



Cabinet Member (Children and Young People)

Time and Date

3.30 pm on Tuesday, 3rd March, 2015 (Please note date)

Place

Dame Ellen Terry Suite, Council House, Coventry

Public Business**1. Apologies****2. Declarations of Interests****3. Minutes** (Pages 3 - 12)

(a) To agree the minutes of the meetings held on 20 January and 2 February, 2015

(b) Matters Arising

4. Annual Statement of Payments to Coventry City Council Foster Carers
(Pages 13 - 24)

Report of the Executive Director of People

5. Managing Emergency Accommodation (Pages 25 - 34)

Report of the Executive Director of People

6. Outstanding Issues Report (Pages 35 - 38)

Report of the Executive Director of Resources

7. Any Other Business

To consider any other items of business which the Cabinet Member decides to take as a matter of urgency because of the special circumstances involved.

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Monday, 23 February 2015

Note: The person to contact about the agenda and documents for this meeting is

Suzanne Bennett, Governance Services Tel: 024 7683 306572

Membership: Councillor: E Ruane (Cabinet Member)

By invitation Councillor J Lepoidevin (Shadow Cabinet Member)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting
OR if you would like this information in another format or
language please contact us.

Suzanne Bennett

Tel: 024 7683 3072

Email: Suzanne.bennett@coventry.gov.uk

Agenda Item 3

Minutes of the meeting of Cabinet Member for Children and Young People held at 1.00pm on Tuesday, 20 January, 2015

Present:

Cabinet Member: Councillor Ruane

Shadow Cabinet Member: Councillor Lepoidevin

Other Members Present: Councillor Innes

Employees (by Directorate):

People: P. Fahy, S. Giles, J. Sembi, D. Wilson

Resources: A. Bassett, S. Bennett, S. Lal, J. Newman

Public Business

10. Declarations of Interest

There were no declarations of interest.

11. Exclusion of the Press and Public

RESOLVED that approval be given to exclude the press and public under Section 100(A)(4) of the Local Government Act 1972 for consideration of the private report indicated in Minute 18 below relating to “Supported Accommodation for Young People Aged 16-24” on the grounds that that item involves the likely disclosure of exempt information, as defined in Paragraphs 3 and 4 of Schedule 12A of the Act, as it contains information relating to the identity, financial or business affairs of an organisation (including the authority holding that information) and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services: and that in all circumstances of the cases, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12. Minutes

The Minutes of the meeting of the Cabinet Member held on 15 October, 2014 were agreed and signed as a true record.

There were no matters arising.

13. Options to Increase the Number of Looked After Children Accessing Council Apprenticeship

The Cabinet Member considered a report of the Executive Director of Resources which indicated that the Council currently has a well-established Apprenticeship programme in place. The report made recommendations as to how the Council

could adopt measures to encourage and support the participation of current and former Looked After Children (LAC) in the programme.

The Council developed its apprenticeship programme in 2011 and over a number of years discussions have taken place as to whether the Council should take measures to try to increase the number of LAC accessing apprenticeships within the Council. Nationally, there has been an on-going debate about increasing the number of LAC applying for and accessing apprenticeship programme. The Council currently has 102 apprentices on its Apprenticeship programme, of which 6% have LAC status.

The report detailed work already done to support by the Council's Entry to Employment Team working in partnership with Route 21, CSWP, Careers Guidance and other agencies to promote the benefits of the Council's Apprenticeship programme and indicated that, in order to support LAC in gaining apprenticeships, the Entry to Employment Team have developed a pre-apprenticeship training programme called "Access to Apprenticeships". This programme currently runs for two weeks and focuses on employability skills, confidence building, motivation and aspirations.

The report also detailed a number of proposals and initiatives which aimed to introduce a phased approach to reaching a target of 20% of all apprenticeship applications to its scheme being from LAC by 2016/17.

RESOLVED that the Cabinet Member for Children and Young People approves:-

- 1. That the Council will aim to increase the overall number of Looked After Children applying for Council apprenticeships to 20% by 2017 with an interim target of 10% by the end of 2016.**
- 2. That the Council will expand the current Access to Apprenticeship programme to include experience placements up to 2 months in length and additional education components. Looked After Children will be supported to apply for the programme. This will enable them to gain knowledge and skills to support their application to access a Council apprenticeship.**
- 3. That the Council will introduce a "Buddy System" where Looked After Children who have successfully completed six months of their apprenticeship programme, can be given the opportunity to act as a "Buddy" to a new Looked After Child starting on their apprenticeship.**
- 4. That all Looked After Children will be given a full financial assessment before starting their apprenticeship and may be able to access support via a hardship grant under the Children's Act 1989.**
- 5. That the Council will develop an apprenticeship talent pool, that will enable Looked After Children, who have successfully completed their Access to Apprenticeship programme, to register their interest for future apprenticeship vacancies across the Council.**

6. **That the Council will improve its communication strategy surrounding its Apprenticeship programme with particular focus on increasing the number of Looked After Children joining the programme.**

14. **Supported Accommodation for Young People Aged 16-24**

The Cabinet Member considered a report of the Executive Director of People which indicated that the City Council has a statutory duty to provide Supported Accommodation to persons under 18 who have been assessed as requiring accommodation or because they are owed a duty under the Children (Leaving Care) Act 2000 and duties towards homeless people under the Housing Act 1996.

In 2013, following a period of lengthy consultation with all stakeholders, the City Council tendered for seven Supported Accommodation contracts to meet the varying needs of these young people. The contracts were implemented in December 2013 with the exception of one of the lots (referred to as Lot 7) that was not awarded due to bids not being received at an acceptable cost.

The contracts introduced significant changes to how this area of service operated; changes included the introduction of a single point of access and the differentiation of different levels of service to correspond with the different levels of need presenting.

Through the tender process, capacity was commissioned for 160 people in accommodation and 70 with floating support. However, since contract commencement, demand has been significantly more than available supply, which has resulted in a number of people being placed in alternative accommodation, including Bed and Breakfast, with some additional contracting taking place in order to provide capacity to meet this demand. This has placed significant financial and service demands on this area and, as a result, the expenditure has been in excess of the allocated budget. Statutory guidance confirms that Bed and Breakfast accommodation is not suitable for under 18 year olds.

Recently, one contracted provider has informed the City Council of their intention to terminate their contract from 31 January, 2015. In order to continue to provide viable Supported Accommodation beyond this date, a number of arrangements for additional capacity have been made. The fact that one contract is being terminated, plus contract Lot 7 not being awarded presents an opportunity to consider what is now required from Supported Accommodation for high level needs in order for the City Council to meet its statutory duties within the available resources.

The report contained actions and proposals to achieve short term stability post 31 January, 2015 and a longer term more robust service model for those with high needs within available resources.

A corresponding private report, detailing confidential financial matters was also submitted for consideration (Minute 18 below refers).

RESOLVED that the Cabinet Member approves:-

- (1) The extension of the existing short term contracts to 31 March 2016 to provide service capacity in respect of young people with high level needs to ensure the City Council can continue to discharge its statutory responsibilities.
- (2) The development of a revised model for those requiring Supported Accommodation that have high level needs in order to ensure that available resources and service models are appropriately focussed and that people are supported to be fully independent.
- (3) The varying of the existing Homelessness contract between Coventry City Council and the Salvation Army to provide accommodation with support for 16-24 year olds.
- (4) That on delivery of Recommendation 3 above, that Bed and Breakfast accommodation is only used for people eligible for supported accommodation aged 18-24 on a short term basis where the alternative would be street homelessness.
- (5) That officers be requested to submit reports to the Cabinet Member at his meeting scheduled in March 2015 on:-
 - (i) A Policy regarding the appropriate use of Bed and Breakfast accommodation by the City Council.
 - (ii) An Action Plan detailing the level of support offered by various agencies to Supported Accommodation providers to better enable them to manage issues including substance misuse, child sexual exploitation, anti-social behaviour and access to education, training and employment.
- (6) That a report providing an update on the proposed revised model for those requiring Supported Accommodation that have high levels needs be submitted to the Cabinet Member for Children and Young People at an appropriate time prior to the commencement of the tendering process.

15. **Comments, Compliments and Complaints 2013/14 – Children’s Social Care Services**

The Cabinet Member considered a report of the Executive Director of People which provided details of the comments, compliments and complaints received during 2013/14, the themes that arise from them and the learning and service improvements that have resulted from the feedback received.

RESOLVED that the Cabinet Member endorses and approves the publishing of this report on the Council’s website.

16. **Outstanding Issues**

The Cabinet Member noted a report of the Executive Director of Resources that

identified those issues on which further reports had been requested and were outstanding, so that progress could be monitored.

17. Any Other Public Business

There were no other items of public business.

Private Business

18. Supported Accommodation for Young People Aged 16-24

Further to Minute 14 above, the Cabinet Member considered a report of the Executive Director of People which detailed confidential financial matters in relation to Supported Accommodation for Young People Aged 16-24.

- (1) The extension of the existing short term contracts to 31 March 2016 to provide service capacity in respect of young people with high level needs to ensure the City Council can continue to discharge its statutory responsibilities.**
- (2) The development of a revised model for those requiring Supported Accommodation that have high level needs in order to ensure that available resources and service models are appropriately focussed and that people are supported to be fully independent.**
- (3) The varying of the existing Homelessness contract between Coventry City Council and the Salvation Army to provide accommodation with support for 16-24 year olds.**
- (4) That on delivery of Recommendation 3 above, that Bed and Breakfast accommodation is only used for people eligible for supported accommodation aged 18-24 on a short term basis where the alternative would be street homelessness.**
- (5) That officers be requested to submit reports to the Cabinet Member at his meeting scheduled in March 2015 on:-**
 - (i) A Policy regarding the appropriate use of Bed and Breakfast accommodation by the City Council.**
 - (ii) An Action Plan detailing the level of support offered by various agencies to Supported Accommodation providers to better enable them to manage issues including substance misuse, child sexual exploitation, anti-social behaviour and access to education, training and employment.**
- (6) That a report providing an update on the proposed revised model for those requiring Supported Accommodation that have high levels needs be submitted to the Cabinet Member for Children and Young People at an appropriate time prior to the commencement of the tendering process.**

19. **Any Other Private Business**

There were no other items of private business.

(Meeting closed at: 2.20pm)

Minutes of the meeting of Cabinet Member for Children and Young People held at 4.00pm on Monday, 2 February, 2015

Present:

Cabinet Member: Councillor Ruane

Shadow Cabinet Member: Councillor Lepoidevin

Employees (by Directorate):

People: Y. Corden, K. Coughlan, C. Fooks, J. Moffat, J. Mousley, A. Reynolds, K. Ritchee, K. Rix

Resources: S. Bennett, J. Newman

Public Business

20. Declarations of Interest

There were no declarations of interest.

21. Coventry Children's Centres

The Cabinet Member considered a report of the Executive Director for People which outlined the current status of Ofsted outcomes for the 17 Children's Centres in the City and progress against actions to address recommendations in order for the Centres to achieve "Good" or "Outstanding".

The Inspection process for Children's Centres assesses performance and impact against a Statutory Framework of how the needs of children and families are identified and met within a geographical area. The overall outcomes of an Inspection is categorised under the following judgements: Outstanding, Good, Requires Improvement/Satisfactory or Inadequate. The key judgements are:-

- Access to services by young children and families
- The quality and impact of practice and services
- The effectiveness of leadership, governance and management

The Ofsted Inspection Framework was introduced from 2010 and was revised in 2013. In Coventry, the Inspection of Children's Centres to date have been as both stand alone and group based inspections. As a result, 16 Children Centres have been inspected both as single centres and as a group of centres. The outcome of the inspections have led to 4 single centres judged to be good, 6 single Children's Centres and 2 Children's Centre group (involving 6 Children's Centres) judged to be requiring improvement or satisfactory.

Appended to the report were the Children's Centre Ofsted Inspection Reports and Action Plans for those centres judged as "Requiring Improvement" or "Satisfactory". The report indicated that progress has been made in all areas identified through recommendations from Ofsted, as detailed in the Action Plans. Strategic developments such as integrated working, data and information sharing continue to

be a focus in the development of the Early Help Offer, details of which were highlighted in the report.

The Cabinet Member questioned the Children Centre Managers present at the meeting extensively on aspects of the Ofsted Inspection reports and action plans, particularly in relation to data collection and information, recognising that this is the main focus of inspections. In light of the information provided at the meeting, the Cabinet Member requested:-

- (1) That a joint letter be sent from him and the Interim Assistant Director, Children's Social Care, Targeted and Early Intervention Services, to NHS/Public Health partners seeking a commitment to health staff, including Health Visitors and midwives, completing the Involvement Form for all families with whom they are involved in order to significantly improve uptake of the Children's Centre offer.
- (2) That the Cabinet Member be sent a copy of all current data collection/ registration forms for his information.
- (3) That the Interim Assistant Director raise with her appropriate colleague responsible for Adult Education the issue of collecting data from Adult Education participants which includes information about provision of Adult Education courses to people who have children. This would then inform and provide evidence of the positive impact that attending courses has on families and children.
- (4) That in future, appropriate Team Managers are copied into e mail requests from Children's Centre to Social Workers to minimise drift/delays where there are changes to Social Workers staff.
- (5) That in light of the difficulties outlined at the meeting arising from the practice of only using temporary contracts in the recruitment of Children's centre staff, the Interim Assistant Director revisit this issue with appropriate officers, including Finance.

RESOLVED:-

- (1) **That the Cabinet Member for Children and Young People notes the progress made against the recommendations following Children's Centre Ofsted Inspections and requests that officers continue to work to develop the Children's Centre service area in order to move Centres to "Good" or "Outstanding" at future inspections.**
- (2) **That in preparation for future Ofsted inspections, all those Children's Centres previously judged as "Requires Improvement" or "Satisfactory" are subject to a peer review/mock inspection within the next three months. The peer review should take into account that the main focus of inspections is data.**

22. Outstanding Issues

The Cabinet Member noted a report of the Executive Director of Resources that

identified those issues on which further reports had been requested and were outstanding, so that progress could be monitored.

23. **Any Other Public Business**

There were no other items of public business.

(Meeting closed at: 5.30pm)

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Public Report Cabinet Member Report

Cabinet Member for Children and Young People

3 March 2015

Name of Cabinet Member:

Cabinet Member for Children and Young People - Councillor E. Ruane

Director Approving Submission of the report

Executive Director of People

Ward(s) affected:

None

Title: Annual Statement of Payments to Coventry City Council Foster Carers

Is this a key decision?

No

Executive Summary:

This report seeks approval of the Cabinet Member for Children and Young People to the proposed changes to the skills fees and maintenance allowances to be paid to Coventry City Council foster carers in 2015/16.

The proposed changes to the skills fees paid and maintenance allowances to foster carers have also been considered by the Education and Childrens Services Scrutiny Board in February 2015.

As part of the Medium Term Financial Strategy there is a clear target to save £400k by increasing the number of in house foster households (per year and cumulatively) and reducing the number of more expensive external placements. The average number of internal placements up to 31/01/15 is 149 (as Protocol). The savings target assumes an increase of 32 internal placements by 31st March 2016, rising to a cumulative 58 new placements by 31st March 2017. This increase will be dependent upon ensuring our allowance and payment arrangements bring Coventry broadly in line with neighbouring local authorities and the number of independent fostering agencies located in or near Coventry.

The proposed changes to payments to foster carers outlined in this report is the final part of the plan that will bring Coventry's payment structure into line with other local authorities and will make the Service more competitive with the independent sector as it introduces a fee per child.

Following a period of consultation with carers, the changes will include introducing a skills fee per child and standardising discretionary payments to carers. There is also a proposal to introduce compulsory saving arrangements for children looked after for more than 12 months. This will bring us into line with the independent sector arrangements.

In summary, by increasing the number of internal placements and introducing a fee per child, costs will increase by an expected £1.1m in 2015/16 (see section 5.1 for details).

Recommendations:

The Cabinet Member for Children and Young People is requested to:-

1. Agree an uplift of 1.8% of the weekly maintenance allowance for foster carers from 2015/16.
2. Agree on the adoption of a fee per child payment in respect to the payment of the skill fee for foster carers from 2015/2016.
3. To note the introduction of saving for looked after children, the proposal to stream lining of payments and initiatives to engage and support the development of foster carers and the Coventry Foster Careers Association.

List of Appendices included: Nil

Other useful background papers

No

Has it been or will it be considered by Scrutiny?

The Education and Childrens Services Scrutiny Board meeting held on 12 February 2014 fully support the proposed changes recommending the adoption of a skills fee paid per child fee.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Annual Statement of Payments to Coventry City Council Foster Carers

1. Context (or background)

- 1.1 All foster carers approved by Coventry City Council receive a weekly 'maintenance allowance' for each of the children and/or young people in their care. This payment is intended to cover all the costs associated with caring for a 'Looked After Child'. The maintenance allowance is set with Government guidance on minimum payments allowed and the rates recommended by Fostering Network. These are reviewed annually.
- 1.2 In addition to the allowance, which should cover the costs of caring for the child/ children in placement, all Coventry foster carers also receive a 'skills fee' which is the remuneration for the foster carer for their role in caring for the children. The payment of this skill fee can either be calculated by a 'fee per household' or a 'fee per child'. In Coventry a 'fee per household' has been paid which means that the same fee is paid to foster caring households regardless of the number of children being cared for by the foster carer.
- 1.3 Foster carers can also seek reimbursement on expenditure for a range of activities and their mileage. However these have been at the discretion of the service.
- 1.4 From time to time, foster carers would also be paid for their contribution to service development activities. Historically this has been on an 'ad hoc' basis and has not involved an association or organisation as foster carers as a cohort.

2. Options considered and recommended proposal

- 2.1 It is proposed that the Cabinet Member for Children and Young People considers and approves the recommended payments to Coventry City Council Foster Carers, set out in this report. This includes new initiatives and existing financial support:

New initiatives

- The adoption of a 'fee per child' fee structure.
- An uplift of 1.8% for foster carer maintenance allowances
- Introduction of savings for LAC children in long term foster placements, deducted at source and managed by the service

Existing

- Standardised payment structure to replace current adhoc discretionary payments.
- Engagement and Development Grant to Coventry Foster Carers' Association (CFCA) which includes funding of foster carers' peer support meetings and LAC Children's Youth Club.
- The KEEP program
- Financial incentive for the involvement of foster carers in recruitment and service developments.
- Further review of specialist fostering scheme and skills fees and allowances to be undertaken and concluded by June 2015

3. Proposals for Changes to Payments to Foster Carers

- 3.1 **Fee per child:** The current payment of a fee per household is based only on the skills, experience and training of the carer and means the challenges in caring for more than one child are not recognised. It also means that there is no incentive to care for siblings groups. By paying a per household basis Coventry is not in line with either our neighbouring authorities or the independent fostering agencies based in or near Coventry.

- 3.2 These agencies / authorities remunerate foster carers on a fee per child basis. Confidence in more detailed benchmarking within the West Midlands has been difficult to achieve because of the complexities of the various skill payments. However, based on the information we have in respect to the 2014/15 skills fees paid by other West Midlands authorities the adoption of this fee structure will bring us broadly into line by introducing a skills fee per child and will be more competitive with the independent sector. It must be noted, however, it can be difficult to compare the skills fees on a detailed level due to different fee structures. However, comparisons can be made on a general basis.
- 3.3 In Coventry based on 2014/15 rates a child's weekly amount would range from £280 - £596 dependent on age of child and level of skills fee. This excludes additional payments for holidays, birthdays, festivals and excessive mileage. An analysis of independent foster agencies from the internet suggests that weekly rates range from £330 - £700 per week, and as far as we are aware this is inclusive of all fees.
- 3.4 Coventry increased the weekly maintenance allowance rates by over 6% for 2014/15 to ensure we were in line with the Fostering Network recommended rates, and neighbouring Local Authorities. Prior to this a benchmarking exercise was undertaken to ensure amounts benchmarked favourably with neighbouring Local Authorities (Warwickshire and Solihull). The conclusion was that on a per child basis Coventry rates were comparable. However, this is not the case when there is more than one child in a placement as we do not currently pay a fee per child whereas Warwickshire and Solihull do. This means therefore, that by moving to a fee per child we are comparable.
- 3.5 **Weekly maintenance payments:** The proposal is to increase the foster carer maintenance payments by 1.8% for 2015/16. This is in line with the recommendations by the Fostering Network. In addition to the weekly allowance carers will be paid a birthday, festival and holiday payments which equates to an additional four weeks per year.
- 3.6 **Savings:** From April 1st 2015 it is intended to introduce savings for children placed with in house foster carers. The scheme will be for children who have been looked after for a continuous period of 12 months and will involve a deduction at source from the weekly fee. This will be £5.00 per week across all age bands, to increase every year by the uplift for allowances and to be reviewed on an annual basis. The savings will be made annually into each child's Junior ISA which becomes available to them at aged 18
- 3.7 During the consultation undertaken in January 2015 a range of views were expressed regarding how best to manage savings for looked after children. The situation with independent fostering agencies in which savings from minimum of £3 per week to a maximum of £15 per week are taken at source was discussed. The majority of carers preferred this method and suggested a flat rate to be managed by the service as opposed to a percentage of the maintenance allowance. This will be reviewed annually.
- 3.8 **Foster carers development grant payments:** There are a number of capacity building, development and engagement activities planned for this year. These activities enhance the quality of the service provided to foster carers, through peer support, involvement in service development and decision making as well as recruiting foster carers to the service. The proposed financial support enables the Association's engagement and encourages foster carers to become more involved in the Coventry Foster Carers Association and with the Service.

It is proposed that that the financial assistance of up to £3000 continues. This includes a £1000 grant to the Association.

3.9 Proposals to Streamline Payments:

Foster carers have told us clearly through the consultation that discretionary payments and the processing of them is currently problematic. They can result in feelings of inequality between carers and are labour intensive for both foster carers and for Coventry City Council. Foster carers have suggested that some payments could be standardised which will result in a more efficient, streamlined process whilst other payments require clarification.

A small number of payments are currently being made but require the carer and manager to seek and authorise reimbursement. It is proposed that the following become standard.

1. Introduce an annual clothing allowance equivalent to the weekly maintenance allowance to cover clothing requirements upon the child entering the care system as well as any specified uniform for changes of school (including transition to secondary school or college). Carers currently receive an additional 5 weeks maintenance fee for birthdays, holidays and festivals. This will be reduced to 4 weeks, to cover this payment.
2. The expectation is that school trips under £20 will be covered by the maintenance allowance. In respect to trips over £20, foster carers are clear that they do not wish children and young people to miss out. We will work alongside carers to encourage them to decide which trips are suitable for a child/ young person to take part in – and to then discuss arrangements around payments of overnight trips with their supervising social worker. We will ask foster carers to come to the service with a proposal of a way forward which would include a contribution from the foster carer/ young person if of a suitable age. This will increase decision making skills in foster carers and young people and will address concerns raised by some carers regarding children and young people in care have a greater understanding of budgeting, saving and making financial decisions which should assist in planning for independence.
3. Enrichment activities: £20 per week per activity or under to be covered by the maintenance allowance, over £20 per activity per week we will follow the principals as above and will discuss with the carers and follow an agreed timescale and process for decision making.
4. Foster carers were also consulted on the possible streamlining of payments. This includes 3 weeks additional holiday allowance, 1 week birthday and 1 week for festival payments being divided by the 52 weeks and incorporated into the weekly allowance. With the exception of a very small minority of long term foster carers, the carers reported that this wasn't an option they felt would work. This was due to the possibility of children moving to a placement just prior to holiday, birthday or festivals.
5. A review of foster carer transport costs undertaken in 2013, implemented on the 1st November 2014, clarified the mileage that can be claimed in respect to child related journeys. The new scheme now is clear that mileage in excess of 60 miles per week can be claimed by the foster carer. Although this brought clarity to a variable process and provided the foster carers with timescales which we would process the claims, the feedback from a number of carers was that this bar did not take into account the costs associated with meeting the needs of children in their care in particular the journeys to and from school and contact.

In summary, standardising and clarifying payments will not require additional funding, but will provide savings in officer time.

- 3.10 It is critical that the fostering households recruited are able to meet the needs of children. Work on profiling the number of children who were placed in independent sector provision confirmed that there is a shortfall of in house carers who are able to meet the needs of older children with complex needs and sibling groups.

3.11 The introduction of the fee per child should assist in the recruitment of foster carers for sibling groups. It is proposed a review including further consultations with carers will be undertaken in respect to the payment of solo and dual specialist fees for children with complex and challenging behaviours. This will be concluded in July 2015.

3.12 **Financial incentives:** foster cares will also be remunerated for engaging in recruitment and service developments, specifically this will include a financial reward

- engaging in recruitment and assessment activity
- referring prospective foster carers
- co-delivering training and preparation groups
- engaging in recruitment of staff and service development

3.13 **KEEP** is a 16 week programme targeted at foster carers which aims to increase the parenting skills of carers and reduce decrease placement disruptions. In 2011, Coventry City Council was successful in bidding for financial support from the Care Innovations Programme to implement the KEEP group programme. Since the launch in November 2012, the programme has successfully demonstrated the impact and positive outcomes to children, young people and their families promised by the Innovations Programme. Specifically, the 16 week KEEP programme has provided in house foster carers with new skills and coping strategies which has seen a significant increase in the Carers resilience and decreased Carer stress levels. The majority of Carers trained in KEEP have seen improvements in children's behaviour and Carers are more equipped in managing difficult challenging behaviours to help stabilise placements and reduce the likelihood of disruption and breakdown. Based on the qualitative impact and measurable outcomes demonstrated by KEEP, the local authority has approved the decision in August 2014 to sustain the program once the Care Interventions funding ceases to exist from April 2015. Core funding of £72k has therefore been provided from 2015/16, as identified in the Budget Report for 2015/16.

4. **Timetable for implementing this decision**

1st April 2015.

5. **Comments from Executive Director of Resources**

5.1 **Financial implications**

(i) Summary financial position: Table 1 below shows the projected cost of internal fostering for 2015/16. Overall, the cost is expected to increase by £1.1m, as explained below.

Table 1: Internal Fostering - Summary of estimated expenditure 2014-15 to 2015-16	£'000	
2014-15 estimated costs at quarter 3	3,201	
2015-16 estimated cost	4,322	
Increase in costs	1,121	
Analysed as:		
Cost of 1.8% increase in maintenance allowances - existing placements	35	Note 1
Cost of fee per child - existing placements	647	Note 2
Cost of maintenance allowances and fee per child - 32 additional mainstream placements by 31/03/16	439	Note 3
Total increase in costs	1,121	

Note 1: Inflation will be covered by the usual budget setting process

Note 2: The cost of the fee per child is within the additional Children's Services resource identified in the Budget Report for 2015/16 - Appendix 2, line 48 (24/02/15)

Note 3: The cost of the expected additional placements (£439k) is offset by an expected £839k saving from an equivalent reduction in external placements. This provides an overall net saving to the Council of £400k, as identified in the Budget Report 2015/16, line 23 (24/02/15).

It is considered that moving to a fee per child is key in continuing to recruit and retain internal foster carers. The unit cost of an external placement is £39k, compared with £18k for internal placements. Therefore increasing the number of internal foster carers and delivering ongoing savings continues to be a key priority for the Council.

(ii) Skills fees and maintenance fees for carers – as included in the financial analysis in part (i) above

Tables 2 and 3 below provide the new weekly rates for 2015/16

Table 2: Skills fee	2014/15 Weekly fee per household £	2015/16 Weekly fee per child £
Mainstream level 1	53.62	53.62
Mainstream level 2 (carer working towards the Training, Support & Development Standards)	139.37	139.37
Mainstream level 3 (Following successful completion of Training, Support & Development Standards and having fostered for Coventry for 5 years or more from the 1 st April 2013)	214.41	214.41
Specialist Dual Fee (Carers approved for more than one specialist placement)	283.85	283.85
Specialist Solo Fee (Solo placement requirement)	353.71	353.71

Fees are paid to all foster carers and foster carers progress through the different levels dependent on training, skills and development. Fees are paid to reflect the level of training and skills achieved by at least one carer in the foster carer household, and the ability to care for a range of children. Carers can move between levels, dependent on achievement of the required skills and training for each of the levels.

Table 3: Maintenance fee	Weekly Maintenance Payment 2014/2015 £	Weekly Maintenance Payment 2015/2016 £
Childs age		
0 – 4	140.35	142.87
5 – 10	159.88	162.82
11-15	199.01	202.58
16 +	242.06	246.40

The child maintenance allowance is dependent upon the age of the child. It is designed to cover the full cost of looking after a fostered child and does not include any form of reward for carers. The child maintenance allowance is made up of a number of elements which include household, clothing, food, transport, mileage and personal/pocket money.

5.2 Legal implications

Statutory guidance states that it is essential that all foster carers are given clear information about the criteria for making financial payments to them, including allowances, fees and other expenses. Allowances must be sufficient to cover the full cost of caring for each child placed with them, and must be reviewed annually.

The Government has put in place a National Minimum Fostering Allowance (adjusted annually) which is the very minimum that should be provided to a foster carer for each child placed. Criteria for calculating allowances must apply equally to all foster carers, whether or not they are related to the child or the placement is long or short term (standard 28).

6. Other implications.

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)

One of the Council's key objectives is to make significant savings in public expenditure. The council's spending on looked after children is particularly high; this is primarily due to the high numbers of children and young people placed in foster and residential provision in the private sector, these costs are significantly higher than Local Authority provision. A key saving is the recruitment and retention of Local Authority foster carers.

6.2 How is risk being managed?

Failure to increase *and restructure* the fees will impact upon the council's ability to retain and recruit foster carers. Foster carers will feel undervalued and this may affect their good will.

Foster carers will not feel supported and will not promote the recruitment and retention of Coventry City Council Foster Carers

Coventry City Council must recruit as many in-house foster carers as it is able *to meet the needs of the children who are looked after by the authority* and make itself as competitive as possible in a very difficult market place. To not do so means the council will be disadvantaging children and incurring further high expenditure by having to secure 'out of city' placements.

Whilst there is an impact on the predicted financial savings for the year 2015/16 the overall savings made by retaining carers and encouraging them to promote Coventry as a supportive Local Authority with whom to foster will outweigh the additional cost and ultimately produce significant savings in the coming years by increasing numbers of 'in house carers' as per agreed targets.

6.3 What is the impact on the organisation?

Payment levels to foster carers are one factor that influences recruitment and retention, but as important is the support and respect that carers receive. A number of foster carers have felt unsupported by the City Council in recent years and alongside the improvements to fees we are working closely with the FCA to implement a communication protocol, an engagement strategy and a clear escalation policy. Once finalised these documents and the roles, responsibilities, standards and practices contained within them will form our standards of support and will enable challenge and escalation to be more transparent for foster carers.

Following consultation with foster carers it is clear what else needs to be implemented to address these concerns such as clear and timely decision making on issues affecting foster carers and young people in their care. Communication and opportunities for engagement with the service will be key, alongside recognising the crucial role of foster carers as part of the team around the child and working together to strengthen this team (which is the theme

of this year's conference in March 2015). Changes are being made so that the impact of the relatively low financial increase coupled with the general improved practice and support will result in increased numbers of new carers and the retention of existing carers.

Standardising and clarifying payments will provide savings in officer time.

6.4 Equalities / EIA

Maintenance and fees have been set in line with National guidance. Payments and support to foster carers have been set to ensure that there is no disadvantage.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

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Public report
Cabinet Member

Cabinet Member for Children and Young People

03 March 2015

Name of Cabinet Member:

Children and Young People – Councillor Ruane

Director Approving Submission of the report:

Executive Director of People

Ward(s) affected:

All

Title:

Managing Emergency Accommodation

Is this a key decision?

No

Executive Summary:

The City Council commissions a number of support services for people in housing crisis. These include homelessness services for Adults, support to families with children in need including those with No Recourse to Public Funds and Supported Accommodation for people aged 16-24. In addition to these support services the City Council works with the private rented market and Registered Social Landlords to ensure that housing options are available for people who would otherwise be homeless.

There are also homeless charities in the City that provide independent support and sometimes accommodation to people who are homeless outside of the provisions of a City Council funding arrangement.

Despite these arrangements being in place there is not always capacity in the available services, where this is the case, and on an emergency basis Bed and Breakfast accommodation is used in order to meet the City Councils statutory responsibilities for homelessness.

Recognising that Bed and Breakfast is not ideal accommodation the City Council is committed to reducing its use, and should Bed and Breakfast be required it is only used in exceptional emergency situations where clear action plans are in place to limit the duration of stay.

To monitor and ensure exit plans are managed and progressed an emergency accommodation panel will be established to be chaired by the Head of Housing and consisting of representatives

from the Placements Team, Route 21, and Childrens Social Work. The panel will meet monthly and provide strategic and operational oversight of the City Council's use of Bed and Breakfast accommodation and monitor the exit plans for all vulnerable people, families and young people placed in emergency accommodation including Bed and Breakfast.

In order to emphasise the City Councils commitment to reducing its use of Bed and Breakfast accommodation the City Council should sign-up Barnados 'Beyond Care' pledge 'I support Barnardo's 'Beyond Care' campaign. I will work to make sure that our local authority takes the necessary steps so that care leavers in our area have better accommodation and support'. By signing up to this pledge the City Council is demonstrating its commitment to providing appropriate support to care leavers.

Further to this and in order to reduce reliance on bed and breakfast accommodation the City Council embarks on a tender process for emergency accommodation so that there are improved quality standards in place for when emergency accommodation is required

Recommendations:

Cabinet Member is recommended to:

- (1) Sign up to the Barnados 'Beyond Care' campaign to demonstrate its commitment to providing appropriate support to care leavers.
- (2) Approve the establishment of an emergency accommodation panel to provide oversight of Young People, families or vulnerable people placed in emergency accommodation.
- (3) Require that all young people aged under 18 and covered by the provisions of the Children Act accommodated in Bed and Breakfast accommodation for a period in excess of 2 days are reported to Cabinet Member for Children and Young People on a quarterly basis.
- (4) Approve the commencement of a tender process for emergency accommodation so that there is more capacity to support homeless people or those at risk of homelessness and reduce reliance on bed and breakfast accommodation.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

1. Context (or background)

- 1.1 The City Council commissions a number of support services to support people in housing crisis. These include homelessness services for Adults, support to families with Children in Need including those that have No Recourse to Public Funds and Supported Accommodation for people aged 16-24. Additionally, the City Council works with the private rented market and Registered Social Landlords to ensure that housing options are available for people who would otherwise be homeless and to ensure that where support services are provided this is for as short a period as possible.
- 1.2 Significant progress has been made over the last year to improve support to homeless people. A new homeless service has been implemented for homeless adults aged 24 years and over and ex-offenders with the Salvation Army, and new Supported Accommodation contracts for those aged 16 – 24 were implemented in 2013 for care leavers and homeless young people. As well as the provision of accommodation these contracts provide a range of support such as assistance with housing applications, financial management and settling in new accommodation once this has been secured. In addition to this the City Council operates principles of Staying Put to enable care leavers to remain with Foster Carers beyond their eighteenth birthday.
- 1.3 These arrangements were commissioned following extensive consultation processes but have nevertheless presented a series of challenges around capacity and levels of need. Where demand for support is in excess of available supply the City Council may use bed and breakfast and self-contained accommodation in order to ensure it can continue to deliver its statutory duties.
- 1.4 Both bed and breakfast accommodation and self-contained accommodation has a specific definition in Housing terms and a number of hotel establishments provide both self-contained accommodation and Bed and Breakfast. The main differences between the two accommodation types are that in self-contained accommodation occupants are required to make their own arrangements for all of their meals and are supplied with basic equipment, which may be as simple as a fridge and a microwave oven with which to do so.
- 1.5 There are also homeless charities in the City that provide independent support and sometimes accommodation to people who are homeless outside of the provisions of a City Council funding arrangement.
- 1.6 City Council Responsibilities
- 1.7 The City Council has a range of responsibilities to accommodate people. These include responsibilities under the Housing Act 1996, Children Act 1989 and Children (Leaving Care) Act 2000. These responsibilities are primarily discharged through Homelessness and Supported Accommodation contracts however, where capacity in these contracts is insufficient bed and breakfast accommodation is occasionally used in emergency situations until more appropriate contract capacity is required.
- 1.8 Under the Children Act 1989 the City Council has a statutory duty to provide accommodation for people who are 1) under the age of 18 who are subject to a care order and 2) have reached 16 and whose welfare is likely to be 'seriously prejudiced' should accommodation not be provided. Additionally there is a duty to accommodate any 16 or 17 year old in the area who is assessed as requiring accommodation and agrees to be accommodated. Statutory guidance issued in January 2015 clarifies that Bed and

Breakfast accommodation is not considered to be suitable other than for very exceptional emergency circumstances. The guidance states that such placements should be limited to a duration of no more than two working days and that when local authorities place young people in such settings they should ensure that they receive appropriate supervision and contact from the authority.

1.9 Aside from those covered by the Children Act 1989 there is no statutory guidance on the duration that people should be accommodated in Bed and Breakfast accommodation.

1.10 Use of Bed and Breakfast and Self-Contained Accommodation

1.11 For the period 1 July 2014 to 30 Sept 2014 the City Council used Bed and Breakfast and self-contained emergency/temporary accommodation on 231 occasions.

1.12 For single young people – Over the three month period, young people were accommodated in Bed and Breakfast on 101 occasions. The maximum accommodated on any one night was 39, with an average of 28 each night. The average length of stay was 39 nights. For households accommodated under homelessness duties or social care duties, a total of 93 households were accommodated. 46 were placed in B&B accommodation with shared facilities (average length of stay – 13 nights) and 47 were placed in self-contained accommodation within hotel establishments (average length of stay – 18 nights). As at 30 January 2015 14 single young people were accommodated in Bed and Breakfast accommodation.

1.13 The City Council also supports families with No Recourse to Public Funds. Over the same period, a total of 37 families were accommodated (maximum 30 families at any one time). 13 were placed in Bed and Breakfast accommodation (average length of stay – 142 nights). The other families were placed in rented accommodation (average length of stay – 507 nights). As at 30 January 2015 9 households with No Recourse to Public Funds were accommodated in Bed and Breakfast with a further 15 in rented accommodation.

1.14 For households accommodated under homelessness duties or social care duties – Over the three month period, a total of 93 households were accommodated. 46 were placed in B&B accommodation with shared facilities (average length of stay – 13 nights) and 47 were placed in self-contained accommodation within hotel establishments (average length of stay – 18 nights) As at 30 January 2015 11 households were accommodated, 3 in Bed and Breakfast and 8 in self-contained accommodation in hotel/Bed and Breakfast establishments.

1.15 Under the Salvation Army contract when they take over responsibilities for homeless families (after the 14 nights that they are accommodated by the Council), they may also use Bed and Breakfast and self-contained accommodation in hotel establishments. The average length of stay is 46 nights, with all families being moved to self-contained accommodation within 35 nights. The Salvation Army is actively working towards obtaining alternatives to this type of provision.

1.16 There are also a number of reasons why the use of B&B temporary accommodation continues, the main factors being:

- The Council retains responsibility for emergency/temporary accommodation for homeless families (who are owed the interim housing duty) for 14 nights before responsibility for temporary accommodation is taken over by the Salvation Army. There is currently no alternative to B&B and self-contained hotel accommodation.

- There is no commissioned service for temporary accommodation for homeless families who are accommodated under Section 17 (rather than the Housing Act duties) or who have no recourse to public funds.
 - There are occasions where an immediate placement is necessary until more suitable accommodation can be found – for example, if a family contacts the Emergency Duty Team during the night.
 - The capacity available through the commissioned services is not always sufficient to accommodate the volume of people presenting to the City Council for which there is a duty, and sometimes an assessment is required by a contracted provider before they are able to offer a placement. This means that a short term bed and breakfast accommodation placement is required until such an assessment is completed and a more appropriate placement made.
 - The number of homeless people (both single, couples and families) in Coventry is growing. During the calendar year 2013, 528 households were assessed by the Council as being statutorily homeless. In the calendar year 2014, this increased to 630 households.
 - The pressure on availability of housing in the social rented and private rented sectors mean that there may be barriers to finding long-term accommodation to move on to after a household is placed in temporary accommodation. Almost 14,000 households are registered for social housing on Coventry Homefinder, with between 2000 and 2500 properties becoming available each year.
 - The private rented sector can play a role in meeting housing needs, however, the Coventry and Warwickshire Joint Strategic Housing Market Assessment 2013 highlighted that landlords are becoming increasingly cautious about accepting tenants who are benefit claimants due to welfare reforms. Anecdotal evidence indicates that as the private rental market is buoyant in the city, private landlords effectively have the flexibility to choose who they accommodate, and much of the larger family housing is advertised for sharers (both students and professionals). The SHMA also highlights affordability issues with private renting, particularly in relation to family housing, where entry-level (lower quartile) rents were found to be higher than the Local Housing Allowance rate for properties with more than 2 bedrooms.
- 1.17 All of those accommodated in either bed and breakfast or self-contained accommodation have floating support from an external support provider. Where the City Council has responsibilities to the child in the case of a homeless family the City Council recognises that it is generally preferable to ensure the family remain together, even if this means emergency accommodation as opposed to taking the children into care and leaving the parents homeless.
- 1.18 It is accepted that the use of these types of accommodation is far from ideal, particularly for families with young children, or unaccompanied young adults, it is however in some emergency situations the only option available. There is the possibility that should people be placed in this form of emergency accommodation they can 'drift' unless active management takes place to move to a more sustainable setting, and preferably one that is independent of City Council support. In order to ensure all people in emergency accommodation have a clear plan for move on that is being delivered against it is proposed to establish an emergency accommodation panel. The panel will assist in monitoring and ensuring these cases are moved on quickly with clear exit plans to move those vulnerable people and families into more appropriate accommodation where required.

- 1.19 In order to emphasise the City Councils commitment to reducing its use of Bed and Breakfast accommodation the City Council should sign-up Barnardo's 'Beyond Care' pledge 'I support Barnardo's Beyond Care campaign. I will work to make sure that our local authority takes the necessary steps so that care leavers in our area have better accommodation and support'. By signing up to this pledge the City Council is demonstrating its commitment to providing appropriate support to care leavers with Bed and Breakfast accommodation 'only being used in emergency situations if there are no better alternatives'.
- 1.20 Under the Children Act 1989 the City Council has a statutory duty to provide accommodation for people who are 1) under the age of 18 who are subject to a care order and 2) have reached 16 and whose welfare is likely to be 'seriously prejudiced' should accommodation not be provided. Additionally there is a duty to accommodate any 16 or 17 year old in the area who is assessed as requiring accommodation and agrees to be accommodated. Statutory guidance issued in January 2015 clarifies that Bed and Breakfast accommodation is not considered to be suitable other than for very exceptional emergency circumstances. The guidance states that such placements should be limited to a duration of no more than two working days and that when local authorities place young people in such settings they should ensure that they receive appropriate supervision and contact from the authority.

2. Options considered and recommended proposal

- 2.1 In order to ensure that bed and breakfast and self-contained accommodation is only used in exceptional emergency situations that an emergency accommodation panel is set up chaired by the Head of Housing and including representatives from Placements, Route 21 and Children Social Care who will provide strategic and operational oversight to ensure the speedy exiting of vulnerable people, families and young people from unsuitable Bed and Breakfast Accommodation.
- 2.2 In addition, and in order to ensure that where emergency accommodation is used this meets certain quality standard it is recommended that the City Council embarks on a tender process for emergency accommodation so that there are improved quality standards in place for when emergency accommodation is required. This tender will prioritise having sufficient, specific emergency accommodation that is appropriate for care leavers, families and other young people in a housing crisis. This might include crash-pads, short-term supported lodgings, Nightstops, or emergency beds in youth-only hostels or foyers.
- 2.3 Signing up to Barnardo's Beyond Care campaign will emphasise the City Councils commitment to improve this area of support so that this accommodation should only be used in emergency situations if there are no better alternatives.

3. Results of consultation undertaken

- 3.1 No consultation was undertaken as the proposals are not to change an existing policy or way in which a service is delivered but to put in place a policy for the City Council on the use of emergency accommodation in line with statutory guidance.

4. Timetable for implementing this decision

- 4.1 The panel process described will be established from April 2015. The tender process for Emergency Accommodation has commenced and is in the early stages of scoping the Specification and agreeing the timescales.

5. Comments from Executive Director of Resources

5.1 Financial implications

Forecast spend on Bed and Breakfast and Emergency Accommodation for 2014/15 is in the region of £1m across Adults Services (£0.2m) and Children's Services which includes support to families with children (£0.3m) and supported accommodation for 16-24 year olds (£0.5m). The proposals contained within this report aim to reduce this expenditure through reducing usage of this type of accommodation. Any alternative accommodation arising as a result of tender activity, or any other alternative, needs to be funded within the existing financial envelope.

Expenditure on Bed and Breakfast and Emergency Accommodation is met from budgets within the People and Place directorate.

5.2 Legal implications

There are a number of duties upon the City Council to meet the assessed need of individuals and families including duties around accommodation. This includes Section 23B of the Children Act 1989 requiring the local authority to provide relevant children with, or maintain them in, suitable accommodation. Bed and Breakfast accommodation is not considered to be suitable other than for very exceptional emergency circumstances. Guidance states that such placements should be limited to a duration of no more than two working days. Local authorities should ensure that when placing young people in such placements they receive appropriate supervision and contact from the authority.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The recommendations contained within this report support a number of City Council objectives including people having independent lives; ensuring that children and young people are safe and providing a good choice of housing.

6.2 How is risk being managed?

The proposal to implement an emergency accommodation panel will ensure that risks associated with the use of Bed and Breakfast and self-contained accommodation in terms of people being placed in accommodation that is not appropriate are managed in a coherent manner.

6.3 What is the impact on the organisation?

None

6.4 Equalities / EIA

An Equality Impact Analysis was not undertaken as the proposals are not to change an existing policy or way in which a service is delivered but to put in place a policy for the City Council on the use of emergency accommodation in line with statutory guidance.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

The proposals to tender for emergency accommodation will create opportunities for Registered Social Landlords. In signing up to the Barnado's 'Beyond Care' pledge will increase positive relationships between the City Council and the Voluntary Sector.

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Members: Cllr Ruane	Cabinet Member (Children and Young People)		12.2.15	17.2.15

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3 March, 2015

Name of Cabinet Member:

Cabinet Member for Children and Young People – Councillor Ruane

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title:

Outstanding Issues Report

Is this a key decision?

No

Executive Summary:

The City Council has adopted an Outstanding Minutes System, linked to the Forward Plan, to ensure that follow up reports can be monitored and reported to Members. The attached appendix sets out a table detailing the issues on which further reports have been requested by the Cabinet Member for Children and Young People so he is aware of them and can monitor progress.

Recommendations:

The Cabinet Member for Children and Young People is requested to consider the list of outstanding issues and to ask the Member of the Strategic Management Board or appropriate officer to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

List of Appendices included:

Table of Outstanding Issues.

Other useful background papers:

None

Has it or will it be considered by Scrutiny?

No

Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

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Legal: Name	Not applicable			

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	Subject	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
*1	<p>Policy Regarding the Appropriate Use of Bed and Breakfast Accommodation by the City Council</p> <p>Report requested as part of the consideration of the report on Supported Accommodation for Young People 16-24</p> <p>(Cabinet Member for Children and Young People – 20 January, 2015)</p>	March, 2015	Executive Director of People		
2	<p>An Action Plan detailing the level of support offered by various agencies to Supported Accommodation providers, to better enable them to manage issues including substance misuse, child sexual exploitation, anti-social behaviour, and access to education, training and employment</p> <p>Report requested as part of the consideration of the report on Supported Accommodation for Young People 16-24</p> <p>(Cabinet Member for Children and Young People – 20 January, 2015)</p>	March, 2015	Executive Director of People	April, 2015	To enable further work to be undertaken before Cabinet Member approval

	<p>Proposed Revised Model for Those Requiring Supported Accommodation who have High Levels Needs</p> <p>Report requested as part of the consideration of the report on Supported Accommodation for Young People 16-24</p> <p>(Cabinet Member for Children and Young People – 20 January, 2015)</p>	<p>Appropriate time prior to the commencement of the tendering process</p>	<p>Executive Director of People</p>		
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*Reports on these issues are included on the agenda