



Haringey Council

Children and Young People's Scrutiny Panel

MONDAY, 3RD NOVEMBER, 2014 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Akwasi-Ayisi, Berryman, M Blake, Hare, Hearn (Chair), Ibrahim and Morris

Co-Optees: Ms Y. Denny (Church of England representative), Mr C. Ekeowa (Catholic Diocese representative), Mr L. Collier (Parent Governor representative) and Mr. K. Taye (Parent Governor representative).

AGENDA

- 1. WELCOME AND INTRODUCTIONS**
- 2. APOLOGIES FOR ABSENCE**
- 3. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with at item 11 below).

- 4. DECLARATIONS OF INTEREST**

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure. Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 4)

To approve the minutes of the meeting of 29 September 2014 (attached).

7. SAFEGUARDING UPDATE

To receive an update from the Chair of the Local Safeguarding Children Board, Sir Paul Ennals.

8. PROGRESS ON THE RECRUITMENT OF NEW IN HOUSE FOSTER CARERS AND ACTIONS BEING TAKEN TO ADDRESS OFSTED'S RECOMMENDATIONS FOR IMPROVEMENT OF THE FOSTERING SERVICE (PAGES 5 - 12)

To report on progress with the recruitment of new in house foster carers and actions being taken to address Ofsted's recommendations for improvement of the fostering service.

9. CONTRACTS IN CHILDREN'S SERVICES (PAGES 13 - 18)

To report on the approach to contracts within Children's Services and, in particular:

- The overall approach to procurement, commissioning and contract management;
- The broad types of contracts in Children's Services and how they are managed; and
- The future direction of travel.

10. WORKPLAN (PAGES 19 - 20)

To note the future workplan for the Panel.

11. NEW ITEMS OF URGENT BUSINESS

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Friday, 24 October 2014

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**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
MONDAY, 29 SEPTEMBER 2014**

Councillors: Berryman, M Blake, Hearn (Chair) and Ibrahim

Co-opted Members: Ms. Y. Denny (Church of England Representative), Mr. C. Ekeowa (Catholic Diocese representative) and Mr. K. Taye (Parent Governor)

CYPS1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hare and Morris and Mr Collier.

CYPS2. DECLARATIONS OF INTEREST

None.

CYPS3. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

CYPS4. MINUTES

In respect of item CYPS114 (Fostering Service Review and Implementation), it was noted that it had been agreed that an update be provided in six months time on progress with the achievement of targets. In respect of item CYPS115 (Hartsbrook School – E-Act), it was noted that the Lion Academy Trust had now taken over the running of the school. In respect of item CYP116 (Early Help Offer for Children and Young People), it was noted that an opportunity for Members to feed into the development of the initiative was to be arranged in due course. A regional seminar on early help had recently been held by OFSTED as part of their Getting to Good programme and it was agreed that the papers and slides from this would be shared with Panel Members.

AGREED:

1. That an item be added to the agenda for the meeting on 3 November on progress with the achievement of targets for the improvements of the fostering service; and
2. That the minutes of the meeting of 27 February 2014 be approved.

CYPS5. TERMS OF REFERENCE

The Panel noted that there was currently overlap between the respective responsibilities of the Children and Young People's Scrutiny Panel and the Adults and Health Scrutiny Panel in respect of issues relating to childhood obesity. Susan Oti, the Assistant Director of Public Health, stated that she would prefer it if the issue were covered by the Children and Young People's Panel as there was a close relationship between the issue and other matters and areas of policy that came within the Panel's terms of reference. The Cabinet Member for Children and Families concurred with this view.

AGREED:

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That Overview and Scrutiny Committee be recommended to provide further clarification regarding the respective responsibilities of the scrutiny panels in relation to children's health issues.

CYPS6. WORK PLAN

It was reported that the Council had been successful with a bid for support from the Centre for Public Scrutiny (CfPS) for support in undertaking work relating to service transformation. The Panel had indicated that they were interested in undertaking in-depth pieces of work on the challenges faced by young people within the borough as they became adults as well as childhood obesity. Charlotte Pomery, the Assistant Director for Commissioning, stated that the childhood obesity project might be a better fit for the CfPS support as it was more closely linked to a transformation project.

Panel Members felt that issues relating to young people were a higher priority within Haringey. It was noted that the proposal to undertake work in this area involved universal services rather than specifically social care. Whilst childhood obesity was of importance, Panel Members were of the view that the issues associated with it were not unique to Haringey. Ms. Pomery reported that childhood obesity was a major priority for the Health and Well Being Board. A key part of the plans for the development of a programme was to address the issue of engagement with the public and stakeholders.

Panel Members proposed that the following issues be added to the work programme;

- Children and young people within the criminal justice system; and
- Support for parents and carers of disabled children and reforms to arrangements for Special Education Needs (SEN) to examine their impact on inclusive education.

It was also agreed that the issues of test and exam results and progress of new academies would be taken together. It was noted that additional work would need to be undertaken to scope items further.

AGREED:

That, subject to the above mentioned additions and amendments, the draft work plan be agreed for recommendation to the Overview and Scrutiny Committee.

CYPS7. OFSTED SINGLE INSPECTION FRAMEWORK REPORT ON SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION, CHILDREN LOOKED AFTER AND CARE LEAVERS AND REVIEW OF THE EFFECTIVENESS OF THE LOCAL SAFEGUARDING CHILDREN BOARD

Lisa Redfern, the Director of Children's Services, reported on the recent Single Inspection Framework Inspection by OFSTED from 20th May – 11th June 2014, which had been circulated to panel members prior to the meeting. The inspection had been undertaken on:

- Children in need of help and protection, looked after children and care leavers; and
- The Effectiveness of the Local Safeguarding Children Board.

The services were judged as "Requires Improvement". No widespread or serious failures were identified. Fifty per cent of local authorities across the country inspected so far had also been judged by Ofsted to Require Improvement as the bar has been

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raised by Ofsted. However, Haringey was ambitious in its approach and wanted to progress to being classified as good.

Ms Redfern accepted the classification that had been given and felt that it was a fair appraisal. There had been many areas where good progress had been highlighted, including the timeliness and quality of assessments, the quality of practice and the obtaining of parental consent. Leadership and management had also been found to be clear and effective and thresholds set and applied appropriately. In addition, the inspection had found that the voice of the child was being heard effectively. The inspection had, most importantly, not found services wanting in terms of protecting children.

Panel Members raised the issue of continuity in the provision of social workers. Ms Redfern commented that significant progress had been achieved. This was due in part to good training and supervision. The service was committed to providing greater continuity and wished to retain good social workers so that children could deal with the same person as much as was possible.

In response to a question from the Chair, it was agreed that a list of outcomes that were striven for in social care as well as a dashboard for early help and youth justice support outcomes would be shared with the Panel. It was noted that performance was reported and monitored on a regular basis.

Jon Abbey, the Assistant Director for Schools and Learning, reported that issues with young people frequently started at an early age. There was therefore a need to improve performance in respect of early help. School attendance was crucial and a major indicator of future success.

Panel Members were of the view that improvement in addressing chronic neglect needed to be given particular priority by services.

Ms Redfern reported that there were a number of recommendations for both the Council and the LSCB to address. 75% of these had already been addressed successfully. The governance arrangements had been significantly strengthened and there was an established Getting to Good Board that was focussed currently on plans to implement the recommendations. The OFSTED action plan was being developed but could not be shared with the Panel until such time as OFSTED had approved it.

AGREED:

1. That that a list of that outcomes aimed for by the Children and Young People's Service be shared with Panel Members; and
2. That, when approved by OFSTED, the action plans arising from the recent inspections be circulated to Panel Members.

CYPS8. COUNCIL AND MULTI AGENCY BODIES RELEVANT TO CHILDREN AND YOUNG PEOPLE

In respect of governance structures, the Cabinet Member for Children and Families reported that it was important to ensure that there was the right level of Member

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involvement. Although there appeared to be a lot of overlap, particularly in respect of the multi-agency bodies, there were clear differences between the functions of many of the bodies. Considerable efforts had been made to rationalise the number of bodies and it was now felt that there was no further scope for reducing them.

**Cllr Kirsten Hearn
Chair**



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Report for:	Children and Young People's Scrutiny Panel – 3 November 2014	Item Number:	
Title:	Progress on the recruitment of new in house foster carers and actions being taken to address Ofsted's recommendations for improvement of the fostering service		
Report Authorised by:	Jon Abbey, Acting Director of Children's Services		
Lead Officer:	Paul McCarthy Interim Head of Service (Children Looked After Resources and Placements)		
Ward(s) affected:	All	Report Non Key Decisions:	To keep the committee informed of progress and developments in this service area.

1. Describe the issue under consideration

1.1 As at 8th September 2014 Haringey had 505 looked after children and young people aged 0 – 17. Haringey is successful in being able to place most (80%) of our looked after children in foster families. The remaining 20% are accounted for by

- Children with special health and educational needs placed in specialist residential care homes (approximately 20),
- Children placed for adoption,
- Children placed in residential schools (usually children with complex and severe learning difficulties),
- Young people aged 16/17 placed in semi-independent accommodation, and
- A very small number placed back at home with parents.

1.2 Haringey has for many years been highly dependent on Independent Fostering Agencies (IFA) in order to find suitable foster placements for looked after children and young people. The balance is gradually improving, however at the present time 51% of children who are in foster care are in placements with IFA foster carers. This compares with 60% of fostered children placed with IFA foster carers in September 2013. "Good" and "Outstanding" local authorities would typically have between 0% - 20% of their looked after children placed with IFA carers as they would have a better supply and choice of local in-house foster carers.



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1.3 The IFA foster carers we work with are all fully approved and trained foster carers, mostly living in Haringey or in one of the immediately adjacent boroughs. Care quality standard expectations are exactly the same as those required at an in-house foster carer. The unit cost of these placements is significantly higher than an in-house foster placement (median weekly cost approximately £700 per week as compared with a median cost of £480 per week for a foster placement with one of Haringey's own foster carers). In addition, it can be more difficult to establish a positive working relationship and sense of partnership with a foster carer who is approved by an IFA and this can affect our ability to secure the very best outcomes for the child.

1.4 During the year 2012/13 a major review was carried out of the fostering service and of our strategy for ensuring that Haringey has sufficient numbers and range of foster carers and other provision to meet the assessed needs of the borough's looked after children. This work was supported by our strategic partner iMPower and led to detailed proposals for reorganising the fostering service and the publication of our Looked After Children and Young People's Sufficiency Strategy (attached).

1.5 During the period 20 May 2014 – 11 June 2014 Ofsted carried out an in depth inspection of Haringey's services for children in need of help and protection, children looked after and care leavers. Ofsted's Report was published on 18 July 2014. Ofsted's graded judgement of Haringey's service to Children Looked After was "Requires Improvement", whilst noting many positive areas. The section of the report on the fostering service contained a number of criticisms and recommendations for improvement. The actions put in place to address these recommendations are summarised below in section 5.12.

1.6 This report is intended to provide CPAC with information about progress in the recruitment of new foster carers as well as information on progress in regard to Ofsted's recommendations for improving the fostering service.

2. Background information

2.1 As at 8th September 2014, Haringey's register of foster carers showed that Haringey has:

- 136 task centred fostering households (the purpose of task centred fostering is to provide a temporary placement to a child until the child can either return home to birth parents or wider family network or to a permanent placement which is usually adoption or special guardianship. The task centred carer is part of the professional network involved in the child's life and is expected to undertake task associated with the care plan for the child);
- 31 connected person foster carers (sometimes referred to as "kinship foster carers (connected persons fostering, or kinship care, is where children are fostered by a member of their wider family or friendship network. The connected persons foster carer is approved to foster specific children only and can be either short term or permanent).
- 33 short break foster carers (specialist respite carers for disabled children); and



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- 292 registered individual foster carers.

2.2 During the year 2013/14, there were 21 new task centred fostering households recruited and approved. During the same year 30 fostering households were deregistered for various reasons, mainly due to retirement or the circumstances of the carers having changed (for example in full time employment) meaning they were no longer available to take placements. This was an unusually high number of fostering de-registrations during 2013/14, representing a “tidying up” exercise and getting to grips with situations that had been over-looked for some time. The net result in 2013/14 was that the in house fostering service lost 3 fostering places.

2.3 To date, during 2014/15 there have been 2 fostering households deregistered and 5 new task centred foster carers have been approved. We anticipate that 5 – 10 task centred fostering households are likely to be deregistered in total during the current year.

2.4 Since April 2014 Haringey has been working in close partnership through a formal contract with a private company called Network Recruitment Solutions (NRS) which specialises in the recruitment and placing of agency social care staff, running contact centres for looked after children and also the recruitment and assessment of professional foster carers using self employed independent social workers to carry out the assessments and present these to the fostering panel. Haringey followed the Corporate Procurement Processes in appointing NRS for a limited period of time with a detailed contract and specific targets in regard to quality of service and quantity of new enquiries to be generated and new prospective foster carers to be presented to the Fostering Panel. NRS has worked successfully with four other London boroughs in the recruitment and assessment of foster carers. The major advantages of using NRS are,

- (a) Their experience in marketing and awareness raising in local communities;
- (b) Agility in providing a quick, friendly and professional response to all initial enquiries;
- (c) A supply of experienced self-employed social worker associates who can focus on the assessment, aiming to complete and present to panel within eight weeks; and
- (d) Experience in providing high quality “Skills to Foster Training”.

2.5 The Fostering Panel’s capacity has been increased to two panels per month from July 2014 – March 2015 to accommodate the increased flow of assessments to be considered. We aim for four NRS fostering assessments to be presented to each fostering panel. Our agreed stretch target is to approve 45 new task centred fostering households (not including kinship foster carers) during 2014/5, as compared with 21 new foster carers approved the previous year, giving us an additional fostering capacity of 60 fostering beds (less any that may be lost through foster carers resigning or being deregistered for other reasons).



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2.6 At this stage (beginning of month 6) the Haringey contract managers and NRS feel confident about achieving the target of 45 new fostering households to be approved in 2014/15. We would need to maintain this rate of growth for a further two years to reach the required position of no more than 20% of foster children and young people being placed with IFA carers. This is at the heart of the CYPS Sufficiency Plan for looked after children, ensuring a good supply of local foster carers from all sections of the community and allowing social workers a degree of choice when placing children to give the best possible chance of the children's needs being fully met.

2.7 Table 1: New foster carers currently in approval pipeline

Type of contact	April 2014 – August 2014
Initial enquiries	125
Initial telephone interviews conducted	37
Home visits conducted	30
Under Assessment	17
Approved	5
Completed Skills to Foster Training	24 people (16 foster Carer Households)

2.8 Table 2: Tabulated summary of criticisms and recommendations made by Ofsted and actions / progress that have been put in place.

1	The sufficiency and quality of the in-house fostering service provision are under - developed	<p>(a) Detailed sufficiency strategy and planning now in place.</p> <p>(b) Ambitious but realistic targets in place to grow the in-house foster carer pool by 45 new fostering households in 2014/15 and maintain this growth in 2015/17.</p> <p>(c) Restructure of fostering teams and externalisation of fostering recruitment and assessment has released a considerable amount of extra social work resource for the training and support of foster carers, with reduced caseloads.</p>
2	Foster carers are not adequately supported by their supervising social workers	<p>(a) A new "Fostering Pledge" has been agreed between the department and Haringey Foster Care Association. This contains a commitment to an enhanced level of visiting, availability and support to foster carers (Fostering Pledge is to be found in Appendix A)</p> <p>(b) fostering support groups are being reviewed and a wider range of groups will be provided in the future</p>



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		(c) A foster carer "satisfaction survey" is being designed and will be carried out by the end of the calendar year. This will assist in providing a benchmark of satisfaction. It will be repeated each year and will give an indication of whether support systems are improving steadily over time
3	Ensure that sufficient in-house and local foster carers are recruited, so that more looked after children and young people can live nearer to their communities, if appropriate	(a) our partner NRS has led on the marketing and promotion of fostering, concentrating on reaching families living in or very close to Haringey. A summary of marketing activities for the period April 2014 – November 2014 is provided in the following section.
4	Foster carers do not feel sufficiently engaged with the improvement process	(a) Monthly meetings are now taking place with the Committee of the Haringey Fostering Association. The Director of Children's Services and the Assistant Director (Safeguarding) have recently attended these meetings and will attend every quarter. (b) A sufficiency development strategy board and work streams have been put in place. Foster carers are represented on all these groups. (c) A new termly newsletter is now being produced (first edition September 2014) as a means of keeping foster carers informed and feeling involved (d) A Haringey Fostering Conference is being planned for November 2014 at which we are aiming for a high proportion of foster carers to attend
5	Foster carers report receiving varying levels of support and supervision from their supervising social worker	(a) A Fostering Pledge has been agreed that sets new enhanced service standards and expectations. (b) fostering records are routinely audited by fostering managers to check for compliance with improved service standards (c) duty fostering officer service has been reviewed and improved
6	Some foster carers had not been allocated a supervising social worker to support them for long periods of time, or they had experienced a succession of agency social	(a) all foster carers now have an allocated supervising social worker (b) There has been significant progress in recruiting permanent staff to



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	workers who did not give them consistent advice	vacancies in the fostering service. The one remaining agency member of staff will leave at the end of September 2014 and will be replaced with a permanent member of staff. All managers are permanent employees, with the one exception of the Interim Head of Service who has been in post since May 2013 and whose contract ends in March 2015.
7	There are no systems in place in the local authority to celebrate the achievements of existing foster carers or recognise their contribution to services for looked after children	(a) A major Fostering Conference will take place annually, the first being in November 2014. A key aspect of this conference is to promote the engagement of foster carers and to make them feel valued and their achievements celebrated (b) it has been agreed that an end of year party / celebratory event will take place every December from this year. (c) consultation is taking place with children and young people about how best to nominate foster carers for special awards
8	Although a scheme for delegated responsibility for foster carers is in place so that they can make some decisions about the lives of the children who live with them, children, young people and foster carers seen by inspectors were not clear about the decisions that they could make	(a) Additional training is being arranged to help foster carers to understand the "delegated responsibility" scheme (b) this is now being addressed in initial "Skills to Foster" Training for all new foster carers (c) Foster carer support groups will be used to improve understanding (d) the new "Fostering Newsletter" will contain easy to understand guidance to the delegated responsibility scheme.

2.9 Outline of fostering marketing activity during period April – November 2014

- May – June 2014. Leaflets delivered by hand to every house in the borough
- Fostering pages on website redesigned and micro-site created
- Redirect put in place so that all initial fostering enquiries by email or phone go direct to NRS for instant response
- Increased range of fostering information sessions advertised at varying times in Tottenham, Wood Green and Hornsey
- Pop – Up posters designed and placed in all Haringey libraries and other public buildings along with information leaflets



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- Newspaper adverts in Enfield and Haringey Advertiser
- Large vinyl banners promoting fostering to be positioned on external railings /walls of Haringey schools (subject to permission of Heads, and on all Children's Centres
- Fostering leaflets to be sent out to all primary school parents through children's book bags (by end of September 2014)
- Fostering Newsletter (first edition September 2014) will ask existing foster carers to talk with family and friends who may be interested in fostering
- Presentations to local churches during Autumn 2014
- Discussions taking place with Tottenham Hotspur about possibility of an advert promoting fostering at home fixtures and in match programme.
- Further vinyl banners to be placed in prominent positions on Haringey parks and recreation grounds, subject to obtaining agreement of relevant department and Central Comms.
- Presentations being arranged to children's social workers to assist them in being more effective as champions for recruiting foster carers when they are in contact with IFA foster carers
- Chief Executive to be asked to promote fostering though weekly newsletter to all Council staff

3. Comments of the Chief Finance Officer and financial implications

4. Comments of the Assistant Director Corporate Governance and legal implications

The Assistant Director Corporate Governance has been consulted about this report. There are no legal implications arising from the report.

5. Equalities and Community Cohesion Comments

6. Head of Procurement Comments

7. Policy Implication

8. Use of Appendices

Appendix1: Fostering Pledge agreed between CYPS and Haringey Foster Carer Association.

9. Local Government (Access to Information) Act 1985



Haringey's Pledge to our foster carers

- We acknowledge the central importance of the child's relationship with their foster carer
- We will always work with the foster carer as a core member of the team around the child
- We will always provide foster carers with full information about children who are to be placed with them
- We will ensure that foster carers always receive relevant support services
- We will make sure foster carers are offered training and development opportunities in order to develop their knowledge and skills in meeting the needs of looked after children and young people
- We will strive to constantly improve the quality of the support we provide to foster carers and we will actively involve foster carers in the review and development of the service
- We will allocate a supervising social worker to every foster carer
- The supervising social worker will keep in close contact with the foster carer, visiting at least once every four weeks and with a telephone contact at least weekly
- We will provide an out of hours support and advice service to foster carers
- We will provide support groups for foster carers
- We will do all we can to enable foster carers to have an active and effective Foster Carer Association, able to represent foster carers and contribute to the development and improvement of the service to children
- Whenever foster carers are subject to allegations or complaints, we will always investigate with an open mind and showing care and respect for the foster carer. We will let the foster carer know the outcome of the investigation as soon as possible. We will make sure foster carers are provided with support during this process
- We greatly value the role played by "Family and Friends" foster carers and we will ensure that these carers receive high quality support and training in accordance with the Council's Family and Friends Policy.
- We recognise the impact of fostering on the birth children of foster carers and we will improve our support services to "children who foster"
- We will provide foster carers with clear guidance and support in regard to their delegated authority

Lisa Redfern
Director of Children's Services
July 2014



Haringey Council

Briefing for:	Children and Young People Scrutiny
Title:	Contracts in children's services
Purpose of briefing:	To inform members about the approach to procurement and commissioning, contracts in children's services and future direction of travel
Lead Officer:	Charlotte Pomery, Assistant Director Commissioning
Date:	Friday 24 th October 2014

1. Introduction

This paper informs members about our approach to contracts in children's services.

The paper outlines:

- Our overall approach to procurement, commissioning and contract management
- The broad types of contracts in children's services and how they are managed
- Our future direction of travel

2. Information for Members

- 2.1 Contracts in children's services are the joint responsibility of the Children and Young People's Service (CYPS), which is effectively the customer, the Central Procurement Unit (CPU) and the Commissioning Unit, (which spans children's and adult services). These services work together to achieve the best outcomes for local residents and often work together with other partners, notably the Clinical Commissioning Group (the CCG), the police and local providers.



- 2.2 Contracts represent a stage in the commissioning and procurement cycle. Commissioning is an enabling function which supports the Council to achieve its wider priorities and outcomes. The current Corporate Plan has in part been delivered through adopting a commissioning approach which sets out the overarching objectives to be delivered and how this will be achieved.
- 2.3 Whilst the commissioning cycle sets out the Council's overall approach, different contracts will be at different stages in the cycle and indeed for some smaller scale contracts, it would not be necessary to go through the whole cycle. Contracts are often a culmination of processes which seek to ensure the Council most appropriately deploys its resources to meet identified need. The four stages of the cycle are:
- Understand - analysis of need, assets and resources is undertaken at a strategic, often population, level. Information is taken from a range of sources including needs assessments, existing services, demand profiles, customer engagement and insight and evidence gathered through processes such as Scrutiny Panels.
 - Plan - consideration is given to how best to meet the need given competing demands and the nature of the need. This stage is critical to ensuring that the service model or approach is best able to meet the need. It often involves researching evidence and best practice in other areas, working with a range of partners and testing out options for delivery against a set of criteria.
 - Do - implementation of the plan is undertaken, with a clear focus on the outcomes to be achieved. Sometimes this can include procurement and setting up of contracts within the voluntary, not-for-profit or private sector although at other times the plan may be to change the service model of directly provided services. Any procurement process would be undertaken at this stage in the cycle after a clear indication that going out to the market will deliver the best outcomes for Haringey residents.
 - Review - service models, services and contracts are reviewed and monitored on a regular basis. There is also an opportunity to evaluate services to assess their impact and whether they are delivering the desired outcomes. The review stage in the process may lead to the cycle being started again and a further focus on understanding the needs and assets of the local population.

3. Approach to procurement

- 3.1 In 2011 as part of the Haringey Efficiency and Savings Programme (HESP) a review of the procurement function (including transactional processing) of the Council was carried out in order to provide a new delivery model that was more efficient than the historic model. This resulted in the setting up of the CPU, which brought procurement officers from within the Council into a central unit. This was intended to create a more corporate and integrated approach to commissioning and procurement and to develop greater procurement capability within the organisation.



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- 3.2 The CPU team works with commissioning managers to define the need and identify opportunities for the aggregation of contracts or other procurement strategies. Finance, legal and equalities are part of the initial planning and evaluation of tenders, while commissioners engage with end users to carry out consultation. CPU also arrange meet the buyer events to ensure market engagement.
- 3.3 CPU ensures value for money is achieved through a competitive procurement process to test the market with an appropriate service specification that sets out the correct level of service required and invites innovation from the market. The evaluation criteria are split into price and quality, this is governed by the procurement code of practise that set out the relative weighting in percentage terms. As a general rule, the weightings given to cost and quality are dependent on a number of factors including market dynamics, balance of risk, value of the contract to be awarded and affordability. Procurement officers must follow these guidelines as much as practically possible.

4. Commissioning

- 4.1 The Commissioning Unit has recently been established within the Council to ensure that the approach to commissioning as an organisation is a rounded one which fully explores each stage of the commissioning cycle.
- 4.2 As noted above, the commissioning cycle guides the process of decision making on how resources are deployed within the Council. Commissioners work with a range of stakeholders, including local residents, to ensure that the strategy, the service model and the delivery model are aligned to maximise impact. Increasingly, work is carried out in partnership, notably with colleagues in the police and in the CCG which are both commissioning bodies. There is also work at regional and sub-regional level as local authorities seek to gain economies of scale by working more closely with other London boroughs.
- 4.3 It is only after extensive needs assessment, asset and service mapping and planning, that proposals would be made about the overarching strategy and service model. Increasingly, commissioners have access to better data and are able to analyse it more intelligently to understand and forecast demand. It is then that there would be appraisal of the range of delivery models available to the Council in the voluntary, not-for-profit and private sectors which may be put in place following a procurement process. It is important to note that there is no presumption in favour of any particular delivery model at the start of the commissioning process and a number of options will always be appraised, including direct delivery by the Council. Examples of delivery models would include service delivery within another sector, mutualised social enterprise companies, joint ventures and partnership agreements under health and care legislation.
- 4.4 In addition, there are a variety of different contract forms which are available as part of the procurement process. These are considered at this stage and can include block contracts where the volume of demand for a service is well understood, framework agreements where it is possible to draw down services from a number of providers as need arises and contracts where payment by results or incentives for certain activities can be included.



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- 4.5 Increasingly, the Council is commissioning for outcomes, articulating clearly the outcomes to be achieved and tapping into the expertise of providers in how best to achieve those outcomes. This reinforces the overall focus of the Council in achieving change for local residents which matters to them.
- 4.6 Through carrying out needs assessment and asset and service mapping, Commissioners are able to assess the impact on equalities of going out to the market for particular services or of de-commissioning existing services. Commissioners carry out equalities impact assessments to identify any equalities issues that need to be addressed through the service specification. Consideration of equalities always forms part of the tendering process and is assessed at both the pre-qualification questionnaire in terms of reviewing the equalities policies of potential suppliers and as part of the Invitation to Tender process, testing their ability to implement their policies into the delivery of the specified service. Both of these evaluations are undertaken to ensure the bid meets Council standards, and provides equality of access to service. Where services are commissioned from external organisations, Haringey Council's standards terms and conditions require all suppliers to meet all equalities and diversity legislation and these expectations are embedded in the contract terms and are monitored through the contract management process.

5. Contract Management

- 5.1 Contract management forms part of the review stage in the commissioning cycle. It is critical in holding providers to account, in understanding how the service is performing and in assessing the delivery of outcomes.
- 5.2 As agreed in the re-organisation in 2011, CPU is involved in contract management on high risk contracts as defined by the risk assessment tool. Within the children and education market this involves attending at least one contract management meeting per annum; to ensure contract compliance and explore opportunities for efficiencies. Commissioners work with the service to monitor all contracts which offers an opportunity for any variations to be made to the service model which may become necessary. Where services are not performing well, the contract monitoring process becomes a way of working with providers to improve but also may provide information which leads to services being de-commissioned where they are not meeting the contract requirements.
- 5.3 CPU advises commissioners to ensure KPIs are included in service specifications to enable contract management. In all other contracts CPU are involved in contract management only where contract issues are escalated to them.
- 5.4 Commissioning managers also work with providers through, for example, Providers' Forums which are established across the range of contracts in children's services. These are an opportunity to work together to implement new policies for example and to drive up standards as appropriate.



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6. Contracts in Children's Services

- 6.1 CPU work on a category management basis, with 17 market segments split between category managers. Children and Education is one of these market segments.
- 6.2 Within this market segment there are 289 contracts 271 of which are framework agreements with a nominal valued of £1, from which the service procure individual spot placements and 17 stand alone contracts with a total value of £6.18m. The majority of spend within CYPS is on the delivery of spot contracts for individual residential, semi-independent living and fostering placements and identification of resource, negotiation on price and the award of contracts are all managed by the business units.
- 6.3 CPU monitor spend and work with commissioners to identify opportunities through the 'ProcureTrak' spend data, this shows all expenditure within the market segment on a quarterly basis. The spend data based on April – June 2014 shows an overall spend of £5.61m with £1.46m of that showing as off contract. The data shows all spot contracts and direct payments as on contract, although they are not recorded on the contract register.
- 6.4 CPU and CYPS are also supporting the North London Category Manager for Children's Services to identify and put in place new models of service to improve quality and efficiency. A framework agreement for the fostering service has just been put in place for North London Boroughs to leverage joint spend and work is in progress to look at the local market for residential care.
- 6.5 The management information used by CPU through 'ProcureTrak' is based on market segments across the Council and not on business units, budgets or directorates. CPU look at spend across the organisation to identify potential opportunities and efficiencies. There is children's spend over a number of other markets segments which can be analysed through commissioners budgets.
- 6.6 The overall approach to contracts is to achieve value for money through contracting arrangements and to ensure use of agreed processes to engage all services. An example of how this has worked recently is the Council process for procuring consultants / Interims requires staff to submit a business case to their director for approval once approved they can then engage with the Council's contracted partners (London Boroughs Recruitment Partners Framework) and carry out a quote process to ensure value for money. Through a market segment analysis of Recruitment & People it has been identified that children's services have a number of consultancy services that are off contract. CPU is working closely with the service to on-board consultants to contracted partners to ensure compliance and value for money, as a result of this work a saving has been identified for CYPS, the work is ongoing across the Council. Contracts for consultants are closely monitored in CYPS to ensure value for money.
- 6.7 An example of a significant contract within CYPS is the contract with iMPower which seeks to improve outcomes for children, young people and families in the borough by building strategic capacity to better map and deliver future models of support and intervention. iMPower was engaged after a process which identified the need across the service for greater strategic capacity and technical expertise to take forward the improvement required within the service at the time, resulting in a competitive procurement process. The contract is managed day-to-day by an officer in CYPS to ensure value for money. The accountability for performance against clearly defined deliverables rests with the Haringey 54,000 Transformation Programme Board.



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7. Future direction of travel

- 7.1 The Haringey 54k Programme represents a significant body of transformation for children's services which will rebalance it towards early help and enhanced working with local parents and families. The service, CPU and Commissioners are working closely together to ensure the transformation required.
- 7.2 As members are aware the Council faces a significant budget shortfall over the coming three years with over £70 million of savings required across the Council. There are many ways the Council is working to ensure value for money and an example would be in the approach to placements for looked after children. There is work underway to manage demand through an increased focus on practice and weekly Resource Panels which fully scrutinise whether there are alternatives to placement which have not been considered including packages of family and targeted support to enable children to stay at home. Implementation of the Early Help model is being taken forward at pace in order to offer alternatives through an early intervention and preventative approach. In addition, there is a greater focus on effective permanency planning and ensuring that reviews are carried out in a timely way. Commissioners have already moved across to a framework agreement for Independent Fostering Agencies which is achieving cost reductions on the previous spot purchasing approach. The contract for the recruitment and assessment of in-house foster carers will also start to bring efficiencies as the available pool of in-house foster carers is increased. Commissioners are also negotiating the costs of existing placements with providers with a view to driving out additional value.
- 7.3 The Council is actively developing its data and analytical capability to deliver both better outcomes and greater value for money. Understanding existing spend patterns across all services, including children's social care, is currently being taken forward as part of the Business Infrastructure Programme. This spend analysis will outline opportunity areas where the Council should be seeking to achieve greater value across its supplier base.
- 7.4 Managing and, where possible, reducing demand will be of critical importance and the Council is actively developing early help and prevention models which will reduce demand for high cost interventions. Where such interventions are required the Council is looking at how it can achieve better value from a range of suppliers in a number of different ways, for example moving from spot purchasing of care services to purchasing through block contracts while ensuring that the quality of care is maintained. The Council will do this through strengthening its own direct relationships with care providers and greater use of existing shared procurement frameworks which other London boroughs have developed. It will be critical for the Council to articulate clearly the outcomes it is seeking to achieve and engage openly with existing providers and the wider market in how innovative solutions can be brought forward.

Children and Young People's Scrutiny Panel**Work Plan**

Monday 11th December (Budget);
Mid Term Financial Plan

Thursday 22nd January;

1. Test/exam results & school improvement – progress of new academies
2. Support for Children and Young People with Disabilities/SEN Reform

Tuesday 17th March;

1. Bullying/hate crime in schools
2. Children and Young People in the Justice System

Project;

1. Transition for young people: The journey for young people from adolescence to adulthood with aim of gaining an understanding of what it is like to be a young person in Haringey at the moment.
2. Childhood Obesity

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