



SCRUTINY BOARD (CHILDREN AND FAMILIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 6th October, 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;
- G Driver - Middleton Park;
- P Ewens - Hyde Park and Woodhouse;
- B Gettings - Morley North;
- A Khan - Burmantofts and Richmond Hill;
- A Lamb - Wetherby;
- P Latty - Guiseley and Rawdon;
- K Maqsood - Gipton and Harehills;
- A McKenna - Garforth and Swillington;
- M Rafique - Chapel Allerton;
- K Renshaw - Ardsley and Robin Hood;

Co-opted Members (Voting)

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

Co-opted Members (Non-Voting)

- Ms C Foote - Teacher Representative
- Ms C Johnson - Teacher Representative
- Mrs S Hutchinson - Early Years Representative
- Ms T Kayani - Leeds Youth Work Partnership Representative
- Ms A Choudhry - Leeds VOICE Children and Young People Services Forum Representative

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A G E N D A

| Item No | Ward/Equal Opportunities | Item Not Open | | Page No |
|---------|--------------------------|---------------|--|---------|
| 1 | | | <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p> | |
| 2 | | | <p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <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 the agenda</p> | |

3

LATE ITEMS

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

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

4

DECLARATIONS OF INTEREST

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES OF THE PREVIOUS MEETING

1 - 4

To confirm as a correct record the minutes of the meeting held on 8th September 2011.

7

SCRUTINY INQUIRY - EXTERNAL PLACEMENTS

5 - 78

To receive and consider a report from the Head of Scrutiny and Member Development on the Board's Inquiry regarding the issue of external placements.

8

RECOMMENDATION TRACKING

79 - 92

To receive and consider a report from the Head of Scrutiny and Member Development on recommendation tracking.

9

WORK PROGRAMME

93 -
126

To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work programme for the remainder of the current municipal year.

10

DATE AND TIME OF NEXT MEETING

Thursday 10th November 2011 at 9.45am in the Civic Hall, Leeds (Pre meeting for Board Members at 9.15am)

Agenda Item 6

SCRUTINY BOARD (CHILDREN AND FAMILIES)

THURSDAY, 8TH SEPTEMBER, 2011

PRESENT: Councillor J Chapman in the Chair

Councillors G Driver, P Ewens, B Gettings,
A Khan, A Lamb, P Latty, K Maqsood,
M Rafique and K Renshaw

CO-OPTED MEMBERS (VOTING):

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

CO-OPTED MEMBERS (NON-VOTING):

Ms C Foote – Teacher Representative
Ms T Kayani – Leeds Youth Work Partnership Representative

23 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept supplementary information in respect of agenda item No. 8 External Placements, which was not available at the time of agenda despatch. (Minute No. 28 refers)

24 Declarations of Interest

There were no declarations of interest

25 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Ms N Cox and Ms A Choudhry

26 Minutes - 21st July 2011

RESOLVED – That the minutes of the meeting held on 21st July 2011 be accepted as a true and correct record

27 Appointment of Co-opted Members

The Head of Scrutiny and Member Development submitted a report seeking the formal confirmation of the appointment of a co-opted Member to the Board

RESOLVED – To confirm the appointment of Ms Amanda Craven as the parent governor representative (Primary) for a four year period from 8th September 2011

Draft minutes to be approved at the meeting
to be held on Thursday, 6th October, 2011

28 Scrutiny Inquiry - External Placements

The Head of Scrutiny and Member Development submitted a report which outlined the timetable for a Scrutiny inquiry into external placements for looked after children in Leeds.

The following information was appended to the report:

- The Board's Terms of Reference for the inquiry into External Placement
- A report by the Director of Children's Services which provided an overview of the key issues relating to external placements for looked after children in Leeds

The Chair welcomed to the meeting, the following representatives to present the report and respond to Members questions and comments:

- Nigel Richardson – Director of Children's Services
- Sue May - Head of Service for Looked After Children
- Councillor T Hanley – Deputy Executive Member

In addressing the report the Director of Children's Services, together with the Head of Service for Looked After Children focused on the following key areas:

- The collective duty to safeguard and promote the welfare of children and young people
- The need to reduce the number of looked after children in external placements
- A disproportionately high number of children looked after by the Local Authority
- The improved outcomes if the child remained close to their family/ within the community
- The financial burden on the city if the child is placed outside the Leeds boundary
- Meeting the aspirations of the children's plan
- National and local factors impacting on the numbers of external placements
- In-house resources
- Improving the rate of safe return to parents
- Early intervention and support
- Increasing Special Guardianship
- Impact on budgets
- Local and regional work on the commissioning of placements
- Research through outside partnership (Professor David Thorpe)
- How decisions are made
- Recruitment and retention of Foster Carers
- Review of residential facilities
- Demographics and population change

In brief summary, the key areas of discussions were:

- Data request for more detailed localised data and ethnicity information
- The research currently being carried out with Professor David Thorpe on how decisions are made
- The recruitment of Foster Carers (Details about recruitment campaign)
- Breakdown of costs for residential care
- Family Group Conferences and Multi-Systemic Therapy Services as examples of effective early intervention
- Staff recruitment, turnover, caseloads and sickness levels
- How the Common Assessment Framework is used
- Number of placements in Leeds from other authorities
- The sufficiency action plans
- Contact Centres
- Adoption

RESOLVED –

- (i) That Councillor Hanley, the Director of Children's Services and Head of Service for Looked After Children be thanked for their attendance and contributions
- (ii) That the further information required be provided as part of the Board's inquiry.

29 Draft Terms of Reference

The Head of Scrutiny and Member Development submitted a report seeking Members approval of a draft Terms of Reference for an inquiry into School Attendance.

RESOLVED – To approve the Terms of Reference for the inquiry into School Attendance

30 Work Programme

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

Appended to the report, for Members information, was the current version of the Board's work programme, the minutes of the Executive Board meeting held on 27th July 2011, an extract from the Forward Plan of Key Decisions for the period 1st August to 30th November 2011, together with a note of the meeting of the Children's Social Care System Review Working Group which took place on 10th August 2011.

RESOLVED –

Draft minutes to be approved at the meeting to be held on Thursday, 6th October, 2011

- (i) That the work Programme be approved
- (ii) To approve the establishment of a Working Group to consider the Future Direction of the Youth Service with the following membership: Councillors: Chapman, Driver, Gettings, Khan, Lamb, Latty and Renshaw and Mr Britten, Ms Craven, Ms Kayani and Ms Ward

31 Date and Time of Next Meeting

Thursday, 6th October 2011 at 9.45am with a Pre Meeting for Board Members at 9.15am

(The meeting concluded at 11.55am)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 6th October 2011

Subject: Scrutiny Inquiry - External Placements

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

Summary of main issues

1. This year the Scrutiny Board's terms of reference identify three pieces of work for the Board to undertake, related to the three obsessions in the Children and Young People's Plan.
2. At the board's meeting in June, members agreed that their first major piece of work this year would be an inquiry on the first of these areas - reducing the number of looked after children – and that their inquiry would focus on the issue of external placements. A copy of the agreed terms of reference is attached as Appendix 1.
3. The first formal session of the inquiry took place in September. At that meeting Members requested further information on a number of topics. The following information is attached:
 - Children's Placements Strategy and Sufficiency action plan (currently under review)
 - Foster Carer Recruitment and Assessment Strategy

The remaining requested information will be circulated in advance of the meeting or provided verbally at the meeting.
4. Relevant officers from Children's Services will be at the meeting to respond to members' questions and comments.
5. A number of visits and working group activities are also taking place as part of the inquiry. Members will report back on any visits undertaken at the Board meeting. The remaining visits will be reported at the November Board meeting.

Recommendations

5. The board is requested to consider the issues raised by this session of the inquiry.

Background documents

6. None.

Scrutiny Board (Children and Families)

External Placements

Terms of reference

1.0 Introduction

- 1.1 The Scrutiny Board has been tasked with carrying out a piece of work this year on each of the three Children and Young People's Plan (CYPP) obsessions. The first of these relates to reducing the number of looked after children.
- 1.2 The council has adopted an Outcome Based Accountability approach to addressing the obsessions, drawing up plans to 'turn the curve' and improve performance. In relation to this particular obsession, earlier intervention is seen as key to achieving the Children and Young People's Plan priority to help children and young people to live in safe and supportive families.
- 1.3 The Board is also aware that the key budget challenge for Children's Services is managing expenditure on external placements for looked after children. This includes both the use of independent fostering agencies in addition to council foster carers and also residential placements for children and young people outside of the council's own residential provision, in some cases outside of the Leeds area.
- 1.4 The current trend of both an increasing dependence on external placements and rising costs is not unique to Leeds, but it is an area that we must address if we are to be able to manage our budgets effectively at a time of diminishing resources, and also be able to reinvest in early intervention to meet our aspirations for 'turning the curve'. We have therefore decided to focus our scrutiny inquiry for this obsession on the issue of external placements.
- 1.5 We also want to emphasise at the outset that we are clear as a Scrutiny Board that safeguarding our children and young people cannot be compromised, as reflected in the CYPP outcome that our children and young people should be safe from harm. Any recommendations we make will take account of the need to ensure that our children and young people are safely provided for.

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:
 - Opportunities to safely reduce reliance on external placements; and
 - Scope to reduce the costs of external placements that continue to be needed.

- 2.2 The Board hopes that its findings will provide a timely and positive contribution to tackling this particular obsession within the Children and Young People's Plan.

3.0 Comments of the relevant director and executive member

- 3.1 This inquiry is included in the Scrutiny Board's terms of reference, reflecting one of the three obsessions in the Children and Young People's Plan, which is the multi-agency city priority plan.
- 3.2 Specific suggestions regarding additional evidence and potential witnesses have been incorporated into the final terms of reference.

4.0 Timetable for the inquiry

- 4.1 The inquiry will take place in September and October 2011, with a view to issuing a final report by the end of 2011 in order to inform the budget process.
- 4.2 The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

5.0 Submission of evidence

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

5.2 Scrutiny Board meetings – 8 September and 6 October 2011

The following evidence will be required for the Board meetings:

- The CYPP action plan relating to the Looked After Children obsession, as background and context to the inquiry
- Data on the numbers of external placements, trends and costs
- Comparative information regarding internal placements
- Information on the actions being taken to manage demand for and costs of independent foster care placements
- Information on the actions being taken to manage demand for and costs of external residential placements
- Information on joint funding of placements and information on commissioning activity including regional and joint working
- Information on activity to increase internal capacity
- Information on activity to review options for exit from care
- Evidence of impact of the early adopter programmes for the cluster based model
- Evidence of the ongoing research by Prof David Thorpe into referral and assessment arrangements.
- Information on best practice from other local authorities

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

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

5.3 Working Group meetings and visits

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

5.4 The following potential working group meetings and visits have been identified:

Local authority residential care provision

External care provision

Independent fostering agency

Group of foster carers

Attendance as observer at Head of Service Decision and Review Panel and/or Placement Panel

Attendance as observer at Joint Funding Panel

6.0 **Witnesses**

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

Children's Services officers – Children and Young People's Social Care, finance and commissioning

Partner agencies – joint and regional funding

Prof David Thorpe

Other local authorities/C4EO (Centre for Excellent Outcomes) – re good practice

Children and young people (via the children in care council)

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

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.

CHILDREN'S PLACEMENTS STRATEGY and SUFFICIENCY ACTION PLAN

Jackie Wilson: Chief Officer, Children and Young Peoples Social Care
Sarah Sinclair: Deputy Director of Children's Services Commissioning

Version 9.0:06 September 2011

Our vision

We want all the children of Leeds to be happy, healthy, safe, successful and free from the effects of poverty

We will work together to make sure every child and young person has the opportunity to achieve their potential because every child matters

We will narrow the gap so that every child has a chance to be successful regardless of their background and the barriers they face

We will work with and be led by the needs and choices of parents, carers, families and communities

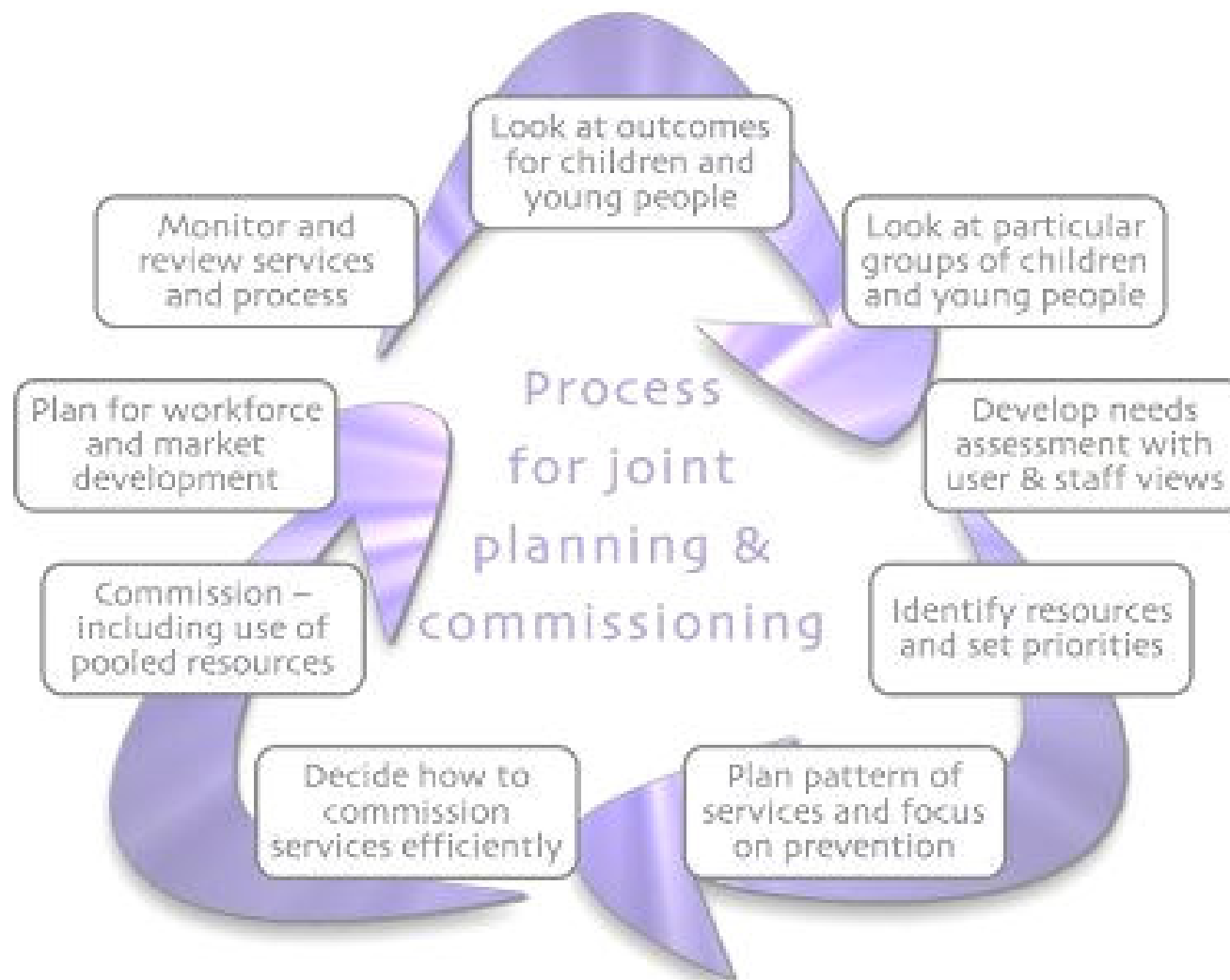
CHILDREN'S PLACEMENTS STRATEGY AND SUFFICIENCY ACTION PLAN

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1. Introduction

- 1.1 This Placements Strategy sets out the approach of Leeds Children's Trust and Leeds City Council to meeting the needs of:
- Looked After Children who, for a range of reasons, may require a Residential Placement
 - Children for whom a Special Education Needs (SEN) Statement has been issued and whose needs cannot be met without an out-of-authority residential placement
- 1.2 This strategy includes within its scope the following:
- Needs Assessment
 - Duty of Sufficiency
 - Procurement Process
 - Budget and Activity Management
 - Quality and Performance Management Processes
 - Strategy for Reducing Placement Reliance
- 1.3 In the interests of succinctness, this document does not repeat the expectations and requirements of national statutory guidance or The Leeds Children and Young People's Plan 2009-2014, *Building brighter futures in Leeds* except to re-state that our priorities remain as:
- Improving outcomes for looked after children
 - Improving attendance and reducing persistent absence from school
 - Improving early learning and primary outcomes in deprived areas
 - Providing places to go and things to do
 - Raising the proportion of young people in education or work
 - Reducing child poverty
 - Reducing teenage conception
 - Reducing the need for children to be in care
 - Strengthening safeguarding
 - Enabling integrated working
- 1.4 This Placement Strategy should therefore be read in conjunction with the following publications:
- 1989 Children Act
 - *Every Child Matters*, DCSF 2003
 - 2004 Children Act
 - *Building brighter futures*, The Children's Plan, DCSF 2007
 - *Building brighter futures in Leeds*, The Leeds Children and Young People's Plan 2009-2014
- 1.5 Wherever possible this strategy draws upon recognised good practice from the national Commissioning Support Programme as well as other Children's Trusts and Local Authorities. As such, the key stages and supporting components of this strategy are based upon the 9 steps of the following widely recognised and acknowledged best practice commissioning cycle:



2. Duty of Sufficiency

- 2.1 Securing sufficient accommodation to meet the needs of looked after children and young people is a vital step in delivering improved outcomes for this vulnerable group. It can be best achieved through a step change in commissioning practice across all services which contribute to improving outcomes for looked after children and for children in need who are at risk of care or custody.
- 2.2 Where commissioning for these children and young people is already working well elsewhere in the country, we see examples of a choice of placement options, reduced placement breakdown, better links with universal and specialist services, lower numbers of children coming into care and, long-term, significantly reduced costs.
- 2.3 Section 22G of the Children Act 1989 requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation for looked after children within their local authority area (“the sufficiency duty”).
- 2.4 Securing sufficient accommodation requires a whole system approach which delivers early intervention and preventative services to support children in their families as well as better services for children if they do become looked after.
- 2.5 The sufficiency duty is phased as follows:
- From April 2010: If they have not already done so, local authorities should include in relevant commissioning strategies their plans for meeting the sufficiency duty.
 - From April 2011: Working with their Children’s Trust partners, local authorities must be in a position to secure, where reasonably practicable, sufficient accommodation for looked after children in their local authority area.
- 2.6 The sufficiency duty requires local authorities to have regard to the benefit of having:
- A number of accommodation providers in their area;
 - A range of accommodation capable of meeting different needs.
- 2.7 This Placements Strategy includes Leeds City Council’s plans for meeting the sufficiency duty and the action we will take by April 2011.
- 2.8 The following table sets out the ambitions of Leeds City Council and Leeds Children’s Trust in respect of sufficiency and is based upon best practice guidance issued by the national Commissioning Support Programme:

Leeds Children's Trust aims to secure sufficiency which demonstrates that:

- all children are placed in the local authority area, except where this is not consistent with their needs and welfare;
- all children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation;
- there is a diverse range of universal, targeted and specialist services working together to meet children's needs, including children and young people who are already looked after, as well as those at risk of care or custody;
- Children's Trust partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and support the continuity of accommodation beyond the age of 18;
- Services are available in adequate quantity to respond to children and young people, including predicted demand for a range of needs, and emergencies;
- In addition to meeting relevant National Minimum Standards, services are of high enough quality to secure the specific outcomes identified in the care planning process for children and young people;
- Services are situated across the local authority area to reflect the geographical distribution of need;
- Placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for looked after children;
- Universal services know when a child or young person is looked after and have good links with the range of targeted and specialist services which support them, including placement providers;
- There are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area;
- The local authority and its Children's Trust partners collaborate with neighbouring Children's Trusts to plan the market for services for looked after children and commission in regional or sub-regional arrangements.

3. Commissioning Principles

3.1 In developing our Placements Strategy and commissioning plans, Leeds City Council and Leeds Children's Trust are guided by the following commissioning principles:

- Support and maintain diversity of services to better meet the needs of looked after children including through the provision of preventative and early intervention services to reduce the need for care proceedings
- Place children within the local authority area where it is reasonably practicable and where this is consistent with a child's needs and welfare
- All children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation
- There is a diverse range of universal, targeted and specialist services working together to meet children's needs
- Children's Trust partners work together to secure a range of provision using a clear care pathway approach
- Services are available in adequate quantity to respond to children and young people, including predicted demand for a range of needs and emergencies
- In addition to meeting relevant national Minimum Standards, services are of a high enough quality to secure specific outcomes identified in the care planning process for children and young people
- Services are situated across the local authority area to reflect the geographical distribution of need
- All placement providers are linked into the wider network of services and work with these services to offer support and to deliver identified outcomes for looked after children
- Universal services know when a child or young person is looked after and have good links with the range of targeted and specialist services which support them, including placement providers
- There are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services in the area
- The local authority and Children's Trust partners collaborate with neighbouring Children's Trusts to plan the market for looked after children in regional and sub-regional arrangements
- We will support the market to deliver more appropriate placements and other services locally
- Children and young people will be involved in placement decisions

Working Together

3.2 Section 10 of the 2004 Children Act places a duty on each local authority to make arrangements to promote co-operation with their relevant partners with a view to improving the well-being of children in the authority's area. Statutory guidance on the duty to co-operate places great emphasis on the role of the Children's Trust in ensuring that relevant partners work effectively together.

3.3 Leeds Children’s Trust has therefore developed a set of standards and responsibilities which as commissioners and providers we should be able to expect from one another:

| What the commissioner should expect from the service provider | Shared by the commissioner and the service provider | What the service provider should expect from the commissioner |
|---|--|--|
| <ul style="list-style-type: none"> • Quality • Accountability • Reliability • Value for money • Effective management and employment systems • Recognition of Children’s Trust support • Engagement in contracts that reflect capacity to deliver outputs • User involvement | <ul style="list-style-type: none"> • Trust • Openness • Clarity • Honesty • Flexibility • Effectiveness • Focus on equality • Commitment to the local community • Standardisation • Knowledge transfer | <ul style="list-style-type: none"> • Stability • Support • Prompt payment • Consistency • Fair access to funding • Recognition • Respect for the independence of the organisation • A common methodology across departments • Feedback on performance |

(adapted from Enfield Children’s Trust Commissioning Framework)

4. Current Position and Needs Analysis

- 4.1 The population of Leeds has been growing significantly in recent years and in 2008 was estimated to be 770,800. These changes to the population have been caused both by a significant rise in the birth rate and considerable inward migration to the city, both from within the UK and from other countries, particularly new entrants to the European Union. Population has risen particularly markedly within the inner city of Leeds, due to higher birth rates within some communities and ethnic minority groups and the location of affordable housing for recent arrivals to the city. At present it is unclear how the recent recession will impact on the population of the city, though there are some signs that the downturn has slowed or reversed the inward migration growth.
- 4.2 Within this context, the number of children and young people in Leeds is estimated to have seen a slight decline over recent years, from 182,100 in 2001 to 177,900 in 2008. This has been caused by longer term demographic patterns, with a 10% decline in the number of children aged 5-14 in the city. However, between 2003 to 2008 there was a marked increase of 13% in the number of children aged 0-4, from 38,800 to 43,700. Numbers of young people aged 15-19 also rose by 5% between 2001 and 2008, again reflecting longer term demographic patterns, though it should be noted that this age group will also include Leeds' higher number of university students.
- 4.3 Over the next few years the population of Leeds is forecast to continue to rise due to the continued growth in young age groups. Between 2010 and 2014, the school age population of Leeds is forecast to grow by a further 5%.

Population Characteristics

- 4.4 As well as population growth, the city has seen significant changes in the make up of its population due to inward migration and higher birth rates amongst some ethnic minority groups. The proportion of people in Leeds from Black and Minority Ethnic (BME) communities has risen by half, from 10.8% of the total in 2001 to 15.9% in 2007. This is even more marked amongst children and young people, for example over 20% of primary school pupils are from BME communities.
- 4.5 Almost one-third of the city's BME population live in just three wards: Gipton & Harehills, Chapel Allerton and Hyde Park & Woodhouse, where they are over a third of the resident population in those wards. With just over 15,000 people, the Pakistani community is the largest BME community in the city.
- 4.6 Due to the demographic trends noted above, BME communities have seen considerable growth and change in recent years due to a rising birth rate and inward migration bringing new communities to the city. As a result, the proportion of children and young people from BME communities is higher than for the city as a whole, and this is more marked in younger age groups.

Looked After Children

- 4.7 Nationally, around 60,000 children and young people are looked after by their local authority. As at 31 March 2010, there were 1432 looked after children who were the responsibility of Leeds City Council, of which 209 were in out-of-authority placements with a further 119 in 'Pathway Planning' accommodation making the transition from care after the age of 16.

| As at 31 March 2010 | No. |
|--|--------------|
| In-house foster care | 797 |
| Independent Fostering Agencies (IFAs) | 143 |
| In-house residential | 83 |
| Outside placements | 66 |
| Unaccompanied asylum seeking children (UASC) | 56 |
| Placed with parents | 168 |
| Pathway planning (exc, foster placements) | 119 |
| Total looked after children | 1,432 |

- 4.8 Of the Looked After Children in Leeds, approximately a quarter are aged 0-4 years; a quarter are aged 5-10 years; a third aged 11-15 years; and a fifth were aged 16-17 years (2009 figures). This number was higher than in the previous year and may be part of a national increase in referrals to social care and the number of children in care caused by recent high profile cases. However, the figure is within the long-term average for the city, which has seen numbers vary between 1,250 and 1,450 since 2001.
- 4.9 The proportion of children and young people who are looked after has remained much higher in Leeds than in similar areas. As at March 2009 the proportion of children and young people looked after was 88 per 10,000 compared to 61 per 10,000 for similar areas and 55 per 10,000 for England as a whole. As can be seen from these comparisons the rate in Leeds is roughly 50% higher than for similar areas or the country as a whole. Latest available data for Leeds shows that this level increased even further during 2009/10.

| | numbers | | | | | | rates | | | | | |
|------------------|----------------|---------------|---------------|---------------|---------------|---------------|-------|-----------|-----------|-----------|-----------|-----------|
| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
| | England | 61,000 | 60,300 | 60,000 | 59,400 | 60,900 | | 55 | 55 | 55 | 54 | 55 |
| Darlington | 140 | 150 | 140 | 135 | 130 | | 64 | 67 | 63 | 61 | 59 | |
| North Tyneside | 230 | 220 | 225 | 230 | 210 | | 57 | 55 | 57 | 57 | 53 | |
| Stockton-On-Tees | 190 | 190 | 185 | 225 | 235 | | 44 | 44 | 44 | 53 | 55 | |
| Bolton | 380 | 390 | 405 | 420 | 435 | | 60 | 63 | 65 | 68 | 70 | |
| St Helens | 260 | 295 | 320 | 315 | 325 | | 64 | 74 | 81 | 81 | 84 | |
| Calderdale | 235 | 235 | 260 | 250 | 270 | | 52 | 51 | 57 | 55 | 60 | |
| Kirklees | 310 | 330 | 385 | 445 | 495 | | 33 | 35 | 41 | 47 | 53 | |
| Leeds | 1,335 | 1,310 | 1,355 | 1,360 | 1,340 | 1,414 | 86 | 85 | 88 | 89 | 88 | 91 |
| Sheffield | 660 | 650 | 670 | 640 | 590 | | 61 | 61 | 63 | 60 | 56 | |
| Derby | 370 | 380 | 395 | 405 | 425 | | 69 | 72 | 75 | 76 | 80 | |
| Milton Keynes | 230 | 235 | 215 | 210 | 225 | | 42 | 43 | 39 | 38 | 40 | |

- 4.10 National ADCS data shows a sharp increase in referrals to social care and this trend is even greater within Leeds rising from just over 9,000 in 2006 to over 10,500 in 2010. More referrals have progressed to an initial assessment by a social worker – from 4,669 in 2006 to 6,003 in 2010.

| ADCS - Safeguarding Pressures Project Results of data collection April 2010 Comparison between National results and the Leeds results | | | |
|--|--|--|----------------|
| | Change between period Oct-Dec 2007 and Oct-Dec 2009 | | |
| | National | | Leeds |
| Number of initial contacts received in the period | 24.6% | | 56.2% |
| Number of referrals received in the period | 16.5% | | 41.4% |
| Number of children subject of Section 47 Enquires started | 21.3% | | no data |
| Number of initial assessments completed in the period | 23.4% | | 46.1% |
| Number of children subject of Initial Child Protection Conference | 20.0% | | 35.5% |
| Number of children subject to a child protection plan at end of period | 32.9% | | -2.4% |
| Number of legal orders made: | | | |
| a) Police Protection | 39.0% | | 178.0% |
| b) Emergency Protection Order | 32.0% | | 180.0% |
| c) Interim Care Order | 38.0% | | 124.0% |
| d) Full Care Order | 8.0% | | 8.6% |

| | | | |
|--|-------|--|-------|
| Number of children starting to be looked after in the period | 17.2% | | 36.0% |
| Number of children looked after at end of period | 8.1% | | 1.9% |

Outcomes

- 4.11 Outcomes for these vulnerable children and young people are too often poor in the UK. Research has shown that young people who have been in care are much less likely to attain good qualifications and much more likely to become unemployed, homeless or to be in prison. For many of these children coming into care, the gap between their potential and their achievement is already wide because of their challenging childhood experiences. Whilst accepting this, it is clear that there is a need to have the highest aspirations for these most vulnerable children for whom the local community is responsible.
- 4.12 A basic outcome for looked after children is for their care to be effective. Inspections and measures of care processes have raised significant concerns about the quality and timeliness of assessments, plans and reviews in Leeds. Following significant investment this is now reported to be improving, although measures of timeliness are subject to pressures caused by increasing numbers of referrals and assessments.
- 4.13 Support for improving health outcomes for Looked After Children has been judged by OfSTED to be 'good'. Assessments of emotional health do not reveal significant concerns. The number of looked after children and young people with up to date immunisations and health and dental checks are all generally improved.
- 4.14 Support for improving education outcomes for Looked After Children has been judged by OfSTED to be 'good'. The proportion of Looked After Children achieving a level 4 or above in Key Stage 2 increased by over 10 percentage points for both English and maths in 2009 and the proportion of Looked After Children achieving the expected level is now higher in Leeds than nationally. In addition, measures of progress or 'value-added' shows this cohort making more progress than that seen for all pupils in Leeds.
- 4.15 There have been significant improvements in most Key Stage 4 indicators for Looked After Children in 2009. 78% of Looked After Children achieved 1 or more A*-G in a GCSE/GNVQ rising to 84% including equivalent qualifications, this represents a significant increase from 2008 and puts Leeds above national performance. There were also improvements in the percentage achieving 5 or more GCSEs at grades A*-G (both including and excluding equivalents). However, the percentage achieving 5 or more A*-C grades showed no significant change, with only a marginal change of 1%. Furthermore, rates of permanent exclusions have been much reduced (to two pupils in 2009 from 6 in 2005). In contrast to these positive developments, rates of persistent absence (missing more than a fifth of school) in secondary school and fixed term exclusions remain higher for looked after learners.

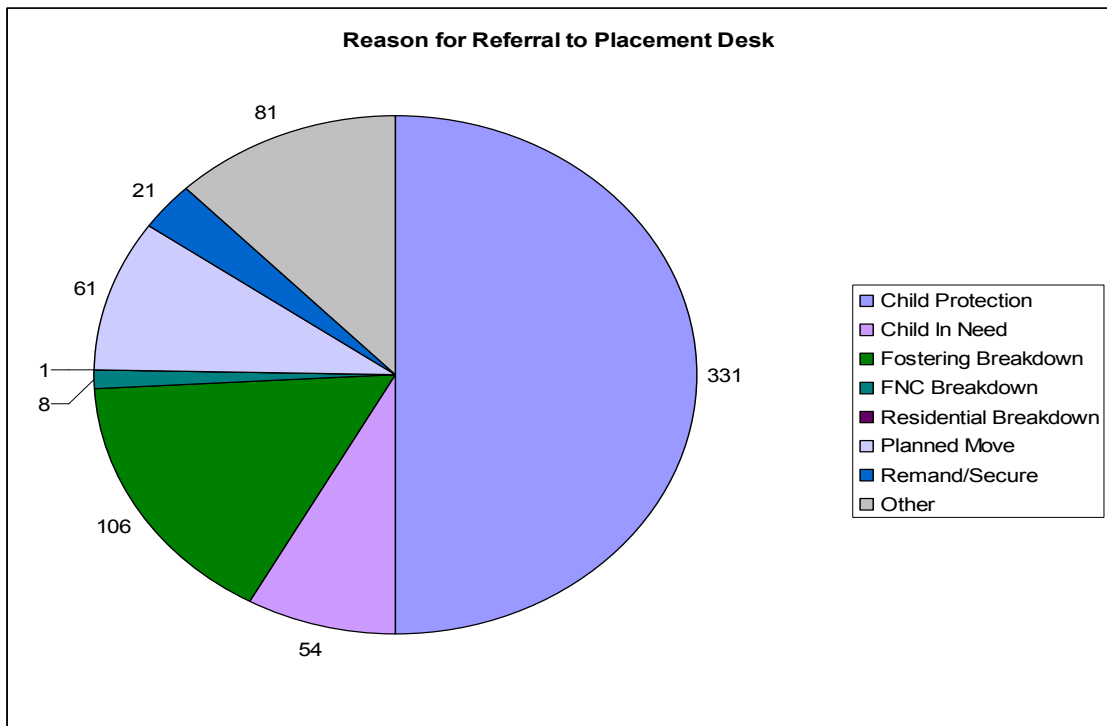
- 4.16 'Making a positive contribution' outcomes show some improvement. The number of offences for Looked After young people was reduced from 842 (in 2007) to 564 (in 2009). A particular achievement is reducing those going to Community Order/Custody from 402 to 275 across that same period. More children and young people are involved in reviews of their care, although the rate remains below that seen in similar areas or the national average.
- 4.17 Economic wellbeing outcomes are also improving. Of those looked after young people who had been in care for a year and were in Year 11 in 2009, 84% were in education or work by December 2009. This is a rise of 5% from the rate seen in both 2008 and 2007. While this is still well below the ETE figure for all children (90.5%) it is a significant narrowing of the gap. The percentage of 19 year old care leavers in education, training or employment in Leeds has also risen, from 31% in March 2008 to 41% in March 2009. Whilst this is lower than that seen in similar areas, the gap is narrowing.
- 4.18 OfSTED inspected services' overall support for Looked After Children in 2009. The inspection found that support for improving outcomes was 'Adequate' overall, although support for health and education were rated as 'Good'.

Disabled Children and Young People.

- 4.19 In August 2009 there were 3,125 children under 16 in receipt of Disability Living Allowance (DLA), with more claimants living in inner areas of the city.
- 4.20 The number of pupils with statements of special educational needs has decreased significantly in recent years and the proportion of pupils with statements is lower than that seen nationally. The number of pupils with statements reduced from 3357 in 2004 to 1994 in 2009. This meant that in Leeds in 2009 1.8% of pupils had a statement, compared to 2.8% nationally. This in part reflects local policy and practice, which aims to target funding and support without recourse to formal statementing. Within these trends, the pattern of primary classified need has changed, with a reduction nationally and locally of those with 'Moderate Learning Difficulties' and an increase in those with Autistic Spectrum Disorders.
- 4.21 Outcomes within schools for these pupils are variable. Levels of Persistent Absence (missing at least 20% of school) are higher for secondary pupils with special educational needs – with roughly 15% of this cohort judged to be persistently absent. Levels of exclusion are higher – pupils with special educational needs are three times more likely to receive a fixed term exclusion, although rates of permanent exclusion are lower and improving. Levels of attainment are lower for this group, but have seen significant improvement in recent years at Key Stage 4 where level of attainment is similar to the national average.
- 4.22 OfSTED assessed services' for disabled children in 2007 and found that support for improving outcomes was 'Good' overall, with particular strengths in inclusion in schools, strong child-centred practice and the local strategy.

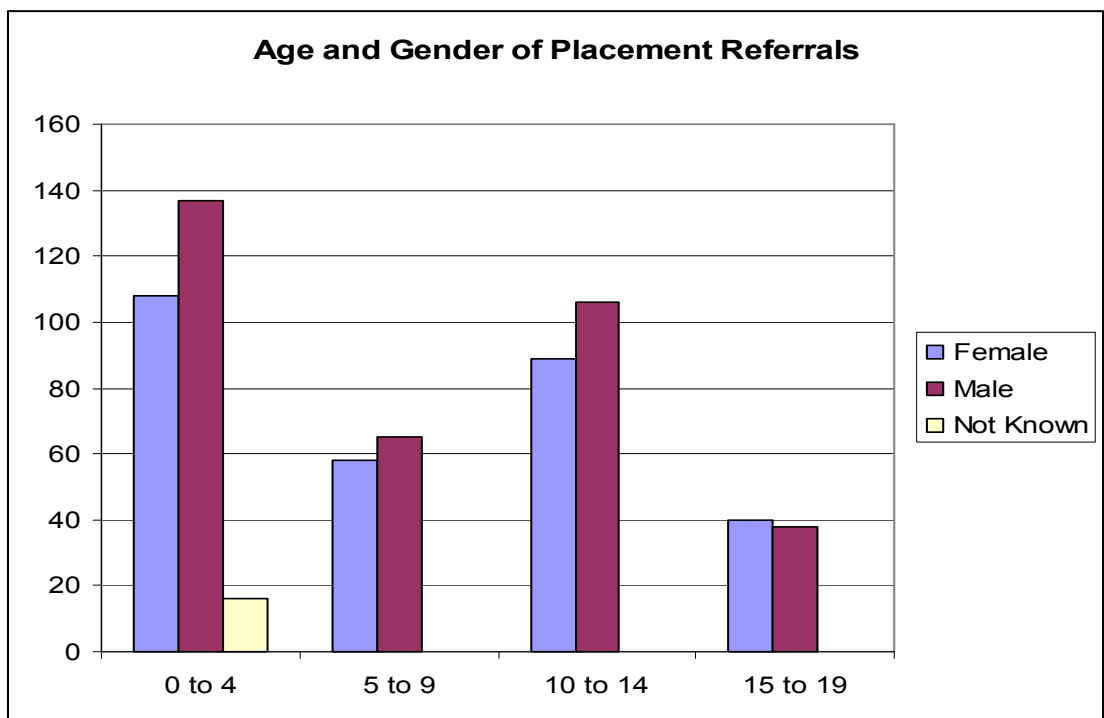
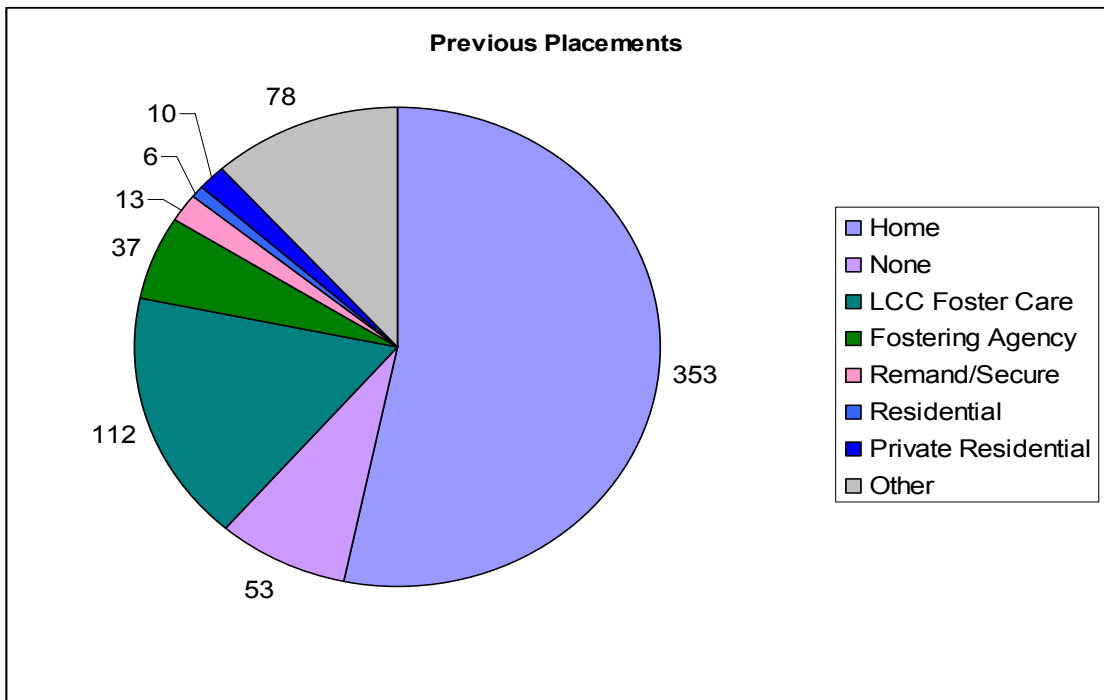
Placements

- 4.23 Leeds has comparatively less children in foster placements than other authorities, and less placed for adoption. Leeds has comparatively more children and young people placed with parents or in independent living.
- 4.24 There were over 500 LCC placements in 2009/10. Most placements (80%) were to fostering placements – roughly two-thirds in-house and a third external. 13% of placements were to residential provision in a similar split between private and in-house provision. Most referrals (58%) for placements were recorded as child protection or child in need. However, one in six (17%) were due to breakdowns in previous placements.
- 4.25 In addition, approximately 80 further children were within some level of special residential educational provision following the issue of an individual Special Education Needs (SEN) statement.
- 4.26 Most referrals (53%) for placements were from those recorded as previously living at home, nearly one in four (23%) were from children previously in foster placements and 3% from existing residential placements.
- 4.27 24% of referrals for placements (162) were for children recorded as being from BME Groups. Nearly half (43%) of these children were from mixed heritage backgrounds. Between 11 and 16% of children are not currently placed in placements with a similar ethnicity. 54% of placements were for boys. The largest share by age was the 40% of placement referrals for 0-4 year olds. The next largest group was 30% for 10 to 14 year olds.
- 4.28 Placement desk data suggests a sharp increase in external placements in April 2009. Prior to this data there are about 2 external placements a month. From April 2009 onwards this increases to ten or more per month. There were 88 external placements between January and June 2010 – suggesting a further rise in the trend of 14 or 15 per month. Feb 2010 was the peak month with 23 external placements recorded.
- 4.29 The majority of these placements were not as a result of the original placement request. Only 11% of placement requests were for Independent Fostering placements, and 4% for specialist residential or residential schools. Placement desk records says that 75% of external placements were made due to a lack of in-house provision. 21% were due to the need for specialist provision.



Provision

- 4.30 Leeds City Council is a registered fostering agency and works with a large number of foster carers. However, the capacity and structure of placements has changed significantly in recent years in light of new national standards, OfSTED inspection and significant investment in improving the service. Similarly, residential capacity has been reduced by 56 beds in recent years due to the closure or reductions in the capacity of the Authority’s own homes, as well as the termination of previous contracts with local providers.
- 4.31 Leeds has 12 registered children’s homes providing placements for 92 children. In addition, East Moor Secure Children’s Home provides 34 beds (boys only) contracted to the Youth Justice Board and 2 beds that can be purchased by local authorities for secure welfare placements.



Future Needs

4.32 The following table provides a forecast of the likely numbers of Looked After Children and children with complex needs that will require placements over the three years 2010/11 to 2012/13. The forecasts were developed by managers in the service underpinned by population and demographic estimates for children in Leeds.

4.33 Developing forecasts in this area involves consideration of a wide range of factors beyond the scope of the service itself, for example assessing the likely continuing impact of high profile national child protection issues. In addition

developing forecasts involves estimating the impact of emerging new service models, such as those supporting children on the edge of care.

- 4.34 Population estimates used were those developed by Education Leeds for forecasting school populations. These estimates predict a 5.2% increase in the 5-16 age group between September 2010 and September 2013. Whilst this is imperfect as a predictor as it only applies to school age children, it is the best available population estimate for children. Therefore this increase has been applied to the current Looked After Cohort for this exercise, which leads to an (other things being equal) estimated rise of 75.
- 4.35 The forecast for children with complex needs has been developed by managers in Education Leeds. Again this is a difficult task as the numbers of children involved is very low at local authority level and anticipating future demand difficult due to factors such as the mobility of families and the variable development of individuals.

| | SEN Placements | | Social Care Placements | |
|--|----------------|-----------|--|--------------|
| Total Looked After Children as at 30 June 2010 | | | | 1,432 |
| Total Children with Complex SEN | | 81 | | |
| <ul style="list-style-type: none"> • Impact of population growth in next 3 years • Continuing impact of high profile national cases • Better use of preventative intensive support & shared care • Increased use of informal and preventative arrangements in kinship groups • Increased adoptions and SGOs • Better care management leading to quicker return home • Fewer young people remanded | 4 | | 75 50 (50) (20) (20) (30) | |
| | | 4 | (5) | 0 |
| Forecast total demand | | 85 | | 1,432 |
| Less: LCC Managed Provision: Total as at 30 June 2010 | | | 1,223 | |
| <ul style="list-style-type: none"> • Increase in number of LCC foster carers • Increase in use and support for Family Network Carers • Shift of children to LCC residential from external placements | | | 40 40 | |
| | | 0 | 10 | 1,313 |

| | | | | |
|--|--|----|--|-----|
| Forecast net future demand for external placements | | 85 | | 119 |
|--|--|----|--|-----|

Summary and Conclusions

4.36 Historic data and trends provide a significant amount of intelligence to support future planning for placements within Leeds and of particular note are a number of significant demographic changes:

- The number of 0-4 year olds, a key group in the care population, has risen sharply in recent years
- The city has become more diverse, with around 20% of children and young people from Black and Minority Ethnic Communities
- Population growth has been concentrated in more inner city, deprived and diverse neighbourhoods

4.37 The position within Leeds compared to national data and average figures for comparable Authorities also has a considerable impact upon our future planning:

- The proportion of children and young people in care is significantly higher in Leeds compared to similar areas or the national average
- The rate and overall population has been broadly stable over the past ten years, tending to fluctuate between 1250 and 1450
- There has been a marked increase in social care activity nationally after recent high profile safeguarding cases
- There has been a marked increase in the number of children entering care and the overall number in care
- Leeds has seen smaller increases but the number of children and young people in care remains higher

4.38 Eight groups of children have been highlighted due to historic and current shortages of appropriate capacity resulting in disproportionate difficulties in meeting the needs of these children. These trends are forecast to continue and will determine significant areas of priority for Leeds Children's Trust:

Group A - Vulnerable, mid-age range children with moderate learning difficulties

Group B - Children with severe Autism

Group C - Children with complex challenging behaviour

Group D - Children with attachment disorders

Group E - Children with sensory requirements, particularly hearing impairments

Group F - Children at risk of Sexual Exploitation and those demonstrating Sexual Offending Behaviours

Group G - Children from some Black and Minority Ethnic groups (a significant minority of children and young people in social care are not being placed in settings with similar ethnic carers. This is a particular issue for some relatively new ethnic groups to Leeds, in particular

Afghani heritage children and those from eastern European backgrounds. In addition there are also some problems for matching placements for some Black African heritage children.)

Group H - Children in larger sibling groups for whom it is often not possible to secure placements which allow siblings to remain together.

5. Managing demand and placement approvals

- 5.1 Supporting children and their parents or existing carers at the lowest appropriate tier of intervention provides for the best outcomes for individual children as well as reducing reliance upon independent external placements and securing optimum value for taxpayers money. With this in mind, Leeds City Council has put in place a comprehensive programme of action across five key themes: Edge of care; Fostering; Adoption; Residential Care; Discharge from care.
- 5.2 The range of actions being undertaken within each theme is comprehensive and includes the following:

Add current activities for each of the priorities identified as an appendix E.g. autism & behaviour

Edge of Care

- Ensuring that Children Leeds multi-agency panels are effective in creating packages of service which prevent the need for admission into care
- Proactive identification of children on the edge of care
- Review the standards, thresholds and arrangements for admitting children into care
- Further develop Family Group Conferencing as a tool for family support and as a preventative measure
- Further develop Multi-Systemic Therapy capacity as an effective early intervention model

Fostering

- Develop the Leeds Fostering Service – increase capacity and capability
- Prioritise development and support around kinship care
- Review existing contracts, payments and allowances schemes
- Improve VFM from independent fostering agencies
- Review long-term fostering and potential to migrate to adoption and special guardianship

Adoption

- Develop the Leeds Adoption Service increasing capacity and capability
- Purchase external adoption placements to address backlog of children awaiting adoption and release foster care capacity

Residential Care

- Develop flexible delivery models to support families with teenagers, focusing on shared care and outreach models
- Phase out use of larger residential capacity
- Review commissioning of external residential provision, including quality and VFM

Discharge from Care

- Targeted work through Children Leeds Panels with young people over 15 to accelerate

return to family where appropriate

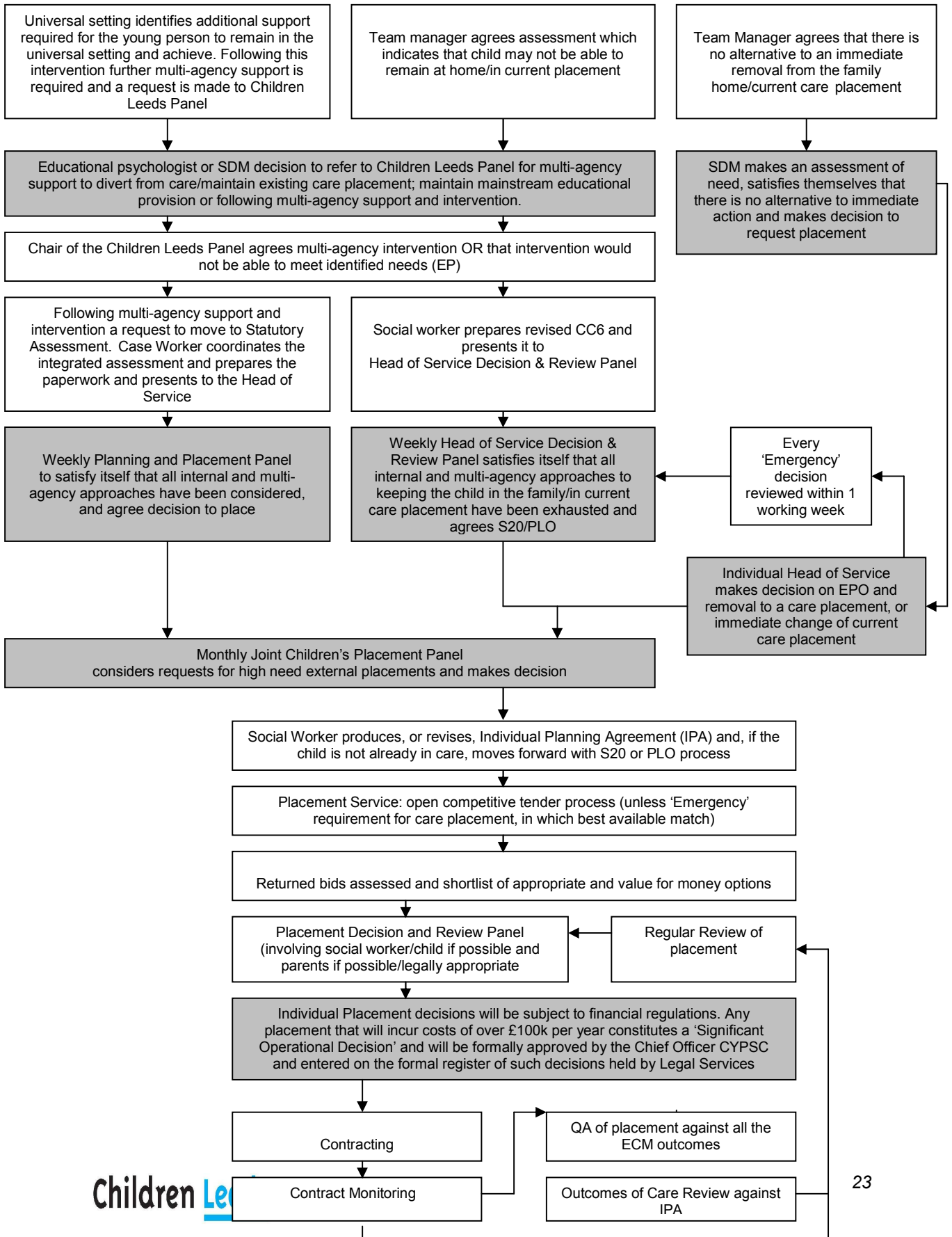
- Review pathway planning (leaving care) development and support
- Work with CAFCASS and Family Court to accelerate S39 discharge applications

- 5.3 At each point in the decision making process underpinning individual placement decisions, responsibility rests with the relevant Social Worker, Service Delivery Manager, Head of Service or, Chief Officer to ensure that all possible steps have been taken at the lowest tier of intervention to prevent the need for the child to be referred for an out of authority placement.
- 5.4 The flowchart on the following page sets out the escalation process and the relevant decision points:

Education Leeds Planned Process

Social Care Planned Process

'Emergency' Planned Process

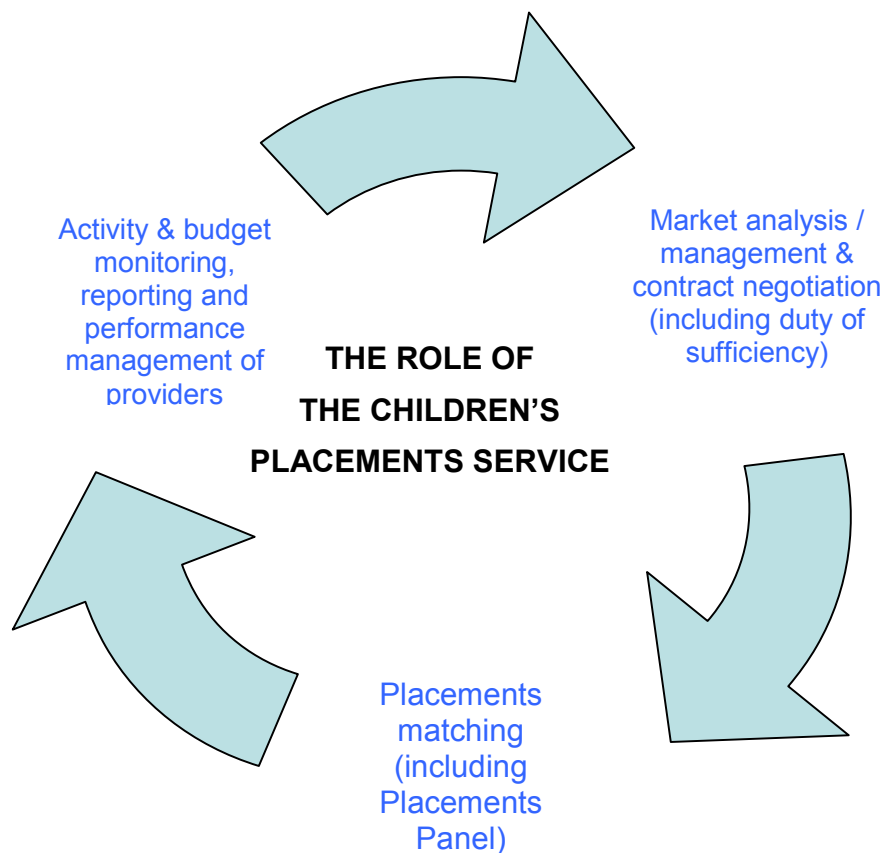


The Children's Placements Service

- 5.5 Where all other possible steps have been taken and an external placement is recommended as the most appropriate mechanism for meeting the needs of an individual child, a Children's Placements Service has been established by Leeds City Council with responsibility for ensuring the cost effective provision and management of placements for children and young people.

- 5.6 In order to maximise the efficiency and service delivery of the Children's Placement Service, it is intended to put in place a multi-disciplinary team to undertake the activities required. The Head of Looked After Children Service will be responsible for the Children's Placements Service and the effective provision of placements, coordinating the multi disciplinary team. Line management of finance, contracting and performance management capacity will be retained by the relevant professional lead on a hub and spoke model.

- 5.7 The Children's Placements Service has a vital role to play in ensuring the quality, value for money and optimisation of the care pathway covering children's placements. The range of responsibilities of the service are highlighted in the following 'process' diagram:



5.8 The scope of the placements covered by the Children's Placements Service includes the functions set out below. There will be a need to prioritise activity to ensure maximum impact. There will also be a need to determine what functions, if any, need to be agreed as out of scope.

- In-house foster carers
- Directly provided LCC residential units
- Independent Fostering Agencies (IFAs)
- Unaccompanied asylum seeking children (UASC)
- External residential placement providers
- External SEN residential placement providers
- Pathway planning transitional accommodation providers

5.9 There are a range of interdependencies between the Children's Placements Service and other processes or functions across the Children's Trust. These include the following 'feeder' processes and 'outcomes':

Feeder Processes:

- Strategic Needs Assessment
- Social worker or Emergency Duty Team (EDT) needs assessments and outcome schedules (Individual Placement Agreements) for each child
- SEN statements
- Risk assessments
- Contract and provider performance "intelligence" from a range of sources (such as Ofsted ratings and feedback where appropriate from Independent Reviewing Officers (IRO) concerns)

Outcomes:

- Timely choice of appropriate, safe, high quality and value for money placements or pathway planning accommodation
- Regular monitoring and forecasting reports to meet corporate governance requirements and budget management requirements
- Provider performance information to inform future social care interventions

5.10 The role and responsibilities of the Children's Placements Service are based on the three different stages of the process diagram shown in section 2 above:

- a) Market analysis / management and contract negotiation
- b) Placement matching (including Placements Panel)

- c) Activity & budget monitoring, reporting and performance management of providers

Market Analysis / Management & Contract Negotiation (including duty of sufficiency)

- 5.11 The Children's Placements Service will maintain a comprehensive provider database (including those providers not currently used by the Authority) which will include the following analysis:
- Location of all provider facilities
 - Services provided
 - Age range and needs of clients accommodated
 - Capacity
 - Ofsted rating
 - Other local intelligence re quality of provision
- 5.12 Taking account of existing numbers and types of placements, as well as the Strategic Needs Assessment, the Children's Placements Service will ensure a wide choice of providers are 'pre-accredited' through a robust and compliant Pre Qualification Questionnaire (PQQ) process. This will be a key component of meeting the new statutory Sufficiency duty and will also ensure the rapid subsequent short-listing of a choice of suitable placements, accommodation or schools for each request.
- 5.13 The Children's Placements Service will liaise with providers and potential providers to pro-actively manage the market and support the development of a range of innovative, high quality and cost effective providers spanning the full range of services required to meet the needs of Leeds children as set out in the Strategic Needs Assessment.
- 5.14 The Children's Placements Service will ensure the implementation of the Children's Trust Contracting Strategy covering the four key areas of:
- Framework contracting
 - Supporting the market
 - Intelligent pricing
 - Performance management

Placement Matching (including Placements Panel)

- 5.15 The Children's Placements Service will receive requests for placements through the Head of Service Decision and Review Panel – the decision panel of the Children & Young People's Social Care (CYPSC) Chief Officer or, for education, through the Special Educational Needs, Statutory Assessment and Provision (SENSAP) team. The Children's Placements Service will be responsible for ensuring the paperwork is complete and

authorised according to the Authority's scheme of delegation.

- 5.16 Placement requests without a completed needs assessment for the child and a statement of the outcomes required from the placement will be returned to the relevant Head of Service for completion prior to any further action seeking suitable placement providers. Similarly, requests which are not authorised in line with the Authority's scheme of delegation will also be returned.
- 5.17 Authorised requests will be immediately assessed against appropriate in-house capacity and wherever possible, the social work/education team, acting on behalf of the child will be offered a choice of suitable options for consideration with the child and their parents or carers where relevant. This initial stage of 'matching' to in-house capacity will be subject to change dependent upon any future reviews of the role and contractual basis of in-house provider services.
- 5.18 Where appropriate in-house capacity is unavailable, the Children's Placements Service will, through utilisation of the Authority's "Dynamic Purchasing System" (DPS) established with all pre-accredited placement providers, issue an open invitation for all providers to submit tailored proposals and a price for how they would meet the individual child's needs and required outcomes as set out by the relevant social worker or within the Statement of Educational Need (SEN) statement. Such responses, using the DPS, should be available for short-listing within 24-48 hours under normal circumstances.
- 5.19 The Children's Placements Service will then collate a short-list of potential providers who have returned completed proposals which meet the key requirements of the child's needs assessment and outcomes statement (e.g. placement location within 50 miles of Leeds, in single sex accommodation, with own age group). Similarly, the Children's Placements Service will also benchmark the prices of placements quoted by potential providers and 'rule out' any which are in excess of the "acceptable normal range" for similar placements and would therefore not meet the Authority's value for money requirement.
- 5.20 The resulting short-list of potential external providers will then be offered to CYPSC colleagues through the "Matching" function of the Placements Panel to make a choice as to which placement would best match the needs of the child. Where appropriate, the social worker should involve the child and/or their parents/carer in that decision.
- 5.21 The 1 will then put in place the relevant Individual Placement Agreement with the chosen provider and ensure that robust contractual arrangements

underpin high quality outcomes and the agreed terms of the placement.

Activity & Budget Monitoring, Reporting and Performance Management of Providers

- 5.22 One of the key advantages of the Children's Placements Service is the economies of scale benefits to be achieved through a single co-ordinated approach to data and performance management. The Children's Placements Service will maintain a single, comprehensive and real-time database of placements which will be able to provide a position statement at any point in time regarding existing placements and their costs as well as providing a significant amount of historic data to be able to forecast future trends and monitor variations from expected placement levels and costs.
- 5.23 The Children's Placements Service will provide a central 'processing' point for all placement invoices and will reconcile invoices received to their single database to ensure accuracy, completeness and appropriateness of charges based on the original agreed placement terms.
- 5.24 In facilitating the matching process and maintaining its core database the Children's Placements Service will be best placed to administer and manage any joint fund/pooled budget that may be established in the future between LCC and NHS Leeds/other partners to cover the costs of high needs children spanning two or more statutory agencies.
- 5.25 The Children's Placements Service will provide regular monitoring and performance reports covering placement activity levels, budget performance and trends. Reporting will cover a range of audiences including the relevant Chief Officer(s), Children's Trust Board and statutory governmental returns. It will also cover a range of time-periods such as weekly, monthly and annually depending upon the content, purpose and audience.
- 5.26 Such performance data will also be analysed by the Children's Placements Service to highlight areas of potential performance improvement. For example, if an increase in the number of placement breakdowns was experienced, the Children's Placements Service would analyse relevant placement and referral data to determine if a particular provider or source of referral was behind the rise in breakdowns.
- 5.27 Finally, the Children's Placements Service will include relevant QA expertise to develop and manage an overarching Performance Management framework which will ensure that providers continue to meet the high quality outcomes and key performance indicators for which we have contracted. This will include:

- collation of intelligence from a range of sources (e.g. Ofsted, IROs where relevant, feedback from children and parents),
- regular review of monitoring and activity data,
- regular performance review meetings with each provider,
- formal performance notice and escalation process including application of relevant incentives and penalties (e.g. withholding of invoice payments).

How the Children's Placements Service will operate, be governed and be accountable

- 5.28 The effective provision of placements made under the direction of the Children's Placement Service Leadership Team will be the responsibility of the Head of the Looked After Children's Service. This will include the co-ordination of a number of functions that will be aligned, with 'business support' capacity added on a hub and spoke model.
- 5.29 Accountability will be to the Chief Officer for Children & Young People's Social Care and the Deputy Director Children's Services (Commissioning) through their joint attendance at a monthly meeting of the Leadership Team.
- 5.30 Overall day to day operational accountability for the Children's Placement Service rests with the Chief Officer for Children & Young People's Social Care.
- 5.31 Financial accountability for all LCC children's placements decisions, including education, rests with the Director of Children's Services.
- 5.32 The PCT Executive has joint responsibility for any placements requiring a health financial contribution (see the Partnership Agreement for the Joint Funding Protocol for children and young people with multiple and complex needs)
- 5.33 The functional leads will form the Children's Placement Service Leadership Team. The day to day running of the Service will be managed by the Service Delivery Manager, Fostering & Adoption & Family Placements but the overall strategic leadership and management will rest with the Children's Placement Service Leadership Team.
- 5.34 The core members of the Children's Placement Service Leadership Team are outlined at Appendix A. Further consideration is required in relation to QA & Audit functions.
- 5.35 The Head of the Looked After Children Service, supported by the Children's Placement Service management/business support leads will

determine, and regularly review, the most appropriate way of achieving the aligned processes necessary to successfully fulfil the role of the Children's Placement Service. This includes ensuring that the relevant staff capacity and expertise is secured to meet this specification and the team is logistically located so as to facilitate optimum working arrangements.

6. Changing the balance of incentives – Our contracting strategy

6.1 Good commissioning practice combined with the new duty of Sufficiency underpins the steps we will take to secure accommodation within Leeds for the children we look after. But we must also have regard to the benefit of having:

- a number of accommodation providers in the area; and,
- a range of accommodation capable of meeting different needs.

6.2 Our inspection reports, audit reviews and the independent assessments of the outcomes we achieve for looked after children have highlighted that we should be securing better outcomes than we are. This strategy is part of our improvement programme to change that.

6.3 There are a number of procedures, contracting arrangements and behaviours which, over a period of time have created a system which shows signs of inefficiency, puts unnecessary barriers in the way of the most appropriate placement, doesn't focus on outcomes to meet the individual needs of each child, doesn't provide value for the taxpayers money, does not offer long-term stability or certainty for our providers and, most importantly, it does not deliver the best quality care for each of the children we are responsible for.

6.4 Our Contracting Strategy is therefore informed by examples of best commissioning practice from across the country as published by the national Commissioning Support Programme and is focussed on delivering higher quality outcomes for each child as well as significant improvements in value for money.

6.5 Leeds Children's Services has adopted four underpinning principles to support changing the balance of incentives such that individual children in placements can expect high quality care tailored around their individual needs which delivers value for taxpayers money. The four principles underpinning and running throughout our contracting strategy are:

- Framework contracting
- Proactive support of the market
- Intelligent pricing
- Robust performance management

Framework Contracting

- 6.6 All of our placements will be procured using providers with whom we have a pre-agreed framework contract. We will use the national Framework Contract as an initial template but we will improve a small number of elements where regional centres of excellence and our advisers suggest that the national framework terms do not provide the right balance of incentives to support our overarching strategy.
- 6.7 We expect this to provide a significant incentive for providers to enter the local market and increase the number of providers with whom we offer 'preferred provider' status through such a pre-authorisation process. In other localities up to 100 providers have been known to apply for Framework Contract approval thus significantly increasing the choice of each placement and the beneficial effect of competition at the placement tender stage. Wherever possible, we will do this on a collaborative basis with other local authorities.
- 6.8 We will undertake an 'option appraisal' model to commission individual placements. Instead of social workers having to search for a service, they will specify the child's needs and desired outcomes for the placement. This will be sent electronically to all pre-authorised providers who will then express an interest by submitting proposals for a package of support which show how they will meet the child's needs and deliver positive outcomes.
- 6.9 In other localities, between five and ten proposals are received for each placement. We will use a multi-agency team to evaluate how each proposal meets the child's needs. Where appropriate, we will involve the child and their family in that evaluation and then once all suitable bids have been identified the price will become a factor (see Intelligent Pricing below).

Proactive Support of the Market

- 6.10 We will undertake a detailed market analysis to get a complete picture of the actual, and potential market for services for looked after children. We will then work closely with all providers (including private, voluntary and public sector providers) to improve our commissioning processes and outcomes for children and families.
- 6.11 We will build constructive relationships with the range of different providers and will ensure there is a wide choice of services and providers based on individual children's needs. We will drive up competition between providers for individual placements – competition that will be based on raising quality and needs-based outcomes as well as reducing

prices.

- 6.12 There will be benefits for providers who will know, as a pre-authorised provider, what they can expect from us and that being a party to our framework contract will be the only way they can ‘tender’ to meet the needs of individual placements. Providers will have a much clearer understanding of what we expect from them – in terms of quality, monitoring data, achievement of performance measures and general standards of behaviour, but they will be more certain of business continuity (subject to maintaining high standards) and they will have more freedom to tailor their business and services around the individual needs of each child we trust them to care for.
- 6.13 We will share our Strategic Needs Assessment, Commissioning Framework and Contracting Strategy with providers at “Meet the Buyers” events and encourage them to contribute to the further development of our strategies. We will listen to, and seek to support innovative proposals from providers for improving services and efficiency. We will undertake a transparent and open process for all providers who meet minimum standards to become pre-authorised providers through our framework contract and ‘bid’, based on quality and price, for all future relevant placements.

Intelligent Pricing

- 6.14 Pre-authorised providers will be invited to tender to provide a tailored placement to meet each child’s individual needs. The tender turnaround will be rapid as pre-authorised providers will already have met governance and corporate requirements for entering into framework contracts. We will evaluate anonymised bids through multi-disciplinary reviews which will include, wherever feasible, the views of the individual child and family concerned.
- 6.15 We will encourage a cost and volume approach to pricing and ensure services to meet the needs of each child are included within the agreed Placement price so that competitive processes are fair and transparent. Once a price is agreed, providers will know that is the income they will receive to meet that child’s needs and we will have a shared understanding of the limited and exceptional range of circumstances which may vary that funding.
- 6.16 We will expect demonstration and delivery of efficiencies through providers prices which reflect circumstances such as the marginal savings of long-term placements, the efficiencies of multiple sibling placements as well as volume discounts where multiple places in single units are cumulatively purchased.

6.17 Significantly, a proportion of the payment we make to providers will be based on a Quality Performance Incentive Scheme with indicators aligned to the priorities of the Leeds Children and Young People's Plan 2009-2014. Providers who demonstrate delivery of higher quality outcomes will receive more funding than those who do not. Where appropriate, we will offer an additional financial reward if a child can be safely returned to their family ahead of expectations – for us to create the right incentives it must clearly be in the providers financial interest to provide the very best outcomes for each child. This will not however, replace or diminish our approach to standard contract management with providers as set out below.

Robust Performance Management

6.18 We will establish a robust and continuous performance management process which will incorporate ongoing monitoring and variations to contracts. This will align the social, educational or healthcare review of individual placements with the more traditional corporate contract management processes undertaken.

6.19 We will agree a single process based on minimum monthly contract data-sets from providers, as well as quarterly and annual returns of performance measures. Our invoice payment processing will be incorporated such that if evidence of service provision is not provided payment will not be made.

6.20 Continuation of a providers pre-authorised status will be subject to satisfactory outcomes from the performance management processes with those providers who fail to deliver the expected quality levels losing the right to tender for the provision of services for looked after children from Leeds

7. Placements for Children with Complex and Multi-Agency Needs

7.1 Prior to July 2010, high needs referrals for out-of-authority placements which were likely to be the responsibility of more than one statutory Leeds agency were considered at a monthly meeting of the Joint Funding Advisory Group (JFAG). The JFAG was a multi-agency advisory group intended to oversee, monitor, administer and make appropriate recommendations regarding high needs children's placements spanning the statutory responsibility of two or more of the represented agencies:

- Leeds City Council (Children's Services)
- Education Leeds
- NHS Leeds

- 7.2 As part of the review of the placements commissioning arrangements, a review of JFAG was undertaken between May and July 2010 with input from each represented agency.
- 7.3 There were a number of key findings which, when summarised, concluded that the JFAG did not provide a robust governance framework to underpin joint high needs placements or associated pooled funding arrangements. Therefore following a series of associated recommendations, the following revised interim governance arrangements were put in place from December 2010:
- The escalation process for potentially high-need and multi-agency placements has been incorporated as a parallel component of the Leeds Children's Services protocol and flowchart for requesting and authorising external placements (attached at section 5.4 of this strategy)
 - In practice the key 'decision points' are at the "Head of Service Decision & Review Panel" (HoSDAR) or at the "Joint Children's Placement Decision and Review Panel" (Joint Panel) (Governance arrangements and Terms of Reference attached at appendix A & B)
 - In order to be able to fulfil the role of an "Approval" panel, the decision making powers of the respective members are aligned with each statutory agency's Scheme of Delegation (for Leeds CC, the Director of Children's Services must, as at July 2010, personally authorise placements with an annual cost in excess of £200,000).
 - Adult social care colleagues will be included within the circulation list for the Joint Panel to aid the advance planning of transition. Where appropriate, adult social care colleagues will also attend the Joint Panel meeting for this same purpose
 - An appeals process has been established in line with the existing process as set out in the Leeds City Council booklet "Complaints and Compliments about Children and Young people's Social Care"
 - This process will be reviewed during 2011 to take account of whether or not there is a need for the interim process to move into a formal aligned or pooled budget arrangement.
- 7.4 As with all governance arrangements and terms of reference underpinning the responsibilities of the Children's Trust Board, these arrangements will be the subject of regular review and scrutiny

CHILDREN & YOUNG PEOPLE SOCIAL CARE HEADS OF SERVICE DECISION AND REVIEW PANEL

Terms of Reference

1 Introduction

The Heads of Service Decision and Review Panel's primary function is to provide a quality assessment and approvals process for placement decisions; the key objectives are to

- provide a clear and equitable governance framework for
 - new admissions into care,
 - requests to instigate care proceedings and
 - the review of existing placements where there are significant changes in the child's needs which would result in major changes to an existing placement
 - short term admissions which are to become long term
 - the review of all placements which were undertaken as emergency decisions
- ensure that all appropriate steps have been taken to mitigate the requirement for admissions or increasing needs being required,
- review the quality of practice, including the engagement with other agencies, in order to identify any areas where practice standards vary or could be improved.
- ensure that the child's needs are properly documented and fully inform the requirements to enable the Placements Service to manage the provision
- ensure conformance to agreed joint funding protocols and, in cases which don't match existing protocols but have complex care needs spanning agencies, opportunities for joint funding will be addressed by the Joint Children's Placement Panel, which will be aligned with this process
- record details of all activities and provide quarterly analysis on the requests made to the panel on placement activity and reviews to inform service and practice improvement

The remit of this panel is integrated within the overall management of the Children's Placements Service, in particular with the role of the Placement Panel. The key differentiation is that the HoSDaR has a focus on the assessment and definition of the needs of the child and ensuring this is properly defined; the Placement Service's primary role is in ensuring the needs can be provided for in the most appropriate way.

This panel also has a key role in the application and management of joint funding opportunities; all assessments will have considered the potential needs from other agencies, primarily Health and Education, and where these are identified the joint funding arrangements will be determined and agreed prior to the approval of the needs.

The strategy will be to develop joint funding protocols and processes which will cater for the majority of cases, such that these can be applied systematically without requirements for further debate and approval, however, where case/needs fall outside these criteria, this panel will refer to the Joint Children’s Placement Panel to resolve multi-agency funding.

This panel will have a key role in ensuring that prudent financial management is embedded in practice; this will be achieved by ensuring that only appropriate cases are approved for entry into care proceedings, admissions and high cost placements.

This is within the framework of financial responsibility and approvals, briefly:

- Social workers with the approval/support from their Team Manager and Service Delivery Manager have regard for costs in assessing and proposing the levels of need.
- Where external placements are likely to be required HoS(Fieldwork) consultation and approval is required.
- HoSDaR will quality assure the need and take into account consequent funding issues (all categories but with particular scrutiny where high cost options are required)
- Placements Service will provide match(es) to the need for social worker and fieldwork management to select best match and propose this to Placements Panel.
- Placements Panel (budget holding entity for LAC) approve the proposed match and expenditure, including any joint funding arrangements.

2 Constitution

The HoSDaR panel is established within the CYPSC management, with the co-opted membership of other agencies as required.

2.1 Membership

The HoSDaR panel will consist of the following:

| Membership | Appointment |
|---|--|
| Head of Service (Fieldwork) (Chair) | Gail Faulkner |
| Appropriately qualified CYPSC SLT member...one from | Mike Brown Ros Cheetham Deborah Lightfoot Sue May |

Core
Membership

Barbara Shaw
Sal Tariq
Jackie Wilson

Service Delivery Manager –
refer CSDM list

Placement Service
Representative

Mike Foley or
Sue May

A full panel consisting of a minimum of three members made up from the list of possible attendees. Panels will be held weekly on a Wednesday from 1.00pm to 5.00pm. With scheduled cases allocated at half hour intervals this will allow for up to 8 cases to be considered each week, plus any written submissions for cases returning to HoSDaR.

Those cases with joint funding implications which have not been resolved through application of the funding protocols will be scheduled in every fourth week and will be formally constituted as the Joint Children's Placement Panel. The appropriate representatives from the other agencies will attend (see Appendix C).

Where a member cannot attend a nominated deputy will attend on behalf of that member with delegated authority. Members will only be able to nominate deputies to attend in their absence if the deputy is fully briefed and has appropriate delegated authority.

2.2 Appointments

Membership of the HoSDaR panel will be approved by the Assistant Chief Officer CYPSC.

3 Arrangements for the conduct of business

3.1 Chairing the meetings

The Chair of HoSDaR Panel will be a Head of Service. This role will be rotated every three months between Heads of Service (Fieldwork).

3.2 Quorum

For the weekly panel meetings to be quorate 3 of the core membership are required to be present.

3.3 Frequency of meetings

Panels will be held weekly on a Wednesday from 1.00pm to 5.00pm.

3.4 Frequency of attendance by members

There will be one SDM in attendance. This will be decided on a rota basis across the service. Each SDM will be expected to sit for a period not longer than 3 months.

3.5 Declaration of interests

If any member has an interest, pecuniary or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he / she will declare that interest as early as possible and shall not participate in the discussions. The Chair will have the power to request that member to withdraw until the HoSDaR panel consideration has been completed.

All declarations of interest will be formally recorded in the minutes.

3.6 Urgent matters arising between meetings

Any urgent matters arising between meetings will be dealt with by the appropriate Head of Service who has delegated authority to approve Emergency Protection Orders and removal to care placement or immediate change of current care placements.

All 'emergency decisions' must be documented and presented to the HoSDaR at the next or subsequent meeting, i.e. within 8 days maximum.

3.7 Secretariat support

Administrative support for the HoSDaR panel will be provided by a member of the directorate support team initially but will migrate to the Placements Service under the remit of the Service Delivery Manager, Fostering Adoption & Family Placement.

4 Role and processes

4.1 Role and duties

The role of the HoSDaR panel is to establish an accountable senior management decision making governance framework; a platform where social workers and their managers can bring relevant cases for decision and direction.

The panel will focus on the needs of children and young people and ensure that once needs are agreed they can be best matched to identified resource, via the placements service, using timely and cost effective solutions. The key roles and objectives are to

- provide a clear and equitable governance framework for
 - new admissions into care,
 - requests to instigate care proceedings and
 - the review of existing placements where there are significant changes in the child's needs which would result in major changes to an existing placement

- all requests for external residential placements must be directed through HoSDaR
 - any placements which were approved as short term originally which are reviewed and recommended as longer term must be approved at HoSDaR (this may be done via written report rather than attendance)
- the review of all placements which were undertaken as emergency decisions
- ensure that all appropriate steps have been taken to mitigate the requirement for admissions or increasing needs being required,
- review the quality of practice, including the engagement with other agencies, in order to identify any areas where practice standards vary or could be improved.
- ensure that the child's needs are properly documented and fully inform the requirements to enable the Placements Service to manage the provision
- ensure conformance to agreed joint funding protocols and, in cases which don't match existing protocols but have complex care needs spanning agencies, opportunities for joint funding will be addressed by this panel
- record details of all activities and provide quarterly analysis on the requests made to the panel on placement activity and reviews to inform service and practice improvement
- ensure that practice issues identified which require corrective action are communicated to appropriate line managers for action and receive confirmation that those actions have been undertaken.

Note; The Placement Service, through the Placement Panel, will routinely review current placements and are empowered to move placements (e.g. between IFA & in-house service), these movements will be formally approved by Placement Panel and recorded.

4.2 Management support and administration

The Placements Service will manage and administer the panel, the process, in outline, will be

- cases for consideration should be allocated to a panel date as soon as planning considerations allow;
 - it is expected that complex and multi-agency cases can be planned well in advance;
 - emergency cases are to be scheduled in within a week of the provision for review and retrospective approval (or not);
 - reviews of placements, where needs change will be scheduled as soon as planning allows
- papers must be provided to the administrator at the latest by the Friday of the week preceding the meeting,
- the Chair will review the applications and the submitted documentation and agree which cases will be considered and the schedule;
- applicants will be informed of their scheduled attendance on the Monday of the week of the panel;

- Panel members will receive all information and documentation on the Monday of the week of the panel;
- the administrator will complete and circulate minutes and management information by the Friday of the week of the Panel;
- the social worker will be informed of the outcome and decision of the panel and will be responsible for the recording and dissemination of this and next steps to stakeholders:
- the Placement Service will be informed of the outcomes in time for the next stage of provision
- feedback will be provided to attendees, where requested, within a week of the panel date:

Where a case has already been to HoSDaR and is referred again (e.g. short term admission requesting extension, major change in child's needs, external residential placement) the Chair may decide that this can be considered based on written submission rather than attendance of social worker(s) etc.

4.3 Information requirements

Social workers and their line managers need to ensure that the following documentation is provided:

- Completed CC6
- Summary sheet outlining key issues and request
- Completed core assessment

Where there is multi-agency involvement, social workers and their line managers need to be aware that assessments from all agencies relevant to the child in question will be required. The key point is that decisions against need for complex disability will not be made in the absence of any assessment, or where only a social care assessment has been made in isolation.

- Statement of special education needs must be in place or;
- A review of SEN statement if this is planned or about to take place;
- Health assessments have been undertaken or are underway that demonstrate a complex set of health needs around a long term condition or disability
- Assessments that demonstrates the young person or sibling group require a combination of complex social, educational and/or health needs
- Nursing assessment
- CAMHs assessments

4.4 Duties

This panel will meet on a regular basis to discuss the following requests:

- All new requests to accommodate children and young people
- All matters that require proceedings will need to be validated by the panel at a suitably scheduled time and with appropriate guidance from legal services

- All secure order requests; with appropriate advice from legal services
- Where there is a significant change to the child or young persons care plan
- Where there is a significant change and increase in spend in delivering a revised care plan
- Adoption breakdowns

5 Relationships and reporting

5.1 Links to Leeds Panel

There will be a regular exchange of information about the names of children and young people that come to the HoSDaR and Children's Leeds panels. This will involve cross referencing to ensure that Children's Leeds panels are being used effectively by social workers and that multi-agency resources are being used as an appropriate prevention tool.

It is not expected that all cases coming to the HoSDaR will have been to Children's Leeds Panel. However over time it is expected that a majority will have been presented at Children's Leeds Panel. This activity will also be subjected to monitoring and review.

Monitoring of referral rates and links between all panels will be undertaken in the coming months to ensure that resources are being effectively and flexibly accessed.

5.2 Disabled Children's Allocation Panel

The approved procedures for the Disabled Children's Allocation Panel (DCAP) provide details of how Aiming High for Disabled Children and Young People in Leeds will be managed; in brief any unmet identified need for this cohort must be agreed at DCAP before an out of city placement is requested.

The Service Delivery Manager for Disabled Children chairs DCAP and the Head of Service for Disabled Children will make the decision if a request for a child/ young person (social care) is to be referred to Placement Decision and Review Panel.

5.3 Education Leeds Planned process for placements.

The protocols and processes for Special Educational Needs assessments and panel approvals will run in parallel with this activity; following a similar route which may result in their Weekly Planning and Placement Panel considering the child's educational needs where social care is not a requirement.

6 Reporting arrangements

The decisions of the HoSDaR panel will be formally recorded and form part of the CYPSC quarterly performance reporting framework.

7 Quality monitoring

The panel will be subject to regular monitoring and review. At each panel a monitoring sheet will be completed by the chair of the panel. This will record the key presenting issues, unmet need, quality of presentation and actions required, including any decisions made.

8 Review of terms of reference

These Terms of Reference will be reviewed annually or sooner if required by the Chief Officer CYPSC or in light of national/local policy changes.

DRAFT

Joint Children’s Placement Decision and Review Panel “Joint Panel”

Governance arrangements and terms of reference

Version: Final

Approved by: Commissioning & Finance Group

Date Approved: 12th January 2011

Author: Gerry Hudson

Service: Director of Children’s Services Unit (on behalf of the Children’s Trust Board Commissioning & Finance sub-group task group)

Date issued: 24th January 2011

Review date: June 2011

1 Introduction

- 1.1 The principal aim of this document, and the processes it describes, is to achieve the best possible outcomes for any child requiring an internal or externally funded placement that requires funding from more than one agency responsible for the care of children and young people.
- 1.2 The primary purpose of the Joint Children's Placement Decision and Review Panel (hereafter referred to as the 'Joint Panel') is for it to be the sole route through which recommendations for the joint funding of packages of care, to meet the child's needs, are approved and reviewed. Specifically this will involve:
 - ensuring appropriate resources are deployed to meet the health, education and social care needs of every child referred
 - identifying the appropriate funding streams
 - considering whether specialist packages can be deployed by service providers in partnership to avoid costly external placements and
 - as a last resort deciding how to meet the child's needs by use of a specialist external placement.
- 1.3 At this stage of the Joint Panel's development it is agreed that all decisions will be on a case by case basis with a view to reviewing all placements as soon as is practicable (within six months). This will be in the context of working towards a formal partnership agreement which may establish the process for putting in place an aligned or pooled 'fair shares' budget arrangement. It will also, in due course, consider the viability of moving towards an area based panel approach.
- 1.4 The above approach enables the development of a body of evidence of agreed costs based on shared principles over a reasonable period. This recognises the current difficulty in moving towards an agreed 'fair shares' agreement without clearly agreed baseline data.

2 Role of the Joint Panel & funding arrangements

- 2.1 These governance arrangements are designed to provide a clear framework to agree the needs of the child, and any associated funding, taking into account the specific governance arrangements of each partner agency.
- 2.2 The role of the Panel is to establish an accountable senior management decision-making governance framework and a platform where practitioners and their managers can bring relevant cases for decision and direction.
- 2.3 Where an external placement has been agreed the Panel will focus on the needs of the child or young person and ensure that once needs are agreed they can be best matched to an identified resource, via the Placements Service, using timely and cost effective solutions.

- 2.4 The Joint Panel has a key role in mitigating the requirements for admission into care by actively ensuring that decisions are only made for each child referred based on a comprehensive assessment of need. This will be closely related to the goal of embedding prudent financial management and practice throughout the process so that the service is provided both in the most cost effective way and in a way that ensures the agreed interim funding protocol is applied accurately and appropriately for each child.
- 2.5 The Joint Panel will also review decisions undertaken on an emergency basis, and existing jointly funded places where there are significant changes in the child's needs that would result in major changes to an existing placement.
- 2.6 The interim 'funding formula' will be as determined by agencies' currently agreed processes and procedures for out of authority placements, and will take into account individual agency financial responsibility and approvals processes. This is as follows:

Health

Health will contribute towards the funding of out of authority placements where:

- there is significant health need i.e. a need for health services over and above the health services which would normally be available to a child/young person through the local NHS regardless of place of residence, either because of complexity of need or because the health service must be delivered on a residential basis into a setting which would not normally be served by the local NHS
- the placement will meet the health need through the provision of appropriate Health professional input
- the intervention has been shown to be clinically effective

For the joint funded out of authority placements, the PCT will make a contribution to the total costs of the placement, which after appropriate consideration, reflects the health care provided within the placement

Education

- fees are payable in respect of the education provided for the child at the school

Social Care

- for the time being (until a 'fair shares' approach is agreed) Children's Services will contribute the balance of the cost of the placement

- 2.7 Separate agency funding decisions will continue to be made about children and young people where the needs are not assessed as requiring a combined package to address health, education and social care needs.

3 Eligibility criteria

- 3.1 The Joint Panel will consider the referral of a child with complex, multiple and high level needs where there is a risk of family and/or placement breakdown and/or assessed social care needs which indicate a high probability of residential care being needed or that the child's needs cannot be met within existing local services. Also that there is either:
- identified Special Educational Needs that cannot be met within existing local provision and there is a risk of the child moving away from their community into external residential provision. An Educational Psychologist will need to be involved in this assessment
 - a significant health need i.e. a need for health services over and above the health services, which would normally be made available to a child through the local NHS, regardless of place of residence, either because of a complexity of need, or because the health service must be delivered on a residential basis into a setting which would not normally be served by the local NHS.
- 3.2 The Joint Panel may exceptionally approve placements for young people aged 16/17 who meet health & social care criteria who are, or have been, 'statemented' in the past – subject to further discussion on individual cases.
- 3.3 The NHS-led Continuing Care process will take eligibility decisions (based on multi-agency assessments) in its multi-agency Decision-Making Forum. This forum will also receive review reports on children and young people receiving continuing care packages. The actions of the Decision-Making Forum will be reported to the Joint Placement Panel for notification purposes
- 3.4 The approved procedures for the Disabled Children's Allocation Panel (DCAP) provide details of how Aiming High for Disabled Children and Young People in Leeds will be managed; in brief any unmet identified need for this cohort must be agreed at DCAP before an out of city placement is requested.

4 Referral & supporting processes

- 4.1 Prior to consideration by the Joint Panel all prior assessments will have considered the individual needs of the child including health, social care and education needs and consideration will have been given to how collectively needs can be met in Leeds prior to looking at reception into care. This will include consideration of the re-alignment of existing resources.
- 4.2 In the majority of cases referrals will only be accepted if there has been a recent core assessment or review supported by other similarly recent relevant agency assessments. The aim of a joint assessment should be to arrive at a shared view of the child's needs and, wherever possible, draw up a joint plan to meet those needs within local mainstream services. Wherever possible cases will have already been considered for early intervention by the Children Leeds panels. This should include consideration of the purchase of additional packages of care and support from a range of services already provided or funded within Leeds.

4.3 If the current placement is breaking down there is an expectation that, prior to referral to the Joint Panel, a multi-agency review is undertaken in order to assess up-to-date need with a view to preventing further escalation.

4.4 A referral to the Joint Panel should demonstrate that:

- there is factual evidence of need with a clear analysis. This should be clearly articulated along with the required documents detailed on the referral form. This is essential as it will assist in the subsequent process of accessing appropriate provision
- where possible the proposed placement/package should in principle be agreed with partner agencies in advance
- professionals should have thought creatively with regards to what can be established to maintain the child in their local community (unless this is inappropriate for child protection reasons) and that any proposed placement/package provides value for money
- the measurable outcomes that are expected from a proposed placement/package are clearly detailed and that the identified provider has a track record in providing services of that type to a high quality and with good outcomes.

4.5 Lead professionals or clinicians (or other individual's assisting with the completion of a referral) will be invited as necessary to attend the panel meeting to present the referral and to share concerns and seek advice and support.

4.6 The referring practitioners and their line managers will ensure that the following documentation is provided as appropriate in advance:

- Core Assessment
- Fully completed CC6 – 'Request for Placement'
- Statements of Special Educational Needs, review meeting minutes,
- Statement of Special Education Needs (SEN). This must be in place, or a review of SEN statement, if this is planned or about to take place;
- Health assessments that have been undertaken or are underway which demonstrate a complex set of health needs around a long term condition or disability
- LAC Health Needs Assessment and plan
- Assessments that demonstrate the young person or sibling group require a combination of complex social, educational and/or health needs
- CAMHs assessment

4.7 The Children's Placement Service will ensure that clear guidance is provided to referrers in order that professionals are fully aware of the referral process and which tools and documents to use. A protocol outlining the process for referral and decision-making is attached at appendix 2

- 4.8 The Joint Panel will ensure that identified practice issues, which require improvement, are communicated to line managers for action.
- 4.9 The Joint Panel will ensure details of all activities are recorded and provide quarterly analysis on the requests made to the panel to inform policy and practice improvement. A summary of this will be made available to the Commissioning & Finance sub-group for planning purposes,
- 4.10 The Joint Panel will facilitate ongoing review of the capacity of local provision to meet the needs of children who either need to be looked after or who require a specialist placement to meet their educational or health needs.

5 Decision-making

- 5.1 The Joint Panel representative supporting the referral will be expected to make a recommendation as to whether or not the child's needs meet the eligibility criteria set out above.
- 5.2 The panel member for each service will determine whether the relevant criteria is met for an individual child. If this is unclear, then additional information may be sought from the referring professional.
- 5.3 The Joint Panel will collectively consider whether the child or young person meets the criteria and will decide whether to support the proposed intervention. The Joint Panel may also make recommendations about how the child's needs could otherwise be met.
- 5.4 Once a decision is made, both on the need for an external placement and the proportionate share of the cost, the Children's Placement Service will be responsible for procuring the placement that represents the best value both in terms of quality and cost.
- 5.5 Information will initially be provided to the relevant budget holders and practitioners on the available options with a recommendation on which one represents the best value. It will only be where agreement cannot be reached on the recommended option that the case will be referred back to the panel for a decision.
- 5.6 The decisions of the Joint Panel will be formally recorded and form part of the quarterly performance reporting framework to the Children's Trust Board's Commissioning & Finance sub-group.

6 Governance arrangements

- 6.1 The Joint Panel is established under the governance of the Children's Trust Board's Commissioning & Finance sub-group as outlined at Appendix C:

- 6.2 The Joint Panel will report directly to the Commissioning and Finance sub group of the Children's Trust Board. The panel will have a focus on the assessment and definition of the needs of the child and ensure that this is properly defined.
- 6.3 The Children's Placement Service's primary role will be supportive in nature in order to ensure the identified placement needs of the child are met and that the process meets the requirements of the respective agencies.
- 6.4 The Joint Panel will undertake its business with due regard to the following policies and plans:
- [Children & Young People's Plan](#)
 - Children's Placements Strategy & Sufficiency Action Plan
 - [13 – 19 \(25\) Learning & Support Plan](#)
 - [Who Pays? Establishing the responsible commissioner](#)
 - [National Framework for Children and Young People's Continuing Care](#)
 - [Code of Practice for Special Educational Needs](#)
 - [Leeds Inclusive Learning Strategy](#)
 - [Leeds Accessibility Strategy](#)

6.5 The Panel will consist of the following members:

| Purpose | Role | Appointment |
|----------------------------------|--|-------------------------------------|
| Core members | | |
| Co Chair | Children's Services - budget holder | Jackie Wilson |
| Co Chair | NHS - budget holder | Matthew Ward |
| Children's Services | Chair of HODSAR | Head of Service |
| Children's Services | Head of Service LAC | Sue May |
| NHS CAMHS | Clinical Head of Service or Clinician i.e. Psychologist or Psychiatrist | Richard Chillery |
| NHS Children's Continuing Care | Continuing Care Case Manager | Caroline James |
| NHS PCT | Head of Commissioning for Children & Families | Jane Mischenko |
| Education | Strategic Manager and Chair of Education HOSDAR | Carol Jordan |
| Education | Head of SENSAP (Special Educational Needs, Statutory Assessment and Provision) | Andrea Robinson |
| Children's Services | Head of Contracting & Market Management | Current Interim Head - Gerry Hudson |
| In attendance as required | | |
| Children's Services | Heads of Service (Fieldwork) | Mike Brown Ros Cheetham |
| Children's Services | Head of Service for Children's Disability Services | Barbara Shaw |
| Education | Senior Casework Co-ordinator SEN | Lynn Abbott |
| Adult Social Care | Service Delivery Manager | Steve Bardsley |
| Adult Mental Health | TBC | TBC |

6.6 Where a member cannot attend a nominated deputy should attend on behalf of that member with full delegated authority. Members will only be able to nominate deputies to attend in their absence if the deputy is fully briefed and has appropriate delegated authority.

6.7 Membership of the Joint Panel will be approved by the Children's Trust Board's Commissioning & Finance sub-group.

7 Arrangements for the conduct of business

7.1 The Chair of the Panel will be either, Jackie Wilson (Chief Officer, Children's Services) or Matthew Ward (Associate Director Commissioning, NHS Leeds), or their delegated representatives. This role will be rotated every six months with each deputising for the other as required.

7.2 In order for the Joint Panel to satisfactorily undertake its business, a minimum of at least one representative from Health & Children's Services (including Education) must be present. These must be the budget holders or their delegated representatives

7.3 Arrangements will be made for the holding of the panels at times and frequency convenient to all partners.

7.4 If any member has an interest, pecuniary or otherwise, he/she will declare that interest as early as possible and shall not participate in the discussions. The Chair will have the power to request that the member withdraw until the panel's deliberations have been completed. All declarations of interest will be formally recorded in the minutes.

7.5 If urgent consideration of the funding of an emergency placement is required between meetings this can be agreed by the Chief Officer, Children & Young People's Social Care and the NHS Associate Director of Commissioning but will come to the next available meeting to be ratified/reviewed.

7.6 Administrative support for the panel will be provided by a member of the directorate support team initially but will, in due course, transfer to the Children's Placements Service under the remit of the Team Manager, Placement Service. This will require resource realignment.

7.7 All parties to the decision will be formally informed of the outcome in writing within 3 days of Panel meetings. All minutes will be published once approved.

8 Monitoring and reporting

8.1 Monitoring of referral rates and links between all panels will be undertaken to ensure that resources are being effectively and flexibly accessed.

8.2 The protocols and processes for routine children placement requests by individual services will run in parallel with this activity. The protocol will be agreed and clearly communicated to all panel members

8.3 The Joint Panel will be subject to regular monitoring and review. At each panel a monitoring sheet will be completed by the chair of the panel. This will record the key presenting issues; any unmet need, the quality of presentations and actions required and the decision.

9 Dispute resolution

9.1 The Panel members will use their best efforts, in the spirit of partnership, to negotiate in good faith and settle any dispute that may arise through the operation of this protocol. If any dispute cannot be settled at the Panel it will be referred in the first instance to the Commissioning & Finance Group sub group of the Children's Trust Board for resolution.

9.2 If the dispute is not resolved by the above process in very exceptional circumstances it will be referred to the respective agency Executive representatives in order to find a resolution. This will be closely monitored.

10 Complaints

10.1 Information on how to complain will be made known at the point of commencement of the service to all relevant stakeholders including service users and their parents/carers, or established representatives.

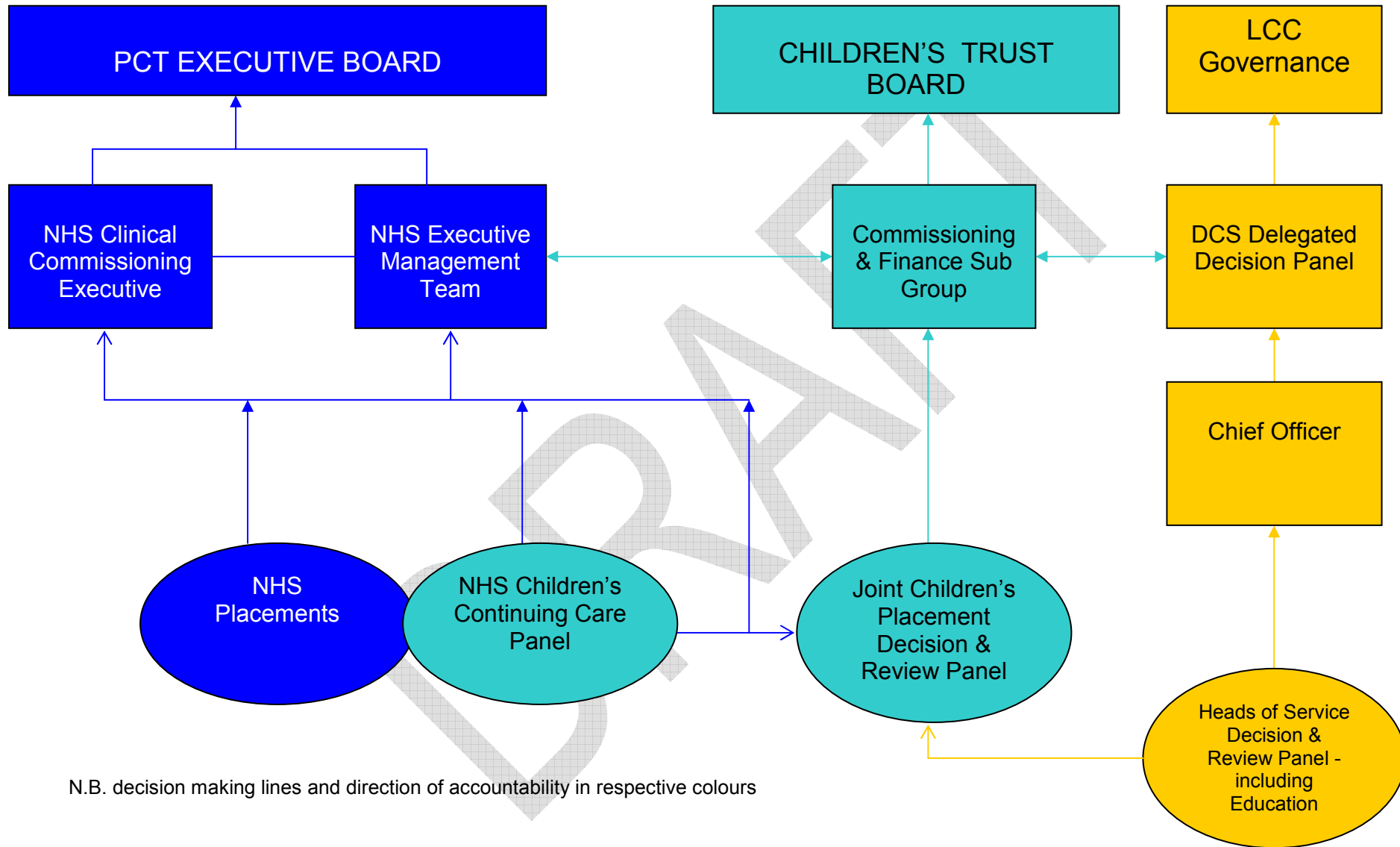
10.2 Complaints about the service will in the first instance be directed to the Joint Placement Panel and, if not resolved, will be managed according to the complaints procedures of the relevant Partner as appropriate.

10.3 The Commissioning and Finance Group will ensure that all services commissioned or provided under this protocol, and arrangements for complaints, are in accordance with respective agency policies.

11 Review of terms of reference

11.1 These Governance Arrangements & Terms of Reference will be reviewed annually or sooner if required by the Co-Chairs, or in light of national/local policy changes.

GOVERNANCE ARRANGEMENTS FOR CHILDREN'S JOINT PLACEMENTS DECISIONS IN LEEDS Appendix C



Glossary of terms

| Name | Purpose |
|---|---|
| CTB (Children's Trust Board) | The Leeds Children's Trust Board brings together senior representatives from Children Leeds' partner organisations, including NHS Leeds, West Yorkshire Police, Jobcentre Plus, schools and the voluntary community and faith sector, in order to strengthen our co-ordination arrangements and provide a local vision for improving the lives of children, young people and families. |
| Commissioning & Finance Sub Group | Sub-group of the Children's Trust Board – multi agency forum that has oversight of commissioning priorities; ensures robust governance is in place for commissioning and procurement processes; oversees financial planning to support CYPP priorities and co-ordinates opportunities for aligned/ pooled finances. |
| DCS Panel (Director of Children's Services Delegated Decision Panel) Chief Officer, C&YPSC (Children & Young Peoples' Social Care) LCC Governance | Responsible for making financial decisions above £200k Responsible for making financial decisions about individual placements up to £200k per annum The Corporate Governance team are responsible for servicing the Council's Standards Committee, the Corporate Governance and Audit Committee, and the General Purposes Committee. They also deal with the register of Members' interests and the Constitution, as well as providing legal advice. |
| LCC Children's Placement Service | Responsible for sourcing the most appropriate placement to meet the needs of an individual child at the most cost effective price |
| PCT Executive | The Board of NHS Leeds meets in public regularly throughout the year. It is responsible for taking key decisions about the organisation, how it uses resources and agreeing key priorities |
| NHS Clinical Commissioning Executive | The overall purpose of the Clinical Commissioning Executive is to be the NHS Leeds Commissioning decision making body responsible for NHS Leeds commissioning strategy; resource utilisation in line with health need; decommissioning; reinvestment and systems thinking across all pathway groups. It underpins the commissioning of safe, clinically effective, high quality services to improve both the health and wellbeing of people in Leeds and reduce inequalities. |
| NHS Placements - Child & Adolescent Mental Health Services (CAMHS) | CAMHS out of area treatments are occasionally made when a child needs a very specialist NHS or private sector hospital setting (sometimes under a Mental Health section) these placements are fully funded by NHS Leeds |
| NHS Children's Continuing Care | The NHS-led Continuing Care process is to determine packages of continuing care services when a child or young person has needs arising from disability, accident or illness that cannot be met by existing universal or specialist services alone |

| RECRUITMENT & ADVERTISING PLAN AUTUMN-WINTER 2011 | ACTION | COST IMPLICATIONS |
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| <p>>In the Autumn of 2011 the R&A Team will repeat the highly visible and successful recruitment campaign of Summer 2011 organised by Stuart Wilson & Graham Puckering.</p> <p>This campaign is anticipated to re-launch in the second half of October (after the Leeds school half term).</p> <p>The radio advertising will last 4 weeks, mid October to mid November.</p> <p>The CBS Outdoor advertising, which will include bus and rail, will last 6 weeks from mid October to the end of November.</p> <p>>On Monday 3rd & Wednesday 19th October the R&A team will be holding fostering open evenings at the Civic Hall between 6-7:30pm. Each open evening will be staffed by three qualified Fostering Officers.</p> <p>Both fostering open evenings are currently being advertised on the Leeds Fostering website.</p> <p>Both fostering open evenings will be advertised in the local free weekly newspapers, the Pudsey Times, the Warfe Valley Times & the Leeds Weekly News. The adverts will be 15cm by 8.7cm in colour.</p> | <p>Stuart Wilson and Ben Whitehead to meet with CBS Outdoors on Wednesday 21st September 2011.</p> <p>Stuart Wilson and Ben Whitehead to meet with Radio Aire & Magic 828 on Wednesday 21st September 2011.</p> <p>Ben Whitehead and Hayley Bedford (Sales Executive - Yorkshire Evening Post) have agreed the modified 'do something amazing' advert.</p> <p>Contract signed.</p> | <p>The summer radio campaign totalled £4000. The anticipated cost for the autumn/winter campaign will be less as we are re-using the summer advert.</p> <p>The summer CBS outdoors (bus & rail) campaign totalled £7000. The anticipated cost for the autumn/winter campaign will be less as we are re-using the summer advert.</p> <p>The two adverts in three local free newspapers total £1190.68.</p> |

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| <p>The adverts will be placed on Thursday 29th September & Thursday 13th October.</p> <p>>Ongoing advertising commitments</p> <p>Yell.com / Yellow Pages & Thompson Local.</p> <p>Six colour adverts in the Primary Times (West Yorkshire) throughout 2011.</p> <p>Four colour adverts in the Leeds Teaching Hospital staff bulletin throughout 2011.</p> <p>Advertising in the Leeds Grand Theatre publication.</p> <p>Advertising in the West Yorkshire Playhouse publication from the 21st September to the 21st January 2012.</p> <p>>Between the end of September and end of December the R&A team shall be running a ‘spread the word’ initiative aimed at all currently approved carers. A leaflet will be placed in the next carer post out informing carers that should they recommend another household to foster with Leeds and they go onto be approved the</p> | <p>No action needed throughout Autumn & Winter 2011. Current ongoing advertising commitments shall be reviewed as part of the Spring & Summer recruitment strategy.</p> <p>Leaflet has been designed. Stuart Wilson to post out by the end of September.</p> <p>The two area Fostering Managers have been informed of the initiative.</p> <p>Ben Whitehead to attend Foster Carer Support</p> | <p>Total cost for Yell / Yellow Pages from September 2011 to September 2012 totals £1605.80</p> <p>Thompson local totals £164 p/a.</p> <p>Totalling £990</p> <p>Totalling £299</p> <p>Totalling £150</p> <p>Totalling £600</p> <p>Totalling £100 worth of high street vouchers per approved foster carer.</p> |
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| <p>referring carers will receive high street vouchers.</p> <p>>Between October to December the R&A team will be placing stand alone 6ft pop up fostering recruitment banners at council leisure centres across the city. Each pop up banner will be placed in a high visibility area (e.g. reception) for between two and three weeks.</p> <p>>Adoption & Fostering Website. An external adoption and fostering recruitment website has been requested to enable to L/A to compete with the Independent Fostering Agencies web-pages. The Graphic Design Department have completed several impressive mock ups of which we have identified our favourite.</p> <p>>From September onwards we shall try and open up lines of communication with Bradford, Wakefield, Calderdale & Kirklees councils regarding foster carer recruitment within the West Yorkshire region.</p> | <p>Groups and the Foster Carer liaison group to raise awareness.</p> <p>If the initiative is successful the end date can/will be extended.</p> <p>Ben Whitehead has been in email contact with Ian Waller (Sport Operations Manager) re which particular leisure centres to use.</p> <p>Ben Whitehead has been working with Danielle Brearley (Senior marketing manager - Communications team). Danielle has put the proposal to the Children's Services Leadership Team however we believe this has not yet made it to agenda status.</p> <p>Ben Whitehead has spoken with appropriate person within each L/A. Anita Trainor (Kirklees), Hugo Walters (Bradford), John Herron (Calderdale), Wakefield ?. Possible meeting at the end of September.</p> | <p>n/a</p> <p>An external website will need to be created and maintained by an external web-design company at a cost to the department.</p> <p>n/a</p> |
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Recruitment Budget: The recruitment budget for 2011/12 was £40.000 p/a. There may be a pressure on resources to fund the external website. As indicators show most new recruits research on the internet this development is key to the strategy.

| ASSESSMENT TEAM PLAN | ACTION AUGUST 2010 | PLANNED OUTCOME | REVIEW – SEPTEMBER 2011 |
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| <p>Develop duty process system for the recruitment fostering service</p> | <p>Create a duty rota that reflects the skill and expertise of the duty worker in addition to the tasks and responsibilities required</p> <p>Move to take enquiries direct to the allocated duty worker</p> <p>Develop an enquiry form that gathers information appropriately</p> <p>Identify delegation of decision making within the process to ensure swift decision making and avoidance of delay in the process</p> <p>Review Fostering officers involvement with duty their frequency role and responsibilities.</p> | <p>To develop a cohesive process that progresses enquiries efficiently and enables data to be collated appropriately ensuring a swift response to all enquires</p> | <p>This has been set up and is now and runs each day for half a day. Every fostering officer completes a duty week every 5th week.</p> <p>All enquiries are dealt with in the first instance by the duty worker. These are picked up now within 24 hrs (excluding weekends) of contact with the Local Authority.</p> <p>Work has been completed in developing new documentation around screening potential applicants at an early stage. This is now completed and recorded by using the 'Initial contact sheet' that is served to the server.</p> <p>Delegation of decision making within the recruitment process is both clearer and swifter.</p> <p>A review of the fostering officer's role has taken place and the role is developing. New roles within the recruitment team are being considered which will further change and develop the fostering officers role.</p> <p>Currently the recruitment team are not linked to placement service duty however links to the long term fostering meetings and the placement panel</p> |

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| | <p>Consider any link to the placement service duty and any advantages and disadvantages this may bring</p> <p>Consider in detail administrators role in fostering recruitment duty identifying tasks timescales and actions.</p> <p>Develop system for ensuring initial visits are arranged and undertaken in a timely manner</p> | | <p>are being developed.</p> <p>The administrator for the service is now located within the team and roles and responsibilities of the administrator are much clearer.</p> <p>Helen Cooper – Over see’s all prospective foster carer statutory checks and makes assessment files.</p> <p>Emma Reddington - Over see’s ‘skills to foster’ and ‘we foster too’ invites and confirmations.</p> <p>There is now a clearer process and initial visits are being undertaken in a much more timely manner.</p> |
| <p>Identify process for progression of fostering enquires</p> | <p>Consider requirements for progression of enquiries to assessment</p> <p>Identify a protocol for assessments linking to new duty system and identify timescales for action</p> <p>Identify allocation of work processes to assessment</p> | <p>To reduce overall waiting time from enquires to contact and ensure more enquiries successfully progress to assessment.</p> | <p>Significant work has been done around the progression of registrations of interest to assessment. Each expression is considered on an individual basis.</p> <p>All households meeting ‘minimum criteria’ will received a home visit from a fostering officer. On occasion this has happened on the same day. The fostering officer always books a home visit at the time of contact and will be flexible with their diary.</p> <p>No specific work has been done in relation to</p> |

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| | <p>Consider how quickly the independent sector respond to enquires compared with the Local Authority</p> <p>If possible identify and clarify where individuals have approached the LA and why they have chosen an independent agency rather than Leeds City Council.</p> | | <p>gathering why or why not an individual chooses the Local Authority.</p> <p>Initial impressions: Why households don't choose the L/A:</p> <ul style="list-style-type: none"> • Leeds FO's may suggest the carer comes in at a level 2/3, this means the IFA pays more. • Historical poor impression of the L/A. Believed to offer a slower service. <p>Why households do choose the LA:</p> <ul style="list-style-type: none"> • A sense of loyalty to the L/A • Don't want to work for a company that makes money out of children. • Wont have to wait for a placement • Ability to work with 0-5 years age group. • Present: impressed by our quick and professional response. |
| <p>Develop a staff team within the fostering recruitment service to address and promote changes and developments within the service</p> | <p>Consider structure and management of service in respect of meeting identified needs/targets.</p> <p>Link new posts closely with fostering and placement teams</p> | <p>To enable more efficient use of resources and fulfil and develop role of recruitment of foster carers in a timely manner</p> | <p>Most positions within the team are now filled.</p> <p>1 x Team Manager 4 x F/T Fostering Officers 1 x Agency Fostering Officer (<i>F/O vacancy</i>) 1 x P/T Fostering Officer (supernumerary)</p> <p><i>1 x F/T Foster Advisor (At present this post is awaiting approva/funding)</i></p> |

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| | <p>Promote and recruit to vacant posts within the service.</p> <p>Identify interim measures to meet service need if posts are not successfully filled</p> <p>Consider use of independent social workers to undertake assessments increasing capacity of service in a cost effective manner</p> <p>Consider role and responsibilities of administrator within recruitment service</p> | | <p>The use of independent social workers has commenced for some specific assessments ensuring there isn't delay in completing assessments. Currently we have to agency long arm agency social workers completing 3 Form F Assessments.</p> <p>An advert for non-agency independent Social Workers has been completed and is currently with Human Resources. The positions shall be advertised shortly.</p> <p>The Recruitment and Assessment Manager will recruit a bank of Independent Social Workers, assessments will be allocated when all Recruitment & Assessment and Area Fostering Officers do not have capacity.</p> <p>Two Social Work students will be joining the team in November for 100 days. They will undertake all aspects of the fostering officer role and be of no additional cost to the team.</p> <p>Proposal for a P/T Marketing Officer to be based within the team. This is a common position within the independent sector and a growing number of local authorities. Position would link/work with corporate communications team.</p> |
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| <p>Develop and consider the role of the fostering officers within the recruitment team</p> | <p>Develop clarity of the fostering officers role and function linking into current and proposed practice</p> <p>Identify role in duty, initial visits and assessment.</p> <p>Identify tasks and responsibilities that may be taken out of the current teams.</p> <p>Consider specialist foster carer's, their recruitment and assessment</p> <p>Consider fostering officers roles in specialist recruitment</p> | <p>To provide an effective fostering officer role that promotes and links into the recruitment services overall aim.</p> | <p>Development of the fostering officers role is on-going. It is likely to change further with the development of the new posts within the team.</p> <p>Presently the role of a Fostering Officers is to undertake 3 Form F Assessments at any one time, undertake duty every 5 weeks, undertake home visits and run 'skills to foster' and 'we foster too' training.</p> <p>One of the Fostering Officers offers 'professional consultation' to one of the Independent Social Workers.</p> |
| <p>Identify link with placements and trends in service need</p> | <p>Consider effective processes that will identify and link LA fostering</p> | <p>To have a communication between fostering</p> | <p>Work is being done with regard to linking in the recruitment service to placement panel and to the long term fostering meetings.</p> |

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| | <p>requirements and trends to recruitment</p> <p>Consider recruiting specific carers for individual children with complex needs</p> <p>Consider recruiting carers for specific children waiting for long term matches.</p> | <p>recruitment and placements that will allow for developments within the service that will meet need.</p> | <p>Further work is being done around identifying trends in need and consideration to targeted campaigns is to take place.</p> <p>No work has been done on specific campaigns for specific children however there are links with the wider LCC communications service and this may be something that will be led by them.</p> |
| <p>Develop a marketing strategy for fostering recruitment in Leeds</p> | <p>Develop and identify appropriate job description person spec regarding marketing manager/officer</p> <p>Specifically consider the existing marketing plans and develop in line with an agreed strategy</p> <p>Consider capacity of individuals against available budget to successfully campaign for new carers</p> | <p>To provide a marketing strategy that will meet the needs of the recruitment service.</p> | <p>See Recruitment & Advertising Plan above.</p> <p>A successful marketing campaign has taken place between April and June and figures demonstrating success are available.</p> <p>Links to LCC communications team are now in place and they are supporting future campaigns and marketing strategies.</p> <p>The budget responsibility for marketing has moved to be managed by the recruitment team manager.</p> <p>Issues regarding website design and process remain a challenge. The need for change and development has been acknowledged and the</p> |

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| | <p>Consider linking in with existing fostering teams recruitment strategies</p> <p>Consider changes and developments to Leeds City Council Website to promote service and compete with independent sector</p> <p>Identify wider factors within the independent sector that may impact on the recruitment of foster carers</p> <p>Identify and consider the impact of the sufficiency agenda and recent meet the market event on foster care recruitment within Leeds.</p> | | <p>communications and recruitment & assessment teams are pursuing the practicalities of moving this forward.</p> <p>Management of the existing web based information is moving to be the responsibility of the team manager.</p> <p>There continues to be an awareness of the challenges of competition within the independent sector and LCC's expanding use of them. The sufficiency agenda further challenges this and will continue to prove a challenge to in house fostering recruitment.</p> |
| <p>Develop capacity in undertaking assessments in a timely manner</p> | <p>Consider role of recruitment and assessment fostering officer in undertaking fostering assessments.</p> | <p>To ensure that appropriate applicants are assessed and presented to the panel in a timely manner.</p> | <p>Capacity across the service for undertaking assessments has been reviewed and additional capacity in terms of the use of independent assessors has been identified.</p> |

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| | <p>Consider recruitment of independent form F assessors to ensure that there is swift allocation of assessments and immediate progression.</p> <p>Look at role of fostering officers within the teams in the appropriateness of undertaking assessments</p> <p>Identify capacity for supervision of assessments</p> | | <p>Currently all assessments within the Recruitment & Assessment Team are allocated and are on target for completion within a timescales of 4-5 months, this is far shortly than the maximum of 8 months detailed in the new standards.</p> <p>The Recruitment and Assessment Manger now attends each area fostering team meeting to gain an update of the assessments they are completing. The area fostering officers continue to be managed by the area fostering managers regarding form f assessments.</p> |
| <p>Identify implications for other areas of the service if recruitment and assessment of carers is increased in both volume and timeliness of assessments</p> | <p>Consider impact on fostering panel and its associated responsibilities and functions.</p> <p>Consider supervision of assessments</p> <p>Consider impact on fostering teams capacity to support increase in volume of in house foster</p> | | <p>Work has been completed regarding the new capacity planner for all assessments and this will promote better planning in capacity for panels.</p> <p>Leeds are currently in the process of recruiting independent panel chairs to increase flexibility and capacity in ensuring there isn't delay when assessments are complete.</p> <p>The issue of fostering officer capacity to support increased volumes of carers is recognised and will be addressed as volume increases. Fostering area</p> |

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| | <p>carers.</p> <p>Consider training implications both pre and post approval for the service.</p> <p>Consider medium term implications with regard to carers annual reviews.</p> <p>Consider recruitment/advertising costs and workload increase to maintain numbers of appropriate applicants.</p> <p>Consider capacity in respect of increase in initial visits.</p> <p>Consider type/level of carers to be recruited and then its impact on the payment schemes for in house foster carers.</p> <p>Identify likely global cost to fostering service should</p> | | <p>team managers are aware how many assessments are on going in their area via email and the new capacity planner.</p> <p>Management of the marketing budget is now being held by the recruitment team manager who along with the communications team will be able to review best use of resources to meet need.</p> <p>Work is being done to develop a new process for undertaking initial visits freeing fostering officers up to undertake more tasks around fostering recruitment and assessment. This will mainly be completed by appointing a non-social worker post knowing as a fostering advisor. This post has not currently been agreed by SMG and is at 'request for additional staffing' stage.</p> <p>The payment for skills system has been developed giving increased flexibility in terms of recruitment of carers. Further training will be given to both recruitment & assessment and area fostering officers regarding the level carers should be brought through on, this is scheduled for November 2011.</p> <p>No work has been completed on the global cost implications for increasing the fostering service capacity at this time.</p> |
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| | significant increase in foster carers occur | | |
| Understand the wider implications of other Leeds and National strategies and external factors that might impact on recruitment of carers | <p>Consider the sufficiency agenda and the likely impact on independent foster care recruitment in Leeds</p> <p>Consider implications for new green paper on public service commissioning and its development to the Public Service Reform White Paper in 2011</p> <p>Promote the need to develop in house fostering services against the national and local efficiency agenda, identifying savings and cost effective developments</p> | | <p>Formal work around this issue hasn't occurred however the new standards around fostering have been implemented.</p> <p>Promotion of the in house fostering services remains on-going and recent campaigns have significant highlighted the service and need for new carers.</p> <p>Swifter progression of assessments and forward planning of placement matching to new carers are two ways in which efficiency savings from this development will be demonstrable.</p> |

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 6th October 2011

Subject: Recommendation Tracking

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

Summary of main issues

1. Each Scrutiny Board receives a quarterly report on any recommendations from previous inquiries which have not yet been completed.
2. This allows the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
3. A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
4. For each outstanding recommendation, a progress update is provided. In some cases there will be several updates, as the board has monitored progress over a period of time.
5. To assist members, the Principal Scrutiny Adviser has given a draft status for each recommendation. The board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
6. In particular, members should note that some recommendations may have a draft status of 4 or 5. For these recommendations, the Principal Scrutiny Adviser suggests that progress has been made. However, the decision as to whether this progress is acceptable is a judgement for board members to make.

7. In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

Next Steps

8. The next cycle of quarterly recommendation tracking reports will be presented to Scrutiny Boards in January 2012, enabling the board to judge progress against outstanding recommendations.

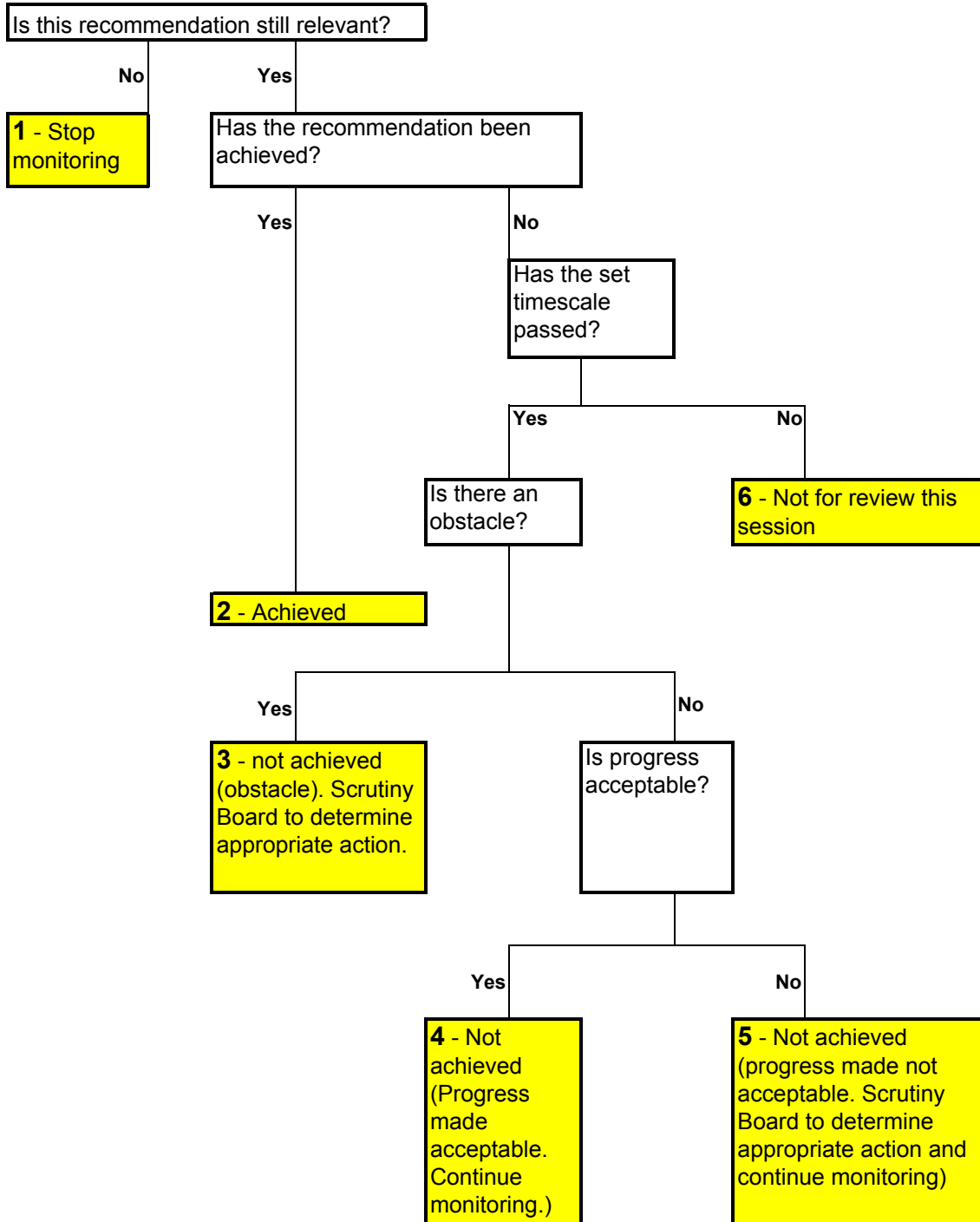
Recommendations

9. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the board wishes to take as a result.

Background Papers

Recommendation Tracking - Report to Overview and Scrutiny Committee – 4 December 2006

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



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| | Recommendation | Stage | Complete |
|---|---|-----------------|----------|
| 4 | <p>That the Director of Children’s Services and the Chief Executive of Education Leeds report back to us within three months on the steps being taken to promote the EYFS Transition Record as widely as possible, and to encourage as many settings as possible to make use of it.</p> | 2 (Achieved) | ✓ |
| | <p><u>October 2011 update</u> Twenty briefing sessions have taken place in July for all sector and practitioners. They received a copy of the document. Two additional sessions are planned at half term to get feedback from schools and settings about how transition has gone in September 2011. This consultation will be done through LCC ‘talking point’ and will feedback into the training programme.</p> <p>Cross-sector training has facilitated better working across providers.</p> <p><i>Director’s response (approved by Executive Board August 2009)</i> The Director of Children’s Services agrees with this recommendation. The EYFS Transition Record has been created by a range of settings including day care and childminders. The record has been piloted and is due to be widely distributed from September 2009.</p> <p><u>December 2010 update</u> Publication and launch of the document ‘Starting and Staying Strong’ will commence in January 2011. In partnership with the Early Years Regional Advisor from National Strategies an Early Years Consultant has planned a series of events for all sectors delivering the Early Years Foundation Stage. The document is already available for use and has been included in the service’s recently launched leadership and management guidance ‘Are we there yet?’. A trial training session has been undertaken with 20 practitioners (including one head teacher). Evaluations were extremely positive with 100% participants indicating that the training and document will have a positive impact on their practice. Comments included “a useful document and guidance with ideas to take to staff in the setting to develop an action plan” “great ideas for involving children and families” “Having to start form scratch developing two Reception classes for Sept 11, the training has offered an insight and some very good advice on how I can work with other providers to support transition over the next two terms” “Really useful and a good time of year to access training, leaving time to implement, develop and action” “[this training] has given me more confidence” A further session will be delivered to Early Years Professionals in private settings (approximately 35) at their network meeting in January 2011. Settings (including both schools and early years settings) receiving the nursery education grant will be required to use and refer to the guidance during the transition to school period next year – this will be monitored through annual quality conversations and school improvement visits.</p> <p><i>(The Scrutiny Board agreed to revisit progress on usage of the transition record at the start of the new school year.)</i></p> | | |

| | Recommendation | Stage | Complete |
|---|--|---|----------|
| 1 | <p>That the Executive Board includes an increased resource for children's social care staffing in the budget proposals to be put forward to Council in February 2010.</p> <p>Also that the costings provided to us by the Chief Officer for Children and Young People's Social Care for a caseload of 20 cases are used as a minimum starting point for working towards a children's social work service with sufficient staff to ensure a reasonable caseload, and promoting quality outcomes for the children and families of Leeds.</p> | <p>2</p> <p>(Achieved)</p> | <p>✓</p> |
| | <p><u>October 2011 update</u></p> <p>Caseload numbers are an area that we are continuing to review and monitor closely and that are informing the service design work that we are now progressing as a priority following the conclusion of the announced re-inspection of safeguarding. As at the start of September 2011 the average caseload figure was 21. For the cohort of newly qualified social workers who started in March 2011 it was lower than this. Whilst these figures can fluctuate, the overall progress in this area since the scrutiny recommendation was first made demonstrates that the service has a better grip on this issue and has resourced teams to address this concern. Caseloads was one of the areas that Ofsted looked at in more detail during their announced re-inspection of safeguarding in September 2011. The report from that inspection will be published in October and then submitted to the Scrutiny Board in November. It is suggested that members note the comments about caseloads in that report to inform their decision about any further information/updates they require.</p> <p><i>Director's Response (Approved by Executive Board February 2010)</i></p> <p><i>Children's Services recognize and value the depth of the Scrutiny Inquiry into Safeguarding and appreciate the timeliness of this interim report and its recommendation. The Interim Director of Children's Services is happy to support the first part of the Board's recommendation. The need for additional resource has been highlighted through analysis carried out with Children and Young People's Social Care during 2009/10. Resource levels are also a key theme in the report on the announced inspection of safeguarding and looked after children's services, published on 7th January 2010. The Council is committed to responding effectively to the findings of that report. A separate report about the announced inspection is also on the February Executive Board agenda.</i></p> <p><i>Before the announced inspection, as Scrutiny Board's interim report recognises, work had already started to help reduce caseloads. In October 2009, for example, it was agreed that capacity should be increase through 25 new Advanced Practitioner posts. Eight of these have been recruited and will be starting work in these posts in February. The second wave of recruitment has now commenced.</i></p> <p><i>In view of the Scrutiny Board's recommendation, Executive Board is asked to note the report also on its February agenda, which sets out the Council's proposed revenue budget for 2010/11. In broad terms, the scrutiny recommendation is already taken account of within the proposed budget, which incorporates a £6.2 million increase for Children and Young People's Social Care.</i></p> | <p>Subject to comments in Ofsted inspection Report (to be confirmed November 2011)</p> | |

What this proposed increase does not do is direct the full amount suggested in the Scrutiny Board's interim report for the immediate recruitment of the additional social worker numbers suggested (and the administrative and managerial staff needed to support these extra numbers). This would be an unrealistic ambition given the limitations of the support of qualified social workers currently available. Instead, the 2010/11 budget proposals include a two-year approach to increasing social work capacity. Year one builds-in additional funding for the 25 advanced practitioners, alongside a re-designation of other funding into additional frontline social work posts. Year two (2011/12) will allow for further new posts to be built into the social worker establishment. The two-year approach is pragmatic, with a strong focus in year one on remodeling the existing workforce to undertake more support functions and release social worker capacity. Importantly, this increased capacity is part of a wider approach to improving the quality of practice at the front line and the quality of service as a whole.

It is suggested therefore that Executive Board endorses the recommendation of the Scrutiny Board but rather than proposing the immediate recruitment of the number of additional social workers and support staff suggested in the scrutiny's report, agreed a more pragmatic approach, combining the remodeling of existing services along with phased recruitment of additional frontline staff. This is considered a better way to achieve the improved quality and reduced case loads being sought. Over the next two years this approach can significantly improve our support for vulnerable children and young people in Leeds.

If approved, Children's Services will welcome the opportunity to report progress on this approach to the Scrutiny Board. In addition, the progress and the impact of this work will be closely monitored by the newly established Improvement Board, ensuring it is continually and effectively reviewed. Executive Board will be kept up-to-date through the monitoring reports on the Children's Services Improvement Plan.

September 2010 update

In February 2010, both the Executive Board and Full Council approved a budget for 2010/11 that includes significant additional investment in Children and Young People's Social Care. A proportion of that investment has been used for the recruitment of additional social workers. Since February the number of Advanced Practitioners in post has risen to 12, another round of recruitment to these posts is underway. A number of temporary additional Team managers have also been appointed. Furthermore, over the summer 35 new social workers have also been recruited. A further round of recruitment for social workers is also about to be launched.

These new social workers, when combined with the agency staff who have been retained, have helped to increase capacity, which has in turn had a positive impact on caseloads. At present the average caseload is approximately 22 per social worker. However, it is important to recognise that given that many of the recently appointed social workers are newly qualified, workloads are being managed to reflect their experience.

We would anticipate a continuing positive impact on caseloads through:

- Ongoing recruitment drives – a budget is in place to enable continuing recruitment of social workers. Though this must be considered in the context of the national shortage of social workers and the competition this creates.*
- The service re-design work that is a key part of the transformation programme in children's services. The re-design work is informed by the intention to reduce case loads in child protection work to 20. More details about this can be provided on request.*

December 2010 update

Leeds now has 14 Advanced Practitioners in post and a further five people have been recommended for the post, subject to the necessary HR processes and checks.

At the start of December the latest round of interviews for social workers was due to commence. The latest round of recruitment saw a significant level of interest. We hope to be able to update the Board further at their December meeting.

Work to address case loads is continuing. The latest analysis (carried out in November) showed case loads for social workers in Child Protection Teams down to an average of 21.6 per social worker. Although case load levels continue to be managed to reflect the experience of different social workers. The service re-design work to reorganise teams locally is progressing. A draft structure has been developed and is currently subject to approval as part of the wider transformation programme in children's services. As stated previously, this model has been informed by the intention to reduce the average case load for social workers in child protection teams to 20.

March 2011 update

The unannounced inspection of contact and referral arrangements in January 2011 found that 'Social work staff have manageable caseloads, regular supervision and access to appropriate training'. This is a positive reflection on the recruitment and wider work that has been done to address case load issues.

However, this remains an area that requires careful management and monitoring, particularly given increases in the number of referrals to CYP Social Care. The service re-design work that will change the way teams are organised is moving forward as part of the wider transformation programme and it is anticipated that this will be fully implemented by September 2011. In order to be fully effective this will need to run alongside wider efforts to develop our early intervention work, which is a key feature of the transformation programme.

July 2011 update

The challenge around fully addressing this recommendation and specifically the 'target' caseload suggested of 20 cases continues to be the trend of a growing number of referrals to social care. As outlined in previous responses to this recommendation, good progress on social worker recruitment, training and service development has been made, which is reflected in greater confidence and better practice in the way that referrals are handled. However, to address caseload numbers over the longer term we need to work across services to reduce the number of referrals to social care. This makes the delivery of the ongoing structural work to create a more integrated children's service and provide more effective early intervention critical.

| | Recommendation | Stage | Complete |
|---------|---|-----------------|----------|
| 6 | That Education Leeds reports back to the Scrutiny Board on the handover process for new school buildings and alterations to existing buildings where appropriate. | 2 (Achieved) | ✓ |
| Page 87 | <p><u>October 2011 update</u></p> <p><u>Primary Capital Programme (PCP) Projects</u></p> <p>Gildersome Primary School – Anticipated handover Phase 1st December 2011 and Phase 2 completion August 2012</p> <p>Richmond Hill Primary School – Anticipated completion of building 3rd September 2012; Anticipated completion of landscaping 10th May 2013.</p> <p>Greenhill Primary School – Handover Phase 1 2nd September 2011; Anticipated Phase 2 completion 2nd February 2013; Anticipated completion of landscaping and final handover 25th May 2012</p> <p>Yeadon SS Peter and Paul Catholic Primary School – Anticipated decant from the existing school to the new building 23 January 2012. Anticipated Contract completion 21st May 2012.</p> <p>Oulton Primary – Anticipated Phase 1 completion 19th November 2011, Phase 2 completion 9th July 2012 and Phase 3 completion 12th November 2012.</p> <p>Swillington Primary – Anticipated Phase 1 completion 4th May 2012 and Phase 2 completion 7th September 2012</p> <p>A detailed handover and commissioning protocol has been agreed with the LEP and is available for the 6 above named PCP projects.</p> <p>Bankside Primary – Phase 1 completion 16th May 2011 & Phase 2 completion 7th September 2011. Attended by School, Children’s Services, SDA, Contractor and various subcontractors. Issues broadly covered at both handover meetings included: Contract Review by Project Leader; List of Outstanding Items of Work; Handover of Project Health & Safety Files / Maintenance Manuals to Client; Equipment and Systems Training; Agreement re arrangements to carry out outstanding items of work; Arrangement for issue of Certificate of Practical Completion; and handover of keys to end user.</p> | | |

The following elements were commissioned and witnessed by the SDA:

- Fire Alarm – April 2011
- Fire Alarm recommission – May 2011
- Emergency Lighting – April 2011
- Electrical Installation – January 2011
- Lighting Controls – April 2011
- Structured Cabling – January 2011
- CCTV/Intruder – May 2011
- Access Control – May 2011
- Disabled WC alarms – April 2011
- Disabled Refuge alarms – February 2011
- Heating System – December 2010
- Boilers gas – January 2011
- Natural ventilation – March 2011
- General ventilation system – April 2011
- Hot Water Installation – February 2011
- Controls Pre commission – January 2011
- Controls Final Commission – April 2011
- Above Ground Drainage – May 2011
- Cooling Installation – April 2011
- Sprinkler commissioning – September 2011

Chlorination – May 2011

Building Schools for the Future (BSF)

Leeds West – Completion September 2011

Farnley Park High School – Completion July 2012

Mount St Mary's Catholic High School – Completion April 2013

Corpus Christi Catholic College – Completion July 2012

Leeds East – Completion February 2013

There is a contractual handover and commissioning protocol for all BSF projects.

| | | | |
|--|--|--|--|
| | <p><u>Director's Response (Approved by Executive Board May 2010)</u> Education Leeds expects five new build schools to be handed over by different partners, the Strategic Design Alliance (SDA) and Leeds Local Education Partnership (LEP) during 2010, 2011 and 2012, and for three major capital projects at primary schools and the Leeds West Academy to be handed over by the LEP during 2011/12. Education Leeds will report back to the Scrutiny Board on the handover process with different partners in respect of these major projects after their completion.</p> <p><u>September 2010 update</u></p> <p>There have been no new school buildings handed over during this period.</p> <p><u>December 2010 update</u></p> <p>There have been no new school buildings handed over during this period.</p> | | |
|--|--|--|--|

| | Recommendation | Stage | Complete |
|---|--|--|----------|
| 2 | <p>That the Director of Children's Services explores the scope for children's social care to make more effective use of Silverdale Holiday Camp, and reports back to us in 3 months.</p> | <p>4 (not achieved) Progress made acceptable. Continue monitoring</p> | |
| | <p><u>October 2011 update</u> The Head of Service has met with the relevant officers and agreement has been reached re possible options for expansion of the use of Silverdale for Looked after Children. A further meeting with the service manager is to be arranged to explore these further.</p> <p><i><u>Director's Response April 2011</u></i> The Chief Officer for CYPSC and the Head of Service for Looked after Children will meet with representatives from Silverdale and consider how best to use the holiday opportunities provided by the outdoor centre in Morecambe. We will report back on best use in 3 months.</p> <p><i><u>July 2011 update</u></i> A meeting has now been scheduled in the Head of Service's diary. We will report back after the meeting has taken place.</p> | | |

| | Recommendation | Stage | Complete |
|---|---|---|----------|
| 4 | <p>That the DCS explores the potential to use students on a similar basis to Nell Bank in order to reduce costs and reports back to us in 3 months on a decision whether or not to proceed</p> | 1 | ✓ |
| | <p><u>October 2011 update</u></p> <p>Nell Bank currently offers a number of placements in Outdoor and environmental education for anyone wishing to gain experience in this field. These are paid placements and there is a three tier pay scale for the trainee positions. The rates of pay are determined by the qualifications and experience of the individual, this ranges from £9,000 - £12,000 per annum. In addition to this salary, the trainees receive other relevant training such as Health & Safety and an allowance of around £2,000 to gain other appropriate qualifications in an area of their choosing, such as Mountain Leader training, mountain biking, tractor driving etc. Therefore, the total cost to Nell Bank per student placement is in the region of £12,000 - £15,000, plus management costs each year. In comparison, Herd Farm Activity workers are currently graded at NJC B3, the salary range being approximately £17,000 to £19,000 plus management costs. This would suggest a potential annual saving of £3,000 - £6,000 per worker if activity workers were replaced by student placements. However, a number of factors also need to be taken into consideration;</p> <ul style="list-style-type: none"> • The trainees come from a range of backgrounds from students on gap years to professionals wishing to pursue a career change. The maximum length a trainee stays at Nell Bank is two years with many staying for only one. Therefore, using student placements reduces the long term experience, qualifications and commitment that a permanent staff team can bring to a centre. • Due to the relatively high turnover of student placements, a continuous investment to maintain a qualified team of workers is required. Over a number of years, the savings made in terms of salaries may be lost due to the much higher training costs. • Herd Farm offers substantially more “high level” specialist outdoor education activities than Nell Bank currently does. These activities can not be delivered by unqualified trainees. A B3 activity worker job specification requires an individual to be in possession of such qualification in advance of them taking up post. <p>Taking the information detailed above into account we do not feel using full time student placements at Herd Farm is the best option to reduce costs at this time. Instead, we have taken the following actions to reduce overall costs at Herd Farm.</p> <ul style="list-style-type: none"> • Increased use of volunteer sessional activity workers - The majority of these volunteers are already employed by Leeds City Council as youth workers within the Youth Service. They have chosen to become volunteers at Herd Farm for their professional development. These individuals already possess relevant qualifications for | <p>1 (Stop monitoring)</p> | |

working with young people and undertake the required site specific activity training in their own time and therefore at little additional cost to the centre. There are currently eight such volunteers each providing approximately three hours a week additional capacity. Over one year this would accrue to a saving of around £15,600 in pool staffing hours. We are confident that over the next few months we can increase the number of sessional volunteers thus making further savings.

- In addition to staffing costs associated with outdoor education activity, the 12 acre site on which Herd Farm is situated, also requires a significant amount of annual expenditure to maintain and develop. To reduce these costs we have developed a number of strong partnerships within the private sector to provide volunteering support in this area. As well as working closely with Business in the Community we presently have around 20 volunteers from HSBC assist on site for one day each month, providing a total of 1200hrs labour each year. Eversheds solicitors also provide up to 30 volunteers for a full day on a bi-monthly basis, providing over 1000hrs each year. These days enable us to undertake large scale maintenance projects that are labour intensive at little cost to Herd Farm.

We have recently established mutually beneficial partnerships with local colleges. We have an arrangement with Leeds Building College that they will provide students and tutors on site to complete small works and maintenance projects as and when required such as the installation of new showers, roofing repairs, replacement of windows etc. From this term, Leeds City College (formally Joseph Priestly) will be using Herd Farm site to deliver the practical elements of their horticultural and conservation courses. This work will include developing and maintaining the pond and bog area, rebuilding and maintenance of the paths and fences, pruning and harvesting of the orchard area and general upkeep of the site such as mowing and weeding etc. These partnerships not only substantially reduce the need for the centre to buy in expensive external contractors to undertake such work, but they provide additional opportunities for the students involved to gain experience in a real working environment while studying for their professional qualification.

Director's Response April 2011

We recognise the potentially significant value of using student volunteers to support the work of outdoor education centres. Before taking this approach forward however, we believe it is necessary firstly to complete the restructuring of staff and secondly to be clear about what role students could and should play with different cohorts of children and young people. These measures are necessary to ensure that students have the correct support, supervision and training to ensure that they and the young people they are working with are safe.

We will report back as these discussions progress. We believe that a six month timescale is more realistic in terms of taking this forward effectively.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Children and Families)

Date: 6th October 2011

Subject: Work Programme

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

Summary of main issues

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

Recommendations

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

Background documents

4. None.

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Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

| Area of review | Schedule of meetings/visits during 2011/12 | | |
|--|--|--|-----------------------|
| | June | July | August |
| reducing the numbers of looked after children | Consider potential scope of review SB 23/06/11 @ 9.45am | Agree scope of review SB 21/07/11@ 9.45am | |
| improving attendance | Consider potential scope of review SB 23/06/11 @ 9.45am | | |
| increasing the number of young people in employment, education and training | Consider potential scope of review SB 23/06/11 @ 9.45am | | |
| Children's Social Care System Review | | | WG 10/08/11 @ 10.00am |
| Board initiated piece of Scrutiny work (if applicable) | Consider potential areas of review | | |
| Recommendation Tracking | | Formal response to the Scrutiny Inquiry into School Balances Quarterly recommendation tracking report SB 21/07/11 @ 9.45am | |
| Performance Monitoring | | | |

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

| Area of review | Schedule of meetings/visits during 2011/12 | | |
|--|---|---|--|
| | September | October | November |
| reducing the numbers of looked after children | Evidence gathering SB 8/09/11 @9.45am Working groups and visits 20/09/11 @ 9.00am 28/09/11 @ 1.00pm | Evidence gathering SB 6/10/11 @9.45am Working groups and visits 6/10/11 @ 2.30pm 18/10/11 @ 11.00am | |
| improving attendance | Agree scope of review SB 8/09/11 @9.45am | | Evidence gathering SB 10/11/11 @9.45am |
| increasing the number of young people in employment, education and training | | | Agree scope of review SB 10/11/11 @9.45am |
| Children's Social Care System Review | | WG 24/10/11 @ 2.00pm | |
| Youth Services | | WG date tbc | |
| Recommendation Tracking | | Quarterly recommendation tracking report SB 6/10/11 @ 9.45am | |
| Performance Monitoring | | | Ofsted inspection report SB 10/11/11 @ 9.45am |

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

WG – Working Group Meeting

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

| Area of review | Schedule of meetings/visits during 2011/12 | | |
|---|--|--|--------------------------|
| | December | January | February |
| reducing the numbers of looked after children | | | |
| improving attendance | Evidence gathering SB 8/12/11 @9.45am (To take place in selected clusters) | | |
| increasing the number of young people in employment, education and training | | Evidence gathering (TBC) | Evidence gathering (TBC) |
| Children's Social Care System Review | | | |
| Youth Services | | | |
| Recommendation Tracking | | Quarterly recommendation tracking report SB 12/01/12 @ 9.45am | |
| Performance Monitoring | | Quarter 2 performance report SB 12/01/12 @ 9.45am Outcomes for Looked After Children SB 12/01/12 @ 9.45am | |

Scrutiny Board (Children and Families) Work Schedule for 2011/2012 Municipal Year

| Area of review | Schedule of meetings/visits during 2011/12 | | |
|---|--|-------|-----|
| | March | April | May |
| reducing the numbers of looked after children | | | |
| improving attendance | | | |
| increasing the number of young people in employment, education and training | | | |
| Children's Social Care System Review | | | |
| Youth Services | | | |
| Recommendation Tracking | Quarterly recommendation tracking report SB 13/03/11 @ 9.45am | | |
| Performance Monitoring | Quarter 3 performance report SB 15/03/12 @9.45 am | | |

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EXECUTIVE BOARD

WEDNESDAY, 7TH SEPTEMBER, 2011

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
R Finnigan, S Golton, P Gruen, R Lewis,
A Ogilvie and L Yeadon

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

- (a) Appendix 1 and Annex 1 to the report referred to in Minute No. 66 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the publication of the documentation could prejudice the City Council's commercial interests as, Appendix 1, and the Final Business Case include matters where final negotiations on the contract are not yet complete, and these negotiations are confidential between the City Council, the LEP and the E4L Consortium. In addition, both the Appendix and the Final Business Case contain sensitive commercial information supplied to the City Council by E4L. In such circumstances it is considered that the public interest in not disclosing this commercial information outweighs the interests of disclosure.
- (b) Appendix 2 to the report referred to in Minute No. 68 under the terms of Access to Information Procedure Rule 10.4(5) on the grounds that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. In addition, Appendix 3 to the report referred to in the same minute is designated as exempt under Access to Information Procedure Rule 10.4 (3) on the grounds that it contains financial information relating to individual homes. The information in both appendices is exempt if, and for so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- (c) Appendix 1 to the report referred to in Minute No. 73 under the terms of Access to Information Procedure Rule 10.4 (3) on the grounds that it contains information relating to the financial or business affairs of any person or company (including the authority holding that information) which may result in prejudicial trading of that company. It is considered not to be in the public interest to release such

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th October, 2011

information at this time, as this would compromise the Council's position.

- (d) Appendix 1 to the report referred to in Minute No. 79 under the terms of Access to Information Procedure Rule 10.4(2) and 10.4(3), as it contains information, which if disclosed to the public would, or would be likely to lead to the identification of an individual or individuals. In addition to the fact that the terms of the disposals are subject to further negotiation and publication may prejudice those negotiations and the commercial confidentiality of financial information held by the Council and Unipol. In addition, Appendix 2 to the report referred to in the same minute is designated as exempt under Access to Information Procedure Rule 10.4 (3) on the grounds that it contains information relating to the financial or business affairs of the Council and of Unipol, which, if disclosed to the public, would, or would be likely to prejudice the commercial interests of the Council and Unipol.
- (e) Supplementary information tabled at the meeting in relation to Minute No. 83, under the terms of Access to Information Procedure Rule 10.4(1) and (2) on the grounds that it contains details of personal correspondence between a member of the public and Council officers and it is not considered to be in the public interest to share such personal details.

61 Late Items

There were no late items as such, however, it was noted that the following supplementary information had been circulated to Board Members following the despatch of the agenda:

- (a) A Statement by the Scrutiny Board (Health and Wellbeing and Adult Social Care) which accompanied the report entitled, 'Better Lives for Older People: Future Options for Long Term Residential and Day Care Services' (Minute No. 67 refers).
- (b) Additional correspondence which was designated as exempt under the terms of Access to Information Procedure Rule 10.4(1) and (2), accompanying the report entitled, 'Public Reports of the Local Government Ombudsman regarding Complaints' (Minute No. 83 refers).

62 Declaration of Interests

Councillors Gruen and Finnigan both declared personal interests in the item entitled, 'E-ACT Leeds East Academy Final Business Case', due to being members of Plans Panel (East), as the Panel was scheduled to formally consider the matter of full planning approval for the development later in the year (Minute No. 84 refers).

The Chief Executive declared a personal interest in the item entitled, 'Building Intelligence Capacity for the City and the City Region', due to being a former employee of Yorkshire Forward (Minute No. 70 refers).

63 Minutes

RESOLVED – That the minutes of the meeting held on 27th July 2011 be approved as a correct record.

ADULT HEALTH AND SOCIAL CARE

64 Deputation to Council: TENFOLD, The Leeds Learning Disability Forum regarding People with Learning Disabilities who live in Leeds

The Director of Adult Social Services submitted a report responding to the deputation to Council on the 13th July 2011 from Tenfold, the Leeds Voluntary Sector Learning Disabilities Forum, regarding people with learning disabilities living in Leeds and also in respect of the ‘Council Takeover Day’ which the group undertook in January 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED -

- (a) That the positive impact that the ‘Council Takeover Day’ had on people with learning disabilities living in Leeds be noted.
- (b) That agreement be given to support a similar event to be held in the autumn of 2011 and thereafter on an annual basis.

65 Transforming day opportunities for adults with learning disabilities

Further to Minute No. 113, 3rd November 2010, the Director of Adult Social Services submitted a report outlining the progress made to date in respect of the day services transformation and changing places programme, whilst also seeking approval to implement the next phase of activity. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Having received reassurances in response to the enquiries which had been raised during the course of the discussion, Members emphasised their support for the proposals detailed within the report.

RESOLVED -

- (a) That the contents of the submitted report, together with the progress which has been made to date in the day services transformation and changing places programme, be noted.
- (b) That in relation to West North West Leeds, approval be given to the proposals which will by June 2012 lead to Horsforth Fulfilling Lives Centre becoming surplus to requirements through the creation of new community fulfilling lives service bases and the refurbishment of Bramley Fulfilling Lives centre, as detailed within the submitted report.
- (c) That in relation to Wetherby, the Board’s endorsement be given to further work being undertaken in Wetherby in order to develop a proposal in consultation with stakeholders, with this proposal forming the basis of a further report to Executive Board in due course.

- (d) That in relation to South South East Leeds, the proposed investment into the Rothwell Fulfilling Lives West building be noted, which will allow Adult Social Care to complete the transformation of services in the South and by April 2013 lead to West Ardsley Fulfilling Lives Centre and Rothwell Fulfilling Lives East building becoming surplus to requirements.
- (e) That an injection of £1,332,000 into the capital programme be approved to facilitate the delivery of the remaining asset requirements within the strategy, funded by the ring-fencing of future capital receipts, as identified within the submitted report.

66 Leeds Holt Park Wellbeing Centre Project - Submission of the Final Business Case and Execution of the Contract for the new Holt Park Wellbeing Centre

Further to Minute No. 15, 22nd June 2010, the Director of City Development and the Director of Adult Social Services submitted a joint report providing an update on the progress of the procurement via the Local Education Partnership (LEP) of the Holt Park Wellbeing Centre. In addition, the report sought confirmation and approval of the final scope of the project, the maximum affordability position for the City Council and the process which would facilitate the project's Commercial and Financial Close. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members received reassurance in respect of the provision of dedicated accommodation for young people as part of the proposed development.

The Director of Adult Social Services highlighted that there were several minor drafting errors within the report's recommendations which would be corrected via the formal minutes of the meeting.

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

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the final scope of the Holt Park Wellbeing Centre Project (Project), as set out within the submitted report be confirmed and noted.
- (c) That the financial implications for the Council of entering into the Project be approved, and that agreement be given to the maximum affordability ceiling for the Leeds City Council contribution in relation to the PFI of £484,000 in the first full year of service commencement (2014/15), as set out within exempt Appendix 1 of the submitted report, but subject to resolution (e) below, should the SWAP rate exceed 5.00%.

- (d) (Noting that financial close cannot take place until and unless the Government confirms the availability of PFI Credits and the FBC approval), that approval be given to the arrangements to Financial Close and the implementation of the Project to include (but not by way of limitation) the award/entry into a PFI Project Agreement to a special purpose company to be established under terms agreed between the City Council and the Leeds Local Education Partnership (LEP), and
- in connection therewith, confirmation be given to the arrangements at paragraph 4.8.5 of the submitted report, and that (for the avoidance of doubt) the necessary authority be delegated for the functions, as set out at Part 3 section 3E of the Constitution (Officer Delegation Scheme (Executive Functions)) in relation to Public Private Partnerships/Private Finance Initiative and other Major Property and Infrastructure Related projects, to be exercised in relation to this Project by the Director of City Development (or delegee) in consultation with the Director of Adult Social Services (or delegee).
- (e) That the necessary authority be delegated to the Director of City Development or his nominee to approve the completion of the project should the SWAP rate exceed 5.00% but be less than 5.50% at the time of Financial Close to a maximum affordability ceiling of £484,000 for the Leeds City Council contribution in 2014/15 terms.
- (f) That the existing Holt Park Leisure Centre site be injected into the capital receipts programme for disposal.

67 Better Lives for Older People: Future Options for Long Term Residential and Day Care Services

The Director of Adult Social Services submitted a report on the extensive consultation exercise that had been undertaken in relation to proposals regarding a number of residential care homes and day centres for older people. The report advised of the outcomes from the consultation exercise and detailed a number of recommendations for either closure or retention of each unit. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following the introduction of the report, a detailed discussion ensued, with several specific enquiries and suggestions being made regarding a number of homes affected by the proposals. In summary, the main points of discussion were as follows:-

- Concerns were raised in respect of the caveats which accompanied some of the proposals, specifically with regard to NHS funding arrangements, with a request that Board Members were kept informed of any developments which occurred in respect of such NHS funding arrangements.
- Clarification was sought on the provision of independent sector beds in respect of specific homes and the criteria used to generate the data, as detailed within the report

- Emphasis was placed upon the need for residents to be allocated accommodation of their choice, prior to their movement and upon the need for residential and day care services provision to be based upon a mixed economy model and not solely via the private sector.
- Members discussed the proposed Community Asset Transfer of one of the homes in question and highlighted the role of Ward Members in this process, acknowledged the varying standard of provision which currently existed in the city and emphasised the need to ensure that the level of care for all was raised throughout Leeds.

Responses and assurances were provided to those representations which had been received following the publication of the agenda papers and also to those concerns which had been raised by Members during the discussion. It was emphasised that residents would be allocated accommodation of their choice prior to their movement, that the standards of care for all needed to be raised across the city and that all actions taken in respect of the proposals would be in line with the 'Care Guarantee', as appended to the report.

Copies of the documents accompanying the submitted report, namely, the Consultation Report and the Equality Impact Assessment, which framed the recommendations within the report, had been included within the agenda papers, whilst a statement of the Scrutiny Board (Health and Wellbeing and Adult Social Care) responding to the proposals contained within the report was tabled at the meeting for Members' consideration.

RESOLVED -

- (a) That the very extensive and wide ranging consultation exercise undertaken be noted, and that all contributors be thanked for their thoughtful and helpful comments which have informed the recommended outcomes.
- (b) That the commitment and process which will be followed to ensure all people affected by the adoption of the recommendations are provided with comprehensive care planning and support in identifying appropriate alternative provision, be noted.
- (c) That the proposals in respect of day care services be agreed, namely:
 - To retain as specialist services Middlecross, Apna, Springfield, Calverlands, Laurel Bank, The Green, Frederick Hurdle and Wykebeck
 - To decommission Spring Gardens, Firthfields, Rose Farm and Lincolnfields.
- (d) That the proposals in respect of specialist residential care homes be agreed, namely:
 - To retain as specialist dementia units, Middlecross, Siegen Manor and The Green
 - To recommission Richmond House as a specialist residential intermediate care home (in partnership with the NHS)

- To recommission Harry Booth House as a specialist nursing/residential intermediate care home commencing operation in April 2012 (in partnership with the NHS)
 - To set aside consideration of Amberton Court as a specialist care unit pending further work with the NHS and consideration of its long term future alongside other Local Authority residential care facilities not specifically covered in this report
- (e) That the implementation of proposals for the long term residential care homes be agreed, namely:
- To decommission Westholme, Kirkland House and Grange Court
 - To agree the decommissioning of Spring Gardens and Knowle Manor at a future date and on completion of new build Residential Care facilities in Otley and Morley respectively
 - To agree the decommissioning of Dolphin Manor at a future date through either the transfer of ownership to a community interest company (subject to satisfactory business evaluation and due diligence test) or on completion of new build residential care facilities in Rothwell
- (f) That discussions be commenced immediately with the company planning to build residential home facilities in Otley to bring forward the development at the earliest opportunity.
- (g) That approval be given to the proposals to identify land in Morley and Rothwell and that approval also be given to work with officers in City Development to advertise for residential/nursing care development at the earliest opportunity.
- (h) That approval be given to the immediate commencement of dialogue with interested community groups and stakeholders with regard to future building use.
- (i) That approval be given to proposals to bring forward further options in relation to the remaining six day centres and eight residential homes.
- (j) That approval be given to the ongoing review of remaining facilities, with such a review being undertaken with City Development and Environment and Neighbourhoods colleagues, in order to ensure that the choice of local housing, care and support options for older people are expanded.
- (k) That as part of this process, officers be authorised to take appropriate steps to secure appropriate partners to exploit development opportunities for the remaining facilities.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on decisions taken above, whilst Councillor A Carter emphasised that he was in agreement with

the resolutions, subject to the caveats he raised during the course of the discussion)

68 Adult Social Services Procurement Efficiencies 2011/12 Care Home Fees

The Director of Adult Social Services submitted a report providing information on the current position in achieving procurement efficiency targets in respect of fees paid to Leeds independent sector residential and nursing care homes, detailing issues that had arisen since the original budget setting process for 2011/12 was concluded, and recommending ways forward in seeking to progress efficiency, service modernisation and quality in the sector. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members received information regarding the circumstances which had led to the current position.

Following consideration of Appendix 2 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(5) and Appendix 3 of the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), both of which were considered in private at the conclusion of the meeting it was

RESOLVED -

- (a) That the difficulties in achieving the targeted procurement efficiencies in fees paid to independent sector providers to support publicly funded residents of residential and nursing care homes for older people in Leeds be noted.
- (b) That the immediate commencement of a negotiated implementation of a revised temporary fee structure for publicly funded residents taking up placements in Leeds homes from October 1st this year be approved.
- (c) That the content of exempt Appendix 3 to the submitted report be noted, which sets out the indicative level of temporary fees that will be negotiated with Independent sector providers following the adoption of resolution (b) above.
- (d) That the inflationary payment standstill, initiated in April 2010, be confirmed.
- (e) That the establishment by the Director of Adult Social Services of an advisory board to include representatives of all groups with a direct interest in commissioning, providing and receiving sustainable high quality care for older people, be approved.
- (f) That the advisory board membership, as referred to in resolution (e) above, be agreed with the Executive Lead Member for Adult Social Services.

- (g) That approval be given to the negotiation of the terms of reference for the board established at resolutions (e) and (f) above, which will include:-
- (i) that the Board be given the primary remit of bringing forward a long term sustainable fee settlement framework which incorporates the development of a quality framework linked to the fee settlement;
 - (ii) whilst also including proposals to deal with the issue of sector inflation against a background of reducing Council funding in the medium term, to ensure that any equality issues arising out of its work are assessed and addressed; and
 - (iii) to examine, with reference to best practice examples elsewhere in the country, the means by which quality standards could be embedded within the overall fee settlement framework.

69 Shadow Health and Wellbeing Board for Leeds

The Director of Adult Social Services submitted a report providing an update on the changes to the NHS following the publication of *Equity and Excellence: Liberating the NHS* and, in particular, outlining the progress made to establish a shadow Health and Wellbeing Board for Leeds. In addition, the report also highlighted the development of the Joint Strategic Needs Assessment (JSNA) since 2010 and the emerging themes, whilst outlining the future central role of the JSNA within the new Health and Wellbeing Boards and Joint Health and Wellbeing Strategy. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Executive Member for Adult Health and Social Care clarified that in respect of the proposed membership for the Shadow Board, this would include the opposition group Leaders, or their representatives.

RESOLVED -

- (a) That the progress which has been made in developing a shadow Health and Wellbeing Board for Leeds be noted.
- (b) That the recent clarification of public health functions to be transferred to the Local Authority be noted along with the intention to submit further reports on issues and implications once further information is known.
- (c) That the progress which has been made in delivering the work programme identified in the first JSNA report in April 2009 be noted along with the implications of the new role of the JSNA as central to the new commissioning structures.
- (d) That it be noted that a further update on the JSNA will be published in the autumn as part of the State of the City report.
- (e) That the ongoing refinement of the priorities and indicators within the City Priority Plan, following NHS Leeds Board, partnership and scrutiny contributions, be agreed.

RESOURCES AND CORPORATE FUNCTIONS

70 Building intelligence capacity for the city and city region

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report outlining the rationale underpinning the proposal to transfer Yorkshire Forward's Chief Economists Unit to the Council, detailing the actions being taken to secure an appropriate operating and funding model, whilst seeking formal agreement to transfer the Chief Economists Unit to the Council from 1st November 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Emphasis was placed both upon the importance of possessing high quality intelligence in order to inform the Council's strategic and operational planning and also upon the opportunities that this initiative would offer the Council and others.

In response to Members' comments that this initiative needed to be self financing, assurances were received that it was anticipated that this would be the case and that a further report would be submitted to the Board in March 2012, in respect of such matters.

RESOLVED -

- (a) That the rationale underpinning the proposal to transfer Yorkshire Forward's Chief Economists Unit to the Council be noted.
- (b) That the actions being taken to secure an appropriate operating and funding model which will fully mitigate the financial impact on the Council be noted.
- (c) That the transfer of the Chief Economists Unit to the Council, subject to satisfactory consultation with the trade unions, effective from 1st November 2011, be formally agreed.
- (d) That a further report be submitted to the Board in March 2012 in respect of the initiative.

71 Financial Health Monitoring 2011/12 - Month 4

The Director of Resources submitted a report setting out the authority's projected financial health position, after four months of the 2011/2012 financial year. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board received an update in respect of income generation from events and in response to a specific enquiry, officers undertook to provide the Member in question with a breakdown of the financial details regarding the projected shortfall in respect of car parking income.

Enquiries were made regarding the Council's attempts to recruit greater numbers of foster carers in Leeds and it was proposed that a further report was submitted to the Board on this matter in due course.

RESOLVED –

- (a) That the projected financial position of the authority after four months of the 2011/12 financial year be noted.
- (b) That the release of £800,000 from Housing Revenue Account reserves be approved in order to fund the remaining acquisition and demolition costs as outlined in paragraph 3.4 of the submitted report.
- (c) That approval be given to the budget adjustments, as detailed within paragraph 3.5 of the submitted report.
- (d) That a report be submitted to the Board in due course, regarding the Council's attempts to recruit greater numbers of foster carers in Leeds.

72 Sex Establishment Statement of Licensing Policy

The Director of Resources submitted a report presenting the Sex Establishment Statement of Licensing Policy for the purposes of formal adoption, ready for the start of the transitional period on 1st October 2011, whilst also presenting the related Working Group report for approval as the Council's response to the public consultation on the draft Statement of Licensing Policy. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the Sex Establishment Statement of Licensing Policy, together with the report of the Working Group had been circulated to Board Members for their consideration.

RESOLVED –

- (a) That the report of the Working Group be endorsed as the Council's response to the public consultation on the draft Statement of Licensing Policy.
- (b) That the Sex Establishment Statement of Licensing Policy be approved.

DEVELOPMENT AND THE ECONOMY

73 Design & Cost Report for Re-location of the UTMC (Urban Traffic Management Control) Service and the Provision of Upgraded and New UTMC Infrastructure

The Director of Resources and the Director of City Development submitted a joint report seeking approval of a funded injection into the Capital Programme and the related authority to spend, in respect of the move and upgrade of the Urban Traffic Management Control (UTMC) Unit. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

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

RESOLVED -

- (a) That an injection into the capital programme of £2,321,000 be approved, of which £716,000 is allocated from the Changing the Workplace Programme, £244,200 is contributed by Calderdale Council, with the balance of £1,360,800 being the subject of a prudential borrowing business case, and funded by annual revenue savings accruing from the project.
- (b) That authority to spend the amount of £2,480,000 on the relocation of UTMC and provision of upgraded and new UTMC infrastructure be approved.
- (c) That by giving the authority to spend as detailed at resolution (b) above, it be noted that the Board are committing £716,000 to complete the UTMC relocation, in advance of the formal consideration of the Changing the Workplace business case later in the year.

74 Deputation to Council: Carr Manor Road Safety Group regarding Road Safety Issues in the Carr Manor Area

The Director of City Development submitted a report in response to the deputation to Council on 13th July 2011 from Carr Manor Road Safety Group regarding road safety issues in the Carr Manor area. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the concerns of the local residents, as raised within the deputation to Council on the 13th July 2011 be acknowledged and recognised.
- (b) That it be noted that the approval of the proposal for additional primary provision does not presuppose the outcome of the planning application.
- (c) That as part of any planning application submission for new primary provision, road safety issues of concern be addressed as part of the transport statement

75 Approval to the Submission of a Best and Final Bid for Funding of the A58M Inner Ring Road Highway Structures Essential Maintenance Scheme

The Director of City Development submitted a report seeking approval for the submission of the Best and Final Bid for the A58M Leeds Inner Ring Road Highways Structures Essential Maintenance Scheme to the Department for Transport by 9th September 2011, whilst also seeking agreement on the level of local contributions needed to ensure that the scheme had the best possible chance of securing government funding. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th October, 2011

RESOLVED –

- (a) That the submission of the Best and Final Bid for the A58M Inner Ring Road Highways Structures Essential Maintenance Scheme to the Department for Transport by 9th September 2011 be approved.
- (b) That the local contribution to the scheme of £3,000,000 be agreed and that approval be given to the injection of this funding into the Inner Ring Road scheme within the approved capital programme.

(The matters referred to in this minute, were not eligible for Call In due to the external deadline set by the Department for Transport for the submission of Best and Final Bids, which if not met, would have negative implications upon the funding of the scheme)

76 Informal City Centre Commuter Car Parking Policy

The Director of City Development submitted a report seeking approval to introduce an informal interim policy to deal with commuter car parking sites in the city centre. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the process and the timescales by which the informal interim policy had been developed, in addition to the level of cap on spaces which had been proposed.

RESOLVED -

- (a) That the City Centre Commuter Car Parking Policy, as set out within Appendix A to the submitted report be approved as a material consideration in planning decisions.
- (b) That as a temporary policy, officers be requested to monitor the impact of the policy in the context of public transport improvements and development in the city centre.

NEIGHBOURHOODS, HOUSING AND REGENERATION

77 Deputation to Council: Lingfields and Fir Trees Residents Group regarding Resources in the Moor Allerton Area with Particular Reference to the Open House Community Centre

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report in response to the deputation to Council on 13th July 2011 from the Lingfields and Fir Trees Residents Group regarding resources in the Moor Allerton area with particular reference to the Open House Community Centre. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

It was noted that local Ward Members had been involved in the drafting of the report and that further consultation would be had with them in due course.

RESOLVED -

- (a) That the Area Leader, East North East Leeds, in consultation with the relevant Ward Members, develop an interim package to ensure the continued operation of the Open House community centre until end of March 2012.
- (b) That the options for the future, long term management arrangements for the Open House community centre be explored, involving and including a consultation with local residents.

78 Developing a Locality Approach between Leeds City Council Services and Police Community Safety Officers (PCSOs)

The Director of Environment and Neighbourhoods submitted a report providing an overview of the progress which was being made to develop more joined-up working arrangements between locality based City Council services and Police Community Safety Officers (PCSOs). In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Superintendent Simon Whitehead, Chief Officer Leeds Community Safety, was in attendance at the meeting to respond to Members' enquiries.

Members highlighted the vital role played by PCSOs in respect of combating crime of all levels and regarding information gathering, whilst also emphasising the role played by PCSOs in other areas such as the children's agenda. In addition, the superintendent stressed the vital nature of the cross partnership approach which was needed to effectively combat crime in the city.

In response to Members' enquiries, the Executive Member for Neighbourhoods, Housing and Regeneration undertook to progress the formalisation of the joint protocols between the Council and West Yorkshire Police in respect of PCSOs.

RESOLVED -

- (a) That the progress which has been made to develop more joined up working within localities between Leeds City Council services and Police Community Safety Officers be noted.
- (b) That a report be tailored for each Area Committee on Police Community Safety Officers and the proposed areas of closer working for local environmental priorities.

79 Proposal to lease and sell miscellaneous Council properties to Unipol Student Homes

The Director of Environment and Neighbourhoods submitted a report presenting a proposal for Unipol Student Homes to lease 73 Council properties and purchase 15 of such properties from the Council over a 4 year period. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following consideration of Appendix 1 to the submitted report, designated as exempt under Access to Information Procedure Rules 10.4(2) and 10.4(3), and consideration of Appendix 2, designated as exempt under Access to Information Procedure Rule 10.4(3), both of which were considered in private at the conclusion of the meeting, it was

RESOLVED -

- (a) That the granting of a 21 year lease at less than best consideration for 73 properties to Unipol be approved.
- (b) That the sale of 15 of the properties referred to in resolution (a) to Unipol Student Homes on an individual market value basis over the next 4 years be approved, the first of such properties has been declared surplus by the Director of Environments & Neighbourhoods.
- (c) That approval be given for the Director of Environments and Neighbourhoods to authorise future surplus declarations for those properties identified to be sold, through the Delegated Decision process.

80 Employment and Skills

The Director of Environment and Neighbourhoods submitted a report providing an update on current claimant rates for out of work benefits, detailing the progress achieved under current programmes to support priority groups back into employment, summarising the Government's revised delivery framework of employment support activity and the resultant changes required in local provision. In addition, the report also identified key initiatives proposed to be taken forward by the Council in partnership with others in response to business needs, whilst also supporting recovery and growth and maximising opportunities for local people to secure employment. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the need for a partnership approach to be taken between participating companies, agencies and the Council, in order to ensure that the apprenticeship opportunities provided were in line with demand.

RESOLVED -

- (a) That the activity undertaken to date to support local people to improve their skills and secure employment be noted.
- (b) That in principle support be given to the proposals to develop an Apprenticeship Training Agency and further develop the Retail Academy in order to provide a national centre of excellence, subject to the consideration of further detailed feasibility and delivery plans.

CHILDREN'S SERVICES

81 Recent Examination Results

Following the high levels of attainment which had been achieved in the examination results over the summer, the Executive Member for Children's Services paid tribute to and congratulated all of the students and staff involved.

82 Primary Basic Need Programme - Outcome of statutory notices for the expansion of primary provision in 2012

Further to Minute No.226, 18th May 2011, the Director of Children's Services submitted a report detailing the outcomes arising from the publication of the statutory notices regarding the expansion of primary provision in 2012 and sought a final decision on the proposal in respect of Roundhay School Technology and Language College. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED - That the age range of Roundhay School Technology and Language College be changed from 11-18 to 4-18 years, with a reception admission limit of 60, and with the expansion of the school's capacity using land off Elmete Lane for the primary provision.

83 Public reports of the local government ombudsman regarding complaints

The Director of Children's Services submitted a report providing details of a recent finding of maladministration with injustice in three reports issued by the Local Government Ombudsman. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In presenting the report, the Chair and the Board conveyed their unreserved apologies for the service which the children involved and their families had received. In addition, tribute was paid to the families for their resilience and determination throughout the process. The Director of Children's Services also took the opportunity to outline the actions which had been and continued to be taken to ensure that such instances of maladministration did not occur again.

Following consideration of the supplementary information tabled at the meeting, designated as exempt under Access to Information Procedure Rule 10.4(1) and (2), which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the contents of the covering report along with the three Ombudsman reports be noted.
- (b) That the actions taken by the Council to remedy the issues raised be noted.

84 E-ACT Leeds East Academy Final Business Case

Further to Minute No. 12, 22nd June 2011, the Director of Children's Services submitted a report presenting the Final Business Case for the E-ACT Leeds East Academy for the purposes of approval and submission to the Partnerships for Schools. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED - That the submission of the Final Business Case to the Partnerships for Schools (PfS) for E-ACT Leeds East Academy (BSF Wave 1, Phase 5) be approved.

LEISURE

85 Scrutiny Board Recommendations - Cemeteries & Crematoria Horticultural Maintenance

Further to Minute No. 232, 18th May 2011, the Director of City Development submitted a report further considering the recommendations arising from the former Scrutiny Board (City Development) inquiry into 'Cemeteries and Crematoria Horticultural Maintenance' and detailing proposals in response to the recommendations made, with particular reference to recommendation 2 of the inquiry report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED - That the report be withdrawn from the agenda, with a further report being submitted for consideration in due course.

DATE OF PUBLICATION: 9TH SEPTEMBER 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 16TH SEPTEMBER 2011 (5.00 P.M.)

(Scrutiny support will notify Directors of any items called in by 12.00 p.m. on 19th September 2011)

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**FORWARD PLAN OF KEY DECISIONS
(relating to Children and Families Scrutiny Board)**

1 October 2011 – 31 January 2012

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---------------|----------------|---------------------------|-----------------------|--|---|
|---------------|----------------|---------------------------|-----------------------|--|---|

| | | | | | |
|--|---------------------------------|---------|---|---|--------------------------|
| Short Breaks for Disabled Children in Leeds Delegated Decision to commission short breaks for disabled children for the period 1 st January-31 st December 2012 | Director of Children's Services | 1/10/11 | Consultation with stakeholders including disabled children, young people and parent/carers undertaken in June/July 2011 and ongoing | The report to be issued to the decision maker with the agenda for the meeting | paul.bollom@leeds.gov.uk |
|--|---------------------------------|---------|---|---|--------------------------|

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|---|----------------------------------|------------------------------|---|--|
| Roundhay School: Additional Classroom Accommodation Approval to proceed with works to construct new primary school provision as part of an all-through school to be administered by Roundhay School in order to accommodate additional school pupils, and to incur expenditure from the approval capital programme. | Executive Board (Portfolio: Children's Services) | 12/10/11 | Roundhay School | The report to be issued to the decision maker with the agenda for the meeting | charlotte.foley@leeds.gov.uk |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|---|----------------------------------|------------------------------------|--|--|
| <p>BRACKEN EDGE PRIMARY SCHOOL : ADDITIONAL CLASSROOM ACCOMMODATION, AND INTERNAL REMODELLING WORKS Approval to proceed with works to provide additional classroom accommodation, and to carry out internal remodelling works at Bracken Edge Primary School in order to accommodate additional school pupils, and to incur expenditure from the approved capital programme</p> | <p>Executive Board (Portfolio: Children's Services)</p> | <p>12/10/11</p> | <p>Bracken Edge Primary School</p> | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>charlotte.foley@leeds.gov.uk</p> |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|---|----------------------------------|---|---|--|
| <p>CARR MANOR SCHOOL : ADDITIONAL CLASSROOM ACCOMMODATION Approval to proceed with works to construct new primary school provision as part of an all-through school to be administered by Carr Manor School in order to accommodate additional school pupils, and to incur expenditure from the approved capital programme.</p> | <p>Executive Board (Portfolio: Children's Services)</p> | <p>12/10/11</p> | <p>Carr Manor School</p> | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>charlotte.foley@leeds.gov.uk</p> |
| <p>Otley Prince Henry's Grammar School To note the transfer of the Council's land to the Otley Prince Henry's Academy in accordance with the Academies Act 2010.</p> | <p>Executive Board (Children's Services)</p> | <p>12/10/11</p> | <p>Consultation with staff and parents have taken place as part of the process to transfer to Academy status.</p> | <p>The report to be issued to the decision maker with the agenda for the meeting.</p> | <p>nigel.bamford@leeds.gov.uk</p> |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|--|---|----------------------------------|--|---|--|
| <p>WYKEBECK PRIMARY SCHOOL : ADDITIONAL CLASSROOM ACCOMMODATION, EXTERNAL WORKS, AND COMMUNITY FACILITIES</p> <p>Approval to proceed with works to provide additional classroom accommodation, external works, and community provision at Wykebeck Primary School in order to accommodate additional school pupils, and to incur expenditure from the approved capital programme</p> | <p>Executive Board (Portfolio: Children's Services)</p> | <p>12/10/11</p> | <p>Wykebeck Primary School</p> | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>charlotte.foley@leeds.gov.uk</p> |
| <p>Woodkirk High Specialist Science School</p> <p>To note the granting of a lease to the Woodkirk Academy.</p> | <p>Executive Board (Children's Services)</p> | <p>12/10/11</p> | <p>Consultations with staff and parents have taken place as part of the process to transfer to Academy status.</p> | <p>The report to be issued to the decision maker with the agenda for the meeting.</p> | <p>nigel.bamford@leeds.gov.uk</p> |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|--|---|----------------------------------|--|---|--|
| Review of City Learning Centres Future of provision | Executive Board (Portfolio: Children's Services) | 2/11/11 | Schools Forum | The report to be issued to the decision maker with the agenda for the meeting | pat.toner@leeds.gov.uk |
| Basic Need Programme 2013 - Proposals for expansion of Primary Provision in 2013 Permission to consult on proposals | Executive Board (Portfolio: Children's Services) | 2/11/11 | 31 st Oct – 16 th Dec 2011 | The report to be issued to the decision maker with the agenda for the meeting | lesley.savage@leeds.gov.uk |

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

| | |
|--|----------------------------|
| Resources and Corporate Functions | Councillor Keith Wakefield |
| Development and the Economy | Councillor Richard Lewis |
| Environmental Services | Councillor Mark Dobson |
| Neighbourhoods Housing and Regeneration | Councillor Peter Gruen |
| Children's Services | Councillor Judith Blake |
| Leisure | Councillor Adam Ogilvie |
| Adult Health and Social Care | Councillor Lucinda Yeadon |
| Leader of the Conservative Group | Councillor Andrew Carter |
| Leader of the Liberal Democrat Group | Councillor Stewart Golton |
| Leader of the Morley Borough Indep | Councillor Robert Finnigan |

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

| Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be considered by Decision Maker | Lead Officer |
|---|-----------------------|----------------------------------|---|---|---------------------------------|
| Children & Young People's Plan (includes Children and Families City Priority Plan and Youth Justice Plan) | Council | July 2013 | Via Executive Board, Scrutiny Board (Children and Families) | Report to be issued to the decision maker with the agenda for the meeting | Director of Children's Services |

NOTES:

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

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

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