiry into combating child poverty and raising aspiration, published on the 20th of June 2012.

Recommendations

2. Members are requested to approve the proposed responses as outlined in this report.

1. Purpose of this report

- 1.1** This report sets out the response of the Director of Children's Services to the recommendations of the Scrutiny Board (Children and Families) inquiry into the combating child poverty and raising aspiration, published on the 20th of June 2012.

2. Background information

- 2.1** Poverty lies at the root of most poor outcomes for children and blights the lives of too many children in Leeds. Eradicating child poverty in Leeds by 2020 is the ultimate challenging target, when considered against a backdrop of economic recession. The city's long term vision considers child poverty alongside all the key elements which impact upon child poverty. Namely, worklessness, levels of education and skills, housing and economic prosperity, aspiration and engaging hard to reach, isolated and disadvantaged families. We recognise that some of the factors with an impact on poverty are outside our control such as the global economic situation. We know that economic success, creates jobs and wealth which we can harness to address disadvantage and that in times of downturn we must still plan to minimise the impact of poverty and prepare families for the future.
- 2.2** Following early discussions, the Scrutiny Board (Children and Families) inquiry into the combating child poverty and raising aspiration identified some systemic issues (e.g. regulations, protocols, existing working practices) which present barriers to practical solutions, that were stopping support to families being as effective as it could be. Examples ranged from housing lettings policies to the size of school dining rooms.
- 2.3** In undertaking the inquiry the Scrutiny Board (Children and Families) provided members with the national and local context in relation to work on combating child poverty and raising aspirations, as well as sharing the current work on the child poverty needs assessment and draft Child Poverty Strategy for Leeds. The two groups visited one of the clusters identified for detailed study where they heard from local workers, visited facilities in smaller groups and met some service users. The report resulting from the inquiry is comprehensive and makes a total of seven recommendations. The report recognises the changing and difficult national context, the local context in terms of the rising birth rate and demographic changes and the work of the Child Poverty Strategy in bringing relevant partners together to address this issue.
- 2.4** The Director of Children's Services has accepted all the recommendations. The Child Poverty Strategy group continues to meet and address the systemic issues of working together. The group is chaired by Cllr. Blake, Lead Member for Children's Services.

3. Main issues

- 3.1** This section considers each of the seven recommendations made by Scrutiny Board (Children and Families) in their report and the response from the Director of Children's Services.

- 3.2 Recommendation 1 was to ensure that the Director of Children’s Services provided an initial update on progress with the Child Poverty Strategy with the formal response to our recommendations in July 2012.**
- 3.2.1** This recommendation is accepted by the Director of Children’s Services. The Child Poverty group will produce a formal response on progress for the Scrutiny Board (Children and Families) in July 2012.
- 3.3 Recommendation 2 – That the Director of Children’s Services reports to us within three months on how the council and its partners are seeking to ensure the continued viability of money advice and credit union facilities within the city.**
- 3.3.1** This recommendation is accepted by the Director of Children’s Services. A Community Development Finance Institution (CDFI) has been established in Leeds, in order to expand the availability of affordable financial services to low income households. Credit union increased membership in Quarter 4 and total number of members was 25,334 (of which 159 are new and 4,380 are junior). 1,206 loans were granted to financially excluded groups in Quarter 4 valued at £459,671. The set up costs for a telephone advice gateway with one common phone number for use across all advice agencies has been funded.
- 3.4 Recommendation 3 – That the Director of Children’s Services reports back to us within three months on how he will ensure that workforce development plans are in place to increase front-line staff’s ability to recognise needs such as debt advice and fuel poverty and signpost people appropriately.**
- 3.4.1** This recommendation is accepted by the Director of Children’s Services. The Child Poverty Strategy group has advised the Welfare Reform Strategy Group to ensure that factors affecting child poverty and the workforce needs are taken account of in the Council’s preparations for Universal Credit changes, including training the workforce. Training sessions available across the city for front line staff. Briefing sessions at Children’s Trust Board Workforce Reform and Practice Development sub group, Children’s Services leadership team and for cluster staff have taken place.
- 3.5 Recommendation 4 – That the Director of Children’s Services reports back to us in three months on how the concerns raised about information sharing can be addressed.**
- 3.5.1** This recommendation is accepted by the Director of Children’s Services. An information sharing agreement has been formally agreed between Leeds Community Health Trust and Children’s Services around sharing data around all families under 5 years. As a direct result of this there has been a significant increase in registration of under 2 year olds in Children’s Centers from around 30% to 60% and the identification of 2 year olds for vulnerable children’s places is meeting the increased targets from 280 to place to 680 places by April next year.

3.6 Recommendation 5 – That the Director of Children’s Services reports back to us within three months on what is being done to increase the proportion of children and young people eligible for free school meals who are registered for this entitlement.

3.6.1 This recommendation is accepted by the Director of Children’s Services. An OBA workshop on Free School Meals was successfully undertaken on 22 February with partner actions identified. A Free School Meals Working Group has been established to implement the outcomes of the workshop. The first meeting took place on 12th June and was very well attended by school academies and other stakeholders. Draft terms of reference have been drawn up.

3.6.2 Free school meal uptake is reported on a financial year basis. Results for 2011/12 are currently being finalised. They are likely to be inline with 2010/11 for primary schools with an increase in uptake in secondary schools.

3.7 Recommendation 6 – That the Director of Children’s Services reports back to us within three months on the potential for the Child Poverty Strategy to engage with private sector housing providers on a similar model to social housing providers in combating the effects of poverty.

3.7.1 This recommendation is accepted by the Director of Children’s Services. Good attendance and engagement from housing has been secured for the Child Poverty Strategic group and the Head of Housing Support is attending the new Children’s Access to Service Panel (South). The Children and Young People’s Housing Plan has been made available for comment to children and young people’s ‘focus’ groups.

3.7.2 Although there are some good examples of Housing Services, Leeds ALMO and CSW working imaginatively to put in place housing options that keep families together and help children to thrive, such action is not universally embedded. The Children and Young People Housing Plan will roll out such good practice.

3.8 Recommendation 7 – That the Director of Children’s Services makes more information about services for children and families available at One Stop Centres.

3.8.1 This recommendation is accepted by the Director of Children’s Services. There is increased Jobshop presence in One Stop Centres in support of the Universal Credit pilot activity. There has been a reinstatement of the £35,000 of funding for Children’s Centre advice service following the original cut in funding. This should hopefully result in service being provided from a further 7 centres from October 2012 in addition to the 13 originally planned for 2012/13. The Children’s Centres Advice Service is to receive ongoing funding in 2012/13 and it is proposed that this will become a permanent funding stream managed via the Advice Agencies Grant. The mainstreaming of the funding provides an opportunity to make longer term plans for the service, ensuring that as many clients as possible benefit from it with the reduced level of resource available.

3.8.2 A mail out has been completed to approximately 9,500 households who are likely to be eligible for the Government Warm Front scheme to try and increase take-up of heating and insulation measures through that scheme whilst still available. We are currently promoting 'Wrap up Leeds' free loft and cavity wall insulation scheme, which is available to everyone, but also targeted at areas of low income with a large number of suitable properties. Leeds has generated 37 hotspots referrals during January, 64 in February and 53 in March.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The Scrutiny Board (Children and Families) consulted widely as part of their review.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Equality and diversity screening was not required as a response to the recommendation of the Scrutiny Board (Children and Families).

4.3 Council policies and City Priorities

4.3.1 There are no immediate implication for council policy and governance.

4.4 Resources and value for money

4.4.1 The recommendations are to be funded from within existing budgets and staffing.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications, access to information or call in.

4.6 Risk Management

4.6.1 The risks associated with the recommendations are managed by the Child Poverty Strategic Group which is chaired by Cllr. Blake, Lead Member for Children's Services

5. Conclusions

5.1 The Scrutiny Board (Children and Families) inquiry into combating child poverty and raising aspirations has raised some important learning for departments across the Council. The recommendations it makes will help to address some systemic issues which have present barriers to practical solutions, and encourage departments to work more closely together. And enable the Scrutiny Board to monitor progress in this area. The actions proposed in response to these recommendations will ensure that this is the case, and that the work is taken forward into the future as effectively as possible, in relation to the national context.

6. Recommendations

6.1 Members are requested to approve the proposed responses as outlined in this report.

7. Background documents¹

7.1 Report of the Scrutiny Board (Children and Families) Final report-Combating child poverty and raising aspirations.

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.



Report author: Barbara Newton
Tel: 2475456

Report of Director of Children’s Services

Report to Scrutiny Board (Children and Families)

Date: 26 July 2012

Subject: Directors Response to Children and Families Scrutiny Board Inquiry into services for children with disabilities, special educational needs and additional health needs.

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

Summary of main issues

1. This report provides an update on progress in developing an integrated service to improve outcomes for children and young people with special educational needs, disabilities and additional health needs and their families.
2. There is a recognition that progress is being made, however the challenges faced by the new service are considerable and further phases of development are likely to be required.
3. Specific responses to the recommendations contained in the Scrutiny Board ‘s report of March 2012 are contained in appendix 1 (attached below).

Recommendations

4. Children and Families Scrutiny Board is requested to consider and comment on the report with a view to making further contributions to shaping the emerging arrangements for the delivery of services to children and young people with complex needs and their families.

1 Purpose of this report

- 1.1 This report provides a progress report on the overall implementation of the new Complex Needs service established as part of the restructured Children's Services Directorate, as requested in the Scrutiny Board report of March 2012.
- 1.2 The report also provides a formal response to the further ten recommendations arising from the inquiry and contained within the Scrutiny Board report.

2 Background information

- 2.1 Children and Families Scrutiny Board carried out its inquiry in the autumn of 2010. The Board was keen to examine how a better integrated service could improve outcomes for children, young people and their families locally. There was a clear understanding that children with disabilities, special educational needs and additional health needs are potentially vulnerable and may require support from a range of services. There was a strong commitment to the belief that these children and young people have every right to enjoy all aspects of provision across the city.
- 2.2 Following the Executive Board's March 2010 decision to create a single integrated children's service, extensive restructuring has taken place throughout 2011. This is in the context of an ambition for Leeds to become a truly child-friendly city, an ambition articulated through the Vision for Leeds and the refreshed Children and Young People's Plan. All children and young people should be able to grow up in safe and supportive families, make healthy lifestyle choices, do well in learning and have skills for life, have fun growing up and be active citizens who have voice and influence. Key approaches to delivering this are that we need to do the simple things well, to always see the child as the client, and to be clear that safeguarding and promoting the welfare of children underpins everything we do. This is very much in line with the thinking and the principles that have shaped the new Complex Needs service.

3 Main issues

- 3.1 We know that for families with children with complex needs a wide range of services is often required. Managing the interface with these services can be challenging for families, and an important priority within the service design is to simplify processes and communication as much as possible to ease this situation. It is recognised that services need to be organised on a geographical basis where this is achievable, so that the right, consistent professional relationships can blossom and a joined-up response to the needs of children and families put in place. This is fundamental to the service design.
- 3.2 The head of the new Complex Needs service, Barbara Newton, took up post in January 2012. The rest of the management structure of the service has been in place since late May. There are now three Complex Needs Area Leads for the East North East, West North West and South of the city respectively. Each of them has a strategic lead in addition to their area responsibilities. These are the

Principal Educational Psychologist and leads for Disability and Health. These leaders will have oversight of the outcomes for children and young people with additional needs in their area, and will be responsible for ensuring that there is co-ordinated planning and activity so that both gaps and duplication in services are avoided. The area Complex Needs teams include three professional cohorts: Educational Psychologists, Special Educational Needs and Inclusion support, and Child Health and Disability social work. The teams will work with children, young people and families from 0 to 25. It will provide direct support where there are the most complex needs, plus advice and support to schools, settings and other providers to build capacity and enable them to include these children and young people effectively and to improve their outcomes. The area team will work with a broad range of professionals, teams and providers. This will include Targeted Services, health professionals, voluntary, community and faith sector organisations, children's centres, schools, Specialist Inclusive Learning Centres, adult services and others.

- 3.3 Some services are being retained centrally, either because they are too small to divide between three areas, or because they deliver statutory processes that must be done in a consistent way. Examples of centrally retained services are the Occupational Therapy team and the Regional Specialist Hospital Team based at Leeds General Infirmary. The Special Educational Needs service that deals with Statements of Special Educational Needs, placement and provision including the distribution of funding to schools to support inclusion, is also retained centrally to work as one team, but the caseworkers and Monitoring and Quality Assurance officers within the service are aligned to the three areas. This team will be key to the introduction of the new Education, Health and Care Plan for young people up to the age of 25 proposed in the Department for Education's "Support and Aspiration : A new approach to special educational needs and disability – next steps", to be introduced from 2014. A small Best Practice Development team will also work city-wide to develop strategy, provision and clear pathways for children, young people and families' access to services.
- 3.4 Services for children with visual and hearing impairment are also encompassed within the Complex Needs service. Extensive work and consultation has taken place to consider how best these services can be organised in order to deliver the best outcomes for children and young people. During this process there have been a number of significant changes both locally and nationally that are having an impact on this. Locally there are potential changes to the status of schools hosting resourced provision to consider, and the reforms to school funding that are to be introduced nationally from April 2013 will have major implications for SEN funding. In light of these developments it was agreed that implementation of the restructure of sensory services should be delayed until January 2013. A new Sensory Lead is now in post to support progress in this area.
- 3.5 The new Complex Needs service is at an early stage of development. Area teams will be established as a priority over the next few months and their membership and responsibilities communicated to partners and stakeholders. At this stage it will not be possible to locate all team members actually in the geographical areas they are covering, but this is an aspiration for the future. In the interim they will function as virtual teams and will focus on developing the relationships and

pathways required to meet the needs of the children and young people with complex needs in the area, and their families.

- 3.6 Work is in progress to identify the performance and satisfaction measures that will best demonstrate the impact of the new service. It is expected that by pooling knowledge and expertise across different professional boundaries and working together we will have a clearer and deeper understanding of need across the city, and will extend our repertoire of effective practice. We are already making progress in terms of establishing our register of disabled children, reviewing and re-commissioning the provision of short breaks, and developing priority areas of focus for the months and years ahead.
- 3.7 Appendix 1 (attached) provides a response to each of the recommendations detailed in the Scrutiny Board's report, and gives some indication of the nature of the activity that is underway. We are constantly striving to improve outcomes for children and young people with complex needs, to simplify and clarify our processes, and to develop the right provision and the pathways to access services. We are ever mindful that the child is the client, and we need to do the simple things that can make the most difference to families as well as possible.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Extensive consultation with a broad range of stakeholders took place during the development of the Complex Needs service, and this is ongoing. We have regular engagement with EPIC (Empowering Parents, Improving Choices) parents' support group, and will further develop our dialogue with children and young people with additional needs in conjunction with the Voice and Influence section of the Children's Services directorate.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An equality impact assessment was completed as part of the service redesign process.

4.3 Council policies and City Priorities

- 4.3.1 The principles underpinning the Complex Needs service are entirely in line with city priorities and council values and contribute to the delivery of the children and young people's plan.

4.4 Resources and value for money

- 4.4.1 It is anticipated that better alignment of services, earlier intervention and improved planning and co-ordination will achieve improved value for money. Where it has been identified that additional resources are required to meet increased demand, for example in terms of Educational Psychology time and Special Educational Needs casework capacity, these have been built into the redesigned Complex Needs service. This will be closely monitored and reviewed as the service becomes fully established.

4.5 Legal Implications, Access to Information and Call In

4.5.1 None identified.

4.6 Risk Management

4.6.1 Risks associated with this area of work are being identified and managed via the Complex Needs service plan.

5 Conclusions

5.1 Good progress has been made in establishing a Complex Needs service that will be well placed to meet the holistic needs of children and young people with special educational needs, disabilities and additional health needs.

5.2 It is recognised that the challenges the service faces are considerable: increasing complexity and demand, changing expectations nationally, major shifts in funding arrangements, a developing landscape in education and health provision.

5.3 Strengthening locality working, putting the child and family at the centre, rationalising processes and pathways, being clear about monitoring and accountability, and continuing to enhance partnerships at every level are all key components in improving outcomes for some of our most vulnerable children and young people. These are the approaches that are at the heart of the new Complex Needs service.

6 Recommendations

6.1 Children and Families Scrutiny Board is requested to consider and comment on the report with a view to making further contributions to shaping the emerging arrangements for the delivery of services to children and young people with complex needs and their families.

7 Background documents¹

7.1 Executive Board Report March 2010

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

SCRUTINY ENQUIRY REPORT – SERVICES FOR CHILDREN WITH DISABILITIES, SPECIAL EDUCATIONAL NEEDS AND ADDITIONAL HEALTH NEEDS. Appendix 1.

<p>Recommendation 1 That the Director of Children’s Services brings us a progress report on the overall implementation of the new Complex Needs Service to accompany the formal response to our recommendations in this inquiry report in July 2012.</p>	<p>See report to Scrutiny Board July 2012</p>
<p>Recommendation 2 That the Director of Children’s Services confirms how the CAMHS service will be delivered within the context of the redesigned service.</p>	<p>The largest single CAMHS service in Leeds is provided and managed by Leeds Community Health Trust (LCHT) and has approximately 50 full time equivalent (FTE) staff.</p> <p>The service is currently jointly supported by NHS Leeds (as the majority funder) and the local authority. NHS Leeds contribution is realised through a commissioning relationship with LCHT. The local authority provides a contribution through the effective secondment of 10 staff into the CAMHS Service. These staff are line managed and supervised day to day through LCHT.</p> <p>Each area runs a specialist complex clinic dealing with assessment and intervention for developmental disorders (ADHD, Autistic Spectrum Conditions, Learning Disabilities) within the city for 5-18 year olds. Learning Disability nurses continue to offer a hub and spoke model into the Specialist Inclusive Learning Centres (SILCs), which can then feed back into the LD/CAMHS specialist clinic. CAMHS continues to deploy 2.1 clinical psychology time into the Child Development Centres (CDCs). In the next 3 months, this is due to increase by a further 0.5 FTE in the east CDC. In the last year CAMHS has developed a monthly clinic in Leeds with the national CAHMS deaf service. This can offer direct consultation to CAHMS staff working with deaf children (or deaf parents) with mental health concerns, joint work with national deaf CAHMS and consultation to staff in Leeds who work with deaf children. The CAHMS training unit</p>

continues to offer a rolling training programme for any staff who work with children in Leeds. This includes a broad mental health overview and several which relate to children with disabilities. A new session that has been developed is an Advanced Workshop for Practitioners for Learning Disability. Several new group work programmes are in development – an Incredible Years group for parents of children with learning disability and in partnership with STARS, a group for newly diagnosed children with learning disability and autistic spectrum conditions. There is a monthly CAMHS/paediatric clinic, to discuss the more complex neurodevelopment cases. There are now 2.1 FTE LAC psychologists in the Therapeutic Social Work team, so more integrated neuropsychological delivery for LAC children is being achieved. Specialist CAMHS is under a transformation programme developing care pathways, including LD and ASC – these will come out for consultation in the next few months

An internal review is being undertaken of the contribution of the LCHT CAMHS service towards the emotional health needs of Looked After Children. Work is also being undertaken to clarify the current roles and referral pathways for emotional health and wellbeing: this includes the CAMHS service and other support for mental health issues such as the Therapeutic Social Work Team.

At the conclusion of these reviews we will make a recommendation for decision as to whether to continue the joint investment with NHS Leeds in the CAMHS at the current level or require a better match to current children's needs. We however will recommend changing the nature of the relationship with the LCHT for continuing provision to a formal contractual relationship. Strategic oversight of this relationship will then fall within the remit of a named head of service supported by commissioning and contract management colleagues.

A third piece of work is underway to jointly scope with health partners the future needs for emotional health and wellbeing services in Leeds including those of children with a complex need. This is being

	<p>undertaken through the completion of a commissioning review including a needs analysis (completed), a future commissioning framework (currently in development) and implementation of any required service changes.</p>
<p>Recommendation 3 That the Director of Children’s Services explains how the service will ensure consistency of standards between the three areas of the city and also what monitoring of caseload will be in place to ensure an appropriate distribution of resources.</p>	<p>As at the end of May 2012, three Complex Needs Area Leads are now in place. One of these is also the Principal Educational Psychologist, a second is providing strategic leadership for disability and the third for health. Working together as a team, these three leaders will be responsible for developing processes to ensure that there is consistency across the city, caseload is monitored within teams. Performance criteria are being put in place using an agreed data set to facilitate regular monitoring. The Head of Complex Needs will retain oversight across the city.</p>
<p>Recommendation 4 That the Director of Children’s Services reports back to us on how more use can be made of Rainbow House during the day.</p>	<p>Rainbow House is a busy unit working hard to meet the needs of all children and young people who use its short break facilities. The unit currently provides a minimum of 39 days per year to 98 children and young people. Children and young people usually attend school during term time but can be looked after during the day if they are ill during a short break.</p> <p>During the day the unit is also used to facilitate reviews, family placement meetings, ad hoc meetings with families and social workers and disability managers’ meetings.</p> <p>The Disabled Children’s Allocation Panel which considers requests for short breaks is held on the first and third Tuesdays of the month.</p> <p>Training days are held on a regular basis along with staff supervision, senior and team meetings.</p> <p>Coffee mornings are held monthly at Rainbow House and all parents and carers are invited. Parents are welcome to visit at any time to meet with staff.</p> <p>The unit’s facilities, for example the sensory room, can be used during the day as part of the education package for some young people.</p>

<p>Recommendation 5 That the Director of Children’s Services investigates how information relating to service redesign is better communicated to headteachers.</p>	<p>Information regarding service redesign is disseminated to headteachers either as part of the weekly updates to headteachers or as part of updates to partners. A group of headteachers is currently seconded to work with the children’s services directorate as part of the Leeds Education Challenge, and this is facilitating improved communication and partnership working.</p>
<p>Recommendation 6 That the Director of Children’s Services ensures that all children reaching the transition phase to Adult Services have the opportunity of access to a Social Worker and/or Personal Adviser to support them.</p>	<p>All children/young people who have a children’s social worker where it is assessed that the young person has a diagnosed disability and will be eligible at 18 for Adult Social Care services are referred to the Transitions Team. The Transitions Team plan the transition from children’s services into adult social care/adulthood by undertaking a comprehensive assessment of need. Children without an allocated social worker are not currently able to access the Transitions Team directly as their role is to plan transition into adult social care, however all children currently have access to a personal adviser via the Connexions service or targeted support. Consideration is currently being given to the future commissioning of this service.</p>
<p>Recommendation 7 That the Director of Children’s Services reports back to us on some of the service improvement initiatives which will improve this group of children and young people’s access to universal services and opportunities to enjoy fun activities.</p>	<p>The Leeds Inclusion Support Service (LISS) has been awarded a new contract in 2012/13 to deliver inclusion support activity with universal settings, to enable access to short breaks. Short breaks give disabled children and young people enjoyable experiences away from their primary carers and also provide parents and carers with a valuable break from caring responsibilities. LISS offers advice, support and challenge to settings to ensure they are fully inclusive and able to offer equality of access to all children. This may include the provision of time-limited grants where appropriate, which the service monitors and reviews regularly to ensure they are used effectively. This is a highly sustainable model, building capacity in universal settings to include disabled children, reducing the likelihood of crisis and family breakdown and thereby</p>

reducing the need for more expensive specialist provision or Social Care intervention.

The contract requires LISS to work city-wide, whilst developing links with individual clusters to ensure the needs of families are met within their local area. This includes working closely with the SILC Cluster Partnership's short break service, which started on 1st April 2012. This service enables disabled children and young people to access short breaks of their choice by providing one to one support to access universal facilities or funding specific activities such as play schemes, sports sessions or youth clubs.

Clusters no longer receive ring-fenced funding for out of school and holiday activities, but cluster advisers have been working with clusters to ensure that each cluster still allocates some of its budget to support these activities. The contribution that out of school and holiday activities can make to the emotional, health and wellbeing of vulnerable children and their families is invaluable. This year ENE and WNW clusters have agreed to produce a joint summer holiday programme in each of the two areas so that children and families can see what activities they could access across the city. The south clusters are each producing their own. These booklets will be available to all schools and their partners. Each booklet will also be available on the Children Leeds web-site and all activities can be viewed on the Breeze web-site. In each of the booklets this year there will be a section for 'Short Breaks'. This will provide information on short breaks and sign post parents/carers to where they can get support to access a wide range of activities.

In addition, plans are in place to support capacity building of universal providers, which needs to include VCSF and private providers, to ensure that children with complex needs can access their activities. This includes:

- a blended package of training on disability and inclusion, available for all of the children's workforce, including staff and volunteers in

	<p>universal agencies;</p> <ul style="list-style-type: none"> - a plan to encourage universal agencies to achieve the Inclusion Chartermark. - plans to provide training and support to cluster staff responsible for commissioning. This will aim to encourage staff to include requirements to undertake disability and inclusion training and achieve the Inclusion Chartermark within all service specifications for out of school and holiday activities.
<p>Recommendation 8 That the Director of Children’s Services provides us with an updated position in relation to the development of Direct Payments to families or its equivalent.</p>	<p>Direct Payments are available to families where the child/young person is assessed as requiring 1-1 support. At the point of 1-1 support being identified as a need the social worker will discuss with the family whether they want this to be via direct payments and a personal assistant or via an individual support worker from an agency</p> <p>All packages of support are reviewed on at least a 6 monthly basis to assess whether the support is meeting the child and family’s needs.</p> <p>The direct payment procedure was completed in April 2008 and is due to be reviewed to identify whether any revisions are required to improve the operation of the system.</p>
<p>Recommendation 9 That the Director of Children’s Services reports to us on how the revised assessment process will ensure that parents only have to tell their story once.</p>	<p>We are currently exploring the option of a holistic proactive assessment and plan for children with complex needs and disabilities, that builds on the CAF process. The aim is that this will be completed where a Team Around the Child is identified from birth / diagnosis and will be a live document that can be regularly reviewed with proactive planning in conjunction with the child, young person and family. If families consent this document can be shared across all key staff and agencies to reduce the incidence of families having to be constantly re-assessed and having to repeat their story. A discussion about assessment processes for children with complex needs in relation to hospital discharge formed part of an event on the 30th May 2012. We plan to liaise with children, young people and families about their experiences of assessment for children with complex needs and</p>

	<p>disabilities to inform this development and to check with them what processes they would like to be in place to ensure that they do not have to keep repeating their story. We will then engage all key stakeholders in the development of the tool and any other related processes and their implementation. We will ensure that this process complements the CAF process and is linked to the central CAF function to maintain the single point of contact and centralisation of data.</p>
<p>Recommendation 10 That the Director of Children’s Services reports to us on how the key worker system will operate and in particular how it will take on board the learning from the CAF process with regard to the capacity of staff to fulfil the role.</p>	<p>Discussions are continuing on the details of the implementation of a system to ensure there is a Key Worker or equivalent Lead Professional for children with complex needs and disabilities. The CAF is intended to be the “spine” of assessment that can be built on to ensure an integrated approach to the combination of universal, targeted and specialist needs that children, young people and families experience.</p> <p>The use of CAF ensures that those coordinating interventions have the additional support of the Integrated Processes Service in recording, storing, reviewing and reporting on cases.</p> <p>The new CAF process in Leeds, introduced in 2012, is much easier, quicker and more flexible, allowing coordinators to save time, share responsibility and accountability and reduce their workload. Practitioners have attended update sessions and express positively the improved efficiency and effectiveness of the forms and process. Significant learning in Leeds has been the flexibility that centrally held electronic information allows in terms of sharing a coordination role, with a family’s agreement, with other trusted colleagues. Different people may lead coordination of a case at different times, depending on the nature of current issues, without the family having to repeat information or professionals fearing information will be “lost” at points of handover.</p> <p>Finally the flexibility of the new system allows any existing assessment information to be used to initiate multi-agency interventions and the CAF process to support the monitoring of all action plans and reviews. This reduces any possibility of duplication of effort or inconsistency in</p>

	<p>processes of different agencies, or confusion in information access and sharing; all the things that make coordination onerous. A series of events are planned in the three areas to share good practice.</p>
<p>Recommendation 11 That the Director of Children’s Services confirms the current position with regard to the availability of Educational Psychology services and how any shortfall is being addressed.</p>	<p>The new model of service delivery provides enhanced Educational Psychologist (EP) capacity. Three new permanent posts have been added to the structure, recognising the demand for this service. In addition three temporary EPs are also being recruited for a period of 6 months to manage the current peak in workload linked to statutory assessment and the annual review process.</p>

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Sustainable Economy and Culture Scrutiny Inquiry into the Engagement of Young People in Culture, Sporting and Recreational Activities.

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

1. Summary of main issues

- 1.1 The inquiry into the engagement of young people in culture, sporting and recreational activities was conducted by the Sustainable Economy and Culture Scrutiny Board between September 2011 until February 2012. The Board agreed and published its report on the 19th of April 2012 which contained a number of recommendations.
- 1.2 On the 12th of July 2012 the Director of City Development and the Director of Children's Services presented their response to the recommendations made by the Sustainable Economy and Culture Scrutiny Board.
- 1.3 The inquiry report and the directors response are attached for the information of the Scrutiny Board (Children and Families). The Sustainable Economy and Culture Scrutiny Board will continue to track progress made by each directorate against the recommendations to ensure objectives are delivered in accordance with expectations.

2. Recommendation

- 2.1 That the Scrutiny Board (Children and Families):
 - a) Note the content report and directors response
 - b) Delegate future tracking information considered by Sustainable Economy and Culture Scrutiny Board to the Youth Services Working Group, which is a working group of the Scrutiny Board Children and Families.

3. Background documents¹

3.1 None

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Report of The Director of City Development and Director of Children’s Services

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 12th July 20012

Subject: Response by Director of City Development and Director of Children’s Services in relation to Scrutiny Board Recommendations into the Engagement of Young People in Cultural, Sporting and Recreational Activities

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

Summary of main issues

1. Following a detailed review by the 2011/12 Sustainable Economy and Culture Scrutiny Board they published their report into the Engagement of Young People in Cultural, Sporting and Recreational Activities in April 2012.
2. This report made ten recommendations for action to the Directors of City Development and Children’s Services. This report is the response of the Directors and outlines the actions proposed.

Recommendations

3. Scrutiny Board is asked to note progress and that they will receive two reports in 2012/13.

One in September covering progress on work with those not in education, employment or training; the progress on Breezecards, the printed brochures and the progress on the Youth Review where it relates to access to cultural and sporting activity.

The second in April/May 2013 which reports on data collection and progress on sponsorship.

1 Purpose of this report

- 1.1 To respond to the Sustainable Economy and Culture Scrutiny Board report and outline the action planned.

2 Background information

- 2.1 During the 2011/12 civic year the Sustainable Economy and Culture Scrutiny Board investigated the engagement of young people in culture, sporting and recreational activities. The inquiry only focussed on the work of City Development and explored a wide range of issues from programmes available, data, gaps, ambition and challenges. One of the most inspiring and revealing elements of the inquiry was a session with young people from a wide range of backgrounds.
- 2.2 As a result of their investigation, the Scrutiny Board made ten recommendations for action to the Directors of City Development and Children's Services

3 Main issues

- 3.1 Recommendation 1 - That the Director of City Development and the Director of Children's Services report back to the Scrutiny Board in September 2012 on how Breeze branded activities can be further used to target and provide opportunities for young people who are disengaged from statutory education and therefore are more likely to become NEET.**

There is a significant amount of work ongoing and planned to target young people not in education, employment and training and this will be summarised in the September 2012 report to Scrutiny.

- 3.2 Recommendation 2 - That the Director of City Development and the Director of Children's Services investigates by September 2012 a mechanism for the automatic issue of Breeze Card to children and young people to enable opportunities for participation in Breeze activities.**

City Development are currently working on the whole 'Leisure Card' process to streamline it, make it easier for people to access and of more value across more services. The September report will outline these plans and include a timeline and costs if the Council chose to provide every child with a Breezecard.

- 3.3 Recommendation 3 - That the Director of city Development and the Director of Children's Services implement a system of accurate data collection and management which will identify the engagement and take up of Breeze programmes by young people and enable service provision to be targeted. Progress to be reported back to the Scrutiny Board in February 2013.**

As part of the work on the cards outlined in Recommendation 2, the data collection the system offers is being rationalised and agreed between the two directorates. City Development is also developing economic and social impact information as part of its grant schemes. This will include a wide range of activity for young people and so is relevant to both directorates who are working together to develop robust measures for the Children's Services Indicator 'having fun growing up' and the City Development Indicator 'engaging more people in cultural

activity'. While progress could be reported in February, it is recommended to delay until April/May when a further report could be provided including data for activities for the whole of the 2012/13 financial year.

- 3.4 **Recommendation 4 - That the Director of City Development and the director of Children's Services works in collaboration with Area Managers to introduce a published co-ordinated programme of events for distribution to all children and young people on a cluster basis and made available through schools and public buildings in the area.**

Progress has already been made with two areas agreeing to produce printed brochures for the Summer 2012 programme. All activities across the city will again be available on the Breezeleeds website. Further work will be carried out with Area Managers.

- 3.5 **Recommendation 5 - That the Director of City Development and Director of Children's Services investigate the marketing potential for Breeze and the most effective way of communication, involving young people in scheme designs and creation of media to advertise events.**

Young People are at the heart of the Breeze development and they are working with both directorates to help design communication advice on how and where to communicate with their peers. There will be a wide ranging media campaign for Breeze in summer.

- 3.6 **Recommendation 6 - That the Director of Children's Services and the Director of City Development conduct a service review of the culture, Recreation and Sports offer to young people with a view to providing the best possible co-ordinated and integrated service to the young people of Leeds. The progress of this element of the Youth Offer review is to be reported back to the Scrutiny Board September 2012.**

The culture, recreation and sports offer is a fundamental part of the Youth Review. Currently provision is being mapped and brought together in a coherent package for young people, parents and carers and youth workers. Progress on work will be report at the September Scrutiny Board.

- 3.7 **Recommendation 7 - That the Director of City Development, before September 2012, reviews the conditions and restrictions for venue and attraction admission in Leeds to ensure that these do not unnecessarily prevent young people from utilising facilities or participating in events.**

A review of all venues has taken place. Many are already free for young people or offer discounts with a Breezecard and most activity programmes are free to join. The young people cited as frustrating the fact you had to be accompanied by an adult if under 16, when visiting Tropical world. In response to this, the age has been lowered to 14.

- 3.8 **Recommendation 8 - That the Director of City Development, before September 2012, engages with clubs, organisations, voluntary and community groups across the city to promote the benefits of the Breeze Culture Network and increase membership.**

Significant progress has been made with clubs and organisations in the last few months and many are registered on the Culture Network and Leeds Inspired sites so there is greater access to their activity. The family hub also holds a lot of their information for parents and carers. Due to the volume of groups this work will be ongoing.

- 3.9 **Recommendation 9 – That the Director of City Development and the Director of Children’s Services report back to the Scrutiny board in February 2013 on the progress of seeking sponsorship opportunities and the projected budget position for Breeze in 2013/14.**

Work has been ongoing to seek sponsorship and a detailed sponsorship pack produced. It is a challenging market and currently only small scale sponsorship has been attracted. However this enabled significant activity to progress. The February 2013 Scrutiny Board will include a summary to date.

- 3.10 **Recommendation 10 – That the Director of City Development undertakes an audit by March 2013 of organisations who are in receipt of cultural or sporting grants from Leeds City Council to assess if appropriate efforts are made to remove barriers for children and young people, whilst making positive steps to engage and inspire.**

All organisations in receipt of cultural grants will have to report on their target audiences and how they accessed their activities. 2012/13 will be the first year of implementation and this is an area which will take time to develop. The organisations are due to report in April at year end and so it is anticipated a report to scrutiny April/May rather than March.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Young people are involved in many different aspects of our work and will contribute to the reports identified above.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The equality, diversity, cohesion and integration issues related to the issues being reported on will be considered in detail and incorporated in each individual report through an Equality Impact Assessment.

4.3 Council policies and City Priorities

- 4.3.1 The issues raised in the Scrutiny Board are core to current Council policies on ensuring the best future for all our young people.

4.4 Resources and value for money

- 4.4.1 The impact on the Council's resources and assessment of value for money will be included in each report as appropriate.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There re no legal implications and this report is subject to Call In.

4.6 Risk Management

- 4.6.1 The risks will be assessed as they relate to each report.

5 Conclusions

- 5.1 The recommendations of Scrutiny Board will all be actioned, however some alternate reporting dates are recommended.

6 Recommendations

- 6.1 Scrutiny Board is asked to note progress and that they will receive two reports in 2012/13.
- 6.2 One in September covering progress on work with those not in education, employment or training; the progress on Breezecards, the printed brochures and the progress on the Youth Review where it relates to access to cultural and sporting activity.
- 6.3 The second in April/May 2013 which reports on data collection and progress on sponsorship.

7 Background documents¹

- 7.1 None used

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Scrutiny Inquiry Report

**The Engagement of Young People in
Culture, Sporting and Recreational
Activities.**

**Scrutiny Board (Sustainable Economy and Culture)
19th April 2012**

**Scrutiny Inquiry Final Report
The Engagement of Young People in
Culture, Sporting and Recreational
Activities.
19th April 2012**



Introduction and Scope

Introduction

1 The vision for the City is that by 2030 we will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living. This includes being a city that has world class cultural, sporting, leisure and entertainment offers. We also aim to be the best city for children, where the voices, needs and priorities of children and young people are heard and inform the way the council makes decisions and takes action. One of the cities priorities is that children will have fun growing up and therefore it is a priority to provide play, leisure, culture and sporting opportunities.

2 The importance of this priority is underlined in helping children to choose healthy lifestyles. Levels of obesity are higher in Leeds than nationally and low levels of physical activity are a contributory factor to this.

3 The Board decided at its meeting on 16th June 2011, to undertake an Inquiry, with a specific focus on how the Council engages young people in culture, sporting and recreational activities, with a particular emphasis on the effectiveness and sustainability of Breeze as the delivery vehicle for such engagement.

4 Breeze is a vehicle or a brand through which a range of events and programmes are universally offered to children and young people.

5 We agreed it would be beneficial to consider:

- the provision of cultural, sport and recreation services for young people across the city,
- the current deployment of resources;
- the gaps in provision;
- partnership engagement
- areas of good practice and develop ideas to improve participation.

6 The Board also wished to consider how the council made contact with hard to reach groups and those young people not taking part in cultural, sporting or recreational activities.

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 the 14th July 2011. The inquiry was conducted over three sessions, at the September 2011, December 2011 and February 2012 Scrutiny Board Meetings.

9 To promote our understanding we felt it important to receive a full overview of the Breeze programme. We were advised of the Breeze Youth Promise and its contribution to objectives within The Children and Young Peoples Plan 2009-2014 and the City Priority plan particularly in terms of its contribution to 'enabling all young people to achieve their sporting and creative potential' and 'living healthy and culturally active lives'

10 We also received and considered the following:

- A review of the summers activity to explain:



Introduction and Scope

- Who accesses what and where – report on take up of a range of activities
 - How Breeze communicates with young people and connects them to a wide range of activities
 - How cultural and sporting organisations in the city can engage with Breeze, what the potential is had how it could be developed
 - Proposals for developing these communication links
 - Gaps and further information required
- Delivering Breeze in the future
 - Funding arrangements,
 - Sponsorship potential and how the Board can help achieve it
 - How can Breeze reaching its full potential
 - The development of ideas to improve participation
 - A presentation on the findings of consultation with young people on how Breeze meets their needs and the effectiveness of the communication systems and levels of awareness
- 11 Recognising the range of stakeholders involved and responsible for the delivery and success of the cultural, sporting and leisure offer in Leeds, we received a range of evidence both in written and verbal form from the following:
- Officers from City Development and Children’s Services
 - Clubs and Organisations providing activities for young people
 - Young People
- 12 We considered that the main contributor to this inquiry would be the Council’s
- City Development Department and Children’s Services with direct input from the Recreation, Libraries, Arts and Heritage service areas and the Out of School Activities team.
- 13 The most valuable evidence we received was from the young people who made use of the cultural leisure and sporting facilities on offer by the Council, the group consisted of:
- Two pupils from Colton Primary School who outlined the schools involvement in the design and choice of equipment now installed in the new Temple Newsam play area “Physcap” and the subsequent usage of the facility
 - Becky , Leeds Disability Sports Panel who advised us of the work done to raise awareness of sports activities available to young people with disabilities
 - Alison, Jessica, Helen, Becca from LS Live who outlined the work they had done to report on events in Leeds for “radiowave” a safe social media network for young people and the media skills they had acquired during a work experience placement
 - Ingi a Breeze participant who described her involvement in various Breeze projects in recent years and the experiences available to young people through the Breeze programme
 - Erin and Matthew from the Breeze Sports Academy who highlighted the courses available to Year 10 & 11 pupils which provided young people with experience, skills, qualifications and confidence necessary to embark on further training or careers.



Introduction and Scope

14 All these young people made a valuable contribution, highlighting issues and providing ideas which are reflected throughout this report. We would specifically like to thank these young people for speaking to us in a refreshingly open and constructive manner.

Anticipated Service Impact

15. Our objective was to ensure that all Children and Young People in Leeds have sufficient knowledge about the cultural offer in place in the City. In addition that all Children and Young People have the means to access and enjoy the many facilities, programmes and events and do not feel excluded. A significant amount of work has already been undertaken to consult with service users however additional efforts can be made to improve the level of engagement and participation, particularly in harder to reach communities.

16. We were asked by the young people giving evidence to be more creative with our marketing techniques, utilising the big screen in Millennium Square and making use of the skills they had acquired in various media.

17. Communication of events and programmes were generally perceived as good but concern was raised as this was mainly web based. We feel that further investment in producing cluster¹ information we feel is required. In

addition further social media communication should be explored.

18. We received evidence which highlighted that good partnership arrangements are evolving, particularly with external organisations, clubs, voluntary and community organisations. We would like to see these relationships strengthened.

19. We would like to ensure a robust and efficient cultural youth offer is in place which provides the best universal and targeted support whilst delivering value for money, we therefore feel that a service review is appropriate and timely. This is explored further in the report.

¹ Leeds is divided into 27 localities or clusters. These are predominately groups of schools, both primary and secondary, and partners.



Conclusions and Recommendations

Introduction

- 20 Engaging young people in cultural and sporting activities is important. Each summer over 15,000 young people take part in a range of activities through Breeze.
- 21 At the first inquiry session we were advised that the main aims of Breeze or the 'Breeze Promise' was to:
- Give young people somewhere to go, something to do, someone to talk to and something to say
 - Enable all young people to achieve their sporting and creative potential
 - Enable them to live healthy and culturally active lives.
- 22 This is delivered through a number of events and opportunities:
- Breeze on Tour – This is a programme of events is aimed at 8 – 19 year olds and enable young people to try out new experiences in the arts, sports, challenge and play zones. Local providers and organisations are involved.
 - Mini Breeze – These events are a smaller version of Breeze on Tour, held in pocket parks at the heart of communities. They promote community cohesion and can form the core of an event that local partners can add to.
 - Backyard Breeze – This project targets anti social behaviour hotspots identified through the anti social behaviour unit and community safety data. In 2010 637 young people attended 6 projects (this has now been reduced to 1).
 - Breeze Breaks Out – This programme offers after school and holiday activities tailored to local needs which meets local needs and is delivered through partnership working between Arts and Regeneration, libraries, museums, galleries, parks, sport and the statutory and voluntary sector.
- Breeze Friday and Saturday Night Project – These projects are targeted to areas where anti social behaviour and youth nuisance is high. They cater for 8 to 19 year old young people and currently run from Armley LAZER Centre, Middleton and East Leeds Leisure Centre's.
 - Breeze Action Adventure Equipment – This equipment includes giant inflatables, mobile video and music studios, a generator and marquees.
23. It was highlighted to us that the aim of Breeze was to provide young people with the facilities and programmes that they want, achieving this through consultation and feedback. In addition the outcomes of the offers are to improve the self esteem, confidence, learning and skills of young people, whilst seeking to integrate those with the most challenging lives such as looked after children, those with disabilities and children from low income families. Friday and Saturday night projects and Backyard Breeze aims to work with people from a young age to prevent development of bad behaviour and reduce anti social activity.
- 24 Universal activities include sport and physical activities across the city including leisure centres, museum and library activities, music and the arts, including the young people's film festival.



Conclusions and Recommendations

Targeting and Engagement

25 During our initial presentation we were provided with case studies of young people, with difficult circumstances, who had participated in cultural and/or sporting activities through Breeze and the positive impact that this had brought in terms of their personal and social development. We considered that Breeze programmes could be a valuable stepping stone to employment or work experience, igniting enthusiasm and interests by participating in or organising activities.

26 We feel that Breeze could be beneficial to those young people who have become disengaged from statutory education or have poor school attendance records as they are at greater risk of becoming NEET (not in Education, Employment or Training). We were advised that Connexions, Leeds City College and Arche attended the 2011 Breeze on tour events and successfully recruited young people onto their NEET programmes, and that further proactive approaches are being considered. We feel that the offer provided by Breeze could be utilised further by identifying the types of activities suitable for young people at risk of becoming NEET and making positive steps to fully engage these individuals.

Recommendation 1 – That the Director of City Development and the Director of Children’s Services report back to the Scrutiny Board in September 2012 on how Breeze branded activities can be further used to target and provide opportunities for young people who are disengaged from statutory education and therefore are more likely to become NEET.

27 87% of young people in the city have a Breeze card which gives free access to most Breeze events and discounted access to sports centres and leisure activities. The Breeze card is also a Library card and therefore issued when a young person joins a library. This initiative was being extended to include sports activities. Application forms are available in most public outlets and on-line. Attendees at Breeze events are also registered if they do not have a card.

28 It was brought to our attention that there is no automatic process of issuing a child or young person with a breeze card at this moment in time. However in 2010 there was an initiative to issue the Breeze card to all children and young people funded by the Activities Fund. We are concerned that the Council is no longer automatically giving out Breeze cards and that every year that goes past a group of children starting school could be missed.

29 We firmly believe that every child in Leeds should have a Breeze card and that opportunities should be explored as children enter education. It is important to involve young people at an early age



Conclusions and Recommendations

so that they remained engaged throughout their childhood and into their late teens. In addition all looked after children and young people who have been identified as NEET should also have a Breeze card.

Recommendation 2 – That the Director of City Development and Director of Children’s Services investigates by September 2012 a mechanism for the automatic issue of a Breeze Card to children and young people to enable opportunities for participation in Breeze activities.

- 30 We were interested to identify where young people travel from to access Breeze and how many children and young people access Breeze programmes in the city in comparison with the youth population. We requested statistics showing the postcode location of young people participating in Breeze and whether the figures would be accurate as anecdotal evidence suggested young people often did not take their Breeze card but were still able to participate. We were also interested to know if the same young people attended many events, rather than a large number of young people attending a few events. This was for the purposes of identifying if there were still a number of young people who were not engaged and remained unaware of the activities on offer.
- 31 We were informed that the Breeze Card facilitates some data analysis to identify participation and gaps based on age, gender, ethnicity and disability. In addition data collected has identified that young people will travel across the city if there is something they want to do, with many trying new and different

things. The data also highlighted that those who are engaged generally get more involved and that there are still those that need to be targeted.

- 32 We were advised that Breeze card recorded approximately 630,000 individual visits last year, with approximately 500,000 non Breeze card holders attended the same events. It was noted that not everyone attending events brings their Breeze cards so there will be more people in attendance than recorded. However it was also highlighted that some young people may hold more than one Breeze card.
- 33 It was evident to us that some of the data requested by the Board had not previously been collected for the purposes of targeting services, identifying if there are any specific wards where additional effort should be made, or if there are any specific sectors of the community that are harder to reach. We were advised that it had become clear that there was no comprehensive data collection process and that further work was needed to adopt a common approach. In addition some services have very little information.
- 34 We were reassured that early discussions have commenced about having one system of recording data. A grant has been requested and hopefully something will be in place by the end of 2012/13. We support this initiative as we believe that extra work must be done to engage with harder to reach young people, target promotion more effectively and provide programmes at venues that are likely to maximise participation. We also believe that comprehensive data analysis will enable



Conclusions and Recommendations

Communication

Recommendation 3 – That the Director of City Development and Director of Children’s Services implements a system of accurate data collection and management which will identify the engagement and take up of Breeze programmes by young people and enable service provision to be targeted. Progress to be reported back to the Scrutiny Board in February 2013.

- 35 The young people who gave evidence to the inquiry presented some good ideas to promote engagement in cultural, leisure and sporting activities. Colton School was involved in the design of the scheme for a playground at Temple Newsam which they believe has led to greater use as it is designed from a young person’s perspective. We feel that the inclusion and participation of young people in projects designed for their use should continue to be common practice and we were pleased to note that over the past two years 37 consultations have been carried out with the views of 14,100 children and young people being sought.
- 36 We particularly welcomed the news that effort is being made to engage young people in Leeds with the celebration of the Olympics and Paralympics with events being programmed around the events in London. We heard that young people have already had the opportunity to be involved in the visits by the teams who will use Leeds as a base and later in the year be able to observe some of their training sessions.
- 37 We were concerned that children and young people may not be aware of all the facilities there is on offer in the City. This became more apparent when we were advised by the young people giving evidence to us. A number of them were not aware of the mini breeze events in operation. In addition they stated that in general young people want to volunteer to get involved but that they did not always know what was going on in the City to enable them to do this. We were therefore interested to know what different communication methods are employed to promote activities, particularly Breeze and how people access information.
- 38 We were advised that much of the information is communicated electronically via the internet. Breezeleeds.org is the main web based information hub where young people can find out on-line what is going on. The website is designed by young people and enables visitors to access information on up and coming Breeze events across the city and in their area. It also provides a safe environment via a member only login for young people.
- 39 The website also contains information on clubs, organisations and youth service activities. In addition young people can interact via ‘Follow Alex’ on Facebook.
- 40 We were advised that events have been communicated on big bill boards on roundabouts and last year in a Yorkshire Evening Post pull out.
- 41 It was brought to our attention that some area clusters produce publicity material



Conclusions and Recommendations

on events available in their area, however there is a varied approach to this work with some areas entering joint commissioning of Well Being and Activity Funds and some not allocating any funds either to activities for young people or publicity. The Morley, Ardsley and Tingley cluster did an audit of all that was going on in their area. This resulted in a co-ordinated programme and could be adopted as a best practice model across the city.

- 42 When looking at Breeze data presented to us it was apparent that not all families and children have internet access, particularly in the Inner East area of the city. We therefore concluded that some of our hardest to reach young people who reside in the poorest areas of the city cannot access information. We therefore propose that in area clusters additional hard copy published information is needed and we agree the approach taken by the Morley, Ardsley and Tingley cluster would seem a sensible and co-ordinated option.

Recommendation 4 – That the Director of City Development and Director of Children’s Services works in collaboration with Area Managers to introduce a published co-ordinated programme of events for distribution to all children and young people on a cluster basis and made available through schools and public buildings in the area.

- 43 The young people participating in the inquiry certainly brought to our attention how ‘out of touch’ we can be as an organisation with how they communicate with each other and pick up information. They advised us that

they are prolific users of Facebook and Twitter and advised us that we could make better use of social networks to advertise events.

- 44 Flagship events such as the Ice Cube and Party in the Park are attractive to young people and become the highlight of their social calendars. These could be better utilised to advertise other events for young people. The young people from LS live have produced promotional video’s about events in the City and added that they could make videos for screening in Millennium Square or broadcasts for local radio. They also added that their Ward Councillors should also attend events, supporting and promoting activities where they can.

- 45 We questioned whether we could use modern technology to communicate more effectively and keep pace with changes. We were advised that communication is a real challenge and there is the potential to utilise twitter. Presenting promotional films is an opportunity once the new screen has been situated in Millennium Square. Work has also been undertaken with MediaFish² on the Children’s film festival which is also used as a marketing opportunity. The Breeze website is directing young people to breeze events however if more organisations were linked to it, young people would have additional information about what is happening in the city.

² MediaFish is a cooperative of young people from Leeds with an interest in film. The organisation is also involved in a number of projects, including the Leeds Young Peoples Film Festival which they present



Conclusions and Recommendations

46 The potential to utilise text messaging was discussed and we were advised that officers were planning to look at a system that has been run in Lancashire. It was suggested that Leeds schools currently used text messaging to contact parents and maybe there is some scope for working with schools to communicate events to parents.

Recommendation 5 – That the Director of City Development and Director of Children’s Services investigates the marketing potential for Breeze and the most effective way of communication, involving young people in scheme designs and creation of media to advertise events.

Service Provision and Partnership Working

47 During the course of the inquiry we have maintained a focus on universal Breeze activities however, Breeze also provides targeted activity such as Back Yard Breeze and the Breeze Sports Academy. We are also aware that a certain amount of the targeted cultural youth offer is provided by the Youth Service. We were concerned about duplication of effort and whether value for money is being provided. Our focus is ensuring that we provide the best facilities and service as possible to the children and young people of Leeds overall.

48 We were advised that activities were not based on the boundaries of departmental responsibility and that Children’s Services and the City Development Department work in partnership to maximise the number of young people engaged in activities. We

are aware that the Youth Offer within Children’s Services is under review following a report that was presented to Executive Board in December 2011.

49 We believe that it would be appropriate for that review to incorporate the service provided to young people by the City Development Department. The purpose of this would be to ensure that the offer is provided in a co-ordinated and integrated manner removing duplication and achieving value for money. This will ensure the sustainability of the service in the long term.

Recommendation 6 – That the Director of Children’s Services and the Director of City Development conducts a service review of the Culture, Recreation and Sports offer to young people with a view to providing the best possible co-ordinated and integrated service to the young people of Leeds. The progress of this element of the Youth Offer review is to be reported back to the Scrutiny Board September 2012.

50 With regard to delivering programmes we wanted to identify if the provision is provided for children in their locality or whether we are expecting children to travel distances to the venues. We were advised that to some extent the service endeavours to put on tailored and focused events in localities and the purchase of mobile equipment in 2004 as been beneficial. However the service continues to be hindered by the locations of existing Leeds City Council Buildings. It is a challenge to provide events where young people naturally gravitate locally.



Conclusions and Recommendations

51 This was reinforced by young people who advised us that the location of an event can be a key factor in deciding if they participate. They find that public transport costs are prohibitive, where in some cases, two buses are required to get to the venue. This underlines the importance of effectively promoting Mini Breeze programmes which are more community focused.

52 One young person advised us that some facilities are age restricted such as tropical world which required young people less than 16 years to be accompanied by an adult. She did not feel that this was appropriate as most young people of that age would feel responsible enough to visit that attraction without an adult.

Recommendation 7 – That the Director of City Development, before September 2012, reviews the conditions and restrictions for venue and attraction admission in Leeds to ensure that these do not unnecessarily prevent young people from utilising facilities or participating in events.

53 Some of the city's cultural provision was perceived as static by young people such as the museums and art galleries. It was suggested that these could attract more interest from young people if spaces were set aside specifically to showcase young people's work or for more interactive exhibits. The National Media Museum at Bradford was given as a good example of where young people like to visit regularly due to the interactive nature of the exhibits presented.

54 We were presented with information relating to the partnership work undertaken with a wide range of clubs, organisations and networks across the city and advised that over the last few years partnership working had become essential to maximise resources and continue to deliver extensive programmes.

55 Antonia Stowe presented information regarding her experience as a representative of a voluntary organisation (The Leeds Owl Trail) working with Leeds City Council. Ms Stowe outlined to us the activities provided and the usefulness of being able to use council buildings as a base to provide activities alongside council services. The Owl Trail engages with Breeze during the summer providing a number of sessions, usually between 8 and 10.

56 The organisation has capacity to provide workshops but unfortunately cannot do these for free due to limited funding. The Owl Trail organisation also has access to an artist that is skilled in working with children with physical and mental disabilities.

57 As a Social Enterprise, the Owl Trail is careful with the limited funding available, we were therefore surprised when we were advised that all voluntary organisations are charged the same corporate membership fees as profit making organisations when seeking support from 'Welcome to Yorkshire'. We feel that this warrants further investigation by Scrutiny at some point in the future.

58 Dennis Robbins from the Hunslet Club provided us with an overview of the



Conclusions and Recommendations

history of the club and its place as one of the largest voluntary organisations in the UK, providing courses, support and activities for young people.

- 59 It is evident that external organisations provide a wealth of cultural, leisure and sport support to young people for free or a nominal fee. A number of organisations, freelance individuals, voluntary and community groups subscribe to the Breeze Culture Network, a communication tool that links to the Breeze Leeds website where events can be posted and publicised. This enables planning between organisations to avoid clashes of events and gives schools access to experts or specialists.
- 60 We were advised that not all events and activities provided by organisations are recorded or promoted on the website. In view of the difficulties facing such organisations in obtaining free support from established marketing companies we consider it would be mutually beneficial to ensure clear event schedules for our partners are known and published on the Breeze website.
- 61 We were advised that work is currently being undertaken to make stronger links with sporting clubs to try and get all sporting sessions on the Breeze website.
- 62 It was stipulated that there are 1350 members in total using the Breeze Culture Network, however this is a fraction of the organisations in the city and we consider that more should be encouraged to use the network.

Recommendation 8 – That the Director of City Development, before September 2012, engages with clubs, organisations, voluntary and community groups across the city to promote the benefits of the Breeze Culture Network and increase membership.

Future sustainability and Funding

- 63 We anticipate that the challenge for the future will be to deliver the priorities that children and young people feel would make Leeds a better place to live and grow up. The priorities were defined as a result of the Child Friendly City consultation in the summer of 2011, the most relevant to this inquiry being:
- There are places and spaces to play and things to do in all areas and open to all
 - More staff in places and spaces children and young people go to
 - Things to do all year round, not just during the holidays
 - Families and Young people informed about what is going on across the city and how to get there e.g. bus routes
- 64 In the current economic climate we felt that the aspiration for additional resources would present a challenge and therefore it was important for us to establish if there is the financial capacity to sustain the current offer and meet the aspiration of young people. We were advised that there has been a loss in funding over the years, as with all services, with some funding streams



Conclusions and Recommendations

including free swimming and positive activities for young people (PAYP) being lost.

- 65 On a positive note some external funding sources were secured to make up some of the shortfall and funding has been secured to deliver the events for 2012. We were disappointed to hear that the drop in funding has meant there is now a charge for Mini Breeze events and the reach of the Breeze Friday Night Project have been limited along with the Back Yard Breeze Projects which have been reduced from 6 to 1.
- 66 The council is actively seeking corporate sponsorship (also known as Breeze Buddies), general sponsorship and partner opportunities to sponsor events, either specific or as a complete summer programme. Three year sponsorship deals are also being sought which will include featuring the main sponsors branding on Breeze material. We note however that there is strong competition for a reducing amount of funding being made available by companies.
- 67 We are pleased that initiatives are being undertaken to secure funding for the future however we are not totally reassured about the long term funding arrangements to sustain the current offer or to meet priorities.

Recommendation 9 – That the Director of City Development and the Director of Children’s Services report back to the Scrutiny Board in February 2013 on the progress of seeking sponsorship opportunities and the projected budget position for Breeze in 2013/14.

- 68 A strong message presented by young people was that Breeze provided them with opportunities to participate in events they may not naturally have had access to and that they greatly valued what was on offer. One young person advised us that she had tried golf and really enjoyed it, unfortunately she could not afford to continue playing due to the expensive nature of the sport. Other young people valued the work experience and training Breeze provided and said that this should be expanded to provide more opportunities for young people.
- 69 As 22.9% of the children living in this city (under 16 years)³ are living in poverty we consider that it is important that as many Breeze events and opportunities remain free to those eligible to attend. We were advised that free events are the number one priority for young people based on consultation feedback received.
- 70 The council provides cultural grants to support the core activities of Leeds based organisations. The latest three year grants to cultural organisations being decided on the 21st of March 2012⁴. We are pleased to note that a condition of the grant requires applicants to demonstrate how funding will support them to remove barriers and how they will inspire communities. We strongly feel that the organisations who have successfully received grant funding should be monitored to ensure that they are making a contribution to the cultural offer for young people in Leeds and where little or no effort is

³ Source: State of the City, Our vision to be the best city in the UK, Leeds 2011.

⁴ Delegated decision D38945



Conclusions and Recommendations

made this should be a consideration for future grant funding allocation.

Recommendation 10 – That the Director of City Development undertakes an audit by March 2013 of organisations who are in receipt of cultural or sporting grants from Leeds City Council to assess if appropriate efforts are made to remove barriers for children and young people, whilst making positive steps to engage and inspire.



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

- Leeds 2030, Our vision to be the best city in the UK, Vision for Leeds 2011 to 2030
- State of the City – Our vision to be the best city in the UK, Leeds 2011
- Presentation on the Breeze Programme – 22nd September 2011
- Report of the Chief Libraries and Heritage Officer - Effectiveness and Communication – 1st December 2011
- Effectiveness and Communication - Exploring what activities are available, who attends, and how young people find out. – 1st December 2011
- Breeze Communications Quarterly Performance - Period: Q2 -1st July – 30th September 2011
- Breeze on Tour Report 2011
- Friday / Saturday Night Projects key information – 1st December 2011
- Report of Director of City Development - Children and Young People Engagement – 23rd February 2012
- Temple Newsam Case Study – 23rd February 2012
- Child Friendly City Consultation Summer 2011
- Breeze on Tour - Sponsorship and partner opportunities – 23rd February 2012
- Breeze Buddy Corporate Sponsorship Opportunity – Draft – 23rd February 2012
- Funding Report - The Out of School Activities Team – 23rd February 2012



Witnesses Heard

Children and Young People – see page 4

Mark Allman – Head of Sport & Active Recreation, City Development Department

Nicki Ball of LS Live

Ross Bibby - Disability Sports Development Officer, City Development Department

Catherine Blanshard - Chief Officer Libraries, Arts & Heritage, City Development Department

Sally Coe – Out of School Activities Manager, Children’s Services

Sean Flesher - Head of Parks & Countryside, City Development Department

Cllr Adam Ogilvie – Executive Board Member for Leisure

Denis Robbins – The Hunslet Club

Ms Antonia Stowe of the Leeds Owl Trust

Dates of Scrutiny

22nd September 2011

1st December 2011

23rd February 2012

Scrutiny Board (Sustainable Economy and Culture)
Engagement of Young People in Culture, Sporting and Recreational Activities
19th April 2012

Report author: Sandra Newbould

www.scrutiny.unit@leeds.gov.uk



Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Terms of Reference – Inquiry into Private Care Homes

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

1. Summary of Main Issues

- 1.1 The vision for Leeds is that by 2030 it is a Child Friendly City. The methodology for delivering this vision is defined in The Children and Young Peoples Plan which details five headline outcomes one of which is to ensure Children and Young People are safe from harm.
- 1.2 Following the inquiry into External Placement in 2011/12 the Scrutiny Board (Children and Families) are conscious that children who are looked after often encounter other significant challenges that impact on their achievement and success such as substance misuse, mental health, access to health services, domestic violence, poor school attendance and attainment, worklessness, NEET, youth offending, poverty and teenage parenthood.
- 1.3 Considering these factors at its meeting on the 20th of June 2012, the Scrutiny Board resolved to undertake an Inquiry into Private Care Homes as there was considerable concern about how, as a local authority, Leeds keeps children and young people safe and ensures that the most vulnerable are protected, particularly those who are placed in private care homes from outside the authority area.
- 1.4 The Child Friendly City priority plan states that in a child friendly city all children and young people would have their basic rights met by having a home, feel they have a reasonable standard of living and also be protected from harm. The Board hopes that this inquiry will contribute to achieving this aspiration.

The following matters were specifically highlighted as areas of interest:

- Regulation and inspection of private care homes
- Planning and establishing private care homes
- Community and Local Authority consultation
- Safeguarding vulnerable children and young people

1.5 Additional guidance has been sought from the Children's Services Deputy Director for Safeguarding, Specialist and Targeted Services in order to recommend areas of focus for the inquiry.

2. Recommendation

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

- 2.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.
- 2.2 Note that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

1.0 Purpose of this report

- 1.1 At its meeting on the 20th of June 2012, the Scrutiny Board resolved to undertake an Inquiry into Private Care Homes as there was considerable concern about how, as a local authority, Leeds keeps children and young people safe and ensures that the most vulnerable are protected, particularly those who are placed in private care homes from outside the authority.
- 1.2 The purpose of the inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- Regulation and inspection of private care homes
 - Planning and establishing private care homes
 - Community and Local Authority consultation
 - Safeguarding vulnerable children and young people

2.0 Comments of the relevant Director and Executive Member

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

3.0 Timetable for the inquiry

- 3.1 The Inquiry will take place at the Scrutiny Board (Children and Families) meeting on the 23rd of August with a view to issuing a final report in October 2012.
- 3.2 The length of the Inquiry may change.

4.0 Submission of evidence

4.1 August 2012

- Definition of a private care home
- Regulation of private care homes
- Requirements to notify regulatory body and/or local authority before opening a home
- Placement of Children from within the Local Authority area – Statutory requirements and visits
- Placement of Children from outside the Local Authority area – Statutory requirements and clarification of Leeds City Council responsibility for children from outside the area.
- Inter Authority communication – statutory requirements and local networks
- Requirement for owners to consult with local residents and/or ward members
- Requirement for owners to consider schools, facilities, locality and other homes in the area
- Using the planning process – Investigate the potential for greater communication between Development and Children's Services where it is identified that a new property or a change of use is in planning.

- Commissioning – investigate the further potential to utilise commissioning powers to regulate private homes utilised by Leeds City Council
- Safeguarding concerns, current perceived risks and how these could be minimised
- How do we ensure children are achieving and thriving in these settings?

5.0 Witnesses

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

- Officers from Children’s Services
- Officers from City Development Department
- Members of the Childrens Trust Board
- Members of the Leeds Safeguarding Childrens Board
- External Stakeholders and Representatives of multi-agency partners

5.2 The Board will always seek to include the views of children and young people and their parents and carers as evidence to its inquiries wherever possible and practicable.

6.0 Post inquiry report monitoring arrangements

6.1 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 by the Scrutiny Board

7.0 Measures of success

7.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference. 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.

8 Corporate Considerations

8.1 Consultation and Engagement

Where the board deems it appropriate to undertake in consultation in order to conduct the inquiry or gather necessary evidence consultation could be undertaken.

8.2 Equality and Diversity / Cohesion and Integration.

8.2.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

- 8.2.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.2.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

8.3 Council Policies and City Priorities

This inquiry will assist in achieving outcomes and priorities as defined in the Children and Young Peoples Plan 2011-2-15 and the Child Friendly City Priority Plan.

8.4 Resources and Value for Money

There is no resource or value for money implications relating to this report. At the conclusion of the inquiry any identified impact will be reported in the final inquiry report.

8.5 Legal Implications, Access to Information and Call In

None

8.6 Risk Management

None

8.7 Recommendations

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

- 8.7.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.
- 8.7.2 Note that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

8.8 Background documents¹

None

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Terms of Reference – Inquiry into Private Foster Care

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

1. Summary of Main Issues

- 1.1 The vision for Leeds is that by 2030 it is a Child Friendly City. The methodology for delivering this vision is defined in The Children and Young Peoples Plan which details five headline outcomes one of which is to ensure Children and Young People are safe from harm.
- 1.2 On the 20 June 2012 the Scrutiny Board (Children and Families) considered the work programme for the year and determined that Private Fostering arrangements are a major concern and one of the key areas on which the Board would concentrate. The Board determined that they would consider how private foster care arrangements are identified by Leeds City Council, the regulation of private foster carers and how children and young people party to a private arrangement are safe and protected.
- 1.3 The Child Friendly City priority plan states that in a child friendly city all children and young people would have their basic rights met by having a home, feel they have a reasonable standard of living and also be protected from harm. The Board hopes that this inquiry will contribute to achieving this aspiration.
- 1.4 Additional guidance has been sought from Children’s Services Deputy Director for Safeguarding, Specialist and Targeted Services in order to recommend areas of focus for the inquiry.

2. Recommendation

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

- 2.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.
- 2.2 Note that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

1.0 Purpose of this report

- 1.1 At its meeting on the 20th of June 2012, the Scrutiny Board resolved to undertake an Inquiry into Private Fostering as there was considerable concern about how private foster care arrangements are identified by Leeds City Council and how children and young people party to a private arrangement are safe and protected.
- 1.2 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- Communication about private fostering arrangements
 - Regulation of private foster carers
 - Safeguarding vulnerable children and young people

2.0 Comments of the relevant Director and Executive Member

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

3.0 Timetable for the inquiry

- 3.1 The Inquiry will take place at the Scrutiny Board (Children and Families) meeting on the 23rd of August with a view to issuing a final report in October 2012.
- 3.2 The length of the Inquiry may change.

4.0 Submission of evidence

4.1 August 2012

- Definition of a private foster carer
- Statutory requirements placed on parents, carers and Local Authorities
- Regulation and safeguarding checks
- Sources of information - How do LCC find out about private arrangements?
- Responsibility - When a child is re-located out of the Leeds area which authority is responsible for the welfare of that child?
- Inter Authority Communication - Statutory requirements and local networks
- School involvement, other bodies and organisations – i.e. Police, health services, what obligations are placed partner organisations and schools to notify the Local Authority?
- Safeguarding concerns, current perceived risks and how these could be minimised.
- How do we ensure children are achieving and thriving?

5.0 Witnesses

- 5.1 The following witnesses have been identified as possible contributors to the Inquiry:
- Officers from Children's Services
 - Members of the Children's Trust Board
 - Members of the Leeds Safeguarding Children's Board

- External Stakeholders and Representatives of multi-agency partners

5.2 The Board will always seek to include the views of children and young people and their parents and carers as evidence to its inquiries wherever possible and practicable.

6.0 Post inquiry report monitoring arrangements

6.1 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 by the Scrutiny Board

7.0 Measures of success

7.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference. 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.

8 Corporate Considerations

8.1 Consultation and Engagement

Where the board deems it appropriate to undertake in consultation in order to conduct the inquiry or gather necessary evidence consultation could be undertaken.

8.2 Equality and Diversity / Cohesion and Integration.

8.2.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

8.2.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.

8.2.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

8.3 Council Policies and City Priorities

This inquiry will assist in achieving outcomes and priorities as defined in the Children and Young Peoples Plan 2011-2-15 and the Child Friendly City Priority Plan.

8.4 Resources and Value for Money

There is no resource or value for money implications relating to this report. At the conclusion of the inquiry any identified impact will be reported in the final inquiry report.

8.5 Legal Implications, Access to Information and Call In

None

8.6 Risk Management

None

8.7 Recommendations

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

- 8.7.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.
- 8.7.2 Note that the terms of reference may incorporate additional information during the inquiry should the Children and Families Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

8.8 Background documents¹

None

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 26th July 2012

Subject: Work Schedule

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

1 Purpose of this report

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

2 Main Issues

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

2.2 Also attached as appendix 2 and 3 respectively are the minutes of Executive Board for 20th June 2012 and the Council's current Forward.

3. Recommendations

3.1 Members are asked to:

- a) Consider the draft work schedule and make amendments as appropriate.
- b) Note the Executive Board minutes and Forward Plan

4. **Background papers** - None used

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

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
Inquiries		<u>Agree scope of review for **</u> 1) Private/Independent Care Homes 2) Private Fostering	<u>Evidence Gathering</u> Private/Independent Care Homes Private Fostering <u>Board Agree Report *</u> Increasing the number of young people who are in EET <u>Agree scope of review for **</u> 3) Education Challenge – supporting children to achieve in Maths and English 4) The best start – providing good foundations in early life for children to succeed
Annual work programme setting - Board initiated pieces of Scrutiny work (if applicable)	Consider potential areas of review		
Budget Update		Budget 2012/13	
Care Home Review		Deferred report from April plus update	
Scrutiny Inquiry – Directors Response		<ul style="list-style-type: none"> • Attendance, Child Poverty, Service Redesign • Young People engagement in Culture (SEC Board – for info only)* 	
Recommendation Tracking		External Placements Inquiry	
Performance Monitoring	Quarter 4 Performance Report		
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge		Youth Services- 26 th of July @2pm – Ken Morton Lead	Call In – Young Carers Working Group Social Services Care System

Page 127

* Prepared by S Newbould

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

Schedule of meetings/visits during 2012/13			
Area of review	September	October	November
Inquiries	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed <u>Board Agree Reports*</u> <ul style="list-style-type: none"> • Private/Independent Care Homes • Private Fostering 	<u>Evidence Gathering</u> The best start – providing good foundations in early life for children to succeed <u>Directors Response</u> NEET Inquiry
Exec Board Request for Scrutiny	Basic Need 2012: Carr Manor and Roundhay: All Through Schools Revised Costs		
Recommendation Tracking			<ul style="list-style-type: none"> • Attendance Inquiry • Service Redesign Inquiry • External Placement Inquiry • Pre 2012 outstanding recommendations
Performance Monitoring	Quarter 1 performance report		
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge	Evidence Gathering Inquiry - Education Challenge – supporting children to achieve in Maths and English.	Child Poverty Update and Recommendation Tracking Youth Services – 2 nd October @2pm – Ken Morton Lead	Evidence Gathering Inquiry - Education Challenge – supporting children to achieve in Maths and English Social Services Care System

Page 128

* Prepared by S Newbould

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

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
Inquiries		<u>Directors Response</u> Private/Independent Care Homes Private Fostering <u>Report to be Agreed*</u> The best start – providing good foundations in early life for children to succeed	<u>Report to be Agreed*</u> Education Challenge – supporting children to achieve in Maths and English
Budget		Budget Update	
Academies	The Board to consider the implications of Academies for the Local Authority and Education in general.		
Childrens Play			To consider the play provision Leeds Play Strategy, Open Space, Sport and Recreation Assessment, Leeds Play Partnership ⁺
Safeguarding Update	Subject to date of Ofsted inspection – Lead Steve Walker		
Performance Monitoring	Quarter 2 performance report	Common Assessment Framework- To consider if improvement have been established with a view to increasing the number of CAF's undertaken. – Lead Steve Walker	
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge inquiry	Evidence Gathering Inquiry Education Challenge – supporting children to achieve in Maths and English Youth Services	Child Poverty Update and Recommendation Tracking	

Page 129

* Prepared by S Newbould

⁺ May become a Sustainable Economy and Culture Inquiry

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

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
Inquiries		<u>Directors Response</u> The best start – providing good foundations in early life for children to succeed and Education Challenge – supporting children to achieve in Maths and English	
Partnership Review - Children's Trust Board	To review the performance of the Children's Trust Board.		
Budget and Policy Framework		Children and Young Peoples Plan – to be agreed by Council July 2013	
Recommendation Tracking	<ul style="list-style-type: none"> • Attendance Inquiry • Service Redesign Inquiry • External Placement Inquiry • Pre 2012 outstanding recommendations 		
Performance Monitoring	Quarter 3 performance report		
Working Groups 1) Child Poverty 2) Youth Services 3) Social Services Care System 4) Education Challenge Inquiry	Youth Services	Child Poverty Update and Recommendation Tracking	

Page 130

Need to schedule Ofsted report

Updated 17th July 2012

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

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 20TH JUNE, 2012

PRESENT: Councillor J Blake in the Chair

Councillors M Dobson, S Golton, P Gruen,
R Lewis, L Mulherin, A Ogilvie and
L Yeadon

Councillor J Procter – Substitute Member

1 Chair of the Meeting

Under the terms of Executive and Decision Making Procedure Rule 2.1, in the absence of the Leader, Councillor Wakefield, who had submitted his apologies for absence from the meeting, Councillor Blake, as Deputy Leader, presided as Chair of the Board for the duration of the meeting.

2 Substitute Member

Under the terms of Executive and Decision Making Procedure Rule 2.3, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

3 Chair's Opening Remarks

The Chair welcomed Councillor Mulherin to her first meeting of Executive Board, following her recent appointment to the position of Executive Member for Health and Wellbeing.

4 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 2(b) to the report referred to in Minute No. 9 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains commercially sensitive information on the City Council's approach towards procurement issues, affordability position and commercially sensitive pricing, together with information about the commercial risk position of Veolia. The benefit of keeping this information exempt is considered greater than that of allowing public access to the information.

In addition, Appendix 3 to the report referred to in the same minute, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains commercially sensitive information detailing the value of City Council owned property, the disclosure of which may

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th July, 2012

prejudice future property development and disposals. The benefit of keeping this information exempt is considered greater than that of allowing public access to the information.

- (b) Appendices 2 and 3 to the report referred to in Minute No. 27 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain financial and business information of providers in the city and information on the negotiating position of the council in agreeing a fee structure with the independent sector providers. In applying this exemption, the council has considered the public interest test, as the information can only be withheld if the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The council acknowledges that there is a public interest in the fee structure for residential care however, we consider that the public interest in disclosing the information in the Appendices is outweighed by the public interest in maintaining the exemption. It is in the public interest that the council is able to negotiate residential and nursing fees which represent best value for money and in order to do this, the council must be able to share information confidentially with providers, who all operate in a commercially competitive market. By releasing the information within appendices 2 and 3, it could prejudice the council's negotiation position on fees, on this occasion and in the future, and harm the council's ability to achieve best value for money.
- (c) Appendix 1 to the report referred to in Minute No. 28 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the information, as disclosure may prejudice the outcome of the procurement process and the cost of developing the facility. For this reason, Appendix 1 is marked as Exempt/Confidential under the Council's Access to Information Procedure Rule 10.4 (3).

5 Late Items

There were no late items as such, however, it was noted that Executive Board members had been provided with copies of an addendum to agenda item 7, 'Waste Solution for Leeds – Residual Waste Treatment PFI Project: Final Business Case and Contract Award' for their consideration (Minute No. 9 referred).

6 Declaration of Interests

Councillor J Procter declared a personal interest in the agenda item entitled, 'Waste Solution for Leeds – Residual Waste Treatment PFI Project: Final Business Case and Contract Award', due to being a member of Plans Panel (East) (Minute No. 9 referred).

Councillor Golton declared a personal interest in the agenda item entitled, 'Deputation to Council: Leeds and District Gardeners' Federation regarding Allotment Provision in Leeds', due to being Vice President of Leeds and District Gardeners' Federation (Minute No. 8 referred).

Councillor Ogilvie declared a personal interest in the agenda item entitled, 'Tenancy Strategy 2013-15 and Lettings Policy Review', due to being a member of the Inner South ALMO Area Panel (Minute No. 13 referred).

Councillor R Lewis declared a personal interest in the agenda item entitled, 'Tenancy Strategy 2013-15 and Lettings Policy Review', due to being a member of the Outer West ALMO Area Panel (Minute No. 13 referred).

Councillor Yeadon declared a personal interest in the agenda item entitled, 'Public Health in Leeds City Council' due to being a member of Leeds Partnership NHS Trust Board (Minute No. 25 referred).

7 Minutes

RESOLVED – That the minutes of the meeting held on 16th May 2012 be approved as a correct record.

ENVIRONMENT

8 Deputation to Council - Leeds and District Gardeners' Federation regarding Allotment Provision in Leeds

The Director of City Development submitted a report responding to the deputation presented by the Leeds and District Gardeners' Federation to Council on 28th March 2012 regarding allotment provision in Leeds.

In presenting the report, the Executive Member for the Environment provided the Board with an update in respect of the latest position regarding the Victoria Pit Allotment and the Reservoir Allotment.

Members noted the considerable amount of work which had been undertaken in respect of the matters detailed within the report and comments were made welcoming the community proposal that allotments were put forward as 'Assets of Community Value'.

RESOLVED -

- (a) That the response to the deputation from the Leeds and District Gardeners' Federation, with regard to allotment provision in Leeds, be noted.
- (b) That support be given to the community proposal to put forward allotments as 'Assets of Community Value'.

9 Waste Solution for Leeds - Residual Waste Treatment PFI Project - Final Business Case and Contract Award

Further to Minute No. 122, 2nd November 2011, the Director of Environment and Neighbourhoods submitted a report providing an update on the progress of the Residual Waste Treatment PFI project. In addition, the report sought approval to submit the Final Business Case (FBC) to the Department for Environment Food and Rural Affairs (Defra), detailed the progress made to date and also outlined the work which was required to progress to the

financial close stage of the Project, including the award of the contract to Veolia.

Copies of an addendum to the submitted report, which added a further recommendation to it had been circulated to Board Members prior to the meeting for their consideration.

The submitted report noted that the current draft of the FBC was designated as exempt under Access to Information Procedure Rule 10.4(3) and was available for Executive Board Members' consideration.

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

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the submission of the Final Business Case (FBC) to the Department for Environment Food and Rural Affairs (Defra) be approved.
- (c) That the submission to Defra of the submitted report, together with the minutes of the 20th June 2012 Executive Board meeting, be approved.
- (d) That the financial implications for the City Council, as set out within appendix 2(a) and the exempt appendix 2(b) of the submitted report be noted, and that approval be given to the expenditure, as set out within appendix 2(a) and exempt appendix 2(b), provided that the total estimated Unitary Charge for the Contract at the date of Financial Close is less than £502,000,000, as set out within paragraph 3.6 of appendix 2(a) of the submitted report.
- (e) That the arrangements detailed at section 5.5 of the submitted report be confirmed, and (for the avoidance of doubt) authority be given to the Director of Environment and Neighbourhoods (or delegate) to exercise the delegated powers, as set out at Part 3 Section 3E of the Constitution regarding PPP/PFI and other Major Property and Infrastructure Related projects, in relation to this Project.
- (f) That the process of achieving financial close, as set out within the submitted report, be approved, including the award of the contract to Veolia ES (Leeds) Limited, which is a wholly owned subsidiary of Veolia ES Aurora Ltd., and:-
 - (i) That it be noted and confirmed that the conditions of the General Disposal Consent are satisfied at the date of this report.
 - (ii) That the disposal of the site at an undervalue in excess of £100,000 be approved.

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th July, 2012

- (iii) That the Director of City Development (or an officer with appropriate delegated powers) be authorised to take all action required to conclude the disposal of the site, including carrying out the actions described at paragraph 4.9 of the submitted report, which may include seeking the consent of the Secretary of State prior to disposal if the circumstances as set out at paragraph 4.9 change.
- (g) That the disposal of an area of land to the north of the site be approved, in order to be used as a temporary construction compound during the construction period at an undervalue in excess of £100,000 and that the Director of City Development (or an officer with appropriate delegated powers) be authorised to take all action required to conclude the disposal of this area of land including lease terms, site location and area.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute)

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

10 Response to the Full Council Deputation by Dalia Hawley on behalf of Active Communities Against Trafficking (ACT) Group

The Director of Environment and Neighbourhoods submitted a report responding to the deputation presented to Council on 28th March 2012 by the Active Communities Against Trafficking (ACT) group regarding the role of communities and Local Authorities in stopping Human Trafficking.

The Board provided its unanimous support with regard to the actions detailed within the submitted report which were aimed at tackling the problem of human trafficking.

RESOLVED –

- (a) That the initiative to raise awareness and take action against trafficking be supported.
- (b) That a letter be written to Dalia Hawley to support the campaign and raise with other Councils.
- (c) That, building on the many positive arrangements already in place, the commitment of Leeds City Council and West Yorkshire Police be affirmed with regard to tackling the issue of trafficking people.
- (d) That officers continue to review opportunities to develop and deliver work to address trafficking.
- (e) That consideration be given to possible venues for holding an awareness event in Leeds.

11 Response to the Recommendations of Scrutiny Board (Safer and Stronger Communities) following its Inquiry into Private Rented Sector Housing

The Director of Environment and Neighbourhoods submitted a report responding to the recommendations of the Scrutiny Board (Safer and Stronger Communities), arising from the Scrutiny Board's inquiry into the Private Rented Sector.

Councillor Anderson, as Chair of the Scrutiny Board (Safer and Stronger Communities) attended the meeting and introduced the key issues arising from the Scrutiny Board's Inquiry into Private Rented Sector Housing.

Members welcomed the comprehensive and timely piece of work which had been undertaken by the Scrutiny Board on this issue, and responding to Members' enquiries, it was confirmed that a report would be submitted to the Board in due course providing further details on the approach being taken with regard to Recommendation 1 of the Scrutiny Inquiry report, and highlighting any resource implications arising from it.

RESOLVED –

- (a) That the Inquiry report of the Scrutiny Board (Safer and Stronger Communities) into the private rented sector be accepted.
- (b) That the need to identify resources in order to fully implement recommendation 1 of the Scrutiny Board (Safer and Stronger Communities) be noted.

12 Transfer of cleared sites in Cross Green to Chevin Housing Association

The Director of Environment and Neighbourhoods submitted a report which sought approval to transfer 2 cleared sites in Cross Green to Chevin Housing Association at nil consideration, in order that the development of a new Affordable Housing Scheme could take place.

Responding to an enquiry, officers undertook to provide the Member in question with further details in respect of the specific background information and business case relating to the 2 sites involved, whilst officers also undertook to ensure that in future, similar reports would contain such information for Board Members' consideration, as a matter of course.

RESOLVED – That the transfer of the cleared sites in Cross Green to Chevin Housing Association at nil consideration, as marked upon the appendix to the submitted report, be approved.

13 Tenancy Strategy 2013-2015 and Lettings Policy Review

The Director of Environments and Neighbourhoods submitted a report providing an update on the Council's legal duty to publish a Tenancy Strategy, the draft Tenancy Strategy which had been prepared for the purposes of consultation, the changes that would be required to the Council's lettings

policy in response to the Localism Act and publication of the Code of Guidance on the Allocation of Accommodation, together with the proposed timetable and process for consultation and implementation.

RESOLVED –

- (a) That the draft Tenancy Strategy be consulted upon with key stakeholders.
- (b) That the final versions of the Tenancy Strategy and lettings policy are prepared for consideration by Executive Board in November 2012, taking into account the outcome of the consultation exercise.
- (c) That approval be given to the revised wording of the lettings policy, as outlined within section 3.8.10 of the submitted report.

- 14 Introduction of the Housing Benefit size criteria in the social rented sector and review of the Council's under occupation incentive scheme**
A report was submitted on behalf of Housing Partnerships which outlined the changes being made to Housing Benefit provision and proposed actions which the Council and its partners could take in order to mitigate the adverse impact of the introduction of the Social Sector Size Criteria (SSSC).

By way of introduction to the report, the Executive Member for Neighbourhoods, Planning and Support Services provided some specific details regarding the key implications arising from the introduction of the SSSC. Members then acknowledged the work which had previously been undertaken by the Council to address the issue of under-occupation and discussed the potential impact of the new criteria upon those vulnerable groups within the community, including the over-60s and children and young people, and considered the possible actions which could be taken to try and mitigate such impact.

In conclusion, it was agreed that further to the recommendations within the submitted report, correspondence be forwarded to the relevant Government Ministers and Leeds MPs, highlighting the Council's concerns regarding the introduction of Housing Benefit Size Criteria, with the correspondence being sent on behalf of all Political Groups within the Council, subject to the content being agreed by all Group Leaders.

RESOLVED –

- (a) That the success of the under occupation incentive scheme in releasing over 400 houses since it was introduced in 2008 be noted.
- (b) That the Council's under occupation incentive scheme be temporarily suspended with immediate effect pending a full review, and that the 2012/13 budget identified from the Housing Revenue Account for the under occupation incentive scheme be allocated to meet the Council's commitment to tenants who have already been accepted onto the under occupation incentive scheme, provided they move by 31st March 2013.

- (c) That the Council undertake a full review of the support and incentives that can be offered to under occupying tenants, and following the monitoring of the impact of the SSSC between April and October 2013, a revised scheme proposal be presented to Executive Board in December 2013.
- (d) That correspondence be forwarded to the relevant Government Ministers and Leeds MPs, highlighting the Council's concerns regarding the introduction of Housing Benefit Size Criteria, with the correspondence being sent on behalf of all Political Groups within the Council, subject to the content being agreed by all Group Leaders.

15 Neighbourhood Planning - Management, Support and Protocol Arrangements

The Director of City Development submitted a report providing a general overview and update on the neighbourhood planning process, setting out the requirements and implications for the Council of the Neighbourhood Planning (General) Regulations 2012 and proposing governance and protocol arrangements for neighbourhood planning generally, with specific reference to the preparation of neighbourhood plans. In addition, the report outlined the roles and responsibilities for the Council and local communities at the different stages of the neighbourhood planning process, detailed progress on neighbourhood planning in Leeds, highlighting both the opportunities and the challenges of the new process, presented the contents of the draft neighbourhood planning guidance for approval and outlined how neighbourhood planning could assist the Council with regeneration and service delivery.

The Board considered the range of approaches being taken by communities across Leeds in respect of Neighbourhood Plans. In response to Members' enquiries, officers highlighted the actions which were being taken to ensure that the Council took a proactive approach towards the Neighbourhood Planning agenda, with specific details being provided regarding the allocation of staffing resource. Members noted the involvement of Area Committees in the development of the process.

RESOLVED –

- (a) That the Neighbourhood Planning (General) Regulations 2012, which came into force on 6th April be noted and that a progress report be submitted to Executive Board in 6 months on how neighbourhood planning is working in Leeds.
- (b) That the Neighbourhood Planning Guidance Note, as attached as Appendix 1 to the submitted report, be approved, and that the necessary authority be delegated to the Chief Planning Officer to make any further amendments/formatting.
- (c) That the governance and protocol arrangements, as set out within the submitted report be approved.

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th July, 2012

- (d) That it be noted that a presentation will be made to Area Committee Chairs outlining the important role that they will have in the neighbourhood planning process.
- (e) That the establishment of a corporate neighbourhood planning steering group be agreed, which will ensure that the support and advice for neighbourhood planning is linked to regeneration, service delivery and the localism agenda generally (paragraph 3.8 of the submitted report specifically refers).
- (f) That it be noted that a citywide neighbourhood planning event(s) will launch the neighbourhood planning guidance note, which will aim to provide support and raise awareness for local Members, local communities and other stakeholders.

16 Design and Cost Report for Passenger Transport Replacement Vehicles

The Director of Resources submitted a report which sought approval to a proposal to purchase twelve new minibuses for Passenger Transport, whilst also seeking authority to incur the related expenditure.

RESOLVED – That the purchase of twelve wheelchair accessible vehicles be approved, to replace twelve vehicles which were originally due for replacement in January 2011, and that authority be given to incur expenditure of £575,000.

CHILDREN'S SERVICES

17 Response to the Full Council Deputation by Mark Swards, Leeds University Union : Widening Participation

The Director of Children's Services submitted a report providing a response to the deputation entitled "Widening Participation" presented to Council on the 28th March 2012 on behalf of Leeds University Union.

Members highlighted the importance of addressing any misconceptions that young people and their families had in respect of the financial arrangements, as such misconceptions could lead to individuals being discouraged from entering higher education.

Further to the recommendations within the submitted report, it was agreed that the Chief Executive write to the universities within Leeds on the actions they are continuing to take to encourage young people from all socio-economic backgrounds to enter into higher education.

RESOLVED –

- (a) That an ongoing dialogue between officers and the universities be supported, in particular through further research into the impact upon Leeds' existing students and younger learners (with the potential to enter higher education) and the completion and success rate of those students enrolled on courses.

- (b) That the range of developments and initiatives to support progression to higher education already put in place be noted.
- (c) That the Board's support be given to the 'Leeds Education Challenge' and the 'Higher Education Access: Rewarding Transforming (HEART)' structures, as the most appropriate vehicles to ensure a co-ordinated approach towards supporting the progression of young people to higher education.
- (d) That support be given to considering this issue as part the work around the Child Friendly City priority to: address the barriers that prevent children and young people from engaging in and enjoying learning.
- (e) That the Chief Executive write to the universities within Leeds on the actions they are continuing to take to encourage young people from all socio-economic backgrounds to enter into higher education.

18 Design and Cost Report - Blenheim Primary School Additional Accommodation

The Director of Children's Services submitted a report which sought approval to proceed with works which would provide additional accommodation at Blenheim Primary School. In addition, the report sought the necessary authority to incur expenditure of £643,984 on phase 2 of the scheme.

RESOLVED –

- (a) That the additional accommodation works at Blenheim Primary School, at an estimated total cost of £643,984, be approved.
- (b) That expenditure of £643,984 from capital scheme number 15822\BLE\000 be authorised.

19 Annual Adoption Agency Report

The Director of Children's Services submitted a report providing details of the work undertaken by Leeds City Council adoption service from April 2011 to March 2012 inclusive. Specifically, the report focussed upon the activity of the service in relation to its compliance with the national minimum standards; the implementation and progression of children's care plans; the service offered to those seeking to adopt and the services offered to those affected by adoption through the provision of adoption support.

A copy of the Adoption Service's Statement of Purpose, dated May 2012, was appended to the submitted report for Members' consideration.

RESOLVED – That the contents of the submitted report be noted and that the Board continues to provide its support towards the work of the Adoption Team, ensuring that our adopted children receive the best possible support.

20 Fostering Service Annual Report

The Director of Children's Services submitted a report informing of the work undertaken by the fostering service between April 2011 and March 2012. The report provided details of the work of the service, its compliance with the national minimum standards, the implementation and progression of children's care plans, the service offered to foster carers and outcomes for children. In addition, the report provided an update on the activity in relation to the recruitment and retention of foster carers, fostering panel activity and developments within the service, whilst highlighting national developments in fostering practice and providing information on the profile of children in care in Leeds.

A copy of the Fostering Service's Statement of Purpose, dated May 2012, was appended to the submitted report for Members' consideration.

Members emphasised the vital role played by foster carers and the need to continue to focus upon the recruitment of new carers across the city.

Responding to Members' enquiries, reassurance was provided that work was commencing via Scrutiny Board (Children's Services) into the services provided by private and independent foster homes throughout Leeds, and the need for the authority to be notified as a matter of course about the existence of such homes.

In addition, the Board received details on the actions being taken in relation to the recruitment of foster carers in Leeds, with specific information provided on the work being undertaken around the impact of the changes to benefit provision upon foster carers, and more generally, the financial incentives provided to them.

RESOLVED – That the contents of the submitted report be noted, and that the Board continues to provide its support towards the work of the fostering service, ensuring our fostered children receive the best possible support.

21 Transfer of Great Preston Primary School site to the Diocese of Ripon & Leeds

The Director of Children's Services submitted a report which sought in principle approval to transfer the land at Great Preston Primary School site to the Diocese of Ripon and Leeds.

RESOLVED –

- (a) That the transfer of Council owned land at the Great Preston Primary School site, as listed within appendix 1 and as set out within the submitted report, be approved.
- (b) That the principal of transferring land to the Diocese be approved on the basis set out within the submitted report, in respect of any further schools in the ownership of the Council and which the Diocese call for, and that the final approval of the terms of such disposals be delegated to the Director of City Development.

LEISURE AND SKILLS

22 Future of Cow Close Library

Further to Minute No. 257, 16th May 2012, the Director of City Development submitted a report outlining proposals for the future of library provision in the Cow Close area.

RESOLVED – That the replacement of the current library provision with increased, targeted mobiles, be agreed, and that the decisions on the future of the venue be delegated to the Director of Environment and Neighbourhoods.

HEALTH AND WELLBEING

23 Response to the Recommendations of Scrutiny Board Safer and Stronger Communities following its Inquiry into Fuel Poverty

The Director of Public Health and the Director of Adult Social Services submitted a joint report responding to two of the recommendations arising from the recent Scrutiny Board (Safer and Stronger Communities) Inquiry into Fuel Poverty in Leeds.

Councillor Anderson, as Chair of the Scrutiny Board (Safer and Stronger Communities) attended the meeting and introduced the key issues arising from the Scrutiny Board's Inquiry into Fuel Poverty.

The Board welcomed the timely piece of work which had been undertaken by the Scrutiny Board on this issue, noted the opportunity for further cross-party working to be undertaken and highlighted that this matter would be picked up by the new Health and Wellbeing Board in due course.

RESOLVED –

- (a) That the Scrutiny Board (Safer and Stronger Communities) Inquiry report into Fuel Poverty, together with recommendations 1 and 10(i) be welcomed as a valuable contribution towards addressing fuel poverty in Leeds.
- (b) That in line with recommendation 1 of the Inquiry report, it be agreed that in the development of the new public health system, fuel poverty be identified as a key priority and used to demonstrate how the Public Health operating arrangements will work in practice.
- (c) That in line with recommendation 10(i) of the Inquiry report, it be agreed that in developing a simple systematic referral pathway across health and council services, a twin track approach will need to be adopted. This will involve:
 - a universal multi-agency referral system to be used across the city by frontline staff linked to other key initiatives, or used in targeted neighbourhoods to support customers to access a wide range of preventative services including affordable warmth, and

Draft minutes to be approved at the meeting to be held on Wednesday, 18th July, 2012

- a specialised referral pathway specifically for the referral of clients with an existing health condition to be used by the health and social care integrated teams.

24 Deputation to Council - Leeds LINK regarding Health and Wellbeing Bill and its impact on Leeds

A report from the Director of Adult Social Services was submitted providing a response to the deputation presented to Council on the 28th March 2012 by the Leeds Local Involvement Network (LINK) regarding the Health and Social Care Act 2012 and its impact upon Leeds.

The Board noted the contents of the report and highlighted the importance of acknowledging the concerns which had been raised by the public. The Chair thanked the members of the deputation present for their attendance at the meeting.

RESOLVED –

- That the contents of the submitted report, including the response to the deputation by Leeds Local Involvement Network (LINK), be noted.
- That it be confirmed that the Board is sufficiently assured that the issues raised in the deputation are being addressed.

25 Public Health in Leeds City Council - New Responsibilities

The Director of Public Health submitted a report providing an update on the new responsibilities in respect of public health which would fall within the remit of the Council from April 2013. In addition, the report provided details on the progress made on, and the issues arising from the implementation of the Leeds Public Health Transition Plan, whilst also seeking endorsement of the proposed Operating Model for Public Health in Leeds City Council

Members highlighted the significant opportunities that the Council's new duties would present, whilst the Chief Executive emphasised the need for the Council to make its mark on improving the health of the people of Leeds. In addition, the Board noted the expertise of the public health professionals who would be undertaking the new function, whilst Members were updated upon the progress made in respect of Member development and officer training opportunities within the field of public health.

RESOLVED -

- That the new public health responsibilities coming to the Council after April 2013 as a result of the Health and Social Care Act 2012 be noted.
- That the creation of the Office of the Director of Public Health as an additional Central and Corporate function be endorsed, with the Director of Public Health being operationally accountable to the Chief Executive.
- That the principles behind the Operating Model of the Office of the Director of Public Health be endorsed and that the necessary authority

to progress the transfer of public health functions, staff and resources to the Council be provided.

- (d) That progress made on the Leeds Public Health Transition Plan, the issues raised, national milestones and NHS assurance process, be noted.
- (e) That it be noted that a further report will be made to Executive Board in the autumn which will set out key priorities and actions to be taken within the Joint Health and Well Being Strategy which will reduce health inequalities and improve health and well being for all citywide and within localities.

ADULT SOCIAL CARE

26 The Government's Blue Badge Reform Programme - An Update upon the Impact of Recent Changes

Further to Minute No. 130, 2nd November 2011, the Assistant Chief Executive (Customer Access and Performance) and the Director of Adult Social Services submitted a joint report providing details of the impact of the recent changes brought about by the Government's national blue badge reform programme. In addition, the report sought endorsement of the arrangements established to undertake assessments for blue badges, whilst it also highlighted the actions which were being taken to continue to improve the delivery of the scheme in Leeds.

The Executive Member for Adult Social Care thanked all officers who had been involved in the administration of the new arrangements in respect of the blue badge parking scheme, for the considerable work which had been undertaken on this issue.

A Member made specific comments regarding the practicalities of the assessment process, specifically with regard to the assessment centre and the associated form. In response, such comments were acknowledged and the Board was provided with an update on the current position regarding the location of the assessment centre.

RESOLVED –

- (a) That the progress made in creating and delivering the new Blue Badge scheme in Leeds be noted.
- (b) That the assessment arrangements established in Leeds, as detailed within sections 3.2 to 3.6 of the submitted report, be endorsed.
- (c) That the actions taken to continue to improve the delivery of the scheme in Leeds, as detailed within sections 3.12 to 3.13 of the submitted report, be noted.

27 Procurement of Residential and Nursing Placements (Residential Governance Quality Framework and Fees)

Further to Minute No. 68, 7th September 2011, a report from the Director of Director of Adult Social Services was submitted which sought the necessary authority to proceed with a procurement exercise in regard to the Residential Quality Governance Framework and associated fees for Older Peoples care homes in Leeds.

Members welcomed the cross-party approach which had been taken in respect of this matter, which had led to the proposals detailed within the submitted report.

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

RESOLVED –

- (a) That the Board's agreement be given to the adoption of the quality framework approach and the associated recommended fee structure, as set out within the submitted report, which follows on from the work of the Advisory Board and the extensive collaboration to achieve a new business relationship with Independent Sector providers of residential and nursing care for older people.
- (b) That the Board's agreement be given to the initiation of a procurement process to commence immediately, and that it be noted that the Director of Social Services will take a delegated decision to award the framework contracts in accordance with the Council's scheme of delegations, in order to ensure that the recommended quality framework and fee structure can be implemented from the 1st October 2012.
- (c) That the Board's agreement be given to the proposal that the recommended new monitoring arrangements are put in place in order to assure the intended improvements in quality.
- (d) That the Board's agreement be given to the proposal that the risks and mitigation plans are implemented with regard to the financial risks identified.

28 Design and Cost Report: Capital Expenditure : Proposed Refurbishment of Harry Booth House to an Intermediate Care Facility

Further to Minute No. 67, 7th September 2011, a report from the Director of Adult Social Services was submitted which sought approval to the design proposals for the Harry Booth House Intermediate Care scheme, as described within the submitted report. In addition, the report sought approval to the outline scheme design proposals for the proposed refurbishment of Harry Booth House, a related injection into the Capital Programme, together with the necessary authority to spend.

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

RESOLVED –

- (a) That the outline scheme design proposals for the proposed refurbishment of Harry Booth House, as described in the submitted report, at an estimated total cost of £2,487,000, be approved.
- (b) That an injection of £1,902,000 into existing Capital Scheme No 16493 be authorised, comprising allocated funds of £90,000 from NHSABL, with the balance of £1,812,000 funded via borrowing from the savings identified in the project business case.
- (c) That approval be given to the authority to spend £2,487,000 in order to deliver the scheme, including £675,000 from allocated funds from NHSABL included in Capital Scheme No 16493 on the proposed refurbishment of Harry Booth House to create an Intermediate Care Unit.

RESOURCES AND CORPORATE FUNCTIONS

29 2011/2012 Year End Performance Report

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting a summary of the year-end (quarter four) performance data for 2011/2012, which provided an update on progress in delivering the Council Business Plan 2011-2015 and the City Priority Plan 2011-2015.

Members noted that the performance data within the submitted report would be considered in detail by the relevant Scrutiny Boards.

Responding to an enquiry, it was undertaken that the Member in question would be provided with the further information which he had requested in respect of 'missed bins'.

RESOLVED – That the contents of the submitted report, together with the performance issues identified, be noted.

30 Financial Performance - Outturn Financial Year ended 31st March 2012

The Director of Resources submitted a report on the Council's financial outturn position for 2011/2012 for both revenue and capital, and also included details in respect of the Housing Revenue Account. In addition, the report presented information on major variations on the revenue account from the provisional outturn reported to the May 2012 Executive Board and also reported on the final position of Schools and the Arms Length Management Organisations (ALMOs). Finally, the report highlighted the current position regarding other key financial health indicators including Council Tax and National Non-Domestic Rates (NNDR) collection statistics, sundry income and prompt payments.

The Board thanked officers for all of their efforts which had led to the Council in achieving its current financial position.

A reference was made to the budgets held by individual schools, and highlighted that further consideration needed to be given to this matter.

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

31 Localised Council Tax Support Scheme

The Director of Resources submitted a report which presented a proposal for a local Council Tax Support scheme for 2013/2014. In addition, the report sought approval to undertake a public consultation exercise on the proposed scheme, with the outcomes from the consultation being presented to a future Executive Board along with a recommendation for a local Council Tax Support scheme.

Having noted that the Council was required to adopt a local working age scheme by 31st January 2013, the Board received reassurances regarding the proposed timescales detailed within the submitted report which related to the development and adoption of such a scheme. Further to this, the Board noted that a further report containing the recommendations for the scheme would be submitted to the Board in January 2013, although efforts would be made to submit it to an earlier meeting, if at all possible. Responding to a Member's enquiry, the Board noted that other local authorities were in a similar position to Leeds, with respect to timescales.

RESOLVED –

- (a) That the proposed consultation exercise on the draft Council Tax Scheme, as set out within the submitted report, be approved.
- (b) That approval be given to the inclusion within that consultation (detailed at resolution (a) above) of proposals to amend Council Tax discounts and exemptions schemes for empty properties in Leeds.
- (c) That a report be submitted to Executive Board no later than January 2013, with a recommendation for the local Council Tax Support scheme from 2013/2014 that has considered the responses from the consultation exercise.

DEVELOPMENT AND THE ECONOMY

32 Deputation to Council - Young People Seeking a 20 MPH speed limit on Haven Chase, Cookridge

The report of the Director of City Development submitted a report which responded to the deputation presented to Council on the 28th March 2012 by the Young People of Haven Chase, Cookridge, regarding the provision of a 20mph speed limit.

RESOLVED –

- (a) That a letter be written to Ella Craggs thanking her for her excellent presentation on the traffic issues on Haven Chase, Cookridge, and outlining the manner in which we will meet the request contained in her deputation.
- (b) That the intention to expand the planned proposal for a 20mph scheme covering the Silk Mill area and Tinshill Pupil Referral Unit be noted, so as to incorporate Haven Chase and nearby streets, which will be progressed as part of the forward programme of priority schemes, to expand the coverage of such priority schemes in areas surrounding schools.
- (c) That it be noted that the Council's Speed Indicator Device (SID) is available for the local community to use in order to raise awareness amongst motorists of traffic speed issues both for Haven Chase and other areas of the city.

DATE OF PUBLICATION: 22ND JUNE 2012

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 29TH JUNE 2012

(Scrutiny Support will notify Directors of any items called in by 12.00pm on 2nd July 2012)

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th July, 2012



**FORWARD PLAN OF KEY DECISIONS
For Children and Families Scrutiny Board**

1 August 2012 – 30 November 2012

What is the Forward Plan?

The Forward Plan is a list of the key decisions the Authority intends to take during the period 1 August 2012 – 30 November 2012. The Plan is updated monthly and is available to the public 14 days before the beginning of each month.

What is a Key Decision?

A Key decision, as defined in the Council's Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising 2 or more wards

What does the Forward Plan tell me?

The Plan gives information about:

what key decisions are coming forward in the next four months
when those key decisions are likely to be made
who will make those decisions
what consultation will be undertaken
who you can make representations to

Who takes key decisions?

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

Who can I contact?

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Executive Board members.

How do I make contact?

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring Leeds City Council and staff there will be able to assist you:

Leeds City Council - Telephone: 0113 2474357

How do I get copies of agenda papers?

The agenda papers for Executive Board meetings are available five working days before the meeting from:

Governance Services, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 2474350

Fax: 0113 3951599

Email: cxd.councilandexec@leeds.gov.uk

On occasions, the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

Where can I see a copy of the Forward Plan?

The Plan can be found on the Leeds City Council Website www.leeds.gov.uk. The Plan is regularly updated and for legal reasons is formally published on a monthly basis on the following dates:

2012/13

17 th May 2012	16 th November 2012
15 th June 2012	17 th December 2012
17 th July 2012	17 th January 2013
17 th August 2012	14 th February 2013
17 th September 2012	15 th March 2013
17 th October 2012	16 th April 2013

About this publication

For enquiries about the Forward Plan of Key Decisions please:

E-mail: cxd.councilandexec@leeds.gov.uk or telephone: 0113 247 4357

Visit our website www.leeds.gov.uk for more information on council services, departments, plans and reports.

This publication can also be made available in Braille or audio cassette. Please call: 0113 247 4357

If you do not speak English and need help in understanding this document, please phone: 0113 247 4357 and state the name of your language.

We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की जरूरत है, तो कृपया 0113 224 3462 पर फोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिए) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹر پریٹر) سے رابطہ کریں گے۔

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 August 2012 to 30 November 2012

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Design and Cost report for Passenger Transport replacement vehicles Director of Resources is asked to approve the purchase of twelve wheelchair accessible vehicles, to replace twelve vehicles which were originally due for replacement January 2011.	Director of Resources	1/8/12	There is no requirement for corporate consultation though the drivers have been consulted as to the changes to vehicle specification. If the request is approved, customers will also be consulted as to requirements.	Associated report	julie.hatton@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)
Recommendations and outcomes arising from the Strategic Sector Review for the future provision of housing related support services for Young People. Authorisation from the Director of Environment and Neighbourhoods to implement the recommendations and outcomes of the Strategic Sector Review for the future provision housing related support services for Young People.	Director of Environment and Neighbourhoods	1/8/12	n/a	Report to be presented to the Commissioning Body and the Director	neil.evans@leeds.gov.uk
Construction Skills Commissioning	Director of City Development	1/8/12	Jobcentre Plus, Members, existing/potential providers	Delegated decision report	jane.hopkins@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>FIRE SAFETY WORKS IN SCHOOLS 2012/13 Approval of a programme of fire safety works in Hugh Gaitskell, Pool C/E, Wetherby St James and Bramley St Peters C/E Primary Schools. This work is to commence during the 2012/13 financial year, and the associated approval to incur expenditure.</p>	<p>Director of Children's Services</p>	<p>1/8/12</p>	<p>Consultation with schools.</p>	<p>Design and Cost report (to be submitted)</p>	<p>alex.macleod@leeds.gov.uk</p>

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)
Leeds Community Learning Programme 2012-13 Award of contract(s) following a procurement exercise, to deliver Community Learning provision from August 2012 (Formal First Step and Community Learning funding)	Director of City Development	30/8/12	Consultation has taken place with the Executive Member Leisure and Skills and the Executive Board Member, formerly Neighbourhoods, Housing and Regeneration. There has been specific internal consultation with Children's Services and City Development and external partners including Jobcentre Plus, the Skills Funding Agency, training providers and local FE/HE representatives	None	sue.wynne@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Troubled Families Programme Approval of initial spending profile for Troubled Families programme. Approximately £2.3 million will be made available to Leeds from the DCLG in 2012/13 to work with families to positively impact on a range of issues including worklessness, crime, anti-social behaviour and school attendance.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Consultation on the direction of travel of the troubled families programme, including an outline of an options appraisal for spending have been presented to Corporate Leadership Team, Children's Service Leadership Team, Children's Trust Board, Safer Leeds Executive and the Troubled Families Programme Board.</p>	<p>Programme Board Mandate, Troubled Families Financial framework, Options Appraisal (to follow)</p>	<p>jim.hopkinson@leeds.gov.uk</p>
<p>Young Carers Service Delegated decision required to award a new contract following conclusion of a procurement exercise.</p>	<p>Director of Children's Services</p>	<p>1/8/12</p>	<p>Consultation was undertaken with young carers prior to development of the service specification.</p>	<p>Award report to be presented at delegated decision panel</p>	<p>paul.bollom@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Contract with Leeds Community Healthcare Request to waive contracts procedure rule 13 and enter into a new contract with Leeds Community Healthcare	Director of Children's Services	1/8/12	n/a	Waiver Report	paul.bollom@leeds.gov.uk
Youth Inclusion Projects, Inclusion Service, Substance Misuse Treatment To agree the waiver of contracts procedure rule 13 to enter into contracts for the provision of: Youth Inclusion Projects, Inclusion Services, Substance Misuse Treatment.	Director of Children's Services	1/8/12	Children's Services Directorate, Procurement Unit, Chief Officer Concerned	Proposals from the existing contracted providers	iain.dunn@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Leeds 10 Primaries PFI Project (PFI-10) - Outcome of TUPE Negotiations Recommendation that the Director of Children's Services approves this one off payment (actual figure to be confirmed within Decision Report) in respect of the TUPE settlement submitted through the 10 Primaries PFI Project.	Director of Children's Services	1/8/12		LCC Decision Report/TUPE Reconciliation Data (Spreadsheet)	nigel.wilson@leeds.gov.uk/ matthew.cooper@leeds.gov.uk
Framework Agreement for the Procuring of fixed play ground equipment including MUGAs, teen shelters and skateboard BMX equipment Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1 st March 2012 with the option to extend for a further 2 years if so required.	Director of City Development	1/8/12	Parks and Countryside, Procurement Unit.	Tender Returns	martin.wright@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Youth Contract: Support for 16-17 year olds who are not in education, Employment or Training To approve £815k of fully funded expenditure into the Children's Services 12-13 budget.</p>	<p>Director of Children's Services</p>	<p>1/8/12</p>	<p>Elected Members</p>	<p>Funding Letter</p>	<p>ken.morton@leeds.gov.uk</p>
<p>Outcome of consultation on expansion of school places for 2014 Permission to publish statutory notices for the proposals</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>5/9/12</p>	<p>The report will summarise the formal statutory 6 week consultation period held 11 June to 27 July 2012 with prescribed consultees and other local stakeholders. This includes area committees and all ward members city wide.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>stuart.gosney@leeds.gov.uk</p>

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)
Tropical World Refurbishment To approve the design and cost report for the proposed Tropical World refurbishment	Executive Board (Portfolio: The Environment)	17/10/12	Consultation will commence once Executive Board have agreed in principle to inject funds into a capital scheme	The report to be issued to the decision maker with the agenda for the meeting	sean.flesher@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Outcome of competitions for two new primary schools To determine the outcome of the competitions held to open two new primary schools.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>17/10/12</p>	<p>The competitions were approved following formal statutory consultation held 12 Sep – 11 Oct 2011. This included consultation with and members directly and through area committees, and with all other stakeholders. Following the competition, a statutory notice was published describing the bids received, and advertised to ward members and all other stakeholders. A public meeting was held during the notice period, to allow members of the public and other stakeholders to find out more about the bids. Information on the views expressed during that notice period form the basis of the report.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>stuart.gosney@leeds.gov.uk</p>

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)
Holt Park District Centre 1) Approval to the Draft Informal Planning Statement as a guide to future development proposals for this site. 2) Approval to commence public consultation on the draft Informal Planning Statement	Executive Board (Portfolio: Development and the Economy)	7/11/12	Executive Member for Development and the Economy and Ward Members	The report to be issued to the decision maker with the agenda for the meeting	ben.middleton@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Leader of Council

Councillor Keith Wakefield

Deputy Leader and Executive Member for
Children's Services

Councillor Judith Blake

Deputy Leader and Executive Member for
Neighbourhoods, Planning and Support
Services

Councillor Peter Gruen

Executive Member for Leisure and Skills

Councillor Adam Ogilvie

Executive Member for Development and the
Economy

Councillor Richard Lewis

Executive Member for the Environment

Councillor Mark Dobson

Executive Member Adult Social Care

Councillor Lucinda Yeadon

Executive Member for Health and Well Being

Councillor Lisa Mulherin

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	February 2013	Via Executive Board, Scrutiny Board (Resources and Council Services), relevant stakeholders	Report to be issued to the decision maker with the agenda for the meeting covering the following reports a) Revenue Budget b) Council Tax c) Capital Programme d) Treasury Management	Director of Resources
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Children & Young People's Plan (includes Children and Families City Priority Plan and Youth Justice Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Children and Families), Leeds Initiative Board, Children's Trust Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Development Plan documents	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Licensing Authority Policy Statement (Gambling Policy)	Council	November 2012	Via Executive Board, Scrutiny Board (Resources and Council Services), Licensing Committee, stakeholders, general public, Ward Members, current licensees	Report to be issued to the decision maker with the agenda for the meeting, including the new policy, consultation report and relevant sections from the Gambling Act 2005.	Director of Resources
Insertion of Large Casino Section	Council	18 th January 2012			
Health and Wellbeing City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Health & Wellbeing and Adult Social Care), Leeds Initiative Board, Health and Wellbeing Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Safer and Stronger Communities Plan (includes Safer and Stronger Communities City Priority Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Safer and Stronger Communities), Leeds Initiative Board, Safer and Stronger Communities Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods
Sustainable Economy and Culture City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Sustainable Economy and Culture), Leeds Initiative Board, sustainable Economy and Culture Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Housing and Regeneration City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Regeneration), Leeds Initiative Board, Housing and Regeneration Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Local Flood Risk Management Strategy	Council		Via Executive Board, Scrutiny Board (Sustainable Economy and Culture)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

NOTES:

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

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