

|   | Recommendation   | Stage           | Complete |
|---|--|-----------------|----------|
| 4 | <p><b>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.</b></p>   | 2<br>(Achieved) | ✓        |
|   | <p><b><u>October 2011 update</u></b><br/> 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><br/> The Director of Children's Services agrees with this recommendation.<br/> 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><b><u>December 2010 update</u></b><br/> 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<br/> "a useful document and guidance with ideas to take to staff in the setting to develop an action plan"<br/> "great ideas for involving children and families"<br/> "Having to start from 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"<br/> "Really useful and a good time of year to access training, leaving time to implement, develop and action"<br/> "[this training] has given me more confidence"<br/> 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>(The Scrutiny Board agreed to revisit progress on usage of the transition record at the start of the new school year.)</p> |                 |          |

|   | Recommendation   | Stage  | Complete |
|---|--|--|----------|
| 1 | <p><b>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.</b></p> <p><b>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.</b></p>   | <p><b>2</b></p> <p><b>(Achieved)</b></p> <p><b>Subject to comments in Ofsted inspection Report (to be confirmed November 2011)</b></p> | ✓        |
|   | <p><b><u>October 2011 update</u></b></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 7<sup>th</sup> 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><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><u><i>September 2010 update</i></u></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>We would anticipate a continuing positive impact on caseloads through:</i></p> <ul style="list-style-type: none"> <li><i>• 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.</i></li> <li><i>• 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.</i></li> </ul> |  |
|--|--|

|  |   |  |  |
|--|---|--|--|
|  | <p><u>December 2010 update</u></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><u>March 2011 update</u></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><u>July 2011 update</u></p> <p><i>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.</i></p> |  |  |
|--|---|--|--|

|   | 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<br>(Achieved) | ✓        |
|   | <p><b><u>October 2011 update</u></b></p> <p><b><u>Primary Capital Programme (PCP) Projects</u></b></p> <p><b>Gildersome Primary School</b> – Anticipated handover Phase 1<sup>st</sup> December 2011 and Phase 2 completion August 2012</p> <p><b>Richmond Hill Primary School</b> – Anticipated completion of building 3<sup>rd</sup> September 2012; Anticipated completion of landscaping 10<sup>th</sup> May 2013.</p> <p><b>Greenhill Primary School</b> – Handover Phase 1 2<sup>nd</sup> September 2011; Anticipated Phase 2 completion 2<sup>nd</sup> February 2013; Anticipated completion of landscaping and final handover 25<sup>th</sup> May 2012</p> <p><b>Yeadon SS Peter and Paul Catholic Primary School</b> – Anticipated decant from the existing school to the new building 23 January 2012. Anticipated Contract completion 21<sup>st</sup> May 2012.</p> <p><b>Oulton Primary</b> – Anticipated Phase 1 completion 19<sup>th</sup> November 2011, Phase 2 completion 9<sup>th</sup> July 2012 and Phase 3 completion 12<sup>th</sup> November 2012.</p> <p><b>Swillington Primary</b> – Anticipated Phase 1 completion 4<sup>th</sup> May 2012 and Phase 2 completion 7<sup>th</sup> 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><b>Bankside Primary</b> – Phase 1 completion 16<sup>th</sup> May 2011 &amp; Phase 2 completion 7<sup>th</sup> 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 &amp; 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> |                 |          |

|  |  |  |
|--|--|--|
| <p>The following elements were commissioned and witnessed by the SDA:</p> <ul style="list-style-type: none"> <li>• Fire Alarm – April 2011</li> <li>• Fire Alarm recommission – May 2011</li> <li>• Emergency Lighting – April 2011</li> <li>• Electrical Installation – January 2011</li> <li>• Lighting Controls – April 2011</li> <li>• Structured Cabling – January 2011</li> <li>• CCTV/Intruder – May 2011</li> <li>• Access Control – May 2011</li> <li>• Disabled WC alarms – April 2011</li> <li>• Disabled Refuge alarms – February 2011</li> <li>• Heating System – December 2010</li> <li>• Boilers gas – January 2011</li> <li>• Natural ventilation – March 2011</li> <li>• General ventilation system – April 2011</li> <li>• Hot Water Installation – February 2011</li> <li>• Controls Pre commission – January 2011</li> <li>• Controls Final Commission – April 2011</li> <li>• Above Ground Drainage – May 2011</li> <li>• Cooling Installation – April 2011</li> <li>• Sprinkler commissioning – September 2011</li> </ul> <p>Chlorination – May 2011</p> <p><b><u>Building Schools for the Future (BSF)</u></b></p> <p><b>Leeds West</b> – Completion September 2011</p> <p><b>Farnley Park High School</b> – Completion July 2012</p> <p><b>Mount St Mary’s Catholic High School</b> – Completion April 2013</p> <p><b>Corpus Christi Catholic College</b> – Completion July 2012</p> <p><b>Leeds East</b> – Completion February 2013</p> <p>There is a contractual handover and commissioning protocol for all BSF projects.</p> |  |  |
|--|--|--|

|  |   |  |  |
|--|---|--|--|
|  | <p><u>Director's Response (Approved by Executive Board May 2010)</u></p> <p><i>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.</i></p> <p><u>September 2010 update</u></p> <p><i>There have been no new school buildings handed over during this period.</i></p> <p><u>December 2010 update</u></p> <p><i>There have been no new school buildings handed over during this period.</i></p> |  |  |
|--|---|--|--|

|   | Recommendation   | Stage   | Complete |
|---|--|---|----------|
| 2 | 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.  | 4<br>(not achieved)<br>Progress made acceptable.<br>Continue monitoring |          |
|   | <p><b><u>October 2011 update</u></b></p> <p>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></p> <p><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.</i></p> <p><i><u>July 2011 update</u></i></p> <p><i>A meeting has now been scheduled in the Head of Service's diary. We will report back after the meeting has taken place.</i></p> |   |          |



|   | Recommendation  | Stage                  | Complete |
|---|---|------------------------|----------|
| 4 | <p><b>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</b></p> <p><b><u>October 2011 update</u></b></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 &amp; 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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul> <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"> <li>• 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</li> </ul> | 1<br>(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.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>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.</p> <p><u>Director's Response April 2011</u></p> <p><i>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.</i></p> <p><i>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.</i></p> |  |
|--|--|--|