



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 19th May, 2011 at 9.45 am

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

MEMBERSHIP

Councillors

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

Co-opted Members (Voting)

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

Co-opted Members (Non-Voting)

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

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

Principal Scrutiny Advisor:
Kate Arscott
Tel: 24 74189

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 21ST APRIL 2011</p> <p>To confirm as a correct record the minutes of the meeting held on 21st April 2011.</p>	1 - 8
7			<p>CHILDREN AND YOUNG PEOPLE'S PLAN UPDATE REPORT</p> <p>To receive and consider a report from the Director of Children's Services presenting the final version of the Children and Young People's Plan 2011-15.</p>	9 - 52
8			<p>DRAFT TERMS OF REFERENCE</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development inviting Members to agree terms of reference for the Board's inquiry into reducing teenage conception.</p>	53 - 58

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>DRAFT SCRUTINY INQUIRY - SERVICE REDESIGN</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development presenting the conclusions and recommendations arising from the Scrutiny Board's work on redesign of services for children with disabilities, special educational needs and additional health needs.</p>	59 - 60
10			<p>ANNUAL REPORT 2010/11</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development presenting the draft of the Board's contribution to the Scrutiny Boards' Annual Report.</p>	61 - 70
11			<p>SCRUTINY WORKING GROUP - REVIEW OF CHILDREN'S SOCIAL CARE SYSTEM</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development presenting the notes of the working group meetings by way of reporting back on the group's activity to the full Scrutiny Board.</p>	71 - 78

Agenda Item 6

SCRUTINY BOARD (CHILDREN'S SERVICES)

THURSDAY, 21ST APRIL, 2011

PRESENT: Councillor J Chapman in the Chair

Councillors M Coulson, G Driver, A Lamb, B Lancaster,
P Latty, J Lewis, K Maqsood and B Selby

CO-OPTED MEMBERS (VOTING):

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

CO-OPTED MEMBERS (NON-VOTING):

Ms C Johnson	- Teacher Representative
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91 Chair's Opening Remarks

The Chair welcomed all in attendance to the April meeting of the Scrutiny Board (Children's Services).

92 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept a late item, agenda item 16, Appointment of Co-opted Member. The report was submitted late as the election result was only announced on Monday 18th April, which was after the time of agenda despatch. (Minute No. 93 refers)

The Chair also admitted to the agenda as supplementary information, a copy of the response to the recommendation tracking report. (Minute No. 103 refers)

93 Appointment of Co-opted Member

The Head of Scrutiny and Member Development submitted a report which sought the Scrutiny Board's formal confirmation of the appointment of a co-opted Member to the Board.

The Chair welcomed Jacqueline Ward to her first meeting of the Scrutiny Board (Children's Services).

RESOLVED – That the Scrutiny Board confirms the appointment of Jacqueline Ward as the parent governor representative (secondary) for a four year term of office from 21 April 2011.

94 Declaration of Interests

Councillor Coulson declared a personal interest in agenda item 10, Fostering Inspection Action Plan and Update on Foster Carer Recruitment, in his capacity as a Member of LCC Fostering Panel. (Minute No. 101 refers)

A further declaration of interest was made at a later point in the meeting. (Minute No. 97 refers)

95 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors Gettings, W Hyde and Morgan and Co-opted Members; Mr Granger, Ms Morris-Boam, Ms Kayani and Ms Foote.

96 Minutes - 17th March 2011

RESOLVED – That the minutes of the meeting held on 17th March 2011 be confirmed as a correct record.

97 Annual Standards Report - Primary Schools

The Scrutiny Board received and considered the report of the Chief Executive, Education Leeds, submitted to the Council's Executive Board on 11th February 2011, which provided an overview of the performance of primary schools at the end of 2009-10, as demonstrated through statutory national testing and teacher assessment. The report also outlined some of the key challenges and priorities for primary schools.

The Chair welcomed to the meeting the following Executive Members and officers to present the report and respond to Members' questions and comments:

- Councillor Blake, Executive Member (Children's Services)
- Councillor Dowson, Advisory Member of Executive Board (Learning)
- Mariana Pexton, Deputy Director of Children's Services
- Paul Brennan, Interim Director of School Improvement, Children's Services
- Christine Halsall, Head of Primary School Improvement and National Strategies, Children's Services
- Brian Tuffin, Head of Secondary School Improvement and National Strategies, Children's Services.

Christine Halsall, Head of Primary School Improvement and National Strategies, introduced the report and the following areas were discussed:

- The need to improve outcomes and close the gap for the lowest achieving children.
- Inconsistent results from some ethnic minority groups and those children with English as an additional language.
- Concern that there were too many satisfactory performing schools in Leeds and the need for further improvement.
- Confirmation that 20 schools were in the process of appointing head teachers and the strengths and weaknesses associated with this.
- Success of early intervention programmes at KS1.

Members' questions were then invited and in brief summary, the main areas of discussion were:

- Concern about poor performance against the national average, particularly those with English as an additional language and the uptake of free school meals. The Scrutiny Board was advised that there was a need to introduce more robust leadership arrangements and provide additional support at some schools. The development of partnership arrangements was assisting with this.
- Concern about children arriving at school undernourished and the important role of breakfast clubs in addressing this.
- The development of an Action Plan in relation to underperforming schools – a comparative analysis of other authorities had been undertaken and a targeted strategy was now in place.
- Concerns about instability caused by changes in leadership and the need to consider structural changes, particularly the need to explore federation opportunities, e.g. Windmill and Low Road Primary Schools.
- Concern that stress was one of the main contributing factors in the high turnover of head teachers – it was advised that turnover at inner city schools was on average 5 years, which was higher than at other schools.
- Succession plans were in place to assist with the recruitment of head teachers, e.g. local leaders programme, investing in diversity programme to ensure Deputy Heads, etc, were equipped with the right skills to access senior leadership positions.
- The Scrutiny Board requested a more detailed statistical breakdown of comparator authorities to be included in future reports.
- Support for parents and acknowledgement of recent improvements in relation to healthy eating.
- The low take up of Children's Centre places in some areas of the city.
- Good practice in relation to child and adolescent mental health.
- The role of clusters in addressing issues in relation to attendance.
- Concerns that School Improvement Partners (SIPs) were no longer a statutory requirement – The Scrutiny Board was advised that LCC was continuing to fund this in part.
- The role of the family in improving outcomes for children, particularly in relation to healthy eating.

RESOLVED – That the report and information appended to the report be noted.

(Councillor Selby joined the meeting at 10.30 am during the consideration of this item.)

(Councillor Lancaster declared a personal interest in this item as LEA Governor at Carr Manor High School.)

98 Annual Standards Report - Secondary Schools

The Scrutiny Board received and considered the report of the Chief Executive, Education Leeds, submitted to the Council's Executive Board on 11th February 2011, which summarised progress in relation to secondary school improvement in Leeds and outlined challenges for further improvement.

The Chair welcomed to the meeting the following Executive Member and officers to present the report and respond to Members' questions and comments:

- Councillor Blake, Executive Member (Children's Services)
- Mariana Pexton, Deputy Director of Children's Services
- Paul Brennan, Interim Director of School Improvement, Children's Services
- Christine Halsall, Head of Primary School Improvement and National Strategies, Children's Services
- Brian Tuffin, Head of Secondary School Improvement and National Strategies, Children's Services.

In brief summary, the key areas of discussion were:

- Concerns associated with children from complex and disadvantaged backgrounds, particularly attendance and attainment.
- The introduction of new national targets. It was agreed to provide Members with copies of the action plan submitted to the Secretary of State.
- Challenges associated with rising unemployment.
- Challenges in relation to local accountability of academies.
- Success of the Child Poverty Strategy citywide.
- Barriers to post 16 achievement, particularly withdrawal of the Education Maintenance Allowance (EMA). It was agreed to provide the Scrutiny Board with further information about numbers.
- Ensuring that young people were equipped with the necessary skills to enter employment.

RESOLVED – That the report and information appended to the report be noted.

(Councillor P Latty left the meeting at 11.20 am at the conclusion of this item.)

99 Gypsy and Traveller Education

The Head of Scrutiny and Member Development submitted a report in relation to gypsy and traveller education arising from the Scrutiny Board (Environment and Neighbourhoods) inquiry report in January 2011.

Appended to the report for Members' information was the relevant extract from the Scrutiny Board's inquiry report and a briefing paper on the national and local position of gypsy and traveller girls' school attendance and educational achievements at 11 years and above.

The Chair welcomed to the meeting the following officers to present the report and respond to Members' questions and comments:

- Sameena Choudry, Head of Ethnic Minority Achievement
- Claire Lockwood, Assistant Travellers Education Manager.

The Scrutiny Board discussed the need to develop smaller, less isolated, local sites. Members briefly discussed some of the challenges associated with integrating gypsy and roma groups into the community and encouraging them to access education. It was noted that more progress had been made with primary age children.

RESOLVED – That the information provided be noted. That the Scrutiny Board (Environment and Neighbourhoods) be informed that in future this Board intends to specifically monitor the progress of gypsy and traveller girls as part of its annual reports on education standards.

100 Formal Response to Scrutiny Recommendations - Outdoor Education Centres

The Head of Scrutiny and Member Development submitted a report which presented the formal response to the Board's recommendations arising from its inquiry on Outdoor Education Centres.

John Paxton, Head of Integrated Youth Support Service, attended the meeting and responded to Members' questions and comments.

Members were updated on progress at Herd Farm and Lineham Farm. It was agreed to provide the Scrutiny Board with a further update as part of the quarterly recommendation tracking report.

The Scrutiny Board agreed the status of recommendations as follows:

- Recommendation 1 – monitor again in 3 months
- Recommendation 2 – monitor again in 3 months
- Recommendation 3 – monitor again in 3 months
- Recommendation 4 – monitor again in 6 months
- Recommendation 5 – sign off
- Recommendation 6 – sign off

Draft minutes to be approved at the meeting
to be held on Thursday, 19th May, 2011

- Recommendation 7 – monitor again in 3 months.

RESOLVED – That progress continues to be monitored in the quarterly recommendation tracking report.

101 Fostering Inspection Action Plan and update on foster carer recruitment

The Head of Scrutiny and Member Development submitted a report which presented the Fostering Inspection Action Plan and an update on foster carer recruitment.

The Chair welcomed to the meeting, Sarah Johal, Service Delivery Manager – Fostering, Adoption and Family Placement, to present the report and respond to Members' questions and comments.

The Chair briefly discussed the budgetary challenge of external placement costs. It was suggested that the Board considered this area of work as a potential inquiry topic in 2011/12.

The Scrutiny Board was advised that a major recruitment campaign for foster carers in Leeds was underway.

RESOLVED – That the report and information appended to the report be noted, and that no further Scrutiny Board monitoring of the Inspection Action Plan was required.

102 Draft Scrutiny Inquiry Report - School Balances

The Head of Scrutiny and Member Development submitted a report which presented the conclusions arising from the Scrutiny Board's work on school balances.

RESOLVED –

- (a) That the Scrutiny Board's final report and recommendations be approved; and
- (b) That a formal response to the recommendations be produced in line with normal procedures for scrutiny inquiry reports.

103 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which requested Members to consider the response on the recommendation from the Meadowfield Primary School inquiry report in relation to the third stage review of complaints from schools.

RESOLVED – That no further action is required by the Scrutiny Board in relation to the recommendation on third stage review of complaints.

104 Work Programme

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

Appended to the report for Members' information was the current version of the Board's work programme, the minutes from the Executive Board meetings held on 9th March and 30th March 2011, together with an extract from the Forward Plan of Key Decisions for the period 1st April to 31st July 2011.

The Scrutiny Board agreed to receive a report back on the Children and Young People's Plan (CYPP) and associated action plans at the May meeting.

RESOLVED – That the work programme, as amended, be approved.

105 Date and Time of Next Meeting

Thursday 19th May 2011 at 9.45 am with a pre-meeting for Board Members at 9.15 am.

(The meeting concluded at 11.51 am.)

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Originator: Mariana
Pexton &
Stephen
Featherstone

Tel: 0113 2243977
0113 2475772

Report of the Director of Children's Services

Children's Services Scrutiny Board

19th May 2011

Children and Young People's Plan Update Report

Electoral Wards Affected:

All wards

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Background

- 1.1 The Children's Services Scrutiny Board during consideration of the Draft Children and Young People's Plan 2011-15 asked to see the final version of plan as approved by the Children's Trust Board.
- 1.2 The final version of the CYPP 2011-15 is attached at appendix one. This includes a commitment to making rapid progress against the 3 "obsession indicators": reducing the number of looked after children; reducing the number of young people not in education, employment or training; and, improving school attendance.
- 1.3 The three obsession indicators are the main focus of the city wide priority plan for children and young people which is one of five city priority plans. The five plans are owned by the respective partnership boards.
- Children's Trust Board (CTB)
 - Safer and Stronger Communities Board
 - Sustainable Economy and Culture Board
 - Regeneration Board
 - Health and Well Being Board

- 1.4 The wider Children and young people's plan is based around 5 outcomes, 11 priorities and 15 key indicators, including the 3 obsession indicators, see page 6 of the CYPP 2011-15. This framework in the context of the vision to have a child friendly city and minimise the effects of poverty on children and families is the CTB's agreed, shared response to improving outcomes for children and young people. It also represents the CTB contribution to the wider city vision- "*By 2030 Leeds is the best city in Britain.*"
- 1.5 The CYPP includes initial action plans for the 3 obsessions. These highlight a small number of key partnership actions designed to maximise impact. Regular report cards will describe progress against all 11 priorities and 15 indicators, and there will also be regular reports on the overall vision for a child friendly city and the cross cutting theme of minimising the effects of child poverty. Ensuring that the links between the five plans are fully articulated and equality issues addressed where appropriate will be incorporated into action plan updates and detailed service plans as soon as the full detail of all the city wide priority plans is available.
- 1.6 Outcomes based accountability (OBA) applied at cluster level will be used as the main method of driving the delivery of CYPP priorities. A roll out plan for delivering OBA workshops on the 3 obsession indicators in localities across the city has been agreed. A team of 36 people has received further, intensive OBA training and will drive the implementation of the programme across the city.
- 1.7 Leeds City Council leads and CTB sponsors have been agreed to take forward work on the CYPP priorities. Governance arrangements will be established through a regular cycle of meetings between leads and sponsors and through groups such as the 11-19 (25) Learning and support partnership, the Leeds Safeguarding Children Board, the CTB sub group for Performance management and planning, and the Council's Children's services scrutiny committee.
- 1.8 An Equality, Diversity, Cohesion and Integration Screening form (using the LCC paperwork) is attached at appendix 2. This suggests that the CYPP framework of outcomes, priorities and indicators addresses equality, diversity and integration issues but that further periodic audits will be required to ensure that service and team plans underpinning the CYPP adequately reflect equality, diversity and integration issues. The LCC equalities team has agreed to carry out a composite assessment looking across the five city wide priority plans.

2.0 Main Issues

- 2.1 The CTB will receive detailed reports on each obsession in turn at their next three meetings.
- reducing the number of looked after children- June CTB
 - reducing the number of young people not in education, employment or training- July CTB
 - improving school attendance- September CTB

- 2.2 At the September meeting the CTB will also receive report cards against each of the 15 key indicators. These will be updated as part of the regular cycle of monitoring and evaluation. The Child friendly city programme and child poverty strategy will also be the subject of regular scrutiny by the CTB. It is proposed that the CFC programme is the subject of a further report at the June CTB and the child poverty strategy at the July CTB.
- 2.3 The role of Children's services leadership team (CSLT) leads and sponsors was agreed at the last meeting of the CTB. The role of the CTB sponsor is to work with the CSLT lead to
- celebrate achievements
 - maximise the resources available to tackle the priority
 - secure the commitment of partners to progressing the priority
 - ensure that partnership activity takes account of the priority
 - promote the importance of the priority
 - identify and tackle barriers to progress
 - contribute to rapid progress on the 3 obsessions
 - review, scrutinise and challenge progress
- 2.4 The CSLT lead for the priority would have lead responsibility for the activity summarised in 2.3 and would also work with the performance management leads to develop:
- cross service and agency action planning and evaluation of progress
 - regular report cards detailing progress
 - make sure that work on the priorities is reflected in the relevant service and team plans
 - make sure that OBA is embedded as a means to driving improvement in the priority area
- 2.5 The final round of consultation raised a number of issues which have been reflected in the final version of the CYPP. The major areas are summarised below:
- Include number of apprenticeships as a key indicator to provide a measure of non vocational achievement and facilitate the engagement of the business and post 16 learning communities.
 - Cross refer to other important plans that support the 5 outcomes, 11 priorities and 15 key indicators, eg. Infant Mortality action plan, actions plans for mental health and emotional health and well being, the Leeds Safeguarding Children Board action plan. (NB. As the various city priority plans are at different stages of development, the current version of the CYPP does not fully reflect links across plans. An audit of supporting plans and plan links will be carried out as soon as practical)
 - Reflect impact of increased demand for social care services on a range of health services such as school nursing, health visiting, mental health, emotional health and well being. Enhance reference to poor health outcomes in the what is it like growing up in Leeds section.

- The what is it like growing up in Leeds section is a summary of the needs analysis of therefore focuses on need and vulnerability but it should recognise some positives where possible.
- Numbers and percentages to be included in key indicator baselines where appropriate and possible.

- 2.6 The CYPP has been developed following consultation with children and young people, parents and carers, and CTB workshops. Officers from across the partnership have been involved in the consultation.
- 2.7 Outcomes based accountability (OBA) is being used as a means to drive forward the delivery of CYPP priorities across the partnership. Initial workshops were held in January and a further intensive 2 day course was delivered on March 22 and 23. The 36 people trained will form a multi agency action learning group who will facilitate OBA sessions, train others and take collective responsibility for driving the programme forward.
- 2.8 OBA is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. The method takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach and reporting based on OBA principles takes partners through the following stages:
- What progress are we making against the agreed partnership outcomes and indicators?
 - What is the baseline position against the key indicators, is this OK, where do we want to be, what is the performance curve we want to turn?
 - What are the causes of the trends and the issues lying behind them?
 - What are the information requirements?
 - Who are the key partners, and how can we work together to produce a practical action plan that will improve outcomes for children and young people?

3.0 Implications for Council Policy and Governance

- 3.1 The CYPP provides the essential framework for the management and delivery of children’s services across the city. The city wide planning framework integrates service and resource planning, and provides appropriate governance through the key Council and partner officer and member groups.
- 3.2 The CTB is responsible for developing and monitoring the delivery of the CYPP which is one of the five City priority plans. Consideration is being given to the management of cross cutting priorities and the relationships between the five plans. Arrangements for doing this are included in the city wide timeline for producing and agreeing the 5 city priority plans. The initial CYPP action plans included in the CYPP document will require amendments depending on the outcomes of discussions on the links between plans.

- 3.3 An Equality, Diversity, Cohesion and Integration Screening form is attached at appendix 2. This suggests that the CYPP framework of outcomes, priorities and indicators addresses equality, diversity and integration issues but that further periodic audits will be required to ensure that service and team plans underpinning the CYPP adequately reflect these issues. The LCC equalities team will carry out a composite assessment looking across the 5 city priority plans.

4.0 Legal and Resource Implications

- 4.1 The CTB is developing a joint financial and investment plan to enable the delivery of the Children and Young People's Plan with an initial focus on the priority of 'helping children to live in safe and supportive families'. This means that partners will align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency.
- 4.2 An important element of the Children's services budget is LCC's decision to protect the services that support the most vulnerable children by recognising demand pressures such as the number of referrals to social care, increasing numbers of children with a child protection plan and the increasing numbers looked after in the care system. The budget 2011/12 budget provides additional funding of £11.2m to meet demand pressures.

5.0 Conclusions

- 5.1 The framework of outcomes, priorities and indicators at the core of the CYPP 2011-15 have wide support across the Children Leeds partnership. There is a real commitment to working together to make progress against the shared priorities, particularly to improving outcomes for some of our most vulnerable children and young people, and making rapid progress against the obsession indicators.
- 5.2 Scrutiny Board are asked to contribute to the delivery of the CYPP and the effective evaluation of progress by receiving and debating regular update reports; by using the framework of CYPP outcomes, priorities and indicators to commission work on children's services in Leeds; and, by using contribution to delivering the CYPP 2011-15 as a key criterion in their scrutiny of all issues relating to children and young people in Leeds.

Background Documents

Appendix 1: Children and young people's plan 2011-15
Appendix 2: Equality, Diversity Cohesion & Integration Screening

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Leeds Children and Young People's Plan (CYPP) 2011-15

(Version 1 approved at the Children's Trust Board on April 18th 2011)

What is in the Children and Young People’s Plan (CYPP)

The Children and Young People’s Plan is where the Leeds Children’s Trust Board (CTB) describes what it is like for children and young people growing up in Leeds, and describes the outcomes, priorities and actions designed to improve on the current position. The plan shows how we will assess the progress we make by identifying key indicators for each of our priorities. It describes how we will use an approach called “Outcomes based accountability” to drive improvement and change.

The plan is one of five city priority plans for Leeds and the CTB is one of five boards operating as part of the Leeds Initiative. The other four boards are Safer and Stronger Communities, Sustainable Economy and Culture, Regeneration, and Health and Well Being.

Our plan is set out using the following headings:

THE CONTENTS OF OUR PLAN		
1.	What’s in the CYPP	2
2.	Who are Children Leeds and the Leeds Safeguarding Children Board	3
3.	Welcome from Judith Blake & Nigel Richardson	4
4.	The Vision for Leeds and for children and young people in Leeds	5
5.	Delivering the vision	7
6.	Performance management and governance	9
7.	What is it like growing up in Leeds?	10
8.	Transforming children’s services in Leeds: Change Programmes, Progress & Challenges	12
9.	Budget issues & the development of more integrated, local services	13
10.	Minimising the effects of poverty & developing a child friendly city	14
11.	CTB sponsors and LCC leads for CYPP priorities	15
12.	Initial action plans for the 3 obsessions	16

Who are Children Leeds and the Leeds Safeguarding Children Board?

Children Leeds is responsible for improving outcomes for children and young people. The business of Children Leeds is managed by the Children's Trust Board. (CTB) The Board is led by Judith Blake, the senior Councillor responsible for Children's services, and Nigel Richardson, the Director of Children's services.

The Board brings together NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector, and Leeds City Council services such as children and young people's social care, housing, early years, and education and learning. The partners share a commitment to the CYPF and working together to deliver the priorities for improvement.

The Leeds Safeguarding Children Board (LSCB) is responsible for holding those agencies responsible for promoting children's welfare, and protecting them from abuse and neglect to account for how well they keep children and young people safe. The LSCB is represented on the CTB. The two Boards work together closely and their responsibilities are complementary.

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

Welcome

To be added following discussion and agreement by Judith Blake & Nigel Richardson

**Judith Blake- Executive member for children's services, Chair of CTB
Nigel Richardson- Director of Children's services**

**Vision... By 2030 Leeds is the best city in Britain
Leeds is a child friendly city
Minimise the effects of poverty on children and families**

The key to delivering the vision for Leeds to be a “child friendly City” are the 5 outcomes, 11 priorities and 15 key indicators shown on the next page. Leeds is a child friendly city is the underpinning vision which in turn is part of the city wide vision for Leeds to be the best city in Britain.

Child poverty is at the root of most, if not all, poor outcomes for children and young people (CYP) and their families. Minimising the effects of child poverty is a cross cutting theme that informs work in all our priority areas.

Each of the five city wide priority plans contribute to the child poverty strategy and the plans also make a contribution to the overarching vision for a child friendly city. The other four plans are Safer and stronger communities, Sustainable economy and culture, Regeneration, and Health and well being. The Leeds Initiative Board takes an overview of progress against the five city priority plans, particularly the contribution each plan makes to the issues highlighted in the other plans.

Child friendly city (CFC) as well as being an overarching vision is also a specific programme of work. CFC is a United Nations initiative based on the belief that every child has the right to the best possible start in life; to have the highest standards of health and education; and, to be heard and influence the quality of their lives and their environments. Initial work in Leeds includes engaging partners and local organisations and businesses in the CFC movement and gaining their commitment to a specific pledge to help.

Other key overarching strategies to deliver our shared vision are outcomes based accountability (OBA) and restorative practice. OBA focuses attention on key performance trends and asks partners to develop simple, clear action plans to improve baseline performance. The fundamental premise of restorative practice is that people are happier, more cooperative and productive, and more likely to make positive changes when agencies and service deliverers do things *with* them, rather than *to* them or *for* them.

These strategies are part of a complex change programme for Children’s services. Key to this is improving integrated, multi agency, locality working. The programme seeks to provide an effective response to complex legislative changes in health, education and social care services, and increased demand for social care and health services.

Above all else working at locality level is the strategy to help services to work with communities to drive sustainable improvement. ***The 15 key indicators with our 3 obsessions will measure improvement. They have been chosen because they are powerful “can openers” that provide a way to tackle the complex issues affecting the most vulnerable. Rapid progress on these indicators will have a “knock on” effect in other areas.***

5 outcomes	11 priorities (3 starting points highlighted in italics)	15 Key indicators & baselines (3 "obsessions" highlighted in italics)
CYP Are safe from harm	<p><i>1. Help children to live in safe and supportive families</i></p> <p>2. Ensure that the most vulnerable are protected</p>	<p><i>1. Number of looked after children- 1,434 January 2011</i></p> <p>2. Number of children and young people with child protection plans- 778 at January 2011</p>
CYP Do well in learning and have the skills for life	<p><i>3. Improve behaviour, attendance and achievement)</i></p> <p><i>4. Increase numbers in employment, education or training</i></p> <p>5. Support children to be ready for learning</p> <p>6. Improve support where there are additional health needs</p>	<p><i>3. School attendance</i> <i>Primary 94.4% (half terms 1-5, 09/10 academic year) Secondary 91.6% (half terms 1-5, 09/10 academic year)</i></p> <p><i>4 16-18 NEET is 8.3% (1,816) (average monthly figure for November-January 2010/11)</i></p> <p>5. Foundation stage threshold- 53% (4,415) in 09/10 academic year</p> <p>6. KS2 L4+ E&M- 74% (3,309) in 09/10 academic year</p> <p>7. 5+ A*-C GCSE inc E&M- 50.6% (4,067) in 09/10 academic year</p> <p>8. Level 3 qualifications at 19. 46.7% (4,392) in 09/10 academic year</p> <p>9. The number of CYP 16-18 who start an apprenticeship, (1,306 in 09/10)</p> <p>10. The number of children & families accessing short breaks & levels of satisfaction- baselines to be identified</p>
CYP Choose healthy lifestyles	<p>7. Encourage activity and healthy eating</p> <p>8. Promote sexual health</p>	<p>11. Obesity levels at year 6 (age 11) 21%, 09/10 (sample size 5,260)</p> <p>12. Teenage pregnancy- 47.4 per 1,000 (618) 15-17 year olds, June 2009</p>
CYP Have fun growing up	<p>9. Provide play, leisure, culture and sporting opportunities</p>	<p>13. Number of CYP engaged in high quality school PE & Sport- 81%, 09/10 academic year. (based on limited survey samples) Work on wider indicators for this priority is ongoing.</p>
CYP Are active citizens who feel they have voice & influence	<p>10. Reduce crime and anti-social behaviour</p> <p>11. Increase participation, voice and influence</p>	<p>14. Proportion of 10-17 year olds offending- 2023 young people with 1 or more offence in 09/10 which is 2.7%</p> <p>15. C&YP influence in a) school b) the community - 70% and 56% reporting at least a fair amount of influence. (based on limited survey samples) Work on additional measures of engagement is ongoing.</p>

Delivering the vision

All our work is underpinned by a set of agreed approaches to working together to deliver improved outcomes for children and young people-

- the child is the client
- talking a common language
- using outcomes based accountability to improve outcomes in localities
- helping children and families with issues through restorative practice- doing things *with* them rather than to or for them
- doing the simple things better- never doing nothing
- supporting strong schools, settings, families and communities
- involving everyone who has a part to play – a whole city approach
- improving assessment and intervention
- targeting resources to make the biggest impact on priorities

Turning the curve in Leeds

Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. OBA takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach takes partners through the following stages:

- What progress are we making against agreed outcomes and indicators, what are the baselines, are those OK, where do we want to be?
- What is the story behind the baseline, the causes of the trends and the issues lying behind them?
- What is the curve we want to turn?
- What are the information requirements, the gaps in our knowledge?
- Who are the key partners and what is their contribution to our shared indicators and outcomes?
- What works, what is the practical strategy and action plan?

Regular OBA report cards provide partners with timely, up dates on progress, highlighting the extent to which curves are turning, the effectiveness of actions, and key accomplishments. They also describe any new actions or stories behind the latest trends.

An important OBA principle is that the most powerful indicators are those that draw out a number of linked indicators and issues. Work in one area inevitably leads to a range of inter-related issues. ***The 15 key indicators with our 3 obsessions have been chosen because they are powerful “can openers” that provide a way to tackle the complex issues affecting the most vulnerable. Rapid progress on these indicators will have a “knock on” effect in other areas.***

Examples of these links for the 3 obsession indicators are shown in the table below.

Linkages between indicators and issues

Indicator	Examples of linked indicators and issues
Looked after children	LAC status is often linked to other issues that have a significant impact on outcomes for children and their families, eg. substance misuse, mental health, access to health services, domestic violence, poor school attendance and attainment, worklessness, NEET, youth offending, poverty, teenage parenthood. Demand for social care and health services such as such as mental health, health visiting, school nursing and emotional health and well being services is concentrated in particular areas of the city.
Young people not in employment, education or training	Some young people are more likely to be NEET, eg. some BME groups, those with learning difficulties and disabilities, care leavers, young offenders, poor school attenders, young parents, young carers, pregnant young women, homeless YP and those living away from their family. NEET rates vary significantly in different areas of the city. Young people who are NEET report feeling bored and isolated. They have more chance of long-term unemployment, ill health and criminality than their peers. When they do get work, they are more likely to be in low-paid jobs.
School attendance	There is a strong correlation between attendance and attainment and between poor attendance, NEET and youth offending. Pupil groups with lower attendance and higher persistent absence are: those living in deprived areas, looked after children, pupils eligible for free school meals, pupils with special education needs. Overall pupils of black and minority ethnic heritage have levels of attendance above the Leeds average, however, pupils of bangladeshi, mixed Black Caribbean and white, eastern european and traveller heritage have significantly lower levels of attendance.

OBA workshops focusing on turning 3 curves- reducing the number of looked after children, increasing school attendance and reducing the number of young people not in employment, education or training have been held. Further workshops will roll out the approach in localities across the city and the OBA programme will be progressively rolled out across the partnership, and then across the other partnership boards in the Leeds Initiative.

Initial action plans arising from existing work and the OBA workshops are on page 16 onwards. Regular quarterly reporting on progress against the CYPP will reflect our relentless focus on the starting points- our 3 obsessions- but will also cover progress against all the other indicators and priorities, and the impact work in these other areas has on the 3 obsessions.

Our first ambition is to turn the curve and then significantly improve performance for our obsession indicators. In addition we expect progress against all the indicators and priorities. Progress contributes to the overarching vision for a child friendly city and minimising the affects of poverty but

these two areas also have their own dedicated work programmes. There are a range of other important work programmes that support our priorities and indicators including the LSCB action plan, the Infant Mortality Action Plan and action planning around mental health and emotional health and well being. A review of supporting plans and the links between plans will be included in the work programme for the regular cycle of quarterly monitoring and evaluation of the CYPP.

Performance management and governance

The initial action plans in the CYPP are the headline partnership plan for our 3 obsessions, highlighting mission critical activity that will make the biggest difference. Service, cluster and team plans across the partnership give more detail on all the CYPP priority areas, and action plans will be refined and updated through a regular cycle of reporting to the CTB. Each priority has a CTB sponsor (s) and a lead officer from the LCC Children services leadership team who together develop work to progress the priority, see page 15 for list as at April 2011. Governance arrangements will be established through a regular cycle of meetings between leads, sponsors, and through groups such as the 11-19 (25) Learning and support partnership and the Performance and planning sub group of the CTB. The role of the CTB sponsor is as follows:

Work with the CSLT lead for the priority to

- maximise the resources available to tackle the priority
- secure the commitment of partners to progressing the priority
- ensure that partnership activity takes account of the priority
- promote the importance of the priority
- identify and tackle barriers to progress
- contribute to rapid progress on the 3 obsessions
- review, scrutinise and challenges progress
- support evaluation and the celebration of achievements

The CSLT lead for the priority would have lead responsibility for this activity and would also work with the performance management leads to:

- lead cross service and agency action planning and evaluation of progress
- regular report cards detailing progress
- make sure that work on the priorities is reflected in the relevant service and team plans
- make sure that OBA is embedded as a means to driving improvement in the priority area

(NB. The CTB and LSCB share responsibility for priority 1. As well as the CYPP action plan for this priority there is also a detailed LSCB action plan. The governance arrangements for this are through the LSCB and its three sub groups, especially the LSCB Performance Management Sub Group.)

What is it like growing up in Leeds?

There are approaching 180,000 children and young people (CYP) in Leeds. Recent rises in the birth rate have increased the number of 0-14 years olds by 13%. For the majority growing up in Leeds is mostly a good and positive experience, and recent inspections of children's services in Leeds are positive about levels of performance and our capacity to improve. Below is a headline summary of our needs analysis:

Children and young people are safe from harm

- The majority of CYP report feeling safe but children and young people are present at 43% of the 8,000+ cases of domestic violence that happen each year in Leeds.
- There are nearly 1,500 looked after children, 80+% because of abuse or neglect, social care workloads are increasing- up 44% over the last year. Over 750 children and young people have child protection plans. This has a significant impact on health services such as mental health, health visiting, school nursing and emotional health and well being services.
- Leeds is less deprived than other large cities and average income is above regional averages but 23% of CYP- over 33,000- live in poverty.
- The majority feel safe but some concerns about safety at night & on public transport.

Children and young people do well in learning and have the skills for life

- There have been significant reductions in the number of young people not in education, employment or training in recent years, but the figure remains too high.
- The number of CYP getting 5 good GCSEs is increasing and is currently over 50% but some groups do much less well.
- Only 53% achieve a good level of development in the early years phase leading up to primary school and 1 in 4 do not do as well as expected in maths and english by the end of primary school.
- Despite recent improvements over 3000 secondary pupils and 1000 primary are classed as persistently absent from school.

Children and young people choose healthy lifestyles

- Levels of healthy eating and physical activity are improving but 10% of 5 year olds and 20% of 11 year olds are obese
- 10-20% report involvement in substance abuse.
- Poor health outcomes and poor access to health services tend to be concentrated in particular, deprived areas of the city and some groups of CYP are much more likely to experience a range of poor health outcomes

Children and young people have fun growing up

- 80% of CYP report that they enjoy life but CYP would like more places to go and things to do

- Minority (17%) involved in bullying others and graffiti (22%)

Children and young people are active citizens who feel they have voice & influence

- 70% of CYP say they have at least a fair amount of influence in school and 56% that they have a fair amount of influence in the community
- 2023 or 2.7% of 10-17 year olds commit one or more offence

We also know that some groups of children and young people are more likely to experience difficulties as they grow up, and that they often experience multiple difficulties. These groups typically have significantly worse outcomes than the average outcome for Leeds. Some poor outcomes are concentrated in particular areas of the city.

Concentrations of poor outcomes in particular areas

- Relatively high rates of teenage pregnancy- as high as 1 in 10 in some deprived areas
- Rising demand for social care and health services is concentrated in a small number of areas of the city
- In some wards the NEET rate is as low as 3% in others it is close to 15%
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those from deprived backgrounds
- There have been improvements in infant mortality & low birth weight but they remain 50% higher in deprived areas

Outcomes for particular groups of children and young people

- Some BME groups, those living away from their family and those with learning difficulties and disabilities are more likely to be NEET,
- Care leavers, young parents/carers, those pregnant or homeless or from deprived backgrounds are also more likely to be NEET
- Looked after children, those with learning difficulties and disabilities and those from some BME groups are much more likely to be excluded from school
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those with learning difficulties or disabilities
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for some BME groups
- Those who are NEET were often poor attenders & low achievers at school and are involved in youth offending- a third of persistent absentees are also young offenders
- Those with poor educational and health outcomes at an early age are likely to have poor outcomes throughout their learning and beyond

Transforming children's services in Leeds: Change programmes, Progress & Challenges

The OBA change programme provides a common language to tackle challenges and accelerate progress so that Leeds can move further along the journey to excellent outcomes for children and young people.

A parallel development is the change programme arising from the commitment to improving outcomes through enhanced integrated, multi agency, locality working across the partnership. The programme is also a response to complex legislative changes, increased demand for social care and health services, recent inspections and performance trends. Key features of the transformation programme are:

- Good and improving schools and children's centres working with partners through a network of local extended service clusters.
- Strong clusters providing locally led and managed universal plus provision, targeted services and child protection teams with a clear relationship with specialist services operating at an area or city level. (*'Universal plus' is shorthand phrase to describe the expectation that universal services have increasing responsibility for building the capacity to deliver preventative and extended services to meet additional need*)
- Delivering the Healthy Child Programme (HCP) as the core early intervention and prevention public health programme. HCP offers every family a programme of screening tests, immunisations, developmental reviews, and information and guidance to support parenting and healthy choices.
- Local targeted services will cut across service, professional discipline and partner boundaries ensuring that a lead professional can be appropriately allocated (and supported) to meet needs.
- Three area based services focusing on improving outcomes for looked after children and three area based services focusing on improving outcomes for children and young people with complex needs.
- Schools and local collaborations of schools will continue to develop provision for children with behavioural difficulties with the Council as a provider of last resort.
- A revised city wide integrated directorate providing leadership and management and the range of business support and commissioning functions.

Progress

- The 2010 Ofsted annual assessment confirmed that many services are performing good or better.
- Good or better outcomes in inspections of Fostering, Adoption, Youth Offending and the unannounced inspection of social care contact, referral and assessment processes.
- GCSE results in 2009/10 best ever for the city with some improvements for most under achieving groups.

- Improvements also delivered in other key indicators – such as the number of young people not in education, employment or training
- Strong governance in place through a revision of the arrangements for the Children’s Trust Board and Leeds Safeguarding Children Board.

Challenges

- Delivering significant improvements in the key performance indicators in the CYPP 2010-15, particularly “narrowing the gap” for those who do less well than the average for the city.
- Responding to increased demand for services arising from increases in the birth rate across the city and in particular localities.
- Maintaining and accelerating performance against the background of significant increases in social care and health services workload.
- Narrowing persistent health inequalities against a background of complex changes to health services and reduced budgets for key intervention programmes.
- Supporting strong clusters of schools in the context of new relationship with schools, following the Coalition Government’s changes to the way local authorities support schools.

Budget issues & the development of more integrated, local services

The CTB is developing a joint financial and investment plan to enable the delivery of the Children and Young People’s Plan with an initial focus on the priority of ‘helping children to live in safe and supportive families’. This means that partners will align current spend and future investment in key areas to underpin commissioning and service plans in order to have maximum impact and benefit. The plan will initially cover intensive support to children and families, including mental health provision and joint funding arrangements for placements that require funding from more than one agency.

An important element of the Children’s services budget is LCC’s decision to protect the services that support the most vulnerable children by recognising demand pressures such as the number of referrals to social care, increasing numbers of children with a child protection plan and the increasing numbers looked after in the care system. The budget 2011/12 budget provides additional funding of £11.2m to meet demand pressures.

The integration of services change programme across the Children Leeds partnership with revised arrangements for commissioning services will provide opportunities to deliver services in new ways, bringing together the best of voluntary, private and other statutory sector partners in localities and shaping more health and social care services around our schools and children’s centres. Children Leeds teams will draw on a range of skills sets to deliver intensive support services to those who need them most.

Minimising the effects of child poverty on children and families

Child poverty is at the root of many, if not most, poor outcomes for children. Tackling the effects of child poverty and the impact it has upon life chances and choices has always been a policy driver in children's services. It has been an important part of each CYPP that has been developed in Leeds and is a key cross cutting theme of the new CYPP. The scale and complexity of the causes of child poverty mean that concerted effort to tackle the issue must be everybody's business and involve work across services well beyond the domain of services to adults or children.

The Child Poverty Act 2010 placed a statutory responsibility on the local authority to undertake a review of all current needs assessment to identify key child poverty priorities. The Child Poverty Strategic Outcome Group, including all key partners, have constructed the needs analysis and developed the emerging priorities. Delivery of these priorities will be driven through all 5 city priority plans. The strategy proposed will not be a separate document but a simple working plan of key priorities, objectives and success measures that will be incorporated into the five plans.

The needs assessment undertaken for the new CYPP was central to the child poverty needs assessment. There is a clear synergy in the priorities of the CYPP and emerging priorities for the child poverty strategy. There is an emphasis on family support services that include wider issues of financial support to families, support to combat worklessness and therapeutic and intensive family support services. These family support issues are currently strong priorities for commissioning of health services and significant in the work of other council directorates.

The CYPP 2011-15 will be updated to include the action plans arising from city wide approach to child poverty issues as soon as the details of the governance and management of cross plan links have been finalised.

The development of Leeds as a Child Friendly City

In a similar way the emerging programme of work around the development of a Child friendly city will be included in the ongoing amendments to the CYPP and reported back through the report card process. Initial work over and above work on the 14 indicators is focusing on the following areas:

- a) Consult with children and young people to identify a small number of areas that they think are priorities to work on and establish baselines.
- b) Develop a toolkit to be used to engage partners and local organisations and businesses in the Child Friendly City movement and gain their commitment to a specific pledge to help.
- c) Identify Child Friendly City ambassadors Leeds whose role will be to meet with partners, organisations and businesses to explore what they can do to further a Child friendly Leeds.

CYYP: CTB sponsors and LCC children's services delivery leads- April 2011				
Ambition: Child Friendly City			CTB Sponsor: Cllr Blake, CTB Chair	LCC Lead: Nigel Richardson
Outcomes	Priorities	Obsessions	CTB sponsors:	LCC Children's Services Leads:
Safe from harm	help children to live in safe and supportive families	LAC	Jane Held, Bridget Emery	Jackie Wilson
	ensure the most vulnerable are protected		Chris Radelaar	
Do well in learning/ skills for life	supporting children to be ready for learning		Ann Pemberton	Simon Flowers
	improving behaviour attendance and achievement	School attendance	Simon Whitehead, Tony Adlard	
	young people in employment, education, or training	NEET	Martin Fleetwood Diana Towler	
	improve support where there are additional health needs		Diane Reynard	
Choose healthy life styles	encourage activity and healthy eating		Hilary Devitt	Sarah Sinclair
	promote sexual health		Ian Cameron	
Have fun growing up	provide play, leisure, culture and sporting opportunities		Alan Bolton	Sally Threlfall
Active citizens	reduce youth crime and anti-social behaviour		Sam Prince	Mariana Pexton
	increase participation, voice and influence		Neil Moloney	
Cross – cutting theme : minimise the effects of poverty			Cllr Blake, CTB Chair	Sally Threlfall

Initial action plans for the 3 obsessions- Looked after children

Strategic Outcome- All children and young people are safe from harm	Accountable Director – Nigel Richardson Delivery Lead- Jackie Wilson CTB Sponsors- Jane Held & Bridget Emery
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Priorities for this outcome are 1) help children to live in safe and supportive families. 2) Ensure that the most vulnerable are protected.

Key indicator and initial focus for work on this priority
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The number of looked after children - baseline at January 2011- 1,434

- The high costs of placements and requirement to target consequent budget pressure (£13.7M)
- Numbers of LAC admissions to care and their duration
- Appropriateness of all placements to meet priority outcomes through care planning & exit from care

Priority partnership action plan 2011/12

Action	Targeting	Action Owner	Contributing Officers/Teams	Milestone or Target
Information Management				
1. Improve information sharing practice and governance across all partners in the interests of the child.	City wide to inform top 100 methodology working and reduce risk to children	John Kearsley	All service performance and IKM managers ICT	Safe information sharing practice and protocols in place and understood by workforce Safe e-mail, data sharing, scanning and printing facilities available at locality levels
2. Develop improved management information, ICT systems and	City wide	Saleem Tariq	Steve Hayes Richard Storrie	Support needs analysis & segmentation analysis Information to allow targeted

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performance management capability				activities against priority areas/cohorts. Replacement core ICT systems specification which supports managing LAC
3. Workload analysis to provide evidence based approach to all referral and subsequent activities, including quality assurance of referrals	Region, city, area and cluster; All referral agents.	Saleem Tariq	Performance management IKM team	Improved appropriateness of referrals; better quality information on receipt; best practice applied uniformly across service, e.g. use of CAF, thresholds applied etc.
Early Intervention and Edge of Care				
4. Co-ordinate and re – commission all family intervention projects and intensive family support.	In-house provision External Provision	Sarah Sinclair	Jody Sheppard Rob Kenyon Child & family targeted support	Inventory of providers and assurance assessment. Tight intensive family support specification focused on vulnerable families and those on the edge of care Re commissioned services in place
Audit effectiveness/ evidence for all Edge of Care services	All intensive support services to children and families	Sue May	Tom Bowerman Marie Jackson Richard Chillery Munaf Patel Maggie Smith Contracting team for commissioned services	All develop measures which evidence their contribution to keeping children out of care/ returning children from in-care placements
5. Refocus targeted Youth	City Wide	Jean Davey	Sally Coe	Increase in participation in positive

Work support to provide priority access for vulnerable groups			Sue May Maggie Smith	activities for LAC and other vulnerable groups
6. Develop assertive outreach and core support packages	City Wide	Saleem Tariq	Sue May Jean Davey Multi Agency	Portfolio of packages available and commissioning governance framework in place. Restructure 'School Away' Alternatives to admissions available through development of resource packages, short term support etc.
7. Develop Intensive Prevention Team to work with children 10+ who are on edge of care	Children 10+ on edge of care	Saleem Tariq	Sue May Jean Davey Multi Agency	Reduction in 10+ children admitted to care
8. Increase priority access to quality early years services for parents and young children	Top 100 methodology in localities 0 to 5 review Target service where known high risk attributes identified e.g. <ul style="list-style-type: none"> • Domestic violence • Substance abuse • Mental health • Offending • Teenage parents/carers 	Sally Threlfall	Andrea Richardson Jane Mischenko Rob Kenyon Helen Rowlands Sal Tariq Sue May	Clear service entitlement across health, early education and family support for families at risk Reduction in the numbers of LAC who are under 5

<p>9. Engage Children’s Centres and Family Resource Centres to work intensively with identified families/children at edge of care/high risk and those who could potentially escalate to edge of care/high risk</p>	<p>Top 100 methodology Think Family- family CAF Identified priority localities/families/children</p>	<p>Sally Threlfall</p>	<p>Andrea Richardson</p>	<p>Reduction in the numbers of LAC who are under 5</p>
<p>10. Develop capacity for targeted services in clusters to provide focused support for children on the edge of care and their families</p>	<p>Top 100 methodology in clusters – capacity to support multi agency teams and planning MST FGC 0_16 CAMHS Youth Offending Service Signpost Intensive family support FNP 2 year old pilot</p>	<p>Jim Hopkinson</p>	<p>Andrea Richardson Sue May Saleem Tariq Ken Morton</p>	<p>All clusters using top 100 methodology Reduction in the number of children who are looked after</p>
<p>11. Audit effectiveness/ evidence for all Edge of Care services</p>	<p>All intensive support services to children and families</p>	<p>Sue May</p>	<p>Tom Bowerman Marie Jackson Richard Chillery Munaf Patel Maggie Smith Contracting team for commissioned services</p>	<p>All develop measures which evidence their contribution to keeping children out of care/ returning children from in-care placements</p>

12. Develop a 60 day plan for all children on cusp of entering care or who have just entered care to establish whether an intensive family support plan can remove risk or bring the child quickly out of care Develop assertive outreach and core support packages	City wide in clusters	Saleem Tariq/ Sue May	Andrea Richardson Jim Hopkinson Ken Morton Cluster leaders	Reduction in the number of children in care Increased numbers of children with safe exit pathway from care
		Saleem Tariq	Sue May Jean Davey Multi Agency	Portfolio of packages available and commissioning governance framework in place. Restructure 'School Away' Alternatives to admissions available through development of resource packages, short term support etc.
13. Strengthen common assessment processes and other integrated processes to support multi agency teams around children at risk	City wide	Sally Threlfall	Mary Armitage Rob Kenyon Chris Lingard Andrea Robinson	Business case to inform case record keeping system for families/ children with escalating risk
Capacity development , commissioning, funding and governance arrangements				
14. Initiate foster carer recruitment campaign to increase in-house capacity and choice.	City wide and regional	Sue May	Placement Service Communications Team(s)	Net increase of 20 in-house carers per annum (recruit 40).

<p>15. Design and implement in-house foster carer competency, terms and conditions review.</p>	<p>In-House foster carers, Special Guardians, Adopters</p>	<p>Sue May</p>	<p>CYPSC HoS Communications Team Commissioning Finance</p>	<p>Revised 4 levels of foster carers introduced. New payment regime designed and transitioned to. Reduced 'unit' costs for in-house foster carers achieved. Agreed financial strategy for SGOs and Adopters.</p>
<p>16. Review adoption service recruitment and placement process.</p>	<p>Adoption Services</p>	<p>Sue May</p>	<p>Asst. HoS LAC Placements Service</p>	<p>Revised strategy reflecting new guidelines, e.g. ethnicity Increased numbers of children placed for adoption Increased numbers of adopters recruited and approved. Reduced time-scale to recruit and place children once approved</p>
<p>17. Revise strategy for residential provision and refocus based on needs assessment</p>	<p>All residential provision.</p>	<p>Sue May</p>	<p>Residential Service Children's Rights Ofsted Commissioning.</p>	<p>OBA event for strategy development Immediate change in provision at Squirrel Way. Develop need based provision plans: i.e. emergency provision; special placements (e.g. for pregnant LAC) Develop commissioning plans</p>

18. Improve funding, commissioning & operational management and governance of placements	All placement providers. Admissions to care and major changes to care provision.	Jackie Wilson/ Sarah Sinclair	Sue May JDAR, MALAP, Educ & Soc.Care joint body. HoSDaR. Placements Service Partner Agencies	Block purchase contracts available. Improved MI on placements, carers and external provision available. Number of jointly funded placements. Ensure fair and equitable funding from all partner agencies
Care planning				
19. Redesign of Social Care LAC/Child Protection service provision	City Wide	Jackie Wilson	All integrated service providers	Approval and funding by May 2011 CYPSC staff into new structure by Sept. 2011. develop integrated teams by March 2012
20. Creation of the Integrated Safeguarding Unit	City Wide (3 area teams + corporate)	Jackie Wilson	LSCB HoS ISU Education	Phase 1 (CYPSC and Education) in post by Sept. 2011 (providing capacity to improve conferences & care planning/reviews.

21. Explore options for quicker and more efficient exits from care.	All LAC reviewing permanency planning, court discharge processes, prioritising return to home, looking at barriers to exit and return to home	Jackie Wilson	All HoS Legal Partner agencies Schools	Targeted review schedule for all LAC by June 2011 to give prioritised cohort(s) for exit strategies. Increased Sect20 children returning home.
22. Review of Pathway Planning service delivery	All LAC and care leavers	Sue May	Adult Social Care Health & all Partner Agencies	Robust planning achieved. Reviews Cost/risk assessments Check against National PIs
23. Early intervention where placement is at risk of breakdown to provide targeted support to child/carer/family	Refocus of Therapeutic social worker's priorities and include 1.8FTE clinical psychologists (Health funded)	Sue May	CAMHS Schools	Completed carers assessments (Strengths and Difficulties Questionnaires)

NB. In addition to the milestones for individual actions shown above there are also a number of generic milestones for all actions, eg.

- Reduction in LAC admissions
- Reduction in number of referrals
- Number of families and children worked with.
- Number of children kept out of the care system.
- Reduction in days children spend in short term admissions/respice.
- Reduction in the numbers of placement moves per child

Initial action plans for the 3 obsessions- Attendance

Strategic Outcome- All children and young people do well in learning and have the skills for life	Accountable Director – Nigel Richardson Delivery Lead- Simon Flowers CTB Sponsors- Simon Whitehead & Tony Adlard
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Priorities for this outcome are 1) improve behaviour, attendance and attainment. 2) Increase numbers in employment, education or training.

Key indicator and initial focus for work on this priority (see separate action plan for numbers in employment, education or training)
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The level of attendance at primary school- 94.3% as at end of half term 4 2009/10
The level of attendance at secondary school- 91.6% as at end of half term 4 2009/10

Priority partnership action plan 2011/12

Action	Targeting	Action Owner	Contributing Officers or agencies	Milestone or Target
1. Target children with a 60-70% absence rate, carrying out OBA exercises at cluster level to establish the local reasons for low attendance and agree local solutions and interventions.	Priority clusters determined by need and leadership capacity	Jancis Andrew & Ken Morton through Multi agency implementation group	Area inclusion partnerships Cluster chairs and managers Integrated service Leaders OBA facilitators Head teachers Children Leeds area partnerships	Project Brief March 2011 Delivery Summer term 2011

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<p>2. Evaluate and test the local & city wide service redesign implications of the 60-70% absence rate project for locality based children's services.</p>	<p>City wide</p>	<p>Multi agency implementation group</p>	<p>As above plus Children Leeds Performance & information teams</p>	<p>Evaluation data end of summer term Project Brief August 2011 Commence delivery September 2011</p>
<p>3. Engage with the parents and families of children with low attendance in year 1 of Primary school.</p>	<p>Target Early Years settings & Children's Centres where low attendance is an issue</p>	<p>Jancis Andrew & Andrea Richardson</p>	<p>Early Years Surestart Area inclusion partnerships Children Leeds area partnerships Cluster chairs and managers</p>	<p>As per 60-70% project</p>
<p>4. Engage with Police Community Safety Officers and Safer Schools officers to establish cluster level intelligence about attendance patterns. Use this for targeted truancy interventions at cluster & school level.</p>	<p>Target clusters with worst levels of attendance</p>	<p>Jancis Andrew, Bob Bowman & Wendy Winterburn</p>	<p>Police Cluster chairs and managers</p>	<p>Intervention model developed by September 2011 By December 2011 implemented in 1 cluster with evaluation</p>
<p>5. Produce and promote across the city a common script, describing the importance of attendance and the impact of low attendance.</p>	<p>City wide</p>	<p>Jancis Andrew</p>	<p>Communications teams Elected members Cluster chairs and managers</p>	<p>Dissemination in September 2011</p>

<p>6. Develop an “attendance pledge” for individuals, agencies and schools across the city to sign up to, including high profile publication of the pledge. The pledge will publicly register actions to be taken by the person/institution signing the pledge to improve attendance. Possible part of wider Child friendly city pledge.</p>	<p>City wide</p>	<p>To be developed as part of Child Friendly City Programme</p>	<p>Communications teams Elected members Cluster chairs and managers</p>	<p>Dissemination in September 2011 linked to ledge, see below</p>
<p>7. Incentivise good attendance through city wide promotion of scheme to engage local agencies and service providers from all sectors in provision of rewards for good attendance.</p>	<p>Children and young people, parents, carers and families where attendance is low</p>	<p>Jancis Andrew</p>	<p>Council Leisure services Local Businesses Communication teams</p>	<p>Initial launch September 2011 Evaluation end of December 2011</p>

Initial action plans for the 3 obsessions- NEET

Strategic Outcome- All children and young people do well in learning and have the skills for life	Accountable Director – Nigel Richardson Delivery Lead- Sally Threlfall CTB Sponsors- Martin Fleetwood & Diana Towler
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Priorities for this outcome are 1) improve behaviour, attendance and achievement. 2) Increase numbers in employment, education or training. 3) Support children to be ready for learning. 4) Improve support where there are additional health needs.

Key indicator and initial focus for work on this priority

The percentage of young people aged 16-18 who are not in education, employment or training- baseline- 8.3% (average monthly figure for November-January 2010/11)

Priority partnership action plan 2011/12

Action	Targeting	Action Owner	Contributing Officers	Milestone or Target
1. Use of Identified Progression Pathways and Support (IPPS) process in all schools to identify a learning pathway and progression route for every young person.	Process includes identifying young people who are at risk of becoming NEET, and provision of targeted support.	Richard Amos	Multi agency NEET action plan group Schools & colleges- federations Off site learning providers Post 16 learning providers	All secondary schools carry out needs analysis of Year 8 by XXX (XXX= dates to be agreed with schools) Identify needs of young people are least likely to remain in learning after Year 11 by XXX Plan learning programmes and support packages to meet needs of identified young people by XXX
2. Analysis of young	Young people who are	Mary Brittle	Connexions providers	Identify occupational preferences

<p>people NEET and their needs. Improve the recruitment of young people to available programmes. By sharing information with potential learning providers on young people NEET by occupational preference and qualification level.</p>	<p>currently NEET. (NB. Need to obtain their permission to share their contact details with learning providers</p>		<p>Learning providers Schools & colleges College Principals Confederations, Clusters</p>	<p>and qualifications of current cohort by June 2011 System to match young people against current offer by June 2011</p>
<p>3. Development of personal tutoring model All children and young people have a school based personal tutor, additional mentoring support available where appropriate.</p>		<p>to be agreed</p>	<p>Schools, Children's services Mentoring teams</p>	<p>Roll out of personal tutoring model to all schools by XXX Additional mentoring support from Children Leeds by XXX</p>
<p>4. Development of models for parental engagement to improve the progression information and advice available to parents through schools.</p>	<p>All High schools, parents / carers</p>	<p>Andrea Cowans</p>	<p>Schools, Clusters, Confederations</p>	<p>Identification of successful models for parental engagement by December 2011 Dissemination of model to all high schools by April 2012</p>

5. Development of resources and training for primary schools on career learning, including activities to support the primary secondary transition.	All Leeds primary and secondary schools	Terry Walsh	Primary and secondary schools, Confederations, Clusters, Children Leeds 14 to 19 staff	Workshops delivered to primary school staff by December 2011 Resource pack made available to all Leeds primary schools by December 2011
6. Developments of briefing for all staff working with children, young people and families to understand the value and importance of learning, aspirations, attendance and requirements of RPA.	All Children Leeds staff and relevant staff in other directorates	Mary Brittle	Children Leeds education and learning teams	Developed and distributed by April 2011
7. OBA workshops at cluster level to identify specific actions around reducing NEET to be carried out at a local level.	Priority clusters determined by need and leadership capacity	Ken Morton	Multi agency NEET action plan group	OBA cluster roll out plan to Cluster managers March 2011. Project Brief August 2011. Commence delivery September 2011

<p>8. Raise awareness with secondary schools, SILCs and PRUs around their new duties for careers guidance from April 2012</p>	<p>All secondary schools SILCs and PRUs</p>	<p>Andrea Cowans</p>	<p>11-19 (25) IAG and progression group Connexions Schools Further education colleges, virtual college</p>	<p>Briefings delivered to schools staff by Oct 2011. Development of models to ensure that all young people receive appropriate information, advice and guidance to plan for learning up to 18 by Jan 2012. Models in all schools by April 2012 Resources available for schools on Leeds Pathways by Sept 2011</p>
<p>9. Awareness raising for young people in KS4 and parents / carers of financial support available to young people and families for young people to continue in learning post 16 and to higher education</p>	<p>Children, young people and their families in KS4</p>	<p>Terry Walsh</p>	<p>Children's services 14 to 19 staff Connexions</p>	<p>Information on financial support available from September 2011 on Leeds Pathways website by April 2011. Connexions PAs undertake awareness raising in schools by May 2011.</p>

<p>10. Development of online resources to support learner progression into all post 16 full time learning pathways and apprenticeships, including careers and labour market information, information on employability, skills and enterprise, and an interactive online advice and guidance service for young people and families</p>	<p>All High schools, parents / carers</p>	<p>11-19(25) IAG and Progression group Connexions</p>	<p>secondary schools Children's services 14 to 19 staff</p>	<p>Online resources developed and piloted by Sept 2011 Leeds Pathways developments implemented by April 2012</p>
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Appendix 2: Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children's services	Service area: Children Leeds Partnership
Lead person: Stephen Featherstone	Contact number: 01132475772

1. Title: Children and Young People's Plan 2011-15

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

The Children and Young People's Plan 2011-15 is based on 5 outcomes, 11 priorities and 15 key indicators. This screening form relates to the framework of outcomes, priorities and indicators. Further exercises will be needed to ensure that equality, diversity, cohesion and integration issues are adequately reflected in the various service, team and area plans that underpin the main CYPP document.

The Leeds City Council equalities team is preparing a composite assessment covering the five city wide priority plans.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

1) The framework of outcomes, priorities and key indicators in the CYPP is based on a detailed analysis of the needs of children and young people in Leeds. This is discussed by the Children's Trust Board when they review priorities and indicators. It is updated annually and reflected back into the corporate and service planning process by all the partners. It includes information on the views and perceptions of children and young people.

2) In the context of improving outcomes for all children and young people in Leeds the CYPP framework, focuses on the needs of the most vulnerable and on indicators which will have the biggest impact in related areas.

3) The 3 "obsession" indicators in the CYPP focus on children and young people with relatively poor and multiple poor outcomes. The obsessions are reducing the number of looked after children; reducing the number of young people not in education, employment or training; and, improving school attendance.

4) Consultation with children, young people, and parents and carers was integral to the development of the CYPP. This included broad quantitative work such as surveys and face to face work through focus groups.

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

1) Performance reporting on indicators for children and young people and needs analysis has identified groups of children and young people who have relatively poor outcomes and/or experience multiple poor outcomes, eg. some black and minority ethnic groups, people with learning difficulties and difficulties, children and young people from deprived backgrounds.

2) Leeds as a Child friendly city (CFC) as well as being an overarching vision for Children and young people in Leeds is also a specific programme of work. One product will be to mobilise resources in the private, public and voluntary sector to improve outcomes for children and young people. In addition groups of children and young people, agencies and communities will be brought together to work on improving lives for Children and young people across the city.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

1) Child friendly city (CFC) as well as being an overarching vision for Children and young people in Leeds is also a specific programme of work. CFC is a United Nations initiative based on the belief that every child has the right to the best possible start in life; to have the highest standards of health and education; and, to be heard and influence the quality of their lives and their environments. Initial work includes engaging partners and local organisations and businesses in the Child Friendly City movement and gaining their commitment to a specific pledge to help.

2) Reporting against the majority of the key indicators in the Children and Young People’s Plan include a gap element which highlights the difference between the Leeds average and the performance of particular groups of children and young people. Progress in reducing the gaps is key area of focus.

3) Work to improve performance against the indicators will focus on targets groups and particular areas of the city where need is significantly different from the Leeds average. Though this needs to be balanced against the requirement to provide universal services for all children and young people in the city as well as targeted and specialist services.

4) There will be a quarterly cycle of reporting to the Children’s Trust Board, Leeds City Council and the Leeds Initiative which highlights progress against the 5 outcomes, 11 priorities and 15 key indicators and the sub indicators which underpin them. Reporting will include reference to gaps in the available information.

5) The needs analysis is updated annually and will be reflected in the Council’s proposed State of the City Report.

6) Work on the 3 CYPP obsessions impacts on a range of linked issues and target groups that are central to the Equalities agenda. The table below highlights some of the main examples.

Indicator	Examples of linked indicators and issues
Looked after children	LAC status is often linked to a range of other issues that have a significant impact on outcomes for children and their families, eg. substance misuse, mental health, domestic violence, poor school attendance and attainment, worklessness, NEET, youth offending, poverty, teenage parenthood. Demand for social care services is concentrated in particular areas of the city. This has a direct impact on health services such as mental health, health visiting and school nursing.
Young people not in employment, education or training	Some young people are more likely to be NEET, eg. some BME groups, those with learning difficulties and disabilities, care leavers, young offenders, poor school attenders, young parents, young carers, pregnant young women, homeless YP and those living away from their family. NEET rates vary significantly in different areas of the city. Young people who are NEET report feeling bored and isolated. They have more chance of long-term unemployment, ill health and criminality than their peers. When they do get work, they are more likely to be in low-paid jobs.

School attendance	There is a strong correlation between attendance and attainment and between poor attendance, NEET and youth offending. Pupil groups with lower attendance and higher persistent absence are: those living in deprived areas, looked after children, pupils eligible for free school meals, pupils with special education needs. Overall pupils of black and minority ethnic heritage have levels of attendance above the Leeds average, however, pupils of bangladeshi, mixed Black Caribbean and white, eastern european and traveller heritage have significantly lower levels of attendance.
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7) Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. OBA takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach takes partners through the following stages:

- What progress are we making against the agreed partnership outcomes and indicators?
- What is the story behind the baseline, the causes of the trends and the issues lying behind them?
- What is the curve we want to turn?
- What are the information requirements, the gaps in our knowledge?
- Who are the key partners and what is their contribution to our shared indicators and outcomes?
- What works, what is the practical strategy and action plan?

OBA workshops focusing on turning 3 curves- reducing the number of looked after children, increasing school attendance and reducing the number of young people not in employment, education or training have been held. Further workshops will roll out the approach in localities across the city and the OBA programme will be progressively rolled out across the partnership, and then across the other partnership boards in the Leeds Initiative.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.	
Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval
--

Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Mariana Pexton	Deputy Director of Children's services	April 8 th 2011

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

Please send a copy to the Equality Team for publishing

Date screening completed	April 8 th 2011
Date sent to Equality Team	April 19 th after approval by Children's Trust Board on April 18 th 2011
Date published (To be completed by the Equality Team)	

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 19 May 2011

Subject: Draft Terms of Reference

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 In December 2010, both the Children's Services and Health Scrutiny Boards agreed that reducing teenage conception should be a priority area of future work for scrutiny. This was triggered by members' concern that, despite all of the hard work and resource that has been directed at this area in recent years, the long-term performance trend shows little movement.
- 1.2 In light of the existing work programmes of both Scrutiny Boards it was acknowledged that this work would not take place until next year. A joint working group met with officers and young people in April 2011 to scope terms of reference for an inquiry, in order that work can start early in the new municipal year.
- 1.3 Draft terms of reference for the inquiry will be circulated before the meeting.

2.0 Views of the director and executive member

- 2.1 The Scrutiny Board Procedure Rules Guidance Notes also require that, before embarking on an inquiry, the board seeks and considers the views of the relevant director and executive member. These views will need to be taken into account in finalising the terms of reference.
- 2.2 Any comments received on the draft terms of reference will be reported to the board at the meeting.

3.0 Recommendation

- 3.1 The board is requested to agree the terms of reference for the inquiry.

Background papers

None

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Scrutiny Board (Children's Services)

Reducing Teenage Conception

Draft Terms of reference

1.0 Introduction

- 1.1 In December 2010, both the Children's Services and Health Scrutiny Boards agreed that reducing teenage conception should be a priority area of future work for scrutiny. This was triggered by members' concern that, despite all of the hard work and resource that has been directed at this area in recent years, the long-term performance trend showed little movement.
- 1.2 In light of the existing work programmes of both Scrutiny Boards it was acknowledged that this work would not take place until 2011/12. A joint working group met with officers and young people in April 2011 to scope terms of reference for an inquiry, in order that work could start as early as possible in the new municipal year.
- 1.3 The working group agreed that young people should continue to have a significant ongoing input to this inquiry.
- 1.4 The most recent annual figures made available to the working group give some cause for optimism that a refocused approach is bearing fruit, but it still remains to be seen whether this improvement can be sustained and further reductions achieved. As a result, reducing teenage pregnancy continues to be a key indicator in the new Children and Young People's Plan.
- 1.5 The Scrutiny Board will focus its work on looking at the range and quality of information, advice and support that is available to children and young people in Leeds to inform their choices regarding conception and sexual health, as well as the other influences that determine the choices that they make.
- 1.5 This work will be led by the Children's Services Scrutiny Board, with representation invited from the Health Scrutiny Board.

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on:
 - Young people's access to advice and support to inform their choices regarding sexual health and conception
 - The dissemination of local and national examples of good practice in relation to successfully reducing teenage conception ratesThe need for more focussed joint working in this area has been highlighted as a prerequisite for improvement and so the Board will give specific consideration to this aspect during its inquiry.

2.2 The Board hopes that its findings will provide a timely and positive contribution to reducing the number of unplanned and unwanted teenage conceptions in the city.

3.0 Comments of the relevant director and executive member

3.1 To be added.

4.0 Timetable for the inquiry

4.1 The inquiry will take place in the summer and autumn of 2011.

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

5.0 Collection of evidence

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

5.2 Scrutiny Board meetings (dates to be confirmed)

The following evidence will be required for the Board meetings:

- Background data on teenage pregnancy rates at a national and local authority level, including any more localised data that is available
- General information on the range of advice and support services available to children and young people in Leeds to inform their choices regarding conception and sexual health, for example sex and relationship education in schools, health care services, youth services and voluntary, community and faith sector services
- Information on specific initiatives and plans to reduce teenage conception rates in Leeds, including the actions being taken in local 'hotspot' areas and work with vulnerable target groups
- Information about the changes in public health services and GP provision relevant to teenage conception
- Information regarding any relevant national or local research with young people

5.3 Working Group meetings and visits

Members will visit relevant services and meet with representatives of providers, such as GPs, sexual health services, youth services, schools, colleges and voluntary, community and faith sector organisations. They will also meet with young people.

- 5.4 The board will consider the findings from working group meetings and visits in order to inform its emerging conclusions and recommendations prior to the production of a final inquiry report

7.0 Equality, Diversity and Cohesion and Integration Issues

- 7.1 Where appropriate, all terms of reference for work undertaken by the Scrutiny Boards will include
To review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the council's Equality and Diversity scheme, and on the council's Cohesion and Integration Priorities and Delivery Plan.

- 7.2 The objectives of this inquiry particularly reflect the following theme from the council's Equality and Diversity scheme:
Service Delivery – Leeds City Council provides fair access to services which meet the needs of our diverse communities and individuals.

8.0 Monitoring Arrangements

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

9.0 Measures of success

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

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Report of the Head of Scrutiny and Member Development

Scrutiny Board: Children's Services

Date: 19 May 2011

Subject: Draft Scrutiny Inquiry Report – Service Redesign

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 This report presents the conclusions and recommendations arising from the Scrutiny Board's work on the redesign of services for children with disabilities, special educational needs and additional health needs.
- 1.2 The draft report will be circulated before the meeting.

2.0 Consultation

- 2.1 Scrutiny Board Procedure Rule 14.3 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be attached to the report".
- 2.2 The Board will be informed at the meeting of any advice that the Director wishes to offer at this stage, prior to making a formal response to the final recommendations.
- 2.3 Once the Board publishes its final report, the Director of Children's Services will be asked to formally respond to the Scrutiny Board's recommendations within three months.

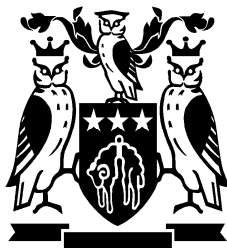
3.0 Recommendations

3.1 The Board is requested to:-

- (i) Agree the Board's report and recommendations.
- (ii) Request that a formal response to the recommendations is produced in line with normal procedures for scrutiny inquiry reports.

Background papers

None



Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Children's Services)

Date: 19 May 2011

Subject: Annual Report 2010/2011

Electoral Wards Affected:

All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

1.1 The purpose of this report is to present the draft of the Board's Annual Report.

2.0 Introduction

2.1 Attached is a draft of this Board's annual report which includes an introduction from the Chair and details of the work undertaken by the Board in this municipal year.

3.0 Recommendation

3.1 Members are asked to approve the Board's Annual Report.

Background Papers

None

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Scrutiny Board (Children's Services)



Councillor Judith Chapman
Chair of Scrutiny Board
(Children's Services)

Membership of the Board:

Councillor Judith Chapman (Chair)
Councillor Mick Coulson
Councillor Geoff Driver
Councillor Bob Gettings
Councillor Bill Hyde
Councillor Alan Lamb
Councillor Brenda Lancaster
Councillor Pat Latty
Councillor James Lewis
Councillor Kamila Maqsood
Councillor Vonnie Morgan
Councillor Brian Selby

Co-opted Members:

Mr Tony Britten
Ms Natalie Cox
Ms Celia Foote
Prof Peter Gosden
Mr James Granger
Mrs Sandra Hutchinson
Ms Claire Johnson
Ms Taira Kayani
Ms Jeannette Morris-Boam
Mr Ben Wanyonyi (part)
Ms Jacqueline Ward (part)

The Chair's summary

This year has seen major changes in Children's Services in Leeds. In the spring of 2010, the Children's Services Improvement Plan had just been approved; the new Children's Trust Board and Safeguarding Board had just been launched; the decision had been taken to end the contract with Education Leeds; and the council was seeking a new permanent Director of Children's Services.

A year later and the transformation programme to create an integrated children's service is well on the way under the leadership of the new Director of Children's Services and Ofsted have reported on the "remarkable and impressive improvement in the quality of services inspected and the safety of children in the city." The next chapter is beginning to open up with the agreement of the new City Priority Plans, the identification of three 'obsessions' as the key areas of activity for the Children's Services partnership and the development of results based accountability approaches to tackling these challenges.

All this has meant another busy year for the Scrutiny Board as we have sought to keep a grasp on the overall picture and hold decision makers to account, whilst playing our own part in contributing to the development of policy and service improvements. The next few pages outline how we have achieved this.

The new City Priority Plan is likely to form the basis of the Scrutiny Board's work programme next year. Members have already identified reducing teenage conception as a priority for an inquiry, and I have recommended that next year's Board looks in-depth at the budget challenge of external placements for looked after children.

As in past years, I must pay tribute to the energy and enthusiasm of Board members, including our co-opted members, for the level of commitment they have put into making our work programme a success. I thank them all for their dedication and support throughout the year.

Cllr Judith Chapman, Chair of Scrutiny Board (Children's Services)

Inquiry on Service Redesign

Summary

We decided to carry out an inquiry into the proposed redesign of children's services, taking the provision for children with disabilities, special educational needs and additional health needs (and their families) as our focus. Whilst the economic climate and changes in the council's structure were important issues, our main motivation for undertaking this piece of work was to examine how a better integrated service could improve outcomes for children and their families locally.

Anticipated service benefits

The key principles of the proposed new model of service delivery are:

- Child and family first
- Single point of contact
- Coordinated response
- Unified referral, assessment and planning process based on the common assessment framework (CAF)
- Named key worker
- Telling the story once
- Keeping the door open
- Planning ahead for the next stage (managing transition)

We visited

Ralph Thoresby School resourced unit
Rainbow House short break provision
St James's Child Development Centre
& Leeds Inclusion Support Service
(LISS)
Wortley Beck Child Development
Centre

We met with representatives from

Head Teachers' Forum
Higher Aspirations group of young
people

Our main recommendations

To be added after report is agreed

Inquiry on combating child poverty and raising aspirations

Summary

One of the key features of this inquiry was the innovative way in which we structured our fieldwork. Many of our major inquiries include a few members undertaking visits to front line practitioners between Board meetings and reporting back on those visits to feed into the evidence gathered by the Board.

On this occasion we decided to take a slightly different approach. We identified 2 'case study' areas of the city and instead of our normal Board meeting, half of the members went to Killingbeck and Seacroft, while the other half went to Beeston Hill for the morning. In both areas, Members had the opportunity to talk to local practitioners and to undertake some additional visits in smaller groups, including meeting local people, before reconvening for a round table discussion with senior officers about their findings. Every member of the Board attended, and all agreed that it had been an effective way of working. It proved particularly helpful in clearly identifying the Board's recommendations. We would recommend this approach to other Scrutiny Boards.

Anticipated service benefits

We hope that the recommendations from our inquiry will contribute to effective joined-up services and solutions for children and families in poverty through the city's developing Child Poverty Strategy.

Our main recommendations

To be added after report is agreed

The Director of Children's Services and lead Executive Member welcomed the cross-cutting nature of this inquiry, involving partners from other council directorates as well as partners throughout the city.

Other work of the Board

Youth Services Commissioning Framework

We held two working group meetings early in the year in order to contribute to proposed changes in the way that youth services are commissioned. Unfortunately the planned timetable for this work was overtaken by events in the light of budget cuts, and our work was therefore also put on hold.

The emerging conclusions from the meetings we did have were that a future model needed to address the following issues:

- whether to adopt a cluster or locality basis for commissioning
- a 3 year budget forecast
- the balance between central prescription and local determination of the service
- performance measures
- a potential 'maturity' measure as a prerequisite to local commissioning

Outdoor Education Centres

We carried out a review of outdoor education facilities supported by the council. We had a very successful working group which included visits to Herd Farm, Lineham Farm and Bradford's Nell Bank Centre. We were very impressed by the facilities, which continue to provide a subsidised resource for local children and young people. As a result of our work we made a number of recommendations for improved joint working in order to try and secure the longer-term financial viability of the centres.

School Balances

Another small working group looked at school balances. We recognise and support the need for good financial planning by schools, and we also acknowledge the aim of schools to maintain a reasonable contingency fund. However we were concerned that some schools have held high balances over a period of years. Given that the authority is likely to have much less influence over school balances in the future we focused our recommendations around equipping governors to manage and challenge the effective use of school funds for the benefit of the current cohort of pupils.

Children's Social Care System review

The Scrutiny Board has shared the concerns of Ofsted about the inadequacy of the current case recording system for social care. Following the decision to commission new systems for adult and children's social care services separately, a small cross-party working group is closely monitoring the progress with procuring a new children's system. We have been particularly conscious of the need for the new system to be more user friendly for social work staff than the one it is replacing. This work is ongoing.

Reducing teenage conception

In December 2010, both the Children's Services and Health Scrutiny Boards agreed that reducing teenage conception should be a priority area of future work for scrutiny. This was triggered by members' concern that, despite all of the hard work and resource that has been directed at this area in recent years, the long-term performance trend shows little movement.

In light of the existing work programmes of both Scrutiny Boards it was acknowledged that this work would not take place until next year. A joint working group met with officers and young people in April 2011 to scope terms of reference for an inquiry, in order that work can start as early as possible in the new municipal year.

Call In

In September 2010 we considered a call-in of the community use of schools policy. Following discussion the Board voted to refer the decision back for reconsideration in view of:

- The fact that the Scrutiny Board was not happy with the decision-making process in this instance. Members' felt that this decision should have been taken by the Executive Board, and not as an officer delegated decision, and that this should take place as soon as possible.
- The fact that the Board strongly advised of the need for further consultation and discussion with schools and user groups about the impact of the changes in charging.

The original decision was subsequently confirmed by the Executive Board.

Outcome of recommendations made in 2009/10

The Scrutiny Board (Children's Services) published 6 inquiry reports in 2009/10, which resulted in 28 recommendations. We have tracked the response to those recommendations throughout the course of the year.

Entering the education system – our recommendations focused on ensuring that children would have access to a high quality of service and support regardless of the type of pre-school setting they attended, and improving the links between early years providers and schools. The Director of Children's Services agreed with all of our recommendations and a new transition document was published early this year, supported by a joint training programme. We are still monitoring two specific recommendations on the take-up of transition records and the introduction of a standard funding level for special educational needs support in early years.

Safeguarding – our interim report made an urgent recommendation for increased funding for additional social care staff, which was agreed as part of the 2010/11 budget. We have been tracking the staffing changes quarterly and will continue to do so until the proposed new structure is in place and fully staffed. We were pleased to note that the unannounced Ofsted inspection in January 2011 found that 'social work

staff have manageable caseloads, regular supervision and access to appropriate training.’ However we are aware that, especially as the number of referrals is still continuing to rise, this area continues to need careful management and monitoring.

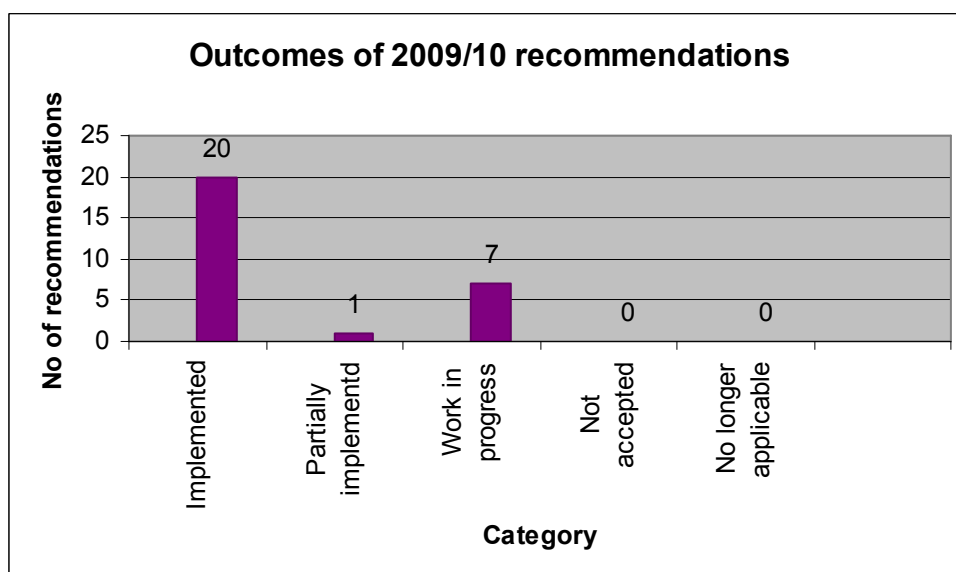
Attendance strategy – we recommended that attendance and behaviour targets were included in all area Inclusion Partnership plans and this has been achieved. A new policy on extended leave is also being finalised. Attendance is a key priority in the new Children and Young People’s Plan.

Meadowfield Primary School – our recommendations from this inquiry focused on learning lessons from a specific building project, with proposals for improved processes and procedures. We were also pleased that Education Leeds and the school were finally able to agree a list of outstanding actions which have now been completed.

School organisation consultations – we made a small number of recommendations designed to improve the consultation process, but also to improve the wider communications strategy associated with school change proposals. Education Leeds developed a strategy which was brought back to us for comment before being implemented and we were happy to endorse it.

Youth service surveys – We made 3 recommendations in this inquiry, as a result of which youth service programmes now feature on the Breeze website and Breeze cards are distributed proactively to young people. Data from youth surveys will be made available at a cluster level in future in a routine way. The department is still considering how best to identify barriers to young people’s participation in activities in response to our final recommendation.

The table below summarises the outcome of the recommendations we made last year.



The Board's full work programme 2010/11

Requests for scrutiny

- Connexions
- Children's Social Care system review

Review of existing policy

- Outdoor education centres
- School Balances
- Gypsy and Traveller education

Development of new policy

- Youth Services commissioning framework
- Vision for Leeds 2011-2030
- Children and Young People's Plan 2011
- New Strategic Plans 2011-15
- Service redesign – services for children with disabilities, special educational needs and additional health needs
- Combating child poverty and raising aspirations
- Reducing teenage conception

Monitoring scrutiny recommendations

- Services for 8-13 year olds
- Entering the education system
- Safeguarding interim report
- Meadowfield Primary School
- Attendance strategy
- School Organisation consultations
- Youth Service surveys

Performance management

- Quarterly Improvement Board report
- Quarterly performance management reports
- Quarterly overview of Children's Services and Children and Young People's Plan priorities
- Fostering Inspection
- Ofsted unannounced inspection of contact, referral and assessment arrangements in Children's Services
- Annual standards report – primary schools
- Annual standards report – secondary schools

Call In

- Community use of schools policy

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Originator: Kate Arscott

Tel: 247 4189

Report of the Head of Scrutiny and Member Development

Scrutiny Board: Children's Services

Date: 19 May 2011

Subject: Scrutiny Working Group – Review of Children's Social Care System

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Scrutiny Board agreed in November 2010 to accept a request for scrutiny from Councillor Alan Lamb in relation to the Social Care System Review. The Board was notified at the time that it was proposed that children's services should proceed separately to Adult Social Care in progressing the review.
- 1.2 The Scrutiny Board set up a working group with the remit to track implementation of the new system in Children's Services. The working group has met on three occasions, in January, February and April. Notes of the working group meetings are attached by way of reporting back on the group's activity to the full Scrutiny Board.

3.0 Recommendation

- 3.1 The Board is requested to note and endorse the activity undertaken by the working group in relation to the review of the children's social care system.

Background papers

Report to Scrutiny Board (Children's Services) – November 2010

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

Notes of meeting on 13 January 2011

**Councillor Judith Chapman (Chair), Councillors Gettings and Lamb
John Malone and Sal Tariq**

Introduction

- 1 The Scrutiny Board (Children's Services) agreed in November 2010 to accept a request for scrutiny from Councillor Alan Lamb in relation to the Social Care System Review. The Board were notified at the time that it was to be proposed that children's services should proceed separately to Adult Social Care in progressing the review.
- 2 The Scrutiny Board set up a working group with the remit to track implementation of the new system. The working group took as its starting point a report to the Executive Board on 5 January 2011 which had approved the proposal for children's services to procure a replacement system separately from adult social care.
- 3 Officers stressed that there was an urgent need to progress within Children's Services to procure a system that was fit for purpose. The new computer system would provide integrated information about children, which was not the case at present.
- 4 Officers also confirmed that operational staff were involved in the development of the project in a way that had not happened with the existing system.
- 5 The reason for the split was that Adult Social Care was no longer sure that this was the right direction for them, due to recent and anticipated changes in legislation. These changes may mean that a joint system with the health service was a more appropriate approach, although the option to purchase the same system as children's services had not been ruled out. Adult Social Care felt they needed more time to decide on the right option, but Children's Services could not wait to proceed as they found the inadequacies of the current system to be a bigger risk than for adult social care. In particular, the shift to personalisation in health and adult social care was different to the safeguarding driver in children's services.
- 6 Members expressed some concern about the prospect of adult and children's services developing different solutions and the impact on children moving into adult social care, as well as the emphasis on a family focus to tackling issues.
- 7 Officers responded by reiterating that it was still possible that Adult Social Care would opt for the same system as Children's Services, although if they did so the procurement timetable would mean they would implement the system later. Even if this were not the case, members were assured that developments in technology

meant that it is now much easier to share information between systems than in the past.

- 8 The working group was also told that in the current system it was always clear during transition whether Children's Services or Adult Social Care is the lead agency. At some point the formal record needs to move, but it will be a requirement of the new integrated solution to be able to manage this. Some staff will also have access to both systems. Furthermore, in future it was planned for the integrated solution to provide broader access, for example to health and education records.
- 9 The working group was very concerned that separating the procurement for Children's Services and Adult Social Care was adding to the cost of the project at a time when the council's budget was already under severe pressure.
- 10 It was explained that some of the additional cost identified in the January 2011 Executive Board report was due to changes in the specification. For example, the revised specification included aligning the new system with the corporate electronic document management system, and would also ensure the requirements for an integrated single view of records were met.
- 11 Officers indicated that the estimated system costs in the report should be at the high end. It was hoped that the current economic climate and the attractiveness of working with an authority the size of Leeds would help the council's bargaining position in the procurement process.
- 12 Members also suggested that existing providers of systems that cover both adult and children's services would be adapting and developing those systems in response to the changes in the health and adult social care agenda nationally. It was therefore questioned why the joint procurement could not proceed as planned bearing in mind that providers will be continually improving their offer in parallel to the procurement process.
- 13 Members also expressed disappointment that it had taken until now to conclude that a separate solution would be required and to seek approval for this approach in order to progress the procurement.
- 14 Members acknowledged the work that had already taken place to improve the existing record system in the interim period. They also backed the urgency to procure a replacement system for children's social care, in order to better protect children at risk.
- 15 It was clarified that the 3 year projected timescale was the time required to complete the integration, and that the core system would be available prior to this.
- 16 In addition officers confirmed that time and staffing resources for the migration of data from the existing system had been built into the process. Members stressed the importance of this being done well.

Next Steps

- 1 The working group agreed that it would initially meet monthly in order to closely monitor the implementation of the review. This frequency would be reviewed as the project progressed.
- 2 Members asked the Principal Scrutiny Adviser to obtain written confirmation from the Director of Adult Social Care that, should it be decided that the children's case management system is also the appropriate solution for Adult Social Care, then Adult Social Care would be able to join in with the same procurement process, albeit with a later implementation date.
- 3 Members asked for additional information about the research undertaken into potential providers and costings to be provided to their next meeting.
- 4 The working group confirmed that it was fairly reassured about the children's services aspect of the project. However, members remained concerned about the corporate perspective, in particular the additional costs of pursuing a separate solution for adult social care and the need for adult social care to delay a decision. They agreed that these concerns went beyond the working group's original remit and agreed to seek further advice about how to appropriately pursue them through the scrutiny process.

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

Notes of meeting on 24 February 2011

**Councillor Judith Chapman (Chair), Councillor James Lewis
John Malone and Sal Tariq**

Introduction

- 1 The working group received copies of additional information relating to the research carried out with suppliers and other local authorities. They also received an explanation of the progressive changes in costs of the project. Members noted that this was a confidential document.
- 2 Members began by discussing the response received from the Director of Adult Social Care to the query raised at the previous meeting regarding the procurement route for Adult Social care. They also clarified that the wide range of potential costs in Adult Social Care reflected that a number of different solutions were possible. Officers indicated that a further report from Adult Social Care was expected to go to Executive Board at the end of March. The Chair confirmed that this Working Group's remit was to focus on monitoring the progress of the Children's Services project.

(Post meeting note – The Chair has written to the Chair of the Adult Social Care Scrutiny Board regarding following this matter up further.)

- 3 Members then moved on to discuss the estimated costings for the Children's Services case management system. Officers confirmed that contingencies were included, in particular in relation to data migration.
- 4 The costings also include an element for an electronic document management system (EDRMS). It is hoped that this will not be required, but this will depend on progress of the corporate EDRMS project. If a business case for a corporate roll out of the programme is agreed in time, and the corporate system can work with the chosen Children's Services supplier, then children's services will not need to fund this aspect.
- 5 Officers confirmed the tendering timescale. It is intended to issue a notice by mid-March which invites interested parties to go on to a shortlist. The minimum period for this is 30 days. The tender documents will then be issued to the shortlist in late April, with a minimum of 35 days to respond.
- 6 Officers also confirmed that front-line staff from all areas of the business were being involved in the development in order to ensure staff ownership of the system, learning lessons from the previous experience with the ESCR system.

- 7 Work is also taking place on a monthly basis with admin teams to clean up data so that it is in a suitable state for migration to the new system, as well as improving the quality of the data on the existing system. The exact data requirements will depend on the system that is procured.
- 8 Time has been allocated in the project plan for the migration of data. Some of the costs are for the supplier or a partner to perform the migration as this is felt to be a more effective method than trying to do it in-house, based on past experience.
- 9 Members asked for reassurance about children transferring to Adult Social Care. Officers confirmed that the new system would be required to link with other systems, including the ESCR system for adult social care and its replacement. Staff in the Transition and Pathway Planning teams may need access to both systems.
- 10 Members indicated that they supported the procurement of an off the shelf system reflecting national recording standards, which would need only minor tweaks to work for Leeds. They were also pleased that this reflected that practice in Leeds was in line with national good practice guidance.
- 11 Officers explained that, once a supplier was chosen, it was intended to visit other local authorities using the supplier in order to explore how to get the best out of the system, including any potential adaptation of processes in Leeds.
- 12 Officers also indicated that there were a number of regional and national groups working with the small number of suppliers to support future developments and changes in the systems in response to changing legislation and improvements in practice.

Next Steps

- 5 The working group agreed that it would probably not be necessary to meet on 24 March as originally planned. The Principal Scrutiny Adviser will confirm with officers that work is progressing to timetable about a week beforehand and, if so, the meeting will be cancelled.
- 6 The next scheduled meeting of the working group after that will take place on Monday 18 April at 1.00pm. The working group will consider a progress report from officers.

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

DRAFT Notes of meeting on 18 April 2011

**Councillor Judith Chapman (Chair), Councillor Alan Lamb
John Malone and Sal Tariq**

Introduction

- 1 The working group received a progress report from officers which outlined the timetable for staff workshops to help shape the final tender specification for the new computer system.
- 2 Members were concerned that the timetable has slipped a further month since they started their work on this issue. It was explained that this was partly due to a desire to ensure that the specification incorporates any key findings from the Munro report, which has not yet been published. It has also been a result of difficulties in scheduling the staff workshops due to end of year leave arrangements combined with the number of bank holidays in late April and early May. The arrangements for the workshops sought to minimize the impact on service delivery.
- 3 Officers reported that the first two workshops had taken place and had been useful and well received by staff.
- 4 Members asked whether Ofsted were aware of the further delays, given the reference in their recent inspection to the urgent need for the system to be replaced. They were informed that Ofsted would not specifically track progress on this matter, although they would consider progress at any future inspection.
- 5 However, the Improvement Board - which includes a government department observer - would receive progress reports. The Project Board, chaired by the Deputy Director of Children's Services, would also be reporting progress to the Executive Board, possibly in June.
- 6 Members of the working group recommended that the Executive Member was made aware of the further delay as soon as possible.
- 7 Members also sought clarification of the implications of this slippage for the implementation date for the system. Members understood that it was originally planned for the system to go live at the start of April, rather than part way through a year. If the timetable had slipped would this potentially delay implementation for a further year.
- 8 Officers indicated that they did not expect this to be the case. They hoped to regain some of the slippage later in the programme, and the timescales would also depend

on final negotiations with the chosen supplier over such issues as data migration from the old system. They also explained that the April start date was particularly relevant to the start of the financial year, and this aspect of the system was more important for adult social care (who were no longer part of this procurement) than children's services. The financial aspect of the system was not part of the first phase of implementation.

- 9 Officers indicated that the expected first stage implementation date would now be November/December 2012 instead of October 2012.
- 10 Members reiterated their concern that any further slippage lengthened the period of risk associated with the existing system.
- 11 They also asked again for confirmation that Adult Social Care could opt for the same system. Officers confirmed that this needs to be two separate procurement processes, but that it was possible for the same system to be used if appropriate.

Next Steps

- 7 Members agreed that, if possible, they would like to hold a meeting of the working group on Thursday 19 May, to follow on from the Board meeting scheduled for that morning. They would like to see a demonstration of the existing system and hear about the proposals for the new system, based on the staff workshops currently taking place.
- 8 Officers were concerned about the resource implications of running the session and agreed to advise whether it was feasible as soon as possible. If it is not feasible, then the working group will recommend that the newly appointed Scrutiny Board after the AGM picks this up as a priority piece of work in June.

(Post meeting note – it was confirmed that a meeting on 19 May was not feasible.)
- 9 Members of the working group recommended that officers ensured that the Executive Member was made aware of the further delay as soon as possible.