

SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in 6 & 7 - Civic Hall, Leeds on
Thursday, 15th March, 2018 at 9.45 am

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

MEMBERSHIP

Councillors

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

Co-opted Members (Voting)

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

Co-opted Members (Non-Voting)

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

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

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A G E N D A

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

3

LATE ITEMS

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

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

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 15 FEBRUARY 2018

1 - 4

To approve as a correct record the minutes of the meeting held on 15 February 2018.

7

LEEDS SAFEGUARDING CHILDREN'S BOARD - TRANSITIONAL ARRANGEMENTS

5 - 8

To consider the report of Dr Mark Peel, the Independent Chair of Leeds Safeguarding Board which provides an update on the developments of multi-agency safeguarding arrangements in Leeds following the Wood Report and changes to the Children and Social Work Act 2017.

8		<p>YOUTH SERVICE - REVIEW OF IMPACT AND OUTCOMES SINCE SERVICE RECONFIGURATIONS.</p> <p>To consider the report of the Director of Children and Families which provides an overview of the youth service targeted guarantee and specialist guarantee functions since 2013.</p> <p>This item was deferred from the meeting 15 February 2018.</p>	9 - 66
9		<p>ONE ADOPTION WEST YORKSHIRE</p> <p>To consider the report of the Head of One Adoption West Yorkshire which sets out the developments within One Adoption West Yorkshire.</p>	67 - 110
10		<p>SUPPORT FOR FOSTER CARERS</p> <p>To consider the report of the Director of Children and Families which outlines the range of support provided for approved foster carers and their families by the fostering service and key partners.</p>	111 - 126
11		<p>OFSTED - OUTCOME OF THE FOCUSED VISIT TO LEEDS CITY COUNCIL CHILDREN'S SERVICES, JANUARY 2018</p> <p>To consider the report of the Head of Corporate Governance and Scrutiny Support which provides the outcome of the Ofsted focused visit in January 2018 relating to Children in Care.</p>	127 - 132
12		<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board's work schedule for the 2017/18 municipal year.</p>	133 - 158

DATE AND TIME OF NEXT MEETING

Thursday 26 April 2018 at 9:45am

(pre-meeting for all Board Members at 9:15am)

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

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SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 15TH FEBRUARY, 2018

PRESENT: Councillor S Bentley in the Chair

Councillors D Cohen, J Elliott, C Gruen,
M Harland, M Iqbal, P Latty, K Renshaw
and B Selby

CO-OPTED MEMBERS (VOTING)

Ms J Ward – Parent Governor Representative (Secondary)

CO-OPTED MEMBERS (NON-VOTING)

Ms C Bewsher – Looked after Children and Care Leavers

67 Late Items

There were no late items of business.

68 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

69 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors Dawson and Ogilvie. Councillor Harland attended the meeting as a substitute for Cllr Dawson. Apologies were also received from Mr EA Britten; Mr A Graham; Ms J Hazelgrave; Ms C Foote; Ms M Owen; Mrs S Hutchinson and Ms C Hopkins.

70 Minutes - 25 January 2018

RESOLVED – That the minutes of the meeting held on 25th January 2018 be confirmed as a correct record.

71 Increasing the Number of Young People in Education, Employment or Training

The report of the Director of Children and Families provided an update on the NEET obsession and on activity to meet the monitoring requirement of the Scrutiny Board following the 2013 review into the support for young people identified as being Not in Education, Employment or Training (NEET) or at the risk of becoming NEET.

The report identified that of the 13 recommendations arising from the review, only Recommendation 6 remained outstanding: "That the Director of Children's Services works with Clusters across the City to share good practice and establish programmes in primary schools which reduce the risk of NEET, such as the concept of 'World of work Wednesdays'. Such programmes should also be adapted to suit the needs of young people in secondary education."

The following information was included within the report:

- Pathways Support Team – Summary for the City October to December 2017
- Year 12 & 13 NEET story behind the baseline

The following were in attendance:

- Councillor L Mulherin, Executive Member for Children & Families
- Councillor A Lamb, Chair Scrutiny Board (Inclusive Growth, Culture & Sport)
- Steve Walker – Director of Children & Families
- Andrea Richardson – Head of Services, Learning for Life
- Jean Ellison – Youth Offer Lead
- Peter Storrie – Intelligence & Policy Service

(Councillor Iqbal and Councillor Lamb joined the meeting at this point)

The Board received a presentation which outlined the following matters:

- The new DfE headline performance measure which combined the NEET rate with the ‘not known’ rate
- The role of the Pathway Team, providing Information, Advice & Guidance (IAG) support for 18 months and locality working through provision in Community Hubs
- The use of the Leeds Pathway Grant to commission voluntary sector organisations to engage with hardest to reach/least likely to engage young people
- Future plans included further use of assertive outreach work and the annual Leeds Apprenticeship Fair scheduled for 5th March 2018

Referring specifically to Recommendation 6; the Board heard that the structure of Clusters/primary schools had changed and practice now centred on “readiness activities” provided by Children & Families in conjunction with the Jobs & Skills Service. A cross-directorate strategic group had been established to develop shared work and the Scrutiny Board (Inclusive Growth, Culture & Sport) was currently reviewing the Draft Leeds Talent & Skills Plan and would revisit the picture of programmes in primary schools in order to introduce children to the concept of work and reduce the risk of NEET.

The Board also received assurance on the NEET and ‘Not Known’ data sets. Some of the data collection methods required review in respect of individual settings before the annual data was submitted to the DfE.

Councillor Lamb reported on the findings so far of the Scrutiny Board (Inclusive Growth, Culture & Sport) inquiry, and the nature of the IAG service provision across the city. He reported it was likely that the Scrutiny Board (Inclusive Growth, Culture & Sport) would continue to monitor that provision and highlighted the importance of the development of the IAG Charter, developed by young people for young people.

Key areas of discussion included the following:

The cause of NEETS/not knowns –

- The impact of the changing system of post 16 education;
- Entry level requirements for apprenticeships could be prohibitive for some;
- The feedback that some schools remove students from A level courses during the first term if the school perceived there was a risk of them not achieving;
- Children being excluded or encouraged to be home educated.
- Concern regarding an offer of an apprenticeship being withdrawn.

Support for young people making Post 16 choices –

- Alternatives to university education must be highlighted. Apprenticeships also provided higher education and could lead to a degree qualification when supported by an employer;
- The importance of young people being prepared for interview.
- The importance of impartial IAG provision within schools and the Pathways service; noting a comment that some young people would not access services based outside of their locality;
- The Next Steps event focussed on post-GCSE options – the event was now timed to capture any A' Level age students who may be considering a change of direction.

Leeds City Council as best practice –

- Information was requested on the number of apprentices employed by LCC, the nature of their work and wage level was sought alongside consideration of the impact of changes to the Apprenticeship Levy;
- Clarity was sought about the support and recognition for young people without qualifications but who had other skills and if LCC set minimum qualification requirements for entry level jobs
- Noted LCC had launched a supported internship scheme for young people with SEND.

Data –

- Data showed the same four wards recording the highest number of NEETS/Not Knowns, further information was requested to clarify if this had been the case over a number of years;
- Further information was requested for those wards relating to the IAG on offer in those wards. The Board were advised that Hub provision was available in the four wards in response to high levels of need across various service areas. Additionally, Innovation Funding was utilised to establish restorative early support teams to work within the four wards.
- Further information was requested regarding the schools not providing NEET information to the Local Authority. It was suggested that Ward Members take this up and stress the importance of providing NEET information.
- In response to the Board's questions relating to sustained NEET and information relating to Children Looked After and Care Leavers, Members were advised that a more detailed annual NEET report will

be produced once Government data has been shared with Local Authorities. The Board requested that this report be scheduled into the 2018/19 work programme.

RESOLVED –

Having considered the report of the Director of Children and Families, to make the following recommendations:

- a) Having considered and noted the progress made relating to recommendation 6, the Board agreed that this be given a status of 1 (Stop Monitoring) as it will be under further scrutiny as part of the IAG inquiry currently being progressed by the Scrutiny Board (Inclusive Growth, Culture & Sport)
- b) To note the contents of the report and the comments made during discussions on the progress made to reduce the risk of young people not accessing appropriate employment, education or training.
- c) That the information requested be provided to the Principal Scrutiny Advisor for circulation to the Board
- d) That the NEET annual report be scheduled into the 2018/19 work programme (subject to agreement by the Scrutiny Board in the new municipal year).

72 Work Schedule

The Head of Governance and Scrutiny submitted a report which invited Members to consider the Board's Work Schedule for the remainder of the current municipal year.

RESOLVED – That the work schedule be agreed.

73 Adjournment of the meeting

Due to the lack of heating in the meeting room, the Board

RESOLVED –

- a) To adjourn the meeting.
- b) To defer the remaining matters on the agenda to the next Board meeting
 - i) Youth Service – Review of Impact and Outcomes since Service Reconfigurations

74 Date and Time of Next Meeting

Thursday 15th March 2018 at 9:45 am (with a pre-meeting for Board Members at 9.15 am)



Report of Mark Peel, Independent Chair Leeds Safeguarding Children Board

Report to Scrutiny Board (Children and Families)

Date: 15 March 2018

Subject: Leeds Safeguarding Children Board Transitional Arrangements

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

1.0 Purpose of this report

- 1.1 To update the Scrutiny Board on the developments of multi-agency safeguarding arrangements in Leeds following the Wood Report and changes to the Children and Social Work Act 2017.
- 1.2 Leeds Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004 and 'Working Together to Safeguard Children (2010)'. It is independently chaired and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the City.

Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children
- To ensure the effectiveness of that work

- 1.3 Leeds has a strong history of multi-agency partnerships which resulted in a 'Good' OfSTED rating of both the Local Authority and the LSCB in 2015. The LSCB along with the strong political support it receives, continues to be a driving force in developing and maintaining safeguarding partnerships, challenging the safeguarding system and ensuring that the safety and welfare of children and young people remains a priority. Leeds LSCB has also been recognised nationally for its innovative work to safeguard children and promote their welfare.
- 1.4 In 2016 Alan Wood undertook review into the role that LSCBs play in protecting and safeguarding children. In his [report](#) Alan Wood argues that strong, effective multi-agency arrangements are ones that are responsive to local circumstances and fully engage the right people.

He noted that the current system needs to change in favour of a new model that will ensure collective accountability across the system rather than just Children's Services.

- 1.5 Following on from the recommendations of the Wood Report 2016, the change in legislation to the [Children and Social Work Act 2017](#) and subsequently the upcoming revision of Working Together to Safeguard Children (WTSC), statutory requirement to have a Local Safeguarding Children Board (LSCB) will come to a conclusion on the 1st April 2018.
- 1.6 New safeguarding arrangements will need to be put in place under the new revision of WTSC 2018 by September 2019. Under WTSC 2018, local authority areas will need to establish Safeguarding Children Partnerships which will draw together the three key agencies who collectively, will hold new statutory responsibilities for safeguarding children and young people; namely the Local Authority (through Children and Families), Health (through the local CCG) and Police. Whilst the Safeguarding Children Partnership will include and relate to all agencies with responsibilities and interests in the safeguarding of children and young people, including for example, Education and those in the Third Sector, the three agencies with statutory responsibilities will together share particular duties with respect to setting the strategic direction for safeguarding, and for the overall governance of the partnership.
- 1.7 Following consultations undertaken in 2017 through the Leeds LSCB, agreement has been reached on the following matters which, in sum, establish a Safeguarding Children Partnership and lay out the way the partnership will work during its transitional year.

2.0 Leeds Safeguarding Children Partnership

- 2.1 Local safeguarding arrangements have already been agreed for April 2018-2019. These arrangements will permit a transitional period to assess and adapt to the impact of these new safeguarding arrangements, whilst also progressing a developmental 'conversation' between the key agencies with respect to a more 'equitable and proportionate' resourcing formula suggested in the new WTSC 2018 or the geographical boundary of the LSCP given new permissions in this regard.
- 2.2 An intermediary body acting on behalf of the LSCP will be key to maintaining and promoting a shared safeguarding vision and agenda for Leeds and the present LSCB Business Unit is deemed to be ideally placed to take on this role. Arrangements for the supervision of the Board Manager(s), presently undertaken by Children and Families will in future be directly provided by the Independent Chair.
- 2.3 The staff of the LSCP Business Unit will continue to be 'nested' within an agency with regard to employment, leave, pension and so forth, and for the sake of continuity and simplicity it remains appropriate for that to be LCC.
- 2.4 New arrangements of responding to serious child safeguarding concerns notification to the Child Safeguarding National Review Panel and commissioning of Local Reviews require further discussion and agreement by the LSCP Executive and Board as a priority subsequent to these new arrangements coming into effect.

Pending this, present arrangements will continue with the LSCP Business Unit administering the process through to the Learning and Local Review Sub-Committee to production and any publication of reviews undertaken.

- 2.5 The LSCP Business Unit will have responsibility for taking forward the safeguarding priorities set by the Board, through the work of Sub-Committees and other mechanisms as appropriate.
- 2.6 Arrangements with regard to the Child Death Overview Panel will remain with the LSCP Business Unit unless and until alternative arrangements are notified to the Board. Arrangements for reviewing child deaths over the transitional period are presently being discussed.

3.0 Recommendations

- 3.1 The Scrutiny Board (Children's Services) is recommended to:
- Support the new arrangements over the 2018/19 period
 - Request for the LSCP to provide further updates on progress during 2018/19

4 Background documents¹

- [Alan Wood Review of Local Safeguarding Boards May 2016](#)
- <http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

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

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Report of Director of Children & Families

Report to Scrutiny Board (Children and Families)

Date: 15th March 2018

Subject: Youth Service – review of impact and outcomes since service reconfigurations

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 provides a summary of impact and outcomes relating to targeted youth work since Youth Service reconfiguration in 2013. It provides details of the Leeds Youth Work journey since reconfiguration, financial details and quantitative outcome data. The report also provides an update on the ongoing youth work review including recent views on youth provision from young people
2. Executive Board in March 13 approved a new “youth offer”. The new offer included: A universal guarantee, a targeted guarantee and a specialist guarantee. The Board delegated responsibility to the Director of Children’s Services in consultation with the relevant Executive Board Members to implement the remodelling of the council run youth service and those provided by key partners in order to deliver the targeted guarantee.
3. A review of Youth Work provision including the internal Youth Service and contracts with third sector providers began in June 2017. This review provides an important opportunity to consider how needs have changed in the city and what the design of youth work provision should look like going forward.

Recommendations

Members are recommended to

1. Consider and comment on the performance information
2. Use the information to determine areas for further scrutiny work to support future improvements
3. Note and comment on data/young people's views arising from the ongoing youth work review

1 Purpose of this report

- 1.1 This report informs the Board of the impact of changes since the 2013 report around the targeted guarantee and specialist guarantee as referred to in the Executive Board reports March and July 2013. The report outlines the difference in service in terms of budget, resources, reach, impact and an update on the current youth work review.

2 Background information

- 2.2 Youth Services across the country have seen significant changes and challenges in recent years. A recent National Youth Agency report highlights that nationally expenditure on Youth Services has fallen by more than 50% over the past seven years yet the demand for high quality youth services remains.
- 2.3 Youth Provision in Leeds is currently under review. Following an earlier extensive review in 2012 Executive Board (March 13) approved a new "youth offer". The new offer included: A universal guarantee, a targeted guarantee and a specialist guarantee. The Board delegated responsibility to the Director of Children's Services in consultation with the relevant Executive Board Members to implement the remodelling of the council run youth service and those provided by key partners in order to deliver the targeted guarantee.
- 2.4 Executive Board in July 13 endorsed a formula for the distribution of the targeted youth work budget with 50% of the total funding allocated on the basis of young people resident in the 40% most deprived lower super output areas and 50% on an headcount basis.
- 2.5 A restructure of the Internal Youth Service took place 2013/14. The Youth Activity Fund was also introduced with a devolved budget to Citizens and Communities Directorate of £250K. This was increased in 2014/15 to £500K.

- 2.6 In 2014/15 the Youth Offer team presented a number of workshops to Community Committees to explore, consult and inform how the Youth Activity Fund and targeted Youth Work resource could complement each other. The Youth Offer team also consulted and implemented the targeted youth work framework which increased accountability across all providers and strengthened the role and influence of Community Committees.
- 2.7 The contract for Targeted Information, advice and guidance expired at the end of July 2016. This was replaced with a much reduced in-house service which sits within the Youth Service Localities team.
- 2.8 Small value youth work contracts naturally expired at the end of June 2017. Some providers of these contracts were successful in obtaining Leeds Youth Pathways grant funding. The purpose of these grants being to increase employability skills for NEET young people using existing relationships in localities.
- 2.9 In early 2017 Leeds were successful in securing £9.6m DfE investment over a three year period from the Innovations and Partners in Practice Programme. The Leeds programme is based on creating the conditions for children's services and partner agency practitioners to work more closely together, providing more holistic support, advice and interventions for children, young people and families. A main aspect of the programme is the creation of Restorative Early Support (RES) arrangements. Youth work methodology is an essential component of these teams which build on the work of clusters in high-need areas
- 2.10 A review of Youth Work provision including the internal Youth Service and contracts with third sector providers began in June 2017. This review provide an important opportunity to consider how needs have changed in the city and what the design of youth work provision should look like going forward.

3 Main issues

What do we mean by Youth Work?

- 3.1 The Local Authority has a duty to secure services and activities for young people aged 13-19, and those with learning difficulties to age 24 to improve their well-being. (Statutory Guidance issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act 2006)

The National Youth Agency (NYA) definition of Youth Work is – Youth work takes a holistic approach with young people. It starts where they are at. It builds resilience and character and gives young people the confidence and life skills they need to live, learn, work and achieve. This approach is at the heart of all of our work. Youth workers usually work with young people aged between 11 and 25 years. Their work seeks to promote young people's personal and social development and enable them to have a voice, influence and place in their communities and society as a whole. Youth work offers young people safe spaces to explore their identity, experience decision-making, increase their confidence, develop inter-personal skills and think through the consequences of their actions. This leads to better informed choices, changes in activity and improved outcomes for young people.

Youth Work is underpinned by a clear set of values. These include:

- Young people choosing to take part.
- Utilising young people's view of the world.
- Treating young people with respect.
- Seeking to develop young people's skills and attitudes rather than remedy 'problem behaviours'.
- Helping young people develop stronger relationships and collective identities.
- Respecting and valuing differences.
- Promoting the voice of young people.

3.2 Prior to the reconfiguration in 2013 there was some confusion about the role of Youth Workers and how this linked to Youth Activity. In 2014 a Targeted Youth Work Framework was agreed between Community Committees, Youth Work Providers and other stakeholders and was introduced. The aim of the framework being to -

- Promote greater accountability in the provision of youth work across all providers
- Strengthen the role and influence of Community Committees and enable elected members influence to appropriately determine local youth work provision that best helps address agreed priority outcomes for their particular localities.
- Ensures that all targeted youth work which falls within the scope of this agreement effectively contributes to enable the Local Authority to meet its duties outlined in "The Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being" revised 2012

A copy of the framework is attached (**Appendix one**)

3.3 The Executive Board paper "Investing in Young People: Future Direction for Youth Services in Leeds" March 2013 detailed a new youth offer which includes –

A Universal Offer – available for all young people

A Targeted Offer – for identified groups in localities

A Specialist Offer – provision designed to meet needs of specific young people often with complex needs.

Since the reconfiguration in 2013 there has been a significantly increased understanding of the differences between Youth Work (Targeted offer) and Youth

Activity (Universal Offer). There are excellent examples of where Youth Work has acted as the “conduit” between Universal and Specialist Services. This has been enhanced by the closer working with colleagues following the Youth Offer move into Safeguarding and Targeted Services. The In House Youth Services takes individual referrals from Childrens Social Work Service, Police tasking groups, Care & Guidance, Clusters, Schools, Neighbourhood Improvement Boards and Parents. Whilst Youth Work providers predominantly engage with young people via group work they also have an important role to play in providing support to individual young people. The focus of this support is time limited with an ambition to enable young people to access universal provision on a sustainable basis. Youth workers work with these young people to help them make positive changes around their behaviours or attitude and help provide them with the skills and knowledge to keep themselves safe.

Individual support work and young people’s progression are monitored through the Youth Work Outreach monitoring system. In addition to their group work activity from April 2017 to December 2017 the Youth Service has worked with over one thousand referrals with evidence of distance travelled against each individual. The monitoring tool used by Youth Work Providers to measure distance travelled is the Youth Work Assessment Tool (YoWAT) This tool provides youth workers and young people with an empowering model of assessment where the young person is an active participant at every stage. YoWATs are a comparable tool to other similar outcome measurement models i.e. Outcome Star.

The Youth Work assessment tool is utilised to understand the impact of youth work on young people who engage initially through one to one interventions. Youth workers work individually with young people to support them assess where they feel they score on a number of themes i.e. Self-confidence, Sexual health, Health & wellbeing, Relationships, Community, Voice & Influence, Crime & Anti-social behaviour, Life at School, Life After School, Drugs & Alcohol. The choice of theme is dependent on the young person’s individual circumstances. Around three months into the programme the young person completes a further self-assessment. An example of an initial assessment and final assessment plus an example case study is attached. Over one thousand of these assessments have been initiated since April 2017.

Appendix two – initial self-assessment , final self-assessment, case study

- 3.4 Since the reconfiguration in 2013, and despite significantly reduced budgets targeted youth work providers have continued to work with a high volume of young people. In the last financial year providers worked with over 8000 different young people and collectively delivered 8148 sessions. Since the introduction of the Targeted Youth Work framework there has been a greater emphasis on ensuring provision attracts the most vulnerable young people whilst still providing citywide coverage.
- 3.5 An important aspect of the Youth Work restructure in 2013 was to refresh Youth Worker job descriptions to enable the Service to be more responsive as required. This has enabled the Service to provide valuable bereavement and associated support through informal settings in challenging times on a citywide basis.

3.6 Since the reconfiguration in 2013 there has been a greater focus on Youth Work Reporting. Both Internal and External Providers now produce qualitative reports on a quarterly basis. These are shared with Community Committees and Ward Members through the ward briefing meetings set up by Area Support Teams. In addition, ward members sometimes request meetings to discuss a particular youth work issue. The qualitative report provides details of youth work interventions linked to locally determined priorities from the Children & Young People's plan (CYPP). Anonymised case studies are also included. The reports also present providers with the opportunity to highlight challenges and to request appropriate support to address these challenges.

A sample copy of this report is attached (**Appendix three**)

In addition to the qualitative report a quantitative report is also produced on a Quarterly basis. This report provides details on –

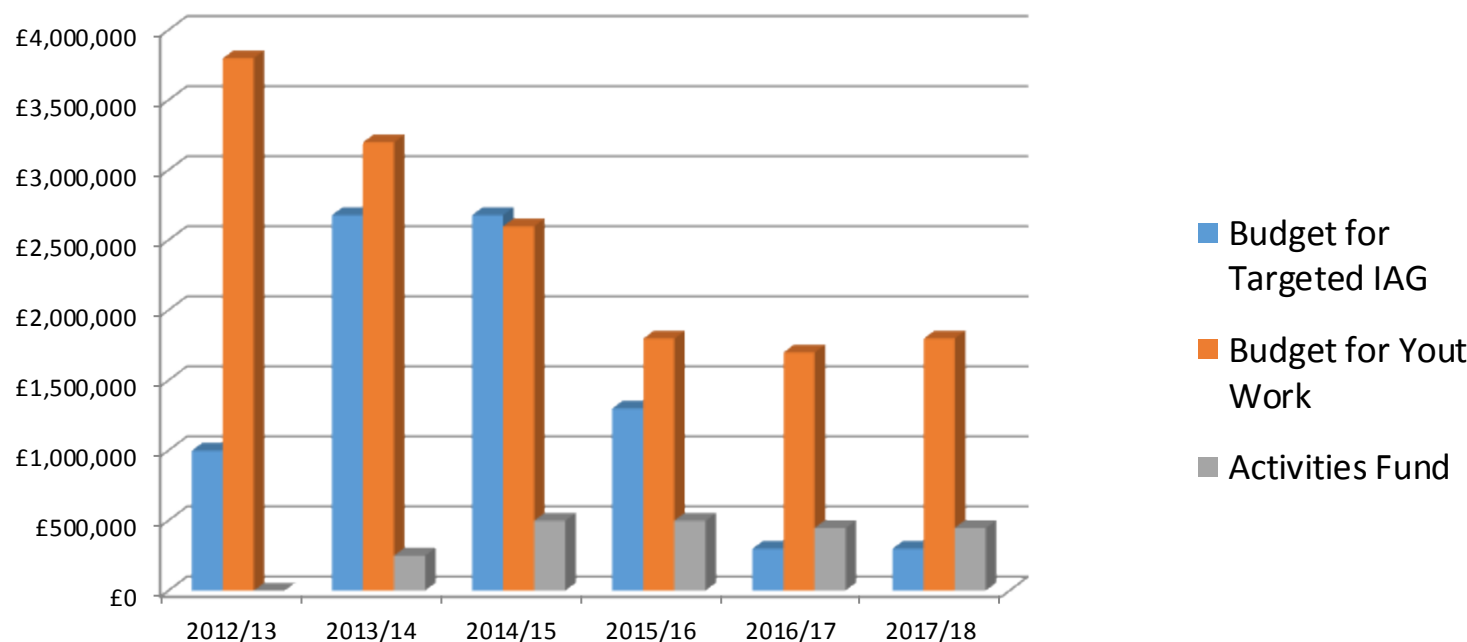
- Number of Youth Work sessions delivered (by provider)
- Sessions by priorities (linked to C&YP plan)
- Numbers of different young people engaged in youth work provision (across all providers)
- Age range/ethnicity/economic data of attendees

A sample copy of this report is attached (**Appendix four**)

The following table shows the changes in budgets allocation since the 2013 review. The number of individual young people attending youth work sessions in the financial year 14/15 was 10494. These young people attended a total of 11120 youth work sessions.

Since 2015-16 the youth work budget has stabilised. The number of individual young people attending youth work sessions in the financial year 2015-16 was 8,344, in 16/17 this was 8203. These young people attended a total of 8148 youth work sessions.

Budgets for IAG, Youth Work and activities fund



3.7 In July 2016 the contract for providing Information, Advice and Guidance (IAG) support ended and a small team was established within the Youth Service to support this work. The Leeds Pathways Support team supports young people aged 16/17 who are NEET into learning and apprenticeships, helps them with claiming benefits and in finding career opportunities. The team deliver a drop-in service through Job-shops and at key Community Hubs across the city. The team work very closely with local youth work providers in their outreach work to support the most vulnerable NEET young people in their communities. Between July and September 2017 the team supported over 400 young people across 7 Community Hub locations, did 44 home visits, 14 NEET/Not Known sweeps and 11 outreach sessions.

3.8 The current funding formula acknowledges that irrespective of disadvantage some young people do need additional support which, for many, can best be achieved through a voluntary relationship with a youth worker. The DfE report “Adolescent service change and the edge of care” July 2017 presents an overview of projects which explicitly target adolescents at the ‘edge of care’. The report identifies that 45% of adolescent entries to care are accounted for by a mixture of acute family stress, family dysfunction and socially unacceptable behaviour. The report continues with *‘the building of effective working relationships with young people and their families, and shoring up strained relationships within families is a*

significant challenge to those working with adolescents There is good evidence that youth work approaches were valued by young people and families and delivered positive outcomes. Opportunities for youth workers to build such relationships are dependent on capacity to deliver youth work sessions.

3.9 2017 Review of Youth Work

As indicated in this report above, there have been a number of changes to youth work provision in recent years and a review of service delivery is required to ensure that services continue to meet the needs of young people and that we have a clear vision of the services required to inform commissioning activity. In June 2017 youth work providers (Internal and External) were informed that the Local Authority would be reviewing both the internal LCC Youth Service and our contracts with third sector providers.

A comprehensive data analysis exercise has been undertaken as well as initial consultation with young people and youth work practitioners aimed at identifying key issues and any gaps in provision. Through this work a large consultation event was held and a reference group was established. Young people's consultation work is ongoing, but responses have been received from over 500 young people. Community Committee children's champions have also been consulted about the review. A summary of the young people's consultation (to date) is attached (**Appendix five**)

Further work is needed to develop the key design elements of future youth work services. This will include consultation with Members, youth work practitioners and young people. It is intended that the findings of this review will influence any changes to youth work delivery which would be implemented during 2019-20.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Targeted Youth work framework which was introduced in 2014/15 was the result of a series of workshops to which all Elected Members were invited.
- 4.1.2 Following these workshops providers of youth work (internal and external) were consulted on the framework prior to introduction
- 4.1.3 Elected Members and other stakeholders are actively involved in shaping youth work programmes across the city. This takes place through a number of forums which range from local ward briefings, tasking meetings and care & guidance meetings.
- 4.1.4 Youth work programmes are designed to meet local need with young people's views being central to their delivery. Evaluation by young people of youth work programmes forms a part of youth work monitoring requirements.
- 4.1.5 Young people's views are central to the ongoing youth work review.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Since the reconfiguration in 2013 there has been more direct influence from Community Committees which has helped to support cohesion and integration. The better targeting of youth work resource alongside the new referral system has encouraged the most vulnerable young people into youth provision. Youth work providers work with young people with learning difficulties, disabilities, care leavers, young offenders poor school attendees, young carers, pregnant young women and young people who are living away from their family. Improved monitoring since the reconfiguration has helped to support and challenge providers to sustain this position.

4.3 Council policies and the Best Council Plan

- 4.3.1 All youth work providers (Internal and External) record youth work interventions on the Outreach/Insight recording system. Through a robust planning process (involving young people) priorities are identified and linked across to the Children's & Young Peoples Plan (CYPP) An example of the number of sessions delivered against each priority is attached at Appendix three.

4.4 Resources and value for money

4.4.1 Youth Work Budgets

Budgets for the delivery of Targeted Youth Work across all providers has decreased by 63% since 2012/13.

- Internal provision decreased by £2m (61%)
- Voluntary sector investment increased by £88k (23%)

Table below details financial position since reconfiguration.

Financial Year	Targeted Youth Work Budget	
2012/13	£3.8m	90% Internal YS 10% VCS
2013/14	£3.2m	86% Internal YS 14% VCS
2014/15	£2.6m	86% Internal YS 14% VCS
2015/16	£1.8m	78% Internal YS 22% VCS Schools forum agreed to contribute £380k from Dedicated Schools Grant with an expectation that some youth work focus shifted towards daytime/schools based support

2016/17	£1.7m	80% Internal YS 20% VCS Schools forum agreed to contribute £650k from Dedicated Schools Grant with an expectation that some youth work focus shifted towards daytime/schools based support
2017/18	£1.8m	74% Internal YS 26% VCS Schools forum funding ended Leeds Youth Pathways funding (£310k) included in £1.8m. Expectations of increase in work with NEET young people on employability skills within this budget

Despite significant reduction Leeds is still in a strong position regarding resource for youth work compared to other local authorities.

4.4.2 Value for Money –

The Targeted Youth Work Framework which was agreed between Community Committees, Youth Work Providers and other stakeholders was introduced in 2014/15. One aspect of the framework was to promote greater accountability in the provision of youth work across all providers. Since the reconfiguration there are expectations placed on all youth work providers (internal and external) to demonstrate the number of youth work sessions delivered for the budget available. Despite a reduction in budget across all youth work providers (63%) since 2012/13 the number of sessions delivered and numbers of young people engaged has only seen a marginal reduction. This has been achieved through

- Better partnership working including co-location with teams with similar objectives i.e. Youth Offending Service, Area Support Teams.
- Realigning staff duties i.e. less back office and more front line work.
- Substantially improved attendance at work across the Youth Service team
- Better targeting of young people – supporting the most vulnerable whilst retaining a citywide offer.
- More flexibility from staff provides an improved evening/weekend offer.

4.5 Risk Management

- 4.5.1 The Local Authority has a duty to secure services and activities for young people aged 13-19, and those with learning difficulties to age 24 to improve their well-being. (Statutory Guidance issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act 2006) In Leeds Youth Work providers work with young people from age 11years and are often requested to work with young people below High School age. This presents a risk i.e. capacity to deliver a sufficient service to the appropriate age range/

- 4.5.2 Executive Board in July 13 endorsed a formula for the distribution of the targeted youth work budget with 50% of the total funding allocated on the basis of young people resident in the 40% most deprived lower super output areas and 50% on an headcount basis. This was based on a budget of £2.5m which has now reduced to £1.8m (including Leeds Pathways contracts) There is a risk that continuing to maintain citywide coverage irrespective of need could dilute the offer available to the most vulnerable young people within this level of resource.

5 Conclusions

- 5.1 This report and appendices provides a summary of improvements to both Youth Work practice and monitoring since the reconfiguration in 2013. It describes the Youth Work contribution to the DfE Innovations programme and the need for youth work to fit closer with the work of all Childrens services including the work of partner agency practitioners. The report also details how the increased involvement and influence of Community Committees has been a key aspect in supporting youth work providers to improve outcomes for young people.

6 Recommendations

- 6.1 Scrutiny Board are recommended to
1. Consider and comment on the performance information
 2. Use the information to determine areas for further scrutiny work to support future improvements
 3. Note and comment on data/young people's views arising from the ongoing youth work review

7 Background documents¹

- 7.1 None

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

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FRAMEWORK FOR GEOGRAPHICALLY TARGETED YOUTH WORK

Purpose:

To promote greater accountability in the provision of youth work. To indicate the requirements for the provision of geographically targeted Youth Work Services delivered by the in-house Youth Service and commissioned external providers.

To strengthen the role and influence of Community Committees and enable elected members influence and appropriately determine local youth work provision that best helps address agreed priority outcomes for each particular area.

To set out the outcomes expected of the youth work provider/s within the Community Committee's boundaries and how success will be measured.

To ensure all targeted youth work that falls within the scope of this agreement, effectively contributes to enable the Local Authority to meet its duties outlined in "The Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being" (Revised DFE 2012).

Background:

In March 2013 Executive Board agreed:

The development of a new "Youth Offer" that clearly defines an outcome focussed role for a new targeted youth work service to be delivered by the best possible providers. This will be part of a new city-wide provision, embedded within one simple framework:

- *A universal guarantee:* supporting all young people to be active, well informed and engaged. Building on Breeze and maximizing the diversity of partnerships and organisations in the city.
- *A targeted guarantee:* enabling young people who are identified as vulnerable or who have specific needs in accessing the range of opportunities to do so.
- *A specialist guarantee:* ensuring that young people with specialist needs (those with the most complex challenges, requiring workers with very specialist skills) are able to be on a path to success and contribute positively to society through the provision of restorative services for them, their families and communities.

A clear expectation that the voice of children and young people will be at the heart of how the new approach develops, with clear evidence of how young people's views have informed decisions at a local level, in terms of design, delivery and governance.

Service Principles and Priorities

In Leeds, Youth Work is seen as a preventative and early intervention service to children and young people. As such, youth work providers will work towards the priorities defined in the Leeds Children & Young People's Plan.

Youth work supports the personal and social development of young people through which they build the capabilities they need for learning, work and the transition to adulthood. This is achieved through the voluntary engagement of young people with skilled Youth Workers.

Programmes of Youth Work support young people to connect with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives.

Youth Work providers advocate on behalf of young people and as their champions, to promote and increase the number of opportunities for young people to have a voice and influence decisions across their city; to enable Leeds to become a fully Child Friendly City.

Change is driven by the use Restorative Practice and Outcomes Based Accountability.

Youth work providers will give due regard to equality & diversity. All services delivered must fall within the legislative and policy framework of Equalities Act 2010.

Service Activity

Youth work programmes will be delivered predominantly in the targeted neighbourhoods i.e. 40% most deprived lower super output areas, within the Community committee boundary.

Youth work opportunities will be targeted at young people, aged 11-17. There may be some discretion to provide opportunities within the wider age group of 11-19yrs (to 24 years where young people have learning difficulties).

Youth work delivery will be predominantly characterised by group work, with provision taking place mainly outside of school hours (i.e. evenings, weekends and school holidays).

Emphasis will be given to programmes which aim to address the needs of local young people, particularly the needs of the most disadvantaged and vulnerable, taking full account of equality and diversity issues; thereby reducing the demand for more specialist services.

The planning of Youth work programmes will be evidence led, based on available data relevant to local priorities and what young people have told us they want.

Young people will be involved in a meaningful way in all elements of the delivery, including design, governance and quality assurance.

Youth work programmes will support young people to be involved in local decision making and become active citizens in their local community and beyond.

The purpose of the youth work activity will be to raise young people's aspirations, build their resilience, and inform their decisions; thereby reducing teenage conception, risky behaviours such as substance misuse and involvement in crime and anti-social behaviour.

Where there is more than one provider within the area, joint planning should take place on a regular basis to ensure provision is co-ordinated and duplication of work and/or gaps in service are avoided.

Regular liaison between the youth work provider/s and other services working with young people in the area will take place in a meaningful way to ensure youth work delivery compliments and enhances the outcomes for young people requiring more targeted/specialist interventions.

All the youth work provision that falls within the scope of this agreement will be publicised effectively to young people and their families within the locality, utilising appropriate methods, such as via the Breeze website.

Where appropriate, the Youth Work provider/s will support the local authority to comply with its responsibilities of involving young people and securing access to sufficient services and activities by actively participating in city-wide events and contributing to strategies that will drive the continuous improvement of the Leeds Youth Offer.

Service Outcomes

The overall outcomes expected from this agreement are to meet and address the citywide outcomes identified below in relation to making Leeds a Child Friendly City. These are as follows;

Children and Young People in Leeds:

- Are safe from harm
- Do well in learning and have the skills for life
- Choose healthy lifestyles
- Have fun growing up; and
- Are active citizens who feel they have voice and influence

Youth work provision contributes to improving outcomes for young people against the following priorities;

- Support children to live in safe and supportive families
- Ensure that the most vulnerable are protected
- Improve behaviour, attendance and achievement
- Increase the levels of young people in employment, education or training
- Support children to be ready for learning
- Improve support where there are additional health needs
- Encourage activity and healthy eating
- Promote sexual health
- Reduce youth crime and anti-social behaviour
- Increase participation, voice and influence.
- Minimise the misuse of drugs, alcohol & tobacco by children & young.

Reporting and Performance Monitoring

The performance of the service will be measured using the following:

- Reports, drawn down from the Outreach Management Information System, relating to the number of young people worked with, gender, ethnicity, age, provision attended, frequency of attendance etc. Attendances claimed but not endorsed by Outreach will not be deemed acceptable.
- Narrative reports from the provider, the nature of which will be determined by the requirements of the Community Committee and Children's Services.
- Evidence of outcomes achieved by young people worked with, using an appropriate outcome measurement tool, deemed acceptable by the Directorate of Children Services. This evidence can be in any appropriate form, including text, narrative via and by young people, photographic evidence, etc. Outcomes claimed but lacking evidence will not be acceptable.
- The service provider will supply reports and quarterly data monitoring returns as agreed to an appropriate Children's Services Officer who will monitor and review the service targets, performance indicators, outcomes and the progress of the service.
- The format of the quarterly data monitoring returns will be mutually agreed between the Community Committee, Children's Services and Service Provider during quarter 1. As a minimum it will contain information detailed below:

Information Required	Frequency
The number of young people accessing the service broken down by age, ethnicity, status (i.e. LAC, NEET) and geographical/cluster area of residence	Quarterly
Progress of young people once engaged with the service as measured via an appropriate Youth Work Outcome Assessment Tool	Quarterly
The total number of youth work sessions delivered & details of times/days and venues	Quarterly
Details of young people's engagement in Social Action projects and activities	Quarterly
Details of how young people have been involved in service planning, delivery and review.	Quarterly
The total number of complaints/compliments received by the service during the period, number ongoing and number resolved	Quarterly
The total number of safeguarding reports received and /or safeguarding concerns identified by the service during the period, details of actions taken and outcomes	Quarterly
Details of enhanced DBS checks for staff and volunteers	Quarterly
Any prosecutions, or pending prosecutions, for any breach of employment law or legislation relating to equal opportunities	Quarterly
Any allegations of improper conduct, and their outcome, brought to the attention of the service provider	Quarterly
Any disciplinary action taken by the service provider relevant to the provision of the services	Quarterly
Service Cost Analysis Form (SCAF) and annual accounts (If applicable)	Annually
Any other such information as may be reasonably requested by Leeds Children's Services	As & when necessary

- Monitoring returns will cover the periods 1 April to 30 June (quarter 1); 1 July to 30 September (quarter 2); 1 October to 31 December (quarter 3); and 1 January to 31 March (quarter 4) in each year.
- The monitoring returns will be submitted to Leeds Children's Services within 2 weeks following the end of each period as stated above. Any issues and/or risks arising from the data will be discussed with the Service Provider.
- Reporting and performance monitoring meetings will cover issues relating to this framework document. The aim will be to identify any risks and agree actions to reduce or eliminate those risks. The focus will be on continuous improvement through a partnership approach.
- Quality Assurance / audit visits may be carried out by an appropriate member of staff from the Children's Services Directorate if there are concerns about performance or delivery.
- Children's Services will provide needs data related to the Community committee in order to support informed decision making.

Resources

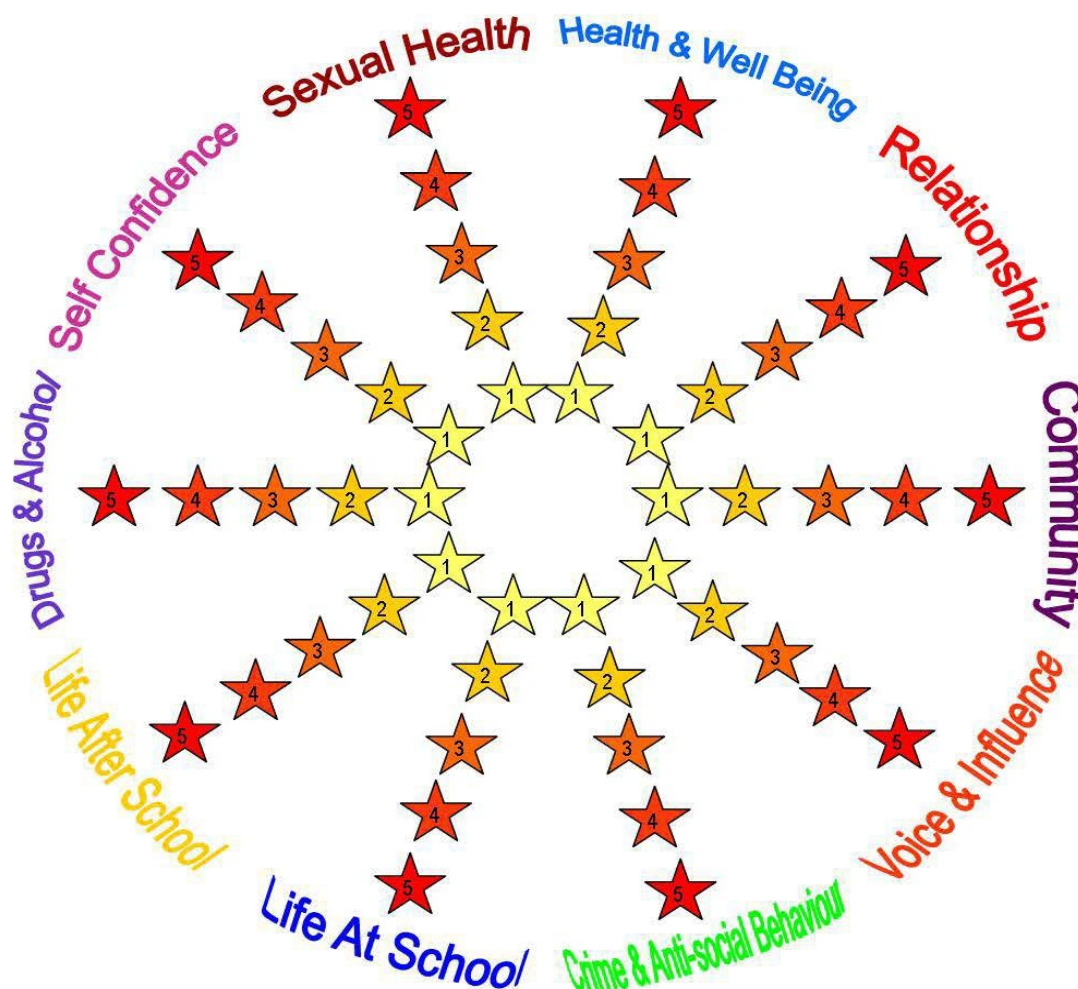
For the period of the approximate available resource for the Community Committee is £

The Youth Work providers currently funded from this resource are;

Organisation	% of total resource for Committee

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GROUP (please tick)		GROUP NAME:			
INDIVIDUAL: (please tick)	X				
ASSESSMENT NO:		ASSESSMENT DATE:	10/07/17	REVIEW DATE:	
YOUNG PERSON'S NAME:	X	DATE OF BIRTH:	2002		
MIS NUMBER:		STAFF NAME:	BR		



QUESTIONS:

1. This is a significant issue for me
2. I have some issues with this
3. This is something I need to help with
4. This is something which is mostly ok for me
5. I feel positive about it

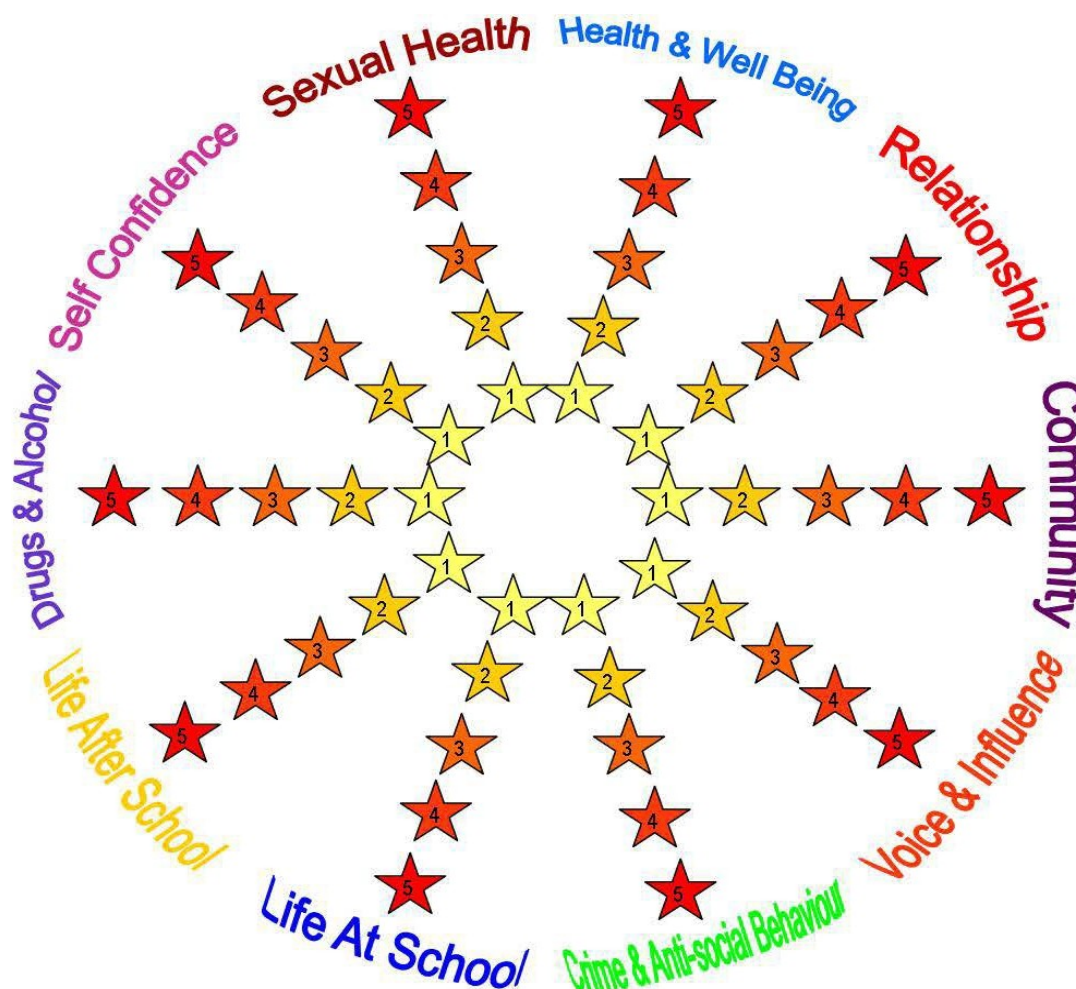
ASSESSMENT NOTES:

X was referred to the Youth Service by Social Care. X was open about family & personal issues. X is living with his ex-girlfriend's mother. X required support to improve on confidence and self – esteem. X has many issues and requires support to deal with anger management, behavioural issues and low school attendance.

Current YoWAT ratings:

- Self - confidence/ Self - esteem currently is rated as 1
- Health & well-being currently rated as 2

GROUP (please tick)		GROUP NAME:			
INDIVIDUAL: (please tick)	X				
ASSESSMENT NO:		ASSESSMENT DATE:	15/11/17	REVIEW DATE:	
YOUNG PERSON'S NAME:	X	DATE OF BIRTH:	2002		
MIS NUMBER:		STAFF NAME:	BR		



QUESTIONS:

1. This is a significant issue for me
2. I have some issues with this
3. This is something I need to help with
4. This is something which is mostly ok for me
5. I feel positive about it

ASSESSMENT NOTES:

X's family concerns are unresolved due to relationship breakdown with mother. However X's confidence and self-esteem has improved through participation in the youth work sessions, and further involved in the summer holiday programme. X has been supported to regularly attend the Market Place for support around anger management. X's school attendance has improved and overall his prospects are looking more positive. X's ratings are:

- Self- confidence/ Self - esteem rated as 5
- Health & Well-being rated as 5

X- Case Study

Young person X was referred through Children's Social Work Service to the Youth Service for youth work intervention. This young person struggled with very poor attendance at School, has issues with substance misuse as well as anger issues and is a looked after young person.

The Youth Service delivered one to one sessions with X just prior to the summer holidays. The one to one's sessions went really well and the young person built a good relationship with the youth worker. This then enabled us to encourage young person X onto some of the summer holiday trips. X enjoyed the trips and engaged well with young people from across the area and built up positive friendships with them. The youth work engagement over the summer has resulted in positive changes for X. Since returning to School in September X's School attendance has improved, and X's involvement in ASB has reduced. X is showing an interest in the NCS scheme for when he reaches the qualifying age. This will continue to improve X's confidence & self-esteem, and enable him to build a foundation for the future. X has addressed his anger management concerns following support from the Market Place.

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Youth Service Locality – South / South East Quarterly Report

Report Title: July - September 2017

Introduction

This report will focus on the work of the South / South East Youth Service Localities Team during the July to September 2017 period. The report initially lists all the issues encountered and then breaks the matters into the respective Wards.

Overall Issues in SSE:

- Minimise the use of drugs and alcohol
- Improve social, emotional and mental health and well-being
- Anti-Social Behaviour
- Ensure the most vulnerable are protected

Local Issues:

Ardsley & Robin Hood Ward

East Ardsley Rec - Young people from the Outer South area engaged with local Councillors to plan and repaint the Teen Shelter at East Ardsley Rec. Group members spent Tuesday 22nd August cleaning and painting the shelter, working with members of the community, Councillors and Youth Workers the facility was repainted and the effort was noticed by members of the community who thanked the young people for their efforts.

Anti- Social Behaviour

Tingley Youth Club – Action Taken:

Youth Service has been working with Police, Councillors, Area Support Team & CPM following an incident at Tingley Youth Centre, a group of young people are moving around the Inner / Outer South area engaging in Anti-Social Behaviour. This group attacked staff at a youth work session as youth workers were safeguarding other young people in the building. The same group were involved in a further incident and attacked members of the Tingley Brass Band being attacked. The individuals have been identified and Police action is currently being undertaken.

The Youth work team is continuing to engage with young people that attend the Tingley Youth Club on regular basis, to carry out support & positive work. Local ward members supported the youth work team and young people to continue this provision.

Summer 2017 Holiday

With funding secured through Youth Activity Fund & Well-Being an enhanced programme was created and delivered in SSE which has enabled Youth Workers to engage young people in a creative and diversionary work throughout the summer across the SSE. The Lead members for Children Services & Community Committees with local wards Councillors have supported these by visiting and meeting with young people & community members.

Outer East - Kippax & Methley Ward (priority – minimise the use of drugs and alcohol)

Action Taken: Substance Misuse Session

Sessions delivered on illegal drug taking and the dangers.

Safer Schools Police Officer meeting held. A Question & answer session set up for the officer to visit the youth club in October.

Warning posters on the building walls (all buildings).

Drug awareness training set up for youth workers.

Outer South - Rothwell Ward – (priority: Improve social, emotional and mental health and well-being)

Action Taken: Positive interaction with Peers

Completed issue based work around mental health (stress, anxiety, self-harm, addiction and depression.)

Taken on new volunteers who are struggling with social skills and anger issues (see case study).

The established volunteers are buddying certain vulnerable young people in sessions.

New posters up in the centre with help lines and Market Place information.

Accepting Rothwell Cluster referrals into the specific well-being group we deliver after school.

Offering trips out and Activity Days / Breeze events for young people to enjoy at a low cost with their friends and other young people from across the nearby wards.

Inner South - Middleton Ward (priority: Reduce Crime and Anti-social Behaviour)

Action Taken: Mobile Sessions

ASB is an issue across the whole of Inner South; Mobile units have been used to engage with young people in some of these areas. The mobile provision enables Youth Workers to be at the heart of the local communities. Parks have been visited over the last quarter and relationships with young people has been built. Work around what local communities view as 'anti-social' is always an issue for young people. Young people have been challenged to look at their behaviour and see how it impacted on other members of the community. Quizzes and questionnaires encourage young people to think about this issue and to debate the differing opinions.

Issues around Hunslet were highlighted at a Tasking meeting, a mobile provision has moved into that area and ASB has reduced. Staff on this session have been able to build relationships with young people and engage them in more positive activities.

The Middleton area had been identified as having a small group of young people who were creating a lot of ASB. A new group has recently been set up in the Middleton Community Centre to encourage these young people to engage with youth workers in the building. This has been a difficult transition and young people have struggled to have the positive behaviour needed to continue to access this provision. Staff feel that the behaviour contracts and behaviour traffic lights have begun to build the relationships with these young people.

Inner South - Middleton Ward (priority: Improve social, emotional and mental health and well-being)

Action Taken: Anti-Stigma Project

Young people have worked really hard on this mental health project. The aim of the project was to raise young people's awareness of mental health and reduce the stigma that is attached to mental health issues.

Young people have learnt the difference between mental health and mental illness and have created their own mental health campaign using photography, with the view of creating flyers that explore when is the wrong and right time to speak to people about mental health issues. The group have also learnt

facts about mental health in young people and have learnt some short games that they are going to use to run a session in the youth club setting next month. The group have been focussed and regularly attended the session. They have enjoyed attending the project and are able to recognise how mental health has impacted on either themselves or family and friends. The project has enabled them to understand that it is ok to speak about mental health and where to get help and support if needed.

As part of the Anti-stigma Project, young people planned and delivered a presentation to other members of the youth club around mental health and the stigma surrounding mental health. The presentation was fantastic, they spoke very well and had good knowledge of the subject matter. The session was interactive with games for everyone to join in that highlighted facts surrounding mental health. Young people have grown in confidence and put a lot of effort into the presentation. Some overcame their fears of public speaking. The project has allowed young people to reflect on themselves and other people who are close to them and evaluate their mental health. The group are now aware that mental health should be talked about and have the ability and confidence to speak to a member of staff if they require support around mental health issues. The project was a great piece of partnership work with Space 2.

Outer South – Morley Wards – (priority: Ensure the most vulnerable are protected)

Action Taken: One to One Support Sessions

Youth Workers in the Morley North / South Wards have been engaging in one to one sessions offering support and guidance to young people around issues causing concern to themselves, their parents and at school. After receiving referrals for the young people, the youth workers engaged with young people, completing a Yo-WAT assessment to identify the issues affecting the young people. After the assessment, youth workers assisted young people to focus on the issues and explore options and solutions. Young people engaging in the one to one sessions have managed to address the issues and make changes to their lives.

Youth Work Challenges:

Young people smoke cannabis like a normal cigarette and don't see it as illegal.

The group are very open about smoking cannabis and sometimes disclose too much information to youth workers.

Damage to the building when young people are under the influence and have been refused entry into the club.

Difficult subject matters that often needs follow up work such as one to one support or us referring to other agencies.

Youth workers not having the time to support these vulnerable young people as much as they would like to.

Lack of buildings in Beeston and Holbeck and City and Hunslet to run youth work sessions

Lettings requiring payment

Staffing challenges due to sickness

MIS Inputting system has become an issue for staff over the past few months due to changes in the system.

Case Study One:

A male young person YP1 is very open about smoking cannabis on a regular basis. He is living in temporary accommodation and is on tag for several minor offences. YP1 visits his family in the village on a regular basis and accesses the youth club around twice per month.

After speaking to the youth workers regarding his cannabis smoking, we decided to deliver drug awareness session to the whole group. This was to focus on cannabis use and to avoid singling any particular young person out.

This session was reasonably well received, with young people completing quizzes, true/false worksheets, looking at printed images of drugs and listing the dangers of each drug. The group also covered work around the classification of each drug and the law.

YP1 attended this session and participated well. He passed on his knowledge of being too reliant on cannabis to the group and some of the younger members were shocked at the usage. Group members even went as far as saying they wouldn't try any drugs in the future.

YP1 has various issues in his life due to being on tag and being in temporary accommodation. Youth workers sought help from the Pathways team to engage the young person in looking for work / apprenticeships.

YP1 went to meet the Pathways worker and he was able to discuss various issues. These issues were complex and needed to be addressed by several different agencies including housing, youth offending and trained counsellors.

The Youth Service continues to liaise with the Pathways worker and support this young person when he attends the club.

Case Study Two:

YP2 made a self-referral to the senior youth club held at the Windmill Youth Centre identified that he had anger management issues and his social skills were limited for his age.

Youth workers and the older volunteers welcomed him and started the process of training him to become a volunteer for the Intermediate club.

The youth workers over this quarter completed sessions on issue based work around anger and how to channel how he was feeling into positive energy. Through small group work YP2 began to realise that his feelings and behaviour are normal however, not always appropriate in certain settings.

YP2 has made friends at the senior youth club which has improved his social skills. He now attends regularly and volunteers at the Intermediate youth club where he runs the sports sessions upstairs. This has given YP2 new skills in leadership, confidence to run the session and to channel his energy through sports.

The youth workers continue to support YP2 as there is a lot of learning to change his behaviour; however, he is dedicated and reliable and we hope he will continue to volunteer at the intermediate session and attending the senior youth club as a member.

Case Study Three:

YP3 is a 14 year old girl who joined a Youth Service youth group with a large group of friends 12 months ago, she was always quiet, polite and generally got on with everyone. After a few months the group started to break up and YP3 stopped attending.

YP3 has recently started attending again with a smaller group but her attitude had completely changed. YP3 has been arguing with friend, getting upset and leaving the group to go home early. Some of her friends had shown concern and spoke to youth workers about these concerns. A Youth Worker approached YP3 to talk about the concerns but was assured nothing was wrong. At the youth group a few weeks later YP3 got into a big argument and left the building, a Youth Worker followed and attempted to discuss the ongoing issues. YP3 became very upset and agreed to speak privately to the Youth Worker.

YP3 disclosed that she is feeling that everyone hates her and her friends just argue with her. The Youth Worker reassured YP3 that her friends are concerned about her and do care. YP3 was offered one to one support from the Youth Worker to focus on the issues and talk about her feelings. YP3 at first said no and walked away however, she then returned and agreed to access the support.

A one to one session was arranged and YP3 was able to talk openly about her issues and feelings. It became clear that YP3 had issues at home that she felt were not being addressed.

Feelings of low self-worth, and issues with her older brother. YP3 said that her parents think she's mentally ill and needs some therapy. Over the next few weeks the Youth Worker provided her with some leaflets and worksheets to help assess her issues. YP3 had lost a grandparent the year before and this is an issue she struggles with as she has no one to talk to, YP3 doesn't talk about the bereavement because 'Mum gets upset'

Youth workers have noticed that since the sessions have started YP3 has been calmer and more able to deal with issues. YP3 has said that she feels so much better and it has been great just to talk. The sessions are not regular anymore but she is aware that the youth workers are available if she needs more support. YP3 was part of the Anti-stigma Project

Case Study Four:

Youth workers have worked with YP4 for over 6 years, during this time YP4 was a very quiet introverted young woman with low self-esteem and issues of poor relationships with her peers. YP4 was borderline **Cause For Concern** due to family breakdown and parents' misuse of alcohol. Youth workers have worked collectively to build her sense of self-esteem, sense of belonging within a group, using team work, communication skills and developed core soft skills. Youth workers have supported YP4 to develop her integrity and personal persona as a group member and smile in the face of adversity. YP4 has continued to attend Youth Service provisions and is now in further education and has a part time job. YP4 is still a member of Youth Matters, FNP, and Lewisham. YP4 now supports other young people in sessions, YP4 has shared her experiences with other young people and provides information support and guides them into mainstream provision. YP4's achievement has brought smiles to the faces of others Young People, Youth Workers and the Team Leader, YP4 continues to be a pleasure to work with and have engaged in Youth Work sessions offering peer support to other young people.

Case Study Five:

YP5 who has been attending the youth provision for several years requested that she meet for a one-one meeting with a Youth Worker to discuss her future plans. YP5 explained during the one to one session that she was no longer enrolled in Education and that she was now NEET.

YP5 explained the process of how she came to be NEET and the challenges that she had faced regarding trying to complete her English Level 1. She confided with youth workers as to how she had tried to achieve English Level 1 over the last year but failed to achieve it. This was impacting on her future as she was no longer able to continue with her Level 3 Health and Social Care without achieving the English qualification. YP5 explained that she was keen to continue the Health & Social Care Course next year and would perhaps have a year out whilst completing her English Level 1 qualification.

During the one to one sessions, the Youth Worker enabled her to explore the options that were available.

YP5 was supported to identify what was best for her and we discussed a number of challenges that would be presented in the future should she not continue with her education (in some form) over the next year.

After some discussion, it was clear that YP5 did not want to work in a job which she didn't find challenging on a daily basis. The Youth Worker offered a range of ideas how she could achieve this. Through discussion we identified 2-3 different options which really interested her. We agreed that she would go to her local college and look further into these options. YP5 is now enrolled on English Level 1 and started a plumbing course at the Leeds College of Building in October 2017

Report author: Glen O' Malley – Team Leader SSE

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Geographically Targeted Youth Work Summary for the City

1st April – 31st December 2017

Number of Youth Work Sessions by provider

Total 5869



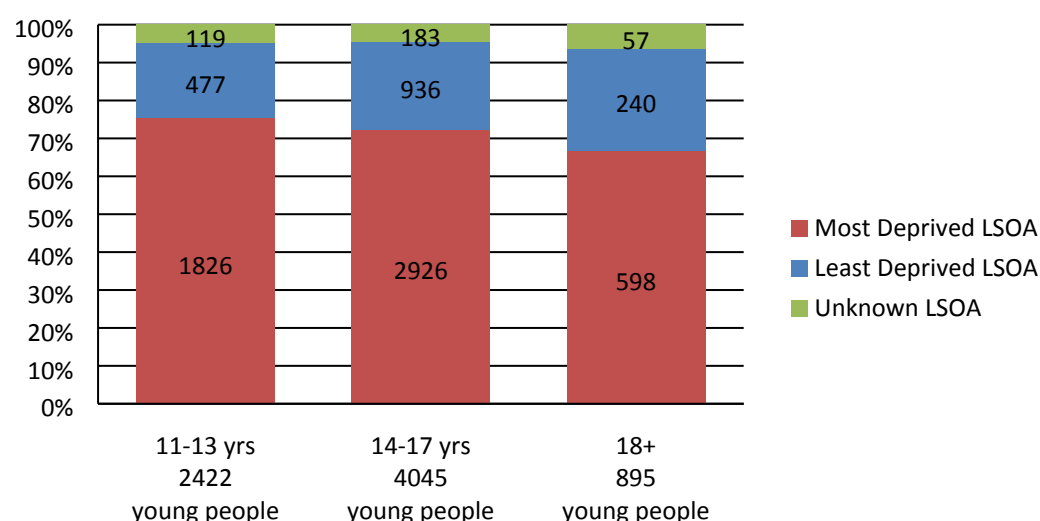
Sessions by Priorities

Help children to live in safe & supportive families	58
Ensure the most vulnerable are protected	226
Improve achievement and close achievement gaps	429
Increase numbers participating & engaging	762
Improve outcomes for children & young people with special educational needs and/or disability	49
Support children to have the best start in life and be ready for learning	19
Support schools & settings to improve attendance & develop positive behaviour	424
Encourage physical activity & healthy eating	277
Promote sexual health	1066
Minimise the misuse of drugs, alcohol & tobacco	240
Provide play, leisure, culture and sporting opportunities	190
Improve social, emotional and mental health and well-being	423
Reduce crime and anti-social behaviour	1156
Increase participation, voice & influence	454
No priority recorded	96

NUMBER OF DIFFERENT YOUNG PEOPLE THAT HAVE ATTENDED YOUTH WORK PROVISION ACROSS THE CITY

6319

Sessions Attendance by LSOA



NUMBER OF DIFFERENT YOUNG PEOPLE THAT HAVE ATTENDED YOUTH WORK PROVISION ACROSS THE WARDS

ADEL & WHARFEDALE	121	FARNLEY & WORTLEY	218	MIDDLETON PARK	509
ALWOODLEY	169	GARFORTH & SWILLINGTON	148	MOORTOWN	195
ARDSLEY & ROBIN HOOD	219	GIPTON & HAREHILLS	646	MORLEY NORTH	173
ARMLEY	400	GUISELEY & RAWDON	135	MORLEY SOUTH	213
BEESTON & HOLBECK	278	HAREWOOD	51	OTLEY & YEADON	57
BRAMLEY & STANNINGLEY	292	HEADINGLEY	17	PUDSEY	140
BURMANTOFTS & RICHMOND HILL	226	HORSFORTH	227	ROTHWELL	367
CALVERLEY & FARSLEY	33	HYDE PARK & WOODHOUSE	22	ROUNDHAY	185
CHAPEL ALLERTON	309	KILLINGBECK & SEACROFT	207	TEMPLE NEWSAM	303
CITY & HUNSLET	345	KIPPAX & METHLEY	201	WEETWOOD	67
CROSSGATES & WHINMOOR	630	KIRKSTALL	113	WETHERBY	98

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YOUTH WORK REVIEW – CONSULTATION FEEDBACK

This document captures the feedback from consultations undertaken with young people and other stakeholders throughout October - December 2017. This will be used to build on previous consultation feedback and inform the needs assessment for the youth work review.

1. YOUNG PEOPLE'S WORKSHOPS

During October and November 2017, a number of different providers, both internal and external to the Council, carried out a total of 53 consultation sessions with their existing groups of young people. A total of 514 young people took part in the activities.

Target group: Children and young people aged 11-17 across the city took part in a number of workshops in various settings including fixed and mobile ones.

The young people were taken through three different activities and the initial findings are summarised below. These findings will feed into the needs analysis.

Activity 1: The Perfect Youth Worker

AIM: - To find out from young people what personal qualities, skills, knowledge and experience they think an effective youth worker should possess

The top 15 most popular words were:

1. Good listener
2. Friendly and approachable
3. Helpful
4. Funny and good sense of humour
5. Kind and Caring
6. Knowledgeable and confident
7. Thoughtful and understanding
8. Non-judgemental
9. Enthusiastic and "Cool"
10. Trustworthy
11. Fun and Happy
12. Respectful
13. Patient and calm
14. Relaxed but able to set boundaries
15. Good Communicator

Others included being a responsible and qualified individual, have awareness of issues that affect young people, ability to deal with situations as they arise and motivate young people.

Activity 2: The uniqueness of youth work

AIM:- To enable young people to consider and identify what is unique about youth work

The questions in this section sought to find out whether or not young people thought youth workers are different from any other adults that work with young people e.g. teacher, social worker etc., Did they have an understanding of what youth work is and could they identify any benefits?

Almost all young people who participated clearly saw their youth workers as being different, especially in the things they are likely to have to deal with; are “easier to talk to” provide more “personal support”, young people can “trust them more” and “they seem more genuine and caring”.

73% of the young people said Youth Workers are more friendly and approachable and young people were more likely to talk to them about important issues that affect them such as Drugs/alcohol problems, feeling down, personal issues, depression, stress, violence, sexual orientation issues, sexual abuse, mental wellbeing and moderate issues, anything that is not easy to talk to a person who knows you well. Also, sexual orientation worries, domestic issues, life problems e.g. bullying etc.

73.6% of the Young People were also very clear what youth work is about and what it means to them such as supporting them, helping them “deal with any issues they are facing” encouraging them to “face their problems”, “never judging you”, “advising and counselling” and being “someone to talk to”. They also value the confidentiality maintained by youth workers. Young people felt that Youth Workers help to “challenge poor behaviour and encourage positive behaviours”

More than half the young people consulted felt young people benefit from going to a youth club or provision because it helps them to “get stuff off your chest and walk out happier than when you walked in”, gives them a “chance to be sociable” thereby “reducing loneliness and isolation”, “stress and other problems”, opportunity to talk to “someone you can trust”. It gives them a safe space away from school and allows people to have different social circles, define their own image or perhaps re-invent themselves and experience any prejudice. This setting allows self-expression and voluntary participation in activities without any pressure as youth workers “make people comfortable so they can talk”.

42% participants said if there were no youth clubs or provision for young people, people could “self-harm” and feel like “they have nowhere to go or no one to turn to”; they would be more likely to “go out on the streets and mix with the wrong crowd”; They might “turn to crime or other things” to fill their time or feel more isolated; less willing to try new things or come across as antisocial.

2.2% of the young people said they felt valued and important and liked having the opportunity to make their voices heard through this consultation.

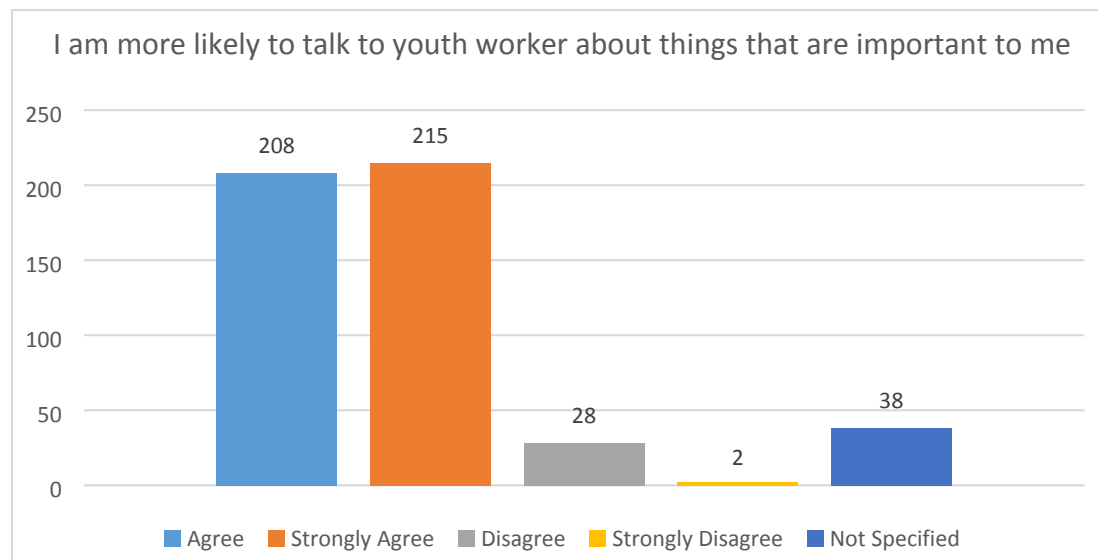
Words used to describe the uniqueness of Youth Work included

- Easier to talk to /Good to talk
- Different from Police, Teachers and Social Workers
- Accessible
- Help with any issues/support
- Role model
- Confidentiality
- Encourage people in a positive way Helps build confidence

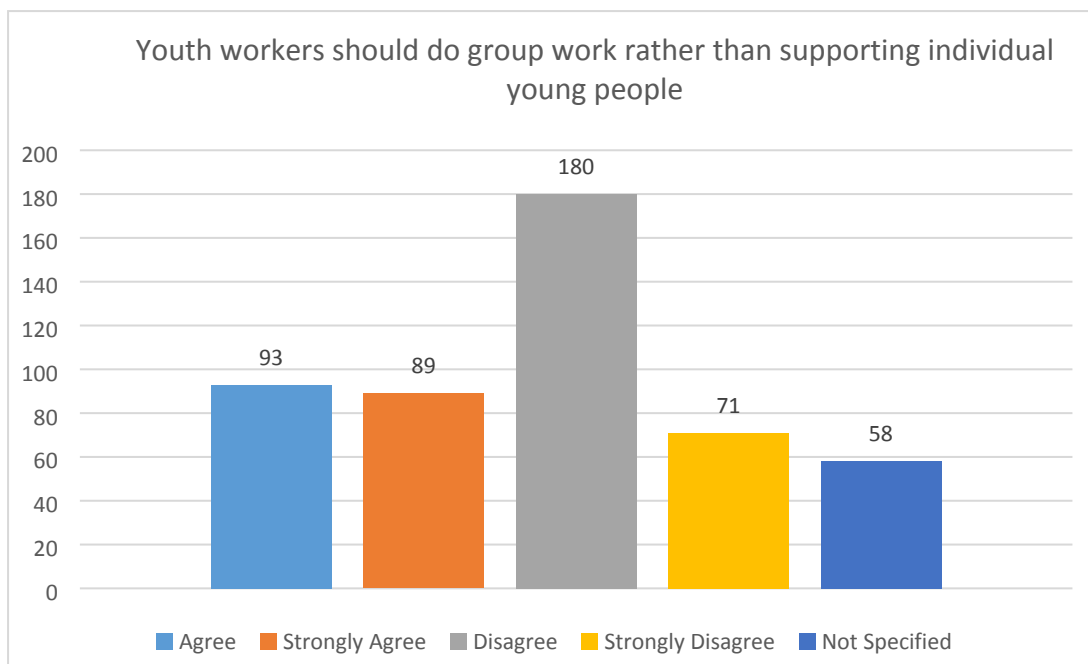
- Have a laugh
- Challenge poor behaviour
- Don't bear grudges/non-judgemental
- Allows self-expression and voluntary participation
- Have a laugh
- Respectful
- Safe place to make new friends
- Helps build confidence
- Supportive
- Provide activities
- Provide food and drinks – hospitality
- Youth workers are confident and sound

Activity 3: Are we on the right lines?

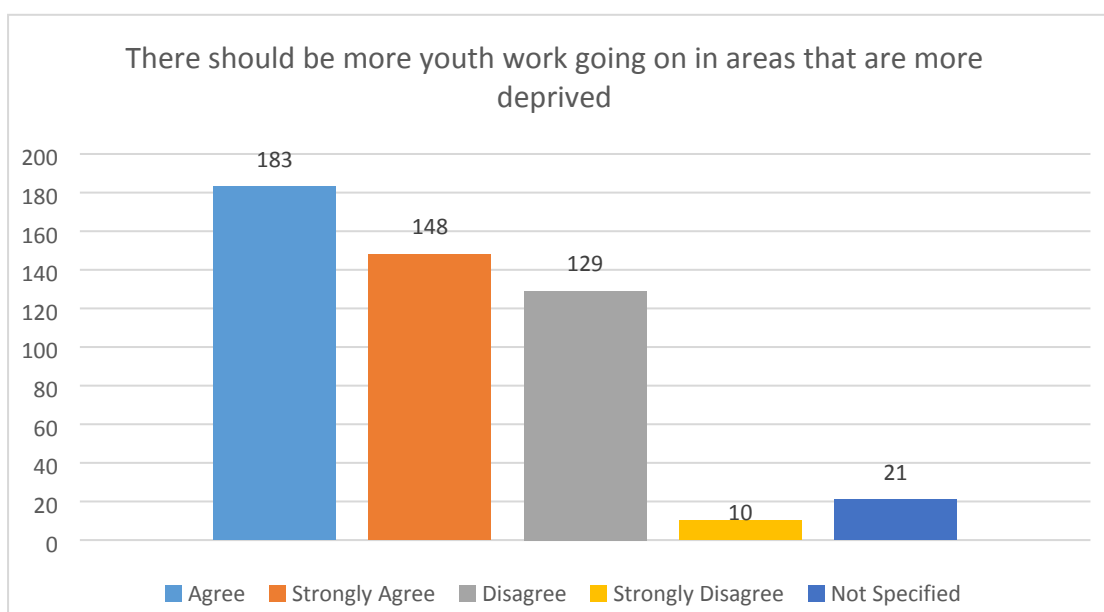
AIM:- To check out if young people's priorities are the same as ours



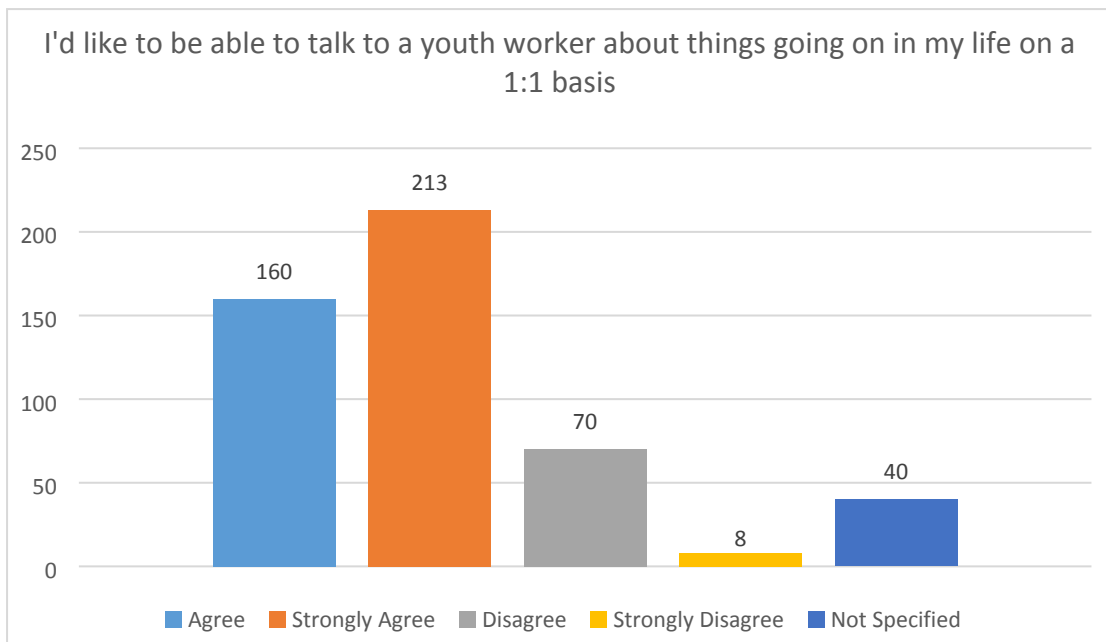
The above table shows that 86% of the young people either agreed or strongly agreed with the proposition that they would be more likely to talk to a youth worker about things that are important to them.



The above table indicates that just over half (51%) of the young people either disagreed or disagreed strongly with the statement that youth workers should do group work rather than supporting individual young people, with 37% agreeing or strongly agreeing. It should be noted respondents may have interpreted this question differently in terms of what group work means; despite the consultation workshops being facilitated by youth workers. The question may suggest to young people that group work and supporting individual young people are mutually exclusive when actually both can be offered within a youth work session to support young people. Here, group work does not refer simply to group based 'activities' but to targeted youth work sessions, designed to contribute to one of the Children and Young People Plan priorities.



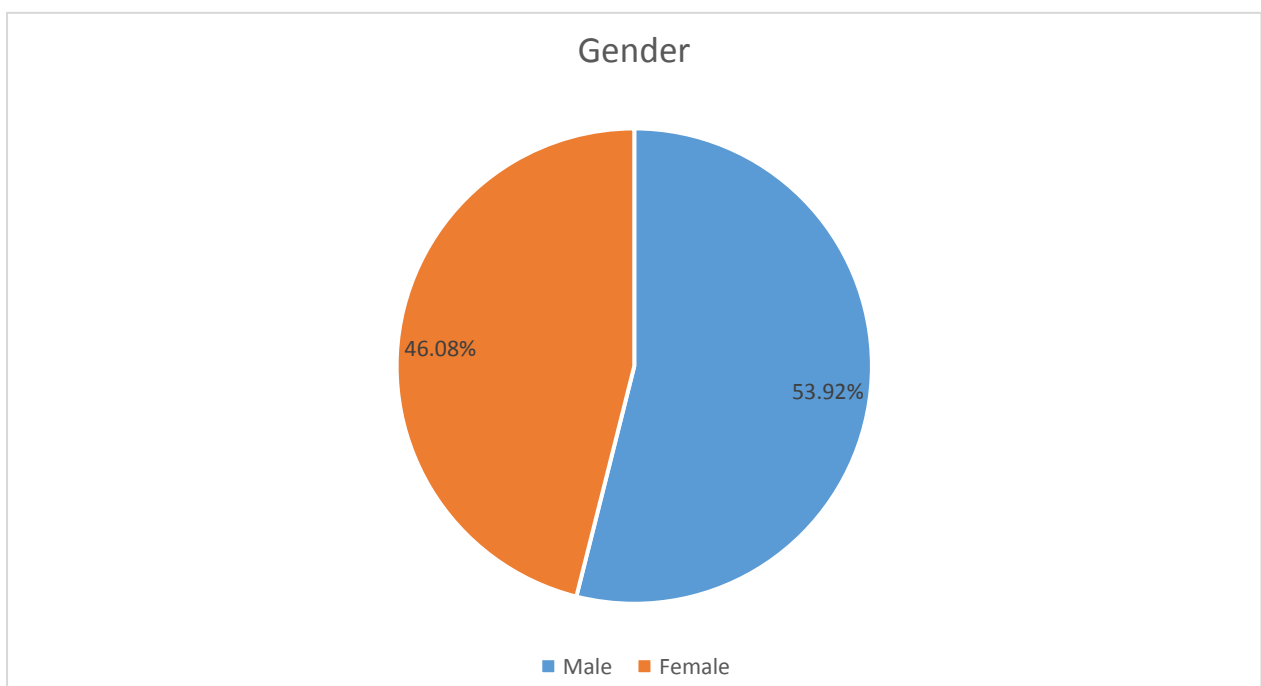
The above table shows that the majority of respondents agreed or strongly agreed (67%) with the statement that there should be more youth work going on in areas that are more deprived.

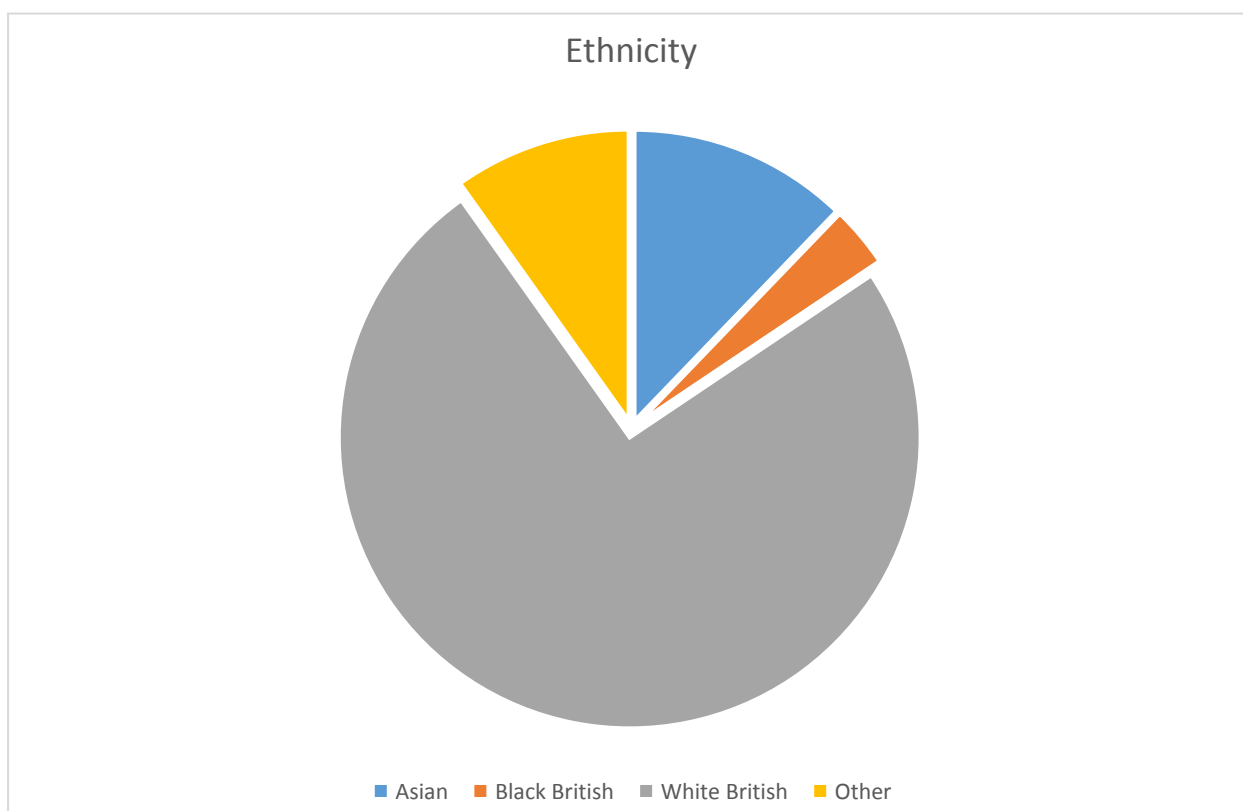
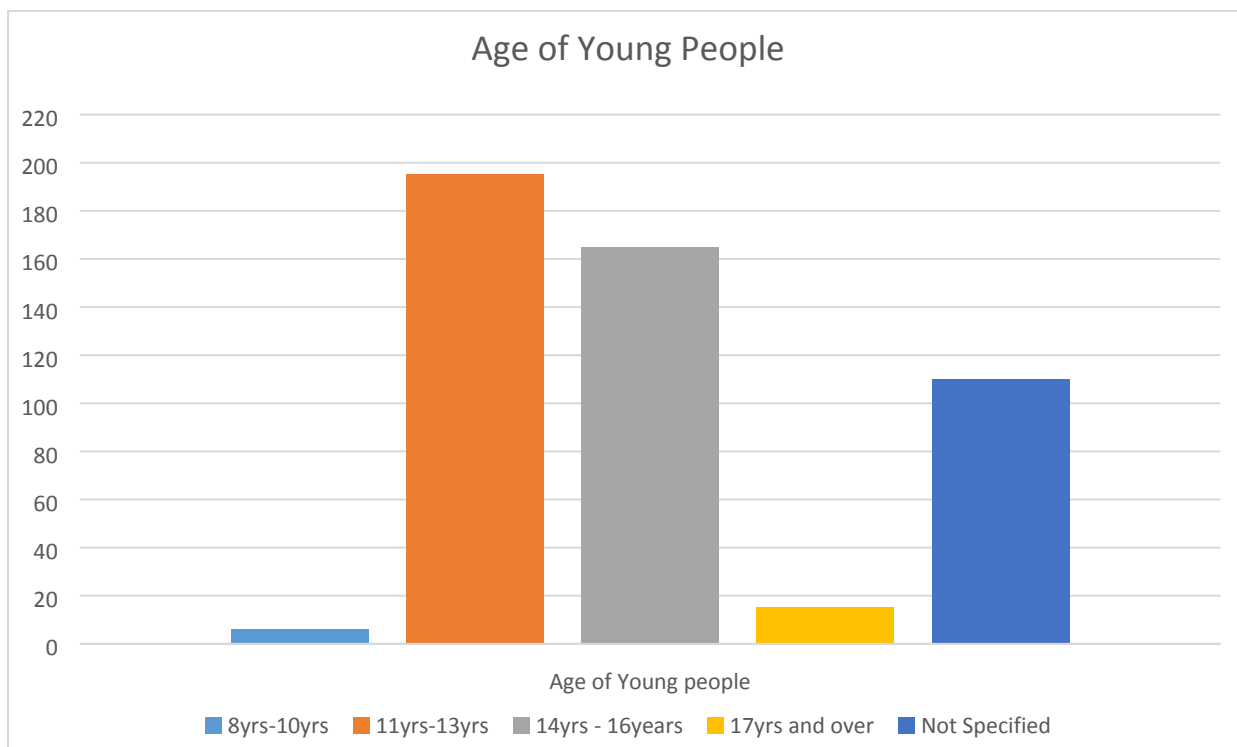


The above table showed that the majority of young people asked either agreed or strongly agreed (76%) that they would like to be able to talk to a youth worker about things going on in their life on a 1:1 basis.

Personal characteristics

Please note that although the majority did, not all returns included the detail for this section





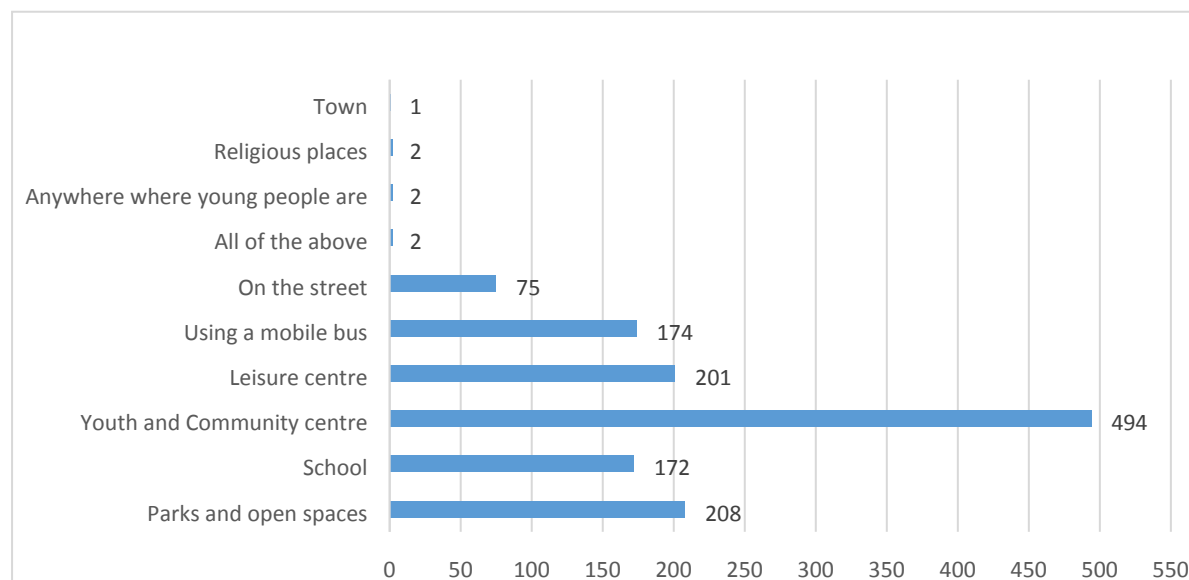
General comments

Overall, the comments indicate that the young people who took part enjoyed the experience and participated enthusiastically.

2. SNAP SURVEY FOR YOUNG PEOPLE

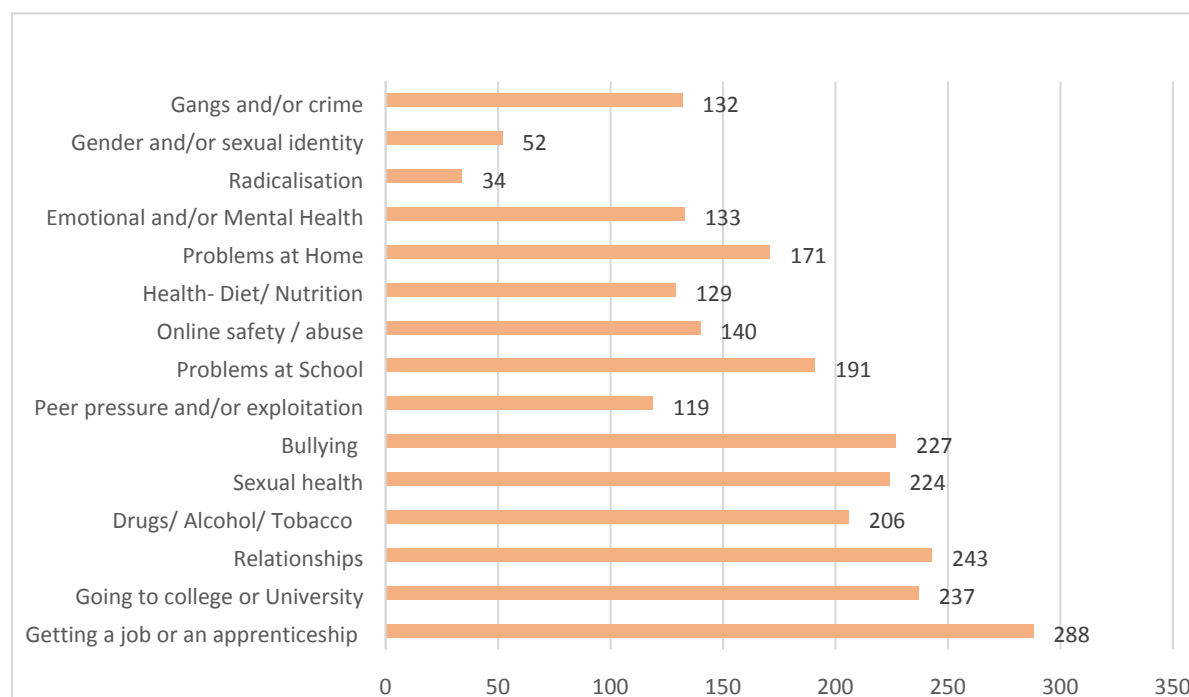
A total of 572 surveys were completed between 24th October and 19th December 2017. The initial findings are summarised below. These findings will feed into the needs analysis.

Q1 Where should youth work sessions/clubs take place? (Young people could select up to three)



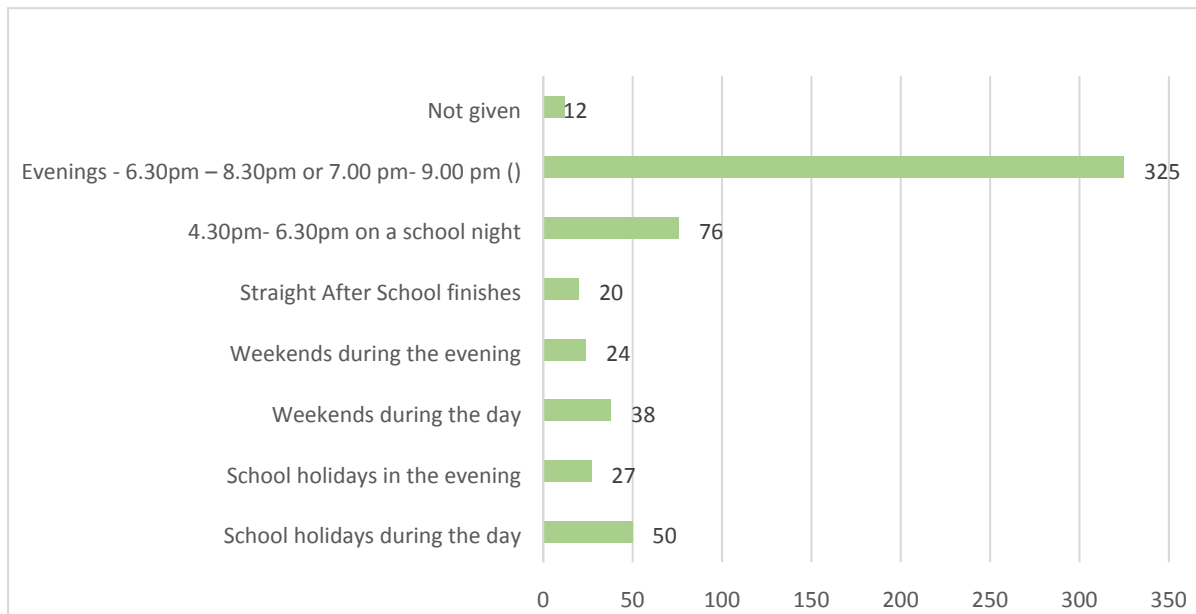
When asked where youth sessions/clubs should take place, the most common response by a large margin was at a 'youth and community centre' with a score of 494. This was followed by 'parks and open spaces', 'leisure centre', 'using a mobile bus' and 'school', each scoring within a range of 172 – 208. This may suggest most young people prefer a well-known local venue that is associated with youth clubs but it may also simply be a result of the majority of respondents currently attending youth work sessions in youth and community centres.

Q2 What do you/would you want support or advice from a Youth Worker about? (Young people could select up to five)



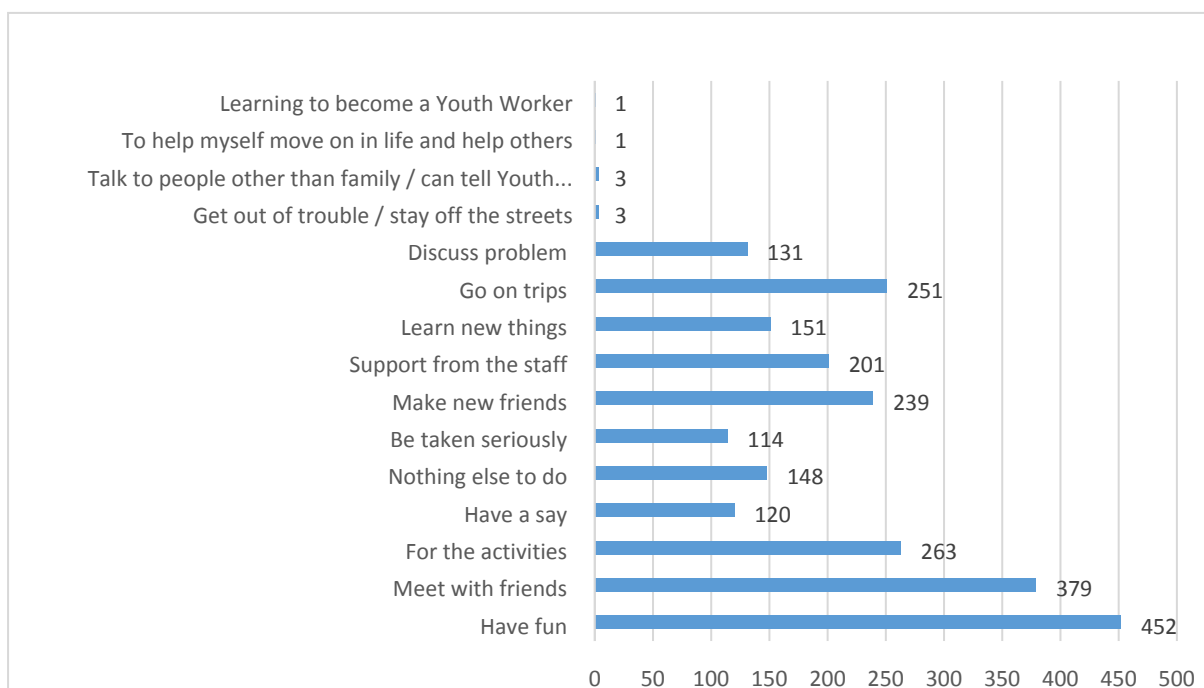
When asked what they would want support or advice from a Youth Worker about, the most common response was 'getting a job or an apprenticeship', followed by, 'relationships', 'going to college or university' and then, 'bullying' and 'sexual health'. This graph indicates that there are a wide range of different issues young people may want to support or advice from a youth work about.

Q3 When should youth work sessions/clubs take place?



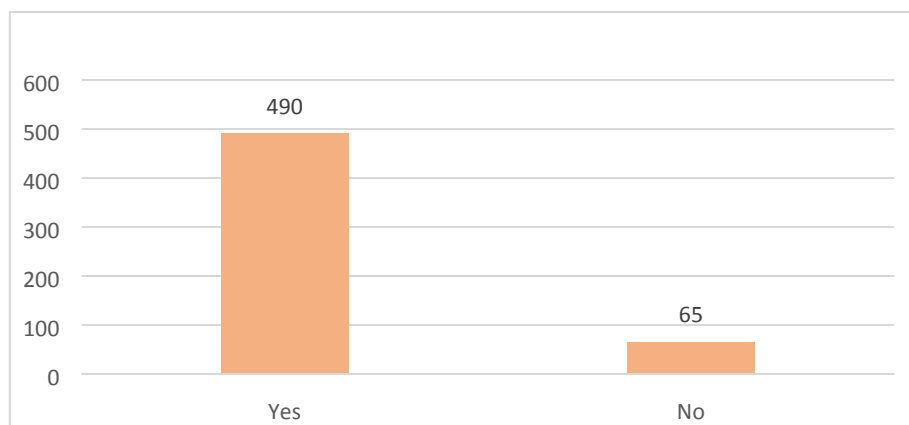
When asked when youth work sessions/clubs should take place, the most common response from young people by a significant margin was evening, between 6:30-8:30pm or 7:00-9:00pm.

Q4 Why do you/would you want to attend youth work sessions/clubs? (Young people could select up to five)

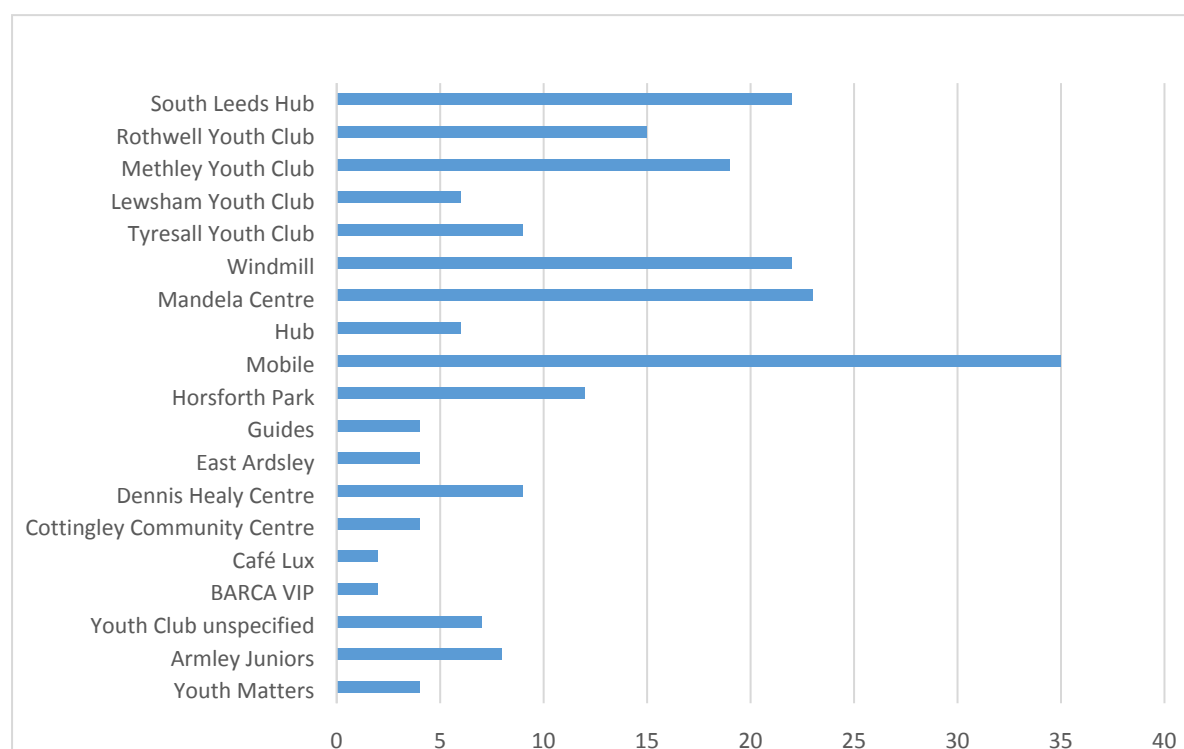


When asked why they attend or would want to attend youth work sessions/clubs, the most common response was to 'have fun', closely followed by 'meet with friends', then, 'for the activities', 'go on trips' and 'make new friends'. Other reasons such as, 'support from staff' and 'discuss problem' also scored votes but this graph reinforces the need for youth work to be first and foremost fun and engaging in order to attract young people's voluntary participation.

Q5 Do you currently or have you in the past attended youth work sessions/clubs?

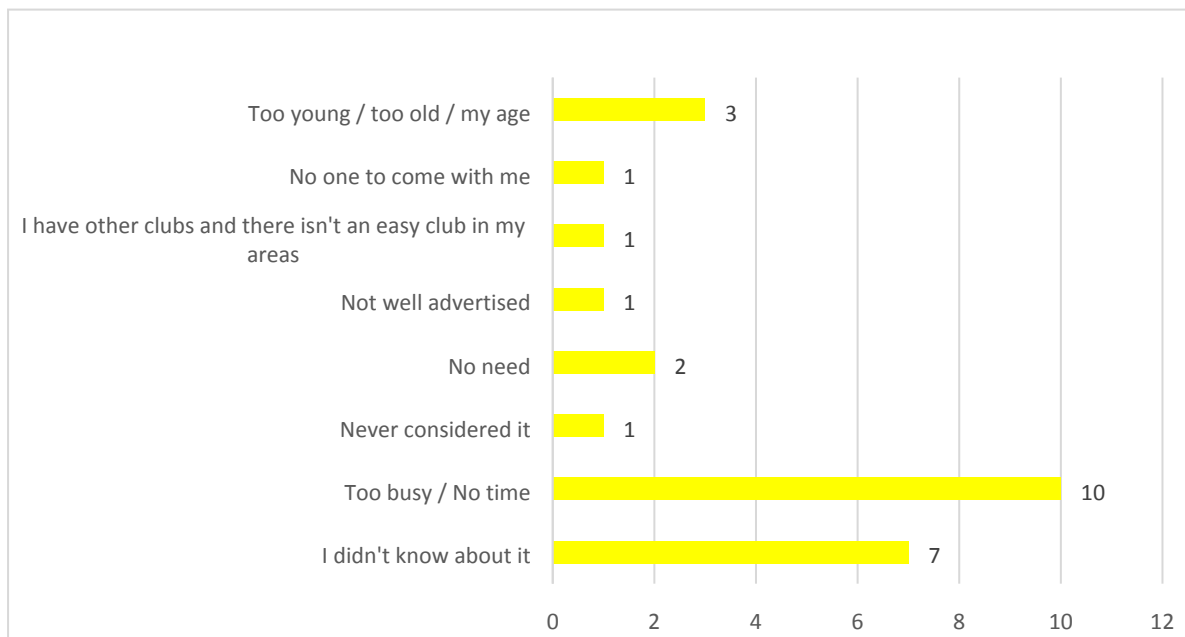


Q6 If yes to Q5, the most common details given were:



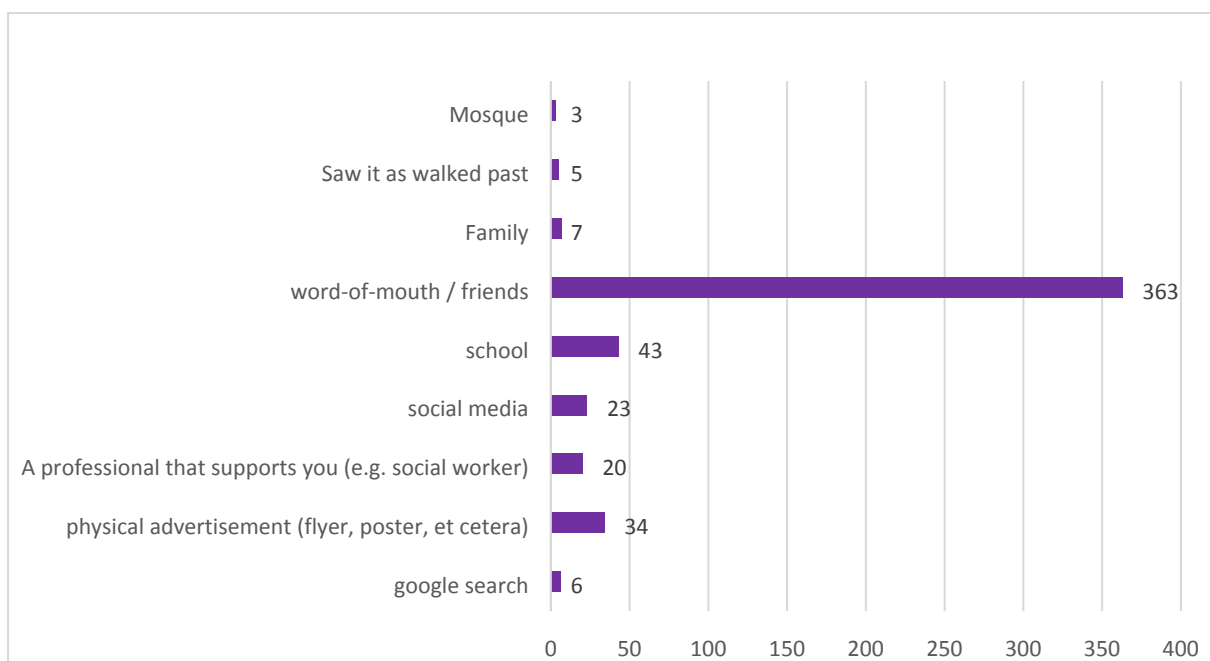
88% of respondents were either currently attending or had attended a youth work session/club. When asked for details, the young people gave a variety of different sessions and clubs. The most common response was a Mobile (including Guiseley, Beckhills and Cardinal).

Q7 If no, the most common reasons given were:



The most common reason given for not attending a youth work club/session was 'too busy/no time'.

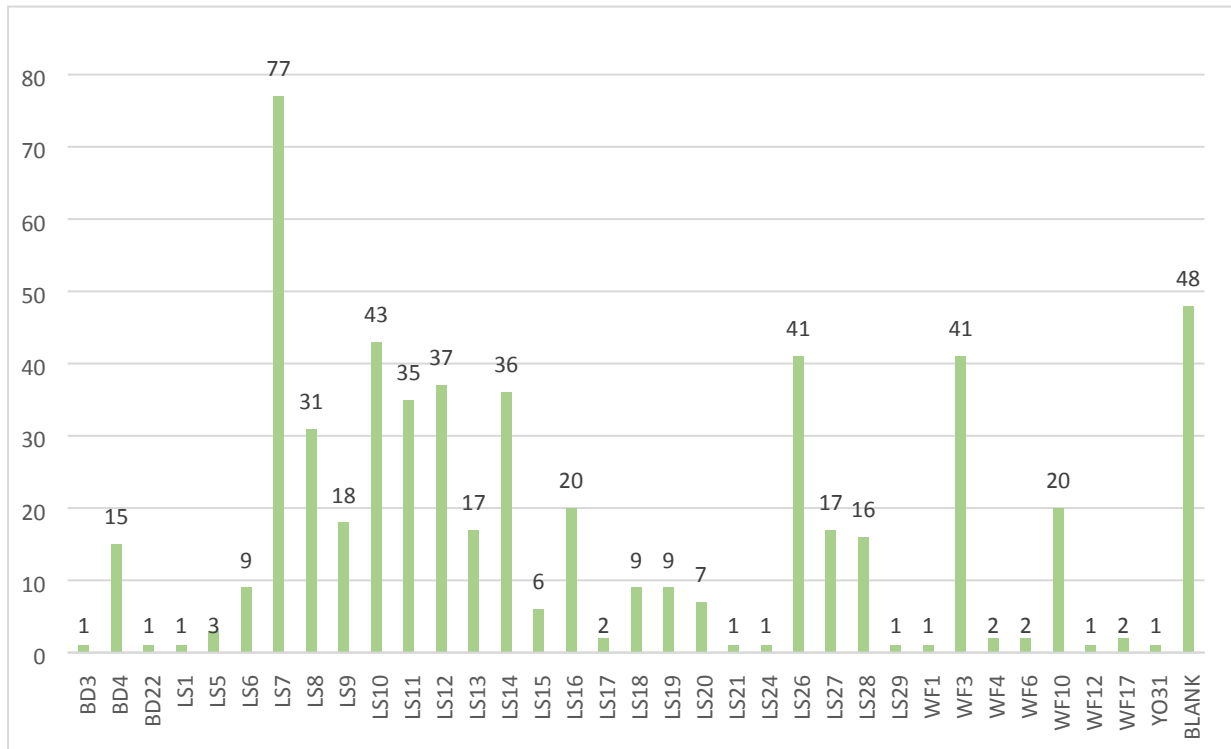
Q8 If yes to Q5, how did you hear about it?



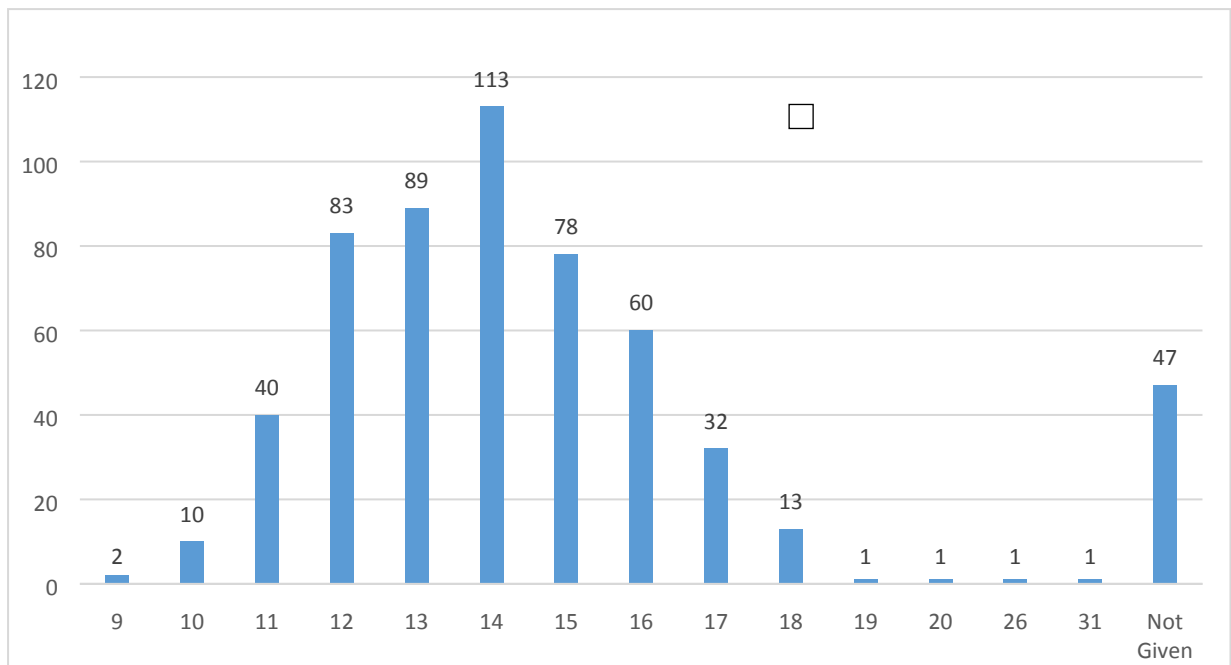
When asked how they heard about a youth work session/club, the most common response given by young people by a significant margin was 'word of mouth/friends'.

Personal characteristics

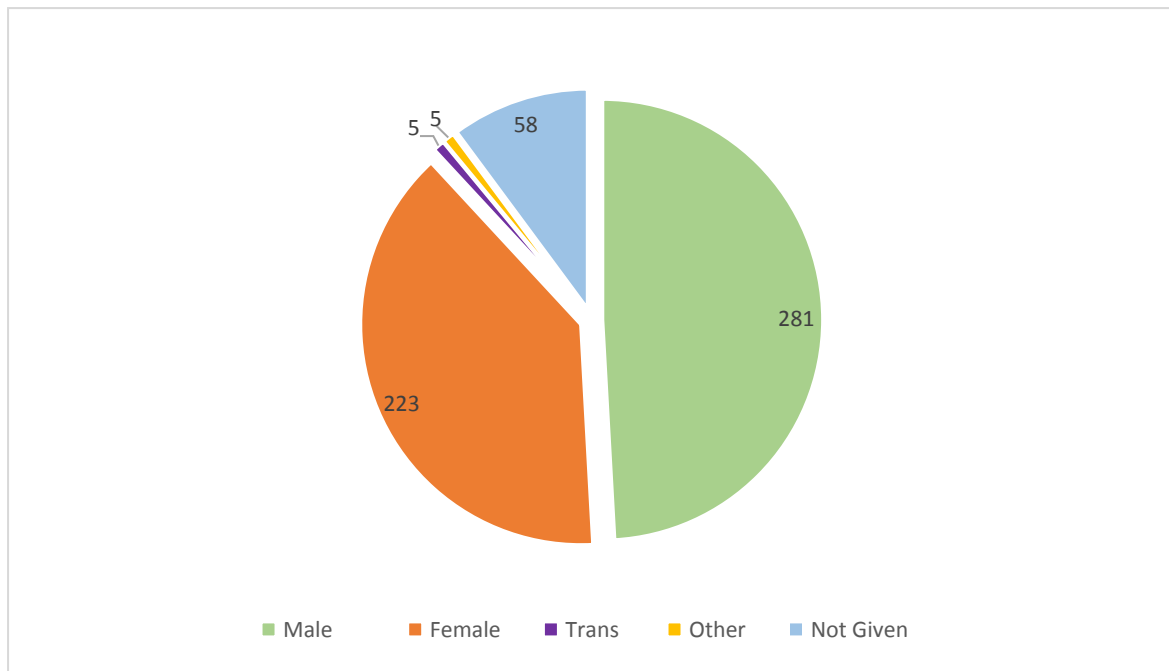
Post code of home address



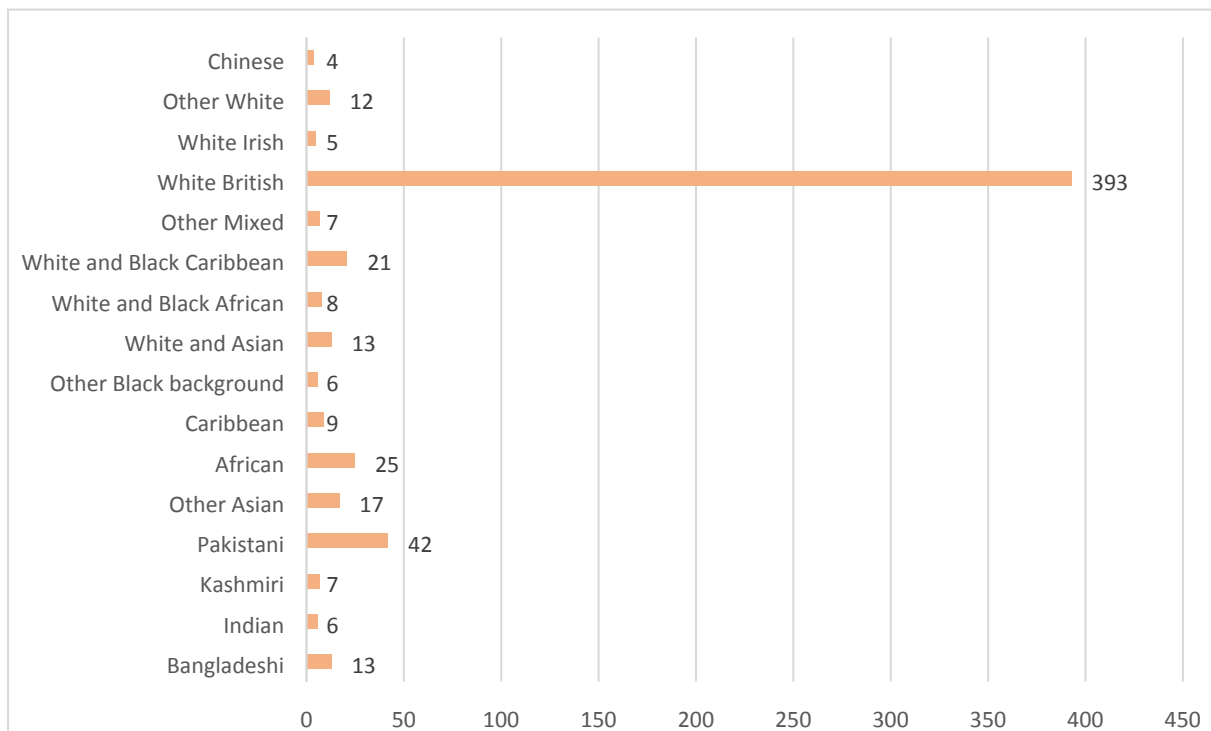
Age



Gender



Ethnicity



69% of respondents gave their ethnicity as White British; 31% gave their ethnicity as Black, Asian, Mixed or Chinese. According to the 2015 Leeds Joint Strategic Needs Assessment, the BME population in Leeds was 19%.

3. NOTES FROM CROSS PARTY MEMBER'S WORKSHOP 18TH JULY 2017

Present: Cllr Mulherin, Cllr Sue Bentley, Cllr Catherine Dobson, Cllr Caroline Gruen, Cllr Helen Hayden, Cllr Dan Cohen, Cllr Pat Latty, Chris Dickinson, Jean Ellison, Cat Henderson

Discussion was fluid, based on 'what is working', 'what is not working' and 'what needs to change'. The following themes emerged:

- **Targeting resources**
 - Clear recognition for the value of targeting YP in deprived communities. The availability of targeted provision in most deprived communities is good, but we are not meeting the needs of vulnerable YP in more affluent communities like Harewood. There are opportunities to partner with schools that we are missing out on in some of these areas.
 - Is the formula right/fair? Feeling among the group that it should be 75% based on deprivation levels and 25% based on numbers of young people.
 - Outer areas/villages are less well served by YS
 - Not clear on how we are identifying and targeting the right YP.
 - Concerns about neglect in more well off areas leading to risk-taking behaviour which is not being addressed (sexualised behaviour, substance misues).
- **Measuring impact**
 - This is vital but information not getting to Members should go to Children's Champions / Chairs of Children & Families sub-groups. Jean explained that they should receive quarterly reports with headline charts and narrative. This is both city-wide and broken down into Community Committee areas.
 - There was a feeling that even these reports do not demonstrate impact sufficiently. Need to somehow report on distance travelled measures – scores showing progress.
 - This can be particularly challenging with outreach work. Some Members have accompanied staff on outreach and found it useful, others have not.
 - Which outcomes will be used to measure the quality of YS delivery? We should be measuring things like "support to form positive relationships" as a measurable outcome for YP.
- **Information**
 - As above, need more information on performance and ensure it reaches the right people.
 - **ACTION:** Jean to ensure Members receive this information.
 - Could there be a training pack for new Children's Champions? Difficult to learn how things work, process and key contacts etc.
 - **ACTION:** Jean to attend Children and Families Sub-groups.
 - Cllrs want information on providers - who is delivering what, where and what is the cost? What are the commissioned to deliver? Can we map this?
 - How many times for youth workers go out on outreach and see no young people? Can we record this? How efficient are we? Need oversight and accountability.

- **Localities funding, e.g. Youth Activities Fund**
 - Concern was raised by Cllr Dobson that we are sometimes paying for things twice. Same providers applying for different funding grants. Difficult to know what other funding they are getting.
 - Also providers tend to apply for too much money and only reduce when challenged. Unrealistic bids, over-inflated prices. Cat advised that a SCAF can be used to breakdown costs and also funding streams.
 - It was felt that projects should charge users, important income generation but also vital to ensure ownership/raised expectations and commitment from young people, even if a very nominal fee.
 - Providers need to be build sustainable projects and not come back for the same level of funding year on year. We have created dependency.
 - YAF should be commissioned better and targeted at need and quality rather than just give to those that apply.
 - YAF in Outer South is not targeted at need
- **Market management**
 - Some areas suffer from very little 3rd sector presence. E.g. Killingbeck and Seacroft.
 - Difficult to encourage individuals to start up projects or encourage established providers to move into area.
 - Lack of 3rd sector orgs in some outer areas, which means they are not bidding for funding and there is less on offer for YP.
 - Some church groups have experience of delivering youth work.
- **Youth work provision**
 - Youth Service very responsive to requests from Members to engage with young people causing ASB but not clear what the impact is. They need to be encouraging young people to access other existing activities/provision as part of move on / sustainability.
 - Jean explained that she would expect youth workers undertaking outreach to deliver a short-term intensive intervention and move them on into some provision so that they can then work with other young people and there is a sustainable outcome.
 - Members have observed some very good youth work but skills vary between workers.
 - Concerns about inconsistent quality in youth work staff. “It’s great when you have a great youth worker in the area, but you notice it when they are less good”.
 - Youth Service seems good at targeting the right YP in deprived areas but not always successful in targeting YP in Outer less deprived areas like Garforth. YS staff need to understand the issues for local YP.
 - Quality of Youth Work is variable. We need consistently professional and high quality youth work staff that are able to really engage with YP. They should be ‘reliable, restorative and unflappable’
 - There are concerns about the variable quality of YS staff and the management of YS staff.
 - **ACTION:** Can the review produce some case studies that highlight what good youth work is and what it’s like for a YP when they are supported by a good youth worker

- **Schools**
 - Some schools engage well, others such as some academies do not. Difficult to know what work they are doing with yp and so could be duplication.
 - Cllr Dobson explained that despite some early positive engagement, she does not get invited to Cluster meetings and there is a lack of information sharing.
 - **ACTION:** Cat/Jean to check LCC link for Inner East and raise this issue.
- **Premises / Community Assets**
 - After youth work providers have undertaken some targeted work and identified what the young people want, they find it difficult to then run activities/sessions because of a lack of suitable premises. This is big problem.
 - Localities not able to utilise LCC owned properties, some of which stand empty! LCC teams do not seem to join up, working against each other. Decisions are sometimes made without consultation with Community Committees and the local community. Charges put people off using properties. We need proper business plans to make the model work so that we have shared community venues. Can only work if buildings are managed locally rather than centrally.
- **Volunteers**
 - We need to understand the barriers to people volunteering.
 - Volunteers could help deliver youth work sessions, e.g. a group session could have volunteers helping to deliver activities whilst qualified youth workers undertake work with individuals.
 - Need to encourage volunteers for their own benefit, attract people and build their confidence.
- **Partnership working**
 - Some areas are better at this than others. Some Clusters work very well but others do not share information or communicate well.
 - Some areas have good engagement from police etc but others have historically not and it is difficult to change. E.g. Killingbeck and Seacroft asked for police engagement at a community event but only got one officer.
 - Leeds United FC Kicks Programme funded by HAP, PCC and MICE is great. Meadowfield Primary School. The YS tag on to this work (in-kind contribution) and add a lot of value to the work. Good example of partnership working.
 - There are some good examples of YS working well with other locality partners (PCSOs, LASBT, Tasking Teams, Clusters). We need to maintain and develop this approach to be more consistent and more targeted. Locality boundaries are not consistent and this does create barriers and challenges.
- **Examples of good practice**
 - The Youth Matters programme that the YS operates is very good. But why is this only offered in some areas. It involves working intensively with individual YP to support them to become “Young Ambassadors”.
 - **ACTION:** Find out more about Youth Matters programme to highlight as good practice
 - Example of YAF funding theatre activity with schools was very good and is considered to have had very positive SEMH benefits for YP. See link to YouTube video <https://youtu.be/xeA86QX5K4I>

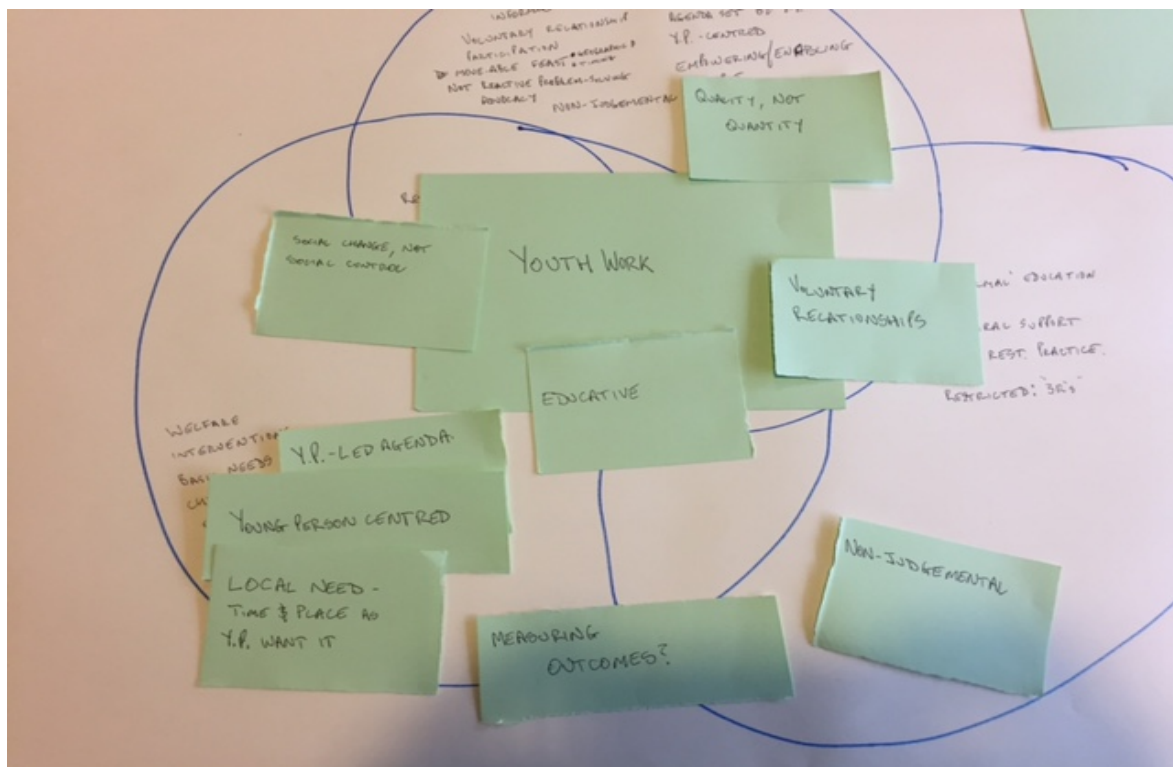
- We hold an annual YAF event which is very successful and other community committees may wish to replicate this approach (Guiseley and Rawdon)
- **Other**
 - YAF and YS. We should be monitoring the level of SEND involvement. There are some great examples of support for SEND YP but its inconsistent
 - We need to engage early with YP when they are starting to exhibit risk taking behaviour
 - Lack of PCSOs engaging with YP. It used to be better when there were more. The younger PCSOs were good at engaging YP
 - There is not enough for YP to do. I would like more for young people in my area (Guiseley and Rawdon)
 - **ACTION:** Plan for the YW review to report to the Children and Families Scrutiny Board. Particular focus on any changes to formula of allocation, measuring outcomes and quality. Concerns that resource is being used inconsistently across Leeds. Cllr Mulherin wants to be able to understand what provision we have, what is its quality, how do cost and quality relate. We need to be clear about where we want to get to.

4. STAKEHOLDER EVENT 13TH NOVEMBER 2017

Just under 60 stakeholders attended the event, representing a wide range of interests including internal and external providers, colleagues within Children & Families, partners from other directorates such as Communities and Environment, City Development, Community Safety and Adults & Health, schools and the police.

CONCEPT MAPPING: what key words are important in defining 'youth work', how to they relate / connect to one another / or not?

A huge range of words were used by attendees to describe youth work, with the most common being 'voluntary'. The number of different words used perhaps reflects that youth work can mean different things to different people (see table on last page). The table discussions demonstrated that attendees felt there were many commonalities between youth work, social work and education but also some unique aspects. Again, 'voluntary' stood out as something unique to youth work.



using innovative and modern ideas to engage, working with “hard to reach” young people and young people asking for support. There was one comment about what is not working so well, which was that services need to advertise more widely.

In terms of the **offer to young people**, stakeholder’s comments about what is working well included programmes leading to employment, having a good range of opportunities, provision of universal services/positive activities, evenings/weekends, free/low cost, a range of settings, diverting young people from committing crime or being a victim, offering specialist support for mental health and emotional well-being and that young people with SEND are making good progress. Less positive comments included having fewer building based provisions which don’t reflect the needs/wants and perceptions of communities. Also, a lack of connectivity to other services, not enough reach into diverse communities, lack of individual support, focus on numbers and containment and not outcomes, inconsistency of quality across the city, not enough support for young people with mental health issues and too much emphasis on NEET prevention.

Attendees felt that **the market** is more diverse, responsive and adaptable and there are many community based providers. However, it was also felt that short term funding is detrimental and there is unhealthy competition which creates repetitiveness.

In relation to **localities**, comments included that there is a good knowledge of locality issues, locality based provision with partnerships between the third sector, youth service, clusters and communities. Working in targeted streets in Leeds and having detached services linked to ASB and nuisance were also seen by some as positive. However, in contrast, there were also comments that youth work is not working within the community like it used to.

Comments about what is working in relation to **participation** included that young people have a voice, young people with SEND are being empowered to influence what they do and young people have the ability to take part in future service design. There was also one comment that young people used for events/consultation are not usually a true reflection of those young people that attend provision.

Comments made in relation to **resources** were positive in terms of still having a dedicated resource in Leeds and that there is a streamlined service but it is better for it and more professional. However, there were also numerous comments such as there being limited resource to respond to need and meet expectations, loss of youth work venues, missed opportunities due to finite resources and a lack of flexibility about resources.

Comments about what is not working so well were also made in relation to political influence (i.e. there being too much influence) and outcomes (i.e. being difficult to evidence those outcomes that are long-term and smaller outcomes that are actually huge achievements for young people as well as one comment that youth work is too outcome driven).

All comments received are noted below:

WHAT'S WORKING WELL

Workforce – passionate, dedicated, experienced, professional, experts, skilled, enjoy their work

Relationships (with young people) – trust, building quality, long term and provide consistency, relaxed and flexible attitude of youth workers with young people which builds confidence and trust.

Partnerships (schools, clusters, communities) – working together with schools, good working partnerships, better joint working, better understanding of youth work across Leeds, working links with IAG, youth workers And YOS, supportive, good links with social care and other teams working with adolescents, connected into other services to support young people and families, value of youth work being recognised by other agencies.

Engagement – being able to engage with young people, with locals in the community, at the heart of the community, higher % with at risk and chaotic young people, lots of young people engagement, better engagement and increased reach, large numbers of young people, sports and health sessions to engage, using innovative and modern ideas to engage, focused, working with “hard to reach” young people, young people asking for support.

Offer to young people – offering fun activities, programmes leading to employment, provide fun age-appropriate activities, signposting/support to employment, experience new things, good range of opportunities, offers alternative provisions, good creative provision, provision of universal services/positive activities, evenings/weekends, free/low cost, range of settings i.e. detached, mobile, centre based, diverse offer, keeping young people safe, keeping young people off the streets, diverts young people from committing crime or being a victim, gives young people something to do, promoting inclusion, engaging with carers and young people that are looked after, being supported emotionally and physically, specialist support for mental health and emotional well-being, out of hours, easy accessible, young people with SEND making good progress.

The Market – more diverse provider market and lots that are based in the communities, diverse providers, organisations are working hard to emerging need, multi-purpose, responsive, adaptable.

Localities – Targeted in areas of need, good knowledge of locality issues, community based, locality based provision with partnerships third sector, youth service/clusters/community, working in targeted streets in Leeds, detached services linked to ASB and nuisance, city is being covered well, community based projects and groups, priority areas.

Participation – young people have a voice, young people with SEND being empowered to influence what they do, allowed to have a say in delivery and are now more than ever being listened, ability to take part in future service design.

Resources – still got a dedicated resource, local authority's commitment to youth work, still a city with youth work, less but better, youth work has survived in Leeds, streamlined service but better for it and more professional.

WHAT'S NOT WORKING SO WELL

Workforce – non statutory nature and lack of professional recognition, cuts to jobs and courses, leading to loss of youth work as a profession, too much paperwork/admin, low staff morale due to constant changes and priorities, too much time/resource spent producing reports justifying existence, no pay rises, lack of autonomy, low staffing levels, difficult job, 18hr posts do not work as the role is much more demanding, youth workers not turning up, too reactive, not being able to control young people, inability to challenge inappropriate behaviour in a community setting, lack of effective youth workers

Relationships – lack of time to develop relationships with young people, communication with other services

Partnerships – lack of understanding by partners and Cllrs, misunderstood and undervalued, insufficient partnership working and coordination, conflicting expectations, professional mistrust and tension between stakeholders, lack of integration between SEND and mainstream provision, negative reports About youth work from other agencies, everyone thinks they are an expert, constrained by the fact that everyone has a view of what it should be, lack of capacity to attend partnership meetings.

Engagement – services need to advertise more widely

Offer to young people – not enough centres devoted to youth work, NCS – lots of money spent in short period of time, not enough clubs and activities, fewer building based provisions which don't reflect needs/wants and perceptions of communities, lack of connectivity to other services, too prescribed – can be a bit one size fits all, lack of flexibility and reach into diverse communities, expectations vary across communities, lack of individual support, boring youth clubs, focus on numbers and containment and not outcomes, some sessions run too late, lack of safe space for young people e.g. trans, learning needs, youth work is not consistently of high quality across the city, not enough support for young people with mental health issues, emphasis on NEET prevention.

Participation – young people used for events/consultation are not usually a true reflection of those young people that attend provision

The Market – short term funding back for team and young people, short term contracts change scope of the work, unhealthy competition which creates repetitiveness

Localities – not working within the community like we used to, is access to provision equal across the city

Resources - not enough time and resources, limited resource to respond to need, closure of youth work provision, budget cuts have constantly reduced youth work, losing youth work venues, budget too low to meet LCC and Cllrs expectations, limited financial resource to cover everything, missed opportunities due to finite resources, lack of flexibility about resources, mobiles breaking down so youth work sessions not running, the population has increased but funding for youth work has probably declined

Political Influence – too much, driven by political influence, overly political, too much outside influence

Outcomes – difficult to evidence outcomes – often years later, still not able to effectively demonstrate the smaller outcomes that are actually huge achievements for young people, too outcome driven

WHAT NEEDS TO CHANGE

The comments in relation to this topic have been categorised into the following themes; resources, member engagement, preventative v targeted, consultation, what is youth work and partnerships. Attendees felt there needs to be more/better facilities, a change in how **resources** are targeted to make it clearer and more effective and longer-term contracts. In terms of **member engagement**, attendees want more consistency and increased understanding of youth work. Some attendees want youth work to be more about prevention and early intervention. There were also comments about the need to **target** better on the most vulnerable or who will benefit the most. Age came up more than once, with support for an offer for younger children.

There was a clear theme around **consultation**, with attendees wanting clearer rationale for decision making, better understanding of services and a more representative sample for consultations with young people.

Some of the key points raised in relation to the **concept of youth work** were the need for better understanding across all partners, including more clarity about the model and vision, better understanding of the young people and challenges in engaging young people and greater consistency in approach.

Attendees commented they want more **partnership** and collaborative working, partnerships which are more effective and more multi-agency working; including between youth work, social work, youth offending service, schools and clusters and also between the Council and 3rd sector.

The full list of comments are included below:

Resources

- More buildings, better facilities including mobiles
- More funding, more money
- Clarity around targeting of resource
- Review how resources are allocated per area, based on need not numbers
- If funding continues to be an issue and further cuts are made focus on one area of the service and do that really well.
- Using available resources effectively in targeted areas
- Longer term contracts

Member engagement

- Consistent political message from Councillors – about what is wanted from youth workers
- Expectations of members linked to budgets
- Increased understanding of youth work across some elected members
- Education of members about what youth work needs to focus on.

Preventative v targeted

- Less prescriptive
- More early intervention
- Thoughts on how care leavers provision is commissioned, should it be separate?

- Is not reflective of need in an area – universal offer for all.
- Keep the targeting under review to ensure “it hits the spot” (more vulnerable)
- There is a drive to target young people who will benefit the most
- Better targeting of resource to the most vulnerable
- More preventative work
- Wider remit for early intervention – could age be reduced to 8
- Broader focus – more options available
- 8-19 age range
- The age the youth work is able to engage with
- More flexible service able to react to situations with more capacity when required.

Consultation

- Clear rationale for decisions made by LCC and 3rd Sector commissioning
- Better consultation and understanding of services
- Comprehensive consultation with CYP about what they want from a future youth service
- All demographic Young people to be part of the consultation not just those who are youth council or attending provisions.
- More time for planning ahead long term goals

What is Youth Work

- Better understanding of youth work by partners and councillors
- Clarity on the model of delivery e.g. continuation of approach such as outreach or a new model.
- Better connectivity
- Promotion of the Leeds Local Offer
- Go back to basics
- Campaign for youth work to become statutory to protect this vital service to young people
- Clear set vision of what youth work is in Leeds
- Clear focus
- Funders to have a much greater understanding of the young people attending certain provisions and the challenges youth workers face to even have a conversation or to engage with them.
- Greater understanding of youth culture/trends
- Clarity about what we mean by effective youth work and use evidence
- Long term strategy for youth work – LCC and communities
- Celebrate and promote the positive work/impact youth work has and raise its profile/value
- Consistent approach across Leeds, access to provision being realistic about resources. Identify creative investment
- Shared goals/understanding/communication between education social care and youth work.
- Be clear about what youth work is so expectations are clear for everyone – the offer

Partnerships

- Sustainable projects in partnerships with other organisations
- Use the breadth of community providers as part of the delivery network
- Increased integration across adolescent services
- More partnership and collaboration between services
- Have we made the most of collaborative working with 3rd Sector and LCC not just them and us
- Every school to have a linked youth worker – ask for match funding like the police do
- More joined up working
- Develop links with other services to pool resources – smarter working/collaboration
- Better linked up working with other services
- Better links with SEND and mainstream provision
- A better multi-agency focus
- More joined up approach VCFS, in-house etc. – different roles which play to cultural strengths
- More input from other agencies SW/YOS/Clusters etc.

WHAT SHOULD WE STOP DOING?

Attendees said they want us to stop using youth work to police around anti-social behaviour, asking what youth work is, using short-term contracts, forcing issues on young people, reviewing all the time and being reactive to the agenda of others. Full list of comments below:

- Policing around ASB,etc
- Drifting to a Social Care model
- Negative media attention
- Funding Cuts
- Duplication
- Blame Culture
- Short term contracts
- Asking what Youth work is....
- Funders to explain to provider how they would like delivery to look. After consultations with young people.
- Forcing issues on young people
- Trying to measure hard outcomes /reacting to other services/people's agenda
- Exerting/exploiting adult power in order to contract young people
- Reviewing – give it a chance to work
- One year contracts – not enough time for change

WHAT SHOULD WE START DOING?

Comments in relation to what we should start doing included having a long-term strategy linking to the Children and Young People Plan, more joined up commissioning across the Council, involving the media, measuring longer-term outcomes and having a clear political steer. Full list of comments below:

- Educating the politicians
- More dialogue LCC and VCS
- Ensuring different parts of LCC Commissioning are speaking to each other.
- Universal and Targeted Services to work together – particularly in priority neighbourhoods
- Fund raising
- Be Proactive
- Start the work in Leeds
- Understand Young People better
- Work with most challenging young people.
- Work with community groups
- Funding young reporters
- Get the best out of media – involve them
- Appreciate work done in Leeds.
- Long term strategy and service plan that links to the CYP Plan.
- Build professional credibility with statutory colleagues
- Consultations to be reflective of the young people in Leeds
- Measuring outcomes over the longer term and more creatively, focusing on doing “proper” youth work.
- Giving a clear political steer on what we (as a city) want youth work to do/be.
- Better targeting
- Share information and resources
- Be clear on resource implication
- Manage expectations – all stakeholders

WHAT SHOULD WE CONTINUE DOING?

In terms of what we should continue doing, attendees said they want the mixed economy to continue, evening and weekend work, detached youth work, building positive relationships with young people and listening to them, measuring outcomes and sharing resources creatively. There was also a comment that there should be a youth work offer to all areas.

- Mixed economy – Council, Voluntary Sector
- Universal; Youth Work Offer to all areas
- Recognise good practice and success
- Working in partnership
- Work together to submit funding bids
- Work creatively to share resources
- Continue evening and weekend work
- Detached Youth Work
- Building on existing partnerships
- Investing in Youth Work
- To build upon consulting with Young People
- Listening to young people
- Building positive relationships with young people as a vehicle for working with young people
- Continue to focus on normal education using relationships to enable change, rather than power to force change.
- Continue to integrate with adolescent services and think family
- Measure outcomes – improve on this
- Justify outcomes
- Short and long term work and measures

KEY WORDS THAT DEFINE YOUTH WORK

VOLUNTARY	1+1+1+1+1	HONESTY	1	YP FEELING WELCOME n VALUED	1
EMPOWERMENT	1+1	PEOPLE AND RESOURCES	1	HAPPY	1
CONFIDENTIALITY	1	TRAINING	1		1
ENGAGEMENT	1+1+1	EDUCATION	1	HEALTHY	1
PROFESSIONAL	1	KNOWLEDGE	1	CONSTRUCTIVE CHALLENGE	1
COMMUNITY BASED	1	DIALOGUE	1	HIGH SUPPORT	1
YOUNG PEOPLE 8-19	1	RESPONSIVE	1	RESPONSE TO NEED	1
VOICE AND INFLUENCE	1+1	AGENTS OF THE STATE	1	GOOD ENGAGEMENT	1
RESILIENCE	1+1	PREVENTATIVE	1	IN TOUCH WITH YP'S NEEDS	1
INFORMAL	1	OUTCOMES DRIVEN	1	GOOD COMMUNICATION WITH ALL STAKEHOLDERS	1
ENAGING	1			SELF ESTEEM	1
SOMEONE TO TALK TO	1	ONE TO ONE	1	YP LEARNING ABOUT THEMSELVES	1
CONTROVERSIAL	1	FLEXIBLE	1+1	YWORKERS PERSISTENCE –NOT GIVING UP	1
SUPPORTIVE	1	PEER SUPPORT	1	YWORKERS TO BE TRUSTED	1
POLITICAL	1+1	INVOLVING	1	UNDERSTANDING OF CONFIDENTIALITY RULLES	1
FUN	1+1+1+1	INCLUSIVE	1	RESTORATIVE APPROACH	1
CONFIDENCE	1+1	CREATIVE	1	ADVOCACY	1
VOLUNTARY	1	ACCESSIBLE	1	VOICE OF YP	1
FINITE RESOURCE	1	COMMUNITY	1+1	OUTCOMES	1
		INFORMAL	1	YP AWARE OF IMPACT	1
TOLERANCE	1	LOCAL	1	WELL RESOURCED PROVISIONS	1
INSPIRING	1	SAFE SPACE	1		
NEEDED	1	COMPLEX	1		
DIVERSITY	1	UNIVERSAL	1		
PRESCRIPTIVE	1	DIFFICULT TO MEASURE	1		
VOICE	1	TARGETED	1		
SUPPORT	1	ECNOMICAL	1		
RELATIONSHIPS	1	GROUP WORK	1		
UNDERSTANDING	1	NON-JUDGEMENTAL	1		
LIMITED ENGAGEMENT	1	ADVOCATING	1		
FUNDING CUTS	1	YOUNG PERSON LED	1		
DELIVERY	1	YP FEELING WELCOME n VALUED	1		
BUILDING RELATIONSHIPS	1	HAPPY	1		
LISTENING	1	HEALTHY	1		
		CONSTRUCTIVE CHALLENGE	1	GOOD ENGAGEMENT	1
		HIGH SUPPORT	1	IN TOUCH WITH YP'S NEEDS	1
		RESPONSE TO NEED	1	TRUST	1

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Report of Head of One Adoption West Yorkshire

Report to Scrutiny Board (Children & Families)

Date: 15th March 2018

Subject: One Adoption West Yorkshire



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. Bradford, Calderdale, Kirklees and Wakefield adoption functions as specified in the partnership agreement were delegated on the 1st April 2017 to Leeds City Council and One Adoption West Yorkshire formally opened.
2. This report sets out the developments within One Adoption West Yorkshire since the last report in October 2017 for scrutiny board.

Recommendations

3. The scrutiny board is requested to continue support the work of One Adoption and promote the recruitment of adoptors in West Yorkshire.

1 Purpose of this report

- 1.1 This report sets out the developments within One Adoption West Yorkshire since the last report in October 2017 for scrutiny board.

2 Background information

- 2.1 Bradford, Calderdale, Kirklees and Wakefield adoption functions as specified in the partnership agreement were delegated on the 1st April 2017 to Leeds City Council. One Adoption West Yorkshire formally opened on this date.

3 Main issues

Staffing

3.1 Senior Leadership Team

One Adoption West Yorkshire (OAWY) opened as Regional Adoption Agency on Monday 3 April 2017. It is led by the senior leadership team of:

Sarah Johal, Head of Service

Mary Brudenell, Service Delivery Manager

Julie Chew, Service Delivery Manager

Mandy Prout, Service Delivery Manager

Aretha Hanson, Business Support Manager

The Head Service has overall responsibility for the operations of One Adoption West Yorkshire (OAWY) and she undertakes the role of the agency decision maker for adopters. Mary takes a strategic lead on family finding, while taking on the line management of staff in the Bradford and Wakefield offices and links with those Local Authorities. Julie takes a strategic lead on adoption support, with line management for staff in the Leeds office and linking with that Local Authority (LA). Mandy has a strategic lead on recruitment and assessment, line manager for staff in the Halifax and Huddersfield offices and linking with Calderdale and Kirklees LAs. Aretha manages the administrative business support to all of the teams based in the 5 offices. She has the strategic lead on seeking rationalisation of business processes, where beneficial and practicable.

- 3.2 The collaboration between the Leeds HR business partner and his counterparts in the other 4 local authority's enabled as smooth a transition as possible. Subsequently, the majority of staff have opted to move over to Leeds Terms and Conditions with implementation taking place on the 1st December 2017.
- 3.3 The agency started off with a high number of vacancies across business support and adoption support. Recruitment to posts has continued over the last 7 months with the majority of positions being filled. Additional temporary social worker vacancies have been advertised and recruited to, to assist with demand in family finding and adoption support, rather than using agency cover.

- 3.4 All staff have been provided with a One Adoption mobile phone, which has assisted in enabling access to the Leeds ICT system, including Mosaic the integrated children's case recording system utilised by OAWY. All staff now have a your.name@oneadoptionwy.leeds.gov.uk e mail address.
- 3.5 Key IT training was undertaken throughout June and July on the Mosaic case recording system for all staff & induction training for staff regarding the self service, Performance and Learning system (PALS) and finance system took place from June through to mid-July.
- 3.6 Establishing the culture
- Work has been undertaken with the senior leadership team, the management team and with all staff to establish the vision and values of One Adoption West Yorkshire. The mission statement is clear: "To be an outstanding adoption service achieving outcomes for children without delay; recruit adopters for all children who need adoption with an excellent adoption support service for all affected by adoption."
- 3.7 The vision is to be a listening service; a learning service and a responsive service. This is underpinned by 3 behaviours: Children are the client; a sense of urgency to avoid unnecessary delay and working with families every step of the way.
- 3.8 Work continues with the staff regarding the importance of relationships as we build the OAWY identity with the teams, working in a culture of high support and high challenge.

Practice focus

Adoption Support

- 3.9 We held a workshop in July with the Adopted Teenagers, AT-Id group to get their ideas about how we communicate and develop our work with young people to improve services. An action plan to take this work forward within One Adoption has been developed.
- 3.10 We are progressing the re-commissioning of independent adoption support services for birth parents, adoptive families and adopted adults. We will commission this jointly with North Yorkshire and Humber Regional Adoption Agency. North Yorkshire Council will take a lead on this as they currently oversee the approved provider list for adoption support across Yorkshire & Humber. South Yorkshire are involved in this and have given a commitment in principle to be involved, pending formal agreement from their local authorities. This is with a view to commence from October 2018 with current contracts being extended from March 18- October 18.
- 3.11 One Adoption inherited a waiting list of unallocated adoption support assessments on opening in April 2018. The adoption support teams are almost fully staffed and waiting times for assessments have reduced. However, there is still a waiting list for adoption support assessments between 6-8 weeks across the region. We have a prioritisation system in place and are trialling a triage system offering an initial visit to see if this assists in addressing concerns at an early stage and signposting

where appropriate. The main assessment work that is waiting is where adoptive families are seeking therapeutic support via the adoption support fund. The expectations of adopters in accessing therapeutic support are high and there is further work for us to do across the region in ensuring that the adoption support offer across west Yorkshire is known to families. The development of a peer support service is moving forward with the adopter voice co-ordinators and Cornerstone as a provider service working to pilot this in house over the next year.

- 3.12 The Adoption support teams with business support held a development day on 11th October undertaking work on the information exchange (letterbox) service and adoption support needs assessments. Work has started on regionalising the letterbox service so that we provide a consistent approach to all families and ensuring that this work can be covered from different bases.
- 3.13 The Non Violence Resistance and Theraplay groups have been running and take up from families for both of these has been good with positive feedback from adoptive parents.
- 3.14 A provider's event took place in December regarding the re-commissioning of independent adoption support services for birth parents, adoptive families and adopted adults, including adding in the AT_ID group into the specification and the adopter voice forum.

Practice Improvement Fund projects

- 3.15 Adoption Support Fund (ASF) - One Adoption West is piloting a regional adoption support fund. The aim of this to improve adoption support across a Regional Adoption Agency (RAA) by: regional commissioning of the ASF and engaging users in the development and testing of regionalised support services; test out how the ASF could be managed in a regionalised structure including how human and financial resources for adoption support will be deployed and to inform future national policy and delivery of ASF and share emerging practice with other RAAs. We have recruited a project manager to oversee this work.
- 3.16 Centre for Excellence – this has started as a pilot in west Yorkshire with a view to rolling this out across the wider Yorkshire & Humber region with funding for 2 years. We have recruited 3 sector led specialists to lead the development work: a senior clinical psychologist, adoption manager and an education specialist. The objectives of this are to look at a framework for assessment of support needs; to develop multi- disciplinary support for adoptive families and to develop a training and development programme for professionals in the sector.
- 3.17 *Early Permanence Placements (EPP)* - the Voluntary Adoption Alliance have been successful with the practice improvement bid for developing early permanence across the Yorkshire & Humber region and to look at concurrency within the West. This will help us improve our ability to place children earlier for permanence. The objectives of the bid are to:

- build awareness of EPP including concurrency across the whole region and building a champions network
- Developing concurrency placements based on model from North West
- Developing a fostering to permanence pilot for 'harder to place' children

Marketing, recruitment & assessment

- 3.18 The One Adoption website has been launched and marketing activity has been undertaken to raise its web profile. The website has been changed and is much improved. There is still work to do and development of this will continue. The enquiries have increased over the year as more people become aware of the new brand. A marketing campaign began across the wider Y & H region from the first week in October in the lead up to national adoption week with an Outdoor campaign and radio campaign. In West Yorkshire we undertook additional marketing during the last two weeks of September across bus backs with posters and billboards to generate more awareness of the brand locally in a run up to the wider campaign.
- 3.19 Prospective adopters are making contact with One Adoption WY and attendance at the information evenings across the area has improved and we are currently exploring bigger venues in the Halifax, Bradford and Wakefield areas.
- 3.20 All recruitment staff have now been trained to use the Attachment Style Interview tool. It will take time to embed the learning from this into the assessment work undertaken it will assist staff in being clear about how we effectively support adopters moving forward.
- 3.21 The teams have made real progress in agreeing the practice across the teams. In summary we now have the following: Standardised information sessions & pre-approval training; a clear stage one process with all new applications on MOSAIC (the case recording system); agreed criteria for recruitment of adopters, templates agreed for case work and a system for the allocation of assessments and booklets produced for adopters.

Children's Planning and Matching

- 3.22 The family finding teams identified that a significant number of children required placements at the outset of the agency and a lot of activity has been focussed on ensuring effective plans are in place for each child waiting for adoption.
- 3.23 Progress has been made on streamlining links with Adoption Match (previously the Adoption Register) and Linkmaker and in developing stronger links with the local Voluntary Adoption Agencies and now have a regional view of all the children and families across our region and in the New Year across the wider Yorkshire & Humber region.
- 3.24 In November 2017 we held our first Children's Profiling Event, inviting adoptive families from across the Yorkshire and Humberside and the North West to

consider a selection of 25 children awaiting adoption who were featured with high quality photos, DVDs and personalised displays. Interest has been shown in a number of the children featured here which we are actively following up. The intention is to hold a profiling event every quarter and invite approved adopters and those in stage 2 of the adoption process to see the children who have a plan for adoption with a view to making links for potential matches.

- 3.25 A focus for the family finding teams over this period has been the revision of the key forms that support the matching and placement process (Adoption Placement Report, Adoption Placement Plan and Adoption Support Plan) taking all the aspects of best practice to ensure a consistent high standard across the regional adoption agency. These have been discussed with local authority leads and staff across the region with implementation taking place in February. Joint workshops and training will be arranged between One Adoption and LA staff to look at providing guidance for staff using the new templates.
- 3.26 A key issue that is the mismatch locally, regionally and nationally between the numbers of children in the adoption process and the declining number of adopters available. The importance of recruitment to address sufficiency issues is key and we are currently looking at the potential impact upon the inter agency budget for 2018-19.
- 3.27 One Adoption has been looking with local authorities to support the agency decision making (ADM) process regarding adoption plans for children (called the ADM or Shopba process) and Huddersfield, Bradford and Leeds have now aligned their systems with legal advisors present and support from business support in arranging and the minute taking of these meetings. Work is in progress with Wakefield and Calderdale on finalising how these meetings will be supported moving forward.
- 3.28 Discussions with medical advisors and commissioners are ongoing regarding improving the quality of the written information provided, ensuring quality standards are in place for updating medicals and providing advice to adopters.

Business Support

- 3.29 The business support functions of OAWY have now been agreed and progress has been made in setting up systems to support the work of the agency with key processes around the panel work, children's planning and children's tracking developing well. There is ongoing work to streamline processes and support the work of the teams.

Information Management and Technology

- 3.30 The IT issues have been problematic for a number of complex reasons for the new agency however these are now improving with all staff having use of a Leeds laptop. The difficulties for staff working across offices have also generally improved although access to the other local authority systems remains an issue and work is in progress regarding accessing these via a portal from the Leeds laptops.

- 3.31 Connectivity has also improved across the region and the long term solution to this, via VPN access was piloted in Huddersfield and is now rolling out across the other offices. Printers are now connected to the Leeds laptops which is a great step forward in enabling staff to print off their work as required.
- 3.32 The migration of data onto Mosaic is still work in progress as this is a time consuming and manual task. The target to move all records for adopters in assessment prior to adoption order has largely been achieved with a small number of cases requiring documents uploading on to the system before closing down the local authority file.
- 3.33 Family finding work is also now on Mosaic. The aim is for adoption support work to be fully migrated by the end of February with business support assistance required with Bradford, Calderdale and Wakefield staff to move the work over.
- 3.34 Once the work is migrated the requirement for access to the local authority systems will be read only and this will ease the burden for staff needing to use more than one system for recording their work.
- 3.35 The tracker for monitoring children through the adoption process from legal gateway is in place and the data is improving. We have a new URN (RAA1) and provided the first Adoption leadership board (ALB) quarterly data return.
- 3.36 The regional IT group continues to meet to resolve the issues.

Duty

- 3.37 On the 1st July a One Adoption Duty system was implemented working out of Kernel House following a transitional period. This has been very effective and this service operates from 10am- 4pm each day (3.30pm on Friday) to allow time for staff to get to Kernel House and be ready, with IT support, to take calls from 10am. This is currently being reviewed as the system has been run for 6 months. The majority of calls on duty relate to adoption support, enquiries from professionals about staff across the region and recruitment enquiries. There are qualified social workers, adoption advisors and business support staff operating duty with a team manager and service manager on a rota basis to ensure the service is effective.

Adoption Panels

- 3.38 Adoption panels have been rationalised to 7 per month sitting in Bradford, Leeds and Huddersfield. They are chaired by two independent adoption panel chairs, Julie Archer and Julia Pearmain. The panels make recommendations about proposed matches for all 5 partner LA children, which will be decided upon by the agency decision makers in the 5 LA's. The panels will make recommendations regarding the suitability of prospective adopters to be approved, which will be decided by the OAWY agency decision maker.
- 3.39 Adoption Panel training was undertaken in June and the panel protocol has been agreed with guidance for staff across One adoption and the local authorities been issued. A second Adoption Panel Training Day was completed in November 2017

- 3.40 The process of moving to electronic panels has been completed and panel members have received training and can access ongoing support as they become familiar with using the new system.

Links with Health

- 3.41 The first meeting with health commissioners and providers across West Yorkshire was undertaken to discuss the medical advisor role, now working across the region on adoption panels. Issues around consistency of practice, information provided and ability to meet demand was discussed. Agreement was reached about developing key standards and performance indicators regarding the role and the merits of considering a West Yorkshire specification about this role. Discussions were also opened at this meeting regarding the Centre for Excellence and the Adoption Support Fund and this work will continue.

Links with education

- 3.42 Following early meetings with virtual heads across the region, we have agreed with the Virtual Head in Leeds who will work with us to arrange an Outcomes Based Accountability workshop with key stakeholders across the West with a view to developing a clear action plan for taking this work forward.

Performance Data

- 3.43 Performance Data relating to Leeds Children for quarter 1 and Quarter 2

	Quarter 1	Quarter 2
Number of ADM Decisions	46	50
Number of Placement Orders Granted	32	43
Number of children matched	37	32
Number of children placed	34	41
Number of children adopted	42	39
Number of disruptions	0	0

A Practice Improvement Framework has been agreed (Appendix 1) and the Second Quarterly Performance Report (Appendix 2).

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 There has been ongoing consultation and engagement with staff who have transferred in to the agency as well as formal consultation with the trade unions over the last nine months. Consultation with service users is ongoing to inform the development of the service design and delivery of the agency.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no implications for this report. An Equality Impact assessment is underway and will be completed by March 2018 to inform any gaps and future improvement plans.

4.3 Council policies and Best Council Plan

- 4.3.1 One Adoption supports the council aim to be a Child Friendly City and ensuring that children are safe from harm. The work of the agency also support a key objective of appropriately and safely reducing the numbers of children looked after.

4.4 Resources and value for money

- 4.4.1 There are no budget pressures at the present time.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no implications for this report.

4.6 Risk Management

- 4.6.1 There are no implications for this report.

5 Conclusions

- 5.1 This the summary of the first 9 months of One Adoption agency operating and aims to give the scrutiny board and overview of the progress made since April 2017.

6 Recommendations

- 6.1 The scrutiny board is requested to continue support the work of One Adoption and promote the recruitment of adoptors in West Yorkshire.

7. Background documents¹

7.1 None

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

Practice Improvement framework

Introduction

This Practice improvement framework relates specifically to One Adoption West Yorkshire and its work as an Adoption Agency. One Adoption West Yorkshire aims to be “an outstanding adoption service achieving positive outcomes for children without delay & recruiting adopters for children, with an excellent adoption support service for all those affected by adoption.”

In One Adoption West Yorkshire we are committed to be an agency committed to an improvement culture of learning. The agency is committed to shared values, behaviours and priorities and we believe that intelligence and feedback information are viewed as integral to professional practice.

The principal sources of feedback are:

- Views of Children and Families: The views and experiences of children & young people, adoptive parents, birth parents, adopted adults.
- Performance Data: Any statistical data that helps us judge the quality and effectiveness of our professional practice.
- Practice Wisdom and Knowledge: The practice wisdom of those staff who work with children young people and families, adoption panels & learning from disruptions .
- The findings of external and internal inspections, audits and evaluations of our practice.

Included in the above are the findings of any research and evaluation projects in which we are participating.

We use this feedback to serve two important ends. First, as evidence in local and national accountability frameworks; and secondly to support the oversight and improvement of adoption practice.

Principles (For agreement)

The principles and purpose of this Quality Assurance Framework and practice improvement framework are:

- Child and Family Centred – the focus of quality assurance will be ensuring that adopters recruited can then meet the needs of children including the development of the child, adopter’s, birth parents and adopted adults experiences of the agency and specifically the outcomes for children.

- Restorative: quality assurance will be restorative, based on working with staff and managers building relationships and collective learning. As a restorative process case quality assurance will be characterised by both high support and high challenge.
- Outcomes Based: in line with the key behaviours for children's services the focus of quality assurance will be on outcomes, rather than processes.
- Positive: our approach to quality assurance will be positive – looking at informing and encouraging improvement and supporting the development of staff and services.
- Reflective: our quality assurance framework is designed to be about promoting reflective practice and shared learning

The Outcome Based Accountability (OBA) approach that we use follow stresses the need to make a clear distinction between population accountability and performance accountability.

- Population accountability describes the arrangements for holding high-level partnerships collectively responsible for progress towards better outcomes for all children within a given population.
- Performance accountability describes the arrangements within partner agencies for holding individual agencies (or programmes) responsible for their contribution towards the desired outcomes of the partnership. The approach described here is largely concerned with performance accountability.

The Outcomes Based Accountability (OBA) suggests that performance accountability should be organised around three simple questions:

How much did we do?

How well did we do it?

Is anyone any better off?

We believe that this is a helpful convention and wherever it makes sense, we intend to structure feedback data around these three simple questions.

We believe that our staff want a way of assessing the quality and effect of their efforts in a way that is authentic and which resonates with their professional vocation – namely to 'make a difference' to the lives of vulnerable children and young people.

We believe that the approach described here does this by:

- Describing in a simple set of **desired outcomes** what that difference might look like.
- Encouraging an **evidence-informed approach** to the things that are likely to make that difference.
- Agreeing a way of using **feedback** data that helps us judge if we're making that difference.
- Being clear about the **team working and partnerships** that we rely on to help us make it.

The improvement feedback referenced below is focused on performance data. But all three types of feedback inform the improvement processes outlined.

Practice improvement systems will support the following activity:

1. Reactive – Use of the best available management information to identify potential concerns and to then either maintain an awareness, investigate further or take immediate action. For our internal management at all levels.
2. Reflective - A more considered view over the quarter. Used to identify areas of practice that requires action and/or further investigation. Used for both internal consideration and then external reporting providing assurance in both contexts. A quarterly meeting focussed on practice would be an example of this for use.
3. Evaluative - Regular opportunities to bring together a broader reflection on practice and progress. Focusing on lessons learnt and sharing opportunities for improvement. For internal and partner learning and for external openness on progress within the partnership and wider Yorkshire & Humber region. Journey of the child and adoptive/birth parent reports are an example of this.

Relationship to other performance frameworks

This document focuses on One Adoption West Yorkshire practice however the feedback considered and the conclusions reached here are utilised within wider performance arrangements these include.

- Reporting to the Management Board for the 5 local authority partners in West Yorkshire Regional Adoption Agency
- Leeds City Council accountability arrangements at directorate, corporate and executive levels e.g.as host authority
- Reporting to the joint committee and partnering local authority corporate parenting boards
- Children Trust Boards in each LA
- Health and well -being boards in each LA.

Monthly information allows routine monitoring of what is important and the taking of action in response to this. The monthly reports are a key component of this focusing on important measures that underpin the quality of practice, they help managers to maintain the accuracy of the data and to focus in on emerging trends in the data. The measures used in these processes can be thought of as 'lead indicators' because they cover activities that are expected to 'lead to' desired outcomes. For example, the monthly alert would provide timely information about the number of enquires waiting because delays in responding to requests can compromise the ability to recruit adopters in a timely manner; in addition the number of children referred for early tracking can also alert the agency to rises in children requiring adoption to inform the recruitment strategy. By improving the visibility of the key features of the referral and assessment processes we are taking the first step towards understanding if these processes are working in the way that we expect. The information in these reports is invariably based on un-validated data that has been taken straight off the system. For this reason, the reports are only intended for use by managers within the service.

Quarterly processes are focused on a whole service practice improvement meetings with the management and across the 5 Local authorities as part of practice improvement meeting to drive up practice across the region with operational leads in each local authority. The meeting will reflect on progress against previously actions and from the new material highlight areas of success to be shared and areas of development for further focus and action. In addition to a standard quarterly report all timely feedback is collated with the key points distilled and shared at the meeting in relation to the appropriate stage of the child and adopter's journey and timeline. Producing a report of this sort on a quarterly basis inevitably means that there has to be compromises in terms of the quality of the data and the depth of analysis. For this reason, the report is seen an entry point for professional debate and understanding on key aspects of practice.

6 monthly reports on the Journey of the child and experiences of the adopters, birth parents and adopted adults. We should make time for reflection on our practice and on our impact on outcomes for children and young people. Taking the central key questions from the quarterly report of how much do we do, how well do we do it, and is anyone better off we will create space for reflection at regular intervals during the year. This will take the form of 6 monthly Journey of the Child & Adopters Reports. One of which will act as an annual report.

- a) The views of children, young people and their adoptive parents at different points in their journeys
- b) Feedback from practitioners gathered during training and professional development activities;
- c) Evaluative summaries of professional audits examples would include case file reviews & supervision
- d) Evaluative summaries of complaints, comments and compliments collected through the feedback system;
- e) Summaries of local research activity, analysis work and statistical returns; national research and policy releases
- f) Feedback from and progress against the recommendations of inspections and other forms of independent inquiry
- g) Progress against previously agreed actions including feedback from quarterly practice improvement workshops

h) Data quality processes and data development priorities.

Supervision and appraisal

A key tool to ensure that we are delivering a quality service is ensuring that regular supervision of staff is undertaken. Formal supervision of staff will include case discussion, reflective practice and consideration of performance data, ensuring assessments are of good quality and undertaken in a timely manner and meet regulatory requirements. Supervision will also be used to consider the worker's development and training needs in relation to their practice. All managers will have a quality assurance role and will read and sign all assessment reports, specifically prospective adopter's reports, adoption placement reports, adoption placement plans and adoption support assessments and reviews. Direct observation of staff will also be undertaken as part of supervision and appraisal and staff development.

Annual appraisals will be undertaken on all staff where their practice and performance will be reviewed and any training and developmental needs will be identified and addressed.

Recording and Quality

It is the responsibility of all staff to ensure that records are accurate and up-to-date. All recording should take place within two working days of visits or events occurring. However in emergency and child protection situations recording should be completed on the same day as the event or early next morning as it is crucial that events are clearly recorded in case others need to access the records. The table below details expectations about recording and the electronic case recording system that captures the work of the agency in regard to individual children and adopters.

Role	Responsibility
Business Support Staff	Data input (what do business support staff input??) quality checks/record upkeep; extracting and sharing with teams directly from electronic reporting system. Use of validation reports to prompt follow up on data quality
Social worker	Individual caseload management; ensure all records are updated within two days of the event
Team manager	Team management; use of reports from mosaic; accurate and timely record upkeep of team; address performance in their team
Service delivery manager	Management of multiple teams; use of reports in mosaic; accurate and timely record upkeep of teams; embed use of management information within their teams;
Head of Service	Accurate and timely record upkeep of teams; embed performance management and the use of management within the agency;

Quantitative Data

The table below summarises the purposes of all of our proposed arrangements for reporting and summarising quantitative data. They are largely based on statistical counts and as such they answer the question “How much did we do?” By reporting on the changing status and/or destination of children and young people and adopters, some of the reports also begin to answer the question “Is anyone better off?”

Products	Status	Frequency	Purpose & use	Operational Lead	Products audience & distribution / Processes outputs
Live – Operational management information. This enables service managers to accurately brief their managers and their staff on any significant demand, recording or practice issues that relate to their team and to initiate appropriate action in response to this.					
Product – Mosaic reports	Suite of reports to be developed from the system.	Live based on information from the end of the previous working day.	Allows users to view performance statistics, drill down to detailed information, including case level. Ensures a day to day awareness of performance by operational managers.	Technical – IMT Content – CPS	Live in the system, dependent on access rights to Mosaic.
Quarterly – a combination of Leadership and management evaluation of performance and progress AND improvement processes: Practice Improvement Report: Reflects how much was done, how well it was done and what difference is made at each stage of the child and adopter’s journey. The report is an entry point for professional debate and understanding on key aspects of practice. It is supplemented by LA scorecards and data detailing LA actual and comparative performance against key indicators.					
Process – Teams performance	Development needed	Quarterly	Performance staff attend management meetings to both promote performance information and to initiate discussion on practice	HoS	As agreed with HoS
Product – Quarterly Improvement Report	Development needed	Quarterly	1.Quarterly report reflecting adopters in the assessment process; those not yet matched; those linked but not matched; those matched but with no	Performance team	Available for the quarterly management board To be circulated to SLT prior to Management board.

			placement; those with placements awaiting order; 2.Quarterly from early tracking to ADM & then Placement order; those not yet placed – linked but not matched; those matched and not yet placed; those placed and not yet adopted with key adoption scorecard indicators and summary narrative.		For wider circulation to Joint Committee & LA's
Evaluation: Taking the central key questions from the quarterly report of how much did we do, how well do we do it, and is anyone better off we will create space for reflection on our practice and on our impact on outcomes for children and young people at regular intervals during the year across the region. Journey of the Child & adopters reports six monthly reports on the experience of children and families within the adoption system, based on evaluation of all sources of feedback. One of which will act as an annual report. Quarterly, Termly, six-monthly and annual – combination of Leadership and management evaluation of performance and progress AND evaluative information around trends and needs					
Product – ALB & Statutory Return analysis	When required,	When required	Initial analysis of data returns made to ALB & Ofsted	Performance Service	SLT and management board
Product - Product – Journey of the Child/Adopter Report Proposed					
Product – Journey of the Child/Adopter Report	Proposed	Six Monthly	Six monthly reports on the experience of children and families within the adoption system, reflecting quality, performance and improvements.	Performance and service	SLT, management board and Joint committee

Using feedback to map, manage and measure our progress

Qualitative Data

This summarises the purposes of all of our current arrangements for gathering qualitative data and information.

The key process Quality Assurance include:

- Professional Audit: using case files and direct observation with practitioners to assess the quality of practice
- Voice and Influence: using feedback from children, families and staff to define and assess the quality of practice, services and management. Evaluation forms are made available for completion by participants after each component of the preparation training group with comments made analysed and used to make adjustments to the training where needed. The adoption preparation training will be managed by a staff group with adoptive parents who meet at regular intervals to consider the training programme for the year and use the opportunity to consider any amendments and additions to the training programme; Additional information will be collected from prospective adopters following their attendance at the Adoption Panel and also from social workers. This will capture the views of prospective adopters and social workers and how they experience the process of attending panel. Evaluation of this information will be used to make any necessary improvements to the functioning of the adoption panel and also to the adoption agency administration. An exit questionnaire will be sent to adoptive parents once the adoption order has been granted. This information will consider different parts of the adoption process and identify where there are shortfalls and where improvements can be made. An Adoption Support questionnaire will be sent to all users of the Adoption Support Service on completion and closure of the work undertaken with the family. Services provided to birth parents and other parties through commissioned services are subject to user evaluation as part of the contractual arrangements.
- Adoption Panel Quality assurance process: using feedback to assess practice and inform learning. Adoption Panel members will complete an evaluation form on each item presented to Panel, assessing the quality of the information provided and the social workers' presentation at panel. This will be collated by the panel chair and a copy of the form will be sent to the social workers' and team manager and where necessary to the service delivery manager so that feedback can be given to the social worker and inform any training or development needs. Copies of the evaluation sheets will be kept by the Panel Administrator and these will be evaluated by on a six monthly/annual basis. The evaluation and analysis will be made available to the Adoption Panel and will be included in future annual reports.

- **Agency Decision Maker:** The role of the agency decision maker is an active one with a critical challenge of the quality of work presented to Adoption Panel and the quality of decision making by the panel itself. Regular meetings also take place between the agency decision makers across the region and panel chairs to monitor progress.
- **Wider Quality Assurance processes:** using research and other work to better use external expertise and challenge to understand quality of practice.
- **Shared Reflection and Learning:** how the information and intelligence learned through Quality Assurance are analysed, summarised, shared and used to inform improvement. For example, disruption Meetings are held as a matter of course and resulting reports are used to look at the need for any practice improvement measures with recommendations referred back for consideration by the senior management team and further discussions across the local authorities. Disruption meeting reports will also be made available to the relevant panel which agreed the original match in order for panel to consider whether there are any learning points or changes required for Adoption Panel process.

What this document outlines is common principles and expectations. These do not diminish professional needs but rather encourage that learning is shared both within the service undertaking practice improvement activity and with the wider professional community.

Audit activity

Professional Audit activity:

This will be shared at the Management Board and will be summarised in the annual report.

Professional Audit Activity Title + Aims and objectives	Service Lead & Completed by	Audit Process	Last Audit Period & Numbers Undertaken	Summary Key Findings Reports Good Practice Areas for Improvement Learning for multi-agency working	Summary Key Findings Reports Good Practice Areas for Improvement Learning for multi-agency working
Recruitment & assessment files;	Head of Service Service Delivery				

Family Finding Files; Adoption Support cases; Assess quality of practice; quality of outcome focussed plans;voice of the child and engagement of the family; reviews quality of reflective supervision & management oversight used to inform practice improvement work	Managers Team Managers	Quarterly summary report (5 audits per person per quarter) (case file audit to be developed)			
Disruption Reports	Service Delivery manager Family finding	Annually for the Adoption Agency Report			
Complaints & compliments: Information from the Customer Care teams will be brought to the adoption service management meeting on a six monthly basis for consideration and evaluation. An annual collation/overview exercise will be undertaken to identify any underlying trends and practice improvement recommendations.		Annually for the Adoption agency report			

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One Adoption West Yorkshire quarterly performance report

July to September 2017

Introduction/summary

This is the second quarterly report, providing an update on One Adoption West Yorkshire.

This report is based in the premise of how much work has been undertaken in the period, how well and what difference has it made. The report is a simple and concise report, with detailed tables in appendices. The report contains a number of tables and charts (when trends allow).

The first two quarterly reports will likely be light on detail and trend analysis as data is not available for an extended period. Future iterations will include trend data as a picture emerges of the impact that the agency is having for children, young people and prospective adopters and adoptive families across West Yorkshire.

Children

This section of the report provides headline figures relating to children and young people at various stages of the adoption process within West Yorkshire. Greater detail, including a breakdown by the five local authorities, is contained within the graphs on the following page and Appendix one. The figures in bold are for Quarter 2 and those in brackets are for the previous quarter.

<p>How much did we do?</p> <p><i>During the quarter</i></p> <ul style="list-style-type: none"> • 412 (303) children left care, 39 (42) were adopted <i>During 2016/17 177 children were adopted, average 45 per quarter (14.9%)</i> • 48 (46) children had an ADM decision made <i>During 2016/17 211 children had ADM decision made, average 52 per quarter</i> • 43 (32) placement orders were granted <i>During 2016/17 200 placement orders were granted, average 50 per quarter</i> • 32 (37) children were matched to an adoptive family – 4 (18) inter agency placements) 12% (49%) <i>During 2016/17 210 children were matched, average 52 per quarter</i> • 41 (39) children were placed with an adoptive family <i>During 2016/17 204 children were placed, average 51 per quarter</i> • 3 (3) children in new EPP <i>During 2016/17 7 children were in new EPP, average 2 per quarter</i> • XX Children added to tracking • 6 Children had a change of plan away from adoption • No Children had an adoption disruption 	<p>How well did we do it?</p> <ul style="list-style-type: none"> • 9% (14%) of children leaving care were adopted, (England average is 16%) <p>Numbers of children going through the adoption process during this quarter are increased on the past quarter including ADM and placement orders granted, with ADM's almost reaching last year's average quarterly figures. Matching and placements made are slightly reduced although EPP which shows a slight increase.</p> <p>For the 39 children who were adopted during quarter two 2017/18, it took an average of:</p> <ul style="list-style-type: none"> • 430 (439) days between a child entering care and moving in with their adoptive family (National Indicator is 426 days) (England Average is 593) • 193 (182) days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (National indicator is 121 days) (England average is 223) • 22 (56%) of children who were adopted were placed within 426 days of entering care • 18 (46%) of children who were adopted were matched within 121 days <p>For the 32 children matched with an adoptive family during the quarter it took an average of 164 days from placement order and 346 days from entering care</p> <p>For children placed with an adoptive family during quarter it took an average of:- (see Table A1-3 for detailed information)</p>
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How much did we do?***At the end of the quarter***

- **121** (122) children being tracked to family finder prior to ADM (this is indicative data is taken from the One adoption tracker - work in progress)
- **153** (132) children have an ADM decision but not yet matched
- **160** (149) children have an ADM decision but are not yet placed
- **112** (97) children have a placement order but are not yet placed. Of these, **53** (37) have been waiting for at least 18 months since entering care. **71** children have been waiting more than 121 days since the placement order was made
- **14** (62) children with an ADM decision have a potential match identified

How well did we do it?

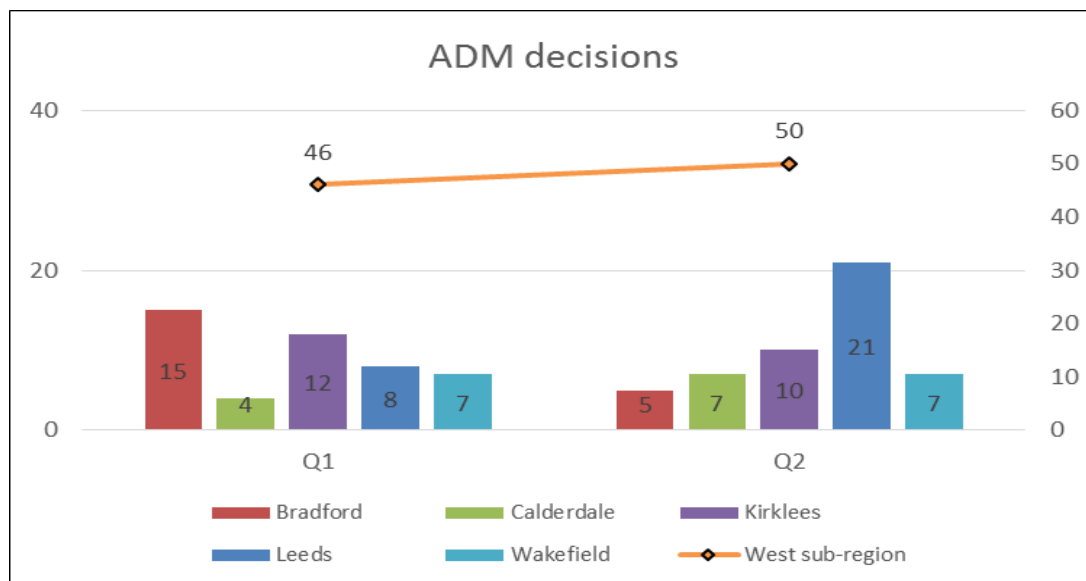
There is an increase in children in the system with a plan for adoption confirmed and a large number of children being tracked. There is an increase in children with ADM's and placement orders without a match identified.

What would we like to do better?

- We would like to have less children with a placement order with a potential match identified and identify matches earlier in the process.
- The figures are skewed by individual situations in specific LA's relating to meeting the needs of specific children – see case example and detailed information

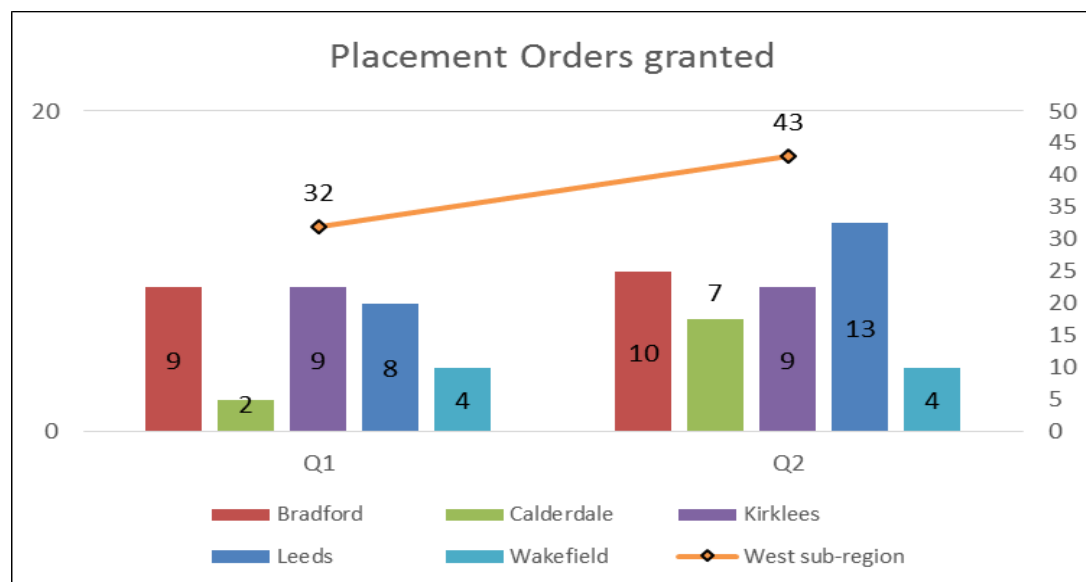
What difference did we make?

- More children were placed in house within the region in the 2nd quarter as a result of pooled resources.



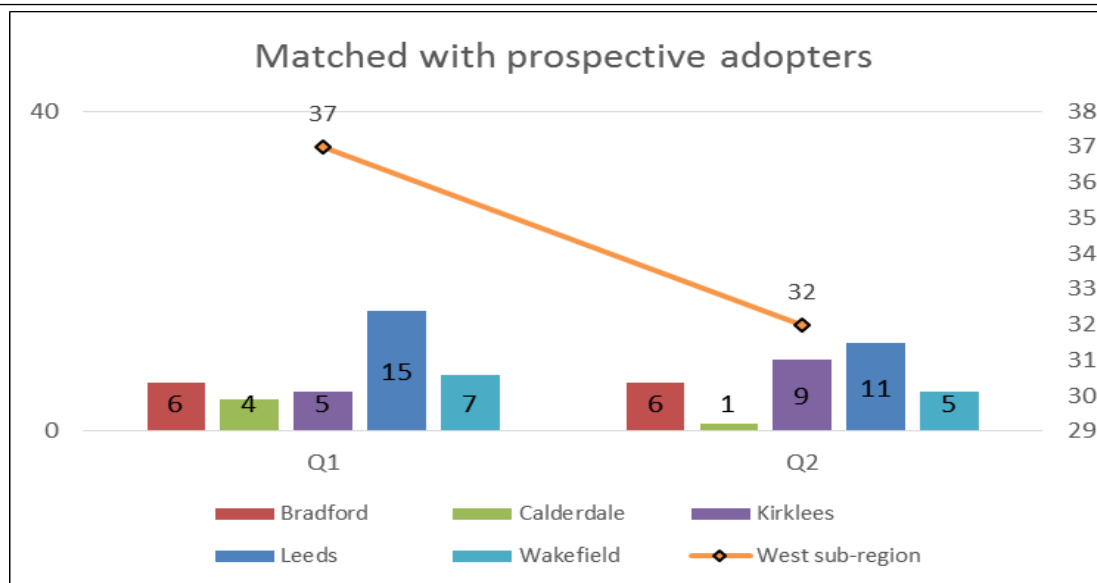
Commentary

This graph shows numbers of children who had an ADM decision in Quarters 1 and 2. As we move forward we will see Q3 and Q4 included in the graph as further comparisons.



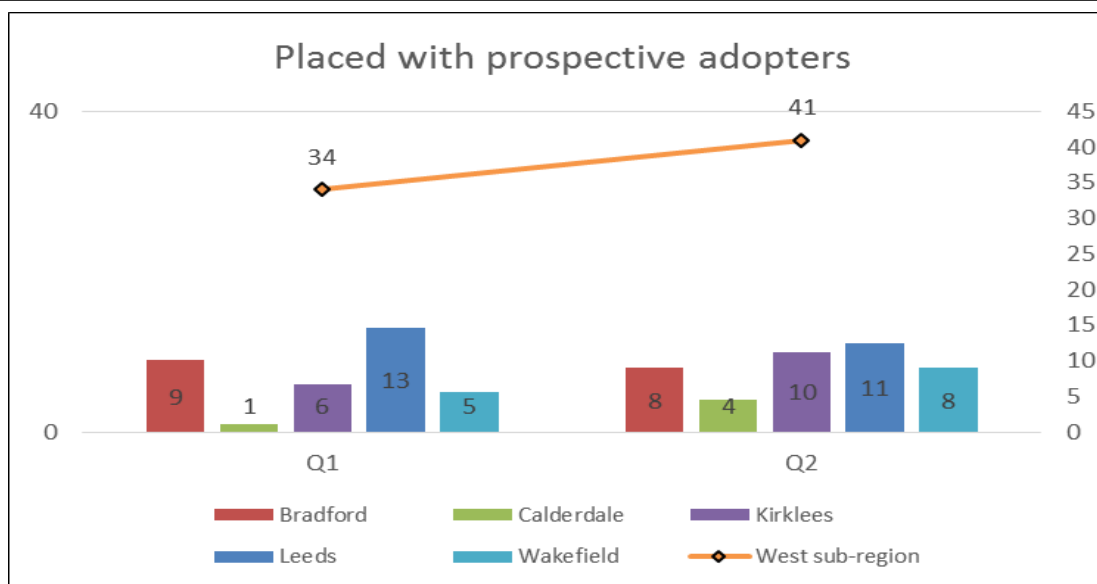
Commentary

This graph shows the number of placement orders obtained in Quarters 1 and 2. As we move forward we will see Q3 and Q4 included in the graph as further comparisons.



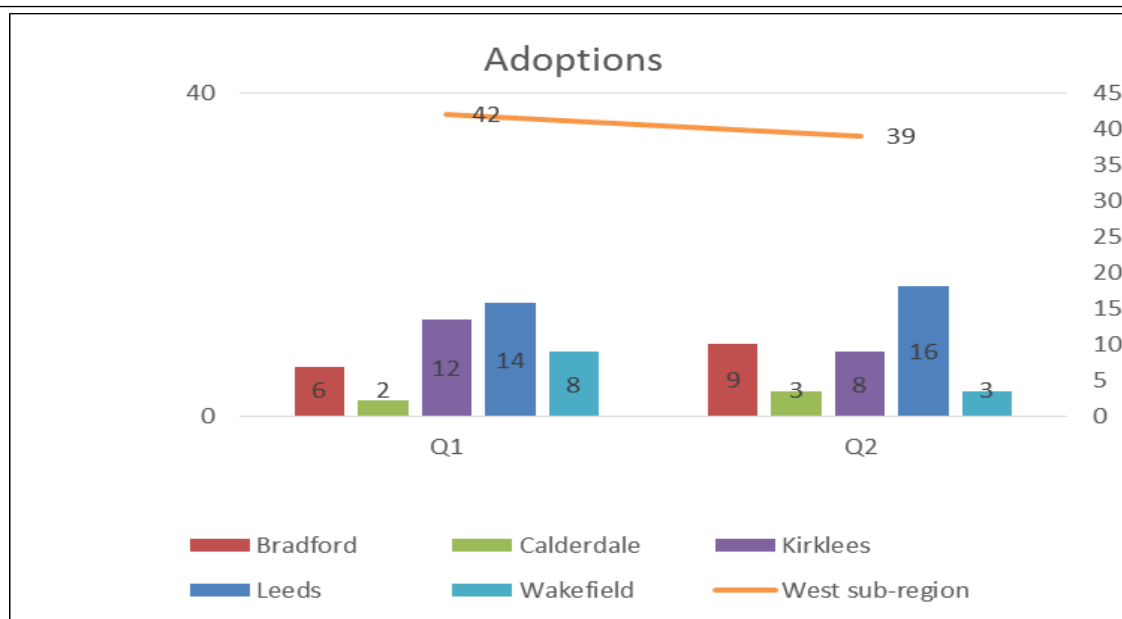
Commentary

This graph shows numbers of children who were matched in Quarter 1. As we move forward we will see Q2, Q3 and Q4 included in the graph as comparisons.



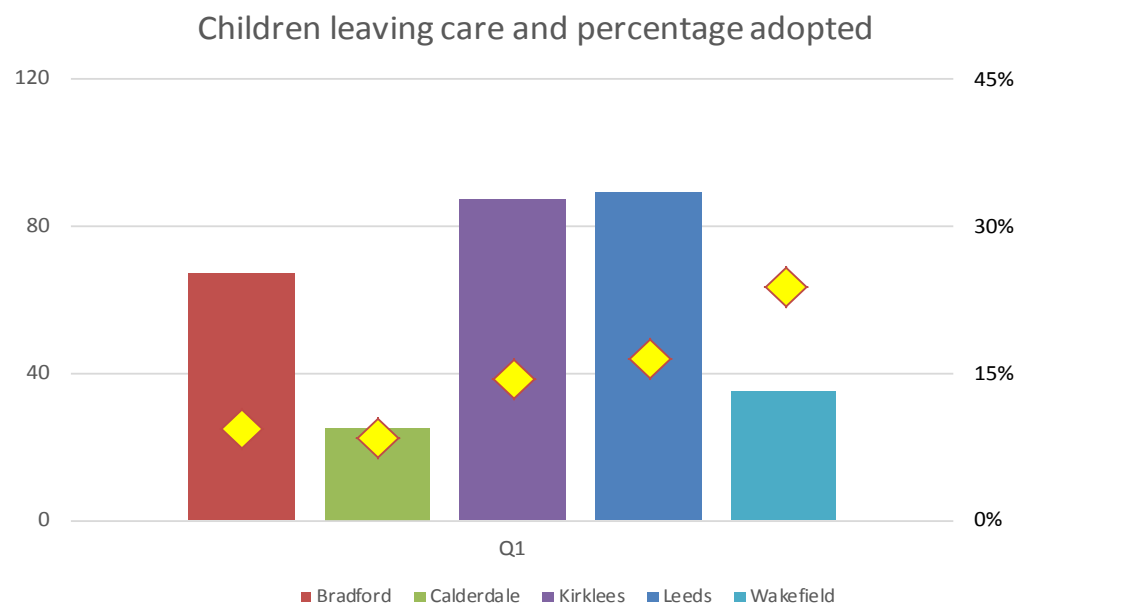
Commentary

This graph shows the number of children placed in Quarter 1. As we move forward we will see Q2, Q3 and Q4 included in the graph as comparisons.



Commentary

This graph shows numbers of children who were adopted in Quarters 1 and 2. As we move forward we will see Q3 and Q4 included in the graph as further comparisons.



Commentary

This graph shows the number of children leaving care and the percentage of those who were adopted. As we move forward we will see Q2, Q3 and Q4 included in the graph as comparisons.

The diamond pointers indicate the percentage of children leaving care who were adopted.

Adopters

This section of the report provides headline figures relating to prospective and approved adopters at various stages of the adoption process in One Adoption. Appendix two contains figures for the year-to-date.

<p>How much did we do?</p> <p><i>During the quarter</i></p> <ul style="list-style-type: none"> • 117 (58) prospective adoptive households attended information sessions • Xx Request for Initial visits requested • Xx initial visits undertaken • 12 families formal registration of interest to proceed • 25 Families started Stage 1 • 27 (23) prospective adoptive families attended preparation training • 20 Families started Stage 2 • 18 (15) prospective adoptive families were approved, of these, 2 families were Foster Carer Adopters • 20 (15) prospective adoptive families were matched, of these, 2 families were matched with children outside the RAA and 18 were matched with children from within the RAA • 18 prospective adoptive families had a child(ren) placed, of these, 3 families had children placed from outside RAA and 15 had children placed from within the RAA • 24 (15) adoptive families adopted a child/young person • 9 Families withdrew from the process 	<p>How well did we do it?</p> <ul style="list-style-type: none"> • Of those prospective adoptive families who ended Stage 1 in the quarter, they were in Stage 1 for an average of 3 (2) months <ul style="list-style-type: none"> ○ 39% were within timescales (Lowest was 1 month, highest was 6 months) ○ Those still in Stage 1 at the end of the quarter have been in Stage 1 for an average of 3 (4) months ○ 54% are within timescales <p>There is variation between some applicants being ready to progress. Xxxx were completed within timescales Xx went out of timescales (issues with ???)</p> <ul style="list-style-type: none"> ○ Of those prospective adoptive families who ended Stage 2 in the quarter, they were in Stage 2 for an average of 4 (4) months ○ 83% were within timescales ○ Those still in Stage 2 at the end of the quarter have been in Stage 2 for an average of 2 (3) months ○ 82% are within timescales <p>Of those approved xxxx average time between registration of interest and approval.</p> <ul style="list-style-type: none"> • 4 (7) adoptive families matched within three months of their approval; 14 (8) were matched after three months of their approval • The average time taken from approval to matching was 6 (9) months • 6 adoptive families matched within 3 months of approval
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- X families lodged applications
- X families had children adopted in the quarter

How much did we do?***At the end of the quarter***

- Of the **96** (113) individual approved adopters, **47** (60) are female and **49** (53) are male. **17**, **18%** (18,16%) are from a BME background
- **65** (46) prospective adoptive families are not yet approved
- **37** (30) prospective adoptive families are in stage one; **28** (16) are in stage two
- **51** (61) approved adoptive families are yet to be matched
 - **9** (22) if these families have been waiting more than six months
 - **24** (22) of these families have a matching panel booked
 - **13** (4) of these families have a match identified but no panel date booked
- 6** (9) prospective adoptive families are on hold
- Xx approval terminated during quarter

How well did we do it?

- There is an increase in assessment than previous quarter.
- A number of adopters waiting for more than 6 months has drastically reduced.
- Less families are available to be matched but there is an increase in the numbers of families with a link and a match booked at panel

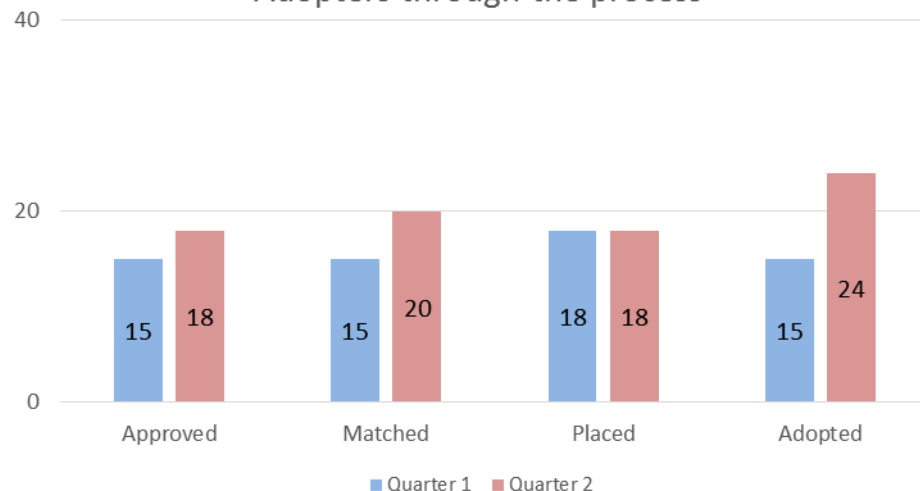
What would we like to do better?

- We need to achieve a higher number of applications from the children who wait longer (sibling groups and older children and BME children)
- Although the stage 1 process has improved we will have a key focus on processes with our new business support staff recently in post to improve this.

What difference did we make?

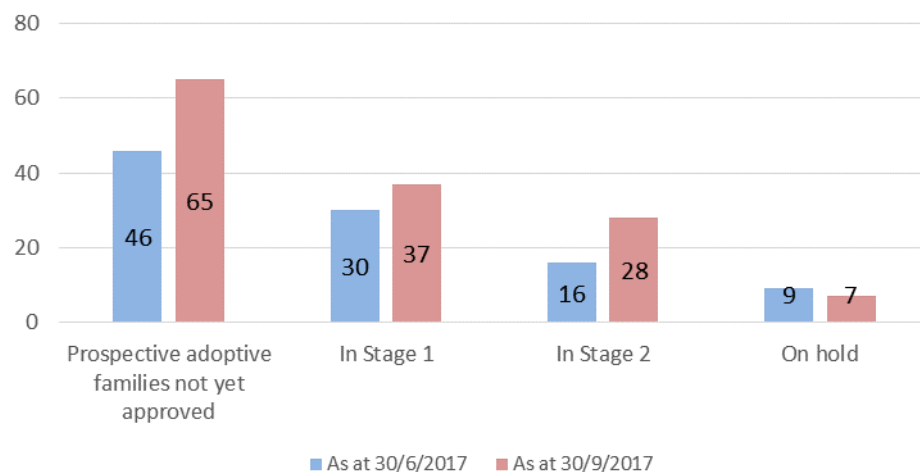
The number of people attending information events have improved considerably this quarter and the adopters in stage 1 and 2 has also improved indicating improvements in the marketing and advertising arrangements.

Adopters through the process

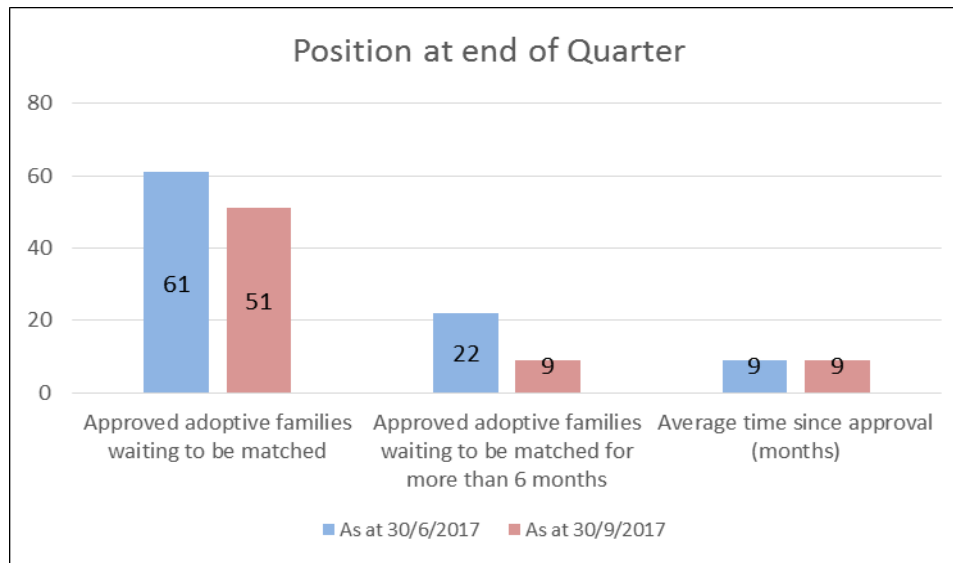
**Commentary**

This graph shows numbers of adopters going through the process in Quarters 1 and 2. As we move forward we will see Q3 and Q4 included in the graph as comparisons.

Position at end of Quarter

**Commentary**

This graph shows the number of adopters at various stages in the process at the end of Quarter 2. As we move forward we will see the change in position at the end of each Quarter as comparisons.



Commentary

This graph shows the number of adopters waiting to be matched and the average time they have been waiting (in months). As we move forward we will see the change in position at the end of each Quarter as comparisons.

Snapshot Figures

This section of the report looks at characteristics of prospective adopters who are approved but not yet matched and those characteristics of children still waiting to be matched as at the end of the quarter. **This section is work in progress and requires further development.**

Adopters approved not matched CHARACTERISTICS

Ethnicity	Number of individual adopters
African	1
Any other Asian background	4
Any other Black background	5
Any other ethnic group	1
Any other Mixed background	1
Any other White background	8
Gypsy/Roma	1
Information not yet obtained	74
Pakistani	1
TOTAL INDIVIDUALS	96
TOTAL HOUSEHOLDS	51

Religion	Number of individual adopters
Christian	40
Muslim	8
No information available	17
None	22
Other	9
TOTAL INDIVIDUALS	96
TOTAL HOUSEHOLDS	51

Children with ADM not matched (160) CHARACTERISTICS

Ethnicity	Number of children
African	2
Any other Asian background	1
Any other Black background	2
Any other ethnic group	5
Any other Mixed background	4
Any other White background	9
Gypsy/Roma	4
Information not yet obtained	9
Pakistani	1
White and Asian	5
White and Black African	1
White and Black Caribbean	3
White British	107
Grand Total	153

Children who wait longer (one or more characteristics)	Number of children
Part of a Sibling Group	51
With a Disability	2
BME	28
Aged 5 years +	24

Of those above

ADOPTERS

Certain characteristics specified	Number of Households
Potential Match	32
Not specified any age group	30
Specified 0-4 years (incl 0-2 years)	20
Specified 0-2 years	16
Sibling groups	1
Specific Gender	3
Open to EPP	10
Ethnicity White British	1

Adoption Support

This section is work in progress and requires further development.

Non Agency Adoption

This section is work in progress and requires further development

Appendix one

This appendix contains a range of measures highlighting children's progress through the adoption process.

Table A1 Timeliness and numbers of children who are adopted, past yearly and 3 yearly figures

	Average days between a child entering care and moving in with its adoptive family				Average days between Placement Order and deciding on a match				Children and young people leaving care				Children and young people adopted			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	405	409			172	189			67	76			6	9		
Calderdale	267	250			144	50			25	23			2	3		
Kirklees	375	298			129	94			87	63			12	8		
Leeds	468	544			186	269			89	211			14	16		
Wakefield	488	422			214	202			35	39			8	3		
OAWY	439	430			182	193			303	412			42	39		

	Average number of days (single-year data)				Average number of days (three-year trend data)				
	2013-14	2014-15	2015-16	2016-17	2009-12	2010-13	2011-14	2012-15	2013-16
Bradford		611	552	388	571	610	606	615	595
Calderdale		703	..	532	669	743	742	707	688
Kirklees		532	570	467	665	712	702	635	607
Leeds		489	523	489	565	599	564	536	515
Wakefield		566	..	474	591	582	573	559	534

Table A2 Timeliness of children **matched** during the quarter

	Average days between Placement Order and deciding on a match				Percentage of children matched within 121 days			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford		196				33%		
Calderdale		223				0%		
Kirklees		96				56%		
Leeds		183				45%		
Wakefield		194				20%		
OAWY		164				41%		

Table A3 Timeliness of children **placed** during the quarter

	Average days between a child entering care and moving in with its adoptive family				Percentage of children placed within 426 days of entering care				Average days between Placement Order and deciding on a match				Percentage of children matched within 121 days			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford		486				50%				157				50%		
Calderdale		421				50%				202				0%		
Kirklees		281				80%				95				60%		
Leeds		350				64%				155				36%		
Wakefield		569				63%				184				50%		
OAWY		414				63%				152				44%		

Table A4 Provision of Placements within the quarter

	In House				Other LA				VAA				Total Inter-Agency			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	9	8							2				2	0		
Calderdale	2	2				1				1			0	2		
Kirklees	2	7			2	2			2	1			4	3		
Leeds	9	8			4	3			4				8	3		
Wakefield	2	4							1	4			1	4		
OAWY	24	29	0	0	6	6	0	0	9	6	0	0	15	12	0	0

	Percentage In House				Percentage Inter-Agency			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	82%	100%			18%	0%		
Calderdale	100%	50%			0%	50%		
Kirklees	33%	70%			67%	30%		
Leeds	53%	73%			47%	27%		
Wakefield	67%	50%			33%	50%		
OAWY	62%	71%			38%	29%		

Table A5: children progressing through the stages of the adoption process

	ADM decisions				Number of Placement Orders granted				Matched				Placed in period - incl FFA with a Match			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	15	5			9	10			6	6			11	8		
Calderdale	4	7			2	7			4	1			2	4		
Kirklees	12	9			9	9			5	9			6	10		
Leeds	8	21			8	13			15	11			17	11		
Wakefield	7	6			4	4			7	5			3	8		
OAWY	46	48	0	0	32	43	0	0	37	32	0	0	39	41	0	0

	ADM reversed (Change of Plan)				Disruptions				Children in new EPP			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	1	3			0	0			1	0		
Calderdale	0	0			0	0			0	0		
Kirklees	2	2			2	0			0	0		
Leeds	3	1			0	0			2	3		
Wakefield	5	0			0	0			0	0		
OAWY	11	6	0	0	2	0	0	0	3	3	0	0

Table A6: characteristics of children waiting (with a placement order waiting to be placed)

	Aged 0-2 years old				Aged under 5 years old (incl 0-2 yrs old)				Aged 5 years old and over				Female				Male			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bradford	13	14			15	17			1	0			4	4			12	13		
Calderdale	3	4			5	7			1	2			3	4			3	5		
Kirklees	14	13			18	15			5	8			7	9			16	14		
Leeds	15	24			23	33			3	3			13	14			13	22		
Wakefield	14	17			23	22			3	5			12	14			14	13		
OAWY	59	72	0	0	84	94	0	0	13	18	0	0	39	45	0	0	58	67	0	0

Table A7: snapshot numbers of children within the adoption process (1)

	With a decision not yet placed				With a placement order not yet placed				With a placement order not yet placed (18 months or more since entering care)			
	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018
Bradford	33	29			16	17			5	3		
Calderdale	11	13			6	9			5	1		
Kirklees	33	31			23	24			6	13		
Leeds	36	54			26	36			9	16		
Wakefield	36	33			26	26			12	20		
OAWY	149	160	0	0	97	112	0	0	37	53	0	0

	Average length of time spent waiting (since entering care) for those with a placement order not yet placed (days)				Average length of time spent waiting (since placement order granted) for those not yet placed (days)				Children looked after*			
	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018	At 30 June 2017	At 30 Sept 2017	At 31 Dec 2017	At 31 Mar 2018
Bradford	416	343			157	147			946	953		
Calderdale	354	383			191	92			303	292		
Kirklees	367	440			139	188			662	653		
Leeds	410	449			186	199			1274	1256		
Wakefield	552	573			295	358			514	553		
OAWY	438	454			201	217			3699	3707	0	0

Appendix two

This appendix contains a range of measures related to prospective adopters progressing through the approval and adoption process.

Table A9: individuals and families progressing through the approval and adoption processes

	Enquiries		Progress through the adoption process (Families)					
	Individuals	Families	Start Stage 1	Start Stage 2	Approved	Matched	Placed	Adopted
Quarter 1	69	38	12	9	15	15	18	15
Quarter 2	79	42	25	20	18	20	18	24
Quarter 3								
Quarter 4								
Full Year	148	80	37	29	33	35	36	39

Table A10: snapshot numbers of prospective adopters at different stages of the approval process

	Prospective adoptive families				Approved adoptive families waiting		
	Prospective adoptive families not yet approved	In Stage 1	In Stage 2	On hold	Approved adoptive families waiting to be matched	Approved adoptive families waiting to be matched for more than 6 months	Average time since approval (months)
As at 30/6/2017	46	30	16	9	61	22	9
As at 30/9/2017	65	37	28	7	51	9	9
As at 31/12/2017							
As at 31/3/2018							

Report of: Director of Children and Families

Report to: Scrutiny Board (Children & Families)

Date: 15 March 2018

Subject: Support for Foster Carers



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 outlines the range of support provided for approved foster carers and their families by the fostering service and key partners. This includes reference to support and retention activities for carers, their families and children looked after (para 1.14) now overseen by the Enrichment team for which a separate report is provided (para 1.15).

Recommendations

- 1.1 That Scrutiny Board receive this report and continue to support the work of the fostering service and it's approved foster carers and to promote the best possible outcomes for fostered children and young people.

2 Main Issues

- 2.2 As at end of December 2017, the Service supported and supervised a total of 736 approved carer households. Of these, 173 are approved Kinship Carer / Connected persons households caring for children and young people of their extended family. Mainstream placement types (non - Kinship) provided by foster carers include: Long Term / Permanence, Short Term / Emergency / Respite and short breaks for children with a disability or complex needs. The service has also developed and oversees placement provision for Supported Lodgings (young people age 16yrs+) and provides specialised placements including Parent and Child assessment. The total of approved foster carers is the highest the service has experienced making Leeds currently the largest Local Authority fostering service in the UK.
- 2.3 All mainstream and kinship foster carers are supported and supervised by a qualified social worker (Supervising Social Worker) meeting regulatory visiting and supervision requirements. There are seven staff teams of supervising social workers each with a Team Manager providing this support: two geographically focussed teams; a Recruitment and Assessment team; a team supporting and supervising foster carers with commitments to Teenagers; two Kinship Care Teams and the Children with Disabilities & Complex Needs Team. The Teenage Team has been recently established to support those foster carers who have commitments to often challenging older children and is developing additional support, including bespoke training and development and co- working with partners including the Youth Service. Support and supervision to Supported Lodgings carers is achieved via Social Work Assistants who also work with providers on the Rent a Room scheme.
- 2.4 For financial support, Leeds operates a Payment for Skills (PFS) model for its approved foster carers. All foster carers irrespective of type of approval are supported via weekly child age related allowance payments. The PFS model has four levels linked to a Tasks, Skills and Competencies (TSC) framework and in addition to allowances, weekly fees are paid to carers on Levels 2, 3 and 4.
- 2.5 It also sets out practice requirements, training and development expectations at each level. Each level adds more to the previous level, so that Level 4 Carers have the highest level of skills and competencies and have a more demanding range of tasks that they must undertake. In return they are paid the highest level of fee. Within the levels there are differing areas of specialism depending on carer's skills, abilities and interests. Carers are able to progress up through the PFS levels (including Kinship Carers from Level 1) if evidencing required competencies and skills.
- 2.6 Weekly Allowances and Fees are detailed below. There has been recent Leadership agreement to increase fees by 2% from April 2018. In addition to weekly allowances and fees, foster carers can receive additional hourly payments for tasks undertaken outside their placement commitments including the delivery of training, providing individual support to families and childcare support to other carers.

Financial Support

Allowances - Weekly Amounts: April 2017 – April 2018

Child Age: Amount:

0-4 yrs	£142.86
5-10 yrs	£162.73
11-15 yrs	£202.58
16yrs+	£246.44

Payment for Skills (PFS) Fee structure and weekly fee amounts:

PFS Level	1 st Placement	2 nd Placement	Subsequent Placements
1	n/a	n/a	n/a
2	£120	£120	£60
3	£170	£170	£85
4	£220	£220	£110

- 2.7 The Leeds Payment for Skills model has been highlighted and endorsed in the National Fostering Stocktake report to Government (February 2018) as a recommended good practice example of a skills based fee system for foster carers. In preparing submissions and seeing examples of best practice for the report, the Stocktake team visited Leeds in August last year and met with a range of carers, staff, care experienced young people and the chair of the Leeds Foster Carer Association.
- 2.8 Allowances and Fee levels in Leeds are reviewed and agreed on a regular basis to ensure carers are financially well supported and rewarded for the skills they offer. Linked to the PFS scheme are Terms and Conditions for fee paid carers which provides for a range of agreed arrangements with carers including the

payment of retainers and annual leave entitlement. Terms and Conditions are periodically reviewed and agreed with carer stakeholders.

- 2.9 A Training and Development programme is provided for all approved foster carers and is incorporated in the PFS model. From newly approved carers through to the most experienced, training courses and development opportunities are provided with attendance requirements dependent on a carers PFS level. In addition, carers together with their Supervising Social Worker, achieve an annual Personal Development Plan which identifies learning and development needs. Foster carers work as stakeholders with the service and Workforce Development colleagues in developing new training and development initiatives to help meet their needs.
- 2.10 A comprehensive range of Support Groups for carers across the city have been established which offer peer support, training and other development opportunities. Some groups offer specialised support (e.g. Teens Carers group) and all groups are facilitated by Supervising Social Workers. There are dedicated support groups for Kinship Carers and Special Guardians and the Kinship Care teams can signpost carers to more informal groups and support networks in Leeds. From March, all newly approved carers will be linked to an experienced carer and dedicated staff for an initial introduction period and be offered a support group tailored to the needs of new carers.
- 2.11 Each support group has a representative who, alongside the Leeds Foster Carer Association (LFCA), attend the Foster Care Liaison Group (FCLG) which comprises Leadership, Elected Members and Service management and staff. Carers play a key stakeholder role and are regularly involved in a range of service developments regarding their support needs which result from their agenda items at FCLG. The service works with the LFCA in developing their support for their members, including the financial support of Fostering Network individual membership for carers which includes access to a range of benefits including independent legal advice and other information to assist with their role. All newly approved carers are enrolled as members of the LFCA and provided with a 'welcome to Leeds' link to an experienced LFCA member if they choose.
- 2.12 Fostering can often be challenging and may require enhanced support and advice. The Fostering Service has a referral route to the Therapeutic social work team and Child and Adolescent Mental Health Service (CAMHS) who can provide input and advice to carers. The Therapeutic team offers a weekly 'fostering surgery' which has assisted carers in achieving placement stability and can also offer advice to the staff supporting them. Other key partners providing support for carers are the Virtual School who can provide individual advice and support for children's education needs and the Looked after Children Health Team who have dedicated nurses overseeing and advising carers on children's health needs and the promotion of children's health and well-being.
- 2.13 Leeds have been one of the original pilot authorities developing the Mockingbird Family Model (MFM) for supporting carers in the UK. Leeds has now 7 established MFM 'Hubs' with an experienced Hub carer supporting a small group of 'satellite' carers and their children / young people. This model of support is proving successful with improving placement stability and importantly, carer

confidence in receiving a range of support and advice from the Hub carer. Successful aspects of MFM support are being considered for improving carer support generally across the service.

- 2.14 In order to support and value the work of foster carers and further assist their commitment to improving the life experiences and outcomes of the children they care for, Leeds introduced in 2013 the Corporate Offer for Foster Carers. Linked to developments with Child Friendly Leeds (CFL) initiative, the offer was the first of its type from a local authority, providing offers to carers and their families including free swimming lessons, leisure centre access and gym membership. This offer has been renewed annually since 2013 and has become an established and valued way for carers and their families to access important health and lifestyle opportunities.
- 2.15 In conjunction with the corporate offer, the fostering service developed with business and other partners as part of the CFL initiative a range of activities and events for carers and their families. This approach became part of the larger Leeds offer to carers and combined with the corporate offer, greatly enhances carer recruitment, support and retention. Enrichment activities and events for foster carers and kinship carers are now coordinated by the Enrichment Team with links to the fostering service.
- 2.16 A separate report from the Enrichment team detailing support to carers and their families is provided (see Appendix 1).
- 2.17 Foster Carers are recognised for their service and commitment via Long Service awards at 5, 10 and 15 years and at retirement and their achievements are celebrated at the Foster Carer Awards event. Various awards for service and outstanding contributions to fostering are made following nominations from other carers, children and young people looked after and service staff and partners. This year's event will be held on June 12th at Elland Rd stadium.
- 2.18 All approved foster carers have access to their own resources pages on the foster4leeds website providing key information and procedures and receive a regular e newsletter from the service providing news, views and contributions from staff, partners, carers and the LFCA.
- 2.19 To enhance support for carers as part of their continued commitment to young people 18 - 21 years of age (Staying Put), we provide a continuation of fee and allowance financial support based on their PFS level and continued Supervising Social Worker or Social Work assistant support. This offer to carers was agreed with carer stakeholders in 2014 before the launch of the Leeds Staying Put policy. This has assisted with carers continued support for vulnerable young people and their preparation for independence.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 Foster carers are involved in the development of services through various forums including the foster carer liaison group.

3.2 Equality and Diversity / Cohesion and Integration

2.2.1 As in the body of the report

2.3 Council policies and Best Council Plan

2.3.1 The Children and Young People's Plan identifies children looked after as one of one of the three priority 'obsessions' and the work ensures the children are safely from harm and are well cared for.

2.4 Resources and value for money

2.4.1 None identified in this report.

2.5 Legal Implications, Access to Information and Call In

2.5.1 This report is not subject to call in.

2.6 Risk Management

2.6.1 It is a requirement that periodic service reports are prepared and presented to Scrutiny.

4 Conclusions

4.1 This report details the range of support provided to foster carers in order for them to achieve the best outcomes for the children and young people they look after.

5 Recommendations

5.2 That Scrutiny Board receive this report and continue to support the work of the fostering service and it's approved foster carers and to promote the best possible outcomes for fostered children and young people.

6 Background documents¹

6.1 None

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

CHILD FRIENDLY LEEDS: SUPPORTING ENRICHMENT OPPORTUNITIES FOR FOSTER AND KINSHIP FAMILIES



**Making
Leeds a child
friendly city**



SUPPORTING ENRICHMENT OPPORTUNITIES FOR FOSTER AND KINSHIP FAMILIES

Our ambition is for Leeds to be the best city for children and young people to grow up in and thrive. Child Friendly Leeds (CFL) is the golden thread bringing everyone who shares this vision in the city together.

Since its launch in 2012, Child Friendly Leeds has been successful in building up a wide network of partners and ambassadors who support this vision. They also support our focus on enabling the most vulnerable children and young people in the city to access opportunities to help them to achieve their potential.

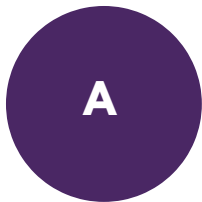
The Enrichment Team (part of the Child Friendly Leeds communication and engagement team) work with city wide partners to identify and develop enrichment opportunities, events and activities for foster and kinship families, looked after children and care leavers. They work in close partnership with the fostering service and front line social care colleagues to develop enriching activities and opportunities which contribute to positive learning experiences. In particular we recognise the importance and value of fostering positive, safe and nurturing relationships between children, young people and their carers. Seeking ways in which to do this is a recurrent theme in our work and is highlighted in the more detailed information provided below.

We work with partners to develop and manage a rolling programme of opportunities that offer support to foster and kinship families, and provide access to positive experiences which nurture and support fostering relationships. The opportunities that we seek to develop are in sport, extra-curricular, outdoor learning, the arts and culture.

The list below shows examples of valued partners who we have collaborated with to deliver enrichment opportunities for children in care and care leavers.

Think Like a Pony
West Leeds Activity Centre
Leeds Carriageworks Theatre
Leeds Town Hall
First direct bank
First direct arena
Grammar School at Leeds
Harrogate Theatre
Skelton Grange

DJ School UK
White Rose Shopping Centre
Trinity Leeds
Hyde Park Picture House
Active Leeds
Herd Farm
The Outward Bounds Trust
Leeds United Foundation

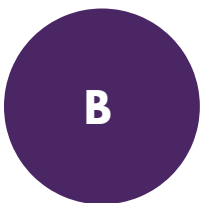


Child Friendly Leeds ambassador network

Our ambassador network is more than 800 strong, and these important partners support our ambition for children and young people through engaging with our ambassador 'asks'. These include:

- Becoming a foster carer with Leeds City Council
- Becoming an independent visitor to support a looked after child
- Offering adoptive/foster/kinship parents and carers the same employment rights as natural parents
- Offering discounts/incentives to foster families
- Running a skills-based project for children in care
- Offering supported lodgings for young adults leaving care
- Offering work experience opportunities
- Offering supported internships for young adults with special needs and/or disabilities
- Offering apprenticeships
- Offering career advice/talks to young people in Leeds schools

Child Friendly Leeds is an established brand in the city and has extensive reach on social media. We work with internal and external partners, fostering teams and the children's social work service to signpost families to events and activities taking place in the city through Twitter and Facebook.



Child Friendly Leeds Fund



The Child Friendly Leeds Fund was launched in 2017 as part of celebrations of the initiative's fifth birthday. The aim of the Fund is to enable partners, businesses and individuals to support children and young people from disadvantaged backgrounds and help them access enrichment opportunities aimed at helping them to grow in confidence, make friends and acquire essential life skills. Previous recipients of a similar fund, the Looked After Children's fund, enjoyed a wide range of projects which included sport, art, outward bounds and cookery.

The projects also helped cement the young people's relationships with their carers and independent visitors. The CLA fund has now been moved under the umbrella of the Child Friendly Leeds Fund and its remit broadened to support more disadvantaged and/or vulnerable children and young people in the city.





Enrichment projects and programmes (developed through CFL partnership)

C **Therapeutic programmes – Think Like a Pony (CFL ambassador)**

The Child Friendly Leeds communication and engagement team have worked with local riding and youth development centre Think Like a Pony (TLAP) since 2015. We have a strong partnership with the organisation who are a valued Child Friendly Leeds ambassador, and the team have coordinated and supported the delivery of several projects over the last three years at the centre for children in care and care leavers.

The purpose of TLAP's therapeutic programme is to empower children and young people to develop social and communication skills through learning to interact safely, empathetically and effectively with horses. Many children and young people have accessed the projects so successfully that it has proved to be a massive catalyst for change in their lives, and supported their personal and emotional development. This has been particularly powerful for a number of children who are looked after. We have seen improvements in the children's attachments and empathy for the horses being reflected in their overall relationships with carers. In some cases this has enabled very traumatised children to engage in further therapeutic work which has had a significant impact on their behaviour and overall outcomes.

The projects focus on relationship building, healthy attachments and developing life skills. Importantly, they also encourage children and young people to connect with, and benefit from engaging in physical activity within a stimulating and nurturing outdoor environment, which contributes to positive wellbeing and mental health. Since the first TLAP project in summer 2015, over 100 looked after children and young people, and care leavers have accessed projects at the centre.

The enrichment team are currently exploring joint funding opportunities to be able to deliver future projects at the centre, and a funding bid is being submitted to Sport England for 25 subsidised places for horsemanship sessions for look after young people aged 14-20.

'Moving on' project for CLA aged 15-16 – for young people in a transitional phase in their life

C1

Summary of carer and young people's feedback on the 2017 April programme

5 looked after young people completed the programme

1. Young person – *"It was nice meeting different staff and being with [pony] May who I remember from last time. I felt this time that I was pushed a little more, I suppose because I am older. I got upset and wanted to cry when I couldn't keep my feet flat. My instructor was really nice though and supported me. It felt great when I managed it in the end. I love horses. I think I am more aware of how I use my body language and personal space. I feel more confident in my abilities."*

Foster carer – *"Being able to come along and see J in action helped me to make links for her. J's mind tends to wander and she can go off subject. This is something that she really needs to work on – staying focused! She can be unaware and just having the right vocabulary helps me help her".*

2. Foster carer – *"C's behaviour and attitude has calmed down tremendously at home and at school. She now follows instructions more readily rather than answering back and refusing. She is much more mature, grounded and calmer as a person. She is much more pleasant to be around and wants to spend time with her friends too. She is more than happy to come home at the appropriate times when asked. We now receive positive telephone calls from school rather than negative ones is more ready to be honest."*

3. Foster carer – *"There were some real positives that S could take away from this course. He valued the friendliness and openness of the staff and enjoyed being with other looked after young people and making friends. He commented on the lovely setting of the farm and the feel good factor he got there. I noted immediately after the course that he seemed to have a renewed sense of confidence. We told him we were proud of him and he appeared proud of himself."*

C2

August 2017 – Two 3 day projects in August for looked after children (7-11 years)

In total 11 CLA accessed and completed the three day project. Each child recorded their learning and development by completing a personal journal.

1. Foster carer – *"D had a great time at TLAP, she certainly came away with the ability to recognise that situations call for calm and patience just like looking after the ponies. As a carer it was lovely to be welcomed into a relaxed calm space, and have an afternoon of watching and learning ourselves about the benefits to the children was a great help in understanding and taking forward the behaviours we are trying to help with"*

2. Foster carer – *"A has an empathy with horses and the calming effect of their nature really rubs off on him. He really enjoyed his sessions and I believe that he needs more. I feel that this is something that he feels he is good at and he truly needs that. His particular emotional difficulties at this time have been acute and I hope that he can continue this link again in the near future." – foster carer*

3. Foster carer – *"After the TLAP project M went on a week activity camp. Dropping him off on his own he seemed more confident being left. I believe the TLAP project helped with his confidence and helped him realise he can make friends. We knew M was coming on TLAP so we chose to book in this activity week after that, hoping he would have gained some confidence that would help him at the sports centre. The project did just that and helped him to access the sports activity week later on in the school holidays."*



Outdoor learning programmes to support looked after children

The enrichment team work in partnership with charitable organisations and external partners to develop meaningful outdoor learning opportunities for children in care and care leavers. The team identify funding opportunities and grants as appropriate and have successfully secured a number of opportunities, examples of which are shown below.

Outdoor learning programmes give young people unique opportunities to embark on new adventures, learn new skills and develop on a personal and emotional level. They offer a perfect combination of adventure and challenge. The experience also enables motivation through personal achievement, and key communication and social skills to develop which continue to help children to thrive in many areas of their lives. Programmes like those outlined below also contribute to supporting placement stability and sustaining positive relationships within the family household.

D The Outward Bound Trust “Skills for Life” programme

The Outward Bounds Trust is an educational charity that uses the outdoors to help develop young people from all walks of life. The Skills for Life Award is a 19 day mixed residential programme in different regions across the UK. The aim of the programme is to prepare young people for life beyond the classroom and supports lifelong development which can impact on the next stage of life, whether it is continued education, training or moving into the workplace. The award is specifically created for 15–19 year olds.

To date, 7 looked after young and care leavers have now taken on the unique challenge and successfully completed the programme. 5 places have been secured for the 2018 programme and referrals are currently being encouraged.

Feedback from young people who accessed the 2017 programme:

“I learnt a lot of things about myself and I had a lot of time to think about the courses I wanted to do when I go to college, what I want to be when I grow up. In that time, I also managed to turn my future ideas around to come up with something completely different”. Summer 2017 programme

“This experience has changed my life in so many ways I don't think I would be able to type but in summary, it's taught me to be more patient and understanding I've met some incredible people all the skills I've learnt throughout the course are definitely transferable to your everyday life or a new chapter you may be endeavouring upon”. Summer 2017 programme

“The outward bound course is held with some prestige and is a great thing to put on a CV. It can be a great talking point in job or university interviews. Going forward I'm glad that I have this to hopefully get me where I want to go. I really appreciate the opportunity that was given to me and I believe that I have had a very positive 19 days which has kind of given me a kick-start out of the slump I was going through pre-Outward Bound”. Summer 2016 programme

D1 The Outward Bounds Trust Dulux “Brighter Futures” programme

The enrichment team have been awarded two funded places for looked after young people aged 16+ on The Outward Bound Trust Dulux “Brush with Adventure” 7 day programme, in August 2018. The programme is aimed at supporting disadvantaged young people who would otherwise not have access to such an opportunity, and need a helping hand to reach their full potential. This course is a chance to embark on adventure and learn new skills, with participants taking part in rock climbing, navigating through hills, scrambling up waterfalls and an overnight expedition camping amongst the mountains. The course is designed to raise aspirations, give young people opportunities to discover spectacular new places and meet some life-long new friends.

After the course participants who have a desire to improve themselves and have an interest in becoming painters and decorators will be able to apply for a free place on a painting & decorating course, through their Pre-Apprenticeship Training Course. This will be a 6-week pre-apprenticeship training course at a participating Dulux Academy college, with places available in Leeds.

D2 National Citizen Service (NCS)

NCS is a three-week, government-funded summer programme involving outdoor residentials and a community project. The scheme is available for every young person aged 15 – 17 and is a chance for young people to embark on exhilarating challenges, and build confidence and important skills for work and life.

The enrichment team have been working closely with NCS representatives to help promote the scheme to foster and kinship families and in 2017, 25 looked after young people completed the scheme. Of the 25 young people, 9 of those young people have had previous engagement in enrichment activities coordinated through the fostering team and the CFL team.

2018 NCS programme – the enrichment team are now working in partnership to promote the scheme to foster and kinship families, and colleagues within the childrens social work service. The team are facilitating and supporting NCS representatives to attend social care team meetings and fostering support groups.

D3 Residential and activity camps: West Leeds Activity Centre

Partnership with Leeds Youth Service (CFL ambassador)

The enrichment team work in partnership with the youth service to explore how we can support looked after young people to access activity programmes developed through the centre. These opportunities give children the chance to engage in a whole range of outdoor activities such as climbing, archery, team games and pedal go-karts. They also promote teamwork and contribute to positive emotional wellbeing by getting children active. The shared physical activities can also give children an important sense of belonging and companionship. In 2017 a number of our looked after children (aged 8-14) were supported to attend the centre’s activity camps, and a total of 24 children attended the programme. A summary of the number of children who accessed the activity programmes are below.

Summer 2017 – 75 free places allocated for looked after children over three weeks in July and August. A total of 22 CLA attended the summer programme with a number of the children accessing more than one day.

Autumn 2017 – 25 free places were allocated to looked after children in October half term. A total of 20 CLA attended the programme, with 4 children attending twice over the week.

Christmas 2017 – 25 free places offered to looked after children over Christmas holiday period.

Events and activities in the city

E Free tickets at events, live shows and activities in the city

As a child friendly city, we are supported by a number of partners and child friendly Leeds ambassadors who generously offer regular complimentary (or discounted) ticket opportunities/allocated places to events and activities for children and young people who are looked after by the local authority.

Many foster and kinship families, children and young people in residential homes and care leavers have had opportunities to attend a whole range of events and live shows (see enrichment ticket programme for reference). These experiences provide opportunities for families to engage in positive activities and experiences together which help to nurture relationships. For many of the children and families these opportunities will be remembered for their whole lives. As a service being able to offer incentives and rewards, like tickets for shows, also provides a really powerful tool to reward children for participating in our wider engagement programmes that are designed to increase their self-esteem, raise their aspiration and create positive, memorable experiences.

E1 Foster and kinship family events

The communication and engagement team work in partnership with CFL ambassadors to develop enriching opportunities for families over school holiday periods. For the past 3 years, with support from ambassadors Trinity Leeds and White Rose Shopping Centre, the team have coordinated several Christmas party events for foster and kinship families in the city. These events provide important opportunities for families to share positive, joyful and memorable experiences together within a friendly environment which fully focuses on the needs of the children and their carers.

For children to share such positive experience with adults, and to feel valued and cared about, helps to build their trust and resilience. Carers really value being supported to access such unique opportunities and have opportunities to meet up and connect with other carers. Feedback received year on year is very positive; a sample of the feedback received from December 2017 is shown below:

"Both S and I had a great time at the WR Christmas party! Firstly I thought the venue, food and Santa plus photo very generous for a freebie! It was lovely to see all of the foster children dressed up beautifully in their Christmas clothes and having a really fun time. I always tell everyone how generous LCC are with their free events and always striving to work with local businesses to offer discounts etc, I don't think many other authorities do this. A very, very positive experience". – Foster carer

"Where do we start, well with a big thank you. A big thank you for a very special day, from the greeting at the door to the waves of goodbye at the end. The entertainment for all the children was excellent, I never saw any of the children being left out or feeling isolated, you and the rest of the staff were a credit to yourselves and social services. I thought you all catered for our every need and the kids loved it, their presents were quality and they will keep them occupied enough for us to get a break. The food was top quality and enjoyed by all. The parting gift for adults of chocolate teddies made us feel special too. Once again a mighty thank you to all that took part" – Foster carer

Arts and Culture

F Play in a Day workshop – The Grammar School at Leeds (CFL ambassador)

The Grammar School at Leeds funded a fun, creative drama workshop in April 2017 for looked after children which was delivered by a drama teacher from Harrogate Theatre. The enrichment team worked in partnership with fostering colleagues to identify children and support them and their families to access this opportunity in the Easter school holidays.

8 CLA aged 8 to 13 years attended and had a chance to try acting, helping to create their own group fairy story, set and costume design. The team had full use of GSAL's new conference suite and outside space, with all refreshments and lunch being provided by GSAL. Plans are underway to offer a similar small group opportunity in the Easter holidays this year, April 2018, for looked after children. The carers and families were invited back at the end of the day to watch the children perform their own fairy tale. Some of the foster carers/children's comments is shown below:

"I really enjoyed the day and wanted to go every day of the holiday. Thank you so much for a fantastic event (and the lovely coffee and biscuits)" – Foster carer

"N would like to say he enjoyed doing the freeze frames, he was happy the adults came and watched the play they had made themselves. He also enjoyed his lunch. He would like to say a big thank you."
– Foster carer on behalf of child who attended

"A had a lovely time at GSAL's 'Play In A Day' drama work shop. Please thank all on behalf of A. I also really enjoyed all the children performing." – Foster carer

F1 Urban Arts workshop – DJ School UK

The enrichment team worked with DJ School UK in summer 2017 to coordinate and support the delivery of an urban arts workshop at Yorkshire Dance for a group of looked after young people, aged 14–18. Participants had the opportunity to try out DJ-ing, break dancing, rapping and beat-boxing with local artists. They were also treated to free pizza courtesy of CFL ambassador MOD pizza. Supported workshops like this give young people a chance to realise their talents in the arts, develop new skills and improve self-confidence. They also give opportunities for social time and friendships to develop, important for the emotional health and wellbeing.

Care Officer – *"Both boys really enjoyed the Urban Arts Day. They both liked that they had an opportunity of meeting new people who are from similar backgrounds to them. D really got on with T and so I have emailed his social worker to try and arrange for them to meet up again. B and A hit it off and we have arranged for them to meet today so it's all very positive! Overall they liked the DJ'ing the best but really liked the beat boxing/rapping session too. They liked the breakdancing but weren't as keen on that session as the other two"*

CFL engagement team – *"It went really well, I think the boys rapping in Arabic was really powerful and uplifting for them. Speaking to M the following day it was clear how much he enjoyed the dancing and I believe it would have a positive impact on him going forward if he could access lessons in the future."*

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Report of the Head of Corporate Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 March 2018

Subject: Ofsted - Outcome of the focused visit to Leeds City Council Children's Services, January 2018.

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 / Main Issues

- 1.1 On the 30th of January Ofsted conducted a two day visit to look at the Local Authority's arrangements for the quality of matching, placement and decision-making for children in care, including the quality of planning and the identification and management of risk and vulnerability. Inspectors also evaluated the effectiveness of performance management, management oversight, supervision, quality assurance and the continuous professional development of the workforce.
- 1.2 A letter from Nigel Parks (HM Inspector), summarising the findings of the focused visit was issued to the Director of Children and Families on the 22nd of February 2018. This is attached as appendix 1. It states that Ofsted will take the findings from this focused visit into account when planning the next inspection or visit.
- 1.3 The Scrutiny Board has consistently monitored progress, on an annual basis, following the Ofsted inspection in 2015 and the joint Ofsted and Care Quality Commission (CQC) SEND inspection in 2016. It is recommended that the areas identified as requiring improvement during this recent visited be included in the next scrutiny review of progress.

2 Recommendations

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

- a) Note and consider the findings of Ofsted as detailed in appendix 1, and the information presented verbally at the Scrutiny Board meeting.
- b) Make recommendations as deemed appropriate

3 Background documents¹ - None

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

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22 February 2018

Mr Stephen Walker
Director of Children and Families
Level 3, St George House
40, Great George Street
Leeds
LS1 3DL

Dear Mr Walker

Focused visit to Leeds City Council children's services

This letter summarises the findings of a focused visit to Leeds City Council children's services on 30 and 31 January 2018. The inspectors were Nigel Parkes HMI and Kate Malleson HMI.

Inspectors looked at the local authority's arrangements for the quality of matching, placement and decision-making for children in care, including the quality of planning and the identification and management of risk and vulnerability.

Inspectors also evaluated the effectiveness of performance management, management oversight, supervision, quality assurance and the continuous professional development of the workforce.

Inspectors looked at a range of evidence. They sampled a number of children and young people's cases, spoke to social workers, managers, foster carers and an independent reviewing officers and met with groups of children and young people. They looked at the local authority's performance management and quality assurance information and observed a decision and review panel (DARP).

Overview

Most children are being cared for in stable family placements that meet their needs. Social workers know the children well. Practice is child-centred. Social work assessments reflect the wishes and feelings of children and young people. Children's plans are clear and coherent. There is evidence of a strong focus on achieving

permanence for children and young people. Regular reviews and effective management oversight help to ensure minimum drift or delay in meeting children's needs.

The local authority clearly understands its strengths and areas for development. It takes its corporate parenting responsibilities very seriously. Senior leaders have created an environment in which social work is flourishing. Children, young people and their carers are benefiting from an increasingly stable workforce. The local authority's commitment to continuous improvement is tangible, as evidenced, for example, by the swift and decisive action taken by senior managers in response to recent concerns about the quality of some residential provision.

What needs to improve in this area of social work practice

- The way in which information is presented in performance management reports means that they are not always easy to understand. This has the potential to undermine critical challenge and accountability.
- Personal Education Plans are of variable quality. Sometimes delayed, they are not always sufficiently ambitious, specific or measurable. Senior leaders recognise that this has contributed to children in care not making good progress in their learning and are taking appropriate action to address the issue. However, it remains an area for development.

Findings

- Children and young people are in regular contact with their social workers. Social workers take full account of children's hopes and fears, wishes and feelings. The quality of direct work with children is of a high standard. Every effort is made to try to help children to understand and make sense of their life histories. In most cases, the voice of the child in informing and shaping care planning is clear.
- Children's case records are comprehensive and up to date. Assessments are analytical and child-centred. Needs and risks are clearly articulated. Rigorous attention is paid to the needs of individual children and of sibling groups. Children's plans are outcome-focused. Most are specific and measurable. Plans are rigorously and regularly reviewed. This helps to avoid drift or delay.
- The local authority is committed to achieving permanence for children and young people. Family group conferences are systematically used to try to identify family-based solutions. Viability assessments are completed promptly. Comprehensive together or apart assessments inform placement decisions about brothers and sisters. Family time (contact) arrangements are carefully assessed, well managed and regularly reviewed.

- The local authority takes its responsibilities as a corporate parent very seriously. Health, including mental health and emotional well-being, is seen as a priority. Close collaboration with looked after children's nurses is helping to improve the health outcomes of children in care.
- Therapeutic social work support is provided by a specialist team which includes psychologists. This helps to build resilience and prevent placement breakdown. Over 200 children and their foster carers, including kinship carers, are benefiting from this service. The team also provides easy access to child and adolescent mental health services.
- The local authority recognises that 'the majority of children in care are not making expected progress in their learning'. Senior leaders are taking appropriate action to address this issue.
- Social workers make good use of the child sexual exploitation assessment checklist to identify risks. Vulnerability and risk management meetings provide robust oversight. Inspectors saw some very positive examples of simple but effective safety plans.
- Great care is taken in trying to find the right placement for children. Potential matches are carefully considered. Placement plans are comprehensive and detailed. There is good wrap-around support for children and their foster carers, including kinship carers. Most children who are looked after live with families either in Leeds or within 20 miles of their homes. Placement stability is generally good.
- Independent reviewing officers (IROs) provide robust oversight and effective critical challenge. They also know their children well. The vast majority of children's reviews are timely. Most children are able to meet face-to-face with their IROs between reviews. This helps to ensure that children's views are taken fully into account. IROs play a critical role in quality assuring the experiences of children in care, and make good and effective use of formal and informal escalation procedures to resolve any issues or concerns that arise.
- Senior leaders understand what is working well and have identified areas appropriately for further development. There is no sense of complacency. On the contrary, senior leaders routinely challenge themselves, and each other, to do even better. They listen to and act on feedback from children and young people.
- Performance management information is used effectively to understand practice and performance. Trends and patterns are carefully analysed and the

results are used to inform strategic and operational management responses and/or develop imaginative and innovative solutions. However, senior managers recognise that the way in which the information in performance management reports is presented means that it is not readily accessible to a wider audience.

- Together, middle and senior managers present a strong team. They are visible, accessible and active. An appropriate range of gate-keeping and other panels ensure appropriate checks and balances. Decisions taken and actions agreed are clearly recorded on case files. Supervision is regular and reflective.
- The local authority has developed an effective multi-layered approach to quality assurance. This involves good quality supervision, robust management oversight and regular dip sampling by middle and senior managers allied to the creative use of interactive learning audits and the systematic application of quality checklists by IROs after each and every review. As a result, social workers and their managers understand that impact and outcomes are everybody's business. They take pride in what they do.
- The local authority has invested wisely and well in recruitment and retention, workforce development and career progression. Staff turnover is at an all-time low. The reliance on agency staff is negligible. A more stable workforce means that children and young people are able to build meaningful relationships with their social workers.
- The review that the new head of children looked after is about to carry out provides an opportunity to reflect on, and take stock of, the volume and quality of in-house residential care. The review also provides an opportunity for senior managers to reaffirm their commitment to high quality residential care as a vital service for those children and young people who, for whatever reason, are unable to cope with the demands of family-based care.

Ofsted will take the findings from this focused visit into account when planning your next inspection or visit.

Yours sincerely

Nigel Parkes
Her Majesty's Inspector

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Children and Families)

Date: 15 March 2018

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 remainder of the current municipal year.

2 Main issues

- 2.1 At its initial meeting in June 2017, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2017/18. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.
- 2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 2.3 Attached as appendix 2 are the Executive Board Minutes for the meeting 7 February 2018.

Developing the work schedule

- 2.4 The work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- 2.5 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:

- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
- Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

2.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting.

2.7 At the February 2017 the Youth Services report was deferred due to the meeting being adjourned. This has been rescheduled for consideration of the Scrutiny Board at this meeting (15 March 2018).

3. Recommendations

3.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board’s work for the remainder of 2017/18.

4. Background papers¹

4.1 None used

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

Scrutiny Board (Children and Families) Work Schedule for 2017/2018 Municipal Year

December	January	February
Meeting Agenda for 14 December 2017 at 9.45 am.	Meeting Agenda for 25 January at 9.45 am.	Meeting Agenda for 15 February at 9.45 am.
Inquiry Session 5 – Impact of Child Poverty on 3 A's (PSR) Performance report (PM) Financial Health Monitoring (PSR) 2018/19 Initial Budget Proposals (PDS) Best Council Plan Refresh for 2018/19-2020/21 – Initial Proposals (PDS)	Formal Directors Response - Children's Centres Inquiry (PSR) Educational support and identification of Dyslexia and Dyspraxia (PSR) CYPP Refresh – Council March (PDS)	NEET – recommendation tracking (PSR)
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Unscheduled required – Youth Justice Plan

- Transition to Adult Services – Young People outside social care
- SEMH provision and Behaviour Management – to be reviewed later in year (last discussed April 17)

Scrutiny Board (Children and Families) Work Schedule for 2017/2018 Municipal Year

March	April	May
Meeting Agenda for 15 March at 9.45 am	Meeting Agenda for 26 April at 9.45 am	No Scrutiny Board meeting scheduled.
<p>Ofsted outcome – Focused Visit January 2018 (PM)</p> <p>Safeguarding Board – Annual Update (DB)</p> <p>One Adoption West Yorkshire – outcomes for Leeds Children or Children placed in Leeds. (PM)</p> <p>Support for Foster Carers (PSR)</p> <p>Youth Service - review of impact of previous service reconfiguration. (PSR) (Deferred from February)</p>	<p>Impact of Child Poverty on 3 A's – To Agree Inquiry Report (PSR)</p> <p>Annual Standards Report (depending on Exec Board schedule) (PM)</p> <p>Learning for Leeds – Basic Need Update and School Allocation</p>	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

EXECUTIVE BOARD

WEDNESDAY, 7TH FEBRUARY, 2018

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, J Lewis, R Lewis,
L Mulherin, M Rafique and L Yeadon

127 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication 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 3 to the report entitled, 'City Centre Park Delivery', referred to in Minute No. 132 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is therefore considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information;
- (b) Appendix 3 to the report entitled, 'Land at East Leeds Extension and Thorpe Park, Leeds', referred to in Minute No. 133 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of particular people, and of the Council. It is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to potential transactions, and as such it is considered that it is in the public interest to maintain the content of the appendix as exempt from publication;
- (c) Appendix 2 to the report entitled, 'Acquisition of Land for Vehicle Fleet Alternative Fuel Filling Station', referred to in Minute No. 134 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in

Draft minutes to be approved at the meeting
to be held on Wednesday, 21st March, 2018

respect of certain companies and charities. It is considered that since this information was obtained through one to one discussions for the acquisition of the property/land, then it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (d) Appendix 2 to the report entitled, 'Investment into the New Supply of Affordable and Supported Housing', referred to in Minute No. 140 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of a particular organisation and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities and it is therefore considered to be in the public interest for this element of the report to be treated as exempt from publication;
- (e) Appendix 1 to the report entitled, 'Grants to Arts and Cultural Organisations', referred to in Minute No. 145 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Specifically, it lists the unsuccessful applicants to the arts@leeds scheme, many of whom are likely to apply to other sources for funding. It is considered that the public interest in maintaining the content of this appendix as exempt from publication outweighs the public interest in disclosing the information.

128 Late Items

No formal late items of business were added to the agenda, however, prior to the meeting, with the agreement of the Chair, Board Members were in receipt of a supplementary addendum together with associated revised recommendations in respect of agenda item 19(A) (2018/2019 Revenue Budget and Council Tax) arising from the late receipt of information regarding the level of resources available to the Authority. (Minute No. 144 refers).

In addition, again with the agreement of the Chair, Board Members were in receipt of correspondence from the 'Save Moor Allerton Hall Primary School' Group which related to agenda item 13 (Outcome of Consultation to join Moor

Allerton Hall Primary School with Allerton Grange School as a Through-School and to Increase Primary Learning Places). (Minute No. 138 refers).

129 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Grants to Arts and Cultural Organisations', Councillor Yeadon drew the Board's attention to her respective roles as a member of the Yorkshire Dance Board of Management and also as a member of the Leeds Grand Theatre and Opera House Board of Management. (Minute No. 145 refers).

In addition, again, although no Disclosable Pecuniary Interests were declared, in relation to the agenda item entitled, 'Improving Standards in the Private Rented Sector – Consideration for Selective Licensing', Councillors Coupar and Rafique drew the Board's attention to the fact that they had respective interests in properties that they did not live in and were not located within the proposed areas for potential introduction of the scheme. Similarly, Councillor Andrew Carter drew the Board's attention to the fact that his wife (Councillor Amanda Carter) had an interest in property in which they did not reside and which were not located within the proposed areas for potential introduction of the scheme. (Minute No. 141 refers).

130 Minutes

RESOLVED – That the minutes of the previous meeting held on the 13th December 2017 be approved as a correct record.

REGENERATION, TRANSPORT AND PLANNING

131 Core Strategy Selective Review (Publication Draft)

Further to Minute No. 147, 8th February 2017, the Director of City Development submitted a report which sought approval to publish detailed revisions to the policies which were the subject of the Core Strategy Selective Review (CSSR) for the purposes of a six week of consultation exercise.

In presenting the report to the Board it was clarified that Members were being recommended to refer the Publication Draft to Scrutiny Board (Infrastructure and Investment), and not Scrutiny Board (City Development), as detailed within the submitted report.

Responding to a Member's enquiry, the Board noted that in terms of approximate timescales, it was expected that a revised housing requirement figure for Leeds would be adopted into the Core Strategy by Spring 2019.

Also in response to a Member's enquiry, the Board was provided with further information on the actions being taken to maximise the delivery of affordable housing in Leeds, with specific reference to Leeds' performance when compared to the data within a report published by Shelter in November 2017.

In addition, regarding a Member's reference to the potential provision of more accommodation for older people in the city centre, it was noted that the

ambition was to deliver a wider mix of accommodation in the city centre, which included provision for older people.

The Board extended its thanks to Development Plan Panel for the work it had undertaken to help progress the development of the CSSR to its current position.

RESOLVED –

- (a) That the proposed revised Publication Draft policies and supporting paragraphs of the Core Strategy Selective Review, as set out within Appendix 1 and the Sustainability Appraisal as set out in Appendix 3 to the submitted report, be endorsed;
- (b) That a 6 week consultation exercise on the proposed revised Publication Draft policies and supporting paragraphs of the Core Strategy Selective Review, as set out within Appendix 1 and the Sustainability Appraisal as set out in Appendix 3 to the submitted report, be approved;
- (c) That the additional draft supporting documents listed in paragraph 7.0 of the submitted report, including background evidence on the Council's website, be noted;
- (d) That the necessary authority be delegated to the Chief Planning Officer in consultation with the relevant Executive Member to make factual and other minor changes to the proposed consultation material;
- (e) That further to the correction to the report, as referenced above, the Publication Draft Plan be referred to the Scrutiny Board (Infrastructure and Investment) in line with the Budget and Policy Framework Procedure Rules, following the public consultation;
- (f) That it be noted that the responsible officer for the delivery of the resolutions (above) is the Head of Strategic Planning.

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

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

132 City Centre Park Delivery

Further to Minute No. 83, 18th October 2017, the Director of City Development and the Director of Communities and Environment submitted a joint report

seeking approval of the proposed next steps to facilitate the delivery of the long term ambition for a City Centre Park.

Members welcomed the proposals detailed within the submitted report and highlighted how the establishment of the park would look to improve the connectivity with the South Bank area and promote a more family-friendly environment. Members also noted how the progression of this project during the earlier stages of the South Bank's development had enabled local communities residing in and around the area to be involved in the associated engagement process.

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

RESOLVED –

- (a) That agreement be given for the Council to take steps, as set out at section 3.2 of the submitted report, to support the delivery of a City Centre Park in the South Bank;
- (b) That the Heads of Terms as detailed within exempt Appendix 3 to the report be agreed, with it being requested that legal agreements are developed and finalised between the Council and Vastint, using the principles as set out within the Heads of Terms and as at section 3.8 of the submitted report, in order to guide the development of legal agreements;
- (c) That the principles contained within section 3.14 of the submitted report for the redevelopment of Council land at Meadow Lane be agreed, and it be requested that further work takes place in order to develop proposals for new development and green space at this site;
- (d) That the City Centre Park design principles, as contained within appendix 2 to the submitted report be approved as the basis for the development of the detailed design;
- (e) That a report be submitted to a future Executive Board meeting in order to consider the detailed design that is developed and also to receive an update on the progress being made on such matters;
- (f) That the following be noted:-
 - (i) The Director of City Development and the Director of Communities and Environment are responsible for implementing resolutions (a), (b), (d) and (e), in consultation with the Director of Resources and Housing, the Executive Member for 'Regeneration, Transport and Planning', and the Executive Member for 'Environment and Sustainability';
 - (ii) The Director of City Development is responsible for the implementation of resolution (c).

133 Land at East Leeds Extension and Thorpe Park, Leeds

Further to Minute No. 19, 21st June 2017, the Director of City Development submitted a report which sought approval to assemble land in order to facilitate the delivery of the East Leeds Orbital Road (ELOR) in respect of the property interests held by Scarborough Group International (SGI) / Thorpe Park Developments Limited (TPDL). In addition, the report also sought the necessary approvals of the terms, as set out within the exempt Appendix 3.

Responding to a Member's enquiry, assurance was provided that the currently envisaged timescale for completing the ELOR scheme by 2021 remained on track.

Following consideration of Appendix 3 to the submitted report designated as exempt from publication under the provisions of 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 terms, as set out in the exempt Appendix 3 to the submitted report, in respect of the Land Agreement with Scarborough Group International / Thorpe Park Developments Limited, be agreed;
- (b) That agreement be given for the costs associated with the financial settlement are injected into the Council's Capital Programme with funding in part to come from the West Yorkshire Transport Fund Grant; and that following the injection of funds into the Capital Programme by the Executive Board, the necessary 'Authority to Spend' be delegated to the Director of City Development, in consultation with the Chief Officer Financial Services in order to complete the transaction;
- (c) That in the event that there are any variations to the terms as set out within the exempt Appendix 3 to the submitted report, agreement be given for the necessary authority to be delegated to the Director of City Development, in consultation with the Chief Officer Financial Services and the Executive Member for 'Regeneration, Transport and Planning' to approve them;
- (d) That when a proposed agreement with relevant parties had been finalised in respect of the required land assembly proposals, the terms for which were detailed within exempt Appendix 3 to the submitted report, Group Leaders be briefed on the terms of that proposed agreement.

134 Acquisition of Land for Vehicle Fleet Alternative Fuel Filling Station

The Director of City Development and the Director of Resources and Housing submitted a joint report on the proposed acquisition of land to facilitate the delivery of an alternative fuelling station to serve the Council's and the city's vehicle fleets.

Members welcomed the proposals detailed within the submitted report. In noting the strategic location of the site, the Board acknowledged the significant potential that the project had in terms of being an alternative fuel filling station not solely for the Council's fleet, but also for other vehicle fleets.

Members also highlighted how the proposals would positively contribute towards the improvement of the city's air quality.

Following consideration of Appendix 2 to the submitted report designated as exempt from publication under the provisions of 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 draft Heads of Terms, as set out within the exempt Appendix 2 to the submitted report, be agreed, and that the necessary authority be delegated to the Director of City Development to enable the acquisition of the site to be progressed on these or amended terms, should it be commercially acceptable and to protect the Council's interest, in order to facilitate the delivery of the Compressed Natural Gas (CNG) project;
- (b) That should the CNG project not proceed for any reason, it be noted that the site acquisition will have strategic value in the future reconfiguration and use of Council assets within the area;
- (c) That the necessary authority be delegated to the Director of City Development in consultation with the Director of Resources and Housing to enable the Director to sign off the lease or alternative arrangement negotiated with the selected station provider through the competitive process, in order to ensure that it provides value for money to the Council;
- (d) That the injection of funding into the Capital Programme and the related 'Authority to Spend' as set out in Appendix 2 to the submitted report, be agreed;
- (e) That the necessary authority be delegated to the Director of City Development in consultation with the Director of Resources and Housing in order to enable the Director to inject and approve 'Authority to Spend' for any additional funding required to acquire the site, so long as this can be demonstrated to be commercially acceptable.

HEALTH, WELLBEING AND ADULTS

135 Developing Digital Support and Approaches to Health and Wellbeing

The Director of Adults and Health submitted a report providing an update on the progress being made in maximising the use of digital solutions that promote the health and wellbeing of Leeds citizens. In addition, the report illustrated what had been achieved through innovative partnerships, but also

provided details on some of the challenges being faced in taking this agenda forward.

Members welcomed the content of the submitted report and the further health and wellbeing benefits that could potentially be realised by the continued development of the digital support agenda. However, a Member highlighted the need to ensure that as the agenda developed, users of the new technology, particularly older people, were provided with appropriate guidance to help them make safe choices.

In conclusion, it was requested that a demonstration of the new developments in this area was provided to Board Members for their information.

RESOLVED –

- (a) That the progress being made in embracing digital opportunities in order to improve the health and wellbeing of Leeds citizens, be noted;
- (b) That the areas for future development, as detailed within the submitted report, together with the comments made by the Board on such matters, be noted.

CHILDREN AND FAMILIES

136 Learning Places Programme - Capital Programme Update

Further to Minute No. 8, 21st June 2017, the Director of Resources and Housing, the Director of Children and Families and the Director of City Development submitted a joint report providing an update on the Learning Places Capital Programme and Social, Emotional and Mental Health (SEMH) Programme, presenting the progress made on the projects currently forming part of the Programmes, and seeking relevant approvals to increase the budget for three specific schemes.

Responding to a Member's enquiry, the Board noted the current balance of the programme's Capital Risk Fund, and was advised that the Risk Fund balance was expected to increase as well as decrease during the life of the programme, as schemes were completed.

In addition, it was noted that officers were confident that the further 16 schemes which were programmed to be delivered in 2018 would be delivered in line with scheme estimates, as detailed within the submitted report.

RESOLVED –

- (a) That the following be approved:-
 - (i) an increase in the capital spending approval of **£3.75m** to reset the budget envelopes on completion of robust feasibility studies for the Beecroft, Greenside and Iveson schemes; and
 - (ii) a reduction in the total held in the programme risk fund, seeing **£3.003m** being returned to support the Council's capital programme commitments elsewhere, with the revised Programme Capital Risk Fund total being reset at **£7.540m**.

- (b) That the following be noted:-
- (i) The good progress made on this challenging programme of work, which is currently valued at **£97.899m**;
 - (ii) That the following benefits have been delivered from the Projects commissioned via the programme from 2014 onwards. These have been called off through either the YORbuild arrangements and/or in conjunction with the Leeds Local Education Partnership (LLEP):
The programme has in total supported **76 new and or existing apprentices in their training as well as successfully assisting 116 people into permanent employment**. These figures relate to employees of both main contractors and their supply chains. These schemes have also **recycled or reused a minimum of 95% of the waste generated during the construction process**;
 - (iii) That the projected funding deficit which currently stands at £71.7m is primarily based on Education Funding Agency rates, and that with this in mind, Executive Board support be given to the arrangement of a meeting between the Executive Member for Children's and Families and the Education and Skills Funding Agency (ESFA).

137 Determination of school admissions arrangements 2019/20

The Director of Children and Families submitted a report which sought approval of the Local Authority admissions policy and admissions arrangements for entry to school in 2019. The report described the changes to the policy, described changes to the published admission number for two all-through schools in line with their previously published statutory notices, and invited the Board to note the co-ordination arrangements.

RESOLVED – That the school admission arrangements for 2019 be determined as follows:

- (a) That the Admissions Policy, as detailed within the submitted report, be approved, with the following being noted:-
 - the wording in relation to Children Looked After will be amended to reflect current legislation and practice;
 - PAF (Postcode Address File) will no longer be the main source of data for our measuring system, being replaced by LLPG (Local Land and Property Gazetteer);
 - The policy will include clarity that the Local Authority may withdraw an offer if it is found that a family have used a false address on their application;
- (b) That the changes to the admission number for 2 all-through schools at their secondary phase of admission, be noted;
- (c) That the co-ordinated scheme for admissions arrangements for entry in September 2019 be noted, with it also being noted that there are no

changes to the 2018 arrangements other than the updating of timelines;

- (d) That it be noted that the officer responsible for such matters is the Lead for Admissions and Family Information Service, and that the date for implementation (ie determination of any revised policy) is by no later than 28 February 2018;
- (e) That it be noted that the officer responsible for the publication of the determined arrangements is the Lead for Admissions and Family Information Service, and that the date for implementation (ie publication) is by no later than 15 March 2018.

138 Outcome of consultation to join Moor Allerton Hall Primary School with Allerton Grange School as a Through-School and to increase primary learning places

The Director of Children and Families submitted a report describing the outcome of the consultation undertaken regarding proposals to join together Moor Allerton Hall Primary School with Allerton Grange School as a through-school, and to expand primary school provision within the through-school. In addition, the report sought permission to publish a statutory notice in respect of revised proposals following the large number of responses made during the consultation period.

With the agreement of the Chair, Board Members were in receipt of correspondence from the 'Save Moor Allerton Hall Primary School' Group regarding the proposals detailed within the submitted report. In response, the Chair thanked all relevant parties who had contributed towards the related consultation process to date.

The Executive Member for Children and Families advised the Board that since the publication of the submitted report, further discussions had taken place with relevant parties including Roundhay and Moortown local Ward Councillors and the School Council, Governors and the Senior Leadership Team of Moor Allerton Hall Primary School, and in response to the feedback received, it was proposed that the report's recommendations, as submitted, be withdrawn, with a proposal to commence a further round of consultation in order to gain the views of a wider range of stakeholders on the proposed expansion of Moor Allerton Hall Primary School as a stand-alone three form entry school (rather than a through-school), prior to any final decisions being made.

Members welcomed the revised proposal, as set out by the Executive Member.

RESOLVED - That a further round of consultation be undertaken in order to gain the views of a wider range of stakeholders on the proposed expansion of Moor Allerton Hall Primary School as a stand-alone three form entry school (rather than a through-school), prior to any final decisions being made.

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

139 Outcome of the consultation on the Strategic Review of provision for children and young people with Special Education Needs and Disabilities (SEND)

The Director of Children and Families submitted a report which provided an overview of the main findings from the public consultation undertaken on the Strategic Review of Special Education Needs and Disability (SEND) provision available to young people (0-25) in Leeds. In addition, the report set out proposals and specific priorities for the allocation of the Department for Education (DfE) capital grant.

Responding to a Member's enquiry, the Board received further detail on the assessment procedures which were in place to deliver SEND provision to children and young people across the city, with assurances being provided around the robustness of those procedures. However, it was highlighted that additional funding for the High Needs Block of the Designated Schools Grant had recently been announced, which, when received would be used to assist with the delivery of related provision.

RESOLVED –

- (a) That the details of the consultation and the final version of the Strategic Review of provision for children and young people with Special Education Needs and Disabilities, as detailed within Appendix A to the submitted report, be noted;
- (b) That it be noted that the DfE capital grant of £3,237,000 will be utilised over the next three years, following the five priorities as detailed within the submitted report;
- (c) That the proposed allocation of the DfE capital grant of £1,079,000 for the financial year 2018/19, as detailed within Section 4.4 of the submitted report, be approved;
- (d) That it be noted that the overall responsible officer for the implementation of the Strategic Review and the publishing of the plan is the Head of Complex Needs.

COMMUNITIES

140 Investment into New Supply of Affordable and Supported Housing

The Director of Resources and Housing submitted a report regarding proposals for a collaborative approach between the Council, St. George's Crypt and LATCH (Leeds Action to Create Homes) in order to seek loan funding of £3.03m from the Council for the provision and development of a new supply of affordable and supported housing.

Responding to a Member's enquiry, the Board received further information on the Council's delivery programme for the provision of affordable housing via the Housing Revenue Account, and how the Council continued to explore other approaches to contribute towards the future delivery of that provision.

In addition, the Board received further details of the types of accommodation which were being proposed as part of this scheme, and the ways in which they would benefit vulnerable people in Leeds.

In conclusion, on behalf of the Board the Chair extended her thanks to St. George's Crypt and LATCH for the crucial work they continued to undertake in this area.

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

RESOLVED –

- (a) That support be given to the proposals as outlined within the submitted report and exempt Appendix 2 for the Council to provide total loan funding of £3.03m split as follows:
 - loan funding of £2.354m to St George's Crypt; and
 - loan funding of £0.676m to LATCH;
- (b) That agreement be given for the Council to enter into legal agreements with St George's Crypt and LATCH for the provision of new supply affordable housing;
- (c) That the approval of the detailed terms and conditions be delegated to the Director of Resources and Housing in conjunction with the Council's Chief Finance Officer and the Council's Chief Legal Officer.

141 Improving standards in the private rented sector - consideration for selective licensing

The Director of Resources and Housing submitted a report regarding the development of business case(s) for the selective licensing initiative, with the report noting that any business case would need to be considered in the future by the Council on its merits based on the criteria as detailed within in Government guidance prior to any designation. The report also noted that the proposed areas for the potential introduction of any scheme were based upon the Council's priority locality agenda in Harehills and Beeston Hill.

A concern was raised that the proposals detailed within the report were not for the establishment of a citywide scheme, however it was noted that although the submitted report had identified Harehills and Beeston Hill as proposed areas for the potential introduction of any scheme, at this stage it was only recommending the development of potential business cases, with the matter intended to be re-submitted to the Board once the final business cases had been drawn up.

RESOLVED –

- (a) That the development of potential business cases under Part 3 of the Housing Act 2004 for selective licensing schemes for Harehills and Beeston Hill for the purposes of future consideration by the Council, be approved;
- (b) That agreement be given for the Executive Board to consider the matter again at a future date once the final business case(s) have been fully developed and agreed, in order to assist with the long term development of such business case(s);
- (c) That it be noted that the business case(s) will be developed in line with the timescales as detailed at section 3.8 of the submitted report and will be the responsibility of the Service Managers in Private Sector Housing, Housing Leeds.

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

142 Community Hubs - Phase 3 (Year 1) Business Case

Further to Minute No. 15, 22nd June 2016, the Director of Communities and Environment submitted a report providing an update on the progress made to date on the Community Hub programme and specifically the delivery of Phase 2. In addition, the report sought approval of proposals regarding the Phase 3 Community Hub programme to form Community Hubs in a number of key local buildings, mainly existing Libraries and One Stop Centres to support the delivery of integrated and accessible services.

In introducing the report, the Executive Member for Communities extended her thanks to the significant role that Scrutiny had played in the development of this project to date.

Responding to a Member's concerns regarding the programme and including a specific design issues in respect of an existing hub, emphasis was placed upon the overarching aim of the programme which was to benefit the community by providing integration across a wide range of services and partners, with it being noted that should there be any design issues in respect of a specific project, then these could be brought to the attention of the Executive Member or relevant officers for consideration.

RESOLVED –

- (a) That the contents of the submitted report, specifically the progress made on delivering the Community Hubs as part of Phase 1 and Phase 2, together with the Mobile Community Hub approach, be noted;
- (b) That the delivery of the Phase 3 Community Hub schemes over the next 3 years, be supported;

- (c) That an injection into the capital programme of £3.03m for Phase 3 - Year 1 (2018/19) schemes of the Community Hub programme be authorised, with it being noted that updated business cases for individual Hub schemes will require 'authority to spend' in line with the current capital approvals process;
- (d) That it be noted that further Phase 3 business cases will be submitted to request further injections of funding, with Phase 3 Projects included in Year 2 (2019/20) and 3 (2020/21);
- (e) That it be noted that the two proposed Community Hub schemes in Crossgates and Burmantofts, which are being developed jointly with the NHS, will be subject to a separate report;
- (f) That approval be given for the properties released as part of the Phase 3 (Year 1 2018/19) programme, to be declared as surplus to Council requirements and passed to the Capital receipts programme.

ENVIRONMENT AND SUSTAINABILITY

143 Potential Heritage Lottery Fund Bid for Temple Newsam Estate

The Director of Communities and Environment submitted a report outlining the prospect of a Heritage Lottery Fund (HLF) led bid to restore key features at Temple Newsam Estate, which was aimed at enabling visitors to better engage with how the site had developed over many hundreds of years, as well as securing the heritage features for future generations.

Members welcome the proposals detailed within the submitted report.

RESOLVED –

- (a) That the following be approved:-
 - (i) The submission of a bid to the Heritage Lottery Fund (HLF) 'Heritage Grants' programme;
 - (ii) The injection of £100k into Capital Scheme No. 32890, together with associated 'authority to spend' in order to support the bid submission;
- (b) That it be noted that the Chief Officer (Parks and Countryside) is responsible for the implementation of such matters, with the initial deadline of August 2018 to consider round 1 submissions also being noted;
- (c) That agreement be given to a future report being brought to Executive Board outlining detailed arrangements and match funding proposals, should the bid be successful.

ECONOMY AND CULTURE

144 Revenue Budget Proposals and Capital Programme for 2018/19

Further to Minute No.124, 13th December 2017, the Chief Officer, Financial Services submitted a report regarding the proposals for the City Council's Revenue Budget for 2018/2019 and the Leeds element of the Council Tax to be levied in 2018/2019.

With the agreement of the Chair, Board Members were in receipt of a supplementary addendum together with associated revised recommendations arising from the late receipt of information regarding the level of resources available to the Authority.

The updated information highlighted that the level of additional resource available to the City Council in respect of the 2018/19 revenue budget was £2,825k, and due to the short notice at which this information had become available, it was proposed for the purposes of recognising this additional resource in the 2018/19 budget, that £756k of it should be placed within the Council's General Reserve (which would increase the overall budgeted contribution to £1,756k in 2018/19) and £2,069k should be placed within an earmarked reserve for Adult Social Care, with proposals to use the additional resource being developed as appropriate.

Responding to a Member's enquiry, the Board received further detail on the total sum of Business Rates Retention monies that the Council would receive in 2018/19.

(A) 2018/2019 Revenue Budget and Council Tax

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following, subject to the inclusion of the proposed changes to the submitted 2018/19 Revenue Budget as set out within the addendum:-
 - i) That the revenue budget for 2018/19 totalling £510.9m be approved. This means that the Leeds element of the Council Tax for 2018/19 will increase by 2.99% plus the Adult Social Care precept of 2%. This excludes the Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 21st February 2018. The proposed changes to the submitted 2018/19 Revenue Budget, as set out within the addendum will also be incorporated into the report to be submitted to Council;
 - ii) That approval be given for grants totalling £70k to be allocated to parishes;
 - iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;

- iv) That, in respect of the Housing Revenue Account Council be recommended to approve the budget with:-
- A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3% in dwelling rents in PFI areas.
 - A 3.9% increase in district heating charges.
 - That service charges for multi-story flats are increased by £2 per week.
 - That service charges for low/medium rise properties are increased by 3.9%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £4 a week be increased to £6 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges will be no more than £5 per week.
- (b) That officers be authorised to begin consultations without delay on the proposals to increase existing fees and charges;
- (c) That agreement be given to the proposals for the local Business Rates discount scheme for 2018/19, namely:-
- i) to limit the increase faced by small and medium businesses with a rateable value between £20,000 and £100,000 to 11% above the gross rates that would have been payable in 2017/18.
 - ii) to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation.
- (d) That agreement be given for any savings in the budget for 'looked after children' should be transferred to an earmarked reserve so that it can be used to deal with any future variations in demand;
- (e) That Executive Board's thanks be extended to Scrutiny Boards for their comments and observations in consideration of the Council's initial budget proposals.

(B) Capital Programme Update 2018 – 2021

The Chief Officer Financial Services submitted a report setting out the proposed Capital Programme for the period 2018-2021.

RESOLVED –

- (a) That Executive Board recommends to Council:-
- (i) the approval of the Capital Programme for 2018-21 totalling £1,472.3m, including the revised projected position for 2017/18, as presented in **Appendix F** to the submitted report;
 - (ii) the approval of the revised MRP policy for 2018/19 as set out in **Appendix D** to the submitted report.

- (b) That Executive Board approval be given to the list of land and property sites shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-
 - £136.6m, of annual programmes as set out in Appendix A(iii) to the submitted report, to be funded by £41.7m LCC borrowing, £73.1m of HRA specific resources and £21.8m of general fund specific resources;
 - £104.6m, of pressures as set out in Appendix A(iii) to the submitted report, to be funded by £80.4m of net borrowing and £24.2m of general fund specific resources.

(With it being noted that the above decisions to inject funding of £241.2m will be implemented by the Chief Officer (Financial Services)).

(C) Treasury Management Strategy 2018/2019

The Chief Officer Financial Services submitted a report setting out the Treasury Management Strategy for 2018/2019 and the revised affordable borrowing limits under the prudential framework. The report also provided a review of strategy and operations in 2017/18.

Responding to a Member's comments, the Board received further information on the Council's approach towards the cost of borrowing and how the overall approach taken aimed to maintain the correct balance between long and short term loans in order ensure that such costs remained affordable. Assurance was also provided on how such matters continued to be monitored and how the costs associated with the Council's borrowing were factored into the budget and the longer term financial strategy.

RESOLVED –

- (a) That the Treasury Strategy for 2018/19, as set out in Section 3.3 of the submitted report be approved, and that the review of the 2017/18 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That it be noted that the revised CIPFA Codes and Practice and DCLG guidance will be adopted and reported to full Council when fully issued, and that it also be noted that the Council has implemented the European Union Market in Financial Instruments Directive (MiFIDII) legislation, with effect from 3rd January 2018;
- (c) That full Council be recommended to set the borrowing limits for 2017/18, 2018/19, 2019/20 and 2020/21 as detailed in Section 3.4 of the submitted report, with Council being recommended to note the changes to both the Operational Boundary and the Authorised limits;

- (d) That full Council be recommended to set the treasury management indicators for 2017/18, 2018/19, 2019/20 and 2020/21, as detailed in Section 3.5 of the submitted report;
- (e) That full Council be recommended to set the investment limits for 2017/18, 2018/19, 2019/20 and 2020/21 as detailed in Section 3.6 of the submitted report;
- (f) That full Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in Minute Nos. 144(A)(a)(i)-(iv)(Revenue Budget and Council Tax); 144(B)(a)(i)-(ii)(Capital Programme) and 144(C)(c)-(f)(Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

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

145 Grants to Arts and Cultural Organisations

The Director of City Development submitted a report which sought approval of the allocation of the 4 year arts@leeds grants for the period 2018 - 2022.

Responding to a Member's enquiry, the Board received an update regarding the current position in respect of the discussions currently taking place with Leeds Community Arts Network (LCAN) and the organisation's use of facilities within the Carriageworks.

Following consideration of Appendix 1 to the submitted report designated as exempt from publication under the provisions of 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 level of support for individual organisations over the 4-year arts@leeds programme, as listed at section 3.4 of the submitted report, be approved;
- (b) That it be noted that the Chief Officer, Culture and Sport is responsible for the implementation of resolution (a) above.

EMPLOYMENT, SKILLS AND OPPORTUNITY

146 Establishment of a Skills Academy - the Centre of Excellence for Retail and Hospitality

Further to Minute No. 159, 8th February 2017, the Director of City Development submitted a report which presented the operational plan for a skills academy, the Centre for Retail and Hospitality Excellence (CORHE),

which was an employer-led initiative sponsored by the Council, LeedsBID and a consortia of providers which aimed to deliver a range of bespoke services to attract, retain and develop employees and foster and develop skills training that kept pace with innovations in these sectors and looked to maximise their relevance for Leeds businesses.

Responding to a Member's enquiry, the Board received further information on the balance of representation on the board of management from both large and smaller independent businesses in the target sectors, which was aimed at ensuring that provision met a wide range of needs and that all would have the opportunity to access the services offered.

RESOLVED –

- (a) That the partnership proposals to establish the employer-led skills academy, the Centre for Retail and Hospitality Excellence, be endorsed;
- (b) That expenditure of £195,000 to support the establishment and operation of the skills academy, be authorised;
- (c) That it be noted that the Chief Officer, Employment and Skills will be responsible for the implementation of the resolutions above.

RESOURCES AND STRATEGY

147 Best Council Plan: 2018/19 to 2020/21

Further to Minute No. 109, 13th December 2017, the Director of Resources and Housing submitted a report which presented the Best Council Plan 2018/19 to 2020/21 for the purposes of consideration, and which sought approval that it be recommended for adoption by Council on 21 February 2018.

Members welcomed the proposal that 'Child Friendly City' remained as a 'Best City Priority' in the 2018/19 – 2020/21 Plan.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2018/19 to 2020/21, as detailed at Annexe 1 to the submitted report;
- (b) That the Board's thanks be extended to Scrutiny Boards and others for their comments throughout the consultation process which have informed the proposed Best Council Plan 2018/19 to 2020/21;
- (c) That it be noted that further development and graphic design work will take place prior to the publication of the updated Best Council Plan in March 2018.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

148 Financial Health Monitoring 2017/18 - Month 9

The Chief Officer, Financial Services submitted a report which set out the Council's projected financial health position for 2017/18, as at month 9 of the financial year.

Emphasis was placed upon the extent of the impact that variations in the total rateable value of business properties in Leeds could have upon the Council, when considering the potential levels of income that the Council received from Business Rates. It was highlighted that this needed to be an area which continued to be monitored.

RESOLVED – That the projected financial health position of the Authority, as at month 9 of the financial year, be noted.

149 'Cycling Starts Here' Strategy: Progress and Key Initiatives

Further to Minute No. 16, 21st June 2017, the Director of City Development submitted a report which provided an update on key developments and progress made on the Leeds 'Cycling Starts Here' Strategy. The report also identified and sought endorsement to make further progress in two key areas: (i) a new partnership agreement with British Cycling; and (ii) progressing the current opportunity to establish a public bike share scheme in the city.

Members welcomed the proposals detailed within the submitted report and highlighted how this was further evidence of the cycling legacy being built in Leeds following the 2014 Tour de France Grand Depart.

Regarding the proposed establishment of a bike share scheme, it was noted that the Council was not procuring the bike share scheme and it was also recommended that should such a scheme be implemented by Ofo, then any issues arising be monitored, with lessons being learned from other areas where such schemes were operational.

Also, responding to an enquiry, the Board received an update on the current position regarding the development of a new partnership between the Council and British Cycling, with Members being encouraged to provide any suggestions they had in terms of potential community activity that the partnership with British Cycling could be involved in.

RESOLVED –

- (a) That the progress made in respect of delivering the Leeds 'Cycling Starts Here' Strategy be noted, and that:-
 - (i) the offer of a new formal partnership between British Cycling (BC) and Leeds City Council be welcomed; and that the heads of terms, as expressed in Table 1 of the submitted report, be agreed;
 - (ii) the Chief Officer Culture and Sport be authorised to oversee the final negotiations with British Cycling, based on the terms agreed (above), and upon their satisfactory conclusion consent be provided to enter into the final Agreement;

- (b) That in relation to the proposed bike share scheme for Leeds:-
 - (i) The Board's endorsement be given to the establishment of a bike share scheme in Leeds and the proposal to work towards reaching an early agreement with an operator for a scheme to commence in Leeds;
 - (ii) That agreement be given for officers to initiate further discussions with the preferred operator (ofo) with a view to them becoming the city's bike share partner, starting on a trial basis for 12 months from spring 2018;
 - (iii) That authority be provided to the Chief Officer, Highways and Transportation, to oversee the establishment, monitoring and review of a partnership arrangement, and to enter into agreements for a bike share scheme with the operator (ofo), in accordance with the principles as set out in section 3.15 of the submitted report.

150 Leeds Health and Care Partnership - City Digital Governance - Memorandum of Agreement and Public Co-operation Agreement

The Director of Resources and Housing submitted a report which sought support to commit the Council to a Memorandum of Agreement with Health partners in order to make strategic digital and information decisions supporting the delivery of integrated health and care through city partnership governance. The report also sought support for the decision to enter into a public co-operation agreement, effective from 1st April 2018 with the Health partners in the city for the delivery of shared digital and information services (where appropriate).

RESOLVED –

- (a) That it be noted that the Director of Resources and Housing will commit the Council to a 'Memorandum of Agreement' in order to make strategic digital and information decisions supporting the delivery of integrated health and care through city partnership governance, with it also being noted that the Council's Officer Delegation Scheme will be updated to reflect this agreement;
- (b) That it be noted that the Director of Resources and Housing will enter into a public co-operation agreement effective from 1st April 2018 with the Health partners in the city for the delivery of shared digital and information services (where appropriate), in order to best support the delivery of integrated health and care, and/or where this is economically advantageous and it is in the interests of the Leeds pound;
- (c) That it be noted that the Director of Resources and Housing and the Chief Digital and Information Officer will take any decision to enter into any shared service schedules under the Council's existing Officer Delegation Scheme.

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**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 16TH FEBRUARY 2018