



Shropshire Council  
Legal and Democratic Services  
Shirehall  
Abbey Foregate  
Shrewsbury  
SY2 6ND

Date: Tuesday, 27 January 2015

:

**Committee:**  
**Young People's Scrutiny Committee**

**Date:** Wednesday, 4 February 2015

**Time:** 9.30 am

**Venue:** Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury,  
Shropshire, SY2 6ND

**Please note the earlier start time**

You are requested to attend the above meeting.  
The Agenda is attached

Claire Porter  
Head of Legal and Democratic Services (Monitoring Officer)

**Members of the Committee**

Joyce Barrow (Chairman)  
Peggy Mullock (Vice Chairman)  
Andy Boddington  
Hannah Fraser  
Vince Hunt

Robert Macey  
Kevin Pardy  
Robert Tindall  
Kevin Turley  
David Turner

**Co-opted Members (Voting):**

Austin Atkinson  
Vacancy  
Vacancy  
Vacancy

Diocese of Shrewsbury (RC)  
Diocese of Hereford (CE)  
Parent Governor - Secondary Schools  
Parent Governor – Primary & Special  
Schools

**Co-opted Members (Non-Voting):**

Mark Hignett

Voluntary and Community Sector  
Assembly

**Substitute Members:**

Charlotte Barnes  
Dean Carroll  
Peter Cherrington  
Roger Evans  
Jane MacKenzie

William Parr  
Stuart West  
Michael Wood  
Tina Woodward  
Paul Wynn

Your Committee Officer is:

**Tim Ward** Committee Officer

Tel: 01743 252739

Email: [tim.ward@shropshire.gov.uk](mailto:tim.ward@shropshire.gov.uk)

# AGENDA

## **1 Apologies and Substitutions**

To receive apologies for absence from Members of the Committee

## **2 Disclosable Pecuniary Interests**

Members are reminded they must not participate in the discussion or vote on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

## **3 Minutes (Pages 1 - 6)**

The minutes of the last meeting, held on 17 December 2014, are attached for confirmation.

## **4 Public Question Time**

To receive any questions, statements or petitions of which members of the public have given notice.

Deadline for notification is: 5.00pm on Friday 30 January 2015

## **5 Members' Question Time**

To receive any questions of which Members of the Council have given notice.

Deadline for notification: 5.00pm on Friday 30 January 2015

## **6 Shropshire Safeguarding Children Board Annual Report (Pages 7 - 92)**

Sally Halls, Independent Chair, will present the Board's Annual Report

## **7 Safeguarding and Taxi Licensing (Pages 93 - 116)**

This report sets out recent developments within Shropshire Council's hackney carriage and private hire licensing regime that aim to further strengthen improvements in safeguarding practice, in particular in relation to children, young people and vulnerable adults

**8 Corporate Parenting (Pages 117 - 136)**

To receive a presentation on Corporate Parenting.

The Corporate Parenting Strategy is attached for information

**9 Financial Strategy 2015/16 to 2016/17 (Pages 137 - 214)**

To consider the appended draft refresh to the Shropshire Council Business Plan and Financial Strategy 2014-2017.

**10 Havenbrook Short Break Planned and Emergency Pilot Evaluation**

Report is to Follow

**11 Transfer of Commissioning Arrangements for 0-5's (Pages 215 - 220)**

This reports sets out the proposals and arrangements regarding the transfer of Health visiting and Family Nurse Partnership services to local authority and the potential opportunities that this brings for future integration of services and support for children and families in Shropshire.

**12 Work Programme (Pages 221 - 234)**

The current Scrutiny Work Programme and Cabinet Forward Plan are attached

**13 Date of Next Meeting**

Members are reminded that the next scheduled meeting will take place on Wednesday 1 April 2015 at 10.00am at the Shirehall



## YOUNG PEOPLE'S SCRUTINY COMMITTEE

**Minutes of the meeting held on 17 December 2014**

**10.00 am - 12.14 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND**

**Responsible Officer:** Tim Ward

Email: [tim.ward@shropshire.gov.uk](mailto:tim.ward@shropshire.gov.uk) Tel: 01743 252739

### **Present**

#### Shropshire Councillors

Councillor Joyce Barrow (Chairman)

Councillors Peggy Mullock (Vice Chairman), Hannah Fraser, Vince Hunt, Robert Macey, Kevin Pardy, Robert Tindall and Roger Evans (Substitute) (substitute for Andy Boddington)

#### Co-Opted Members (Voting)

Dominic Wilson

## 54 **Apologies and Substitutions**

54.1 Apologies were received from Councillor Andy Boddington, Mr Mark Hignett, Councillor Kevin Turley and Councillor David Turner.

54.2 Councillor Roger Evans substituted for Councillor Boddington.

54.3 The Chairman informed the meeting that it would be the last meeting Mr Wilson would attend as he had retired as the secondary school governor representative. She thanked him for all his hard work during his time on the Committee.

## 55 **Disclosable Pecuniary Interests**

55.2 None were made

## 56 **Minutes**

### 56.1 **Resolved:**

That the minutes of the meeting of the Young People's Scrutiny Committee held on the 20 November 2014 be approved as a true record and signed by the Chairman.

## 57 **Public Question Time**

57.1 There were no questions from members of the public.

## 58 **Members' Question Time**

58.1 There were no questions from Members.

## 59 **Briefing Paper - Care Leavers Accommodation**

- 59.1 The Chairman made reference to the briefing paper regarding Barnados "Beyond Care" guide for Councillors on care leavers accommodation which had been circulated to Members prior to the meeting. She thanked Councillor Fraser for bringing the topic to her attention and Officers for preparing the briefing note.
- 59.2 The 16 Plus Team Manager advised Members that currently the Portfolio Holder for Housing did not attend the Corporate Parenting Board but that he would be invited to future meetings.
- 59.3 The 16 Plus Team Manager informed the Committee that information regarding the number of children leaving care and the accommodation that they moved to was not routinely reported to Members but he could bring a report to a future meeting of the Committee if required.
- 59.4 A Member thanked Officers for the briefing note, and commented on the good work being carried out and asked what support was given to care leavers. The 16 Plus Team Manager advised that support was given by the individual personal adviser who provided continuing support to the age of 24.

## 60 **Shropshire Schools Funding Formula 2014**

- 60.1 Members received the report of the Director of Children's Services which set out the proposals for the Shropshire Schools Funding Formula agreed by the Shropshire Schools Forum.
- 60.2 The Service Delivery Manager advised that the funding formula proposed by the Schools Forum had been formally ratified by Cabinet at the 10 December meeting.
- 60.3 The Service Delivery Manager advised that Shropshire had received an extra £10 million funding to address previous underfunding in the schools grant, and this additional funding had led to less schools requiring the minimum funding guarantee. He added that in the future there would be a National Funding Formula and that work was ongoing to enable Shropshire schools to take the best advantage of this.
- 60.4 The Service Delivery Manager advised that there were still issues around the sustainability of some schools and that the Schools Forum Task and Finish Group would continue to meet to monitor the situation. He added that work was also being done with schools to address the problem.
- 60.5 A Member commented that small schools were still not receiving sufficient funding and it was important that they were able to deliver good outcomes for their pupils and that collaborative working may be the way forward. The Service Delivery Manager commented that there was need for Officers to work proactively with

schools to address problems. The Head of Education Improvement and Efficiency advised the Committee that currently there were 10 primary schools in formal federations and 3 more in the process of federating, and that this would enable 4 of the 13 schools involved to deliver better outcomes as they were more sustainable. She added that with regard to management of school budgets the deficit protocol was being reviewed and work was being done with schools to address any problems.

- 60.6 In response to a Member's query the Head of Education Improvement and Efficiency advised that the formula applied only to maintained schools. The Director of Children's Services advised that academies were funded on the same basis as maintained schools although they had much more freedom in how they spent the money.
- 60.7 A Member commented that falling pre-school rolls in rural areas were making them unsustainable. The Service Delivery Manager commented that the Council was required to assess sufficiency of places in pre-schools. The Director of Children's Services suggested that a report be brought to a future meeting of the Committee.
- 60.8 A Member expressed concern that sparsity had not been sufficiently recognised within the formula and that this may affect funding in the future. The Service Delivery Manager informed the meeting that the Task and Finish Group had fully considered sparsity during its deliberations and had found that some schools which fitted the definition of sparsity did not actually require the extra funding and hence the formula was developed to reflect this.
- 60.9 A Member thanked the Schools Forum for all the hard work they had undertaken to develop the formula. This was endorsed by all Members.

60.10 **Resolved:** -

That the recommendations made by the Schools Forum be noted.

61 **School Performance 2014**

- 61.1 Members received the report of the Head of Education Improvement and Efficiency which provided an overview of the performance of primary and secondary schools in Shropshire in 2014.
- 61.2 The Head of Education Improvement and Efficiency reminded Members that outcomes for pupils in Shropshire over time had been above the national average and also in line with, or above, those of the statistical neighbour group, and this pattern had been repeated in 2014. She made the following points:
- Over the last 3 years there had been an overall improvement in outcomes at Key Stage 1 and that results in reading, writing and mathematics were at Level 3 in 2014 which placed Shropshire first or second in the statistical neighbour group for all the indicators.

- Shropshire was in the top 3 within the Statistical Neighbour Group for all subjects at Key Stage 2 and that there had been a marked improvement in the Grammar, Punctuation and Spelling assessment with Shropshire moving to 2<sup>nd</sup> place in the Statistical Neighbour Group.
- Levels of progress from Key Stage 1 to Key Stage 2 showed an improvement between 2013 and 2014.
- Attainment of pupils entitled to free school meals continued to improve and in 2014 was within 1% of the national average and a sharp focus was maintained on “closing the gap” including through the effective use of pupil premium.

61.3 The Head of Education Improvement and Efficiency advised Members that School Improvement Advisers (SIAs) regularly reviewed school performance including an annual risk assessment. She added that a school performance monitoring process was undertaken twice a year which identified the level of support and challenge required and enabled the local authority to take pre-emptive action and target school support accordingly.

61.4 The Head of Education Improvement and Efficiency informed the meeting that good levels of achievement being reached were not reflected in Ofsted judgements. In 2013 these judgements showed a lower than national proportion of schools being judged good or outstanding, and in November 2014 one Secondary school and three primary schools had been assessed as inadequate and in special measures; it was noted that these schools received a large amount of targeted support from the local authority.

61.5 A Member asked what progress was being made with the schools which were in special measures and how many schools “required improvement”. The Head of Education Improvement and Efficiency advised that of the 4 schools currently in special measures, 3 would shortly become sponsored academies leaving 1 school in special measures and that, since the report was written, 1 additional school had been placed in special measures. She informed Members that 3 senior schools were currently graded as ‘requiring improvement’ and these would shortly be re-inspected and it was hoped that they would move to a ‘good’ rating.

61.6 A Member asked whether the difference in progress at Key Stage 2 and Key Stage 4 was due to problems with transition between primary and secondary school. The Head of Education Improvement and Efficiency advised that schools tended to “start again” in Year 7 rather than take on board the pupil’s learning at the end of Key Stage 2; work was currently underway to try to address this issue.

61.7 A Member welcomed the progress being made in “closing the gap” and asked whether sufficient steps were being taken in secondary schools to address the problem. The Head of Education Improvement and Efficiency commented that there was often a dip in performance in Year 8 and that work was being done to address this whilst looking at the pupil experience “in the round”.



61.8 A Member asked whether there was a common reason why schools were placed in special measures. The Head of Education Improvement and Efficiency commented that, whilst each case was different, a common theme was a lack of good leadership both from the Head Teacher and the Governors.

61.9 **Resolved:**

That Members accept the position as set out in the report.

## 62 **Business Case: Redesign of Residential Provision**

62.1 Members received the report of the Head of Children's Social Care and Safeguarding which set out the draft business case for the redesign of the provision of residential care in Shropshire.

62.2 The Head of Children's Social Care and Safeguarding advised Members that the redesign of residential services was part of the larger redesign of Children's Services. She added that the redesign aimed to ensure best value for money whilst ensuring the best outcomes for looked after children (LAC).

62.3 The Director of Children's Services advised Members that the costs of LAC were the largest cost within children's social care and there was a constant overspend on the budget. It was recognised that there was need to balance reducing costs against a growing demand for services.

63.3 The Head of Children's Social Care and Safeguarding reminded Members of the current provision which consisted of 3 homes – Chelmaren, Havenbrook and The Rowans and the proposals for future provision which included the closure of The Rowans and increasing the number of places at Chelmaren and renegotiation of the external block contract.

64.3 A Member asked how many places were in the block contract and how many of the settings had a "good" Ofsted rating. The Head of Children's Social Care and Safeguarding advised her that there were currently 20 beds in the block contract, and that currently one of the settings had a "requires improvement" rating however the Council was satisfied that the reasons for this rating being given was not relevant to the core activity of the setting. She further advised that the Ofsted rating was always considered when spot purchasing places.

64.4 A Member suggested that, given that monthly internal costs would be lower than the costs for the external block contract, the use of more internal provision may provide a better solution. The Head of Children's Social Care and Safeguarding stated that the building at the Rowans was not fit for purpose and would present too many challenges. She added that the LAC Strategy looked at other solutions such as foster care provision for teenagers rather than admission into care.

64.5 The Head of Children's Social Care and Safeguarding advised Members that a further report regarding the proposals would be prepared for the Director of Children's Services and the Portfolio Holder.

64.6 The Chairman thanked Officers for the report and Members for their comments.

**63 Work Programme**

63.1 The meeting received copies of the Committee's Work Programme and the Cabinet Forward Plan.

63.2 Mr Evans asked whether the Committee would get further chance to discuss the financial information given that it had changed since the Committee had considered it at its last meeting. The Chairman commented that this may be considered by the Performance Management Scrutiny Committee, and that she would check and report back to Councillors.

63.3 The Chairman stated that, following concerns raised by the Chair of the Shropshire Safeguarding Children's Board, a report on taxi driver licencing would be brought to the next meeting.

63.4 The Chairman asked Members to let her know of any other topics they would like added to the Committee's Work Programme.

**64 Date of Next Meeting**

64.1 Members were reminded that the next meeting of the Young People's Scrutiny Committee would be held on Wednesday 4 February 2014 at the earlier start time of 9.00am.

Signed ..... (Chairman)

Date: .....



Committee and Date

Young People's Scrutiny  
Committee

4 February 2015

Item

**8**

Public

## **Covering report for the Shropshire Safeguarding Children Board Annual Report 2013/14**

**Contact** Lorraine Laverton - Business Manager for the SSCB & Children's Trust  
e-mail: [lorraine.laverton@shropshire.gov.uk](mailto:lorraine.laverton@shropshire.gov.uk) Tel: 01743254205

### **1. Summary**

1.1 The Chair of the Local Safeguarding Children Board is required to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. This is a statutory requirement under section 14A of the Children Act 2004. The report should be submitted to the Chief Executive and Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board

1.2 The annual report of the Shropshire Safeguarding Children Board (SSCB) 2013/14 is attached as Appendix A for your attention. The report will be presented by the Independent Chair of the SSCB; Sally Halls and covers the reporting period between April 2013 and March 2014

### **2. Recommendations**

The Young People's Scrutiny Committee is recommended to note and comment on the information in the attached Shropshire Safeguarding Children Board Annual Report 2013/14

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Cabinet Member (Portfolio Holder)**

Councillor Ann Hartley

**Local Member**

**Appendices** Appendix A - SSCB Annual Report 2013 / 14



## SHROPSHIRE SAFEGUARDING CHILDREN BOARD

# ANNUAL REPORT

## 2013- 2014

*Shropshire Safeguarding Children Board annual report 2013- 14, provides an account of the activities, development and impact of the Board and its partners in fulfilling their statutory responsibility of safeguarding and promoting the welfare of children and young people in Shropshire.*

***Sally Halls, Independent Chair***  
***Steve Ladd, SSCB Business Manager***

*22 October 2014*



## Foreword

This is the Annual Report of Shropshire LSCB for the year 2013-2014. Its purpose is to give an account of the activities, development and impact of the Board and its partners in fulfilling their statutory responsibility of safeguarding and promoting the welfare of children and young people in Shropshire. It also sets out the areas in which the Board and its partners are facing particular challenges and analyses, where appropriate, any weaknesses and their causes.

Rapid change tends to provide a consistent context in which safeguarding children services operate. This can occur at a number of levels - political, strategic and operational - and can arise from political and organisational change, developments in research and understanding, and emerging information about local issues and needs. This requires the LSCB and its partners to be both fleet of foot in responding to these contextual changes whilst retaining as much consistency as possible in its direct engagement with children, young people and their families.

What has remained consistent over the past year is the determination of all who are engaged with Shropshire's LSCB to make a positive difference, to continue to strive to learn, develop and fulfil its responsibilities to the highest standard. Partner organisations have shown commitment and consistency in their contributions to the Board's work, as well as in their day to day delivery of safeguarding services.

What does not change is the need always to listen to what children and young people have to tell us about what is important to them, and the commitment and dedication of the children's workforce to their tremendously challenging task of safeguarding and promoting the welfare of children and young people.

**Sally Halls**  
**Independent Chair**



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## 1. Preface

This is the annual report and work plan for the Shropshire Safeguarding Children Board. It covers the reporting period between April 2013 and March 2014 and evaluates the work and impact of the Board whilst identifying priority areas of work for the period 2014– 2015.

The chair is required to publish an annual report; this is set out in statute and is most recently described in Working Together 2013.

The report has been authored by Sally Halls, Independent Chair, Steve Ladd, SSCB Business Manager and Lisa Charles, SSCB Development Officer.

The report is ratified by the Shropshire Safeguarding Children Board and is presented in final version to the Chief Executive of the local authority, the Leader of the Council, the local Police and Crime Commissioner (PCC) and the chair of the Health and Wellbeing Board. It will also be presented to the Shropshire Children's Trust.

The annual report is published on the SSCB website, [www.safeguardingshropshireschildren.org.uk](http://www.safeguardingshropshireschildren.org.uk), and is disseminated to partner organisations electronically. Paper copies are not made available.

Any questions relating to the content, publication, sources or accessibility of the report should be addressed to:

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## 2. Executive Summary

This is the annual report for the Shropshire Safeguarding Children Board (SSCB). It covers the reporting period between April 2013 and March 2014 and evaluates the work and impact of the Board whilst identifying priority areas of work for the period 2014– 2015.

The report sets the local background and context for looking at safeguarding children in Shropshire and outlines the core functions of the SSCB in undertaking its safeguarding responsibilities.

The business plan for 2013-14 falls into two main sections: the priority areas for improvement in services to and outcomes for children; and the development and strengthening of the SSCB, including meeting its statutory responsibilities.

The three priority areas for 2013-14 are:

1. Compromised parenting, to include domestic abuse, parental substance misuse, and parental mental ill health;
2. Missing children, to include child sexual exploitation and trafficking;
3. Communication.

Close examination is given to the performance and effectiveness of local safeguarding arrangements in NHS organisations, the Child and Adolescent Mental Health Service (CAMHS), education and schools, West Mercia Police, the Youth Offending Service, West Mercia Probation Trust, Multi Agency Public Protection Arrangements (MAPPA), Multi-Agency Risk Assessment Conference (MARAC) and Shropshire Council.

An insight into the learning and improvement that is undertaken across the agencies and the framework for audit that is used in developing a cumulative picture of practice, share good practice and plan for further improvement is provided. It also shows how the multi-agency training that is provided has reached 808 learners and delivered a broad range of programmes from compromised parenting to child sexual exploitation.

The report concludes that, overall, agencies in Shropshire prioritise the safety and welfare of children and work constructively together to safeguard children and promote their wellbeing. The children and young people of Shropshire are generally receiving a good service but there remain areas where improvements can and must be made. The SSCB will therefore continue to look for improvements in practice whilst monitoring the effectiveness of policies, procedures and communications. Its plans are set out in the strategic plan for 2014 – 17, which is included as an appendix to the main report.

The annual report for 2014-15 will detail progress towards the vision of the county's Children and Young People's Plan, that

***All children and young people will be happy, healthy, safe and reach their full potential, supported by their families, friends and the wider community.***



### 3. Children in Shropshire

#### Local Background and Context

3.1 Shropshire is one of England's most rural and sparsely populated counties with a large geographic area of 1,235 square miles. Situated in the West Midlands, bordering Wales to the west and Cheshire to the north, the area has a population of 308,207 (ONS, midyear estimates 2012). Shropshire's population is largely of White British ethnic origin. The numbers of residents from minority ethnic groups is low; at 4.6% of the population (this includes white other, gypsy/traveller and Irish). 40.1% of Shropshire's population live in the main market towns of Shrewsbury, Oswestry, Whitchurch, Market Drayton, Ludlow and Bridgnorth.

3.2 Shropshire has approximately 68,100 children and young people under the age of 19 years. This is 22.2% of the total population. The proportion entitled to free school meals is 12% which is below the national average but in line with similar local authority areas. Children and young people from minority ethnic groups account for approximately 6.1% of the 0-19 population, compared with the English average of 24.2%. Shropshire has 152 schools: 116 primary schools, 5 infant schools, 5 junior schools, one all through school, 10 secondary schools, 13 academies and 2 special schools. There are also 42 local authority maintained nurseries.

3.3 According to the Indices of Deprivation Affecting Children Index 2010, Shropshire had approximately 13% of children aged 0-15 years considered to be living in income deprived households, low compared to national figures. However, this statistic masks pockets of deprivation where 6 areas, each covering up to 1500 people, are amongst the 20% most deprived nationally in terms of income affecting children. Within these six areas it is estimated that 751 (40% of the total number of children living within these 6 areas) are classed as living in households which are income deprived.

#### 3.4 The Child's Journey in Numbers

By the end of 2013/2014 (1<sup>st</sup> April 2014), there were:

- 424 EHAFs completed compared to just under 500 CAFs completed last year
- 2,305 referrals were received by Children's Social Care, (50% resulted in no further action)
- 90.4% single assessments completed within 45 days
- 17.8% of referrals resulting in Section 47 investigation
- 88.6% of Initial Child Protection Conferences held within 15 working days
- 251 children subject of a child protection plan
- 0.8% of child protection plans lasted for 2 years or more
- 13% of children subject of a child protection plan for a second or subsequent time within 2 years – a rise on last years' figure of 9.5%
- 271 looked after children, an increase of 12.4% on last years' figure
- 22.3 per 10,000 offences against children reported – a rise from 16.2 per 10,000 the previous year.



## 4. The Local Safeguarding Children Board

4.1 Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (other than the local authority) that should be represented on LSCBs.

4.2 Shropshire Safeguarding Children Board (SSCB) was established in April 2006 and is the key statutory mechanism for co-ordinating local work to safeguard and promote the welfare of children and ensuring the effectiveness of that work.

4.3 Its core functions are:

- Developing policies, procedures and protocols for safeguarding and promoting the welfare of children and young people in the area, including:
  - ✓ Action to be taken where there are concerns about a child's safety or welfare (including thresholds for intervention)
  - ✓ Training for people working with children or in services affecting their safety and welfare
  - ✓ Recruitment and supervision of persons working with children
  - ✓ Investigation of allegations concerning persons working with children
  - ✓ Safety and welfare of children who are privately fostered
- Communicating and raising awareness
- Monitoring and evaluation
- Participating in planning and commissioning
- Undertaking reviews of serious cases, including Serious Case Reviews (SCRs) and the Child Death Review process.

4.4 The role of the LSCB is to hold agencies to account by challenging performance and making clear where improvement is needed. The LSCB itself is not directly accountable for the operational work of partners, nor does it have the power to direct other organisations. Each Board representative from a partner organisation retains their own existing line of accountability for safeguarding.

4.5 2013 saw the publication of the latest revision of *Working Together to Safeguard Children* from the Department for Education ([www.workingtogetheronline.co.uk](http://www.workingtogetheronline.co.uk)). *Working Together 2013* represents a fundamental shift in national child protection policy, placing greater emphasis on local areas to develop their own processes and encouraging stronger reliance on the professional judgement of individual practitioners. The guidance includes more detail on the roles and responsibilities of partner agencies such as health and the police and is clear that "safeguarding is everyone's responsibility".

4.6 New responsibilities for LSCBs include oversight of early help arrangements, clarifying thresholds, and developing a local framework for learning and development, which includes adopting a learning approach to case reviews by utilising systems methodologies.



4.7 Membership of the LSCB is prescribed, together with arrangements for governance and resourcing. LSCB members are senior managers who are able to:

- Speak for their agency
- Hold their agency to account and challenge its practice
- Make decisions about safeguarding as required and allocate resources
- Ensure that safeguarding is given strategic priority within their own agency.

This is set out in detail in Chapter 3 of *Working Together*.

4.8 The LSCB core budget for 2013-14 was £195,430k. A breakdown of this, showing contributors and expenditure, is included as Appendix 3, together with further details about Shropshire's LSCB arrangements, including governance and accountability, membership and attendance.

4.9 In order to meet its objectives, the LSCB uses data and carries out a range of activities which includes:

- assessing the effectiveness of the help being provided to children and families, including early help
- assessing whether LSCB partners are fulfilling their statutory obligations
- quality assuring practice, including through joint audits of case files involving practitioners and identifying lessons to be learned
- monitoring and evaluating the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

4.10 The SSCB carries out much of its work through a number of subgroups and task and finish groups, supported by the LSCB business team. These are illustrated at Figure 1. The executive group has the responsibility of monitoring and co-ordinating the work of the LSCB; the subgroups support the work of the Board through progressing actions and fulfilling the functions of the SSCB, including specified activity as directed by the Board and the business plan. They are well supported by a wide range of agencies, including schools, colleges, voluntary sector organisations as well as the larger statutory organisations who also contribute to the main Board.

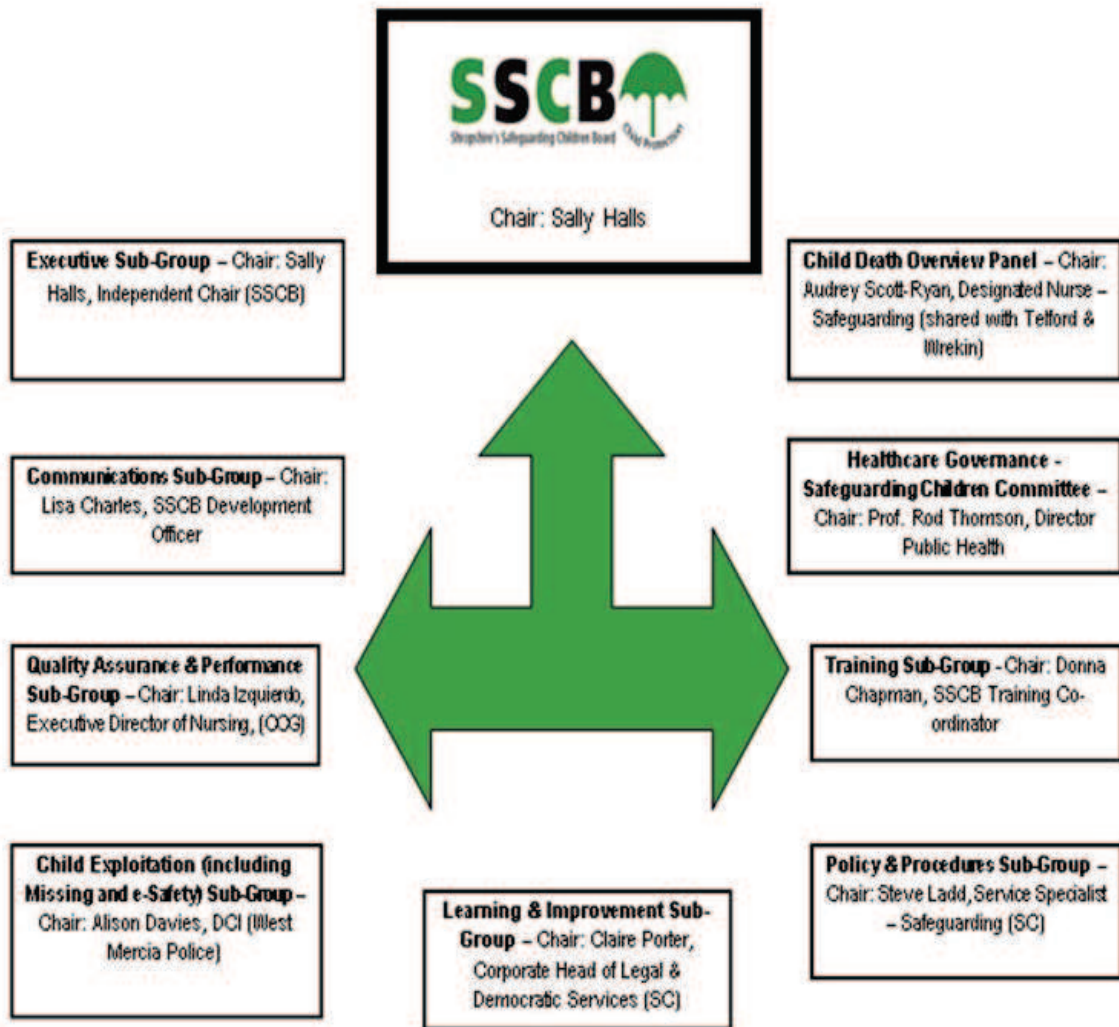
4.11 The terms of reference for all subgroups have been updated to reflect the requirements of *Working Together 2013*. The chairing arrangements for the some of the subgroups have changed in the last twelve months with partner agencies, such as NHS and West Mercia Police, taking on chairing roles, supported by the LSCB business team.

4.12 Assurance from partners about the appropriateness of safeguarding arrangements is sought and provided through annual reporting and other measures. This includes information about training, service accessibility and any information relating to external inspection and regulation. This allows the LSCB to challenge the arrangements, identify areas for improvement, monitor that work and then seek further assurance about sustained change.





Figure 1





## 5. LSCB Business Plan 2013-14: progress

5.1 The LSCB set out its intentions for 2013-14 in a business plan which was published together with last year's annual report. The plan set out a number of areas of activity which were agreed following assessment of the effectiveness of the LSCB and its partners, consideration of information and evidence, and reflecting areas of weakness and challenge set out in last year's LSCB annual report. These were reviewed following publication of the revised statutory guidance (*Working Together to Safeguard Children*) in March 2013.

5.2 The business plan falls into two main sections:

- i. Priority areas for improvement in services to and outcomes for children
- ii. Developing and strengthening the LSCB Including meeting its statutory responsibilities.

5.3 The three priority areas for 2013-14 were:

- Compromised parenting, to include domestic abuse, parental substance misuse, and parental mental ill health;
- Missing children, to include child sexual exploitation and trafficking;
- Communication.

5.4 In January 2014 the SSCB held a development day which focussed on a self-assessment of the effectiveness of the SSCB and re-visiting its priorities.

5.5 Whilst the SSCB can evidence that much progress has been made on its priority areas over the last two years it was acknowledged by partner agencies of the Board that there is still scope for further developments and as such these three areas should remain a priority.

5.6 In addition to these, together with work to strengthen the governance and effectiveness of the Board itself, it was also recognised that there needs to be additional focus on:

- Developing a more co-ordinated approach to the safeguarding of disabled children within Shropshire. A task and finish group has been set up to lead on this piece of work in 2014;
- Hearing the voice of children and young people in order to inform practice and to monitor performance of services. This remains an important area for development in Shropshire, at the LSCB itself and across the partnership.

5.7 These developments will take place in 2014-15 and be reported on in the next annual report. They have been incorporated in the LSCB's business plan for 2014-17 (Appendix 1), and are additional to the delivery of the LSCB's statutory functions.



## 1. Priority – Compromised Parenting

This priority was chosen because evidence from serious case reviews and elsewhere demonstrates that children living in households where there is domestic abuse, and/ or parents/carers who suffer from poor mental health, or misuse drugs or alcohol, are more likely to suffer significant harm. This is also the case in Shropshire, with one or more of these factors being a feature in the lives of children on child protection plans or entering the care system.

### What have we done?

- Implementation of a **Joint Working Protocol** between Substance Misuse Services and Children and Family Services – this is due for a review of effectiveness in 2014.
- SSCB undertook a discretionary **case review** on a case involving Compromised Parenting utilising a learning approach. A learning event was held in April 2013 with key practitioners and their managers to ensure individual and organisational learning. The overview report was presented to SSCB and a Learning & Improvement Briefing issued which highlighted what worked well in the case and where there were areas for improvement. The learning also led to a full review of the use of People Posing a Risk to Children (PPRC) notifications.
- **Compromised Parenting Training** was launched as an additional Developing Practice Module in April 2013. Four sessions have been delivered to a range of agencies reaching 78 delegates, with positive outcomes reflected in the on-the-day evaluations.
- Work has begun on developing a **strategy for children affected by domestic abuse**. A task and finish group of key partners has been established and is currently working on referral pathways for practitioners who are in contact with children and young people, adult victims and perpetrators with children. The new strategy and toolkit for practitioners will be launched in early 2015.
- Planning is underway for an **SSCB Conference** in November 2014 on the theme of Compromised Parenting, to include a keynote speech from Dr Liz MacDonald, Chair of the Royal College of Psychiatry, Section of Perinatal Psychiatry; a theatre performance by Saltmine Theatre Company and focussed agency workshops.
- Early Help implementation – see more on page 18

### What difference have we made?

- Shropshire Council has embedded the Solihull Parenting Approach and introduced the delivery of 'Understanding Your Child' groups. Foundation Training has been offered to all professionals working with and supporting families. 98% of parents (168 parents in total) reported an increase in confidence in understanding and managing their child's behaviour, after completing an 'Understanding Your Child' group.

### What will we do next?

- Launch the strategy regarding children affected by domestic abuse
- Receive an effectiveness report in respect of Early Help in Shropshire
- Invite the Mental Health Provider to join the SSCB



## 2. Priority – Children who go Missing (Including Child Sexual Exploitation and Trafficking)

A number of children in Shropshire are reported missing on at least three occasions a year and some have dozens of missing episodes. These children account, between them, for a significant proportion of the West Mercia Police missing person investigations and a large proportion of these figures involve children in care, particularly those residents in children's care homes. In Shropshire we have 271 looked after children, an increase of 12.4% on last year, and approximately 477 looked after children placed in Shropshire with private providers.

Understanding of the complex issues associated with going missing, the increase in vulnerability to other risks such as Child Sexual Exploitation (CSE) and the subsequent response by professionals and their agencies is, therefore, vital.

### What have we done?

- Revision of the **West Mercia Joint Protocol for Missing Children** is currently underway in response to The Department for Education's (DfE) new '[Statutory guidance on children who run away or go missing from home or care](#)', January 2014 and the Association of Chief Police Officer's change to the definition of 'Missing', which will be implemented across West Mercia in September 2014.
- A **multi-agency audit** looked at 12 cases of children who have gone missing, including looked after children.
- Improved the **notification form for private care providers** to use to inform the Local Authority of a child moving to their establishment has been agreed and implemented which includes the addition of a risk assessment.
- Reviewed the **Shropshire CSE Strategy and CSE Panel** process and piloted the SCIE Learning Approach to Case Reviews to determine the effectiveness of both.
- Delivered **CSE training** to practitioners, Elected Members and the Licencing Group.
- Held a **multi-agency 'applied theatre' performance** of *Chelsea's Choice*, a national recognised innovative CSE performance.
- Continued to **deliver Empower (a 2 day 'keep safe' programme for young people at risk of CSE)**.
- Locally identified the **links between missing, missing from education and CSE**, with proposed new guidance for schools for children on part-time timetables being issued in April 2014.
- Developed an **online e-Safety survey for young people** and analysed the responses.
- Reviewed and re-launched the **Community Setting e-Safety Policy Guidance** in March 2014.
- Held a **multi-agency Social Media Conference** in March 2014 for over 120 delegates, with keynote input from Browne Jacobson Solicitors.
- **Improved performance information** and included this on the SSCB Dashboard to ensure oversight and scrutiny.

### What difference have we made?

- Fewer Shropshire Council looked after children are going missing. This is particularly encouraging given the 12.4% increase in the number of children looked after by the council in the last year.
- There has been a drop in the number of missing looked after children who are placed in Shropshire by other local authorities (77 in 2012-13 and 49 in 2013-14); however there are more frequent missing episodes (56 in 2012-13, 124 in 2013-14). This is perhaps an indicator of a more stable looked after children population.
- The last quarter of the year saw a rise in the number of return interviews that have been completed and within the timescale of 72 hours.
- Missing Audit – see section 7 Learning and Improvement
- A total of 39 cases have been referred to CSE Panel in the last 12 months, an increase on last years' figure of 27 referrals, demonstrating increased awareness.





## **2. Priority – Children who go Missing (Including Child Sexual Exploitation and Trafficking) cont.....**

- Evaluations following the Empower programme demonstrated that the girls all had greater awareness of healthier relationships and their rights and responsibilities. The programme has also led to disclosures being made and referrals for support from other agencies.
- On the whole, the work that has been done over the years by SSCB and partner agencies on e-safety for young people has had a positive impact. Survey findings from February 2014, when compared with survey findings from November 2011, show that more young people and parents are aware of online risks, parents are taking responsibility for educating their children on e-safety and more young people are reporting their concerns to an adult they trust.
- 86% of secondary school pupils and college students reported that they have never experienced cyberbullying.
- 95% of young people in primary school and 96% in secondary and college said that they felt safe whilst using the internet.

### **Learning from CSE Panel - Voice of practitioners:**

- Through use of the CSE practitioner's toolkit, social workers can apply some level of consistency to practice, resulting in better, more accurate assessment and leading in turn to more robust interventions.
- Young people referred to panel have often been known at some point to a health service e.g. school nursing/ CAMHS, but rarely have been an open case at point of referral to the panel.
- The CSE Panel has supported and reinforced existing knowledge of areas of concern as well as individuals and groups of young people who are known to be vulnerable.
- The use of CSE panel has demonstrated how a multi-agency approach is beneficial to the sharing of information between professionals, and how an effective action plan can be devised to ensure these children and young people can be safeguarded. The information provided also gives the local authority assistance in completing assessments for social work services.

### **What we will do next:**

- Launch the revised West Mercia Joint Protocol for Missing Children and monitor its implementation and outcomes.
- Ensure that CSE awareness reaches more frontline practitioners in Health, in particular, GPs, School Nurses and Health visitors.
- Begin to work with the commercial sector to further protect children from exploitation.
- Work with partners to develop and quality assure preventative CSE education for young people.
- Continue to gather intelligence and data to inform the work of SSCB and its partner agencies in order to respond appropriately to children who go missing and/or are exploited.
- Work with PACE (Parents against Child Exploitation) the leading national organisation, to provide support to parents whose children are at risk of CSE.
- Consider how to involve children and their families in the CSE Panel process.
- Celebrate the positives from the e-Safety survey findings and work with young people to develop further e-safety interventions to address their concerns outlined in the survey.



### **3. Priority – Communication**

*Working Together to Safeguard Children 201* gives LSCBs a statutory responsibility to communicate and raise awareness about safeguarding children: 'communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so' (p.59).

This not only means that SSCB member agencies, independent agencies and employers should be made aware of their safeguarding responsibilities but also that members of the local community have an understanding of their own responsibilities and the work that the LSCB is undertaking to keep children safe from harm.

#### **What have we done?**

Following the launch of the Communication Strategy in 2012 the Communications subgroup has achieved the following, (in addition to hearing the voice of the child as outlined on page 16):

- Successful launch and continued development of the SSCB website, including uploaded videos of young people talking about e-Safety.
- Development of a raising awareness poster campaign
- Supported the Create IT Awards e-Safety category. Entries were made using various forms of software with the aim of conveying e-safety messages to parents and/or pupils.
- Carried out a practitioner survey on the use of the SSCB Neglect Strategy.
- Development of Learning and Improvement Briefings for Practitioners.

#### **What difference have we made?**

##### **SSCB Website**

- Over the last six months, since reporting arrangements have been in place on the website, SSCB is able to report the following:
  - 7,063 visits (38.6% of these are return visitors)
  - Bounce rate of 31% (number of visitors that only viewed one page before leaving the site, so a low bounce rate is a good measure, showing that people are exploring the site and viewing a number of pages)
  - The Shropshire breakdown shows that the majority of visits come from the Shrewsbury area which would suggest that they are predominantly from practitioners, as the majority of the workforce is centrally based.

##### **Neglect Practitioner Survey**

- 57% of the 132 practitioners that completed the Neglect Strategy survey have never used the strategy, with 34% of the respondents having only used it 1 to 5 times in the last 12 months. As the strategy is being reviewed this data highlights the need for a re-launch of the strategy to raise awareness of its existence. This is something which the survey has already begun to do.
- The majority of practitioners who have used the strategy feel that it has helped to increase their confidence generally in dealing with issues of neglect.



### **3. Priority – Communication cont.....**

- 35% of the practitioners that used the home and Circumstances checklist involved the family in its completion, increasing their understanding of some of the issues and identifying where they need to make demonstrable changes.
- For those practitioners who have used the strategy the majority agree that it has improved outcomes for children and young people.

#### **SCIE Pilot Review**

- SSCB heard the views of practitioners with regards to a CSE case which was chosen to be reviewed for the SCIE pilot. This required practitioners in the case group to have individual conversations whereby they are asked for their 'view from the tunnel' in order to understand what was influencing their decision-making and perception of the case at the time. This proved invaluable when reviewing the case and highlighted a number of practice and systems issues which enabled practitioners to reflect on their practice and learn lessons throughout the process of the review.

#### **What we will do next?**

- The effectiveness of time limited communications campaigns which direct people to the website will be measured on their completion and analysed by the Communications subgroup with performance reports being presented to the Board.
- Raise awareness of the SSCB website with young people, parents and the community.
- Run a series of CSE campaigns for the commercial sector, parents/carers and the community and monitor the success of these.
- Continue to engage with children and young people at every opportunity and report their views back to the SSCB.



### ***The Voice of the Child***

The new Ofsted inspection framework, which includes a review of Local Safeguarding Children Boards emphasises the point that LSCBs need to hear the voice of children and young people in order to inform practice and to monitor performance of improving service delivery. The framework requirement is that;

*'The LSCB provides robust and rigorous evaluation and analysis of local performance that influence and inform the planning and delivery of high-quality services.'*

And;

*'The experiences of children and young people are used as a measure of improvement.'*

#### **What have we done?**

- The Communications subgroup has developed a plan for engaging with children and young people, which will be monitored and young people's views reported to the Board on a regular basis.
- The e-safety working group has worked with Shropshire Youth to develop an e-safety survey for primary and secondary pupils and college students. The survey went live on Safer Internet Day (11<sup>th</sup> February) and the results will be used to shape the work of the e-safety working group and Child Exploitation subgroup. Where possible interventions to address safeguarding issues will be designed and implemented by working with young people.
- Recruited young people as volunteers through the Health Champions Conference to get involved in SSCB projects.
- A looked after child was involved in the multi-agency missing audit – see Learning and Improvement section.
- A young person's views of the practitioners that they came into contact with were sought as part of the SCIE pilot case review and fed back to the practitioners involved.
- A practitioner survey in order to review the SSCB Neglect Strategy sought the views of children suffering from neglect and the views of their families.
- A group of primary school pupils presented at the SSCB social media conference on their experiences of various online risks. These videos now feature on the SSCB website.
- Young people were encouraged to enter the Create IT Awards e-safety category and submit entries in the form of videos, animation, games and apps to present e-safety messages to parents, professionals and other young people. The winning entries are available to view on the SSCB website.

#### **What difference have we made? And what will we do next?**

- It is too early to evidence the impact of some of this work at present, however the SSCB will continue to work to its plan for engaging children and young people and will monitor the impact on practice through hearing the voice of the child. This will be reported more fully in 2014-2015. What we do know from the e-safety survey for young people is that the e-safety work which SSCB has undertaken over the years, as reported under Priority 2 on pages 11-12) has been sustained by the work of partner agencies and continues to have a positive impact both on young people and their parents.



### **5.8 Developing and strengthening the LSCB Including meeting its statutory responsibilities.**

As a result of the findings of a peer review which was commissioned in April/ May 2012 and the unannounced Ofsted inspection in November 2012, both of which indicated areas for development, the LSCB has worked hard to improve its effectiveness in providing leadership and challenge to multi-agency safeguarding arrangements. Some of this activity was reported in last year's Annual Report.

5.9 The improvement and development activity has continued during 2013-14. This has included a self-assessment exercise and action plan to ensure compliance with the new statutory guidance, following the publication of the revised *Working Together* in March 2013.

### **5.10 Strengthening governance and accountability**

To support the drive for improved effectiveness, the Board has agreed further improvements to the structure of the wider LSCB, introduced a constitution, reviewed partner representation and revised the terms of reference of all the subgroups. Work continues to ensure that LSCB members are able to represent their agencies and help to take work forward in a meaningful and effective way.

5.11 In the process, Board culture has been changing to reflect a more challenging and rigorous approach. This will be sustained and further enhanced in order to continue to improve effectiveness and impact. A challenge log has been developed to monitor the impact.

5.12 Shropshire has retained a Children's Trust and there is also a Health and Wellbeing Board in place. A formal protocol has been developed which sets out the relationship between the LSCB and the Children's Trust. The independent chair presents the LSCB annual report to both the Children's Trust and the Health and Wellbeing Board (as well as the to the Police and Crime Commissioner and senior leaders across the Council and its partners).

5.13 The Board has rationalised the number and focus of its subgroups, to reflect its statutory responsibilities and its priorities. There is now a clear distinction between the work of the Board and that of the Children's Trust.

5.14 Areas for future focus in relation to governance include closer working with the Health and Wellbeing Board and the Safeguarding Adults Board (SAB) to ensure that common areas of interest and responsibility are developed appropriately and are mutually reinforcing (for example, the multi-agency response to domestic abuse, vulnerable adults who are parents, and the transition from children's to adult services for vulnerable individuals).

### **5.14 Quality assurance**

The Audit and Evaluation subgroup has been reviewed and strengthened to become the Quality and Performance subgroup. This subgroup oversees all quality assurance activity on behalf of the Board, including carrying out 'section 11' and practice audits.

5.15 Quality assurance activity has developed significantly in the last year. The subgroup has worked hard both to develop a systematic approach to quality assurance, and also to find ways of presenting performance information to the LSCB in an accessible and incisive form. The group





continues to work on the core dataset, cross-referencing this with good practice examples from other LSCBs via the West Midlands Improvements and Efficiency Group. A 'dashboard' has been developed of key performance information which is presented at each Board meeting, supported by an exception report highlighting key areas for the attention of partners. Further detail is given elsewhere in this report.

### **5.16 Learning and Improvement**

A new Learning and Improvement subgroup – which incorporates the functions of a serious case review (SCR) panel – is now in place. This has developed a Learning and Improvement Framework for the LSCB and takes the lead in ensuring that learning derived from the Board's activities, as well as from national reviews, research, etc., is translated into practice. This subgroup also works closely with the Board's Child Death Overview Panel (CDOP).

5.17 Details of the activity of both the Learning and Improvement subgroup and the Child Death Overview Panel can be found elsewhere in this report.

### **5.18 Policies, Procedures & Protocols**

In Shropshire, *Working Together 2013* is supported by the West Mercia Consortium Child Protection Procedures, a comprehensive electronic manual which translates the broad principles of the national document into specific guidance for those working with vulnerable children. This includes provision for cross border working, and the procedures also contain large volumes of practice guidance. There have been a number of areas of development over the year, including:

- ✓ Revision to a number of safeguarding procedures within West Mercia Consortium Child Protection Procedures, for example SSCB CSE Guidance and the SSCB Suicide Care Pathway <http://www.safeguardingshropshireschildren.org.uk/scb/index.html>
- ✓ Development of a self-harm pathway;
- ✓ Revision of the SSCB Sexually Active U18's Protocol;
- ✓ Publication of a new multi-agency guidance on threshold criteria to help support children, young people and their families in Shropshire - '**Accessing the Right Service @ the Right Time**';
- ✓ Review of the SSCB Neglect Strategy;
- ✓ Development of a strategy for children affected by domestic abuse;
- ✓ Revision of the West Mercia Joint Protocol for Missing Children.

### **5.19 Planning and Commissioning**

A major focus of the LSCB's work has been the oversight of the developing early help offer in Shropshire. Activity and progress is set out below. Now that the development of early help is now in the implementation stage, the Partnership subgroup, which was initially set up to develop the early help offer, is now accountable to the Children's Trust with early help assurance and performance reports being scrutinised by the Board.



### **Early Help**

Following the *Back to Basics Review* in 2012, Shropshire revised its early help offer and began making changes from January 2013. By April 2013, early help tools and processes had been developed, training on analysis and decision making had been commissioned and a roll out programme via multi-agency training groups had begun. Mechanisms to capture feedback from practitioners, parents and young people were being designed. Early help activity using the new processes, tools and forms had started to become embedded and an audit schedule had been drafted.

#### **Training:**

Overall, **550** practitioners attended training on analysis and decision making between April 2013 and March 2014. As part of continuing training and development, annual **multi-agency early help development days** were delivered and were attended by **154** practitioners from a variety of agencies. Feedback from the development days demonstrate the value of these events for practitioners, with 100% saying how useful the day was.

"I have a clearer understanding of what early help is, what the referral process is like and I could link this to work practice."

"Provided comprehensive and contextual understanding of changes."

"Much clearer idea of what different services exist."

"I can do my job much better with all I have learnt today."

#### **Effectiveness:**

**121** front line practitioners and managers have completed an online, web based questionnaire on early help. Findings show overall that confidence has increased over the 18 month period, with 78% of practitioners understanding the early help process well/very well. **87** practitioners (75%) feel the early help offer supports practitioners to safeguard children.

#### **Referrals to Children's Social Care:**

**36** (31.6%) of respondents stated they have made a referral to children's social care since April 2013.

**28** (85%) agree that the referral process **was accessible**.

**21** (63%) agree that the referral process **was effective**.

**20** (60%) agree that the referral process **was appropriate**.

**20** (59%) of referrers were informed of the outcome of the safeguarding referral.

Despite progress, it was evident from this evaluation that there were still too many professionals who did not feel clear enough as to when and where to refer, and the percentage who received clear outcomes as a result of their referral was not good enough. More than half of the professionals still did not feel that they had sufficient support or advice on what to do when the referrals did not meet the threshold for social care intervention.

All these issues have been picked up in the 14/15 strategy.



**COMPASS:**

A single point of coordination into Shropshire Children's Services has been developed, called COMPASS.

COMPASS is a single point of contact with one telephone number and one address for practitioners to use to receive advice and assistance from a multi-agency group of early help practitioners. A primary driver for its development was to work in conjunction with Child and Adolescent Mental Health Service (CAMHS) to reduce the number of inappropriate referrals to Specialist CAMHS. CAMHS staff are now co-located with COMPASS, and practitioners have been able to request a consultation with a Primary Mental Health practitioner using the same method. This collaborative working is proving successful in reducing confusion and streamlining processes.

**Early Help and Resource Panel:**

Early Help and resource panel has been very effective at allocating children to the most appropriate service to meet that child's needs at the time of referral. Practitioners are able to refer to the panel using the early help targeted referral form when they are unsure which targeted support agency is best suited to meet the needs of that child.





## 5.20 Next steps

The LSCB held a development day in January 2014 focussed on improving effectiveness and readiness for the new Ofsted single inspection. Board members heard from Ofsted on the new *Framework for the inspection of services for children in need of help and protection, children looked after and care leavers and reviews of Local Safeguarding Children Boards*.

5.21 Board members considered the progress that had been made within the last year and areas of challenge to feed into the LSCB's assurance framework. Areas in need of further work were agreed as:

- Development of the relationship between the LSCB and the Children's Trust, Health & Well-being Board and the Safeguarding Adults Board;
- Effective scrutiny of early help provision;
- Developing the quality assurance of Section 11 audit self-assessments;
- Capturing and responding to the voice of the child;
- Ensuring robust management oversight and supervision arrangements are in place in partner agencies;
- Developing a business plan for the Board which is strategic rather than operational;
- Improving engagement of community members in LSCB meetings, enabling them to feel more confident to raise questions and challenge from a community perspective.

These have informed the LSCB's business plan for 2014-17 (Appendix 4).



## 6. Learning and Improvement

6.1 Local Safeguarding Children Boards are expected to maintain a local learning and improvement framework which is shared across local organisations who work with children and families. This framework should enable organisations to be clear about their responsibilities, to learn from experience and improve services as a result. The SSCB's Learning and Improvement subgroup takes a lead on behalf of the LSCB in promoting a culture of continuous learning and improvement across its partner organisations, working alongside the quality and Performance subgroup.

6.2 LSCBs are required to monitor the quality of professional practice within their area. This role has been underlined in the revised *Working Together*, with a clear expectation that LSCBs consider the quality of front-line practice and challenge any deficits.

6.3 Robust assessment and decision-making in safeguarding services, in respect of individual families and children, depends on good internal and cross-agency practice that draws appropriately on the most up-to-date knowledge base. This good practice depends in turn on adequate organisational engagement, processes and structures. Assuring the quality of both professional practice and organisational processes and structures depends on robust internal and cross-agency audit systems, supported by a comprehensive, multi-agency dataset.

### 6.4 Multi-agency dataset

The Quality Assurance & Performance subgroup has reviewed and extended the list of key performance indicators to be considered for inclusion on the SSCB scorecard. The list was compiled in order to include performance information that reflects:

- SSCB's priorities for 2014 – 2017;
- The Children's Safeguarding Performance Information Framework (DfE, 2012);
- Framework for the inspection of local authority arrangements for the protection of children (Ofsted, 2012/13);
- Proposals from the West Midlands Improvement and Efficiency Board;
- Partnership working activity.

6.5 A new flexible approach to focusing on reporting what matters has been developed. Given the extensive list of key performance indicators, the Quality Assurance & Performance subgroup considers the performance achieved and identifies the exceptions (ie particularly good performance or challenge areas), or particular themes that should be reflected on a dashboard for the quarterly SSCB meetings.

### 6.6 Quality Assurance

A framework for audit has been developed to build a cumulative picture of practice, share good practice and plan for further improvement where needed. The overall aim of the audit programme is to ensure that agencies' safeguarding work is effective and of high quality, demonstrates continuous improvement and results in consistently good outcomes for children.



6.7 The framework sets out three tiers of activity – oversight, practice, and compliance. The associated tools enable a better capture of this information:

➤ **Oversight and Analysis**

- ✓ Multi-agency audit;
- ✓ Deep dive;
- ✓ Audit undertaken by relevant Quality Assurance & Performance subgroup members and frontline practitioners, file audits per term (September – December, January – April, May– July).

➤ **Practice**

- ✓ This involves evaluating how effectively services are embedding safeguarding practices and integrated working into the delivery of safeguarding children;
- ✓ Outcome focussed;
- ✓ Frequency and Numbers of Audit: 10 Files in September – December, 10 files in January – April, 10 files May– July.

➤ **Compliance**

- ✓ Compliance is interwoven into all of the tiers of the quality assurance and audit framework;
- ✓ Section 11 audits - Section 11 of the Children Act (2004) imposes a duty on specified agencies to ensure that their safeguarding work complies with the requirements laid out in the statutory guidance "*Making arrangements to safeguard and promote the welfare of children*".

## 6.8 Multi-agency auditing

A multi-agency audit of children who go missing from home and care was carried out in December 2013. Twelve cases were randomly selected including Shropshire young people in placements inside and outside of the county and a number from other authorities placed within Shropshire with private providers. A spread of age, gender and number of missing episodes was also considered in order to examine a range of arrangements and circumstances. Fourteen professionals undertook an audit of the children/young people pre-identified as having at least one missing episode between April and October 2013. Those present were Police (1), social workers (3), team manager (1) children's home managers (4, including 1 from a private provider), looked after children Education and Health leads (4) and the independent reviewing officer with QA responsibilities who co-ordinated and led the event. One of the young people identified in this cohort was remotely involved in the audit process via a questionnaire.

6.9 Key findings were:

- The collective wealth of information is extensive – both in quantity and quality – and was considered to be invaluable in understanding issues and activities to respond to and to reduce missing episodes. This was invariably so when considering individual agency information and individual work with young people from Shropshire and resident in Shropshire. There were no examples of Shropshire young people resident outside of the borough within the selected



cohort. However in respect of young people resident within Shropshire from other authorities, information was scant in a collective sense, but full in some agency's records. This was specifically exemplified in Police records;

- There was strong evidence to suggest that multi-agency procedures are well followed and that they are effective in reducing missing episodes – both in number and in duration;
- Social Work involvement and the efforts of staff in Children's Homes were demonstratively helpful in addressing causes of young people going missing and ensuring that reporting and responding is timely. Risk assessments, intervention meetings and constructive and inventive care planning were all seen as contributing positively;
- Looked after children education and health colleagues had full and extensive information and evidence and this was seen to be well linked into educational settings and the meeting of physical and emotional health needs;
- Core groups and looked after children reviews routinely consider the impact of - and risks associated with – missing episodes in a multi-agency setting which is well supported. Care plans are ratified where they adequately address factors contributing to risk and ensuring that recommendations for remedial tasks are made where necessary;
- There was significantly less information available for young people living in Shropshire having been placed here by their home authorities and therefore their circumstances were less well understood;
- Information gleaned from return interviews was not routinely shared with the police and the group felt that this was potentially a missed opportunity but clear understanding need to be achieved about how and when the sharing of this might happen. It was also recognised that the return interview was not just a one-off event and that the continued relationship with the social worker and carer was essential for the understanding of why a young person went missing and how to minimise future episodes.

#### **6.10 Section 11 audit**

During the last 12 months the Quality Assurance and Performance subgroup have worked on the quality assurance of Section 11 Audits. The approach taken to this was to hold themed focus groups with the following aims:

- Establish and evidence agencies progress against S11 criteria in relation to the theme;
- To critically evaluate agencies self-assessments;
- To facilitate learning with regards to agencies safeguarding responsibilities and acceptable standards of evidence;
- To feedback staff responses from the online survey;
- To share best practice amongst agencies;
- To create a support networks / learning sets / task-finish groups;
- To encourage the embedding of positive safeguarding practice in each agency.

6.11 The first of the themed focus groups, held in April 2013, was on the theme of commissioning. The session proved to be beneficial to those that attended. The group explored the term 'commissioning' in the context of the Section 11 requirements and explored expectations of safeguarding requirements of providers, how compliance can be monitored by the commissioners and what some of the challenges are.



6.12 The last Section 11 audit was carried out in October 2013. Areas of good practice highlighted a number of agencies that are engaging with children and young people and are able to evidence translation of young people's views into service improvements. As a result a themed focus group on engaging with children and young people is being planned for 2014 to enable the sharing of good practice.

6.13 There continues to be a slow response in the submission of audit returns and accordingly the LSCB has agreed that S11 audit requests should be sent to Chief Executives in the first instance to increase accountability and improve the response rate.

6.14 There is insufficient evidence available as yet to the SSCB of agencies making the connections between the wider audit activity that is taking place, evidencing changes in practice and monitoring the effectiveness of policies, procedures and communications.

6.15 A review of the S11 audit tool is planned to take place in the summer of 2014 to make the completion of the tool easier for agencies, to provide more guidance based on the findings from previous audits and to evidence the difference that is being made and the outcomes for children and families. Future S11 audits will be requested of private providers and housing providers.

#### **6.16 Multi-agency training provision**

LSCBs are responsible for developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to training of persons who work with children or in services affecting the safety and welfare of children. SSCB both commissions and provides multi-agency training. *Working Together 2013* also sets a requirement for LSCB's to monitor and evaluate the effectiveness of training for all professionals in the area.

6.17 A SSCB Learning and Improvement Strategy has been developed and drafted for the SSCB Training subgroup, which incorporates a schedule for delivery of multi-agency training by Shropshire's multi-agency training pool, together with the mechanisms to evaluate its effectiveness and impact. The full report is attached as appendix 3.

6.18 During 2013-14 the SSCB training team & pool has delivered 41 multi-agency learning sessions, reaching 808 learners, covering a wide variety of topics:

Compromised parenting	Child sexual exploitation (CSE)
Disclosure and Barring	Raising Awareness in Child Protection
Developing Practice modules	MAPPA
Domestic abuse	STORM (Suicide assessment and prevention) training
Training for council elected members	Development sessions for training pool members
<i>Chelsea's Choice</i> - a CSE Learning event for training pool and Board members	
A Train the Trainer programme and case conference and core group training	
E-Learning modules, covering domestic abuse and basic child protection.	

6.19 The SSCB evaluates the effectiveness of training in a variety of ways:

- Questions prior to training;
- On the day evaluations;





- Trainer/training observations;
- Post course surveys.

6.20 The aim of each training session includes enabling learners to reflect on their professional practice and in turn improve how they work with children, young people and their families. This concept of transferring learning in the classroom to improved practice is not new, however it is difficult to evidence. The post course evaluations ask this question, and the majority of learners answered positively that they can or will implement changes to their practice, following training.

"It's made me think a lot more about the way I talk to young people and how sometimes their behaviour can be asking for help. I feel I can now be more supportive"

"I am currently supporting two clients through case conference and core group meetings. The training has provided me with the skills to be able to prepare and support my clients with what to expect at conference and core meetings. It has given me more knowledge and confidence when attending these meetings"

"I have made referrals to the CSE panel"

"Made me aware of shared thresholds & the importance of talking to workers from other agencies about concerns"

6.21 Overall, multi-agency training in Shropshire is well attended and received, with many learners are able to describe the positive impact this has on their practice and the effective impact on improving the service they deliver to children, young people and families.

### 6.22 Case reviews

As part of the SSCB's approach to learning and improvement, reviews are conducted regularly, not only on cases which meet statutory criteria, but also on other cases which can provide useful insights into the way organisations are working together to safeguard and protect the welfare of children. These consist of:

- Child Death Reviews;
- Serious Case Reviews;
- Review of a child protection incident which falls below the threshold for an SCR.

### 6.23 Child Death Overview Panel (CDOP)

The LSCB is responsible for ensuring that a review of each death of a child normally resident in the LSCB's area is undertaken by a Child Death Overview Panel (CDOP). Shropshire and Telford and Wrekin LSCBs have established a joint CDOP. The panel has a fixed core membership drawn from organisations represented on the LSCB, with flexibility to co-opt other relevant professionals to discuss certain types of death as and when appropriate. Through a comprehensive and multi-disciplinary review of child deaths, the CDOP aims to better understand how and why children in the area die and use these findings to take action to prevent other deaths and improve the health and safety of children in the area.

6.24 The report from the CDOP presented to the SSCB in September 2014 covered the five year period from 2008 – 2013, during which time there had been 90 Shropshire child deaths. There had



been a decrease in the first 3 years, and although there was subsequently an increase the numbers for Shropshire remained below the national average.

6.25 The CDOP identified a higher percentage of deaths with modifiable factors compared to regional and national reports. This may be due to several factors, including that some CDOP Panels do not review their neonatal (never left hospital) deaths, instead counting them in their numbers but classing them all as 'expected with no modifiable factors.' All local child deaths are fully reviewed and - for example - when a risk factor such as smoking in pregnancy was present in the case of a premature baby death, the CDOP would identify the smoking as a modifiable factor. Another factor may be that CDOP Panels appear to have different thresholds for attributing the significance of factors. For example, nationally, 59% of deaths due to road traffic collisions (RTCs) were classed as having modifiable factors, whereas the Shropshire and Telford & Wrekin CDOP Panel classed 100% of RTCs as having modifiable factors.

6.26 There is currently no nationally agreed system for providing quality assurance around the decisions made by panels on individual child deaths, with regard to categorisation and identifying modifiable factors. Following recent discussions between Sandwell CDOP and Shropshire/Telford & Wrekin CDOP, it has been agreed to pilot a process of quality assurance in order to confirm consistency of decision making and/or identify areas for clarification/further education for Panel members. The process will involve 4 cases, 2 cases recently reviewed by Sandwell CDOP being reviewed by Shropshire/Telford & Wrekin CDOP and vice versa. Following the review of all 4 cases, the Lead Nurses will compile the results and give feedback to both panels. The panels will evaluate the effectiveness of the process and identify any local issues with categorisation/scoring. Panels will also discuss a way forward for continued quality assurance.

### **6.27 Serious Case Reviews (SCR)**

LSCBs are required to undertake reviews of serious cases when abuse or neglect of a child is known or suspected; the child has either died been seriously harmed and there is cause for concern as to the way in which the authority, their board partners or other relevant persons have worked together to safeguard the child. The Learning & Improvement subgroup leads for SSCB in relation to serious cases.

6.28 The current government agreed with the conclusion of Professor Eileen Munro in her *Review of the child protection system in England* that a 'systems methodology' should be used by LSCBs when undertaking SCRs.

6.29 In preparation for the foreseeable changes, SSCB researched different systems models and found that the 'Learning Together' approach developed by the Social Care Institute of Excellence (SCIE) appeared to be the only current systems model that had been developed and tested for SCRs involving a child.

6.30 Eleven members of the LSCB and the Learning & Improvement subgroup have been trained to be members of the review team that will facilitate case reviews using the SCIE methodology.

6.31 During 2013-14:

- There were no serious case reviews initiated by SSCB;
- SSCB and agencies from Shropshire are involved in two serious case reviews initiated by other LSCBs, each concerning a looked after young person who was placed with an independent care



provider within the county. These have not yet concluded, but will be reported on in next year's plan;

- SSCB undertook a SCIE pilot Learning Review on a child sexual exploitation (CSE) case in order to measure the effectiveness of the SSCB CSE Strategy and panel process.
- SSCB has developed and publishes learning and improvement briefings on the website to disseminate learning from national serious case reviews, local case reviews and any communications regarding new legislation and guidance for professionals and volunteers.

6.32 A case consideration form is currently being developed to enable practitioners to refer cases in to the Learning & Improvement subgroup if they feel that it either:

- meets the criteria for a serious case review;
- falls below the threshold for a SCR but would benefit from a case review in order to learn lessons; or
- does not meet either of the above points but would be a useful case to audit or include in a themed multi-agency audit.





### 6.33 Quality Assurance of Child Protection Conference

A range of quality assurance activity is undertaken to ensure quality and consistency in core child protection processes. This has included auditing aspects of child protection conferences. Key findings are set out in the table below.

		Q1-Q4 (Cumulative) 2012\13	Q1-Q4 (Cumulative) 2013\14
	<b>Total number of conferences that were quality assured</b>	<b>365</b>	<b>371</b>
		<b>% Yes</b>	<b>% Yes</b>
↓	Social worker's report completed 3+ working days before the conference	73%	69%
→	Report gives evidence based analysis / summary	95%	95%
→	Clear, outcome focused report and recommendations	87%	86%
↑	Key family members present	61%	70%
↑	Child/ren were present	21%	36%
↑	All key agencies present or provided report including Police, GP etc.	33%	36%
↑	Views of children aged 4 years and over available	89%	93%
↓	All monthly core groups conducted	97%	95%
→	All agencies attended and contributed meaningfully to the core groups	92%	93%
↑	Agencies have followed the child protection plan satisfactorily	93%	96%
↓	The child has been seen by the social worker as detailed in the plan	91%	89%

6.34 Multi-agency participation at child protection conferences is generally good and it is well understood that GPs remain consistently underrepresented in their contributions to child protection conferences and this area has been picked up by SSCB and the Clinical Commissioning Group for Shropshire. Police physical attendance \ reports are more generally consistently



provided, but over the summer months there was a decrease in their presence at conferences with 12 absences noted; this was also the case with Schools with 10 absences noted. If the GP factor is removed from being counted as a key agency, the figure rises to 80%.

6.35 Generally core groups are happening in a timely way and attendance by agencies and family members is good.

6.36 Social work reports have been of consistent quality over the past year and professional analysis is evident in the reports. The timeliness of reports being available appears to have cumulatively remained the same as last year. Where reports have not been available in the 3 days prior to a conference, the parents are made aware of the contents.

6.37 The presence and participation of children at child protection conferences has increased from the previous year (26% - 36%) and the consultation form for child protection conferences (similar to that used for looked after children reviews), which was designed with the help of young people, is being more regularly utilised by social workers to help prepare young people for their conferences and increase their participation.



## 7. Performance and effectiveness of local arrangements

### 7.1.1 NHS organisations

NHS organisations are subject to 'section 11' duties set out in *Working Together 2013*. Health professionals are in a strong position to identify welfare needs or safeguarding concerns regarding individual children and, where appropriate, provide support. This includes understanding risk factors, communicating effectively with children and families, liaising with other agencies, assessing needs and capacity, responding to those needs and contributing to multi-agency assessments and reviews.

7.1.2 The Health and Social Care Act 2012 sets out significant changes for the National Health Service that came into effect in April 2013. As a result of the Act, a number of NHS organisations have ceased and new bodies have replaced them. Of local significance is the end of Shropshire Primary Care Trust and its replacement by Shropshire Clinical Commissioning Group (CCG), which takes on the responsibility for commissioning most health services for the local population. NHS England retains responsibility for aspects of health service commissioning, notably in-patient (tier 4) child and adolescent mental health services (CAMHS), and has a role in quality oversight of aspects of local health delivery. Local Tier 4 incidents are recorded, with risk escalated to NHS England Area Teams. This volume of turmoil and the untested nature of the changes mean that this remains a significant area of risk in relation to safeguarding children.

7.1.3 The same Act also placed new responsibilities on Shropshire Council, with the transfer of many public health functions to local government. These include responsibility for commissioning the school health services, community sexual health services and alcohol and drug treatment services. In addition, the local authority will have responsibility for commissioning health visiting services from April 2015.

7.1.4 The Healthcare Governance Safeguarding Children Committee (HGSCC) continues to provide sound leadership throughout the NHS restructuring changes across the health economy. The HGSCC was initially set up to bring together formally all NHS Trusts across both Shropshire and Telford and Wrekin health economies on a quarterly basis to share safeguarding information, and improve safeguarding performance and monitoring of risk within each organisation. A quarterly performance reporting template mechanism is used to monitor safeguarding activity and arrangements. NHS providers are also expected to undertake quarterly Section 11 updates that are then submitted to the business managers in both LSCBs on a six monthly basis. A HGSCC briefing was presented by the designated nurse to the SSCB Executive in 2014. Health safeguarding performance dashboards have been developed and are being incorporated in provider contracts to enhance quality care locally.

7.1.5 Serious case reviews (SCR)/ individual management reviews (IMRs) and case information sharing has been a priority by health commissioners and providers for both local and out of area SCRs and IMRs, resulting in an increase in workload commitment, with timely actions/ plans and new proposed SCR methodologies. The CCG Accountable Officer (named GP), and members of the CCG Board and executive team have received safeguarding adult and children training. Full co-



operation of independent practitioners with local safeguarding policies and procedures is actively encouraged, as is the completion by GPs of the report template for case conference engagement. The designated nurse has been recruited onto the National Child Protection – Information Project, and a local briefing progress update was presented to SSCB Executive this year. The proposed linkage of health and social care IT systems is intended to improve safeguarding outcomes for children by the identification of child protection risk to inform assessment, planning, referral and treatments.

7.1.6 The annual Safeguarding Children Report was presented to the Shropshire CCG Board and the SSCB. Shropshire CCG implemented successful events to raise awareness of CCG quality team functions and roles with key health stakeholders. The safeguarding team's key messages and themes were displayed with posters/ leaflets and reportedly evoked a great deal of discussion for attendees.

7.1.7 The designated professionals provide safeguarding children training across the health workforce. The percentages of staff trained at Level 2 or Level 3 from the overall workforce during the year were:

✓ GPs	75%
✓ Nurses	36%
✓ Clinical staff	57%
✓ Admin	87%
✓ Other	33%
✓ <b>Total</b>	<b>74%</b>

7.1.8 All GPs have received information regarding available safeguarding e-learning. A review of arrangements in the NHS for safeguarding children undertaken by the CQC in 2009 found that, on average, only 35% of GPs had received appropriate safeguarding children training (CQC 2009). The national requirement currently stands at 80%. The figures do not include any e-learning undertaken by practice staff and these figures would be difficult to collate. The designated team is currently undertaking GP practice audits following recommendations from a Domestic Homicide Review which will include questions around child protection training. This should give a more accurate assessment of training undertaken.

7.1.9 Level 1 basic awareness training is distributed to all staff in the form of a written update from the designated team on an annual basis and accessed via e-learning. The intercollegiate guidance suggests that administration staff receive Level 1 training only. However, particularly as GP reception staff are in contact with children on a regular basis, any training delivered by the designated team has been set to cover Level 1 and 2 competencies.

7.1.10 The designated professionals have also developed safeguarding children guidance, in line with SSCB procedures, predominantly for GP Practice staff. This is distributed to all practices via the CCG newsletter.



7.1.11 Level 2/3 training on the impact of domestic abuse on children has been delivered to Health Visitors, with a total of 88 members of staff currently having received this. The intercollegiate document *'Safeguarding children and young people: roles and competences for health care staff'* states that training, education and learning opportunities at Level 3 should be "multi-disciplinary and inter-agency, and delivered internally and externally." Whilst the content of the current training fulfils Level 3 criteria, as it was single agency attended and delivered can only be adjudged at Level 2.

7.1.12 A recurring theme in CQC /Ofsted recommendations concerns improving engagement and integration in the child protection process of adult services, particularly mental health services and adult substance misuse services. Locally, the joint protocol between the drug and alcohol action team partnership and children and family services continues to be implemented.

7.1.13 The designated safeguarding teams for adults and children share an office within the CCG and work closely together on reporting monthly, quarterly and annually to CCG senior's and quality meetings. Safeguarding incidents are also recorded and monitored with action plans to improve service provision.

## **7.2.1 Child and Adolescent Mental Health Services (CAMHS)**

Since February 2014, COMPASS has provided the single point of access for all referrals regarding children's emotional health and mental wellbeing. The team of senior primary mental health practitioners (SPMHP) that previously worked in localities based around schools now work within COMPASS. A SPMHP is a Specialist CAMHS (Tier 3) worker who is working at Tier 2 to support the non-Specialist CAMHS workers in the local authority and health to get early identification and early intervention right. The SPMHP team (also known as Tier 2 CAMHS workers) shares an office with staff from targeted youth support, early help advisors, and the Family information Service.

7.2.2 The team combines triage of assessed referrals from schools and other children's professionals, and telephone consultation with regard to the non-assessed GP referrals, with early intervention direct work. This has proved challenging, but the local authority, CAMHS and the CCG are working closely to review, amend and remain proactive in the development of COMPASS. There has been a turnover of staff during the year, with gaps filled by agency staff where possible. It is expected that the substantive vacancies will be filled by the end of September 2014.

7.2.3 Specialist CAMHS (Tier 3) is working hard on reducing the maximum waiting times for the service. This is proving a challenge due both to an increase in the volume and nature of demand: the increase in urgent and emergency mental health presentations has meant that "routine" neuro-developmental referrals such as requests for assessment of autism and ADHD are the ones seeing the longest waits. The waiting time has been reduced by use of additional agency staff from a longest wait of 40+weeks to the current position of a longest wait of 25 weeks.

7.2.4 There are 3 consultant psychiatrist vacancies in Shropshire and these are currently covered by locum staff. One of these positions has changed more than once, which has left some families and young people concerned about lack of consistency.





7.2.5 Effort is being put into improving the management of pathways into and out of CAMHS; some work has been done to look at the current capacity of the service and what needs to change for the demand to be met in a timely fashion, with the right staff being able to offer the right types of evidence based assessment and interventions.

7.2.6 The health posts that sit within Shropshire's looked after children team remain in place and are valued contributors to the care available to Shropshire's looked after children.

7.2.7 The high number of looked after children placed in Shropshire by other local authorities continues to have a significant impact on the urgent and emergency work of the local CAMHS team. These young people are often the most challenging and concerning, and even those that are not worked with routinely will still require emergency attention during times of heightened distress.

7.2.8 CAMHS is working alongside the Rapid Assessment, Interface & Discharge unit (RAID) based at the Royal Shrewsbury Hospital to assess young people aged 16 and 17 following presentation at the Accident and Emergency department after a deliberate self-harm or suicide attempt.

7.2.9 Areas which will be monitored by the LSCB in the coming months include:

- The plans for the transition of the health visiting service to the local authority;
- The contribution of health professionals, particularly GPs and midwifery services, to the core child protection processes;
- The development, capacity and impact of the CAMH service at all tiers, including the interface with schools;
- The use of section 136 for young people;
- Engagement of health services with early help, including CAF
- Work to be undertaken around Self harm

### **7.3.1 Education and Schools**

Section 175 of the Education Act 2002 places a duty on local authorities (in relation to their education functions and governing bodies of maintained schools and further education institutions, which include sixth-form colleges) to exercise their functions with a view to safeguarding and promoting the welfare of children who are pupils at a school, or who are students under 18 years of age attending further education institutions. The same duty applies to independent schools (which include Academies and free schools) by virtue of regulations made under section 157 of the same Act.

7.3.2 In order to strengthen safeguarding arrangements and the response to statutory requirements, a quality assurance framework has been developed which sets out the data and information needed to provide assurance of services and provisions in school settings and demonstrate the impact they have on the safeguarding of children and young people. The



information gathered is scrutinised by the council's Learning and Skills Safeguarding Group, disseminated to relevant partners and used to report to the SSCB.

7.3.3 Head teachers have reviewed their representation on the SSCB subgroups and a primary and secondary head teacher are now members of the SSCB. These head teachers meet as a head teachers' group to co-ordinate schools' responses to issues raised and to agree on matters to be fed back to the Board.

7.3.4 An Independent Schools Safeguarding Group has been established, led by the local authority.

7.3.5 All schools, early years settings and education services are now involved in the SSCB audit process. Schools are required to complete Section 11 audits, termly practice audits and contribute to the multi-agency audits.

7.3.6 Through file audits, it had become clear that the flow of information between social care and education workers, in respect of the children becoming subject to or removed from child protection plans, was not consistent. In order to rectify this, child protection notifications are now shared with the Learning and Skills Safeguarding Group in order to inform front line workers.

7.3.7 100% of secondary (including Academy) and special schools are compliant with their designated lead requirement, and 97% of primary schools are compliant.

7.3.8 Schools in Shropshire engage very well with their statutory training requirements. 100% of primary and special schools are up to date with their whole school awareness training; 96% of secondary schools meet the requirement; one Academy school has not engaged with local authority training but may have done so with another provider. In total, 3019 school based delegates have attended appropriate training this year. Since the setting up of the safeguarding team within the council's education improvement service, which increased capacity to support schools, the number of school based staff trained showed an increase of 38.5% on last year.

7.3.9 Primary and Secondary School attendance continues to be above the national average in Shropshire; Special schools do not do so well. In line with national trends, children with special educational needs have lower attendance than those with no special educational needs; schools are encouraged and supported to address this. Gypsy Roma Traveller (GRT) children are Shropshire's largest ethnic minority group and have lower attendance than their peers who are not GRT.

7.3.10 The local authority has a statutory duty to ensure that all children resident in Shropshire are engaged with education; those children not attached to an education provision or who have moved and we are not aware of their whereabouts are classed as children missing education (CME). Currently there are 196 CME cases (41 are not Shropshire children) on the CME register, this is an increase on the same period last year. During the year an additional 160 cases have been closed. Of these 8 were children with child protection concerns and 25 were GRT children; there





were no looked after children. Some of these cases will be purely a data exercise i.e. incorrect or no transfer evidence has been provided and this has to be tracked; however there are cases of concern in this cohort and the tracking and placing of these children takes priority.

7.3.11 One of the main challenges for Shropshire is that independent schools do not have to share their pupil data with the local authority and many CME cases are traced to being in attendance at an independent school. One Shropshire independent school has joined the CME strategy group and is sharing their data on a regular basis; it is hoped that this can be extended to other independent schools

7.3.12 In Shropshire there are between 150 -200 electively home educated pupils on the elective home education (EHE) register each year. Many of these pupils are in receipt of an education appropriate to their needs and there is a good relationship between the local authority and the families. However, there are a number at any given time where education provision is unsatisfactory and those where we only have reports from parents to inform on the education delivered. In many cases children are not seen. In addition, there is an increasing number of cases coming to the local authority's attention through children missing education procedures where children are being educated at home and the parents do not inform and refuse to engage with the local authority.

7.3.13 There have been several cases that have come to attention that have clearly evidenced that children receiving EHE have suffered or are potentially at risk. Currently there are 16 children on the council's EHE register where education is viewed as being unsatisfactory.

7.3.14 The primary concerns may be summarised as:

- The safeguarding of vulnerable children and young people where the legislation relating to EHE prevents them coming to the council's attention;
- The safeguarding of vulnerable children and young people where the legislation of EHE prevents the council assessing vulnerability;
- Children and young people who are denied access to an education suitable to their needs as the EHE legislation does not allow for this to be properly assessed.

7.3.15 Areas which will be monitored by the LSCB in the coming months include:

- The contribution of schools to the early help and child protection services;
- The oversight of vulnerable groups, including those who are educated at home, or are missing from education;
- Safeguarding arrangements in independent schools;
- Progress in implementing PSHE which addresses issues of sexual exploitation.

## **Public Protection**

### **7.4.1 West Mercia Police**

The police are subject to section 11 duties. Under section 1(8)(h) of the Police Reform and Social Responsibility Act 2011 the police and crime commissioner must hold the Chief Constable to



account for the exercise of the latter's duties in relation to safeguarding children under sections 10 and 11 of the Children Act 2004.

7.4.2 West Mercia and Warwickshire Police have formed a strategic alliance. Whilst each Force retains its own identity, leadership and governance, they share the same vision of 'protecting people from harm'. The Protecting Vulnerable People (PVP) Department sits within the Protective Services Directorate and has responsibility for 13 strands of public protection. In June 2012 the PVP policing model was approved by the chief officer team and ratified by the Police and Crime Commissioner. The new PVP policing model will be implemented by the end of July 2014. The department operates across 7 geographic policing areas and supports 5 separate LSCBs and Local Adult Safeguarding Boards, as well as strategic MAPPA Boards in both Forces.

7.4.3 The new PVP Policing model seeks to:

- Strengthen and deepen the strategic alliance;
- Place resources and assets in the areas of highest risk and protect the most vulnerable from harm;
- Protect frontline resources within the new financial reality;
- Promote a flexible mixed economy workforce with the appropriate training, experience, skills and knowledge to safeguard our most vulnerable from harm;
- To build upon an develop partnership working with other key agencies and the third sector;
- Work together with partners to explore opportunities that add value (e.g. MASH);
- Identify and appropriately manage emerging risk (e.g. honour based violence, modern slavery and female genital mutilation).

7.4.4 The last 2 years have been a transitional period for both forces and the Protecting Vulnerable People Department. Whilst the department has been able to retain a significant amount of experience and expertise, inevitably during such a significant change programme there has been a loss of key staff, the recruitment and induction of many others and the introduction of new locations and ways of working, including the implementation of the Harm Assessment Units and creation of a Missing Person's Coordinator post.

7.4.5 Throughout these changes, staff have been committed to working collaboratively with partners to ensure risk is appropriately identified, good outcomes achieved and the most vulnerable children safeguarded.

7.4.6 The LSCB has asked West Mercia Police (WMP) to address two particular issues over the year: young people held overnight in police custody, and the apparent rise in offences against young people. The former is dealt with below (under the Youth Offending Service). WMP has undertaken analysis of the offences against young people, and found patterns which they are checking with a view to improving policing arrangements at particular times of the week.



7.4.7 WMP are key participants in the arrangements to prevent and disrupt the sexual exploitation of children and chair the SSCB subgroup that leads this area of work.

7.4.8 Areas which will be monitored by the LSCB in the coming months include:

- The police role in identifying and safeguarding children who are exposed to domestic violence;
- The developing regional approach to CSE;
- The numbers, safety and welfare of young people held overnight in police custody;
- The rate of offences against young people;
- The impact of reorganisation and budget reductions.

### **7.5.1 Youth Offending Service (YOS)**

Youth Offending Teams (YOTs) are subject to section 11 duties. YOTs are multi-agency teams responsible for the supervision of children and young people subject to pre-court interventions and statutory court disposals. The YOS in Shropshire also covers the Telford and Wrekin council and LSCB area.

7.5.2 During this reporting period an assurance report from YOS has not been sought by the SSCB. However, the SSCB has sought assurances in relation to the recommendations stemming from the joint Criminal Justice and Youth Offending Inspection Report '*Who's Looking Out for the Children?*' (published in December 2011). The report puts forward recommendations for Police, YOS and LSCBs in respect of 'appropriate adult' provision and the detention of children following charge. In November 2013, YOS and West Mercia Police provided a joint report to the LSCB on the local response.

7.5.3 During the period 1<sup>st</sup> May 2012 to 1<sup>st</sup> May 2013, 31 juveniles from Shropshire were charged and denied bail by West Mercia Police. None of these 31 young people were transferred to the local authority. During the same period, across West Mercia only 1 of a total of 146 juveniles who were charged and denied bail was transferred to a local authority.

7.5.4 Following further enquiries being made, it was identified that there is training issue regarding PACE transfer and the circumstances under which secure accommodation would be appropriate. The following action has been taken:

- Training has been provided to existing custody staff and all new custody staff will be given training in relation to PACE transfers of juveniles.
- Advice has been given to children's social care departments regarding the handover paperwork and electronic systems have been developed to enable easier access to handover forms.
- The rights and entitlement leaflets are being re-written for people with learning difficulties and for juveniles.



7.5.5 A training need has been identified for staff in both local authorities around challenging the need for secure accommodation, where appropriate to do so.

7.5.6 The situation will continue to be monitored and effectiveness of arrangements reported back to the SSCB.

7.5.7 Areas which will be monitored by the LSCB in the coming months include:

- The numbers of and responses to young people who are perpetrators of domestic and sexual violence.

### **7.6.1 West Mercia Probation Trust**

Probation Trusts are subject to section 11 duties. They are primarily responsible for providing reports for courts and working with adult offenders both in the community and in the transition from custody to community to reduce their reoffending. An assurance report was presented to the LSCB in February 2014.

7.6.2 The West Mercia Probation Trust (WMPT) safeguarding children procedures were updated in November 2013. Updates for staff have taken place, making sure that all those at the front end of practice are supported in their training and development. As part of the preparation for the second Offender Management Inspection (2012), in which WMPT was assessed as achieving the highest standards of practice, refresher briefings and follow up on safeguarding children were delivered in all teams.

7.6.3 The OMI and local Ofsted inspections resulted in variable assessments and as a consequence, WMPT conducted an audit of its safeguarding children procedures. The first part of the audit was completed in January 2013 and looked at enquiries sent to children's services and responses received for all community sentences and licences commencing in November 2012. Of the 18 cases where either no enquiry had been sent or no reply received, not all had had further action taken triggered by the audit, suggesting a very passive approach from the senior probation officers undertaking the audit.

7.6.4 As a consequence of this audit, there were a number of measures put in place in each area, to ensure that improvements were made. Some of these improvements relate to the identification of processes of referral, and the use of the persons posing risk to children (PPRC) form. The PPRC should identify offenders who do present a risk to children, based on conviction and whilst the process is designed to convey this to children's services, it should not be considered to be a substitute referral mechanism. The inappropriate use of the PPRC form by an offender manager in a case of compromised parenting subject to a learning review by SSCB was indicative of operational drift in the use of this process.

7.6.5 A full review has taken place in respect of this process, following the SSCB learning review, and recommendations have been made to the Safeguarding Executive and to the SSCB. An audit





of the PPRC process will be undertaken to confirm that those changes have been made, remain relevant, and provide further assurance.

7.6.7 The Trust has undertaken further detailed auditing of safeguarding children the findings of this will be fed into the quality assurance and performance subgroup later in 2014. However, a recent review of cases was undertaken, to the point at which WMPT transferred to its current national database for offenders (August 2013). This system records the flagging of child protection and child concern cases, but further development needs to take place to build in reports which are capable of informing local managers.

7.6.8 The majority of information requests received from children's services during this period, whether on child protection cases, child concern, or as standard requests are received within the required timeframe, some 56% of the total (222) but this is a much lower rate than that requested. This suggests there is an area for improvement within the response team of children's services.

7.6.9 Shropshire has the lowest number of offenders posing high risk to children across West Mercia. This could be explained by effective interventions, and reassessment of risk; the very task that is required of offender managers.

7.6.10 2014-2015 will see the transformation of probation services with the creation of a National Probation Service (NPS) and a Community Rehabilitation Company (CRC) which will work with medium and low risk offenders. This magnitude of change has the potential to be highly risky, particularly as the CRC moves out of public ownership in 2015.

7.6.11 Areas which will be monitored by the LSCB in the coming months include:

- The impact of the reorganisation of the Probation Service, including the contribution of the two new partners (NPS and CRC) to the LSCB and the area's safeguarding arrangements;
- The availability of 'voluntary' programmes to support perpetrators of domestic violence;
- The contribution of the two services to the identification of offenders who potentially pose a risk to children, and to the 'hidden harm' agenda.

### **7.7.1 Multi - Agency Public Protection Arrangements (MAPPA)**

MAPPA is a partnership of a number of agencies who work in different ways to jointly manage the most serious offenders that we have in our communities. Agencies who take part in MAPPA include West Mercia Police, HM Prison Service, West Mercia Probation, Shropshire Children's Services, Mental Health Trust, Safeguarding Adults teams, Housing Services, and the Youth Offending Service. For specific cases, staff from other agencies including hostels and housing associations can be invited to participate.

7.7.2 Agencies share all their information about the highest risk offenders and agree a joint risk management plan, designed to minimise the risks of harm to past victims, to potential future victims, and to the general public. Child protection is in sharp focus through this process. Often



cases referred to MAPPA relate to serving prisoners and MAPPA can assist planning for their resettlement into the community when their sentences come to an end. This can include specifying where they must live, places and people they must stay away from, and therapeutic work they must undertake.

7.7.3 The 2012-2013 annual report of MAPPA explains how multi-agency public protection arrangements operate locally and across West Mercia. It also provides information about how violent and sexual offenders are effectively managed in the community.

7.7.4 SSCB has formal links with the MAPPA Strategic Management Board (Police HQ) and Shropshire agency attendance at local MAPPA meetings is consistently high.

7.7.5 The total number of registered sex offenders (RSOs) 'owned' by West Mercia is 1256, of which 971 are managed within the community and 268 are detained in prison. The majority (87%/923) of RSO's across West Mercia are managed at Level 1. At MAPPA Level 2 there have been 20 cases considered in the past year, with 100% attendance from children's services representatives. There have been 16 cases considered at MAPPA Level 3, an increase on recent years, again with 100% attendance from children's services.

7.7.6 Significant achievements for the year include delivering the 'keeping communities safe' programme. This has brought together people from a number of areas such as faith communities, leisure services and libraries to raise awareness of the contribution they can make in being more alert to risk of harm from, and to the cooperative management of, offenders in their communities.

### **7.8.1 Multi-Agency Risk Assessment Conference (MARAC)**

The relationship between experience of domestic abuse and poor outcomes for children is well established. For this reason, it is important that agencies who are involved in identifying and responding to domestic abuse amongst adults are alert to the presence of children: they can hold important information about children who may be suffering, or likely to suffer, significant harm, as well as those who cause such harm.

7.8.2 A MARAC is a coordinated partnership approach to tackling the most high risk domestic abuse, consisting of a voluntary meeting where information is shared between local agencies and a coordinated safety plan or risk management plan efficiently and effectively pulled together. The MARAC is made up of representatives from both statutory agencies, including Police, Probation, Children's Services, NHS and non-statutory organisations, including housing associations and domestic abuse specialist services. The report *Saving Lives and Saving Money* (2010), explains: *At the heart of a MARAC is a working assumption that no single agency or individual can see the complete picture of the life of a victim, but all may have insights that are crucial in their safety. This is because domestic abuse takes place behind closed doors and presents itself to the outside world in many ways: through calls to the police, through visits to A & E, through calls to domestic violence helplines, through poor attendance at school, and through friends.*





7.8.3 In Shropshire, there were 133 high risk adult victims and about 124 children from the victims' households who had been identified and offered support through the MARAC during 2013-2014. Research shows that 70% of high risk victims have children (*Saving Lives, Saving Money*). Without the MARAC, it has been estimated that these high risk domestic abuse cases could be costing the public in Shropshire approximately 2 million pounds per year (based on costing calculations found in *Saving Lives, Saving Money*). The same research has shown that up to 60% of domestic abuse victims report no further violence as a direct result of intervention through the MARAC process, which includes support from the independent domestic violence advisor (IDVA) Service.

7.8.4 In 2013 Shropshire MARAC undertook a self-assessment, which included observation of a MARAC meeting by Co-ordinated Action against Domestic Abuse (CAADA). The findings of the assessment were as follows:

- Referrals in to MARAC are low, given national statistics/averages;
- All of the core agencies were present at the observed meeting and there is good engagement from children's social care;
- Information sharing was mostly comprehensive;
- Most of the victims had some contact with the IDVA (independent domestic violence advisor);
- The governance arrangements need to be developed so that the MARAC steering group is independent of the MARAC panel.

7.8.5 The conclusion of the self-assessment was that Shropshire MARAC is providing a good multi-agency response to high risk victims and their children; with a strong commitment to ongoing development. Efforts will need to be made to ensure that it reaches all high risk cases and secures the safety of the adults and children concerned.

### **7.9.1 Shropshire Council**

All councils have a range of statutory responsibilities, many of which are summarised in *Working Together 2013*. Shropshire Council has undergone significant change at the senior levels over the past 18 months, whilst also benefitting from continuity of Lead Member and Chair of Young People's Scrutiny. Following the retirement of the previous post holder, a new Director of Children's Services was appointed in April 2013 and, after a period of interim arrangements, a new Head of Safeguarding took up post in December 2013. In common with other public sector organisations, Shropshire Council faces significant budget reductions over the coming months and years. These will inevitably have an impact on services to children and families.

### **7.9.2 Children's Social Care**

The most recent *Inspection of local authority arrangements for the protection of children* by Ofsted was in November 2012, when the overall effectiveness of the arrangements to protect children in Shropshire was judged to be adequate.

7.9.3 Nine recommendations were made, five of which concerned practice and processes specific to children's social care. Three concerned the multi-agency approach to safeguarding children, and one recommended strengthening the membership of the LSCB to include education



services and the voluntary sector. This latter has been addressed, and progress on the remaining recommendations has been made regularly to the SSCB.

7.9.4 A key recommendation was that, within 3 months, the local authority should develop and implement a revised threshold document. Consultation took place on a multi-agency basis through the use of existing groups such as the Early Help Stakeholders group, SSCB Policy and Procedures subgroup and the SSCB Partnership subgroup and in May 2013, SSCB published a thresholds document - *"Accessing the Right Service at the Right Time"*.

7.9.5 Audit arrangements within social care have been reviewed and the tiered approach revised. The Quality and Performance subgroup has also reviewed the audit framework and presented revised proposals to the SSCB in August 2013. Children's Social Care now ensures that the periodic audits of closed referrals are reported to the LSCB through the Quality and Performance subgroup.

7.9.6 The ways in which children's wishes, feelings and views are gathered have been enhanced to ensure that they are fully utilised within individual planning as well as in the development of services. It is expected that children and young people attend their conferences unless there are exceptional reasons not to do so.

7.9.7 There was also a recommendation to establish a coherent case recording system that facilitates management oversight, accurate recording of decisions in all aspects of cases and facilitates the consistent use of historical information. The electronic recording system has been updated and sessions have run to ensure consistent usage of the system.

7.9.8 Areas which will be monitored by the LSCB in the coming months include:

- The impact of forthcoming budget reductions on safeguarding services
- The rate of referrals and re-referrals to children's social care
- The impact of the early help strategy
- The rate of children with a second or subsequent child protection plan.

#### **7.9.9 The Children's Workforce**

*Working Together 2013* underlines the importance of the arrangements for dealing with allegations against adults who work with children. LSCBs have responsibility for ensuring there are effective inter-agency procedures in place for dealing with allegations against people who work with children, and monitoring and evaluating the effectiveness of those procedures. County level and unitary local authorities are expected to have a Local Authority Designated Officer (LADO) involved in the management and oversight of individual cases.

7.9.10 The management of allegations should be seen in the wider context of safer employment practices, which have three essential elements:

- Safer recruitment and selection practices;
- Safer working practices;
- Management of allegations or concerns.



7.9.11 Allegations against staff may come to attention under a different title, ie 'allegation', 'concern' or 'complaint.' Regardless of the route in, any information or referral which suggests that a member of staff has harmed, committed a possible offence or may be unsuitable to work with children, will be dealt with by the SSCB procedures – *Management of allegations against adults who work with children* - and discussed with the LADO. The LADO should provide advice and guidance to employers and voluntary organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure that they are dealt with as quickly as possible, consistent with a thorough and fair process.

7.9.12 In August 2013 Shropshire Council appointed to a new LADO post. A LADO report was presented to the Board in February 2014, covering the reporting period of March 2013 to January 2014.

7.9.13 Since September 2013, Joint Evaluation Meetings (JEM) are convened (as opposed to LADO strategy meetings) when there is an allegation against an adult working with children that needs further investigation. Joint Evaluation Meetings still include a police presence in order to ensure that safeguarding is paramount. During the year there has been an increase of meetings convened to consider LADO referrals, correlating with the increase of LADO referrals received. There has been an increase in suspension of professionals. It is always the decision of the employer to suspend an employee. This could suggest that employers are becoming more vigilant at ensuring the safety and wellbeing of children and young people.

7.9.14 During this time, concerns were reported to the LADO in respect of 148 people who work with children. There has been a significant increase in referrals made in 2013/2014 compared with 65 referrals having been recorded in 2012/2013. This could be due to more incidents, better understanding from Professionals of the process and the need to refer concerns to the LADO, a designated LADO post being created, or an accumulation of factors.

7.9.15 There has been an increase in the number of referrals regarding 'suitability'. The term 'suitability' has covered the areas of practice which have been deemed to be inappropriate within workers practice and conduct. This is positive and would indicate that employers are becoming more aware of issues of inappropriate conduct of professionals working with children and young people.

7.9.16 Whilst the largest group of staff subject to concerns/allegation remain within residential care provision (57%), there continues to be a low number of referrals to the LADO in relation to professionals working with children and young people in Faith Groups, Health and the Police.

7.9.17 Employer investigations continue to be the most predominant form of initial outcomes on receipt of a LADO referral. 13% of cases resulted in a LADO strategy meeting, (prior to September 2013). 10% of cases resulted in a JEM and 20% of cases in a Section 47 strategy meeting.

7.9.18 Of the cases that came to a formal meeting, 2% led to a criminal investigation, 10% led to disciplinary/employment procedures, 8% led to dismissal, but only 6% led to referral to DBS. 60%



of the cases referred in were either unfounded or unsubstantiated following investigation and no further action was taken.

7.9.21 Areas for development by the LADO include:

- Ensuring that Academy schools have in place the necessary safeguarding policies, including managing allegations against professionals;
- Clarifying agencies responsibilities for those professionals who are self-employed and who are not affiliated to a Governing Body, when there are allegations or concerns about suitability;
- A quality assurance system is being considered in discussion with LADO colleagues to ensure that outcomes are monitored and evaluated for effectiveness;
- On-going training and promotion to professionals and organisations working with children and young people.

#### **7.9.22 Disclosure & Barring Service**

Following the Protection of Freedoms Act 2012 and changes to the Disclosure and Barring Service (DBS), a *DBS – Duty to Refer* event was organised by SSCB and Shropshire's Safeguarding Adults Board and took place in April 2013.

#### **7.9.23 Private Fostering**

A Private Fostering report was presented to the LSCB in November 2013 which covered the period March 2012 to April 2013. At the end of March 2012 there were 7 private fostering arrangements on-going from the previous year, and a further 20 new arrangements were recorded between March 2012 and the 1<sup>st</sup> of April 2013.

7.9.24 The number of referrals in Shropshire seems low in comparison to statistical neighbours, with the majority of the referrals coming from organisations hosting language students. The number of notifications in comparison to Shropshire's statistical neighbour has also been consistently low (nearly half) since 2010. 75% of visits have been completed in timescales within the survey year (8% lower than the statistical neighbour).

7.9.25 During the year, there has been a big increase in the number of language students in private fostering arrangements. As a result of this, much of the focus was spent on working with the agencies to ensure they know their responsibilities in reporting such arrangements. Although, there have been fewer mainstream notifications, enquiries are often received which do not fall under the private fostering regulations. This shows that that professionals and the public are becoming more aware of their responsibilities.

7.9.26 'Suitability forums' are held on a regular basis, to ensure a senior management overview of the suitability of arrangements, and to determine any restrictions, recommendations or prohibitions required.

7.9.27 In April 2013 the Private Fostering leaflets, posters and statement of purpose were updated. A website has also been created where the leaflets are available to download and also



links to the BAAF website where further information and leaflets in various language formats can be accessed. The SSCB website also has a link which offers advice and guidance to professionals in their roles and responsibilities in relation to private fostering.

7.9.28 Training relating to Private Fostering is now included in the child protection training that all social workers and designated school safeguarding leads receive. In 2013-2014, the reach for awareness raising activities will be extended to other agencies, in particular GPs, the voluntary sector, and also to the public.

7.9.29 An additional priority area is to gain feedback from the children and young people who are privately fostered, to understand their experiences and develop the service further. This information and an update for the period 2013/14 will be presented to the SSCB within the annual assurance report in 2014/15.





## **8. Conclusion and assessment of effectiveness of multi-agency safeguarding arrangements**

8.1 Information available to the LSCB demonstrates that, overall, agencies in Shropshire prioritise the safety and welfare of children and work constructively together to safeguard children and promote their wellbeing. At the LSCB, engagement of statutory partners is positive and increasingly meaningful. Partners are increasingly holding each other to account; the LSCB's strategic priorities appear to be the right ones for Shropshire at the present time, and the Board is complying with its statutory responsibilities. There are areas of good practice across all agencies and children and young people in Shropshire are generally well protected. There has been good work in improving safeguards for groups of vulnerable children and young people, including those who were at risk of sexual exploitation, and young people being held overnight in custody.

8.2 Demands on children's social care over the past 12 months have increased by 60% from the previous year. This increase reflects changes that have been made to strengthen decision-making in the Initial Contact Team, as well as being evidence of rising demand. Relatively few referrals result in no further action, which is a reflection of a growing consistency of understanding and application of thresholds for social care services. The new single assessment is being delivered within the 45 day timescale to over 95% of children and families, which is good.

8.3 Whilst there was excellent multi-agency engagement in the development of the Early Help Strategy, and its implementation can be expected to make an impact on the numbers of children being referred to children's social care, there is not yet evidence to show that families are receiving consistently good early help when they need it. The development of COMPASS has been well received and there is indication that it is smoothing the pathway for children and families to receive early help more promptly and consistently.

8.4 The numbers of children who are the subject of child protection plans has increased gradually over the year from below to above the national and statistical neighbour averages. This is likely to reflect a 'rebalancing' from levels which may well have been a little low. However, the increase in numbers of children who are then subject of a plan for a second or subsequent time suggests that the 'step down' arrangements may not yet as robust as they could be, and will need to be looked at more carefully.

8.5 Information available from audit and other quality assurance activity suggests that practice is good in places, but not always consistent. A follow up of the 'section 11' audit found, that there is little evidence of agencies making the connections between the wider audit activity that is taking place and evidencing changes in practice and monitoring the effectiveness of policies, procedures and communications. This clearly will need to improve.

8.6 Work on the Board's priorities shows good evidence of positive impact, and there are clear plans to continue this progress. In relation to CSE, in particular, there is commitment to developing a common strategic approach across the four LSCBs in the West Mercia Police area.





8.7 At an organisational level, there have again been considerable changes and developments, driven by a combination of national requirements (in the case of the NHS and Probation, for example) and local responses to financial constraints (e.g., Shropshire Council, West Mercia Police), which brings risk in relation to service quality and consistency and also has an impact on the LSCB itself. Partners have worked hard to maintain continuity despite all this, and have usually ensured that the LSCB has been kept well informed of developments.

8.8 Considerable efforts are made by all agencies to ensure their recruitment and employment processes are safe, and that the children's workforce is suitably trained. Engagement with the LADO has increased over the past year, although there continues to be a low number of referrals in relation to professionals working with children and young people in Faith Groups, Health and the Police.

8.9 Across all areas of activity, further work is needed to enhance the ability of services to capture children's views and use feedback to develop and improve their services. This also applies to the LSCB itself.

8.10 The Children's Trust continues to be important in overseeing the development and delivery of a number of services for children living in Shropshire including the Early Help offer. The Health and Wellbeing Board is increasingly influential and needs to show robust leadership in ensuring that the Joint Strategic Needs Assessment (JSNA) is used to provide a strong evidence base for wider safeguarding activity and service commissioning. A good start has been made in this area.

8.11 CAMH services remain a major area of weakness in Shropshire, with improvement hampered by the complexity of commissioning. Improvements in this service area are long overdue, and are particularly needed in the context of rising levels of self harm amongst young people. This is recognised by the Health and Wellbeing Board, which has included the emotional and mental health of young people in Shropshire as a priority. The current JSNA has information about suicide in all ages; since it was published, more analysis has been done on self-harm and the LSCB has been assured that this will be included in future. Likewise, services for perpetrators of domestic abuse and sexual abuse are also underdeveloped, and this will need addressing in order to improve outcomes for children and young people.

8.12 Overall, the direction of travel is clear, and multi-agency arrangements are good. The children and young people of Shropshire are generally receiving a good service but there remains areas where improvements can and must be made. The annual report for 2014-15 will detail progress towards the vision of the county's Children and Young People's Plan, that

***All children and young people will be happy, healthy, safe and reach their full potential, supported by their families, friends and the wider community.***



# Appendices

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**Appendix 1: SSCB Constitution**

**Shropshire's Safeguarding Children Board**

**CONSTITUTION 2014-16**



## Shropshire's Safeguarding Children Board Constitution

### 1. Legislative Framework

The Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) made up of representatives from the agencies and bodies which have regular contact with children, or have responsibility for services to them in the local area. The statutory agencies which are required to cooperate in the establishment and operation of the LSCB are set out in section 13(3) of the Children Act 2004. Sections 13 to 16 of the Children Act 2004 set out the statutory framework for the LSCB.

The SSCB is therefore established under Section 13 of the Children Act 2004 by Shropshire Council as the children's services authority for this area. Detailed guidance issued under section 7 of the Local Authority Social Services Act 1970, is contained within Working Together to Safeguard Children 2013, Appendix B. Shropshire Safeguarding Children Board (hereafter referred to as the SSCB or the Board) was launched on 1<sup>st</sup> April 2006.

For the purpose of this document, **safeguarding and promoting the welfare of children is defined as:**

- ✓ Protecting children from maltreatment
- ✓ Preventing the impairment of health or development;
- ✓ Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
- ✓ Undertaking that role to help enable those children to have optimum life chances and enter adulthood successfully.

**Child protection** is the activity that is undertaken to protect specific children who are suffering, or are likely to suffer significant harm (Working Together, 2013 Appendix A: Glossary).

### 2. Purpose

SSCB is the key statutory mechanism that brings together representatives of each of the main agencies and professionals responsible for promoting the welfare and safety of children and young people. It is an inter-agency forum for agreeing how the different services and professional groups should co-operate to safeguard children throughout Shropshire and, for making sure that arrangements work effectively to promote better outcomes for children.

### 3. Objectives of the SSCB

The functions of the SSCB are set out in Section 14 of the Children Act (2004), regulations (Local Safeguarding Board Regulations 2006) and Working Together to Safeguard Children 2013. The core objectives of the SSCB are:



- a) to co-ordinate what is done by each person and body represented in the SSCB for the purposes of safeguarding and promoting the welfare of children, and
- b) Ensuring the effectiveness of what is due by each person or body for that purpose.

The SSCB will, therefore, ensure that the duty to safeguard and promote the welfare of children is carried out in such a way as to contribute to improving all five *Every Child Matters* outcomes.

Safeguarding and promoting the welfare of children includes protecting children from harm, ensuring that work to protect children is properly coordinated and effective.

However, the SSCB will go beyond this core business to work to the wider remit, which includes preventative work to avoid harm being suffered. This will ensure a long-term impact on the safety of children.

#### **4. Scope and functions of the SSCB**

The specific responsibilities of the Shropshire Safeguarding Children Board are:

- To hold agencies to account for the effectiveness of their work in safeguarding children.
- To develop and agree inter-agency policies, procedures and protocols which focus on safeguarding children, including thresholds for intervention.
- To monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve
- To promote the safest possible practices in relation to the recruitment and selection of all those who work with children in a statutory and voluntary capacity.
- To ensure that allegations concerning persons working with children are dealt with properly and quickly.
- To develop policies and procedures which focus on the need for adult services to recognise the impact of adult problems on children's welfare and to ensure training programmes enable services that work primarily with adults respond appropriately to the needs of adults as parents.
- To undertake reviews of cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected and advising on lessons which can be learned.
- To promote the safety of children in Shropshire, including collating and analysing information about the deaths of all children in the area.



- To promote, encourage and sustain a community involvement in safeguarding children, and improving levels of safety for children.
- To ensure the co-ordination and effective implementation of measures to strengthen private fostering notification arrangements and to receive an annual private fostering report submitted by the local authority.
- To ensure that single agency and inter-agency training on safeguarding and promoting welfare is provided in order to meet local needs.
- To ensure the Board is adequately resourced and supported to carry out its function as defined by statutory guidance.
- To receive reports on matters of local and national relevance relating to the objectives of the Board.
- To publicise materials which highlight issues relating to the protection and safety of children, ensuring that the views and opinions of young people are taken into account.
- To participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
- In agreement with the Children's Trust to lead on other activity that facilitates, or is conducive to the achievement of the objectives of the SSCB.

Three broad areas of activity are identified:

1. Activity that aims to identify and prevent maltreatment or impairment of health and development
2. Proactive work that targets particular groups e.g. disabled children or children experiencing compromised parenting (parental substance misuse, parental mental ill health, parental domestic abuse).
3. Responsive work to protect children who are suffering or are at risk of suffering harm.

The Shropshire Safeguarding Children Board (SSCB) has a particular focus on the Stay Safe outcomes which are:

- Helping Children and Young People to be safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for

## **5. Powers and Accountability**

The Board must ensure that work progresses in all these areas and that performance indicators are appropriately scrutinised.





The SSCB will focus on this core business in the first place, and will take direct responsibility for scrutinising child protection outcomes through its performance management work. The Board will also receive reports from other strategic planning groups, so that it can check that preventative work is developing. The areas where this will apply are road traffic accident rates and strategies to reduce these incidences, bullying and crime and disorder.

Whilst the SSCB has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. Members of the SSCB will be held to account for challenge within their own organisations.

All private/voluntary/community organisations that come into contact with or offer services to children in Shropshire will be asked as a matter of good practice to take account of this guidance.

## **6. SSCB Chair**

It is the responsibility of the Chief Executive of Shropshire Council to appoint or remove the SSCB Independent Chair (SSCB Chair) with the agreement of a panel including SSCB partners and lay member(s). The SSCB Chair will have an initial 24 month tenure, with the option of renewing after this period. The SSCB Chair will be of sufficient standing and expertise to command the respect and support of all partners, and they will act objectively to promote an effective strategic safeguarding 'challenge and assurance' Board which promotes a sense of equal partnership amongst its partner agencies.

The SSCB Chair will be accountable to the Local Authority via the Chief Executive. In the absence of an Independent Chair the Board will be chaired by the Director of People pending the appointment of an Independent Chairperson to the vacant post. The SSCB Chair will maintain regular contact with Shropshire Council's Director of Children Services and the SSCB Business Manager.

**SSCB Vice-Chair** - The Vice Chair will be a nominated representative from one of the partner organisations of the SSCB.

## **7. SSCB Membership**

Membership of the Board is set out in section 13(3) of the Children Act 2004 and has been updated in Working Together to Safeguard Children 2013. The following organisations are required to cooperate with the local authority in the establishment and operation of the Board and have shared responsibility for the effective discharge of its functions and SSCB has membership from:

Shropshire Council - (incorporating children's services; adult services, and Public Health)

West Mercia Police

National Probation Service and Community Rehabilitation Company

Youth Offending Service



Health –Community Trust; Shropshire and Telford Hospital Trust; Agnes Hunt Orthopaedic Hospital  
South Staffordshire and Shropshire Healthcare NHS Foundation Trust  
Representation from Shropshire’s Clinical Commissioning Groups (CCGs)  
NHS England  
CAFCASS  
Local school representation from a primary, secondary, and college  
Lay members  
The Voluntary Sector;

The Local Authority’s Lead Member for Children will attend the Board as a participating observer. Their role, through their membership of governance bodies, is to hold their organisation and its officers to account for the effective functioning of the Board. The Lead Member will have a particular focus on how Shropshire Council fulfils its responsibilities to safeguard and promote the welfare of children and will hold the Director of Children Services to account for the work of the SSCB.

Membership of the Board will comprise of appropriate named people designated by their organisations in order to ensure consistency and continuity. The named individual will remain the agency’s representative until the Board is informed otherwise by the agency.

If a Board member misses two consecutive meetings without sending apologies or an appropriate representative, then the Chair, on behalf of the Board, will write to that member. If non-attendance continues, the Chair will write to the senior person of that agency seeking a replacement. (This also applies to sub group membership).

## **8. Board Arrangements**

In Shropshire Safeguarding Children Board sub-groups will be the mechanism to ensure the work of the Board is completed effectively. The following sub-groups have been set up for this purpose. Any sub group working on behalf of the SSCB will only be established by the Board; be accountable to it; and report to it.

- **Executive Group**

The executive group will debate and clarify the issues that are scheduled for the SSCB agenda. This group will receive reports from sub-groups and determine the matters which must be considered by the full SSCB.

- **Quality Assurance and Performance Sub-group**

This group meets bi-monthly and will design ways of objectively scrutinising and evaluating practice to ensure this complies with standards.



- **Policy and Procedures Sub-group**

This group will ensure appropriate procedures are in place in response to legislation, government guidance and safe recruitment requirements.

- **Health Governance Sub-group**

This group meets quarterly and brings together all the strategic health representatives involved in safeguarding. Information from the SSCB can be disseminated at this meeting and issues passed back to the Board.

- **Training Sub-group**

This group meets bi-monthly and co-ordinates the delivery and quality assurance of Safeguarding training in Shropshire for all those working with children, or within safeguarding, or child protection and developing a quality assurance model to achieve this. Developing and co-ordinating a Safeguarding training Audit Tool.

- **Learning and Improvement Sub-group**

This group is responsible for considering whether or not cases meet the Serious Case Review criteria or require another type of review to be undertaken. Other work-streams involve monitoring agencies compliance with SCR recommendations/action plans, analysing cases for key themes, learning and identifying trends.

- **Communications Sub-group**

This group will ensure that the message about safeguarding children being everybody's responsibility is disseminated amongst the widest numbers of the population as possible. They will also undertake tasks on behalf of the Board which are related to the publicising of safeguarding work in Shropshire.

- **Child Exploitation Sub Group**

This sub group brings together the agendas of CSE, Missing, Trafficking and e-Safety at a strategic level. An e-Safety working group continues to work operationally to keep children safe from harm when using online technologies and a CSE panel is in place operationally and acts as a mechanism for agreeing how relevant organisations will co-operate and work together to safeguard and promote the welfare of children and young people who are identified as experiencing or at risk of experiencing CSE in Shropshire.



- **Child Death Overview Panel**

The joint Shropshire / Telford & Wrekin Child Death Overview Panel (CDOP) monitors and reviews child deaths on behalf of both LSCBs. Reviewing child deaths includes collecting information about the circumstances of the child's death, with the overall purpose to understand how and why children die, make recommendations to protect other children and to prevent future deaths. The CDOP meets every two months and is multi-agency. An annual report is produced by the chair of CDOP.

## **9. Board Members responsibilities**

Individual members have a duty to contribute to the effective work of the SSCB (please see **Appendix 1** for further detail and memorandum of understanding).

The key roles of a member are:

- To contribute to the effective working of the SSCB in promoting high standards of safeguarding work and fostering a culture of continuous improvement.
- To represent their organisation or sector on the SSCB, speaking with authority for that body; committing the organisation or sector on policy and practice matters and holding them to account in respect of its work to safeguard and promote the welfare of children within Shropshire.
- To represent the SSCB within their organisation or sector; ensuring that it is meeting its obligations to safeguard and promote the welfare of children.
- To be an objective member in undertaking assessments and scrutiny functions of the SSCB. Where necessary this should take precedence over the role as organisational or sector representative.

### **Frequency of meetings**

The Board will meet as a minimum four times per annum.

The Chair may call an extra-ordinary meeting at any time, and members can make a written request for such a meeting to the Chair. (NB this will normally only be considered if several members make such a request)

A Board meeting will only be quorate if 10 people are present from at least 3 statutory partners.

All Board meetings will be minuted; draft minutes will be distributed within a reasonable time and submitted for approval to the next meeting.



## **Conflicts of interest**

Conflicts of interest may arise where an individual's personal, professional or family interests conflict with those of the SSCB. At the commencement of meetings members may be asked to declare potential conflicts of interest in any aspect of the agenda. The Chair, at his/her discretion, may ask the individual to leave the meeting for the whole or part of the relevant agenda matter.

## **Board decisions**

Wherever possible the Board will seek to establish a consensus on any decisions made.

## **Financing**

Working Together 2013 states that 'All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.'

Section 15 of the Children Act 2004 empowers statutory Board members to make payments towards expenditure incurred by, or for purposes connected with the SSCB. The SSCB will need an adequate budget and sufficient other resources (in kind) to enable it to effectively carry out its role and function, to comply with guidance, and to meet inspection standards. The budget covers staffing costs, training costs, publishing costs and work necessary to progress the business plan. SSCB income will also be generated through the provision of SSCB multi-agency training.

The budget will be set annually (but may have to be revised throughout the year with the agreement of the relevant agency in response to any organisational change) at the discretion of the Board according to the needs of the SSCB in order to fulfil its functions. The SSCB budget will be held by Shropshire Council and will be reviewed annually and managed by the SSCB Business Manager. Funding agreements will be in place with each SSCB partner and other members will be encouraged to contribute to the development work of the Board.

## **Reference**

**Working Together to Safeguard Children 2013A** *Guide To Inter-Agency Working To Safeguard Children And Promote Their Welfare.* HM Government (March 2013)





## CONSTITUTION APPENDIX 1

### Memorandum of Understanding - Individual Members' Responsibilities

1. To fulfil a strategic role in relation to safeguarding and promoting the welfare of children within the partner agency.
2. To speak for the partner agency with authority.
3. To commit the partner agency on policy and practice matters.
4. To ensure the effectiveness of work undertaken to safeguard and promote the welfare of children within the members own agency and to hold their organisation to account in reference to activity undertaken to safeguard and promote the welfare of children.
5. To report to SSCB any difficulties within the members own agency in relation to its ability to fulfil the statutory requirements of S10 and S11 of the Children Act 2004 and to take lead responsibility within their agency for addressing actual or potential failures in the fulfilment of these statutory responsibilities.
6. To be in a position to commit resources from their own agency in cash and/or in kind (including personnel), required for sub-group/task group / or task-to-finish group activity, in order to ensure the effectiveness of work undertaken by SSCB.
7. To ensure that there is an identifiable communication strategy between SSCB and the members own agency and to be accountable for the effective implementation of that strategy.
8. To ensure that key performance indicators in relation to safeguarding for the members agency are disseminated to the Performance Management Subgroup and that their agency provides detailed information in relation to these performance indicators to this subgroup on a quarterly basis.
9. To evidence that the members own agency has addressed arrangements to ensure that strategic plans in relation to staff training take account of training in relation to the safeguarding of children. To ensure further that effective links are facilitated between the training department of their own agency and the SSCB Training Subgroup.
10. To chair or identify appropriate chairs for subgroups of the Board.
11. To actively participate in progressing the work of the Board.





12. To prioritise attendance at Board meetings.
13. To pro-actively raise awareness of issues in relation to safeguarding and promoting the welfare of children within their own agency, and to champion the right of all children to stay safe.
14. To actively promote inter-agency working.
15. To advise the Board about the detail of their own agencies strategic plans in order to inform and ensure meaningful outcome related links between these and the work streams of the Board.
16. To provide details to the Board about specific lines of accountability for within their own organisation.
17. To ensure that individual agency review reports are submitted to the SSCB as part of the learning review and serious case review process and are;
  - Completed within required timescales.
  - Compliant with statutory guidance and SSCB requirements; and
  - Signed off and approved by the relevant agency Chief Officer.

Signed: \_\_\_\_\_ Name (please print): \_\_\_\_\_

Designation \_\_\_\_\_ Agency \ Organisation \_\_\_\_\_



## Appendix 2: the LSCB

### Leadership and Governance

SSCB board members are accountable for delivering the objectives and actions agreed by the Board and for ensuring that their agency delivers on safeguarding children responsibilities. However, the SSCB is not accountable for the operational work of partners nor does it have the power to direct them.

The SSCB is comprised of senior members from a range of Shropshire agencies that work with and/or have contact with children and who are able to:

- Speak for their agency;
- Hold their agency to account and challenge its practices;
- Make decisions about safeguarding as required and allocate resources;
- Ensure that safeguarding is given strategic priority within their own agency.

Partners work:

- Collaboratively to ensure that good outcomes for the most vulnerable children are achieved through quality services, which place children and young people at the centre;
- To safeguard children and promote their wellbeing with a particular focus on children who are in need of protection.

Shropshire has retained a Children's Trust and the Health and Wellbeing Board is now fully functioning. The relationship between the LSCB, the Children's Trust and the Health and Wellbeing Board is one of mutual challenge and holding to account, and is set out in a memorandum of understanding which is available on the SSCB website.

The Independent Chair of the LSCB is appointed by the local authority, with the agreement of a panel including LSCB partners, and is accountable to the Chief Executive. The chair has a crucial role in making certain that the Board operates effectively and secures an independent voice for the LSCB. *Working Together 2013* changed the governance arrangements for Independent Chairs of LSCBs and as such the Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member holds the Chair to account for the effective working of the LSCB. The Chair is a participating observer of the Children's Trust and presents the LSCB annual report to the Trust, the Health and Wellbeing Board, the Police and Crime Commissioner and senior leaders across the Council and its partners. The present Independent Chair took up her role in autumn 2011.

The Board also has explicit links with other strategic groups with safeguarding responsibilities, including:



- MAPPA (Multi Agency Public Protection Arrangements)
- MARAC (Multi Agency Risk Assessment Conference via Criminal Justice Sub Group)
- County Domestic Abuse Forum
- West Midlands' Regional Safeguarding Network
- West Midlands' Regional LADO Network
- West Midlands' Regional Runaways, Sexually Exploited and Trafficked Children Network
- West Midlands' Regional IRO Network

### Membership

The following agencies are represented on the Board with many more being standing members of the sub-groups and/or contributing to the work of task and finish groups.

- Shropshire Council Children's Social Care
- Education (Primary, Secondary and FE provision)
- Shropshire CCG
- Shropshire Community Health Trust
- NHS Trust Hospitals
- NHS England
- West Mercia Probation
- West Mercia Police
- CAFCASS
- Youth Offending Service
- Voluntary Sector
- Community Member

The Lead (Elected) Member for Safeguarding is a 'participant observer' at the Board.

### Attendance

The SSCB meets on a quarterly basis and the attendance of members for the 4 meetings over the year 2013-2014 is as follows:

<b>Role &amp; Agency</b>	<b>% of Board Meetings Attended</b>
Independent Chair	100
Director of Children's Services, Shropshire Council	100
Assistant Director, Head of Safeguarding, Shropshire Council	75
Director of Public Health, Shropshire Council	75
Portfolio Holder for Children & Young People, Shropshire Council	100
Head Teacher's Representative – Primary Schools	75



Head Teacher's Representative – Secondary Schools	75
Further Education Representative	75
Designated Nurse for Shropshire Clinical Commissioning Group	100
Designated Doctor for Shropshire Clinical Commissioning Group	50
Director of Nursing, Shropshire Community Health Trust	75
Director of Nursing, Robert Jones & Agnes Hunt Hospital	0
Named GP for Shropshire, Shropshire Clinical Commissioning Group	25
Executive Director of Nursing, Shropshire Clinical Commissioning Group	75
Area Director NHS England *	25
Detective Superintendent, Protecting Vulnerable People - West Mercia Police	50
Assistant Chief Officer, West Mercia Probation Trust	100
Head of Service, Youth Offending Service	100
CAFCASS Representative	0
Community Member	50
Voluntary Sector Representative 1 #	50
Voluntary Sector Representative 2 #	75
SSCB Business Manager	100
SSCB Development Officer	100
SSCB Training Officer	25

\*- NHS England representative required to attend one meeting per year.

# - Voluntary Sector Representatives recruited following the first meeting of the year.

The following agencies have provided substitute representatives:

<b>Agency</b>	<b>% of Board Meetings Substituted</b>
West Mercia Police	50
Shropshire Community Health Trust	25
Robert Jones & Agnes Hunt Hospital	50
Shropshire Clinical Commissioning Group (Named GP)	25



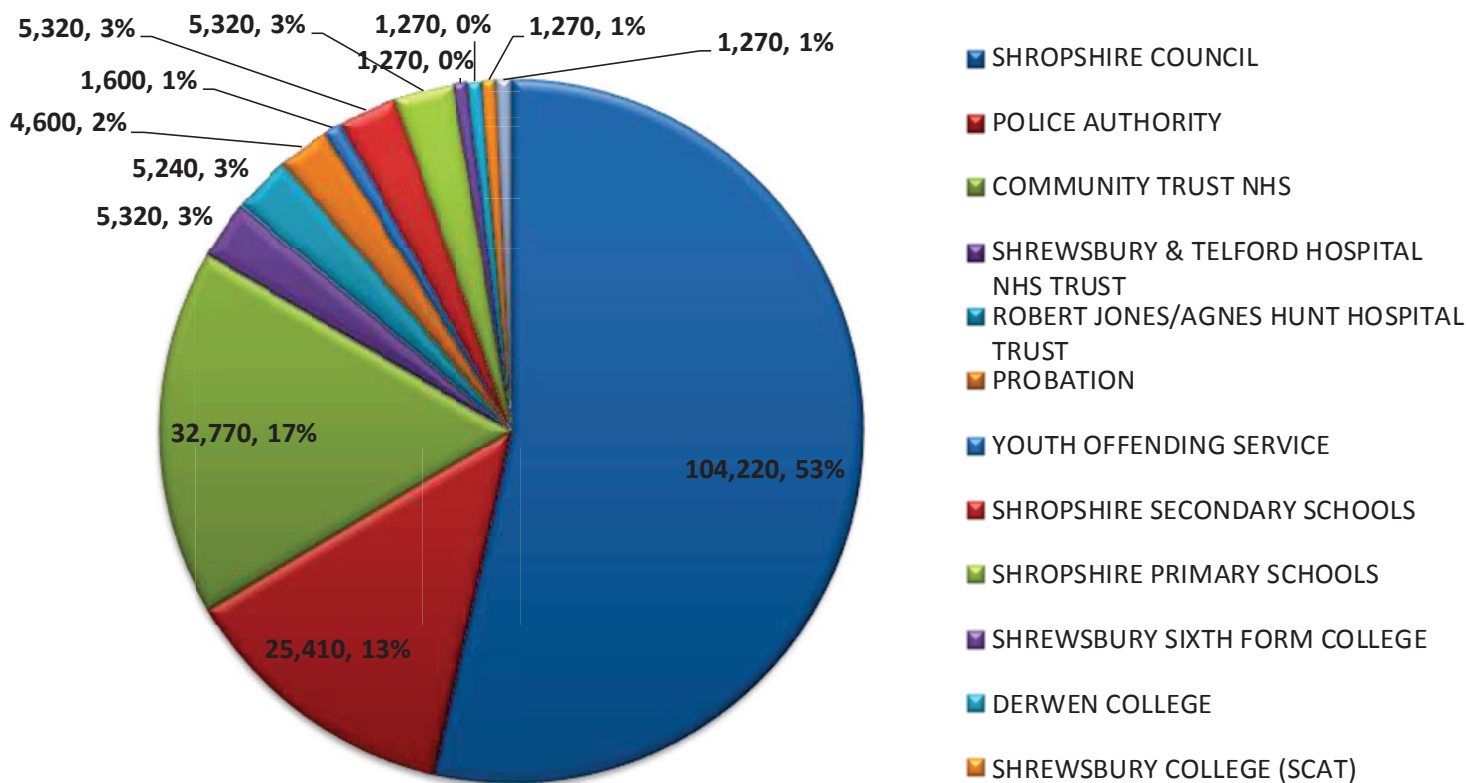
## Resources and Capacity

*Working Together 2013* is more explicit about funding and resourcing arrangements for LSCBs stating that “All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.”

It also goes on to say that ‘.....and provide staff, goods, services, accommodation or other resources for purposes connected with an LSCB.’

In Shropshire, the core financial contributions are made up by the local authority, police and health economies. The changes in the public sector such as the health economy need to be born in mind and new funding arrangements for health contributions are now in place. Other agencies contribute in funding and in kind according to their resources and local circumstances, for example through making staff and premises available to deliver SSCB training, or by providing venues to host Board meetings.

### Budget Contributions by Agencies



NB CAFCASS contribution is £550 (0.3%)





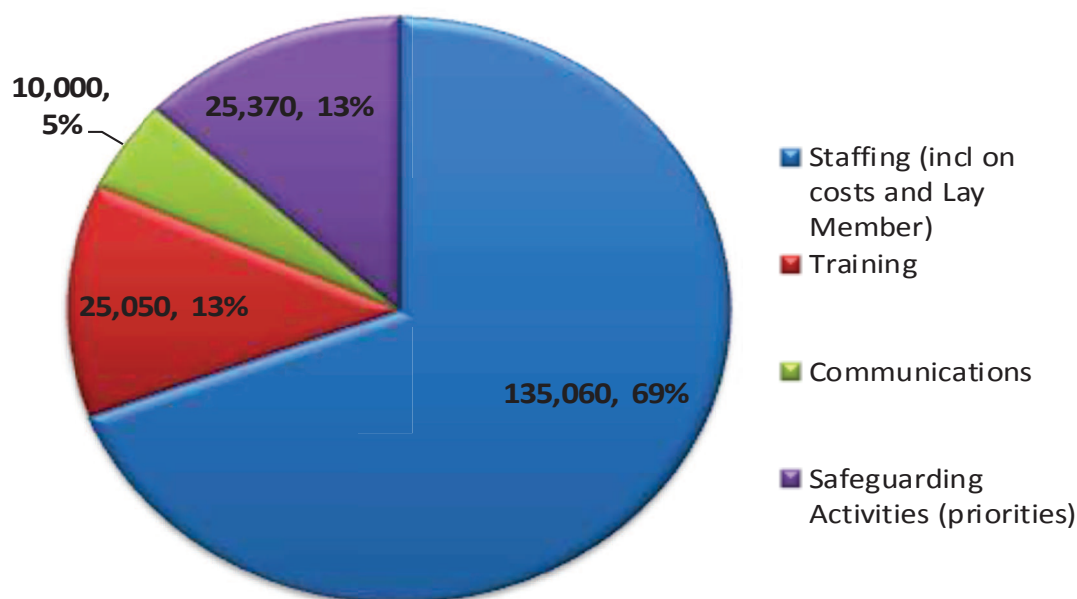
The SSCB budget has been used to support key SSCB officers' posts, including the Independent Chair, to progress the business plan 2013-2015 and deliver multi-agency training.

The capacity of the Independent Chairs has been enhanced during 2013-14 by increasing the number of days available to the LSCB from 20 days to 30 and the budget has been appropriately altered to include additional funding from Shropshire Council to support this.

The staffing of the LSCB team is as follows:

- 1 SSCB Business Manager – 0.5 FTE
- 1 SSCB Development Officer – 1 FTE
- 1 SSCB Training Co-ordinator – 1 FTE
- 1 SSCB Administrator – 0.6 FTE
- 1 SSCB Training Administrator – 0.6 FTE
- 1 SSCB Training Apprentice – 1 FTE

### Budget Allocation



The funding awarded to LSCBs following the Munro Review of Child Protection was ring-fenced to deliver SCIE training and embark on a SCIE pilot review (the details of the pilot are included in the Learning & Improvement section of the report).

In addition a contingency fund of £50k has been built up and ring fenced for serious case reviews. Serious case reviews as a process can bring costs between £10k -25k each depending on the model used and complexity of the review.





## Appendix 3 Multi Agency Training Annual Report

### Evaluation of SSCB Multi-agency Training.

#### Report Written by; Donna Chapman - MARCH 2014

A SSCB Learning and Improvement Strategy has been developed and drafted for the SSCB Training Sub-group, which incorporates a Training Schedule for delivery of Multi-agency Training by Shropshire's multi-agency Training Pool and the mechanisms to evaluate multi-agency training. Working Together 2013 sets a requirement for LSCB's to monitor and evaluate the effectiveness of Training for all professionals in the area.

The SSCB Strategy sets out to do this in a variety of ways;

- Questions prior to training.
- On the day evaluations.
- Trainer/training observations.
- Post Course Survey's.

This report will provide the SSCB with an analysis of the data from the sources above between April and December 2013.

**In total from April to December 2013** the SSCB Training team/pool has delivered **35** multi-agency learning sessions, covering a variety of topics;

- Compromised Parenting,
- Child Sexual Exploitation (CSE),
- Disclosure and Barring,
- Raising Awareness in Child Protection,
- Developing Practice Modules,
- MAPPA,
- Domestic Abuse,
- STORM (Suicide Assessment and Prevention) Training,
- Training for Elected Council Members,
- Development Sessions for Training Pool members,
- Chelsea's Choice; CSE Learning event for Training Pool and Board Members,
- A Train the Trainer Programme and
- Case Conference and Core Group Training;

These sessions reached in total **699 Delegates** across Shropshire from a wide range of agencies. In Addition **23** session of **Early Help Training** have been delivered to **350 delegates**. This compares well to 2012/13 when the SSCB Training Team (including the Training Pool) delivered 28 Learning sessions reaching 678 delegates and 171 delegates for Annual Conference.



**Understanding what delegates want to gain from Training;**

At application stage a question is asked to ascertain what learners want to gain from the training they have applied for. This ensures the right people, are on the right course, at the right time. This also informs the expectations of learners and workforce training needs. The answers are filtered prior to training and shared with trainers. The common themes are;

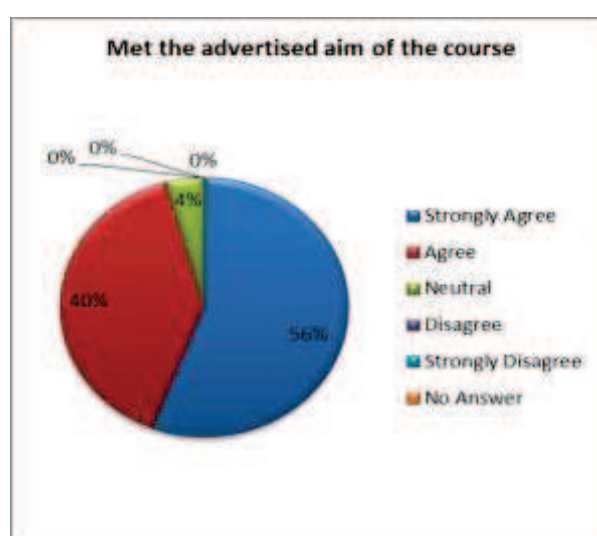
*'Safer and potentially more inclusive working practice.'* & *'More confidence in approaching difficult issues with families.'* & *'I will be more aware of the signs & symptoms.'* & *'Update on change in legislation.'* & *'Increased knowledge to develop my practice.'* & *'update on referral process'*.

Each application is reviewed and recorded on an electronic database and any concerns are reported to the training co-ordinator, for discussion and possible challenge.

Much more resource has been applied to evaluating the impact of the multi-agency training this year, than previous years and the findings are promising. Delegates are keen to tell us when the training has gone well and where improvements can be made via our on the day evaluations. However on-line post-training evaluations are completed less regularly.

**On the day evaluations** provide us with a rich source of data. It has been agreed within the Learning and improvement framework, that a good standard of training is measured as minimum standard of 75% Strongly Agree / Agree to the statements on the evaluations. I am happy to report that current SSCB training is achieving well above this standard, in the two areas analysed.

Both charts show the percentage of delegates who are satisfied with the Multi-agency Training being delivered by the SSCB Training Team and Training Pool and that aims of the training are consistently met.

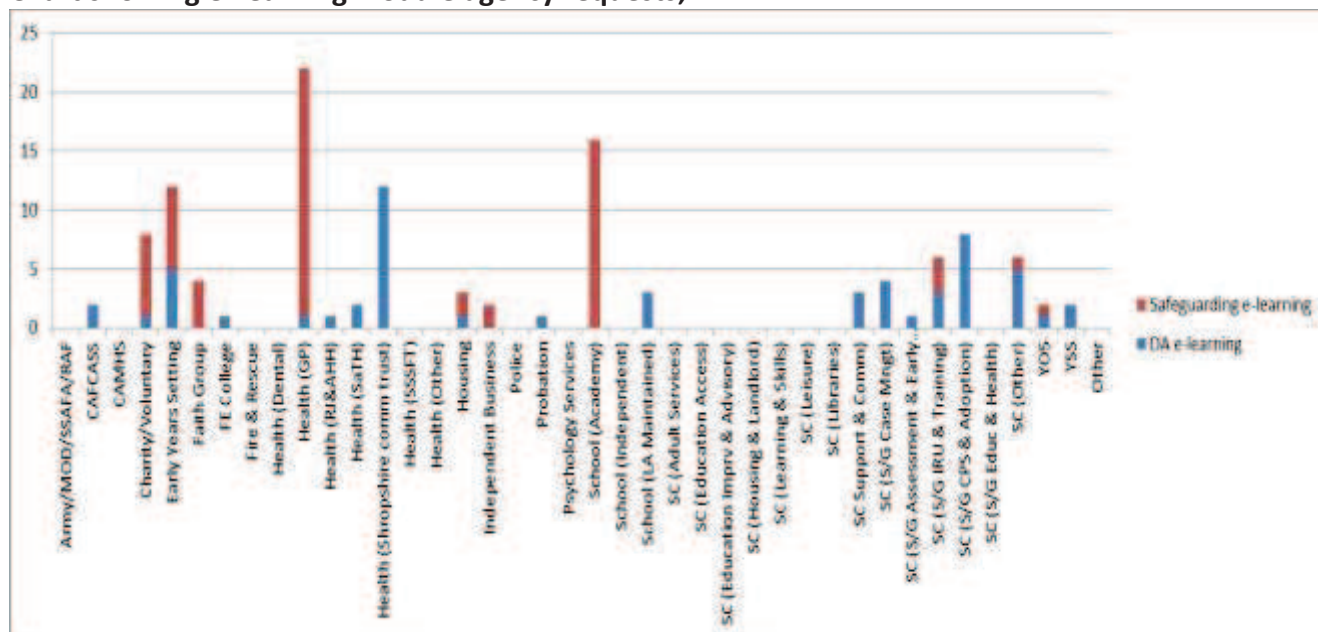


Currently there are two **E-Learning Modules** accessible through the SSCB Training Team, **An Introduction to Safeguarding** and **An Introduction to Domestic Abuse**. During April to December 2013 61 delegates have requested to complete the Intro to Safeguarding e-learning and 56 delegates have requested the Intro to Domestic abuse e-learning.



This included delegates from a wide range of agencies including; Chaperones for Theatres, Victim support officers, School staff and receptionists, Family Solutions workers, Receptionists for Housing, Young Church leaders and Assistants, a variety of Early Years staff and various Health staff including Family nurses and Occupational Health staff.

**Chart showing e-Learning module agency requests;**



There is no further data at this point on the e-learning modules, as any supplementary reporting would require additional funding. This would provide evidence of the Organisations who have completed the e-learning, and at what level this was completed.

**Recommendation 1. Upgrade the e-learning packages with Kwango to include reporting mechanisms.** (current provider). The cost to upgrade if we continue to offer the Safeguarding and Domestic Abuse e-learning packages; £1995 + VAT per course Cost if we agree to additional reporting mechanisms; £250 per annum + £1 per licence

The **Raising Awareness in Child Protection Training** has been designed to be delivered by the SSCB Training Pool and Single agencies, through the Train the Trainer programme. This is regularly updated, with both local and National Learning from Serious Case Reviews and Research. Single agencies provide the SSCB Team with data informing us of how many delegates have been trained this information will be provided in the SSCB Training Annual report. The SSCB Team delivered four multi-agency sessions, Reaching 52 delegates.

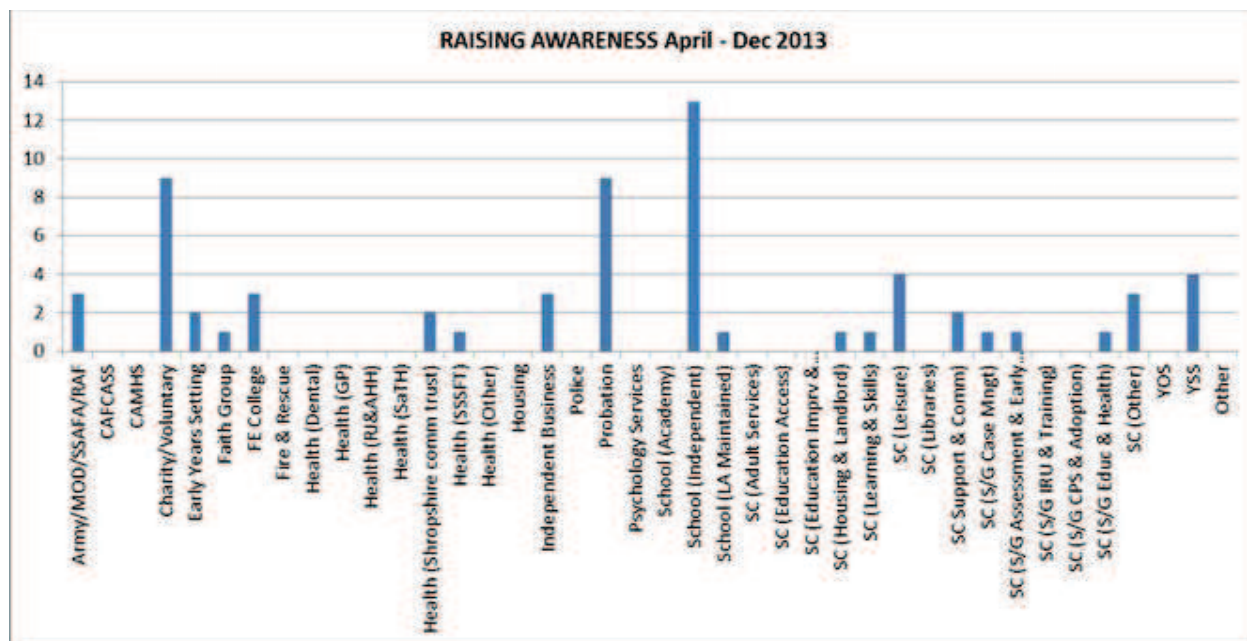
**Question 1;** How does the SSCB satisfy themselves that all staff, who work with children and young people and those who care for them, are receiving the right level of Safeguarding Training regularly.



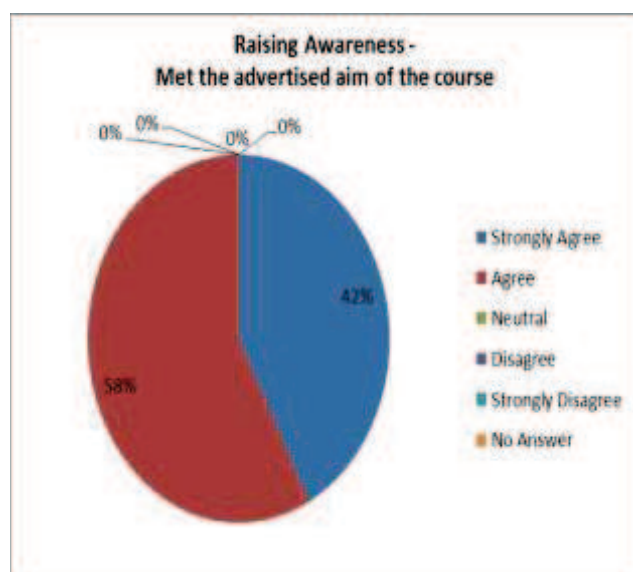


### Raising Awareness Training

The chart below shows which agencies attended Raising Awareness in Child Protection sessions delivered by the SSCB Training Team. This shows there is still a demand to deliver these sessions, though this has decreased from 2012/13 (127 delegates). This shows many more agencies have brought in to the Train the Trainer Programme and are delivering their own Raising Awareness sessions.



**On the day evaluations** show a high percentage of delegates are satisfied with the Raising Awareness Training and no delegates gave negative answers. In addition the evaluations record if Overall Aims are met during the training, as the chart below shows 100% of delegates strongly agreed or agreed.





**Developing Practice modules** are delivered by experienced Training Pool members and focus on the categories of abuse, Child Sexual Exploitation and Domestic Abuse, 15 sessions have been delivered, reaching 272 delegates from a wide range of agencies and teams. Compared to 217 in 2012/13, showing a small increase in numbers.

**Child Sexual Exploitation Training** is being delivered by experienced trainers who have all received recognised national training, from Just Whistle. This training package has developed over time and now has several new focuses including identification of CSE using various models; Party Model, Boyfriend Model, Peer Exploitation and On-street grooming and Boys and young men. Three sessions have been delivered this year reaching 59 delegates. On the day evaluations are positive showing the same trend of 100% of delegates agreeing or strongly agreeing they were satisfied with the training and course aims were met.

**Compromised Parenting Training** has been launched this Year as an additional Developing Practice Module, with the first of the sessions being delivered in April 2013. Four sessions have been delivered to a range of agencies reaching 78 delegates, with positive outcomes reflected in the on the day evaluations. The trainers have met after each session to review the delivery and focus of this session, to ensure the desired outcomes are being met and carefully monitored. The trainers and training co-ordinator have worked hard to develop and adapt resources to deliver this session. Time has been an increasing resource, for both the trainers and training co-ordinator. This has been supported by the training apprentice.

**Recommendation 2; Trainers need support from managers and regular discussions in supervision.** Compromised Parenting is a priority of the SSCB, this training session continues to need close monitoring and commitment from its trainers to ensure quality and development. Trainers should have this part of their role recognised by managers and discussed in supervision. Equally the training co-ordinator needs time to work on resources and support the trainers to implement these.

**Domestic Abuse – Impact on Children** is currently delivered by experienced trainers who are part of the training pool, reaching 36 delegates during two sessions. Delegates are asked to complete the Domestic Abuse e-learning module prior to attending. The introduction of this has encountered a few teething problems, and additional administrative time, however most delegates have completed e-learning prior to attending the taught session. On the day evaluations are very positive, mirroring the trend shown in other charts, of overall high levels of satisfaction with the training delivered.



The chart below shows a range of agencies attending Developing Practice modules, however there are still gaps easily identified. How these agencies are encouraged to attend is a challenge and an approach it yet to be agreed.



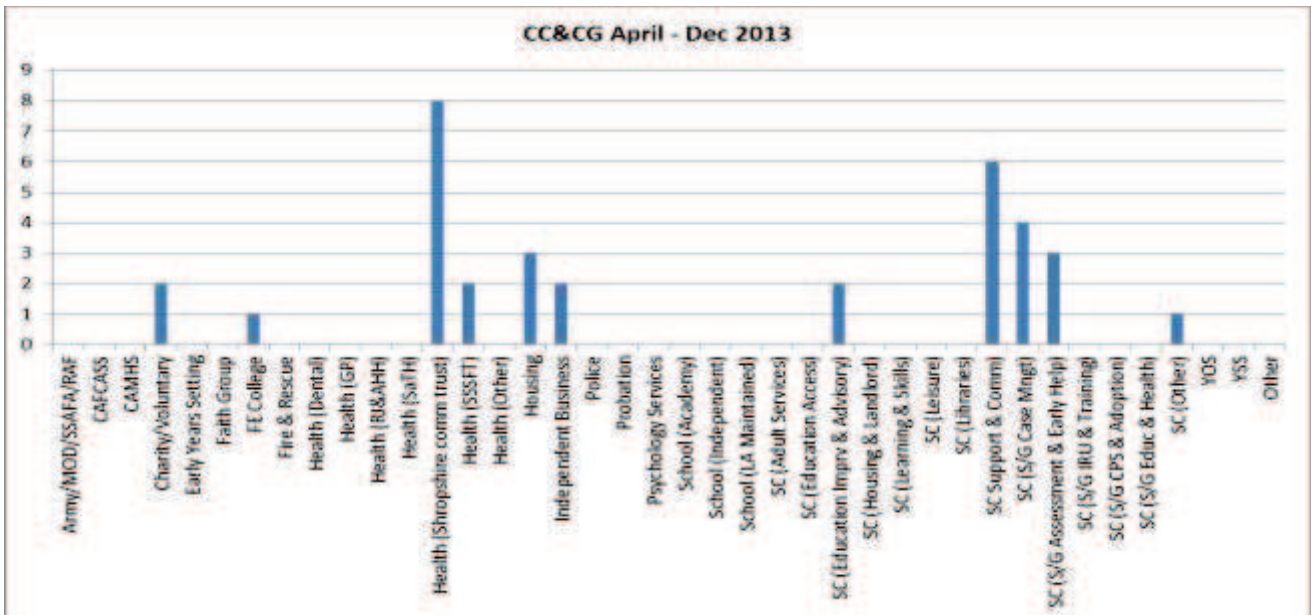
**Recommendation 3;** An agreed strategy to target agencies whose attendance seems to be missing in multi-agency training, should be discussed by various sub-groups, to include Communications Subgroup and Training Subgroup and Quality Assurance and performance.

On the day evaluations show a high percentage of delegates are satisfied with the Developing Practice Modules and again the advertised aims of the courses were consistently met.



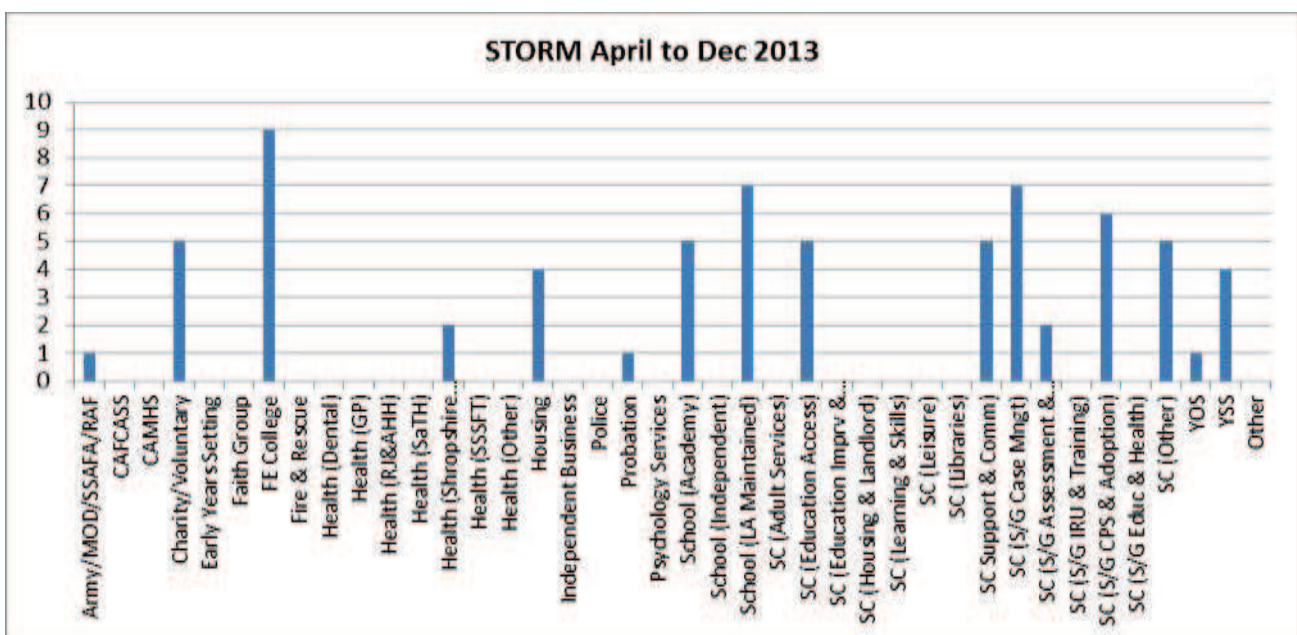
**Case Conference and Core Group** training has been developed and delivered by Multi-agency Trainers including Early Years and Independent Reviewing Officers. Two sessions have been delivered to 34 delegates from a range of agencies, as shown in the chart below compared to 50 delegates during 2012/13.





On the day evaluations from Case Conference and Core Group Training are positive showing the same trend as above, with 100% of delegates Strongly agreeing or Agreeing they were satisfied with the training delivered, and that Course aims were met. This training has been observed by the training co-ordinator and both the structure of the session and resources have been adapted and reviewed, in-line with feedback from learners and discussions with trainers.

**STORM Training** (suicide assessment and prevention) has continued to be a popular module this year, delivered by accredited trainers from the SSCB Training Pool, reaching 69 delegates over 5 sessions. The demand for this training created long waiting lists, which are now clear.





**However this year we have lost a further three STORM trainers because of voluntary redundancies (VR).** This is a concern, risking our capacity to deliver this training through the year.

The wider impact of VR is being monitored by the training co-ordinator on the capacity of the training pool to deliver the training schedule agreed for 2014. Any issues will be reported to the SSCB Business Manager.

**The SSCB Train the Trainer** programme is delivered by the SSCB Training Co-ordinator and Shropshire Council's Social Care Staff Development Officer. This enabled 13 delegates to go on to the induction stage of delivering approved SSCB training. On the day evaluations were very positive and the course will run again in June 2014. This is a good income generation session despite some delegates receiving this training free of charge due to existing funding agreements. The SSCB Training team charge £300 per delegate, receiving on average £1200 per course.

**However the SC Social care Development officer post is currently vacant. This session requires two experienced trainers, and a second trainer is yet to be identified.**

#### **Quality Assuring Training Delivery;**

As part of the quality assurance of multi-agency training 30 trainer observations have been carried out, over a rolling programme and a further calendar of observations is planned for the coming 12 months. The level of training observed ranges from Raising Awareness, both Single agency, Multi-agency and Developing Practice Modules.

These observations provide constructive feedback to trainers, to encourage reflection and learning to improve the quality of training in Shropshire. All trainers delivering both single and multi-agency training have been happy with this process and they tell me they have found this a good tool for reflection and improvement. The areas of focus for the observations were developed and agreed by the SSCB Training Sub-group, and we are confident this enables a full evaluation of the training and achievement of the aims of the session. Feed-back is given to each trainer following the observation and areas for improvement and reflections are shared.

#### **Post Course Evaluations;**

Post Course Evaluations have been developed to measure the effectiveness and impact of training and its transfer to frontline practice. The time scales covered in this report are April 2013 to September 2013. This is because post course evaluations are sent out 3 months after training, and time has to be given to allow for respondents to reply, and then administrative filtering. This work has been assisted by the increase in capacity of administration hours, which have now been decreased by 37 hours, the impact of this can only be estimated at this time, but capacity will be reduced.

The range of agencies completing these Evaluations are wide and varied, in total 61 learners completed a post course evaluation of either Multi-agency training, including STORM Training. Charts showing this information are shown as Appendix 1 and Appendix 2 of this report.



**Appendix 1** also shows the responses to the variety of questions asked about the multi-agency training attended. This shows a consistently high regard for the training delivered, its effectiveness in meeting expectations and the knowledge of trainers. In the main the majority of learners felt an increased confidence in dealing with the subject, they had learnt about during the session. And where learners had not given a positive response the training co-ordinator has worked with trainers, to improve the session. As explained earlier in this report the Compromised Parenting Module is new and monitored closely, to ensure quality and effectiveness. Resources and material have been reviewed in light of feedback, and evaluations following this have shown a much more positive picture.

The aim of each session is to enable learners to reflect on professional practice and in turn improve how they work with children, young people and their families. This concept of transferring learning in the classroom to improved practice is not new, however it's difficult to evidence. The post course evaluations ask this question, and the majority of learners answered positively that they can or will implement changes to their practice, following training. However this is subjective. Some learners may not be able to identify what it is that has changed. Below are just a few examples of comments from learners who responded, to the question of transfer learning to practice.

*"It's made me think a lot more about the way I talk to young people and how sometimes their behaviour can be asking for help. I feel I can now be more supportive"*

*"I am currently supporting two clients through case conference and core group meetings. The training has provided me with the skills to be able to prepare and support my clients with what to expect at conference and core meetings. It has given me more knowledge and confidence when attending these meetings"*

*"I have made referrals to the CSE panel"*

*"Made me aware of shared thresholds & the importance of talking to workers from other agencies about concerns"*

**Appendix 2** shows similarly, positive responses from learners who attended STORM training. Confidence of staff is important when dealing with difficult issues. The data collated from the surveys found a 67% (very effective) and 33% (effective) increase in confidence, when working with young people at risk of suicide. 100% of learners felt confident to ask the death question, following this training. Examples from practice have been selected to provide evidence of transferring learning;

*"I have had a student who asked for help because he could not cope with life. I asked the "death question" and he answered honestly - I felt reassured with the advice that I then gave."*

*"I have worked with and supported a young mother who had self-harmed since her school days and tried to commit suicide on a number of occasions. I also collected and accompanied her to her psychiatric appointments."*

*"I think everyone is scared of asking that question in case we put the thought into their heads. I feel much more confident about asking this now and realise that it is not us asking the question that will make them attempt suicide."*

**Recommendation 4; Continue with post course evaluations and increase completion.**

**Recommendation 5. Consideration and monitoring of training team capacity to continue to carry out all of its current functions, due to decrease in administration (37) hours.**





## Appendix 4: Shropshire LSCB Strategic Plan 2014-17

<p><b>Vision (CYPP)</b> For all children and young people to be happy, healthy, safe and reach their full potential, supported by their families, friends and the wider community</p>		<p><b>Priority (CYPP)</b> Ensuring children and young people are safe and well looked after in a supportive environment</p>													
<p><b>Local Safeguarding Children Board</b> Statutory responsibilities: a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and (b) to ensure the effectiveness of what is done by each such person or body for those purposes.</p> <p>Also receives annual reports for LADO, Private fostering, IRO/ CP Chairs</p>		<p><b>Subgroups and task/finish groups:</b></p> <table border="0"> <tr> <td>Executive Sub-group</td> <td>Quality Assurance &amp; Performance Sub-group</td> </tr> <tr> <td>Child Exploitation Sub-group</td> <td>Policy &amp; Procedures Sub-group</td> </tr> <tr> <td>Child Death Overview Panel</td> <td>Learning &amp; Improvement Sub-group</td> </tr> <tr> <td>Communications Sub-group</td> <td>Health Governance Sub-group</td> </tr> <tr> <td>Training Sub-group</td> <td>Children's Domestic Abuse Strategy Task/Finish Group</td> </tr> <tr> <td>Children with Disabilities Task/Finish Group</td> <td></td> </tr> </table>		Executive Sub-group	Quality Assurance & Performance Sub-group	Child Exploitation Sub-group	Policy & Procedures Sub-group	Child Death Overview Panel	Learning & Improvement Sub-group	Communications Sub-group	Health Governance Sub-group	Training Sub-group	Children's Domestic Abuse Strategy Task/Finish Group	Children with Disabilities Task/Finish Group	
Executive Sub-group	Quality Assurance & Performance Sub-group														
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Communications Sub-group	Health Governance Sub-group														
Training Sub-group	Children's Domestic Abuse Strategy Task/Finish Group														
Children with Disabilities Task/Finish Group															
<p><b>Strategic objective 1</b> Shropshire has an effective LSCB which fulfils its statutory responsibilities and promotes a culture of collective accountability, respectful challenge and continuous learning. 1. The governance arrangements enable SSCB partners (including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. <b>Lead:</b> Chair of Board 2. SSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into a delivery</p>	<p><b>Strategic objective 2</b> Shropshire has high quality safeguarding systems and practice in place which are effective in helping, protecting and caring for children and are delivered by a knowledgeable, experienced and well trained workforce 1. SSCB has a robust and comprehensive Quality Assurance Framework in place which enables it to monitor the effectiveness of local arrangements and identify where improvement is required in the quality of practice and services that children, young people and families receive. <b>Lead:</b> Quality and Performance sub-group 2. SSCB has a comprehensive single and multi-agency audit system in place which identifies</p>	<p><b>Strategic Objective 3</b> Shropshire has effective arrangements for identifying and responding to the needs of children and young people living in homes where the parenting abilities of their parents/ carers are compromised due to domestic abuse, substance misuse or mental ill health, including promoting early help to prevent escalation of risk and harm. 1. Vulnerable children and those at risk of harm are identified early and have their needs met promptly and effectively. <b>Lead:</b> Quality Assurance &amp; Performance sub-group 2. Thresholds for services are widely understood and regularly monitored. <b>Lead:</b> Quality and Performance sub-group</p>	<p><b>Strategic Objective 4</b> Shropshire has effective arrangements for responding to key safeguarding risks (particularly missing children, child sexual exploitation and trafficking), and through education and training aimed at increasing awareness and resilience. 1. Children and young people are kept safe from harm through a co-ordinated, effective response to the issues of CSE, Missing and trafficking. <b>Lead:</b> Child exploitation sub-group 2. Reduce incidences of CSE, missing and trafficking through the disruption of perpetrators. <b>Lead:</b> Child exploitation sub-group 3. Develop training and education for schools</p>												

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<p>plan to improve outcomes. <b>Lead:</b> SSCB Business Unit, Chair of Board</p> <p>3. SSCB has a local learning and improvement framework with statutory partners. <b>Lead:</b> Learning and Improvement sub-group</p> <p>4. SSCB ensures that high-quality policies and procedures are in place (as required by Working together to safeguard children) and that these policies and procedures are monitored and evaluated for their effectiveness and impact and revised where improvements can be made. <b>Lead:</b> Policy and procedures sub-group</p> <p>5. SSCB, through its annual report, provides a rigorous and transparent assessment of the performance and effectiveness of local services. <b>Lead:</b> SSCB Business Unit, Chair of Board</p>	<p>priorities to improve professional practice and involves managers and practitioners in identifying strengths, areas for improvement and lessons to be learned. <b>Lead:</b> Quality and Performance sub-group</p> <p>3. Serious case reviews, management reviews and reviews of child deaths are used by the SSCB partners as opportunities for learning and feedback that drive improvement. <b>Lead:</b> Learning and Improvement sub-group, CDOP</p> <p>4. Sufficient, high-quality multi-agency training is available and its effectiveness in improving front-line practice and the experiences of children, young people, families and carers is evaluated. <b>Lead:</b> Training and Development sub-group</p>	<p>3. SSCB is an active and influential participant in informing and planning services for children, young people and families in the area and uses its scrutiny role and statutory powers to influence priority setting across other strategic partnerships such as the Health and Well-being Board. <b>Lead:</b> LSCB Business Manager and Chair of Board</p>	<p>and colleges to raise awareness and increase young people's resilience. <b>Lead:</b> Child exploitation sub-group and Schools safeguarding group</p> <p><b>Strategic Objective 5</b> Shropshire LSCB is active and influential through effective engagement with other strategic partnerships, statutory and other partners, front line practitioners, children and young people, parents, carers, and the wider public.</p> <p>1. Implement the communications strategy to ensure effective communication of key safeguarding messages. <b>Lead:</b> Communications sub-group</p> <p>2. Engage with children and young people to seek their views and to help shape the work of the LSCB. <b>Lead:</b> Communications sub-group</p>
<p><b>Functions</b></p> <p>1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including in relation to:</p> <ul style="list-style-type: none"> <li>(i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;</li> <li>(ii) training of persons who work with children or in services affecting the safety and welfare of children;</li> <li>(iii) recruitment and supervision of persons who work with children;</li> <li>(iv) investigation of allegations concerning persons who work with children;</li> <li>(v) safety and welfare of children who are privately fostered;</li> <li>(vi) cooperation with neighbouring children's services authorities and their Board partners.</li> </ul>	<ul style="list-style-type: none"> <li>(b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;</li> <li>(c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;</li> <li>(d) participating in the planning of services for children in the area of the authority;</li> <li>(e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.</li> </ul>		



## Appendix 5

### Sub-Groups Report – March 2014

Prepared by Lisa Charles

**1.0 Purpose of the report: To advise the safeguarding board of its subgroups and their current and future streams of work.**

#### 2.0 Current working arrangements by sub-group

2.1 Communications Sub-group	
<b>Membership:</b>	<p><b>Chair: SSCB Development Officer</b> Shropshire Community Health NHS Trust Communications and Marketing Manager Shropshire Council Communications Officer Family Information Service West Mercia Police Communications Officer SSCB Community Member Shropshire Council Early Help Implementation Lead Shropshire Council Community Engagement Officer Shropshire Youth Association</p>
<b>Frequency of meetings:</b>	<b>Bi-monthly</b>
<b>Activity:</b>	<p>The Communications Sub-Group developed and launched the Communications Strategy and Toolkit in autumn 2012. Other sub-groups of the Board have begun to plan their communication campaigns and these will be co-ordinated by the Communications sub-group.</p> <p>The new SSCB website was launched in March 2013 and contains information on safeguarding and child protection for children and young people, parents and carers and professionals. The launch of the website involved a number of different communications to target audiences, largely capitalising on news stories and events to promote different sections of the website relevant to the target audience.</p> <p>The sub-group is currently developing a safeguarding poster campaign to raise awareness of safeguarding issues in local communities.</p>
2.2 Training Sub-group	
<b>Membership:</b>	<p><b>Chair: Inter-agency Training Officer, SSCB</b> Shropshire Council, Education Improvement Service, Safeguarding &amp; Compliance Officer Shropshire Council, Children's Centre Services Co-ordinator Shropshire Council, Education Improvement Service, Senior Adviser Shropshire and Telford Hospitals, Named Nurse Shropshire Council, Education Improvement Service, Safeguarding Training &amp; Development Officer Shropshire Council, Positive Activities Manager SSCB, Development Officer Shropshire Council, Early Help Support Officer</p>





		West Mercia Police SSSFT, Named Nurse for Safeguarding West Mercia Women's Aid Shropshire Community Health Trust, Named Nurse Shropshire Council, Disabled Children's Team Manager
	<b>Frequency of meetings:</b>	<b>Bi Monthly</b>
	<b>Activity:</b>	<p>The training subgroup has continued to support the work of the SSCB, training pool and children's workforce to deliver an up to date and relevant Training Schedule for 2013/14. This group has developed a quality assurance and evaluation process, which seeks to evidence learning and improvement, has an impact on practice and improves outcomes for children and young people. The evaluation of training delivered by the SSCB training pool has been a priority, and produced some interesting feedback, on which to review and develop the training on offer in Shropshire. Ensuring multi-agency training is of high quality and improves practice and outcomes for children and families is part of our continuing work. See attached report for details.</p> <p>The Training pool continues to deliver training across a wide range of agencies and the numbers of learning events and learners attending training has continued to increase. There is a robust programme of learning sessions always seeking to increase the knowledge and skills of our training pool. And plans are developing to offer an increased variety of learning sessions, to a wider audience, on a range of themed events for the coming 12 months.</p>
<b>2.3</b>	<b>Quality Assurance &amp; Performance Sub-group</b>	
	<b>Membership:</b>	<b>Chair: Director of Nursing, Quality and Patient Safety &amp; Experience, Shropshire Clinical Commissioning Group (CCG)</b> Safeguarding Group Service Specialist SSCB Development Officer West Mercia Police Education Welfare Army Welfare Shropshire Council Performance Manager
	<b>Frequency of meetings:</b>	Bi-monthly
	<b>Activity:</b>	<p>Currently implementing the Audit Framework.</p> <p>Agencies have recently completed Section 11 Audits and a focus group on the theme of Commissioning was held in April 2013 to quality assure agencies returns in respect of commissioned services.</p> <p>Developments have taken place with the presentation of performance dashboard to each Board meeting and work is on-going to establish a longer list of performance indicators which will sit behind the dashboard and will include data collection from a range of agencies.</p> <p>A LADO report has been presented to Board.</p> <p>Several multi agency audit events have taken place, each focussing on different themes, and useful learning has been developed from each of these.</p>



2.4 Learning & Improvement Sub-group	
<b>Membership:</b>	<p><b>Chair: Head of Legal and Democratic Services</b>            Group Manager Safeguarding            Service Manager Safeguarding &amp; Review            Service Specialist Safeguarding            SSCB Development Officer            West Mercia Probation            West Mercia Police            Designated Nurse/Doctor</p>
<b>Frequency of meetings:</b>	Bi-monthly
<b>Activity:</b>	<p>This group is responsible for considering whether or not cases meet the Serious Case Review criteria or require Management Reviews to be undertaken. Other work-streams involve monitoring agencies compliance with SCR recommendations/action plans, analysing cases for key themes, learning and identifying trends.</p> <p>A Learning Review, took place in April 2013, and was well received by practitioners involved.</p> <p>A pilot case review using the SCIE methodology was started in May 2013, and this proved to be a very intensive process. The implications of this review for the Board will be considered and the final report published in due course.</p>
2.5 Policy & Procedures Sub-group	
<b>Membership:</b>	<p><b>Chair: Service Specialist Safeguarding</b>            Service Manager Safeguarding &amp; Review            SSCB Development Officer            Human Resources            Designated Nurse            Education Welfare            West Mercia Police            Hope House            Further Education Representative</p>
<b>Frequency of meetings:</b>	Bi Monthly
<b>Activity:</b>	<p>The Policy and Procedures sub-group has revised a number of safeguarding procedures within West Mercia Consortium Child Protection Procedures.</p> <p>The Neglect Strategy is currently under review, pathways are in development in relation to safeguarding children with disabilities and also children subject to and witnessing domestic abuse. Strategies in relation to Self-Harm and Sexually Active Under 18s are due to be launched in 2014.</p>
2.6 Child Exploitation Sub-group	
<b>Membership:</b>	<p><b>Chair: West Mercia Police</b>  <b>Vice Chair: Service Specialist Safeguarding</b>            SSCB Development Officer            SSCB Training Co-ordinator            Education Welfare            Clinical Commissioning Group            Shropshire Council Case Management Service            Youth Offending Team</p>



		<p>Children's Residential &amp; Child Placement Service Independent Reviewing Officer Looked after children's Nurse Secondary School Head Teacher Targeted Youth Support</p>
	<b>Frequency of meetings:</b>	Quarterly
	<b>Activity:</b>	<p>The remit of this sub-group has widened to include Missing and e-Safety.</p> <p>An action plan has been developed and the group are analysing findings from Missing data and addressing the learning from the Child Sexual Exploitation Panel.</p> <p>The sub-group responded to the Children's Commissioner's call for evidence around groups and gangs involved in CSE and considers other LSCBs reviews in respect of CSE.</p> <p>The e-Safety working group has identified areas of risk for young people using online technologies and has supported agencies in the delivery of training and development of policies and procedures.</p> <p>e-Safety policy guidance for community settings has been launched and disseminated via the MoveITon Conference and the SSCB website.</p> <p>The Education Improvement Service's Create IT Awards were extended this year to include the category of e-safety, with pupils from all key stages producing e-safety messages using a variety of technologies</p>
<b>2.7 Health Governance Safeguarding Children Committee</b>		
	<b>Membership:</b>	<p><b>Chair: Director of Public Health for Shropshire</b> Group Manager Safeguarding Designated Nurse Director of Nursing &amp; Quality Nurse Director (Shropshire Doctors Ltd) Designated Nurse looked after children Named Nurse SSSFT Service Delivery Manager Safeguarding (T&amp;W) Services Manager Safeguarding (T&amp;W) Director of Nursing (RJ&amp;AH) Head of Safeguarding (Powys) Deputy Director of Child &amp; Family Support Services (T&amp;W) Named Nurse (RJ&amp;AH) Named Nurse for Safeguarding (SATH) Named Midwife (SATH) Lead Nurse (CDOP) Joint Lead Commissioner (T&amp;W) Consultant Paediatrician/Designated Doctor Designated Nurse for Children in Care (T&amp;W) Managing Director for Community Health Services (T&amp;W) Deputy Director for Children &amp; Specialist Services West Midlands Ambulance Service Service Specialist for Safeguarding, Shropshire Council Named Nurse (T&amp;W) Director of Quality &amp; Safety/Chief Nurse (SATH)</p>



	<b>Frequency of meetings:</b>	Quarterly
	<b>Activity:</b>	<p>The Healthcare Governance Safeguarding Children Committee is responsible for providing assurance to the Care Quality Commission (CQC) that safeguarding children remains a key agenda item for the Shropshire, Telford and Wrekin health economy. It brings together the many services in the health economy across both Shropshire and Telford and Wrekin and will ensure that all statutory requirements are met, Healthcare standards relating to safeguarding children are performance monitored and appropriate action taken to ensure compliance.</p> <p>This group was formally requested to become a sub group of SSCB in January 2012. An extraordinary meeting of this group was convened in February 2012 and the Terms of Reference were re- drafted.</p>
<b>2.8 Child Death Overview Panel</b>		
	<b>Membership:</b>	<p><b>Chair: Designated Nurse for Safeguarding Children and Young People – Shropshire CCG/Telford &amp; Wrekin CCG</b>  Lead Doctor for CDOP (SCHT)  Lead Nurse for CDOP (SCHT)  CDOP Administrator (SCHT)  Service Delivery Manager, Safeguarding Advisory Service (Telford &amp; Wrekin)  Service Delivery Manager, Safeguarding Advisory Service (Shropshire)  Acute Paediatrician/Named Doctor (SaTH)  Head of Midwifery (SaTH)  Bereavement Midwife (SaTH)  Senior Social Worker (Hope House)  Service Delivery Manager, Safeguarding Advisory Service (SCHT)  West Mercia Police  Public Health (Shropshire)  Public Health (Telford &amp; Wrekin)</p>
	<b>Frequency of meetings:</b>	6 Panels a year 2 Executive CDOP Meetings a year
	<b>Activity:</b>	<p>Through a comprehensive and multi-disciplinary review of child deaths, the Telford &amp; Wrekin and Shropshire Safeguarding Children Boards' CDOP aims to better understand how and why children in Telford &amp; Wrekin and Shropshire die and use these findings to take action to prevent other deaths and improve the health and safety of our children.</p> <p><b>The functions of the CDOP PANEL include:</b></p> <p>Ensuring, in consultation with the local Coroner, that local procedures and protocols are developed, implemented and monitored in line with the guidance in Chapter 5 of the <i>Working Together to Safeguard Children and Young People – March 2013</i> - on enquiring into unexpected deaths by:</p> <ol style="list-style-type: none"> <li>1. reviewing all child deaths up to the age of 18, excluding those babies who are stillborn and planned terminations of pregnancy carried out within the law</li> <li>2. discussing each child's case, and providing relevant information or any specific actions related to individual families to those professionals who are involved directly with the family so that they, in turn, can</li> </ol>



		<p>convey this information in a sensitive manner to the family</p> <ol style="list-style-type: none"> <li>3. determining whether the death was deemed preventable, that is, those deaths in which modifiable factors may have contributed to the death and decide what, if any, actions could be taken to prevent future such deaths;</li> <li>4. making recommendations to the LSCB or other relevant bodies promptly so that action can be taken to prevent future such deaths where possible</li> <li>5. identifying patterns or trends in local data and reporting these to the LSCB</li> <li>6. where a suspicion arises that neglect or abuse may have been a factor in the child's death, referring a case back to the LSCB Chair for consideration of whether an Serious Case Review (SCR) is required</li> <li>7. identifying any public health issues and consider, with the Director(s) of Public Health and other provider services how best to address these and their implications for both the provision of services and for training</li> <li>8. increase public awareness and advocacy for the issues which affect the health and safety of children</li> </ol>
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<u>Committee and Date</u>
Young People's Scrutiny Committee
4 February 2015

<u>Item</u>
<u>Public</u>

## **Safeguarding and Hackney Carriage/Private Hire Licensing**

**Responsible Officer** Frances Darling, Senior Commissioner (Public Protection)

e-mail: frances.darling@shropshire.gov.uk Tel: 01743 2517175

### **1. Summary**

- 1.1** This report sets out recent developments within Shropshire Council's hackney carriage and private hire licensing regime that aim to further strengthen improvements in safeguarding practice, in particular in relation to children, young people and vulnerable adults.

### **2. Recommendations**

- 2.1** That the Committee accepts the position, as set out in the report, with any necessary modifications.
- 2.2** That the Committee takes the opportunity to propose other changes/developments to the hackney carriage and private hire licensing regime, if any, that it considers may further enhance the safeguarding of children, young people and vulnerable adults.
- 2.3** Where proposals are made in accordance with recommendation 2.2, the Committee instructs the Head of Public Protection to consider the proposals in detail and further authorises the Head of Public Protection to determine the appropriate level of implementation of the proposals (including taking decisions not to implement) in consultation with the Chair of the Young People's Scrutiny Committee, the Chair of

the Strategic Licensing Committee and the Portfolio Holder for Business Growth, ip&e, Culture and Commissioning (North)

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

- 3.1** The Council has carefully considered and applied, as necessary, the findings of the Independent Enquiry into Child Sexual Exploitation in Rotherham 1997 – 2013 undertaken by Alexi Jay OBE. In particular, in the context of hackney carriage and private hire licensing, Members should note that the report states: *‘One of the common threads running through child sexual exploitation across England has been the prominent role of taxi drivers in being directly linked to children who were abused.’*
- 3.2** Following the publication of the Jay report, the Department for Communities and Local Government and the Department for Education issued a joint letter to the Leaders of all Principal Councils in England. Councils, including Shropshire Council, were asked to consider whether they had adequate measures in place to ensure they could not be accused of similar failings to those found at Rotherham Metropolitan Borough Council. This was followed by a letter to the Council from the Shropshire Safeguarding Children Board specifically requesting assurances with respect to taxi licensing. A further letter was received from the Department for Transport reminding Councils of their responsibilities in this respect and encouraging the use of all the tools at their disposal when making licensing decisions.
- 3.3** The findings of the Jay report largely supported the conclusions reached following the Public Protections Service’s own internal review of hackney carriage and private hire licensing. The Public Protection Service has made a number of improvements to reduce the risk of Shropshire Council failing to meet its safeguarding duties and responsibilities. These improvements are outlined at paragraph 5 below.
- 3.4** The recommendations support the protection of the human rights of the public who use hackney carriages and private hire vehicles, particularly children, young people

and vulnerable adults. The principles behind the recommendations are aimed at ensuring the Council takes its duty to protect life seriously, prevents inhuman treatment and avoids any adverse impact on normal family life. With respect to those people who wish to apply for or retain a licence to be a hackney carriage or private hire vehicle driver, there are safeguards in place (through the proposed Hackney Carriage and Private Hire Licensing Policy) to ensure the Council provides a fair evaluation of applications/existing licences and maintains respect for private and family life when making decisions on whether to grant, renew, suspend or revoke a licence.

- 3.5** An Equality Impact Needs Assessment (EINA) is not relevant to this particular report; however, equalities and diversity issues have been considered as part of the overall review of the hackney carriage and private hire licensing regime and an Equality and Social Inclusion Impact Assessment (ESIIA) has been undertaken in respect of the proposed Policy.
- 3.6** An extensive consultation exercise has been undertaken as part of the process to revise the Hackney Carriage and Private Hire Licensing Policy and is detailed in the reports that have been previously been presented to the Strategic Licensing Committee between March and December 2014.
- 3.7** There are no environmental consequences associated with the recommendations in this report.

#### **4. Financial Implications**

- 4.1** There are no direct financial implications associated with the recommendations in this report. Officer time will be required to consider and implement any additional changes/developments that the Committee proposes under recommendation 2.2.

#### **5. Background**

- 5.1** The Public Protection Service administers the hackney carriage and private hire licensing regime on behalf of Shropshire Council.

**5.2** Members are advised that a number of improvements have been initiated and implemented by Public Protection to minimise the risk of the Council failing in its safeguarding duties and responsibilities with respect to hackney carriage and private hire licensing.

**5.3** The improvements referred to in paragraph 5.2 are set out below.

**a) Hackney Carriage and Private Hire Policy Review**

In March 2014, the Service, with the support of the Strategic Licensing Committee, commenced a fundamental review of the Council's current Hackney Carriage and Private Hire Licensing Policy in order to strengthen safeguarding policy and practice. The review included consideration of the findings of the Jay report and has culminated in a significantly revised Policy for 2015 – 2019. In summary, the Policy:

- puts protecting the safety and welfare of the public at its core;
- specifically takes account of the Council's safeguarding responsibilities, particularly in relation to children, young people and vulnerable adults and strengthens this element to reflect best practice;
- makes it clear that the actions to promote the welfare of children and to protect them from harm is everyone's responsibility, in particular that prospective and licenced drivers and operators have a duty to tackle child sexual exploitation and trafficking; and
- minimises the risk to the public by providing greater confidence in the system for assessing whether a person is a 'fit and proper person' to drive a hackney carriage or private hire vehicle and that vehicles are safe.

In addition to the involvement of the Strategic Licensing Committee, the overarching approach of the Policy was also considered by the Council's Enterprise and Growth Scrutiny Committee on the 6 November 2014 and is due to be presented to Cabinet on 11 February 2015 for a final decision on adoption and implementation.



**b) Member Training**

Since 2012, three half day training sessions for Members of the Strategic Licensing Committee have been delivered focusing specifically on safeguarding responsibilities in relation to hackney carriage and private hire licensing. The sessions have been presented jointly and have had significant input from specialist safeguarding leads for Adult and Children Services and senior officers from West Mercia police. Only members who have attended the training can hear cases which have a safeguarding dimension. Further training will be provided as policies change or best practice is identified from other areas.

**c) Improving Operational Practice**

The policy review referred to above is being run in parallel with improvements to operational practice, for example:-

- Undertaking more thorough and robust assessment of applications before licences are granted and also during the period of a licence through case/licence reviews, particularly to ensure suspension and revocation powers are more effectively utilised to strengthen safeguarding activities. Initial awareness raising of this approach with licensing and support officers was undertaken in July 2014. Further training for officers is currently being planned to ensure best practice is not only embedded within licensing administration processes but also in enforcement and investigation practices.
- Officers with high levels of investigation skills are being utilised to support the licensing administrative process by investigating licence condition breaches and criminal offences, e.g. the operation of unlicensed drivers, vehicles and operators; there has been a shift away from this investigative role being undertaken by licensing officers.
- There is and continues to be improved collaboration with specialist safeguarding leads for Adults and Children's Services as well as with officers from West Mercia Police, e.g. the safeguarding leads for Adult and Children

Services are now routinely invited to attend licensing panels and there are plans in place to enable officers from the police and other external agencies to also attend these panels where appropriate.

**d) Information and Intelligence Sharing**

Significant improvements in information sharing have been made in close collaboration with West Mercia Police, Telford & Wrekin Council and across the Council, including the Passenger Transport Unit with respect to contracts with taxi firms for transporting vulnerable children. Ongoing dialogue will continue to improve this vital component of safeguarding. The Public Protection Service has developed an Intelligence Analyst role to improve practice and capacity in this particular area.

Recent information sharing has resulted in the revocation of a licence and detailed consideration of 6 further licences is currently underway with a view to determining whether revocation is necessary.

Reports of unlicensed vehicles, drivers and operators are logged and considered with appropriate action taken in accordance with the Council's Better Regulation and Enforcement Policy.

**e) Enforcement Action and Licensing Panel Decisions**

In collaboration with West Mercia Police (including a number of Local Policing Teams), VOSA, British Transport Police, Telford & Wrekin Council Licensing & Enforcement Teams and other relevant enforcement agencies, officers from across Public Protection (Licensing, Investigations and Out of Hours) have undertaken a series of planned joint intervention exercises primarily, but not exclusively, in relation to vehicle safety. Further details of these exercises together with a summary of the fleet checks and Licensing Panel decisions are set out in **Appendix A**.

In addition, Out of Hours officers have undertaken a further 15 exercises across the county between June 2013 and January 2015 to check the use of taxi ranks and to

provide general advice and guidance to drivers and operators on the requirements of the Policy, conditions and legislation.

Joint interventions exercised will continue (see examples listed below). They will be evidence based, proportionate, targeted, risk based and intelligence-led to ensure they have maximum impact in improving standards. However, the implementation and success of the interventions are resource intensive in terms of the officer time required to deliver them and are subject to the availability of resources from a number of external agencies; these resources are not within the control of Public Protection and consequently there will be a degree of variation in terms of what is ultimately delivered.

Examples of types of interventions planned for 2015/16

- day-time private hire operator interventions (checks on records and vehicles)
- out of hours interventions of hackney carriage/private hire vehicles within Shropshire (includes advising drivers and gathering intelligence around private hire vehicles plying for hire)
- multi-agency out of hours interventions of hackney carriage/private hire vehicles in Telford & Wrekin Council area (includes advising drivers and gathering intelligence around private hire vehicles plying for hire)

**f) Passenger Transport Contracts**

In addition to the taxi licencing policy, there are a number of measures in place for those drivers transporting vulnerable children on Council contracted routes:-

- All hackney carriage and private hire vehicle drivers on school contracts must hold an appropriate valid licence and a current DBS which has been approved by Public Protection's Licensing Team.
- If a licenced driver wishes to undertake contracted work for the Council transporting school pupils, then they must also register with the Passenger Transport Unit to do so. As part of this process, should a driver have had a prior application refused or previously been removed following an alleged offence, then their application may be refused.

- Once an application is approved, all drivers are issued with the Councils “code of conduct for drivers and passenger assistants” which sets out the standards and expectations of the Council. Failure to adhere to this code of conduct can result in either a suspension or removal from the Councils approved list.
- Should a driver on a contracted route be the subject of a safeguarding investigation, the driver will be suspended with immediate effect whilst any investigation is on-going. Should the multi-agency investigation result in concerns over their future status as a driver on school contracts, then they can be removed from the approved drivers list.

This summarises the main points demonstrating that for driving school children on council contracts there is an additional level of checks on top of the licensing process with the Council taking over the duty of care for these pupils once they pass from the parent to the Passenger Transport Unit.

## **6. Additional Information**

- 6.1** Consideration was also given to the implications of safeguarding as it specifically applies to the licensing of hackney carriage and private hire drivers. As a result of this review, a number of recommendations were made and an action plan drawn up. Whilst the recommendations and actions are linked to the information given above, the current progress on the action plan itself is set out in **Appendix B**.

## **7. Conclusions**

- 7.1** At this stage, officers are confident that the Council, with respect to its taxi licensing regime, is at the forefront of best practice in relation to safeguarding children, young people and vulnerable adults. However, it is also accepted that there will be a continuing need to monitor and make further improvements as future demands change and internal/external influences impact on the licensing regime. Officers are committed to ensuring that such improvements are recognised and implemented where appropriate. Members are encouraged to contribute their views

with respect to any steps they believe would further enhance the Council's safeguarding role.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

- Proposed Shropshire Council Hackney Carriage and Private Hire Licensing Policy 2015 – 2019
- Report of the 'Independent Enquiry into Child Sexual Exploitation in Rotherham 1997 – 2013' Alexi Jay OBE, published August 2014

**Cabinet Member (Portfolio Holder)**

Cllr Steve Charmley - Portfolio Holder for Business Growth, ip&e, Culture and Commissioning (North)

**Local Member**

Not applicable as subject of the report has county-wide application.

**Appendices**

**Appendix A** - Enforcement Action and Licensing Panel Decisions

**Appendix B** - Action Plan to Implement Safeguarding Recommendations following Review of the Licensing of Hackney Carriage & Private Hire Drivers



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## Enforcement Action and Licensing Panel Decisions

### A) Multi-Agency Joint Exercises – totals for 01/06/13 to 20/01/15

Total Number of Vehicles Inspected	Prohibitions Issued	Suspensions	Breach of Licence Conditions	Total Number of Operators	Total Number of Joint Exercises
262	12	15	36	15	13

### B) Fleet Checks - totals for 01/06/13 to 20/01/15

Total Number of Vehicles Checked	Total Number of Breaches in Condition Found	Total Number of Fleet Checks
204	9	12

### C) Licensing Panel Decisions - totals for 01/09/12 to 14/11/14

Driver	Granted	Granted with warning letter	Letter sent stating Council is 'Minded to refuse'	Refused	To refer to Committee
New	11	21		24	2
Renewal	1	9	1	4	
Conduct	1	8		14	
Vehicle	Granted	Granted subject to keeping records	Letter sent stating Council is 'Minded to refuse'	Refused	To refer to Committee
New	1	4		9	
Renewal		1		10	
Condition					

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**Shropshire Council**  
**Licensing Drivers for Hackney Carriage & Private Hire Review**  
**Action Plan to Implement Recommendations**

No.	Recommendation	Action Required	Responsible Officer	By When	Progress/Comments
1.	Ensure Licensing Team is fully aware of consequences of licensing decisions and likely future direction service will be taking concerning safeguarding.	Team briefing	FD	31/07/14	Completed 08/07/14. Briefing delivered by Team Manager (MB) based on notes drawn up by FD.
2.	Hackney Carriage & Private Hire Licensing Policy to be amended to ensure the headline message is clearly about protecting the public. In particular, a move away from considering individual rehabilitation periods and multiple convictions for the same type of offence and focussing on an applicant's entire history, using both conviction/caution evidence (from DBS and DVLA as we do now) but also wider intelligence from the CareFirst system / safeguarding information, from West Mercia Police and from	Re-assess basis of and extend current policy consultation (take into account feedback from KC/FD's attendance at Panel to assist re-drafting; in addition, amend to state that when evidence of convictions are brought to panel/committee an updated DBS check will be carried out at the applicants	FD	30/09/14	Completed  In lead up to SLC on 24/9/14 Policy further revised (FD/MB) in line with recommendation/action required. SLC agreed to a further consultation period from 29/9/14 to 2/11/14 to take account of the further changes made.  10/12/14 – SLC agreed revised draft Policy and recommended it goes to Cabinet on 11/2/15 for final

	national police intelligence where this is appropriate.	expense and further background checks will be undertaken to decide on appropriate action).  Draft/implement revised policy		01/04/15	decision on adoption and implementation.  10/12/14 - update - revised Policy going forward to Cabinet on 11/2/15 for adoption and implementation with effect from 1/4/15.
3.	All licensing staff (officers and support) and investigations team officers to undertake safeguarding training; this to include skills on how to effectively make enquiries of an applicant into their background to determine whether an application ought to be refused or not.	Source training provider and arrange dates to deliver training to relevant officers. Involve police and safeguarding colleagues. Use examples of applications to do practical exercises/discussions.	KC	31/10/14	Training arranged for 05/03/14 for licensing and investigations team. (KC)
4.	Encourage licensing staff to utilise skills of the Investigations Team officers as well as safeguarding and police colleagues to assist in making relevant enquiries about the background of applicants.	Deliver and reinforce this message at Licensing Team and Investigations Team meetings	KC	30/09/14	Discussed at Licensing Team meeting 30/09/2014 (KC)

5.	<p>All licensing staff (officers and support) to undertake CareFirst system training to enable data access and data entry as part of the normal licensing application process.</p>	<p>Staff to be given access to CareFirst</p> <p>Training to be arranged and delivered by CareFirst support team (if email guidance insufficient)</p>	<p>KC</p>	<p>31/07/14</p> <p>31/10/14</p>	<p>28/07/14 – CareFirst support team provided staff with instructions on how to gain access to the system and guidance material issued via email.</p> <p>2/9/14 – confirmed email guidance sufficient; system being used to access/enter data as required.</p>
6.	<p>Revise application process for new applicants and implement to include:-</p> <ul style="list-style-type: none"> <li>• CareFirst checks if resident of Shropshire OR if not Shropshire resident then request to safeguarding colleagues in LA where applicant does reside</li> <li>• Intelligence request to WMP (on appropriate data sharing form), including highlighting applicability of other force areas if applicant lives or has been licenced previously outside WM force area</li> <li>• Checks with other LAs where applicants have</li> </ul>	<p>Liaise with licensing staff to amend relevant Idox process templates to instruct licensing support staff to undertake checks as outlined in the recommendation column; assess practicalities and draft where practical to do so standard email/letter templates to be used – if email used will have to be sent to a secure address.</p>	<p>FD</p>	<p>31/08/14 (revised deadline of 28/2/15 for production of guidance note)</p>	<p>23/12/14 – update – meeting proposed for 9/1/15 between FD/MB to move this forward.</p> <p>9/1/15 – met with FD/MD/KR. Discussed options and became clear that unable to create templates in Idox in the same way as APP used to. Can't therefore prompt officers to do the necessary checks via this mechanism. The steps are in the system but officers need to load them as they are completed. On this basis agreed that KR would</p>



	<p>previously been licensed elsewhere</p>	<p>Brief staff on the changes to Idox and process</p>		<p>30/09/14</p>	<p>produce a guidance note for officers to make it clear what steps/checks officers must do on each application by end of Feb 2015.</p> <p>Standard docs already in Idox including the A221 data subject access request form that is sent to WMP seeking applicant information held by police; authorisation letter; panel letter.</p> <p>Secure email in place for individual officers. Generic secure email account being created (will reduce risk of delays on safeguarding issues when officers are on leave) – will only be accessed/used by those officers who have completed the ‘gcsx’ training/IG forms.</p> <p>Completed 13/01/14 via MB/KB at team meeting</p>
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7.	Licensing officers to undertake 'advocacy training' to assist in delivering robust reports to committee; in particular, to gain skills/ability to rebut evidence that is subsequently submitted by the applicant or their representative either in writing or verbally at a hearing.	Source training provider and arrange dates to deliver training to relevant officers	KC	30/11/14	Kate Roberts and Stacia Cotton booked on CENTSA advocacy skills training session to be held on 05/12/14. (KC)
8.	Establish a process by which current licensed drivers may be re-assessed to confirm whether any would not meet the 'fit and proper person' test; the resource made available to do this must be balanced against the risk.	Confirm the principles of the process	KC	18/08/14	Completed 15/08/14 – agreed list of drivers to be produced from Idox; list to be provided to CareFirst support team; CareFirst support team to carry out cross-check against the CareFirst database; where any matches identified have CareFirst flags, further enquiries to be made with WMP (via Insp. Graham Preece); information to be assessed via Licensing Panel and decision taken whether or not to revoke/suspend individual drivers licence

		<p>Cross-check by CareFirst support team</p> <p>Further enquiries to WMP (if required)</p> <p>Assessment of additional information/decisions taken to revoke/suspend or not</p>		<p>31/08/14</p> <p>30/09/14</p> <p>31/10/14</p>	<p>Completed 02/09/2014 – info received from Care First team. Officers tasked with collating full history check on all drivers with a match.</p> <p>Two matches found on the system for drivers who have already had licences revoked. NFA</p>
9.	To find a mechanism that allows the DBS returns to be retained by the Council against each applicant's record, either through a special circumstances arrangement with the DBS or a formal agreement with each applicant.	<p>Submit case to DBS to argue case for special circumstances and/or to agree that we can seek agreement from applicants that DBS returns will be retained, e.g. through the application form requesting permission</p> <p>Assess implications of requiring drivers to</p>	FD	<p>31/08/14</p> <p>30/09/14</p>	<p>Booked in FD's diary to do on 12/1/15 9/1/15 - moved to 21/1/15</p> <p>Completed 24/9/14 as part of the Policy review</p>

		<p>pay the annual DBS fee to enable us to see if anything has changed (policy change required if we do this)</p> <p>Incorporate into the policy consultation the requirement that where we are made aware of any subsequent convictions, applicants will be required to provide an up to date DBS.</p> <p>Incorporate all relevant necessary changes to HC/PH policy (as part of the current wider consultation)</p>		<p>30/09/14</p> <p>01/04/15</p>	<p>(FD/MB). Had to concede could not make this a mandatory requirement at this stage as not all drivers are in a position to subscribe to the DBS Update Service on basis it requires access to IT. However, Policy worded to permit the use of the Update Service and to encourage its use overall (see para 3.6 of Policy).</p> <p>Completed 24/9/14 See paragraph 3a.6 of revised Policy.</p> <p>10/12/14 – SLC agreed revised draft of Policy to go to Cabinet on 11/2/15 with necessary changes incorporated.</p>
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10.	Clarify the data sharing arrangements with Telford & Wrekin Council and if necessary draft a new or amend the existing protocol to ensure it is clear how data can be shared.	Clarify current position  Draft new/amend existing protocol	KC	31/08/14  31/12/14	Completed – T&W unable to find protocol. KC to draft protocol in liaison with T&W and Roy Morris.  01/12/14 – Draft emailed to Nicky Minshall. (KC)
11.	To include representatives from Adult and Children’s Safeguarding Teams on the Licensing Panel to inform decision making.	Set up Panel meetings on a monthly basis in advance; include representatives from Adult and Children’s Safeguarding Teams	KC	31/08/14	Completed 07/8/10. Schedule of meetings in place. Alan Smith and Steve Ladd from the Safeguarding Teams included as representatives on the Panel.
12.	To include a representative from West Mercia Police on the Licensing Panel when deemed relevant by the Panel members.	Amend delegated powers via Strategic Licensing Committee to permit WMP and other partners to be represented on the Panel on an as required basis  Encourage/remind Panel members to seek police and other	FD  KC	30/09/14  17/10/14	In FD’s diary for 5/1/15 to sort out mechanism with aim of taking report to SLC on 18/3/15. 9/1/15 – info from legal to advise needs to go to Council as requires amendment to Constitution; but to SLC first to make the recommendation to Council.  Discussed at team meeting and with Team Manager

		partner attendance when it is appropriate to do so – advise via Licensing Team meeting			(KC)
13.	Establish the practical mechanism to request the intelligence reports from West Mercia Police as part of the normal application process.	Discuss with WMP (Ch.Insp. Pete Davies and Insp Graham Preece) and agree process	FD	31/12/14	09/07/14 - interim process agreed; requests to be made via Insp. Graham Preece; long-term solution still to be determined
14.	Determine position with respect to whether we ought to be submitting a DBS referral form when a licence is revoked.	Determine precise legal position and if required brief licensing staff and implement the process.  If it is required will need to include as part of the consultation process on the HC/PH policy.	KC  FD	31/08/14  31/08/14	Completed 07/09/2014 Advice received from DBS - two conditions must be met in order to make a referral. Regulated Activity is one of those conditions which doesn't include taxi drivers unless there is regular contact with a child. This was confirmed verbally with Roy Morris who had checked with Tim Collard, Legal. (See notes on 15 below.)  7/9/14 - NFA in terms of the Policy. See note above. (FD)



		If required needs to be implemented in the revised policy.	FD	01/04/15	7/9/14 - NFA in terms of the Policy. See note above. (FD)
15.	Involve Children's Safeguarding in the review process.	Set up meeting with Steve Ladd to go through review process and recommendations and determine whether any further actions are required from children's safeguarding perspective.	FD	12/09/14	1/7/14 – Joint Evaluation Meeting (KC/MB) 12/11/14 – Joint Evaluation Meeting (FD) 23/12/14 – arranged 1:1 meeting with SL for 7/1/15 7/1/15 – Completed - FD met with SL and Paul Cooper. Reviewed process and the recommendations and actions thus far. Agreed further actions as set out at <b>17, 18 &amp; 19</b> below. Also to obtain confirmation in writing from IG/legal re the advice given in relation to action at <b>14</b> above.
16.	Find out whether we can identify licences where officers recommended refusal to committee but committee granted.	Check position with officers and committee services; then decide/agree further action as necessary.	KC	28/02/15	
17.	Adapt driver licence application forms to ask more specific	Fully review driver application form and	FD	31/03/15	9/1/15 – met with MB/KR; agreed this action; KR to

	questions about previous history with other local authorities and if suspended/revoked by any other authorities.	amend questions to reflect suggestions made by SL/PC and any other improvements deemed appropriate.			lead on the review and making the changes to the forms.
18.	Despite advice from IG/legal as referred to in 14 above; SL/PC recommended that the Licensing Panel ought to consider whether a DBS referral is appropriate on a case-by-case basis when driver licences are suspended/revoked.	To inform relevant officers in PP and legal to ensure the Panel considers this as suggested and continues to do so as appropriate.	FD	31/1/15	13/1/15 – FD discussed with KC/MB. KB concerned that referrals (other than if they relate to PTU) would be disregarded by DBS, therefore, not productive use of resources at Panel to keep considering if DBS going to disregard. KC agreed to revisit advice received from DBS.
19.	Child sexual exploitation (CSE) awareness training to be delivered to hackney carriage/private hire drivers.	Arrange delivery of face-to-face CSE training sessions with private hire operators. To be delivered by SL and others as appropriate.  Seek CSE literature from SL that can be incorporated into the driver licence application/renewal	FD	30/6/15  31/3/15	9/1/15 – FD discussed with MB/KR & agreed the specific actions required. FD to liaise with MB/SL re the operator training.  MB/KR to seek the info from SL and to implement this as soon as practicable but no later than end of March 2015.

		packs.			
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# **Shropshire Corporate Parenting Strategy 2014-16**

**Revised September 2014  
Next revision: November 2015**

# SHROPSHIRE

## LOOKED AFTER CHILDREN



### Charter for Children in Care & Care Leavers

The council should use these priorities when they are making decisions that will affect young people's lives. This document aims to raise expectation, aspiration and understanding of what the council should do to be good corporate parents. This charter will try to ensure that all children in care and care leavers have equal access to services, support and life opportunities.

#### My Health

Offer me advice and opportunities to help me be healthy. Give me easy and open access to health services, including sexual and mental health.

#### Education, Work and Training

Provide me with a suitable education, a budget if I choose to go onto university, and help seeking employment, training or education. Shropshire Council should continue to provide young people in care the chance to do work experience with the council as if it was the 'family firm'.

#### My Social Life

Make my life fun! Provide opportunities and activities for me to take part in.

#### Support

Support me in my endeavours. Offer me practical and financial support. Give me access safe people to turn to when I am upset or angry, and the chance to talk things through with someone who is not part of the council.

#### Inform Me

Explain to me what my rights are. Tell me what I'm entitled to and what I can ask for at different points of my life. Give me clear information about myself and my time in care when I want it.

#### Generally

Respect me and treat me fairly, and as an individual. Be honest and don't make promises you can't keep. Do your best to promote children in care and make sure they don't get a bad name. Acknowledge and celebrate the achievements of children in care.

#### My Voice

Listen to my views and opinions. Put my needs and feelings at the heart of all decisions about me. Ask me what I think and I want to do. If you don't agree then tell me why.

#### My Home

Give me carers who are people-friendly and a home that is appropriate to my individual needs. Offer me a home where I can be safe and happy, not just a bed. Don't forget about me if I live far from home. Help me to move onto independent living when I am ready.

#### Moving On

Plan for the future with me clearly, and be ready to put support in place if things go wrong. Prepare me before it's time to move on, with things like life skills, cooking, driving and money management.



[www.safeguardingshropshireschildren.org.uk/lac](http://www.safeguardingshropshireschildren.org.uk/lac)

33x38 g Design & Print October 2013 Tel: 01743 252930



# LOOKED AFTER CHILDREN

## 1.1 Introduction

This strategy sets out Shropshire Council’s vision and commitment and explains how we, as the Council, will be an effective and trustworthy corporate parent for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith or disability.

Every good parent knows that children require a safe and secure environment in which to grow and thrive. Parents protect and support their children against the dangers and risks of life. Parents are ambitious for them and want them to reach their potential. Parents celebrate and share in their achievements.

A child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent.

### This means as a Council we will:

- Know our children, their needs, talents and aspirations and promote their interests
- Hold high aspirations for their future and expect the best for and from them
- Take an interest in their successes and problems and show our pride in their achievements, and celebrate them
- Listen to their views and ensure they influence practice, service developments and policy.
- Ensure they are consulted about their own lives and plans
- Recognise, support and respect their identity in all aspects
- Ensure our children attend their education regularly
- Promote and support high academic achievement by working with our schools and carers to ensure that the needs of our children are understood and met
- Support their health and emotional well-being and resilience
- Support transition to adult life and promote their economic prospects & prepare them to become responsible citizens **and most importantly....** as Corporate Parents we will preface all our thinking, planning, actions and decisions with:





# LOOKED AFTER CHILDREN

*“If this were my child I would...”*

For Corporate Parenting to be effective it needs a commitment from all elected members and council employees in a council-wide approach. It involves the whole council and its partners acting as a good parent, committing resources and working together to improve the lives of all children and young people in care and care leavers. It is about prioritising their needs, listening to what they want and supporting them to make the most of their lives

We look forward to a shared responsibility across sectors outlined above in our efforts to continuously improve outcomes for children and young people as outlined in The Shropshire Pledge for Children in Care and Leaving Care. The Corporate Parenting Panel will work to a yearly work programme the detail of which will inform service priorities and delivery.

## 1.2 Context

Shropshire Council aims to support the majority of its children and young people within their own families and communities. However for a small number this is not possible and they require alternative short term or long term care.

Corporate Parenting is the term used for the collective responsibility of the Council and it’s partners to ensure safe, meaningful and effective protection of children and young people in care, and care leavers.

Children and young people are in care either by a Court Order made in public law proceedings or with the agreement of the child’s parent or guardian. A child or young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect or a range of difficulties; those in shared care/respite arrangements; those remanded into care – criminal proceedings and unaccompanied asylum seeking children. Corporate parenting responsibilities extend to the age of 21 years (or 25 if remaining in education) for those young people who left care at 18 years.

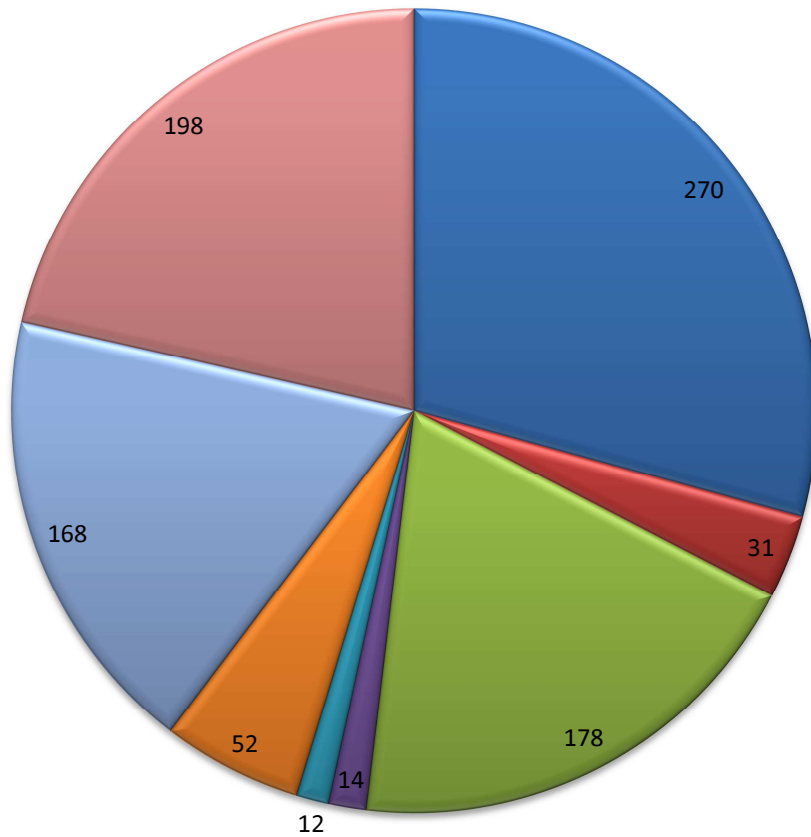
Children and young people in care are individuals, come from all walks of life and have different aspirations, ambitions and cultural identities.

Many looked after children are at greater risk of social exclusion than their non-looked after peers, both because of their experiences prior to coming into care, and by virtue of the fact that they are in care. It is essential, therefore, that the Council, as a Corporate Parent, ensures that their experience of being in care is a positive and supportive one and maximizes their full potential.

# SHROPSHIRE

## LOOKED AFTER CHILDREN

### Shropshire Children in Care Snapshot as at 1st April 2014



- children looked after by the council
- children are placed at a distance from Shropshire
- children are placed with foster carers (68 of whom are with relatives & friends who are assessed as foster carers)
- children placed for adoption
- children placed at home with parents
- children placed in residential care
- children are in the care of the council through a legal order
- young people are care leavers aged between 18-24 still in receipt of statutory services



## LOOKED AFTER CHILDREN

A good corporate parent must offer the same as any good parent and improving the role of the corporate parent is key to improving all outcomes for our children. This relies on addressing the difficulties children and young people in care experience and the challenges of parenting within a complex system of different services. It is also important that the children and young people themselves have the opportunity to shape and influence the parenting they receive.

While good parenting requires continuity, organisations by their nature are continuously changing. Elected members and employees move on and structures, procedures and partnerships are modified and refined. One challenge of being a good corporate parent is to manage these changes and ensuring each individual child and young person has the opportunity to maintain a sense of stability.

Care Matters: The Ministerial Stocktake Report 2009 (DCSF) commented that:

***“A key commitment is to put the voice of the child in care at the heart of the care system. All parents take children’s wishes and feelings into account when making day to day decisions about their lives and corporate parents need to do the same.”***

[The United Nations Convention on the Rights of the Child](#) became international law in 1990. It provides an internationally agreed framework of minimum standards necessary for the well-being of all children and young people. These principles need to apply to children in care and care leavers and most importantly need to be championed by their corporate parents.

### 1.3 Our Vision and Underlying Values

Our vision mirrors that in “Care Matters: Time to deliver for children in care” DCSF 2008:

***“Our aspirations for children in care reflect those we would have for our own children. We know they are often in much greater need than other children and we must ensure they obtain all the help they require. We aim to create a home and community environment that provides every child with a safe, happy, healthy, secure and loving childhood, nurturing their aspirations and enabling them to meet their full potential”***

***So, we want to***

- A. be confident as Corporate Parents that we know what it is like to be a child in the care of Shropshire Council;
- B. act as **Corporate Family** and engaging fully our partners in this role;



## LOOKED AFTER CHILDREN

- C. provide opportunities to help our children and young people (for whom we have Corporate Parenting responsibilities) meet our pledge.

### 1.4 Aims and Objectives of the Strategy

Corporate Parenting operates at strategic, operational and individual levels. Its 3 key elements are:

- **A statutory duty** detailed in the Children Act 1989; Children and Young Persons Act 2008 on all parts of a local authority to co-operate in promoting the welfare of children and young people in care and a duty on other partners and agencies to cooperate in fulfilling that duty;
- **Co-ordinating the activities** of the many different professionals and carers who are involved in a child or young person's life and taking a strategic, child-centred approach to the delivery of services;
- **Shifting the emphasis from 'corporate' to 'parenting' which** means doing what a good parent would do to promote and support the physical, emotional, social and cognitive development of a child from infancy to adulthood.

The objective of this Strategy is to ensure the Corporate Parenting responsibilities for all elected members and council employees are clearly outlined so that:

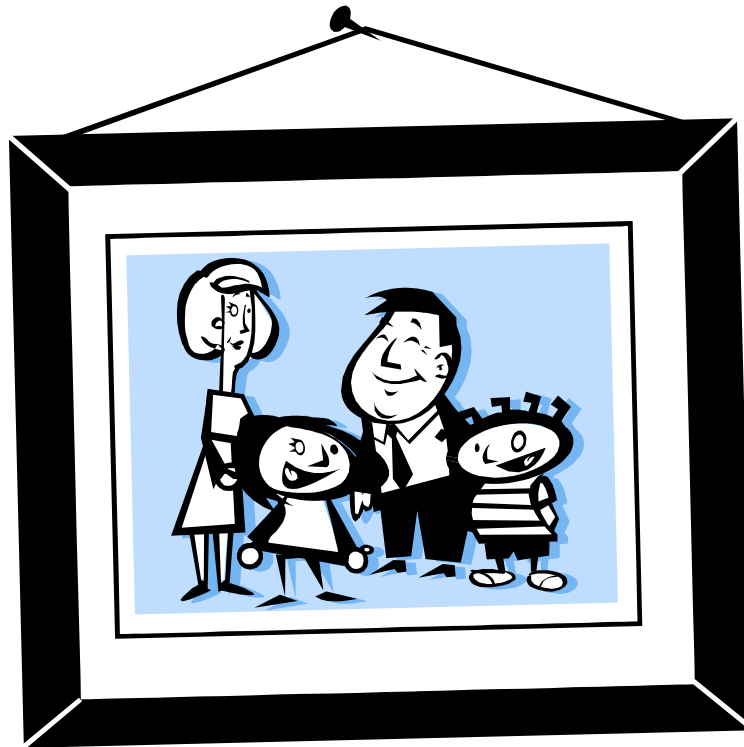
- **Elected members** have a clear understanding and awareness of the needs of our children in care and care leavers and ensure their responsibilities as corporate parents are reflected in all aspects of the Council's work.
- **All services play a part** in delivering Corporate Parenting and continually monitoring and reviewing what their services contribute to improving outcomes for children in care and care leavers.
- **The Corporate Family activity** leads to measurable improvement in the life chances of children in care and care leavers so these are in line with their peers.
- **Communication** between elected members and children in care and care leavers ensures they have a say in how decisions are made about services affecting them and are able to influence those decisions.
- **Partnership working and joint planning** and commissioning is promoted as an effective means of delivering effective services.

# SHROPSHIRE

## LOOKED AFTER CHILDREN

### 1.5 Who is in our Corporate Family?

#### Family Portrait



Children's Service is ultimately accountable for achieving these best outcomes for children in care but Corporate Parenting responsibilities extend to:

- All Shropshire Council departments and partner agencies;
- Community NHS Trust, Clinical Commissioning Group, Foundation and or Hospital Trusts;
- West Mercia Police;
- National Probation Trust;
- Schools, academies and Further Education colleges



## LOOKED AFTER CHILDREN

- In reality the range of potential partners in meeting the needs of Looked after Children is as wide as the number of agencies and organisations within the area.

The Corporate Parenting Panel will set the priorities with and for children in care and monitor \ scrutinise service delivery and establish reporting mechanisms to seek to ensure that corporate parenting arrangements are effective. **See appendix 1**

A number of key posts and structures help us fulfill our corporate parenting function – **see appendix 2 for Key Structures/posts.**

### 1.6 How the Strategy will be taken forward

#### Elected Members

All elected members have to ensure that public services used or required by children and young people in care are of a high quality, integrated and take account of need. They must ensure they are fully informed of the issues facing children in care by understanding their characteristics and by knowing how well services are performing in meeting their assessed needs. This requires an awareness and understanding of:

- Care and placement arrangements;
- Child protection and safety policies and procedures;
- Education performance and achievements in school;
- Further and Higher Education, training and employment achievements;
- Responsiveness of health services;
- Preparation for leaving care arrangements and housing need;
- Arrangements to prevent children in care from getting into trouble.

Elected members will be supported in meeting their responsibilities by relevant council officers. They will provide leadership that will encourage and support partnership and joined-up working. This will ensure that funding, commissioning and priority setting deliver the best combination of services for children and young people in care and care leavers.

#### Shropshire Council Departments and Partners





## LOOKED AFTER CHILDREN

One of the most important contributions that Shropshire Council can collectively make to Corporate Parenting is how they, as the “family firm” can deliver better employability opportunities for children and young people in care and care leavers. “Employability” refers to a wide range of activities and includes apprenticeships, work experience, and work placements. These opportunities are designed to:

- help young people meet their potential and achieve their abilities, hopes and aspirations;
- help them become confident individuals;
- give them a taste of the world of work;
- broaden their horizons from little or no experience of employment options;
- and help them become economically and socially positively contributing citizens.



# LOOKED AFTER CHILDREN

## Children's Services

**Foster Carers** will be assessed, approved, supervised and supported to ensure that they:

- Provide a safe, secure and comfortable home for the children and young people they care for.
- Give children and young people time and attention and clear boundaries.
- Provide encouragement and motivation to help children and young people meet their potential.
- Work positively with birth parents and other family members where appropriate.
- Work in partnership with those who share responsibility for the child or young person's care, welfare and development.
- Provide care that supports and promotes the child or young person's culture, race, religion, language, disability and sexual orientation.
- This will apply equally to all carers including Shropshire in-house foster carers, Independent Fostering Agency foster carers and **children's residential social care staff**.

**Social Workers** and other social care staff should:

- Ensure that each child and young person's needs are thoroughly assessed and that these are properly represented in their Care and Pathway Plans.
- Have the key role in care planning for children and young people in care and care leavers. First consideration will be given to returning the child or young person to their parent's or other family member's care when safe to do so. Where this is not achievable efforts will be made to secure the child with an alternative family such as adoption or foster care. Where a child or young person remains in care plans will also address leaving care arrangements.
- Listen to the views and wishes of the child or young person and those of their family members where appropriate. The views of those involved in providing services to children in care will also be sought.



## LOOKED AFTER CHILDREN

- Ensure each child or young person is healthy and their health needs are appropriately assessed and met.
- Ensure each child or young person is safely and securely accommodated within formalised family arrangements or in appropriate care placements.
- Ensure they have access to and are supported in a full range of educational services, whether this is in schools, colleges or specialist alternative provision.
- Ensure they have access to leisure and sports facilities which enable their interests, skills confidence and self-esteem to develop.
- Ensure that they make a smooth and successful transition from living in care to adulthood.

**The Virtual School for Children in Care** is responsible for providing strategic direction and targeted support and securing successful educational outcomes for all children and young people in care and will:

- Support children and young people in care in School Years 1-13 which will include working with carers, Social Workers, Schools, Special Educational Needs, other Council teams and external agencies.
- Monitor performance of educational attainment and progress across all Key Stages and assist and support with the statutory completion of Personal Education Plans
- Facilitate Personal Education Plan (PEP) meetings
- Advise, monitor and report on all matters regarding admissions, attendance and exclusions of children and young people in care. No looked after child should be permanently excluded without consultation with the Virtual School Head Teacher.
- Provide training for carers, designated teachers and designated governors.
- *And above all, promote and improve the educational attainment of children and young people in care.*



**LOOKED AFTER CHILDREN**

# Appendices

# SHROPSHIRE

## LOOKED AFTER CHILDREN

### Appendix 1

#### Corporate Parenting Panel

The Corporate Parenting Panel will act as an advisory and consultative body to the Council, its partners and its Committees and other strategic groups (SSCB \ Children's Trust \ Health and Well-being Board) and will provide robust challenge to ensure that Corporate Parenting duties are carried out effectively and consistently. It will ensure that the outcomes and life chances of children in care and care leavers are improved so they are in line with their peers and will act as the champion for these children and young people. It is the role of the Corporate Parenting Panel will set the priorities for children in care and to monitor and scrutinise service delivery. It will also:

- Ensure that the commitments outlined in the Shropshire's Charter for Children in Care and Care Leavers are delivered.
- Oversee the implementation of this strategy with delegated responsibilities to Heads of Service or Senior Managers within all Departments and partner agencies.
- Monitor the delivery of good, safe, high quality services through quality assurance and performance management frameworks.

#### Requirements

The leadership and governance of the Corporate Parenting Panel must be clear in relation to the Panel's power to deploy resources and hold officers to account.

Individual panel members must be trained and prepared for their task, and be clear about the authority they carry.

The relationship of the Corporate Parenting Panel to other Boards, partnership arrangements and scrutiny committees must be clear.

The Corporate Parenting Panel must have access to robust qualitative and quantitative management information in order to effectively monitor performance against outcomes and track delivery of Pledge commitments.

The Corporate Parenting Panel will, therefore, receive quarterly reports on a range of local and national performance indicators in relation to children in care e.g. health, education, participation, and inspection outcomes.

# SHROPSHIRE

## LOOKED AFTER CHILDREN

### Panel Membership

The Corporate Parenting Panel will be chaired by the Lead Member for Children and Young People, and will meet **xxxx**.

Membership will consist of Councillors, Director of Children Services, Head of Service for Children Services, Senior Officers, Children and Young People in and leaving care, **AND xxx**. The involvement of young people on the Panel will be essential to inform current and future priorities and decisions relating to children in care.

### Terms of Reference:

- Provide a forum for Children in Care to influence policy, service developments, practice, etc so that there is continuous improvement;
- Take a strategic overview of Shropshire Council's and partner agencies responsibilities towards Children in Care;
- Ensure there are good joint working arrangements between Council Departments, with Partner Agencies and hold them to account for good high quality service delivery;
- Ensure that relevant new initiatives, plans, policies and service developments are presented to the Panel for consultation.

**Support to the Corporate Parenting Panel:** will be provided **by xxxx**.

**Accountability:** Chair to report to the Leader of the Council? Chief Executive? DCS

**Children and Young People's Scrutiny Committee:** will be represented on the board by elected members. Board will receive relevant reports and Recommendations for information, planning and monitoring purposes.

**Relationship with the Safeguarding Board:** Should have the work programme of the Corporate Parenting Board and reports should be provided to the Safeguarding Board through the Service Manager of Looked After Service – Reports are for information only

**Relationship with Children's Trust:** The Corporate Parenting panel will provide bi-annual reports to the Children's Trust. The reports will be for information only to update progress and improvements made in the key outcome areas for looked after children, young people and care leavers in Shropshire.





# LOOKED AFTER CHILDREN

## Appendix 2

### Key Structures/posts

- **Lead Member for Children's Services.** This individual has *political* responsibility for the leadership, strategy and effectiveness of local authority children's services.
- **Director of Children's Services.** This person has *professional* responsibility for the leadership, strategy and effectiveness of local authority children's services.
- **Independent Reviewing Officers.** IROs are responsible for reviewing and monitoring each looked after child's case and care plan and challenging poor practice. They must be qualified social workers and independent from the line management of the child's case.
- **Social Workers.** Each looked after child must have a qualified social worker allocated to them, responsible for developing and implementing their care plan.
- **Residential and foster carers.** Each looked after child should be provided with a placement to live in that is best able to keep them safe and meet their needs. This can be with foster carers, in residential care or a more specialist setting if their needs are complex.
- **Kinship carers.** Some looked after children are placed with family or friends, sometimes known as 'kinship carers' or **Connected Person Carers**.
- **Adopters.** Where it is decided that a child cannot be cared for by their own family, it is important that a permanent alternative home is provided. This may be through adoption, where the adoptive family acquires full parental responsibility and the child ceases to be looked after once an adoption order is made.
- **Special guardians.** Where a child has significant ties with someone other than a parent who is looking after them, such as a relative or foster carer, that person can be given parental responsibility through a special guardianship order. This means that they will bring the child up, and the child is no longer looked after, but the child is not part of their family in the same way as an adopted child.
- **Independent visitors.** Every looked after child is entitled to have an independent visitor – an adult completely outside the care system who can befriend them. This is especially useful for children who have little or no contact with their family.
- **Advocates.** An advocate has a more specific role than that of an independent visitor, in that they support the child's participation in decision-making and make sure that their voice is heard. They may accompany children to review meetings if the child requests it.



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- **Personal advisors.** Young people entitled to services as a care-leaver must be allocated a personal advisor to act as a focal point for planning their transition to adulthood. The role is not the same as that of a social worker and personal advisors will continue to offer support after the young person has left care.
- **Children in Care Council.** Local authorities are required to establish a Children in Care Council to represent the views of looked after children to those responsible for the service.
- **Participation workers.** Many local authorities have created specific posts, or contracted local voluntary sector partners, to support children's participation in the Children in Care Council or to seek their views in other ways.
- **Corporate parenting group/panel.** Although not a statutory requirement, most local authorities have established a group of elected members to oversee the corporate parenting function of the local authority.
- **Children's Trusts.** These are partnership arrangements bringing together children's services within a local authority area. They are no longer mandatory but, if not established, alternative mechanisms to work in partnership need to be in place.
- **Health and well-being boards.** A forum for key leaders from the health and social care system to work together to improve the health and well-being of the local population and reduce health inequalities. As a group at risk of poor health, it will be important to ensure that the needs of looked after children and care-leavers form part of their remit. It will also be important to clarify links with the Children's Trust or other bodies responsible for children's services.
- **Virtual school head.** The Children and Families Act 2014 made it a statutory duty for all English Local Authorities to appoint a SENIOR OFFICER (Virtual Head Teacher) with the responsibility and purpose of promoting the educational attainments of looked after children. This will involve working with a range of partners including schools, social workers, carers, members and senior local authority officers to strategically and operationally promote the educational opportunities and attainments for looked after children in Shropshire. The virtual school head or equivalent will collate information about the attainment of looked after children as if they were in a single school, and to provide challenge and support to help them make progress.
- **Designated teachers.** Every maintained school is required to appoint a designated teacher to promote the educational achievement of looked after children.
- **Designated doctors and nurses for looked after children.** These individuals have a strategic role that is separate from the direct service they may offer to individual children. Different local areas operate different models but it is important that, whichever model is used, arrangements are in place to enable



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the designated professionals to have an impact on the commissioning of health services for looked after children.

- **Child and adolescent mental health services (CAMHS).** Dedicated provision is required for looked after children. In some authorities this has led to the creation of specialist teams; in others it has been interpreted more narrowly.
- **Clinical Commissioning Groups.** These bodies and the local authority should agree joint action on the health needs of looked after children in their area and develop a joint commissioning strategy.
- **The Children and Young People's Plan (CYPP).** This is not mandatory but can serve to describe the aspirations for all children in an area. If the local authority has such a plan, it is useful to ensure that looked after children are identified as a group requiring specific services.
- **Joint Strategic Needs Assessment.** The JSNA is the process for identifying the current and future health and well-being needs of a local population, leading to agreed commissioning priorities that will improve outcomes and reduce health inequalities.
- **Director of Public Health.** The Director should be examining the health outcomes of looked after children to ensure that steps are taken to reduce inequalities.

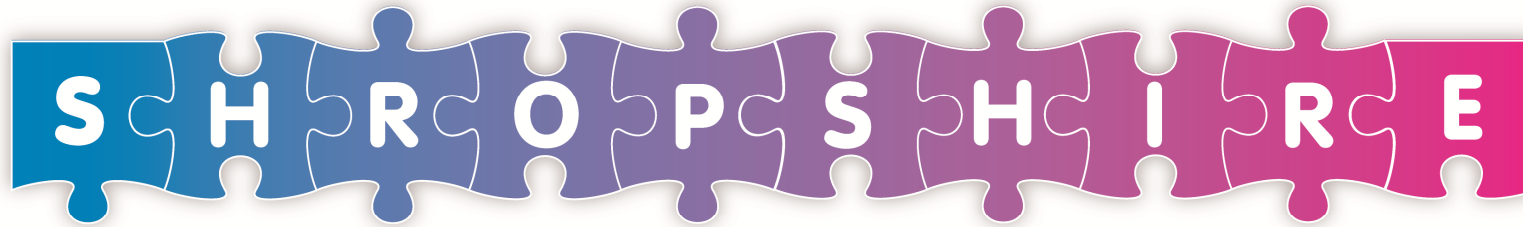


The logo for Shropshire Looked After Children features the word 'SHROPSHIRE' in large, white, sans-serif capital letters, each letter contained within a colorful puzzle piece. The puzzle pieces are arranged in a horizontal line and transition in color from blue on the left to purple in the middle, and then to pink and red on the right. Below this, the words 'LOOKED AFTER CHILDREN' are written in a smaller, bold, sans-serif font, with 'LOOKED' in blue, 'AFTER' in purple, and 'CHILDREN' in pink.

**APPENDIX 2**

**ACTION PLAN 2015-16**

ACTION	BY WHOM	BY WHEN	EXPECTED OUTCOMES
Develop new terms of reference and membership for the Corporate Parenting Panel			<p>Better representation of key stakeholders which allows for greater range of scrutiny, challenge and resolve.</p> <p>Indicators will include measures against: Accommodation, health, education, employment, stability of placement.</p>
Develop and implement a QA and performance management framework.			Improved reporting to: Council Scrutiny Corporate Parenting Panel
Develop new framework that			Increase participation from



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<p>enables the voice of children and young people to be heard in a structured way.</p>			<p>children and young people, provide greater opportunity for children and young people to have their say.</p> <p>Corporate Parents know what it is like to be in care.</p>
<p>Develop communication strategy for elected Members as Corporate Parents, include events, publications etc.</p>			<p>Awareness is raised with elected Members, Council staff regarding Corporate Parenting responsibilities.</p> <p>Partner agencies are fully engaged in delivering Corporate Parenting responsibilities.</p>
<p>Achieve accreditation from Care2Work</p>			
<p>Promote advocacy awareness service to LAC</p>			<p>Raise awareness of independent support available.</p> <p>Increase take up of support.</p>



<u>Committee and Date</u>	<u>Item</u>
Enterprise and Growth Scrutiny Committee 29 January 2015	<b>6</b>
Cabinet 10 December 2014	<u>Public</u>

## FINANCIAL STRATEGY 2015/16 – 2017/18

**Responsible Officer** James Walton  
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### 1. Summary

This report provides a refresh of the Council’s Business Plan and Financial Strategy 2014/15 to 2016/17 which is attached as Appendix 1 and includes the Council’s three year Medium Term Financial Plan (MTFP) covering the same period.

The overall funding gap over the three year period remains at £80m, although the make up of this gap has changed. Proposals identified to bridge the funding gap have also been refreshed and reviewed. This has enabled a view to be taken of how the 2015/16 financial year has been impacted by progress throughout 2014/15 and action taken to ensure the financial strategy is not destabilised by non-achievement of proposals or in-year pressures that have an impact on the base budget going forward.

This overview includes the latest estimates of the Council’s revenue resources and expenditure. It is set in the context of the Council’s other key strategic documents, in particular, the Treasury Management Strategy and the Capital Strategy which is also incorporated within the Council Business Plan.

The Council Business Plan and Financial Strategy 2014/15 to 2016/17 was agreed by Full Council on 27 February 2014. The Plan identified a funding gap of £80m over the 3 years 2014/15 to 2016/17 and sets out the Council’s approach to redesigning services and delivering the required savings by making the best use of resources available. The Financial Strategy is a rolling plan which is revised throughout each financial year, usually quarterly, as more information becomes available about the level of resources, service pressures and service delivery changes. On 30 July, the financial projections were revised on the basis of the most up to date information on resource and expenditure projections and also to outline initial projections for 2017/18. Additionally in September an interim report provided information on progress on 2 of the Council’s key projects, the University and ip&e. Since then, the ip&e Business Plan has been considered by Cabinet on 15 October 2014 and work around the development of



the University Centre for Shrewsbury has progressed. Council will receive a report on the University Centre Shrewsbury on 18 December 2014.

This report will consider the information from current year monitoring reports and any implications of this for future year's budgets. It will also consider revised information for years 2 and 3, 2015/16 and 2016/17 of the current financial plan and initial projections for 2017/18.

The financial strategy is a key document and part of the Council's Business Plan. The financial implications of all the Council's plans and strategies are reflected in the Financial Strategy.

## **2. Recommendations**

It is recommended that members:

- A. Note that the funding gap of £80m for the period 2014-17 identified in the Council Business Plan and Financial Strategy agreed by Council in February 2014 has been reviewed and retained for planning purposes.
- B. Note the progress made in achieving the agreed savings and agree the amendments and alternative savings identified within the Business Plan and Financial Strategy.
- C. Agree to remove any allocation of council tax support grant to Town and Parish Councils for 2015/16 and future year's council tax reduction scheme.

## **REPORT**

### **3. Risk Assessment and Opportunities Appraisal**

- 3.1. The development and delivery of the Council's Business Plan and Financial Strategy for a three year period is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration. The Council's Strategic Risks are reported separately, but the Business Plan and Financial Strategy makes specific reference to the significant financial uncertainty across Local Government in the Medium Term.

#### **Financial Uncertainty**

- 3.2. The 2014/15 funding settlement gave illustrative figures for 2015/16 only. There is a risk that these figures are further reduced when the provisional 2015/16 settlement is announced in December 2014 (unavailable at time of writing). Also there is increased uncertainty around funding levels beyond the current parliamentary term. This increases uncertainty both in 2015/16 and future years as previously incoming governments have made in year as well as future year changes to local government departmental expenditure limits.

- 3.3. As government funding reduces, the Council becomes more reliant on locally retained business rates. As detailed in previous reports, a reduction in business rate income in any year would have to be around 10% before a safety net payment would be invoked. This drop is higher than the 7.5% indicated in the funding mechanism as the Council's budgeted business rate income is higher than the baseline level that the 7.5% drop would be measured against.
- 3.4. Locally retained business rates introduce uncertainty to the Council's in year available resources; previously the Council was informed of the amount of redistributed business rates it would receive before the start of the financial year, under the new system the resources the Council actually receives will only be estimated in advance and could vary significantly. Additionally central government retains control of the multiplier for Business Rates. The Autumn Statement released on 3 December stated that there will be a review of the future structure of business rates to report by Budget 2016. This will be fiscally neutral and consistent with the Government's agreed financing of local authorities. They will also publish interim findings from the review of business rates administration in December 2014. Any reduction in the Business Rate multiplier as part of this review would have a detrimental impact on Council funding as 49% of all locally raised Business Rates are now retained locally.
- 3.5. Variations from budgeted revenues for both Business Rates and Council Tax are dealt with through the relative collection fund account. The timing of the availability of the final figures means that adjustments required, i.e. deficits or surpluses on the collection fund, fall 2 years after the year in which they relate. To mitigate the risk of large variations in estimated Business Rates, monitoring of Business Rates income will be further developed and reported regularly, reducing risk as the level and quality of data is increased.
- 3.6. The funding mechanism does not reflect any service needs changes from year to year. It is proposed that the system will not be reset for 7 years i.e. until 2020/21.
- 3.7. As there are changes to the responsibilities of the Council, whether this is a transfer from or to the Council, there is a risk that the change in resources is not commensurate. Examples of service areas where this is a risk include benefits and proposals around Universal Credits and also changes in Adult Social Care required as part of the Care Act.
- 3.8. By creating a Financial Strategy that continues to look beyond the next three years at the longer-term and is regularly updated to reflect new information, the Council is in a stronger position to approach future challenges proactively, rather than reactively.
- 3.9. While the Financial Strategy represents our approach to the mitigation of the financial uncertainty we are faced with, the tight and uncertain financial climate over the medium to long term still presents a high risk to the authority. In addition to the known uncertainties we have planned for, there

remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary.

- 3.10. The Council has started the financial year 2014/15 with a reasonable level of general reserve to help mitigate against the risk of delay in implementation of the significant savings proposals. It is essential that this is kept under review both in the current year and with a view to future years and balancing the budget.

#### **Other Risks and Opportunities**

- 3.11. The Business Plan and Financial Strategy sets the resource parameters within which the Council can commission services to meet its priority outcomes. All risks and opportunities which have a material monetary value are considered within the strategy.
- 3.12. The Council's Business Plan and Financial Strategy recognises that there are risks and opportunities associated with ip&e as it is a wholly owned company of the Council. The development of the Council's future financial strategy will be clear about the financial expectations of ip&e and how this will impact on the Council's budget.
- 3.13. Setting the Financial Strategy and agreeing the detailed changes necessary to deliver the agreed budget for the next financial year, will take into account the requirements of the Human Rights Act, any necessary environmental appraisals and the need for Equalities Impact Needs Assessments and any necessary service user consultation.

#### **4. Background**

- 4.1. The Business Plan and Financial Strategy 2014/15 was agreed by Council in February 2014. This plan is now being refreshed part way through year 1 of the plan to ensure that the changing financial and dynamic position of the Council is appropriately reflected in it's key strategic document.
- 4.2. The refresh is not yet complete and is being undertaken in a structured manner leading to a final draft being submitted to Council in February 2015, enabling the Councils budget for the 2015/16 Financial Year to be set. To this end, the main elements of the refreshed document attached at Appendix 1 include a review of the revenue budget (taking account of 2014/15 revenue monitoring reports), a review of resources and consideration of the delivery of our savings proposals both within the current year and 2015/16, thus allowing any revisions from our agreed plan in February 2014 to be scrutinised and reviewed.
- 4.3. Over the winter work will continue to consider further elements within the Business Plan and Financial Strategy, taking account of our key plans and strategies (which are currently being reviewed) in such areas as:
- Commissioning Strategy

- Asset and Accommodation Strategy
- Economic Growth Strategy
- Technology and Customer Access Strategy
- Organisational Development Strategy (including Workforce Plan)
- ip&e Annual Business Plan
- Planning Strategies, such as SAMDev and the Shropshire Housing Strategy
- Health and Wellbeing and Resilient Communities Strategies

4.4. In February 2015, the latest refresh of the Business Plan and Financial Strategy will be complete and will include updated and additional information and financial implications, which, in the meantime, may be the subject of Cabinet and Council reports and decisions as necessary, and will include:

- The Council's capital strategy, including short and long term delivery of capital receipts and other financing options, the current capital programme and future requirements, our emerging asset and accommodation strategy, the impact of large scale initiatives such as broadband roll out, creating the new University and review of our IT Infrastructure.
- Investment opportunities, including how the Council turns physical assets into financial assets, economic growth programmes and initiatives to put the council onto a stable long term financial footing in the light of continued cuts in funding.
- Income generation, ensuring we meet our aims as set out in the Council's Charging Policy and maximise our income earning potential, whether from within the Council or through ip&e, to enable us to support our key services. This will align with the Council's Fees and Charges Report due to be agreed at the same time.
- Further developments around our intention to create a Council that Commissions, integrating our commissioning requirements with ip&e's Annual Business Plan to create a coherent Business Plan for the Council.
- Continued work with our partners to ensure that while the Business Plan represents the Council's vision, this aligns closely with our partners to ensure that together we are meeting the wider needs of the County.
- Our plans for the development of University Centre Shrewsbury.

## **5. The Current Year Budget, 2014/15**

5.1. The 2014/15 financial year funding gap was identified, with proposals to close this gap approved by Council. Cabinet have been kept abreast of

progress in balancing the 2014/15 budget through regular monitoring reports on both revenue and capital. This report considers the latest information reported to Cabinet (Quarter 2 Monitoring Reports) and the impact of emerging pressures and achievement of savings proposals on the three year Medium Term Financial Plan. While the monitoring reports will consider the in-year position and identify measures to ensure we are able to deliver a balanced budget for the year, the Financial Strategy will consider the financial implications over the medium term, to confirm measures are put in place to ensure financial stability and a sustainable financial position through to 2016/17, and will consider whether adequate progress is being made to close the identified £80m funding gap. Savings proposals to meet this gap were identified and agreed in February 2014 and totalled £83.201m over the 3 year period.

- 5.2. Alongside a review of our net expenditure position and the delivery of agreed savings proposals, it is also prudent to refresh the resources position for the council to ensure that the quoted £80m funding gap over the three years of the Medium Term Financial Plan remains appropriate.
- 5.3. The following table provides the breakdown of the savings target and the identified proposals over the three year period

**Table 1 Savings Targets and Saving Proposals 2014-17, February 2014**

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Savings Target (as at February 2014)</b>	<b>41,531</b>	<b>20,136</b>	<b>18,333</b>	<b>80,000</b>
<b>Savings Proposals (as at February 2014)</b>	<b>39,892</b>	<b>24,614</b>	<b>18,695</b>	<b>83,201</b>
<b>Over/(under) achievement</b>	<b>(1,639)</b>	<b>4,478</b>	<b>362</b>	<b>3,201</b>
<b>Cumulative</b>		<b>2,839</b>	<b>3,201</b>	

- 5.4. Revenue Monitoring for 2014/15 has considered the achievement of 2014/15 savings proposals and the Financial Strategy in July provided an update on the RAG rating for all 3 years. Directors and Cabinet members have been working on progressing savings areas and identifying “blockers” to timely achievement of the savings. To this end, the top 30 savings by value across the remaining years of the Medium Term Financial Plan were reviewed and rated Red and Amber. Together the top 30 savings amount to £40m, or almost half of the savings approved as part of our plan, and

actions have been put in place to ensure we have more robust plans in place around their delivery.

- 5.5. The 2014/15 revenue monitoring report is the mechanism for reviewing in year budget control and achievement of savings. It is the impact of the 2014/15 monitoring issues on future years which is taken into account in the financial strategy.
- 5.6. This report includes the latest position on the achievement of savings with particular regard to 2015/16 budget which will be set by Council in February 2015.
- 5.7. The table below provides the latest projections of the funding gap (as detailed in the 30 July 2014 Financial Strategy) and the profile of the savings proposals which are being monitored within quarterly Monitoring reports to Cabinet.

**Table 2 Savings Targets and Revised Saving Proposals 2014-17**

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Savings Target (revised July 2014)</b>	<b>41,531</b>	<b>20,615</b>	<b>18,048</b>	<b>80,194</b>
<b>Savings Proposals (as per Monitoring Reports)</b>	<b>39,892</b>	<b>26,441</b>	<b>16,868</b>	<b>83,201</b>
<b>Over/(under)achievement</b>	<b>(1,639)</b>	<b>5,826</b>	<b>1,180</b>	<b>3,007</b>
<b>Cumulative</b>		<b>4,187</b>	<b>3,007</b>	

- 5.8. The table above shows that the Council's proposals currently measure delivery of savings against a target of £66.333m (£39.892m + £26.441m) by 2015/16. As demonstrated above, implementing and delivery of all of these savings could result in a one-off surplus of £4.187m in 2015/16, but also provides an element of (albeit short term) contingency within our plans.
- 5.9. Directors and Cabinet Members have met to consider the reasonableness of the assumption that £66.333m will be achieved in savings for 2015/16 and to identify any areas where the savings proposals are either unachievable or will not be implemented in time. The following table summarises the position for the Council and forms the basis for the refresh of the proposals within the Business Plan and Financial Strategy attached at Appendix 1.



**Table 3 Revised Savings Targets and Proposals as Identified in the Refreshed Business Plan and Financial Strategy**

	£'000	£'000
<b>Savings target 2014/15 and 2015/16 combined</b>		<b>66,333</b>
<b>Savings achieved to date (as per Quarter 2 Revenue Monitor)</b>	<b>27,446</b>	
<b>Revised Proposed Savings Target for delivery 2015/16 (as per revised Business Plan and Financial Strategy attached)</b>	<b>37,082</b>	
<b>Proposals slipped to 2016/17</b>	<b>518</b>	
<b>Proposals considered Unachievable</b>	<b>1,287</b>	
<b>Revised Proposals for delivery in 2016/17</b>		<b>16,868</b>
		<b>83,201</b>

- 5.10. In addition to the unachievable and slipped savings identified for 2015/16 there are a number of service pressures that have been highlighted in Monitoring Reports which, while being addressed in various ways in-year, nonetheless have an impact on future years that needs to be recognised. In the main, the areas identified fall within Adult Services and have been highlighted at £5.737m at this stage. Altogether the potential impact on the Council is £7.542m for which new savings proposals are required. Further work is being undertaken between Cabinet and Senior Managers to identify how this additional, emerging gap in future years can be addressed. At the present time, it is considered prudent to highlight this pressure and allocate an additional target in relation to re-sizing the workforce and this is reflected within the attached Business Plan and Financial Strategy. However, this remains only a planning assumption at this stage, with further work being undertaken before Council agrees the budget in February 2015. Additionally, as the initial savings proposals identified above were in excess of the required level of saving in 2015/16 by £4.187m it is feasible that this target could be reduced to £3.355m in 2015/16.
- 5.11. Furthermore, Table 3 above reflects the position as reported in Quarter 2. The level of achieved savings for 2014/15 and brought forward savings for 2015/16 are expected to increase as we approach year end. For example, while the level of 'Green Rated' savings of £27.446m identified above represents the position as at 30 September 2014, this figure will continue

to evolve and move (as will our estimates of on-going pressures) for the remainder of the year.

- 5.12. Changes continue to be made to the way in which Councils are funded through intervention by Central Government, and the implementation of Localised Council Tax Support in 2013/14 had implications on Council funding and local Town and Parish Councils also. In 2013/14 and 2014/15 the Council resolved to pass an element of Central Government Grant to Town and Parish Councils. The Council's developing financial position no longer makes the payment of grant to Town and Parish Councils affordable and it is recommended that this payment is removed.

## **6. Autumn Statement 3 December 2014**

- 6.1. The Chancellor's Autumn Statement does not provide definitive information on Local Government Finance, but does provide indications ahead of the Local Government Settlement expected towards the end of December. The Statement confirmed that local services will not face additional cuts in 2015/16. However, by May 2015, Government funding for councils will be 40 per cent lower than in 2010.
- 6.2. While new devolved powers have been announced for Greater Manchester, there has been no mention of devolution for the rest of England at this time.
- 6.3. The Chancellor also made announcements on multiyear funding settlements and the future structure of business rates, although the detail of these is yet to be considered.
- 6.4. The Autumn Statement appears to confirm that the decisions announced will not be funded through a further reduction in local government funding. However, public spending control remains central to the Government's commitment to reducing the deficit.
- 6.5. The Government has committed to giving local authorities and clinical commissioning groups (in collaboration with NHS England) indicative multiyear budgets as soon as possible after the next Spending Review. The Government will also work towards enabling greater multi-year certainty in funding for schools and certainty for adult education providers where appropriate, in the context of area based strategies. Again, further detail is required before this can be assessed adequately.

## **7. Longer Term Financial Outlook**

- 7.1. The longer term financial outlook as detailed in the Council's Business Plan and Financial Strategy agreed by Council in February 2014 is continually being updated and refined. Details of how the Council is working differently now and how this will develop over the coming years will be set out in more detail over the coming 12 months, ahead of a new Business Plan and Financial Strategy developed for the next Medium Term Financial Plan period of 2016/17 (revised) to 2018/19.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

Council Business Plan and Financial Strategy 2014-17 – Council 27 February 2014  
Financial Strategy – Report 1 – Cabinet 30 July 2014

**Cabinet Member (Portfolio Holder)**

Keith Barrow – Leader

**Local Member/s All**

**Appendices**

Appendix 1 Draft Refresh Business Plan and Financial Strategy



# DRAFT REFRESH

Shropshire Council Business Plan and Financial Strategy 2014 – 2017

Our customers are at the centre of everything we do

8<sup>th</sup> December 14 (V11)

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## Foreword from Keith Barrow –

### Leader of Shropshire Council

Sometimes it seems that the toughest times encourage us to be at our most ambitious and creative as a nation. This year's debate about devolution of power to different parts of the UK and to cities make it more vital than ever that we focus on defining and starting to realise our ambitions for Shropshire's future. As others seek new powers and identity we need to be clear in our direction, bold in our self-belief and self-aware enough to collaborate and play to our strengths together as a county. That's why we're focusing on investment that puts in place new foundations, fit for the county to thrive in the 21<sup>st</sup> Century – a new university, superfast broadband infrastructure, totally redesigned business support, all of which will underpin economic success making us more resilient for the future.

Perhaps sometimes it feels like we don't like to shout about our achievements in Shropshire. I think we're a naturally modest place and mostly all the better for it. But across a whole range of activity there are good reasons for this to change and as councils across the UK adapt to permanently lower levels of public funding, I think we have a very interesting story to tell about what we're doing to give people who use our services the most powerful voice possible in reshaping how their needs are met

I'm delighted to say there's increasing national interest and excitement about what we're doing to redesign public services around the needs of our customers. We've already saved over £70m and are well on the way to saving another £80m over the three years of this plan, but at the same time, satisfaction levels for key services like adult social care are on the increase. Details of our proposals, refreshed at the end of our first year of delivery, are set out later in our Business Plan.

Shropshire is changing too. By 2030, if current trends continue, we know we'll have significantly fewer working age people in the county but more than a 70% increase in 65-84 year olds and even more rapid increase in those aged over 85. The experience and skills older people can offer our communities must not be under-estimated. But with that comes pressures which is why we've totally rethought our approach to frontline support in adult social care, resulting in around 70% of calls to social care now being handled at first point of contact, without a social worker being involved.

That's why I'm absolutely committed to play to Shropshire's strengths as somewhere with an unrivalled quality of life and potential, and where we're genuinely thinking afresh about how we support communities and citizens to live successful and rewarding lives. Our economy has come

through the past few years in reasonable health. Unemployment rates are falling, numbers of jobs increasing and we have excellent business survival rates. But I think we can do much more to make the most of our assets, including the volunteers, charities and other activity within our communities that helps make them such great places to live.

As we enter 2015, I really believe that Shropshire has a great deal to be optimistic about for its future. By drawing on our historic reserves of innovation and resilience, but coupling these to new resources like our university and our increasingly creative business and voluntary sectors we can continue to shape and develop our county now and for the future.



## The context we find ourselves in

Shropshire is building a profoundly different relationship between public services and customers. Quite simply, we believe that whatever national political scenario rolls out over the next 10 years, nothing will ever be quite the same again. The long post-war period of public service and welfare state growth has come to an end. The demographic trends alone, coupled with cost of care for enduring and long-term conditions make the status quo untenable. The council is responding to what we anticipate to be a permanent reduction in central funding by redesigning everything we do resulting in better and more responsive services at a lower cost. This is to help make the county as resilient and self-reliant as possible, realistically anticipating a near-future in which minimal levels of central government funding are available to underpin our public services.

In this context, we want to use our company, ip&e to create new businesses to meet future needs, where necessary in partnership, always retaining a controlling interest and keeping any profit within Shropshire to reinvest in public services. The signs are that this is an exciting offer for many other councils and commissioning organisations looking for partners that share their public service values. Crucially though, we want ip&e to grow in ways which complement rather than threaten existing Shropshire businesses. Where sectors and businesses are already strong in the county we will work with, rather than compete. Where partnerships can strengthen our success, that's how our company will want to work – alongside in a mutually supportive relationship.

We believe the 'Shropshire pound' is a critical concept for the future of the council, our company and our communities. Ensuring that as much value that's generated locally is retained within the county will become more and more important – with implications for economic development as well as public services. That's why we are reshaping the Council to be as well positioned as possible in order to generate income from outside through a sustainable long-term income growth strategy that supports Council priorities.

Its also why our new University Centre Shrewsbury will, as it develops, become even more critical to helping Shropshire's economy develop and grow sustainably. The University, delivered through partnership with University of Chester is a central strand to our emerging long-term vision for Shropshire's economy. By bringing world-class expertise and research to bear on our situation, our capabilities and to help develop our ambition, we want to most fully explore Shropshire's economic potential. Rather than being a well-kept secret, we believe our strengths, abilities and creativity mean we are exceptionally well placed to benefit from global trends. We also intend to lay the foundations for an

ultimately independent, free-standing 'University for Shropshire' which can help us address availability of skills, gaps in capacity and attract and retain business and investment in new growth sectors of our economy.

In short, we believe Shropshire's economy has massive potential to be unleashed. We're already a hub for creative businesses and people with bright ideas. By seizing opportunities for investment, building world-class education for our young people, and for learning throughout life, we want to kick-start a new entrepreneurial revolution in the county, creating many wide ranging employment opportunities in the short and longer term, retaining talent and skills in Shropshire.

Our approach puts the role of elected councillors as community leaders at the heart of this, representing customers, seeking out and championing their voice, making sure their perspective is central to everything we do. Our focus now is on supporting elected councillors to be local commissioners within their communities. We'll give people as much say as possible in making choices about their future, focusing on prevention and thus reducing later, higher cost activity whenever we can.

This role fits in with how the council is changing the way it works to become a commissioner rather than direct deliverer of services. We expect to co-commission with a range of public sector partners, citizens, communities and localities. Our commissioning strategy sets out how this will focus on delivering outcomes for our customers, based on need. This means future relationships with customers and communities will be to engage, listen and understand need, and then commission from organisations that will deliver outcomes.

Our approach to commissioning starts with how we support our children to get the best possible outcomes from education, and help all our young people go to great schools and to get the most from this experience. As schools become more self-governing, our role will be to champion the interests of children as they grow up, helping them to realise their full potential, giving them the best range of options for the rest of their lives. Strong, high quality Further and Higher Education is a crucial part of this too. In particular we want to strengthen Higher Education in the county through the new university, complementing and working alongside colleges already in Shropshire, anticipating and helping to shape the county's economy. This, in turn, will develop a skilled workforce, higher wage levels and increasing prosperity for Shropshire.

Our county is documented as being one of the safest places to live in the country and we will work hard to ensure this continues to be the case. A range of factors including better public awareness of safeguarding and child protection issues have seen an increase in numbers of Shropshire children being referred to social services. Costs of placements in the 13-17 age group are also rising and numbers of young people

with learning difficulties becoming young adults will almost double in the next three years. Like any good parent though, we want all our looked after children to benefit most from the opportunities on offer – educational, economic and remain within a supportive family environment wherever possible.

Shropshire benefits massively from its active, experienced and engaged older population. We have more older people than average in England (20.7% of the population are aged 65 and over, compared with 16.4% for England and Wales, Census 2011), and the over 65s are growing faster than elsewhere (23.8% compared with 10.9% for England and Wales, Census 2001-2011). In light of this demographic balance we aim to make Shropshire an exemplar for longer lives – adding ‘life to years’ as well as ‘years to life’.

Our voluntary sector is one of the strongest and most capable in the UK, partly due to the availability of expertise. It’s changing though, with fewer long term volunteers and more people looking to the sector to provide work experience to help them get into permanent work. Recognising this, we’re working with communities, and with the voluntary sector to develop their capacity to do as much as possible for themselves. University Centre Shrewsbury has already identified this as a major potential area for collaboration, working alongside the VCS Assembly and its members to support evaluation, gain insight and experience from elsewhere and academically validate activity (or advise on improvement) so that the sector can grow and support people within and beyond Shropshire.

Around 1 in 20 Shropshire adults receive some form of care. That’s 16,000 people in the county, most of whom have health conditions and associated needs. Supporting these are over 34,000 informal, unpaid carers, just 1 in 10 of whom are, in turn, supported by the Council. We have increasing numbers of people with dementia and other conditions needing complex care, particularly in the over 85s. Responding to these pressures, our approach is to give people – service users and carers alike, as much say as possible in purchasing the support they require. We want to promote self-support and independence wherever possible to reduce reliance on funded services. Our overall intention is, wherever possible to help people not to use adult social care services at all, or if eligible, to meet their needs as quickly and efficiently as possible. We need to do this in ways that fully comply with new and additional requirements coming out of the Care Act and which protect the most vulnerable members of society and keep them safe.

To help be as efficient as possible we’re fundamentally rethinking how all our support functions (like HR, Finance, IT) work. In partnership with ip&e, we are designing the right infrastructure for the council’s future needs. We want this to be the best so we can sell to other organisations beyond Shropshire, bringing wealth and jobs into the county. We are redesigning around zero based budgeting principles, starting with no assumptions about what we currently do, building investment on the basis of outcomes. We are accelerating the move of services online with

a digital first approach giving easier and cheaper access to information and services. We want to create a strong, flexible and committed workforce with the right experience, knowledge and skills through the right quantity and quality of people.

Shropshire's infrastructure is of great importance in unlocking our economic potential and realising much of this ambition. In physical terms, the county has over 3,170 miles of highways and one of its biggest challenges is ensuring their maintenance to keep communities connected. The highways assets include bridges, streetlights, roads, culverts, retaining walls and drainage systems worth £4 Billion and therefore need a cost effective strategy to maintain. Our infrastructure, Broadband and mobile Internet accessibility is of equal and growing importance and an area where we know we need to do more, particularly to sustain and capitalise on our potential competitive advantage from quality of life factors.

We want to develop assets that generate revenue to fund public services, and sell or otherwise dispose of the buildings we will not need as we change the way we operate. Instead of expensive buildings that are no longer fit for purpose or needed by the new council, like Shirehall, we will prioritise the buildings we and our customers need and will use in an increasingly online future. Over the next year much of our office-based (rather than face-to-face) staff will move out of expensive buildings and be enabled to work flexibly in ways which more accurately reflect the location of need.

# Council Priorities

As a council, we are focused on achieving better outcomes for our customers. Everything we undertake should work towards fulfilling one or more of these outcomes, with an emphasis on ensuring that our priorities are delivered. This is summarised in Figure 1 below, and forms the backdrop for delivering the Council’s Medium Term Financial Plan over the next three years.



## Listening to our customers

Our priority is to design new services to ensure that they focus on customer needs. To do this we have to understand our customers better than ever before and use this information to shape the services that customers need .

We are working with communities to explore different ways of designing and delivering services. Through our Local Commissioning approach we've recognised that we need to redesign everything we do as an organisation in ways that take full account of what's already happening in each community, and on understanding customer needs as the basis for what we, and others, do instead. So, rather than a 'we know best' one-size fits all approach, everything we redesign from now on starts with, and builds on this insight.

Through this approach, we are working with a range of local people and partner organisations, using statistical data, financial information and crucially people's real-life stories about life and their experiences. This is then used as a resource by local Shropshire Councillors, other key local leaders and agencies to redesign what happens to make more sense from the perspective of local people, stripping out waste, duplication and cost. Any commissioning that results from redesign will aim to keep money and jobs as local as possible, recognising the importance of this to the economy and health of our communities.

A critical part of our new approach will then be evaluating the impact of commissioned services on the problems they are designed to address. Reviewing these and seeking to constantly improve and reinvent what we commission will be key to our ongoing approach.

In Church Stretton for instance, this has already resulted in redesign of how older people are supported to live independent lives, for as long as possible, and in getting long term unemployed people back to work. In both cases, taking a whole community perspective has meant understanding and maximising the resource of voluntary and community-based organisations, and tapping into the immense experience from local people themselves. The end result will be substantial savings to the council and other public service organisations, at the same time as improved outcomes for local people.

# Organisation Development and Workforce Strategy

Organisational Development (OD) is deliberately planned organisation-wide interventions that are designed to enable an organisation to achieve its strategic goals. We are developing a systematic approach through learning and development activity that is intended to change attitudes, behaviours and structure of the current organisation to enable it to make full use of advances in technology, manage a shrinking budget, exploit new opportunities and meet the ensuing challenges of the external environment.

OD interventions are about change so involve people, but are also about developing processes, systems and structures. The primary purpose of the activity is to develop the organisation as a whole - processes, staff, outputs and outcomes.

Our OD plan is designed to link up all our learning and development activity to support service redesign so, for example, it can support agile working and the rollout of new technologies by ensuring people have the skills necessary to fully use new systems.

## **Our People**

Our people are vital to helping us deliver excellent services to our customers. To do this effectively we have developed a Workforce Strategy.

The aim of our workforce strategy is to create the conditions for establishing a strong, flexible and committed workforce. To achieve this it will be necessary to identify and analyse what the organisation (commissioning council) is going to need. In particular the requirements in terms of experience, knowledge, skills, quality and quantity of workforce need to achieve our aims.

The workforce planning activity links to both strategic and local commissioning, and enables a co-ordinated approach to ensuring that commissioned activity can be delivered by the providers in the market, or where there is under supply the market can be stimulated to develop to meet demand.

As service design activity increases, the skill profile of the workforce will change and a robust workforce plan will establish a framework to develop the available workforce in line with the emerging profile.



A highly-skilled and well-developed workforce will remain motivated and capable of delivering and competing in the constantly changing workplace environment both locally and nationally.

Activities include:-

- Identifying the skills, knowledge and experience required - where gaps exist, how these can be filled. Utilising those with the required skills to up-skill others to create a qualified and skilled workforce.
- Planned Organisational Development interventions to bring about significant improvements in organisational effectiveness and efficiency.
- Creating solutions for operating in a more mobile and agile environment by adopting different ways of working including use better use of space and better technology. In an environment that is underpinned by a different culture within the workforce. One that embraces change.
- Demand and supply management of an external workforce – ensuring that resources are deployed in the most appropriate way, at the right time to meet commissioning outcomes.

‘The right people, with the right skills in the right numbers, at the right time.’

### **Redesigning everything we do: Local Commissioning**

The Locality Commissioning approach is increasingly how we work by bringing various services together around themes – like Early Help and reducing worklessness, which are then developed and prototyped into new and innovative ways of working that drive out duplication and inefficiencies and increase customer value. Once this is understood, services will then be commissioned out to the Shropshire market place, knowing that what is needed can be delivered in a different way and at a significantly lower cost. Depending on the outcomes of the prototype, the re-commissioned services could be commissioned at a local, area or countywide level. Activities for Young People is one model that will be in place from Spring 2015, and we are currently exploring other areas including local highways, maintenance of place (grass cutting, pavement repairs etc) through to car parking in local communities and library services. The commissioning and governance of place will be led by the local elected councillors in their evolving role as commissioners of place, and by bringing partners together within the Local Joint Committees. This evolving approach has taken its learning from the Local Governance Boards in Church Stretton and Monkmoor that were established back in 2013 when this new journey began.

## The Context for our key services

To strengthen how we operate to be able to meet the challenges ahead of us we are organised into 5 main areas, all delivering against our overall priority – “As soon as possible, everything is efficient as it can be, focusing on the customer, prevention and partnership”:

- Adult Social Care Services
- Children and Young People’s Services
- Public Health
- Resources and Support
- Commissioning

Crucially these are not isolated silos, and each works in new and different ways to make the biggest possible impact on the overall challenges of redesigning everything we do.

**Adult Social Care Services** – has a powerful role to play in recognising not only the cost of an ageing population but also the importance of supporting and maintaining resilience. The older population has great potential to make a positive impact on other service areas, drawing on the rich experience and commitment of older people across Shropshire. Whether in rethinking care services, building a new university offer or reinventing how library services are delivered, older people will have a crucial role to play. Working in partnership with communities, the VCS and the NHS will be increasingly important to achieving all these priorities.

**Children and Young People’s Services** – plays an increasingly influential role as the advocate for young people across all service areas – to ensure all young people are kept safe from harm, attend school, achieve well and make an effective transition into adulthood. As the average age of Shropshire’s residents increases, it will become even more important to ensure the best provision, good opportunities and that there is a powerful voice for young people, facilitating their engagement within their own communities. Safeguarding children will be at the heart of everything that we do.

**Public Health** – we are continuing to explore the full potential for all council services to be as health-promoting as possible. This means making the most of our new health expertise over areas as diverse as planning control, social work and school meals. We need to more fully recognise

the whole-life cost of ill health to people and families, and to the council, and are committed to taking a long term view on changing behaviours, on designing healthy communities and reinforcing healthy choices. We also intend to build new bridges with the academic capacity being delivered through University Centre Shrewsbury – particularly supporting evidence-based decision-making.

**Resources and Support** – challenges and enables change by being focused on finding solutions and by devising and supporting new ways of working in support of the frontline teams who provide a service to the public. Whether by using new technology, utilising the evidence from best practice nationally, through joint work with partner agencies, or through more creative use of our key assets – people and buildings, we are developing more cost effective ways of delivering key services to local people.

**Commissioning** – has through the development of the new Commissioning Strategy established clarity and consistency on why we are commissioning and how we will go about it. It has created the approach across the organisation on keeping as much of what we deliver here in Shropshire, therefore strengthening the local economy and creating jobs – a key strand of our Economic Growth Strategy. The Commissioning Team is now focusing on creating consistency of approach (with a new useful interactive guide) in how we commission within the organisation, as well as identifying the skills, knowledge and awareness needed to make us (staff and elected councillors) successful in our approach. Local Commissioning is being driven within the commissioning team working with elected councillors to ensure what we commission at a local level best meets those community needs.

Key operational and financial challenges are now set out for each service area:

## Adult Social Care Services – Operational Challenges

Adult Social Care Services is focused on providing support for vulnerable people aged 18 and over, older people and adults with disabilities. In order to meet their needs at a local level, we need to consider both the increasing demand on services from an ageing population, the increasing numbers of younger adults with complex disabilities and the expectation of service users and their families. We also need to support individuals with much more complex needs for longer than before.

We have chosen to meet these inexorable pressures through a combination of approaches. We have reframed the expectations that citizens should have when they contact us. Through a different conversation with greater focus on the individual's potential rather than their deficits or need, we aim to enable citizens to have their need met with little or no requirement for council funding. For those people with the most complex needs we aim to still maximise individual potential and choice working to deliver innovative solutions in partnership with the VCS and the NHS. Finally, for those whose needs are the most complex, we commission the most cost effective support solutions.

This has clearly involved working to change people's expectations about how services are delivered, but has not meant lowering standards around quality of life. We believe there are further opportunities for the reduction of cost of provision and internal efficiencies, but the focus must now be on demand-led transformation and the real challenge is changing the relationship between citizens and the Council. The requirement and potential of how working differently, with our other key partners – particularly the voluntary sector, health providers and suppliers, needs to be explored and developed further to maximise their help.

We also focus on individuals' needs with an eye to their family and to their community as resources which can support these, minimising reliance on the council and other public agencies as the norm. The role that paid and, in particular, unpaid carers play will be crucial. Much demand for public services is driven by behaviour - often citizens behave the way they do because the public service behaves the way it does. To manage down the costs of local services with the support of the public, we need to engage with citizens and develop a relationship of trust so that:

- People who can are able to commission their own care within the resources available to them
- The council's role becomes one of facilitator and enabler, rather than a provider of services
- People can plan their care and take control over decisions with our support
- The most vulnerable adults are safeguarded and our high-quality service is maintained

## Redesigning everything we do – Adult Social Care case study

In the last year we have completely redesigned the relationship and offer of support that the citizens of Shropshire has with the council.

The redesign has been achieved through building upon the initial work done with People to People, enhanced and further strengthened through the work undertaken within the STEP 1 and STEP 2 prototypes to create the 'New operating model' (NOM). The NOM is based upon different conversations and support occurring at a very early stage in the relationship or pathway that the citizen encounters. At our First Point of Contact the conversation starts by focusing on utilising both the strengths of the individual and their family in conjunction with available resources within their local community to meet their need at that time.

We are now able to identify successful solutions for over 70% of the people who contact us via FPOC during that initial conversation. We also follow up two weeks later to confirm that the need or issue has been addressed and resolved. The feedback received to date has been both positive in the choice of support identified and the aspirational focus of the support. We have shown that the council 'cares' through this very simple call back.

The principle of holding different conversations continues with those people who require a local face-to-face support again through the redesigned 'Lets Talk local' approach. This has delivered a shorter wait to see a social worker and being local-based allows for greater use of local communitybased resources.

We aim to further strengthen this approach through the 'resilient communities' development work underway at present.

The NOM created through redesign has supported not just redesign of the citizen pathway but also the processes our staff use, the assessment tools and records they keep and the reports created to measure outcomes and impact. This has enabled the creation of tools that staff feel are relevant to the job they do, providing meaningful data and realtime feedback on impact and performance. The morale and satisfaction of staff within the service and the recorded compliments has increased. In addition, through the redesign we have been able to reduce the staffing establishment associated with the pathway by 12% whilst increasing productivity and outcomes.

## Adult Social Care Services - Financial Outlook

Shropshire faces significant demographic challenges both in relation to the increasing number of elderly people as well as those elderly people aged over 85. Equally there are growing numbers of people who have life-limiting conditions either as a result of accident or disability that require high levels of support and therefore associated funding. In addition to the increase in overall numbers, the type of support requested is often disproportionately expensive and therefore work will be needed to ensure that the most cost effective support is provided whilst offering as much choice as possible.

We have factored into our redesign activities the impact of emerging national policies. The implementation of the Care Act puts care on a more statutory footing, as well as introducing deferred payment arrangements and a national minimum eligibility for support.

The Commission on Funding of Care and Support, headed by Andrew Dilnot, set out its blueprint for reforming social care funding in July 2013. Under its proposals, some of which have yet to be finalised, it is estimated £1.7bn would be added to the costs of care in England, including *(the following figures remain provisional until final publication of the funding reforms)*:

- Capping lifetime individual contributions to care at £72,000. This would cover care at home and in residential care, but not board and lodging costs within care homes.
- Providing free adult social care support for those who develop needs before they reach 18.
- Raising the means-test threshold for savings below which people become eligible for state-funded residential care from £23,250 to £118,000.
- Standardising contributions to board and lodging costs in residential care at between £7,000 and £10,000 a year.
- Introducing a national system of assessment and eligibility, initially set at substantial need.
- Retaining disability benefits paid to people with care needs, but rebranding attendance allowance.

The true costs of implementing the Care Act will emerge clearly throughout the next two years (2015-2017). Careful monitoring of its impact, both service-wide and financially, will be necessary to ensure successful implementation.



### **Better Care Fund (BCF)**

The Better Care Fund, which comes into full implementation in April 2015, supports and requires Adult Social Care and the NHS to work much more closely together, including where appropriate the integration of services. The BCF, which will be overseen by the Health & Well-being Board, will initially be £21.75m but has the option of increasing where this model supports redesign. There are two primary focuses within the Better Care Funding: community resilience, and reduction in demand for hospital-based care.

The development of resilience within local communities to support vulnerable people living healthy and well supports clearly the Adult Social Care operating model, but careful monitoring of the impact of both the overall community resilience strategies and also the specific schemes within the BCF will be critical.

Another focus of the Better Care Fund has been on reducing hospital admissions and enhancing the supportive discharge processes to assist people to return home. The Council, in conjunction with both Shropshire Clinical Commissioning Group (CCG) and Shropshire Community Trust, has developed Integrated Community Services (ICS) which has focused on this area and will provide a positive model for the future. This has been a good example of co-production between the CCG, and council and co-delivery between the council and Shropshire Community Trust.

## Children and Young People's Services – Operational Challenges

Children and Young People's Services is responsible for ensuring that all children and young people in the county are kept safe from harm and achieve their full potential, becoming happy, healthy adults. It champions the interests of children through a range of universal, targeted and specialist services, working with a range of organisations including early years settings, schools and colleges, the police, health and voluntary sector.

Key enduring responsibilities include:

- The Child Protection System, including statutory assessment processes and the duty to remove children from their family, including through the legal process.
- Ensuring the adequacy and sufficiency of suitable placements for children – including fostering, adoption and residential homes, provide for the needs of disabled children, provide Early Help arrangements, ensure an Independent review service is in place.
- Ensuring that the educational needs of looked after children are met.
- the statutory functions of schools admissions and placement planning, ensuring good governance for maintained schools and access to full-time education.
- Assessment and placement of children with Special Educational Needs, enforcement of attendance and intervention in schools judged to be failing.
- Continuing to improve education provision and outcomes through delivering the Council's core role to monitor, challenge and support early years settings, schools and colleges. There is also a focus on developing further a separate, well-targeted and good quality traded service to offer to schools and their governing bodies.

### Redesigning everything we do: Children and Young People case studies

#### Inspire to learn

Shropshire Council has established a new approach to delivering a range of traded services to schools – HR, Payroll, School Meals and specialist advice and support to teachers. Schools are free to purchase these services from the council, or from other providers based outside of Shropshire, and competition in this market place is strong. The council and its wholly-owned company, ip&e, have developed a very different and compelling vision for traded services to schools in Shropshire. We have branded the results 'Inspire to learn'. The approach starts from the

perspective that everything that happens in a school should be designed to do all it can to help children and young people reach their full potential. We have been co-designing the new offer with headteachers, schools business managers and governors. What we will provide in future is more choice in what is delivered and how it is delivered. Our new approach will enable us to work with individual schools and clusters of schools to create a menu of services which are flexible to meet the changing needs of the education sector. To achieve our aim we will continue to work in partnership with ip&e and our school communities to provide a single point of contact for traded services. The new and re-designed suite of services will benefit children and young people in Shropshire schools and has the ability to be traded out beyond Shropshire's boundaries and in this way help to secure the future for the support to our schools.

### **Whole family support**

Just as we've fundamentally redesigned the way adult social care works, in children and young people's services, we've looked at how multi-disciplinary teams at local level work with the whole family to do everything possible early on to prevent the need for more costly later action, often inevitably with a less positive outcome from the family perspective. The aim is to prevent escalation to costly specialist services and provide support to help families reduce their need for social care. Savings of £500,000 in year one have been achieved with anticipated savings of £700,000 in year two.

This redesign sits alongside the reconfiguration of social care systems and structures, aiming to reduce the number of key social workers that a child or family will need to have over the course of several years. These changes have increased individual social workers' abilities to support a family, improving the quality of their support and cutting out unproductive and wasteful handovers and duplication. Savings achieved in 2014 were £500,000.

### **Preventing Children Becoming 'Looked-After'**

We will be the first in the country to implement a programme of short breaks for young people on the edge of care. This initiative will provide short residential breaks combined with social therapy with young people and their parents, so that wherever possible families can live together in a unified and sustained way, thus avoiding the need for children to come into the care of the local authority.

## Children and Young People's Services - Financial Outlook

There will be a step change reduction in education finance over the next few years for a number of reasons:

- 1) The overall reduction in funding to local authorities for the provision of services through the Government's fiscal policies.
- 2) Shropshire has 17 Academy schools (November 2014) – 12 secondary, 4 primary and one special. Numbers of academies are likely to increase in the next few years. There are currently five Academy conversions in progress. As the number of academy-based pupils increases, the level of Education Services Grant for Shropshire will fall as resources are transferred to the Education Funding Agency who are responsible for funding state schools outside the maintained sector. This will, in turn, reduce funding for education support services. Work has been done to model the likely reductions in the Education Services Grant and consequential impact on education support services in the next few years. This is being used to develop options for the future commissioning and delivery of education support services.
- 3) The number of children of statutory school age in Shropshire will continue to fall until at least 2019. This reduction will result in a loss in Dedicated Schools Grants of nearly £7m over the period based on current projected pupil numbers. While housing developments will influence the demand for school provision in some specific parts of Shropshire, they are unlikely to result in a significant increase in aggregate pupil numbers across the whole county and instead are likely to result in a redistribution of the existing pupil population.

The number of children with additional learning needs and disabilities is expected to increase. The number of children referred to children's social care is 44% higher when compared with the same period in the previous year. The rate of Looked After Children also continues to rise, seeing a 47% increase over the same period last year. These areas are the focus of significant service re-design in order to ensure appropriate early intervention, and to provide more whole family and local-focused solutions, which includes the introduction of short breaks for young people on the edge of care, and increased permanency outcomes for children to be with families, either their own, close relatives or with foster families.

## Public Health – Operational Challenges

Public health is all about promoting and protecting people’s health and well-being, preventing ill health and prolonging life. Shropshire Council’s Public Health responsibilities are creating opportunities to improve health outcomes by using evidence to improve decision-making across the Council’s work.

There are three main areas of focus for the team within Shropshire Council, working across the organisation to maximise their impact:

- Health improvement – promoting the health and well-being of the population by enabling individuals, families and communities to lead healthier lifestyles
- Health protection – protecting the population from infection or environmental hazards, including immunisation and screening
- Improving service – through surveillance and monitoring of specific diseases and risk factors, audit and evaluation

The Health and Social Care Act 2012 created Health and Well-being Boards. This unique Council-hosted committee is formed from a mixture of appropriate Cabinet members and officers from Shropshire Council, Directors and Lay Members of Shropshire Clinical Commissioning Group, Healthwatch, the Voluntary Sector Assembly and NHS England. The Shropshire Health and Well-being Strategy and the Joint Strategic Needs Assessment are currently being refreshed to ensure that the Board’s co-ordinated efforts focus on the key rural health inequality challenges facing our population. The Health and Well-being Board has also been given the responsibility by central government of oversight of the Better Care Fund. The fund brings together existing resources from the Council and the CCG as part of a joint strategy to deliver greater integration of key health and social care services.

Compared with England averages, Shropshire is a healthy place to live with higher life expectancy rates for men and women. Public Health England’s “Longer Lives” survey rates Shropshire amongst the best council areas for its lower levels of premature death. However, we have differences in life expectancy from inequalities, with men from the most affluent communities living almost six years longer than those men from the least affluent communities, and for women the gap between the most and least affluent is almost four years.

Preventable causes of premature death and serious long term illness such as obesity, smoking, substance misuse and lack of physical activity are major factors in heart disease, stroke and cancer. With the ageing profile of the local population, investment is needed to prevent or delay the onset of long term conditions such as diabetes, cardiovascular disease and chronic obstructive airways disease. Key challenges for

Shropshire to address include the rising levels of obesity amongst children and adults, the low levels of physical activity and rural health inequalities.

Shropshire Council now has responsibility for commissioning the following public health services:

- Children's Health aged 5-19 years (School Health)
- Promoting Physical Activity
- Obesity Prevention & Nutrition
- Alcohol and Drug Misuse prevention and treatment
- Tobacco Control
- Mental Health Promotion
- Dental Health
- NHS Health Checks
- Infection Prevention & Control
- Sexual Health

The Health and Social Care Act 2012 also places a new responsibility on Local Authorities to commission health visiting services from April 2015. This responsibility currently rests with NHS England. It will be necessary for the Local Authority to work closely with NHS England to enable a smooth transition of commissioning responsibility and to enable service redesign appropriate to the needs of our population. The inclusion of this new service within the Council's commissioning responsibilities will provide an opportunity to redesign the programmes that are currently provided to support families, children and young people within Shropshire in the home, in children's centres, schools and other community facilities.

As part of the Council's redesign of its services, a specialist health promotion service has been created with the intention to transfer to ip&e. The new service called Help2Change provides a range of programmes to help local people including the Health Checks Screening programme and Smoking Cessation service. Working with local partners such as GP surgeries and Shropdoc, Help2Change will also have the opportunity of offering its services to other councils and health service commissioners. Through the Help 2 Change approach being developed with ip&e we are exploring opportunities to integrate more of what we do to help people stop smoking, manage a healthy lifestyle and weight.

The development of a University for Shropshire includes a plan to establish a research cluster around health and well-being. As part of this development, the Council's Public Health Team is working closely the University of Chester staff to create a viable joint academic unit.

### **Public Health - Financial Outlook**

In April 2013 Shropshire was allocated one of the lowest grants for public health in England (£29 per head of population compared to the national average of £49 and City of Westminster Council's allocation of £128 per head.) The Department of Health has advised that it will be reviewing the funding formula. Shropshire Council continues to lobby central government and local MPs, along with other rural councils, to show how this unfairly and severely limits our ability to tackle health inequalities and to commission the right services for Shropshire people. In 2014/15 the public health grant received a 10% uplift in funding as part of a move towards a fairer share of national resources. Even with this increase in resources Shropshire Council still receives less funding per capita than the national average, namely £32 per capita compared to the £51 national average allocation. In financial terms if Shropshire were to receive the national average allocation this would equate to an almost £6m increase in its current £9.8m grant.

The current target allocation set for Shropshire is £35 per capita compared to its current £32. Based on our population of over 300,000 people our council was expecting to receive an almost £1m increase in its funding for financial year 2015/16. However, in October 2014 the Department of Health announced that it was freezing the move to a fair shares funding arrangement; therefore, Shropshire Council will not receive any additional funding next year for its current responsibilities.

The council faces additional financial pressures in delivering the public health responsibilities given to it by central government. These include funding the cost of patients resident in Wales who access sexual health clinical services with Shropshire and the loss of a central grant to reduce fuel poverty and hard to heat homes. These changes in Department of Health funding policy place a limit on the investment that Public Health can make into illness prevention and health promotion services; therefore, the council will continue to lobby for a fairer resource allocation form central government.



## Resources and Support – Operational Challenges

The Resources and Support team provides a wide range of services to support the operations of Shropshire Council, including managing our assets, our Customer Service Centre which provides a 'first point of contact' for advice or assistance from local residents, to key support functions such as finance, legal services and IT. This range of roles helps to define the context in which Shropshire Council as a commissioning organisation needs to operate. As a gateway to local people our customer service centre, our website and related services are a key resource to local communities. Such services need to reflect the changing needs of local people, the developments in technology and the resources that are available to local government. Such factors must drive Shropshire Council to develop excellent financial, legal, strategic and organisational advice, guidance and where necessary, controls, to deliver outcomes for its customers in the most cost-effective ways possible.

In partnership with ip&e, we are designing the infrastructure for the future needs of Shropshire Council and other commissioners looking to work in radically different ways to improve outcomes to our customers. This will enable swift take up of the best systems and most efficient and well-designed business processes. It means anticipating future demand, working with the council and other customers to help understand and take advantage of what's on offer. It also means working with local communities to create appropriate and accessible ways for them to identify easily the sources of advice and support that they may need. Whilst in the past councils have relied on having their own offices in every location across their boundaries, increasingly it makes more sense for such resources to be shared with other partners or voluntary sector organisations. As part of our plans to strengthen our emergency planning arrangements the Council's Emergency Planning Team is now based at Shropshire Fire and Rescue Services. This has improved information sharing and our joint response to civil emergencies. The Public Health Promotion Service 'Help2Change' has co-located with the county's Out of Hours Medical Service 'Shropdoc'. This partnership will enable both organisations to improve the range of health promotion services that they can provide to local people.

## Redesigning everything we do: Resources and Support case studies

### Craven Arms Library

#### Background

The Library was located in the local primary school until 2007. It then moved into Shropshire Hills Discovery Centre (SHDC) as part of a programme of improvements to the Centre with Advantage West Midlands (AWM) funding. The library became part of the SHDC, with Council staff operating the visitor attraction, café, VIC and library as one integrated service.

In 2012 review of the Centre began. It was clear that its role had become that of a community centre as well as a visitor destination. There was already a community centre at the other end of the town which had just been taken over by Shropshire Furniture Scheme (SFC) and it was obvious that the two centres needed to compliment and not duplicate each other. The SHDC needed to re-define its identity; the Council needed to make significant savings and could no longer afford to run the Discovery Centre in the same way. It was decided to invite other organisations to make expressions of interest in running the Centre as a visitor destination in partnership with the Council.

The Library, as a community facility, did not fit into this vision but it would fit well with the aims of the newly-extended and refurbished community centre (CasCA). The SFC were very interested in taking over the Library and discussions began between the Council and SFC early in 2013. At the same time it was agreed that the Council would work with Grow, Cook, (L)earn as the new partner to run SHDC.

#### Where we are now

The Library was transferred to the SFC in April 2014. The SFC run the Library as an integral part of CasCA, using their staff.

The new model is one example of local commissioning with the Council and the Shropshire Furniture Scheme. The library remains a part of the Council's network of 22 libraries and the Council provides the books, exchanges, van deliveries and the support of a librarian.

This model for the delivery of library services is similar to other models nationally whereby the library is transferred to, or works in partnership with, another organisation. Shropshire Libraries intends to work in partnership with other local organisations in the delivery of up to 16 of its smaller libraries.

### **What works well**

- Although smaller in size, the library is in a good central space with the opportunity to use other spaces for library events and library customers also make use of the Centre's IT Suite.
- There are longer opening hours from 9.30am to 10.00pm daily and Saturday mornings.
- Managers and staff are enthusiastic, keen to learn and keen to improve and develop the library there.
- The Library fits in with other activities in the Centre. People attending to use sports facilities and community activities can make use of the library on the same visit and vice versa.

### **Customer Service**

The Customer Service Point was also located in the Shropshire Hills Discovery Centre and dealt mainly with 'traditional' service provision to those customers whose preferred method of doing business is face to face. Services provided were mainly around bus pass provision, Blue Badge application and renewal, waste enquiries and transactions and reporting issues such as environmental and highways services.

The decision to relocate the Customer Service Point to CascA was partly as a result of previous involvement with the Furniture Scheme's similar operation run from the Rockspring Centre in Ludlow which had grown in stature and trust among the local population and was very community oriented, with strong links to local volunteering resources and strategic partners such as housing associations.

### **New Delivery Model**

At the moment the delivery of services remains with Customer Services staff: however, a new dedicated public phone is now being installed that will link callers directly to the Customer Service Centre that is able to handle the majority of customer need. Additionally, a new public PC which will be located in CascA's IT suite and which will be dedicated to council business. Staff and volunteers at the centre will assist customers in conducting transactions via the Council's website.

**What works well:**

This new approach of local commissioning has been shaped and co-designed by all of the key partners – Shropshire Council, Craven Arms Town Council, Shropshire Furniture Scheme and others. Led by the local councilors in their role as local commissioners, key outcomes and services are still being provided and improved upon, but within a financial envelope that is more efficient to the council tax payer.

**Programme Management/Business Design**

During 2014/15 the Programme Management Office and Service Design Team were combined, moved into ip&e Ltd and commissioned to provide business design expertise for the Council. In practise, this has encompassed design activity across the breadth of the Council, for example increasing recycling and reducing levels of waste, changes to transport services and arrangements, changing how the Council supports and enables economic growth, and helping Adult Social Care move to a preventative delivery model. Given the high levels of knowledge and experience within the team, the Council has also seconded a small group of its staff from across the Council to understand and learn this new approach to designing services around the needs of customers. This has resulted in additional capacity and enabled the team to cover a wider range of design activities.

With over 100 change projects currently running across the council (and more in the pipeline), effective governance and programme management is essential. Through its tracking hub role, the team helps the Council Management Team to keep projects on track, quickly resolve issues and make sure that the best possible outcomes are achieved for customers, the Council and the tax payer. In addition the team has also been instrumental in helping the Council to understand how it can most efficiently transition services into different delivery vehicles (including ip&e), and supporting key initiatives such as the development of University Centre Shrewsbury.

**Resources and Support – Financial Outlook**

The Resources and Support team helps to manage the Council's overall resources and is at the centre of managing the infrastructure that supports Council resources from Council Tax, Local Business Rates and Central Government Funding. The austerity measures that have driven reduced funding across the public sector from CSR 2010, through to the spending round update in June 2013, have all been built into the Council's financial projections over the medium term. Over the longer term it is unlikely that resources will grow in local government, and indeed there may be further pressures on local council budgets in the coming financial years. The Resources and Support team will need to ensure that the Council continues to deliver a legal and sustainable budget, making key strategic decisions on behalf of the wider council and

through the support to redesign of services. As other councils and statutory sector organisations face similar financial challenges, we will explore opportunities to develop areas of business that could be shared or sold to other organisations through our company ip&e. In doing so, this approach will achieve economies of scale and increase potential revenue, whilst maintaining an efficient, effective service to Shropshire Council.

### **Commissioning – Operational Challenges**

The Commissioning team whilst principally focused on those areas that make up activities in a place or community, continues to work across all parts of the council to ensure what we do is redesigned around the citizen and the communities they live in. It continues to be a key player alongside other functional areas in Adult Social Care Services, Children’s Services, Public Health as well as wider working with the Clinical Commissioning Group, the Voluntary and Community Sector and West Mercia Police in helping communities to support one another; or, put another way, creating resilient communities.

The Commissioning area has continued its journey on redesign, including the transition of newly designed Public Protection and Planning teams that will be in ip&e from April 2015. It is also having numerous ‘community conversations’, led by local elected councillors, with all of the key interested community groups and organisations to shape a different offer that best meets those community needs. A good example of this is considering the way we provide the library offer alongside Visitor Information and customer services, and through these conversations designing a new approach that best meets those community needs.

The Commissioning team takes the lead on the Council’s overall approach to commissioning. It also directly delivers a number of service areas which will all be subject to redesign over this business plan period, most within the next twelve months.

Specific commissioned areas include Waste Collection and household recycling services, Leisure facilities (excluding joint use), and Highways and Maintenance. Those that are currently directly delivered are both universal and targeted and include Libraries, Public Protection, Development Management and Planning Policy, Outdoor Recreation, Public Transport, Arts Development, Positive Activities, Community Enablement, Sports Development, Business Growth including Business Support, Environmental Services, Theatre Services and the Visitor Economy (museums, tourism and Shropshire Archives).

These reflect a very significant part of the council's physical presence within Shropshire's communities. In rethinking and reshaping how these are delivered in the future, the council will always focus on what local assets and capacity exists, as it moves more towards the local commissioning approach. It will do this by understanding what needs there are locally and, working with the local elected councillors, seek to achieve the same, or better, outcomes for customers by using these assets, and capacity within the community and across other organisations more intelligently. The Positive Activities service is one of the first areas to be commissioned at a local level using the existing Local Joint Committees as its local governance, and genuinely giving those communities the resources (money, buildings and skills) locally to shape activities for young people in the local area, based on strong evidence and need.

This new way of commissioning has evolved from the work that was first started in February 2013 in Church Stretton. It has since led to many similar conversations and new, redesigned ways of working in communities that has then become a new 'business as usual'. For example, in Ludlow we have been working with Ludlow Assembly Rooms and Ludlow Town Council to develop new ways of delivering the Museum and Visitor Information Centre. Proposals include relocating the Museum to the newly refurbished Buttercross (supported by funding from the Market Towns Revitalisation Programme) with Ludlow Town Council and the Friends Group then running the day to day operations. In addition the Visitor Information Centre will be integrated with the Box Office operations, which will free up space on the ground floor for the Assembly Rooms to develop new activities, which will generate new revenue streams into the business. This new operating model has been enabled by agreeing a new lease for the whole building and by commissioning both the Assembly Rooms and Ludlow Town Council to deliver services on behalf of Shropshire Council.

Similarly, in Shrewsbury the *Team Shrewsbury* model has been adopted. The partnership includes Shrewsbury Town Council, West Mercia Police, Shropshire Fire & Rescue, Shrewsbury Business Improvement District (BID), Shrewsbury Shopping Centre, Safer Shrewsbury and Shrewsbury Street Pastors and has a vision that by working together, Team Shrewsbury will develop a more streamlined approach in tackling some of the issues the town faces, reducing bureaucracy, pooling resources and knowledge, and ultimately creating a safer environment and promoting pride of place.

The team is also working closely with several other organisations including The Big Busk and The Ark to look at the bigger picture in regards to public protection issues to ensure that people who are genuinely vulnerable are supported to find appropriate help.

Again, partnership working is key – by looking at citizens and communities collectively (as opposed to organisationally) the new approaches continue to be better, faster and cheaper for the customer, because we are working together, with a focus on prevention.

The work in Church Stretton has also acted as a catalyst for change in many other areas. For example, in transport we are now exploring a different approach to how we ensure those children that have specific needs can get from their home to their school. Working in partnership with parents and carers through their representative bodies and schools, we are together shaping how we can deliver our transport services more cost effectively, whilst providing better outcomes for pupils and their families. Parents and carers will be able to access new transport offers including Independent Travel Training and Personal Transport Budgets, providing greater flexibility for families and promoting greater independence for pupils beyond their time at school.

### **Redesigning everything we do: Locality Commissioning**

The new approach to commissioning youth activities is a good example of progress with locality commissioning and greater engagement of service users. The council is developing this approach for its activities for young people, to complement those already being delivered by voluntary and independent providers. From April 2015, the council will no longer directly deliver youth activities on a county wide basis. Instead, youth activities will be commissioned in local areas by Local Joint Committees (LJCs) with greater engagement from young people themselves. The expected benefit of this approach is to ensure that local resources and needs are better understood, that activities are better developed in response to this, and therefore outcomes for young people keep improving.

We are learning from this example that commissioning on a local basis leads to further changes. For example, our approach to understanding needs and existing resources has to become more detailed. Our communication and support for the provider market has to be clear and consistent. Equally, support for elected councillors of the LJCs and the young people themselves has to be developed and shaped through 'learning by doing'. For this reason, we are continuing to invest in an infrastructure support partner, which will enable providers to increase their capacity and capability as well as supporting the work of the Community Enablement Team (CET), who are focusing on developing local governance and engagement with young people. In the long run, this should enable the provider market to become more self-sufficient and may lead to further efficiencies for the council.



## Commissioning - Financial Outlook

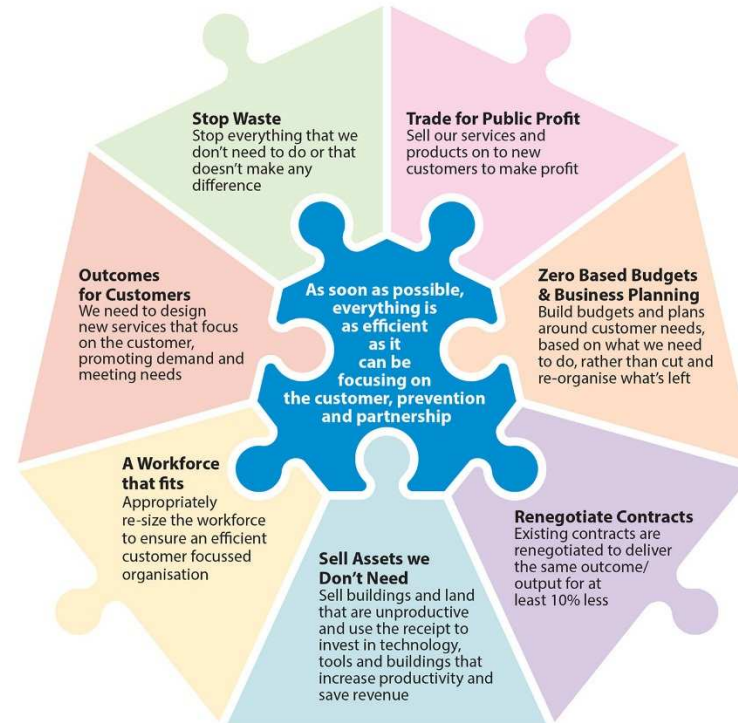
One year into the 3 Year Plan and good progress has been made in redesigning some key areas of what we do – this has improved outcomes for our customers and as a result we have been able to achieve virtually all of the efficiencies that were expected. The next 12 months will see further redesign work take place and will continue with the mixed economy approach to commissioning, working with partners, other local authorities (including town and parish councils), and with the community.

Over the last few months we have been designing our economic growth service to ensure it is set up to approach and successfully respond to opportunities that create the conditions for economic growth and resilience in Shropshire. Our new approach is centred around bringing together areas within the Council that have historically operated quite separately and acknowledging there are major benefits and efficiencies in pooling these resources. By bringing together our people, income sources and assets to work in new and innovative ways, we can take a far more co-ordinated approach to economic growth through the creation of a single team with a strong strategic vision.

We have worked hard in tandem with the Shropshire Business Board to ensure our top priority actions have been included within the Marches Local Enterprise Partnership (LEP), Strategic Economic Plan (SEP), and Local Growth Fund bid. The Marches LEP has obtained substantial funding in a Growth Deal; part of this is £6M towards the Shrewsbury Integrated Transport Package and £4M towards the Oxon Link Road in Shrewsbury. In Growth Deal 2, the Marches LEP has, as top priorities, the Superfast Broadband extension programme requesting £11.5M and University Central Shrewsbury with £6.9M for Phase 1 of the development.

# How we will ensure we make best use of our resources

The jigsaw image below shows visually how we intend approaching the task of fundamental redesign across everything we do so that it delivers our core purpose.



# Our approach

We will redesign everything we do so that it is utterly focused on delivering against this set of commitments. We are confident that through redesign we will be able to deliver the same or better outcomes in terms of meeting the real needs of Shropshire people, using significantly less money.

Our approach to increasing productivity by doing things differently and in some cases by doing different things will not only mean our business is orientated around the customer but will also bridge the projected funding gap over the next three years. Where possible we will use these design principles to deliver redesigned services ahead of financial necessity

## Significant areas of review over the 3 years of this financial plan

As we've consistently emphasised throughout this plan, absolutely all services need to be fundamentally redesigned during the three years of this financial plan. Significant changes have happened in the first year. The importance of looking across the organisation in one go has been recognised, seeing and maximising synergies, rather than pulling out discrete areas one at a time, risking more silos and wastage. Far from being over ambitious, this approach is essential if we are truly to deliver on our core purpose. It's crucial to recognise there are no areas of council activity to remain untouched or unchanged over this period.

We will, however, focus on the areas of largest potential impact first and recognise these as particularly crucial in redesigning the council to be fit for its future:

### Adults Social Care Services

We will change how we support vulnerable adults – seeking to understand the whole person, their family, and their lives, helping them to understand and make best possible use of all available resources in the community. Only then and where absolutely necessary will the council step in to provide what support is needed to keep people as independent as possible. This will make much more sense from the perspective of the customer and cut costs by stopping the need for high cost services in as many cases as possible by doing more to prevent personal situations getting worse, early on.

We will change how we commission care services - both across the county and, particularly locally in our towns and villages to help develop and grow what's on offer there, so that people can get the affordable care and other services they need through personalised budgets giving them choice and control.

We will encourage and enable voluntary and community sector organisations to play their part in offering more affordable options for people to get a decent quality of life.

We will invest in the development of 4 new supported living bungalows to enable adults with learning disabilities to live independently. This will deliver revenue savings through reduced admissions to residential care.

#### Adult Social Care Services Directorate overall budget 2014/15

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved as at 1 <sup>st</sup> Dec 2014 £'000	Planned Achieved by 2015/16 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Adult Services	91,376	67,342	27,310	3,339	16,892		1,287	5,737	5,791

## Summary estimate for realising budget reductions:

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Lee Chapman	Renegotiate Contracts	Review and renegotiate contracts across Adult Services Contracts with a view to redesigning or reducing requirements to meet lower cost allowances. Includes review of funding streams. Review will include all major procurement areas.	902	7,441	200
Lee Chapman	Outcomes for Customers	Redesign and recommission reablement services to include START service and external provision.	535	15	0
Lee Chapman	Outcomes for Customers	Redesign the Adult Social Care operating model. A new model of service that maximises individual potential of families and communities, playing a different and more rewarding part in support.	696	777	5,109
Lee Chapman	Outcomes for Customers	To introduce a modern social care delivery model building upon the success of the P2P and STEP developments.	252	328	482
Lee Chapman	Outcomes for Customers	Reconfigure services across Adult Services including day service provision, Community Living, Client Property and Appointeeships and Sensory Impairment.	868	312	0
Lee Chapman	A workforce that fits	Appropriately resize the workforce to ensure efficient and customer focussed organisation. VR proposals within Adult Services.	1,010	443	0
Lee Chapman	Zero Based Budgets and Business Planning	Review of service delivery across Adult Services to take account of existing high cost placements and reduce future demand for such services.	328	508	0
Lee Chapman	Zero Based Budgets and Business Planning	Review of Transport Costs across Adult Services.	152	0	0
Mal Price	Outcomes for Customers	Redesign and reinvention of Housing Services concentrating on early intervention, providing an integrated approach to meeting people's needs, cutting out waste to improve customer outcomes.	901	1,203	0
Mal Price	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	428	32	0
		<b>TOTAL SAVINGS PLANS</b>	<b>6,072</b>	<b>11,059</b>	<b>5,791</b>
Lee Chapman	Identification of new external funding sources to support savings delivery	At this point we anticipate that funding in relation to Care Act implementation/pressures and monies within the BCF can be earmarked to reduce savings pressures in the service.	0	3,100	0

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
		TOTAL ACHEIVABLE SAVINGS	6,072	14,159	5,791
		Unachievable savings	0	1,288	0
		TOTAL SAVINGS TARGET	6,072	15,447	5,791

Pressure Projection		
As explained in the main body of the report the service is experiencing increasing demand from an ageing population and the increasing numbers of younger adults with complex disabilities. The new operating model aims to tackle this area however, in addition to the brought forward pressure created during 2014/15, there is potential for further pressure to be created over and above demography allocation during 2015/16.		-5,736
<b>Total pressure including unachievable savings*</b>		<b>-7,024</b>

\*See Page 56

## Children and Young People's Services

Redesign how we support families with children and young people so that we look at the family as a whole, addressing underlying needs.

- We will bring our services that support families together meaning we can cut out any duplication, focusing on the whole family in one place, with support locally.

Wherever possible we want children to live in supportive family homes so we will put much more emphasis on helping birth families, wherever possible to care for their children. This will reduce the numbers needing to go into care, particularly those aged over 13. Where care outside the birth family is essential, we will do more to encourage as short a period of placement as possible, ensuring a stable permanent placement.

- We will improve the ability of families to purchase services to meet their needs and young people to successfully prepare for the world of work and adulthood through personalisation.

We will support children's social workers so they can focus on productive contact with their customers. They will have the right tools to work in the community, cut out unnecessary process and focus on what makes a difference.

- Redesign services based on strong local teams that bring together coherently local provision, including support that the community can provide.
- Redesign the transition process from children to adulthood so that it better empowers children and families to plan for their long term future.
- The Council retains its core responsibility for ensuring good quality provision and outcomes for all schools, including academies. However, schools have more freedom to choose where they buy additional support from. We want to help them get the best possible value for money and have reviewed how we deliver educational support. Inspire to Learn will deliver high quality services which are focused on ensuring excellent education through a locally designed service which retains social capital (local knowledge, investment and employment) within Shropshire.



- We will re-define and re-position our relationship with schools, clarifying our core responsibilities to ensure financially efficient place planning and high quality provision and outcomes for all children and young people alongside commissioning effective traded services for schools.

### Children and Young Peoples Services Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved as at 1 <sup>st</sup> Dec 2014 £'000	Planned Achieved by 2015/16 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Children's Services	217,853	50,968	12,667	5,921	4,338	518			2,407

### Summary estimate for realising budget reductions:

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Ann Hartley	Outcomes for Customers	Redesign and transfer of Education Support Services to ip&e (Inspire to Learn) and secure commissioning arrangements and retained team.	1,430	200	0
Ann Hartley	Outcomes for Customers	Develop all age disability provision with Adult Social Care and develop personalisation agenda.	100	400	0
Ann Hartley	Outcomes for Customers	West Mercia Adoption Service. Review Fostering arrangements for more challenging young people.	25	50	0
Ann Hartley	Outcomes for Customers	Analyse and restructure back office processes: administration; use of IT, impact of rurality.	150	545	200
Ann Hartley	Outcomes for Customers	Review Supervised Access across Children's Services with a view to meeting revised needs.	200	0	0

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Ann Hartley	Outcomes for Customers	Redesign early help and prevention provision, develop community resilience & local provision.	500	1,400	0
Ann Hartley	Outcomes for Customers	Redesign Education Improvement Team to carry out statutory responsibilities to meet the support and challenge requirements of Education.	150	67	34
Ann Hartley	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Children's Services.	800	0	0
Ann Hartley	Zero Based Budgets and Business Planning	Review current LAC provision within Children's Services and increase assessment capacity. Review existing and future mix of provision, emphasis on maximising children cared for by family.	1,781	2,420	1,589
Ann Hartley	Zero Based Budgets and Business Planning	Review of Transport Costs across Children's Services.	857	165	569
Ann Hartley		Overachievement of Savings in 2015/16 to cover growth Pressure in Looked After Children		-981	
		TOTAL	5,993	4,266	2,392

Underachievement of Savings

£16,000\*

Slippage of savings to be achieved by 2015/16 into 2016/17

£501,667\*

\*See Page 56

## Public Health

Review at how all of the following areas of activity are best commissioned and delivered in the context of the current market and opportunities for trading outside of Shropshire:

- School health
- Health visiting
- Substance misuse
- Smoking cessation
- Obesity management
- Health checks

### Public Health Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved as at 1 <sup>st</sup> Dec 2014 £'000	Planned Achieved by 2015/16 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Public Health	13,154	1,044	219	145	42				32

\*Public Health will work with other service areas to explore how savings can be made by considering how these areas contribute to public health priorities.

### Summary estimate for realising budget reductions:

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Karen Calder	Zero Based Budgets and Business Planning	Review Public Health spending to meet spending targets.	55	0	0
Karen Calder	Renegotiate Contracts	Review and renegotiate contracts across Coroner Services with a view to redesigning or reducing requirements to meet lower cost allowances	20		
Karen Calder	A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning council	70		
Karen Calder	Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Coroners and Registrars through continual review and redesign to meet the changing needs of the organisation as they develop		42	32
		<b>TOTAL</b>	<b>145</b>	<b>42</b>	<b>32</b>

### Commissioning

By working with our partners in Health, the voluntary and community sector and West Mercia Police, we will make our communities more self-sufficient in the future, reducing demand and the need for Council intervention. The redesign of libraries and community hubs will be integral to this

We will continue our commissioning journey, working closely with other public sector commissioners and the provider market to ensure what citizens access is appropriate, of sufficient quality and best meets local need. The locality commissioning approach, led by elected councillors will continue building on the Activities for Young People approach and reflecting other redesigned activity in highways, environmental maintenance, transport and car parks.

We will develop a short and long term vision for developing the local economy in Shropshire and being clear what our role is in that. The redesign of Economic Growth will reflect this new approach where we will create Business Relationship Managers with local businesses to help them thrive in Shropshire. Our commitment to broadband accessibility through the Connecting Shropshire Programme will continue at pace to ensure as many people as possible have broadband connectivity.

We will reform our services that regulate businesses in the county (including planning and licensing) so they can best bring their skills and abilities to support firms to grow, helping create job opportunities and benefit people's health, wellbeing and prosperity. This new model will be a key business unit within ip&e and will enable these services to be offered commercially, therefore providing additional income back to the authority.

Across waste collection and recycling we will work with our business partners and local communities to encourage more recycling where this reduces costs to the council, delivers environmental benefits for the people of Shropshire, and supports the local economy by turning waste into green energy.

We will continue to review all of our current contractual arrangements with partners – whether large scale for example (Veolia – waste collection) or smaller and more local – with schools, community groups and town councils to get the best possible deal for Shropshire residents. We will also observe the recently refreshed COMPACT in our discussions with the Voluntary and Community Sector and create flexibility where we can to enable smaller organisations to develop in the market place of Shropshire.

These new approaches and reimagining of solutions will look to achieve increased flexibilities and support business redesign that better meet customer demand at reduced costs, recognising that the market place and funding environment is becoming more competitive. Other key areas we will focus on will include:

- Community based leisure facilities
- Environmental maintenance at a local level
- Car Parking at a local level

### Commissioning Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for	Achieved as at 1 <sup>st</sup> Dec 2014 £'000	Planned Achieved by 2015/16 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000

			Restructure) £'000						
Commissioning Services	104,627	78,042	16,461	5,542	6,536				4,383

### Summary estimate for realising budget reductions:

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Steve Charmley	Outcomes for Customers	Redesign of Business and Enterprise function that will lead to an end to end offer for the business community.	66	227	36
Steve Charmley	Outcomes for Customers	Redesign Healthier People and Communities	30	0	0
Steve Charmley	Outcomes for Customers	Modernisation of processes and creation of efficiencies within Theatre Services.	90	10	0
Steve Charmley	Outcomes for Customers	Redesign of a new Visitor Economy model including museum services and visitor attractions.	264	179	173
Steve Charmley	Outcomes for Customers	Review of waste collection model, leading to increased recycling and improved service delivery.	240	120	240
Steve Charmley	Outcomes for Customers	Redesign the Libraries service, identifying alternative delivery models on a local basis and creating community hubs in market towns.	523	300	368
Claire Wild	Outcomes for Customers	Redesign Highways and Transport function, reviewing provision of car parking and transport solutions.	430	0	430
Claire Wild	Outcomes for Customers	Redesign Environmental Maintenance function, increasing income generation where possible.	150	0	0
Steve Charmley	Outcomes for Customers	Redesign within Community Action to create a Community Enablement Team (CET).	196	81	0
Steve Charmley	Outcomes for Customers	Redesign of the Outdoor Recreation service that will lead to locally led approaches with a focus on physical activity.	162	194	194
Steve Charmley	Outcomes for Customers	Redesign of Public Protection - in preparation for Regulatory and Business Support Services (RABSS).	109	0	0
Steve Charmley	Outcomes for Customers	Redesign Healthier and Sustainable Environment, including commissioning of Parking and Cash Collection.	94	0	0

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Steve Charmley	Outcomes for Customers	Create efficiencies in Bereavement Services function, stopping non-utilised service and generating income.	59	0	0
Steve Charmley	Outcomes for Customers	Redesign across Positive Activities, Arts Development and Sports Development to create a new model for Activities for Young People.	5	362	95
Steve Charmley	Outcomes for Customers	Redesign Safer and Stronger Communities function, stopping Bikeability and redefining 24/7 CCTV monitoring.	103	58	0
Mal Price	Outcomes for Customers	Redesign of Development Management and Planning Policy - Environment & Sustainability Service will be redesigned with other planning functions in order to create a more integrated delivery focussed Business Unit.	151	35	0
Steve Charmley	Outcomes for Customers	Review of joint use Leisure Facilities to identify how they are best delivered on a local basis.	118	168	114
Steve Charmley	Trade for Public Profit	Create commercial activity within the wider Regulatory and Business Support Services model.	0	50	773
Steve Charmley, Claire Wild, Mal Price	Zero Based Budgets and Business Planning	Review of Transport Costs across Commissioning Directorate.	286	0	0
Steve Charmley, Claire Wild, Mal Price	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	1,723	278	0
Steve Charmley, Claire Wild, Mal Price	Renegotiate Contracts	Review and renegotiate contracts across Commissioning Directorate with a view to redesigning or reducing requirements to meet lower cost allowances. Review will include all major procurement areas.	1,361	2,960	1,960
Steve Charmley	Stop Waste	Reduce Sustainability supplies and services budget.	6	0	0
Steve Charmley	Stop Waste	Cease provision of Local Joint Committee grant funding.	530	0	0
Steve Charmley, Claire Wild, Mal Price	Stop Waste	Efficiency savings across the Directorate		180	
Steve Charmley	Stop Waste	Enforcement of Waste Management Policy and decommissioning of some services.	180	0	0
		<b>TOTAL</b>	<b>6,876</b>	<b>5,202</b>	<b>4,383</b>

## Resources and Support

We will only keep and use the physical assets and buildings we need to meet customer demand. This means selling underused and vacant property and land to boost capital funds, allowing us to invest in areas that matter to our residents.

We will use new technology to allow our staff to work in a mobile and flexible way to suit the needs of our customers. This means we need less accommodation and what we keep should be designed and equipped to help people work collaboratively and flexibly. To achieve this we will use a Corporate Landlord model, where all property assets are managed centrally together through a commercial approach.

We will design the infrastructure for the future needs of Shropshire Council and other commissioners looking to work in radically different ways. This will enable swift take up of the best systems and most efficient and well-designed business processes.

End to end review of how the council uses information to drive decision making, identifying duplication and waste, evaluating the potential for income generation using a commercial approach or through our company ip&e.

Reviewing procurement, Audit, Risk and Insurance provision to reflect the changing demands of the commissioning organisation.

Rationalising face to face customer provision through a digital first approach, making it easier and cheaper for people to access the information and services they're looking for, at a time that suits them.

Reviewing HR support, streamlining processes, helping managers and team leaders become highly effective employees and resource managers through informed self-service.

Reviewing levels of support in democratic and legal services, taking account of willingness of customers to accept different levels of provision and opportunities, also through a possible Alternative Business Structure to enable the team to sell on its services.

We are working closely with our company ip&e to grow a suite of businesses based on understanding and anticipating the public service customer needs of the future, whilst driving down our own service costs. We will do this by developing attractive, tradable services to tap into



a targeted, growing market. This includes reviewing the potential for trading using the council's capacity, skills and assets in new ways including;

- Developing an enabling technology offer, bringing the best in cloud based and mobile technology to bear on challenges facing the UK public sector
- Exploring a core service offer delivering excellence in governance and infrastructure management for public service commissioners
- Developing our business design and programme management expertise, using Shropshire as the shop window for a growing potential customer base
- Bringing together health improvement services – offering a range of support to change behaviours in ways that improve people's long term health and well-being
- Developing a regulatory and business support service into a commercially viable business model
- Exploring all areas of business to understand and anticipate market demand, and where appropriate assessing and developing business propositions that are commercially viable to increase income opportunities.

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved as at 1 <sup>st</sup> Dec 2014 £'000	Planned Achieved by 2015/16 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Resources & Support Services	134,242	26,048	26,545	12,498	9,274				4,772

### Summary estimate for realising budget reductions:

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Mike Owen	Sell Assets we don't need	Asset rationalisation to fit with mobile and flexible working ethos. Manage total asset base of Council under a Corporate Landlord arrangement.	900	1,897	0
Mike Owen	Outcomes of Customers	Redesign points of face to face contact for the full range of transactional services. Meet the demand for increased access in alternative methods of contact e.g. digital and mobile.	150	0	0
Mike Owen	Trade for Public Profit	Further develop a commercial approach to our business and maximise earnings and trading potential.	430	30	30
Mike Owen	A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning Council.	3,849	412	115
Mike Owen	Stop Waste	Reduce travel and associated costs across the Resources and Support Directorate by maximising opportunities offered through technological solutions.	47	0	0
Mike Owen	Stop Waste	Rationalise spend in ICT. Ensure that all systems are used to best advantage of the business.	759	28	40
Mike Owen	Stop Waste	Stop contracts where review has identified that costs outweigh benefits.	31	0	0
Mike Owen	Zero Based Budgets and Business Planning	Redesign Services, for example, Business Design, Digital Services, Customer Services, Business Support, Print Services, Programme Management.	292	311	151

Portfolioholder	Redesign Piece	Proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000
Mike Owen	Zero Based Budgets and Business Planning	Procure to Pay redesign implemented across the authority to improve procurement, contract and payment processes and efficiency.	1,200	0	0
Mike Owen	Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Resources and Support through continual review and redesign to meet the changing needs of the organisation as they develop.	0	3,498	2,936
Mike Owen	Zero Based Budgets and Business Planning	Review of corporate budgets to meet expected demand across the authority in relation to; removal of borrowing requirements through the generation of capital receipts, increased generation of interest on balances, baselining of an element of New Homes Bonus, review of the baseline contribution to reserves and removal of the on-going Transformation budget, replacing it with an invest to save fund.	6,350	1,500	1,500
Mike Owen	Zero Based Budgets and Business Planning	Review of budgets set aside for Members, reflecting future requirements ie reduced printing costs.	88	0	0
		<b>TOTAL</b>	<b>14,096</b>	<b>7,676</b>	<b>4,772</b>

# Strategic Financial Overview – Revenue

## Summary

This overview includes the latest estimates of the Council's revenue resources and expenditure. It is set in the context of the Council's other key strategic documents, in particular, the Treasury Management Strategy and the Capital Strategy which is also incorporated elsewhere within the Council Business Plan.

The development and delivery of the Council's Business Plan and Financial Strategy for the next three years is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration. The Council's Strategic Risks are reported separately, but the Business Plan and Financial Strategy makes specific reference to the significant financial uncertainty across Local Government in the Medium Term.

## Financial Uncertainty

The 2014/15 funding settlement gave illustrative figures for 2015/16 only. There is a risk that these figures are further reduced when the provisional 2015/16 settlement is announced in December 2014 (unavailable at time of writing). Also there is increased uncertainty around funding levels beyond the current parliamentary term. This increases uncertainty both in 2015/16 and future years as previously incoming governments have made in year as well as future year changes to local government departmental expenditure limits.

As government funding reduces, the Council becomes more reliant on locally retained business rates. As detailed in previous reports, a reduction in business rate income in any year would have to be around 10% before a safety net payment would be invoked. This drop is higher than the 7.5% indicated in the funding mechanism as the Council's budgeted business rate income is higher than the baseline level that the 7.5% drop would be measured against.

Locally retained business rates introduce uncertainty to the Council's in year available resources; previously the Council was informed of the amount of redistributed business rates it would receive before the start of the financial year, under the new system the resources the Council

actually receives will only be estimated in advance and could vary significantly. Additionally central government retains control of the multiplier for Business Rates. The Autumn Statement released on 3 December stated that there will be a review of the future structure of business rates to report by Budget 2016. This will be fiscally neutral and consistent with the Government's agreed financing of local authorities. They will also publish interim findings from the review of business rates administration in December 2014. Any reduction in the Business Rate multiplier as part of this review would have a detrimental impact on Council funding as 49% of all locally raised Business Rates are now retained locally.

Variations from budgeted revenues for both Business Rates and Council Tax are dealt with through the relative collection fund account. The timing of the availability of the final figures means that adjustments required, i.e. deficits or surpluses on the collection fund, fall 2 years after the year in which they relate. To mitigate the risk of large variations in estimated Business Rates, monitoring of Business Rates income will be further developed and reported regularly, reducing risk as the level and quality of data is increased.

The funding mechanism does not reflect any service needs changes from year to year. It is proposed that the system will not be reset for 7 years i.e. until 2020/21.

As there are changes to the responsibilities of the Council, whether this is a transfer from or to the Council, there is a risk that the change in resources is not commensurate. Examples of service areas where this is a risk include benefits and proposals around Universal Credits and also changes in Adult Social Care required as part of the Care Act.

By creating a Financial Strategy that continues to look beyond the next three years at the longer-term and is regularly updated to reflect new information, the Council is in a stronger position to approach future challenges proactively, rather than reactively.

While the Financial Strategy represents our approach to the mitigation of the financial uncertainty we are faced with, the tight and uncertain financial climate over the medium to long term still presents a high risk to the authority. In addition to the known uncertainties we have planned for, there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary.

The Council has started the financial year 2014/15 with a reasonable level of general reserve to help mitigate against the risk of delay in implementation of the significant savings proposals. It is essential that this is kept under review both in the current year and with a view to future years and balancing the budget.

### Other Risks and Opportunities

The Business Plan and Financial Strategy sets the resource parameters within which the Council can commission services to meet its priority outcomes. All risks and opportunities which have a material monetary value are considered within the strategy.

The Council's Business Plan and Financial Strategy recognises that there are risks and opportunities associated with ip&e as it is a wholly owned company of the Council. The development of the Council's future financial strategy will be clear about the financial expectations of ip&e and how this will impact on the Council's budget.

### The Budget Strategy

In February Council agreed a savings strategy to meet the projected funding gap of £80m over the period 2014-17. Savings proposals were identified and agreed in the report which gave a total of £83.201m over the 3 year period. The following table provides the breakdown of the savings target and the identified proposals over the three year period.

#### Savings Targets and Saving Proposals 2014-17, February 2014

	2014/15	2015/16	2016/17	Total
	£'000	£'000	£'000	£'000
<b>Savings Target (as at February 2014)</b>	<b>41,531</b>	<b>20,136</b>	<b>18,333</b>	<b>80,000</b>
<b>Savings Proposals (as at February 2014)</b>	<b>39,892</b>	<b>24,614</b>	<b>18,695</b>	<b>83,201</b>

<b>Over/(under) achievement</b>	<b>(1,639)</b>	<b>4,478</b>	<b>362</b>	<b>3,201</b>
<b>Cumulative</b>		<b>2,839</b>	<b>3,201</b>	

The proposals put forward for 2014/15 were reviewed to consider risks associated with delivery within available timescales as follows:

Green – Saving identified, quantified and confirmed and achieved

Amber – Saving identified, quantified and confirmed but not yet achieved

Red, either – Saving identified but not quantified and confirmed or achieved, or – Saving unachievable

Following Council in February, work has been undertaken to review the RAG categorisation of savings, extend the categorisation to all 3 years of the financial strategy and identify any areas where the achievement of saving and/or redesign of service is at risk of being significantly delayed or unachievable.

Revenue Monitoring for 2014/15 has considered the achievement of 2014/15 savings proposals and the Financial Strategy in July provided an update on the RAG rating for all 3 years. Directors and Cabinet members have been working on progressing savings areas and identifying “blockers” to timely achievement of the savings. To this end, the top 30 savings by value across the remaining years of the Medium Term Financial Plan were reviewed and rated Red and Amber. Together the top 30 savings amount to £40m, or almost half of the savings approved as part of our plan, and actions have been put in place to ensure we have more robust plans in place around their delivery.

The 2014/15 revenue monitoring report is the mechanism for reviewing in year budget control and achievement of savings. It is the impact of the 2014/15 monitoring issues on future years which is taken into account in the financial strategy.

This report includes the latest position on the achievement of savings with particular regard to 2015/16 budget which will be set by Council in February 2015.

The table below provides the latest projections of the funding shortfall (as detailed in the 30 July 2014 Financial Strategy) and the profile of the savings proposals.

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Savings Target</b>	<b>41,531</b>	<b>20,615</b>	<b>18,048</b>	<b>80,194</b>
<b>Savings Proposals</b>	<b>39,892</b>	<b>26,441</b>	<b>16,868</b>	<b>83,201</b>
<b>Over/(under)achievement</b>	<b>(1,639)</b>	<b>5,826</b>	<b>1,180</b>	<b>3,007</b>
<b>Cumulative</b>		<b>4,187</b>	<b>3,007</b>	

The table above shows that the Council’s proposals currently require savings of £66.333m to be delivered by 2015/16. Implementing all of these savings would result in a surplus of £4.187m in 2015/16.



Directors and cabinet members have met to consider the reasonableness of the assumption that £66.333m will be achieved in savings for 2015/16 and to identify any areas where the savings proposals are either unachievable or will not be implemented in time. The following summaries the position for the Council with more information included within the sections showing each individual service area's savings.

	£'000	£'000
Savings to be achieved for 2015/16		66,333
Achieved to date	27,446	
Proposed for delivery 2015/16	37,082	
Slipped to 2016/17	518	
Unachievable	1,287	
Savings in 2016/17		16,868
		83,201

In addition to the unachievable and slipped savings identified for 2015/16 there are a number of service pressures that have been highlighted in Monitoring Reports which, while being addressed in various ways in-year, nonetheless have an impact on future years that needs to be recognised. In the main, the areas identified fall within Adult Services and have been highlighted at £5.737m at this stage. Altogether the potential impact on the Council is £7.542m for which new savings proposals are required. Further work is being undertaken between Cabinet and Senior Managers to identify how this additional, emerging gap in future years can be addressed. At the present time, it is considered prudent to highlight this pressure and allocate an additional target in relation to re-sizing the workforce. However, this remains only a planning assumption at this stage, with further work being undertaken before Council agrees the budget in February 2015. Additionally, as the initial savings proposals identified above were in excess of the required level of saving in 2015/16 by £4.187m it is feasible that this target could be reduced to £3.355m in 2015/16.

The level of saving achieved to date and the amount still proposed for delivery for 2015/16 will continue to be monitored and a final position will be included in the February 2015 Council Business Plan to set the final 2015/16 budget. At this stage, there is £37.082m which is identified as achievable for 2015/16 which has not been implemented. Within the total of £37.082m there are a number of savings areas which have a risk of non-achievement. These will continue to be monitored.

## **Resource and Expenditure Projections 2015/16 and 16/17**

### **Summary**

The Council Business Plan and Financial Strategy agreed by Council in February identified the expenditure and resource projections for 2015/16 and 2016/17.

In July, the projections were revised to reflect the latest information and also to include initial projections for 2017/18. For this refresh further changes have been made to the projections for changes in grants. Also the projections have been revised for the proposed council tax base for 2015/16 which is on a separate report on Cabinet's agenda. The table below provides the information provided at Council and updated information with further explanation of any changes detailed in the paragraphs below.

## Resource and Expenditure Projections 2015/16-2017/18

	2014/15 Feb 14 Council £'000	2015/16 Feb 14 Council £'000	2015/16 Revised £'000	2016/17 Feb 14 Council £'000	2016/17 Revised £'000	2017/18 Projection £'000
<b>Resources</b>		<b>558,886</b>	<b>546,180</b>	<b>548,424</b>	<b>534,693</b>	<b>525,760</b>
<b>Expenditure Projections</b>		<b>579,022</b>	<b>566,795</b>	<b>586,893</b>	<b>573,357</b>	<b>577,170</b>
<b>Cumulative Savings Target</b>				<b>38,469</b>	<b>38,664</b>	<b>51,410</b>
<b>Achieved in Previous Year(s)</b>	<b>41,531</b>			<b>20,136</b>	<b>20,615</b>	<b>38,664</b>
<b>In Year Savings</b>		<b>20,136</b>	<b>20,615</b>	<b>18,333</b>	<b>18,048</b>	<b>12,746</b>
<b>Change (Cum)</b>			<b>479</b>		<b>194</b>	

## Resource Projections

Government funding to Shropshire includes Revenue Support Grant and, in Shropshire's case, top up grant. When the current Local Government Finance system was introduced in April 2013, approximately 50% of funding came from Revenue Support Grant and the remainder from locally retained Business Rates adjusted by top ups and tariffs. The government made assumptions about the amount of locally retained business rates to calculate top up and tariff payments at the start of the system to ensure the new system did not inadvertently adjust any local authority's total government funding. The Assumed Locally Retained Business Rates, Top Up Payment and the Revenue Support Grant together are referred to as the Authority's Settlement Funding Assessment. The Assumed or Baseline Business Rates and Top Up figure are fixed in real terms and increased annually by RPI as part of the funding mechanism. Any change to the total government funding is therefore only implemented by a change in Revenue Support Grant as the other two funding components are fixed.

The Settlement Funding Assessment is important for the Authority as it is used not only to calculate % reductions going forward but also the Baseline Business Rates is used to calculate Shropshire's safety net. However, for resource projections Shropshire uses its own projections on locally retained Business Rates based on up to date local information which is also included in government returns.

The 2014/15 Local Government Finance Settlement in February 2014 provided illustrative figures for 2015/16. These showed a reduction in Settlement Funding Assessment of 14% and a consequence reduction in the Revenue Support Grant Element of 27.5% for 2015/16. Our current assumptions for 2016/17 assume a reduction of 11.5% in Settlement Funding Assessment and 25.5% in Revenue Support Grant. A recent survey carried out by the Society of County Treasurers Technical Team in Somerset indicates that other authorities are assuming reductions in funding between 8% and 14%.

In terms of Locally Retained Business Rates, projections for 2015/16 have been updated following the outturn position for 2013/14 and increased information about appeals, reliefs and adjustments between the collection and general fund. No growth has been built into Business Rates projections going forward. Although the business rates multiplier will increase by RPI each year (unless restricted), the rateable value projections are too volatile for any growth to be assumed at this stage. This assumption is in line with assumptions around future Business Rates levels made by other authorities who replied to the technical team survey referred to above.

Council tax income projections have been updated to use the proposed 2015/16 Council Tax taxbase and to increase the growth in Council Tax base projected from 0.2% to 0.5%. Council Tax has been frozen at 2014/15 levels going forward.

The Local Government Department Expenditure Limit (DEL) used in the calculation of illustrative 2015/16 funding calculations has been top sliced for several things such as new homes bonus, safety net payments and capitalisation of transformation expenditure. The government policy on this top slicing is that any unused top sliced amounts will be returned to local authorities. The current projections include a returned amount for new homes bonus as indicated in the settlement details but no return for other items. In 2013/14, the Council received notification of £354k for return of unused capitalisation top slice on 27 March 2014. Further returns could be made in 2014/15 and future years providing an in year bonus.

Income from Specific Grants has been revised to reflect the latest information. Revised amounts for 2014/15 will be dealt with as part of revenue monitoring. In 2015/16 there has been a reduction from the initial projections of £6.8m. Of this, £3m, is a net adjustment for grant recoupment for academy status and additional funding for High Needs. Also within Children's services, Education Services Grant (ESG) has reduced significantly both in 2014/15 and further in 2015/16. In addition, a number of grants will cease in 2015/16 including Local Sustainable Transport Fund and Social Fund Grant. The current assumption is that reductions in specific grants will be offset by reductions in expenditure in the service areas. This assumption may need to be revisited as services continue to be reviewed throughout this year.

Assumptions on the payment of Council tax freeze grant are based on budget announcements and are as follows:

- 2011/12 was paid as specific grant in 2011/12 and was then rolled into the base funding
- 2012/13 was paid for 1 year only
- 2013/14 was paid as a grant in 2013/14 and then added to the Local Government Departmental Expenditure Limit (LG DEL) in 2014/15
- 2014/15 will be paid as a grant in 2014/15 and it is likely that it will be build into 2015/16 spending baselines.

- 2015/16 will be paid as a grant in 2015/16 only
- 2016/17 and future years – no announcement has been made regarding further grants in 2016/17 and beyond.

Included within specific grants are additional grants paid to the Council as a result of government policies on business rates which have reduced the Council's share of Business Rates income. Examples of these are the cap of 2% on the increase in the rateable value multiplier and the temporary extension of the doubling of small business rate relief scheme.

Income from fees and charges has been left at current levels in the projections. As savings are implemented and services are redesigned income from fees and charges will change however at this stage there is insufficient information to amend the current figures.

Detailed Resource projections are shown in Annex 1.

### **Expenditure Projections**

The expenditure projections include growth for pay and prices, demography, use of New Homes Bonus funding and adjustments to reflect changes between years for grants.

A review of pay and prices inflation has resulted in small net adjustments in both 2015/16 and 2016/17 using the latest employee costs and contract information. It is clear that going forward there will be a change in the relative size of each of these expenditure groups. This will effect pay and prices calculations. The Council will need to ensure that as it moves to a commissioning council, it does not increase the financial risk of increased costs due to inflationary linked contracts.

Although a debt charge figure is shown in 2015/16 and 2016/17, this has been used as a saving. The current projections assume that the Council will not increase it's borrowing. A change in the capital strategy to borrow would mean that this saving could not be achieved and revenue growth for debt charges would need to be found.

The figures included for demographic growth for Adults and Children's were reviewed last Autumn. Both Adults and Children's services are monitoring the actual growth the services are encountering and further information on this will be provided in future financial strategies.

As detailed above in the Resource projections, changes in specific grants are assumed to change expenditure projections by the same amount. If reductions in specific grant funding can not be matched by a reduction in expenditure this would increase savings requirements.

There are a number of grants currently being received which the Council has no budgeted expenditure against. These include the s31 grants for Business Rates, Council Tax freeze Grant and any return of top sliced amounts. In 2013/14, growth of £2.277m was built in for a provision for business rates appeals. This figure was required on a one off basis in 2013/14 and it is anticipated that future appeals liabilities will be dealt with through the Business Rates Collection Fund.

At this stage the revised resource and expenditure projections change the 2015/16 position by less than £0.5m and in 2016/17 the change is reduced to less than £0.2m. As we continually refine and update the financial strategy this target will remain under review.

Detailed Expenditure projections are shown in Annex 2.

### **2017/18 Initial Projections**

Resource projections for 2017/18 indicate a further reduction in revenue support grant of £9.5m. This reduction in resources is offset slightly by growth in Council tax base which is estimated to increase the income from Council Tax by £0.6m. In addition to this reduction in resources, current projections for inflationary growth are £4.1m. The Council is therefore facing a shortfall in resources of at least £13m in 2017/18. Services pressures including demography or increased borrowing would add to this funding shortfall.

Service pressures identified to date which would impact on 2017/18 budget include auto enrolment. Auto enrolment was introduced in April 2013. The scheme means that employees not currently opted into the pensions scheme would be periodically opted in and would have to physically request to be left out. It is therefore envisaged that more employees will become scheme Members. This comes at a cost to Shropshire Council by way of having to make pension contributions for those employees newly opted in. Shropshire Council has been able to defer the staging date for the scheme so that it does not commence until April 2017 therefore no extra pension cost will be incurred until the

financial year 2017/18. It is difficult to estimate the financial implications of this as it will depend on the employees who decide to remain opted in. It has previously been estimated that on the basis of a worst case scenario costs could be in excess of £1m.

### **Adult Services**

From 1 April 2015 there are 2 major changes to Social Care Funding which will need reflecting in the Council's Financial Strategy, the Care Act 2014 and the Better Care Fund.

The Care Act, which became law in May 2014, is designed to bring the current laws relating to adult social care together in one Act. The majority of the changes contained within the Act are set to take place in April 2015 with the reform of funding (including the cap on care costs) to take effect from April 2016. Detail of the reforms to be implemented, the work undertaken to date to progress this and the likely financial implications are currently being considered and will be reported to the Health and Adult Social Care Scrutiny Committee in December 2014.

The financial implications arising from both Care Act implementation as well as the new burden impact of the reform itself are still being modelled. At present there is an assumption that the costs associated with the implementation of the Act will be 100% funded. The funding will either be from additional revenue grants from DCLG/ DH or will be included within the Better Care Fund. In 2015/16, the additional costs and funding is currently estimated at c£2.6m. The additional funding and costs will be included in the Council's resource and expenditure projections for the next Financial Strategy Report.

The Better Care Fund has been set up following government policy to bring together health and social care to work more closely together. The fund is not new money; it comes from a number of sources previously provided to the local authority as NHS support for adult social care under s256 agreements, Council funds for disabled facilities grant, Adults capital und and a larger amount from Clinical Commissioning Groups (CCG) baselines. A significant amount of the funding is therefore already within the Council's gross budget with the remainder within the CCG budget. In total, for Shropshire it is estimated there will be approximately £21.75m of funding identified within the Better Care Fund. The Council's Gross budget will need to reflect all the funds which are managed by the Council. This still has to be agreed with the CCG and will be reflected in the next Financial Strategy report. The current assumption is that the funding identified will at least equal to the expenditure required and that initially there may be the opportunity to allocate some of this funding to offset the 2015/16 savings proposals.



In addition to the changes outlined above around the Care Act and the Better Care Fund, the Government has previously decided to close the Independent Living Fund (ILF) on 30 June 2015. All current ILF users will transfer to sole local authority support on 1 July 2015. It is estimated that Shropshire will receive c£1.3m in 2015/16 as a grant to fund the transfer from 1 July 2015. It is still unclear how this will be funded beyond 2015/16.

For all of the Adult Services changes outlined above there are financial risks around the additional costs of the changes exceeding the funds identified. Significant cost modelling is being undertaken by Shropshire and other authorities to ensure that funding allocations reflect projected costs.

### **Economic Development**

In addition to the Council's revenue gross budget there are sources of funding which the Council can access to deliver its priorities for Shropshire. These include capital funding, LEP and European funding. Within the revenue budget and the agreed charging policy, the Council can ensure that resources are used to maximise the benefit for Shropshire. This will mean that it is important that certain funding streams are not ring-fenced to the area generating the funding but that instead the wider financial benefits of different uses of the funding are considered particularly where they can be used to lever matched funding in. This will be considered in more detail over the coming months as part of the Council's investment and income strategy and included within the final Council Plan in February.

### **Longer Term Financial Outlook**

The longer term financial outlook as detailed in the Council's Business Plan and Financial Strategy agreed by Council in February 2014 is continually being updated and refined. Details of how the Council is working differently now and how this will develop over the coming years will be set out in more detail over the coming months, ahead of a refresh of the Council's Business Plan and Financial Strategy for the next Medium Term Financial Plan 2016/17 to 2018/19.

# Strategic Financial Overview – Capital

**(NB NOT AMENDED PLEASE REFER TO FEBRUARY 2014 BUSINESS PLAN – CAPITAL STRATEGY CURRENTLY BEING REVIEWED FOR APPROVAL IN FEBRUARY 2015)**

DRAFT

SHROPSHIRE COUNCIL - NET AND GROSS RESOURCES PROJECTIONS SUMMARY 2015/16 to 2017/18

Annex 1

	2014/15 FINAL Cabinet 12th Feb. 2014	2014/15 Revised Cabinet 10th Dec. 2014	2015/16 Revised Cabinet 30 July 2014	2015/16 Revised Cabinet 10 December 2014	2015/16 & Beyond Notes & Assumptions	2016/17 REVISED Cabinet 30 July 2014	2016/17 REVISED Cabinet 10 December 2014	2017/18 ORIGINAL Cabinet 30 July 2014	2017/18 ORIGINAL Cabinet 10 December 2014
RSG	57,058,059	57,058,059	41,368,409	41,368,409	Figures as published on 5 February 2014 for the Local Government Final Finance Settlement 2014/15 and Provisional 2015/16. 2016/17 estimates adjusted for Council tax freeze grant only.	30,794,514	30,794,514	21,377,294	21,377,294
<b>Business Rates Retention Allocation:</b>									
NNDR (as raised and then retained locally) including appeals provision	38,325,286	38,325,286	37,406,389	37,406,389	NNDR1 2014-15 figure. The deficit on the collection fund from the previous year, shown below, is netted off.	37,406,389	37,406,389	37,406,389	37,406,389
Top Up	9,848,092	9,848,092	10,119,908	10,119,908	Figure as per CLG 2014/15 Final Local Government Finance Settlement. Assume 2% RPI increase	10,322,306	10,322,306	10,528,752	10,528,752
Safety Net Payments									
Prior year adjustments (e.g. correction to safety net payments)									
<b>TOTAL START UP FUNDING RECEIPT:</b>	<b>105,231,437</b>	<b>105,231,437</b>	<b>88,894,706</b>	<b>88,894,706</b>		<b>78,523,210</b>	<b>78,523,210</b>	<b>69,312,435</b>	<b>69,312,435</b>
Return of amounts topsliced from RSG/BRRRA Allocation									
Share of £2bn unused New Homes Bonus topslice	154,558	154,558	394,940	394,940	Final Local Government Finance Settlement	0	0	0	0
Share of returned damping (unused safety net held back)			0	0	This may be an in year bonus. More information required	0	0	0	0
<b>TOTAL FUNDING FROM CENTRAL/LOCAL SHARE</b>	<b>105,385,995</b>	<b>105,385,995</b>	<b>89,289,646</b>	<b>89,289,646</b>		<b>78,523,210</b>	<b>78,523,210</b>	<b>69,312,435</b>	<b>69,312,435</b>
<i>Movement on previous year's funding</i>									
Taxbase	100,475	100,475	100,978	102,411	Actual taxbase for 2014/15 and 2015/16. Increase in Council Tax Taxbase assumed for 2016/17 and future years increased to 0.5% from 0.2%	101,482	102,923	101,990	103,438
<b>Council Tax Income</b>	<b>117,025,463</b>	<b>117,025,463</b>	<b>117,610,591</b>	<b>119,280,524</b>	Council tax freeze assumed	<b>118,198,644</b>	<b>119,876,927</b>	<b>118,789,637</b>	<b>120,476,312</b>
Collection Fund Surplus- Council Tax	2,018,834	2,018,834	500,000	500,000	Based on Previous years	500,000	500,000	500,000	500,000
Business Rates Collection fund	-985,341	(985,341)	-500,000	-500,000	Based on previous years	-500,000	-500,000	-500,000	-500,000
<b>TOTAL NET RESOURCES - 2013-14 onwards</b>	<b>223,444,951</b>	<b>223,444,951</b>	<b>206,900,237</b>	<b>208,570,170</b>		<b>196,721,853</b>	<b>198,400,136</b>	<b>188,102,072</b>	<b>189,788,746</b>
	2014/15 REVISED Cabinet 12th Feb. 2014	2014/15 Revised Cabinet 10th Dec. 2014	2015/16 Revised Cabinet 30 July 2014	2015/16 Revised Cabinet 10 December 2014	2014/15 Notes & Assumptions	2016/17 REVISED Cabinet 30 July 2014	2016/17 REVISED Cabinet 10 December 2014	2017/18 ORIGINAL Cabinet 30 July 2014	2017/18 ORIGINAL Cabinet 10 December 2014
GOVERNMENT GRANTS	255,976,900	247,469,230	251,893,050	247,273,680	Latest Information on Specific Grants	250,576,050	245,956,680	250,254,070	245,634,700
OTHER GRANTS & CONTRIBUTIONS	28,425,620	25,735,960	28,425,620	25,735,960	Revised for 2014/15 and 2015/16 then left unchanged	28,425,620	25,735,960	28,425,620	25,735,960
FEES & CHARGES	57,137,050	57,522,335	57,137,050	57,522,335	Revised for 2014/15 and 2015/16 then left unchanged	57,137,050	57,522,335	57,137,050	57,522,335
INTERNAL MARKET & INTERNAL RECHARGES									
Internal Recharges only	7,154,140	7,078,190	7,154,140	7,078,190	Revised for 2014/15 and 2015/16 then left unchanged	7,154,140	7,078,190	7,154,140	7,078,190
Total Income outside of Net	348,693,710	337,805,715	344,609,860	337,610,165		343,292,860	336,293,165	342,970,880	335,971,185
<b>TOTAL GROSS RESOURCES - 2013-14 onwards, after income Savings</b>	<b>572,138,661</b>	<b>561,250,666</b>	<b>551,510,097</b>	<b>546,180,335</b>		<b>540,014,713</b>	<b>534,693,301</b>	<b>531,072,952</b>	<b>525,759,931</b>
Changes since last report		-10,887,995		-5,329,761			-5,321,412		-5,313,020

SHROPSHIRE COUNCIL - FINANCIAL SUMMARY 2015/16 to 2017/18							ANNEX 2	
	2014/15 27 Feb 2014 £	2014/15 10-Dec-14 £	2015/16 30 July 2014 £	2015/16 10 Dec 2014 £	2016/17 30 July 2014 £	2016/17 10 Dec 2014 £	2017/18 30 July 2014 £	2017/18 10 Dec 2014 £
<b>Expenditure</b>								
<b>Original Gross Budget Requirement</b>	624,689,073	624,689,073	572,138,661	561,250,666	572,125,394	566,795,632	578,678,441	573,357,029
<b>Current Year Monitoring Issues with ongoing implications</b>								
- One off savings in 2013/14	4,686,190	4,686,190						
- Monitoring issues around Unachievable Savings	4,018,880	4,018,880						
- Services Pressures - Adult Services	9,300,000	9,300,000						
- Service Pressures - Children's Services	2,800,000	2,800,000						
- Carbon Management Review	372,000	372,000						
- Recharges Review	525,000	525,000						
- Building Design Base Budget adjustment	163,000	163,000						
- Asset Sales - Removal of income stream	37,000	37,000	50,000	50,000	50,000	50,000	0	
- Further unachievable Budget savings and shortfall of income	922,030	922,030						
- As identified as at P3- no growth included as at P3			0		0		0	
<b>2014/15 - New Budget Growth</b>								
<b>Inflation</b>								
- Prices	2,758,931	2,758,931	2,796,947	2,796,947	2,921,147	2,921,147	3,058,689	3,058,689
- Pay 1% award	955,196	955,196	710,957	710,957	723,654	723,654	734,834	734,834
- Pay Increment	896,688	896,688	637,769	637,769	480,607	480,607	332,950	332,950
- Pension Costs	0	0	0	0	3,500,000	3,500,000	0	0
- Auto Enrolment (impacts 2017/18)-ESTIMATE	0	0					TBC	0
<b>Committed Growth</b>								
- Debt Charges (Reduced as part of Savings)	924,000	924,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0
<b>New Growth</b>								
- Demography: Adults	1,867,000	1,867,000	1,758,000	1,758,000	1,500,000	1,500,000	0	0
- Demography: Childrens services	772,000	772,000	1,183,000	1,183,000	1,183,000	1,183,000	0	0
- Contribution to Balances (remove base budget for 2014/15 onwards)	(5,000,000)	(5,000,000)						
- Elections (2013/14 only)	(700,000)	(700,000)						
- Increments (2013/14 only, future years shown above)								
- Surplus/(Shortfall) increments								
- Transformation(2012/13 only)								
<b>New Service Pressures</b>								
New Investment funding- One year only	2,000,000	2,000,000	(2,000,000)	(2,000,000)				
Repaying for borrowing for Redundancies					2,000,000	2,000,000	0	0
Care Act implications							TBC	
Change in Ctax Tax base				1,669,933		8,350		8392
<b>Changes to Expenditure Reflected in Resources</b>								
Specific Grant Changes from Previous Year Including New Responsibilities	1,485,405	1,485,405	(4,083,850)	(195,550)	(1,317,000)	(1,317,000)	(321,980)	(321,980)
Income Changes	20,810	20,810						
Benefits (assume at same level as reduction in Resources)	(197,936)	(197,936)						
<b>Business Rates Retention</b>								
- Provision for Losses on Appeal								
- Provision for business rate decline (before safety net)	0							
- Surplus/(Shortfall) Available for Provision								
- shortfall in LACSEG/under 2s met one off in 2013/14 from spare								
<b>Budget Adjustments for surpluses and deficits</b>								
- remove "surplus" available in 2013/14 only	(736,046)	(736,046)						
- build growth to cover net loss in grants (make from surplus in 2013/14)	810,834	810,834						
<b>Offsetting Budget Adjustments</b>								
Use of NHB Smoothing	(1,106,000)	(1,106,000)	(1,609,000)	(1,609,000)	(1,909,000)	(1,909,000)	0	
Reallocation of Business Rates Appeals Base Budget			(2,277,816)	(2,277,816)				
Additional Contribution to offset Delay in Savings Achievement			2,277,816	2,277,816				
Contributions to Savings for changes in Projections								
- Net Growth Change	3,807,970	3,807,970	2,167,600	2,167,600	(3,749,700)	(3,749,700)		
- Net Resources Change-14/15 one year only	2,454,351	2,454,351	(2,454,351)	(2,454,351)				
- Net Resources Change-15/16 one year only			(170,339)	(170,339)	170,339	170,339		
<b>Gross Budget Requirement (Including Internal Recharges) Before Saving:</b>	658,526,376	658,526,376	572,125,394	566,795,632	578,678,441	573,357,029	582,482,934	577,169,914
Review of Internal Market and Income budget after Savings	(16,490,980)	(16,490,980)						
Removal of Grossing up associated with Internal Market costs	(28,365,950)	(28,365,950)						
Savings in 2014/15		(41,530,785)						
Changes in Gross in 2014/15		(10,887,995)						
<b>Gross Budget Requirement (Excluding Internal Market )</b>	613,669,446	561,250,666	572,125,394	566,795,632	578,678,441	573,357,029	582,482,934	577,169,914
				(6,328,762)		(5,321,412)		(5,313,029)

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<u>Committee and Date</u>	<u>Item</u>
Young People Scrutiny Committee	<b>11</b>
4 February 2014 9.30am	<u>Public</u>

## **TRANSFER OF COMMISSIONING ARRANGEMENTS FOR 0-5'S**

**Responsible Officer** Lindsay McHardy (Associate Director- Public Health)  
e-mail: Lindsay.machardy@shropshire.gov.uk

### **1. Summary**

On 1st October 2015 the commissioning responsibility for Health Visiting Services and Family Nurse Partnership (FNP) transfers to the local authority.

NHS England will have responsibility from April 2015 to work in partnership with Shropshire Council with novation of the contract taking place from 1st October.

The NHS contract has not yet been released and no release date provided. It is planned to have an in-house short life '0-5 Commissioning Transfer' working group set up, reporting to the Healthy Child Programme Partnership Board, to take this forward.

There are a number of outstanding issues that require clarification and these are identified in this paper.

Additional information regarding the roles and responsibilities of Health Visitors has been provided at the end of the paper.

### **2. Recommendations**

- The Committee is requested to note the proposals and arrangements outlined in this paper regarding the transfer of Health visiting and FNP services to local authority and the potential opportunities that this brings for future integration of services and support for children and families in Shropshire.
- To agree a timeline for reporting to YP Scrutiny Committee.

- A member of YP Scrutiny Committee to be involved in the proposed in-house '0-5s Commissioning Transfer' meetings (3-4 meetings).

## REPORT

### Background

On 1<sup>st</sup> October 2015 the commissioning responsibility for Health Visiting Services and Family Nurse Partnership (FNP) transfers to the local authority. It is the intention that NHS England will have responsibility from April 2015 working in partnership with Local Authority with a novation of contract taking place on 1<sup>st</sup> October.

### Finance/budgets

The total contract value for the half year commencing October 2015 is £1.47 million with an additional £15,000 for commissioning costs. The costings have a base funding of £160 per head of 0-5's in 2015-16 based on a full financial year of commissioning.

The child health information service is not included in this allocation and will remain the responsibility of NHS England for the foreseeable future. NHS England therefore must ensure they are covering the cost of this for health visiting and FNP.

NHS England have now received bottom up costings from Shropshire County Health Trust which require further clarification as there is a discrepancy between these and the proposed funding allocation from NHS England. Further clarification has been requested and assurance from NHS England has also been requested that Shropshire Council will have a budget which is sufficient for the needs of the service in its entirety.

It is proposed that the funding allocation from April 2016 will be undertaken using ACRA funding. We have highlighted some concerns about this and requested that our concerns are fed back to the Department of Health as currently ACRA funding allocation formulae does not recognise the cost of providing services in a rural County such as Shropshire.

The current CQUIN is included in the proposed funding allocation – this is inconsistent with arrangements in other areas.

The Area Team will clarify issues and arrangements regarding potential cross border costs, although the principle underpinning the allocation is that the health visiting service should only cover the resident, as opposed to registered population.

No agreement has been made with the NHS Local Education Team regarding training funding although we have been assured that student training would not come from allocation.

## **Staffing**

The current allocation of Health Visitors for Shropshire includes Family Nurse Partnership hours where a family nurse's primary qualification is health visiting. Shropshire Community Health Trust has undertaken some mapping work to ensure that the allocation meets the maximum caseload recommendations.

There is a possibility that as a result of the national programme to increase health visiting numbers and student numbers currently that we may have an oversupply of qualified health visitors by October 2015. NHS England have indicated that the oversupply should balance by October 2015 across Staffordshire and Shropshire, however in the event that there is an oversupply they will fund this for the 6 months from 1<sup>st</sup> October 2015: this will be non-recurrent funding. Shropshire Council would require assurances that the liability is removed for any costs that may be incurred as a result of this e.g. redundancy costs.

A new service specification has been drawn up for 2015/16 although details around performance metrics are still to be agreed. Much of the universal health visiting service is mandated and drawn from the *Healthy Child Programme 0-19 years*.

## **Reporting/Governance**

The NHS contract has not yet been released however when this is available the Local Authority legal and financial teams need to be clear about what this includes and it is planned to have in-house '0-5 Commissioning Transfer' meetings to take this forward. We are seeking input and support from the YP Scrutiny Committee to this short life working group.

NHS England has recently undergone a restructuring which has resulted in a broadening of responsibility for the Local Area Teams (LAT). Shropshire will now be allocated to an area team which includes Telford and Wrekin, Staffordshire, Stoke on Trent, Nottinghamshire and Derbyshire with one Public Health Commissioning Manager. The LAT will continue to work with the Local Government lead.

A Healthy Child Partnership Board is to be set up, with an inaugural meeting in February and this will report directly to the Children's Trust and Health and Wellbeing Board.

Performance monitoring against the Public Health outcomes framework will report to Public Health England.

A close working relationship has been formed with CCG colleagues particularly the Women and Children's commissioner.



### 3. Risk Assessment and Opportunities Appraisal

(NB this will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)

- The Local Authority risk manager will be invited to attend the in-house planning meetings to oversee the transfer details.
- There has been health visitor engagement throughout the process.
- A communication plan with GPs and other partners will be developed.
- A risk log for transition has been developed with Shropshire Community Health Trust and NHS England.
- The need to ensure that any funding discrepancy is resolved prior to novation is of paramount importance.
- The remit of the Local Area Team has increased which may mean that the planned smooth transition may not be as robust.
- There is an opportunity to develop a coordinated strategic approach to commissioning particularly 0-5 but also 0-19 years with other local authority colleagues.

### 4. Financial Implications

- A large sum of money will be transferred into Local Authority, however this will only cover the mandated service – there is no scope for planned growth.
- The funding is only guaranteed for 6 months effectively, as ACRA are to revisit the funding formula and revise allocations.

### 5. Additional Information

The following additional information is taken from the document:

*Department of Health. Transfer of 0-5 children's public health commissioning to Local Authorities. Baseline Agreement Exercise December 2014.*

#### **“Commissioning 0-5 public health services**

25. From 1 October 2015, Local Authorities will take over responsibility from NHS England for commissioning (i.e. planning and paying for) public health services for children aged 0-5. It is not a transfer of the workforce, who will continue to be employed by providers. 0-5 public health services include commissioning of the Healthy Child Programme including delivery of the health visiting service and FNP targeted services for teenage mothers.

26. The **Healthy Child Programme** is the universal clinical and public health programme for children and families from pregnancy to 19 years of age (and up to age 25 for young people with Special Educational Needs and Disability

[SEND]). The HCP, led by health visitors and their teams, offers every child a schedule of health and development reviews, screening tests, immunisations, health promotion guidance and support for parents tailored to their needs, with additional support when needed and at key times.

27. The **Health Visiting Service** comprises four tiers, which assess and respond to children's and families' needs:

- **Community Services** - linking families and resources and building community capacity.
- **Universal Services** - primary prevention services and early intervention provided for all families with children aged 0-5 as per the HCP universal schedule of visits assessments and development reviews.
- **Universal Plus Services** - time limited support on specific issues offered to families with children aged 0-5 where there has been an assessed or expressed need for more targeted support.
- **Universal Partnership Plus Services** - offered to families with children aged 0-5 where there is a need for ongoing support and interagency partnership working to help families with continuing complex needs.

28. Our aim is to ensure future commissioning supports sustainable health visiting services. We are using the model of '4, 5, 6'. This is, the four levels of health visiting service, the five elements we intend to mandate (described later in this document), leading to the six high impact areas: • transition to parenthood and the early weeks;

- maternal mental health (perinatal depression);
- breastfeeding (initiation and duration);
- healthy weight, healthy nutrition (to include physical activity);
- managing minor illness and reducing accidents (reducing hospital attendance/admissions); and
- health, wellbeing and development of the child age 2 – two year old review (integrated review) and support to be 'ready for school'.

29. The **Family Nurse Partnership** is a targeted, evidence-based, preventive programme for vulnerable first time young mothers. It is important to note that FNP is a licensed programme and therefore has a well-defined and detailed service model, which must be adhered to. Structured home visits, delivered by specially trained family nurses, are offered from early pregnancy until the child is two. Participation in the FNP programme is voluntary. When a mother joins the FNP programme, the HCP is delivered by the family nurse. The family nurse plays an important role in any necessary safeguarding arrangements alongside statutory and other partners to ensure children are protected.

30. The transfer of 0-5 commissioning will join-up public health services for children and young people aged 5-19 that are already delivered by Local Authorities (and up to age 25 for young people with SEND). This will enable

joined up commissioning from 0 to 19 years old, improving continuity for children and their families.

31. The following commissioning responsibilities will remain with NHS England:

- Child Health Information Services (CHIS) (to be reviewed in 2020); and
- the 6-8 week GP check (also known as Child Health Surveillance). “

*End of quoted document extract*

<p><b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b></p>
<p><i>Department of Health. Transfer of 0-5 children's public health commissioning to Local Authorities. Baseline Agreement Exercise December 2014.</i></p>
<p><b>Cabinet Member (Portfolio Holder)</b></p>
<p>Cllr Karen Calder (Health)</p>
<p><b>Local Member</b></p>
<p><b>Appendices N/A</b></p>

# Agenda Item 12

## YOUNG PEOPLE'S SCRUTINY COMMITTEE

### WORK PROGRAMME 2013-14

DATE	TOPIC	PURPOSE
<b>Wed 4 February 2015 9.00am</b>	<ul style="list-style-type: none"><li>• Shropshire's Safeguarding Children Board Annual Report</li> <li>• Corporate Parenting</li> <li>• Licencing of Taxi Drivers</li> <li>• Havenbrook Pilot</li> <li>• Health Visitor Service</li> <li>• Budget</li></ul>	

<b>Wednesday</b> <b>1 April</b> <b>2015</b> <b>10.00am</b>	<ul style="list-style-type: none"> <li>• Data/quality assurance report</li> <li>• Youth Services</li> <li>• Independent Reviewing Officers Annual Report</li> <li>• Annual Report - LAC Education &amp; Health</li> <li>• Childhood Obesity Task &amp; Finish Group Final Report?</li> </ul>	<ul style="list-style-type: none"> <li>• Exception reporting on key issues</li> <li>• Further update on changes to the provision of Youth Services</li> </ul>

## THE CABINET FORWARD PLAN

This Notice, known as the Cabinet Forward Plan, sets out the Decisions, including Key Decisions, which are likely to be taken during the period covered by the Plan by either Cabinet as a whole or by individual members of the Executive. The Plan is updated each month and at least 28 clear days before a key decision is to be taken and is available from Council Offices, libraries and on the Council's Internet site ([www.shropshire.gov.uk](http://www.shropshire.gov.uk)). This edition supersedes all previous editions.

### Further Information

Cabinet is comprised of the following members: Mr K Barrow (Leader); Mrs A Hartley (Deputy Leader); Mr T Barker; Mr G butler; Mrs K Calder; Mr L Chapman; Mr S Charmley; Mr M Owen; Mr M Price; and Mrs C Wild. To view more details, please click on the following link :

<http://shropsdemserv.web.coop/CommitteeServices/CouncilMeetingsAndDecisions/Cabinet>

A Key Decision is one which is likely to result in income, expenditure or savings of £500,000 or greater, or to have a significant effect, on, two or more Electoral Divisions. In two member divisions i.e. Oswestry and Market Drayton, these are to be treated for the purpose of a key decision as two divisions.

Members of the public are welcome to attend Full Cabinet meetings and ask a question and/or make a statement in accordance with the Council's Procedure Rules. If you would like further details please email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk) or telephone 01743 252729.

Members of the public are also welcome to submit a request to address or to ask a question of the Member making the Portfolio Holder decision. Any request should be submitted in writing to the Chief Executive at the address below by no later than 2 clear working days before the proposed Member Session. This is to ensure that the individual member has sufficient time to decide whether or not to hear such persons and if so the arrangements to be made. If you would like further details please telephone 01743 252729 or email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk).

All Executive including individual member decisions (except in extreme urgency) are subject to call-in and Scrutiny.

Documents submitted for decision will be a formal report, which if public, will be available on this website at least 5 clear working days before the date the decision can be made. If you would like to request such a document, please email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk) or telephone 01743 252729.

Documents shown are listed at Shropshire Council, The Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND.

## CABINET FORWARD PLAN FOR 3 FEBRUARY 2014 ONWARDS

**DECISION MAKER - Cabinet - 19th February 2014**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 19 February 2014	<p><b>Financial Strategy 2014/15 to 2023/24 - Final</b> Cabinet will consider a final report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Council's Financial Strategy for 2014/15 to 2023/24.</p>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 24 September 2013
Wednesday, 19 February 2014	<p><b>Capital Strategy 2014/15 - 2017/18 - Final</b> Cabinet will consider a final report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Council's Capital Strategy for 2014/15 to 2017/18.</p>	Yes	Mike Owen, Portfolio Holder		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 24 September 2013
Wednesday, 19 February 2014	<p><b>Estimated Collection Fund Outturn 2013/14</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Estimated Collection Fund Outturn for 2013/14.</p>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013

Wednesday, 19 February 2014	<b>Treasury Strategy 2014/15</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Treasury Strategy for 2014/15.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 19 February 2014	<b>Housing Revenue Account 2014/15</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Housing Revenue Account for 2014/15.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 19 February 2014	<b>Treasury Management Update - Quarter 3 2013/14</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the Treasury Management activities for the 3 <sup>rd</sup> quarter of 2013/14.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 19 February 2014	<b>Revenue Monitoring Report 2013/14 - Period 9</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance on the revenue position of the Council at the end of Period 9 of 2013/14.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013



Wednesday, 19 February 2014	<b>Capital Monitoring Report 2013/14 - Period 9</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the capital position at the end of period 9 in 2013/14.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 19 February 2014	<b>SAMDev - Final Plan Version</b> Cabinet will consider a report by the Head of Economic Growth and Prosperity on the final plan version of the SAMDev. This matter will be considered by Council on 27 <sup>th</sup> February 2014.	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Tuesday, 19 November 2013
Wednesday, 19 February 2014	<b>Quarter 3 Performance Report 2013/14</b> Cabinet will consider a report on the performance of the Council during quarter 3 of 2013/14.	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager tom.dodds@shropshire.gov.uk	Wednesday, 6 November 2013
Wednesday, 19 February 2014	<b>Award of adult social care contract for shared lives</b> Cabinet will consider a report by the Head of Social Care Improvement and Efficiency on the awarding of the adult social care contract for shared lives.	Yes	Portfolio Holder for Adult Services and Commissioning (South)	Exempt	Ruth Houghton, Head of Social Care Improvement and Efficiency Tel: 01743 254203 ruth.houghton@shropshire.gov.uk 01743 254203	Wednesday, 6 November 2013

Wednesday, 19 February 2014	<b>Future of Learning, Employment and Training Service</b> Cabinet will consider an exempt report by the Director of Children's Services on the future of the learning, employment and training service.	Yes	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding	Exempt	Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Tuesday, 10 December 2013
Wednesday, 19 February 2014	<b>Shropshire Schools Funding Formula 2014/15</b> Cabinet will consider a report by the Director of Children's Services on the Shropshire Schools Funding Formula 2014/15.	Yes	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding		Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Friday, 7 February 2014
Wednesday, 19 February 2014	<b>Flax Mill Maltings</b> Cabinet will consider an exempt report by the Head of Economic Growth and Prosperity on the Flax Mill Maltings Project at Ditherington, Shrewsbury.	Yes	Malcolm Price, Portfolio Holder	Exempt	Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Friday, 7 February 2014
Wednesday, 19 February 2014	<b>Development of University in Shropshire</b> Cabinet will consider a report by the Chief Executive.	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)		Clive Wright clive.wright@shropshire.gov.uk	Monday, 10 February 2014
<b>DECISION MAKER - Cabinet - 12th March 2014</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan

Wednesday, 12 March 2014	<p><b>Revenue Monitoring Report 2013/14 - Period 10</b></p> <p>Cabinet will consider a report by the Head of Finance, Governance and Assurance on the revenue position of the Council at the end of period 10 2013/14.</p>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 12 March 2014	<p><b>Capital Monitoring Report 2013/14 - Period 10</b></p> <p>Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 officer) on the capital position of the Council at the end of period 10 2013/14.</p>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 15 October 2013
Wednesday, 12 March 2014	<p><b>Annual Admissions Update</b></p> <p>Cabinet will consider the Annual report by the Director of Children's Services on Admission arrangements for 2014/15.</p>	Yes	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding		Karen Bradshaw, Director of Children's Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Tuesday, 10 December 2013
Wednesday, 12 March 2014	<p><b>Award of Adult Social Care Contract for Community Living</b></p> <p>Cabinet will consider an exempt report on the adult social care contract for community living.</p>	Yes	Portfolio Holder for Adult Services and Commissioning (South)	Exempt	Ruth Houghton, Head of Social Care Improvement and Efficiency Tel: 01743 254203 ruth.houghton@shropshire.gov.uk	Wednesday, 29 January 2014

Wednesday, 12 March 2014	<b>Change for Best Business Case (Exception Report)</b> Cabinet will consider an exempt report by the Director of Commissioning on change for the Best Business Case.	Yes	Leader of the Council and Portfolio Holder for Reputation Management and Communications	Exempt	George Candler george.candler@shropshire.gov.uk	
<b>DECISION MAKER - Cabinet - 9th April 2014</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 9 April 2014	<b>Revenue Monitoring Report 2013/14 - Period 11</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 Officer) on the position of the Council's revenues at the end of period 11 in 2013/14.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013
Wednesday, 9 April 2014	<b>Capital Monitoring Report 2013/14 - Period 11</b> Cabinet will consider a report by the Head of Finance, Governance and Assurance (Section 151 officer) on the capital position of the Council at the end of period 11 in 2013/14.	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	Tuesday, 15 October 2013

Wednesday, 12 March 2014	<b>Shrewsbury West Sustainable Urban Extension: Implementation of the development including costs and contributions to development and infrastructure</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)	Exempt	Chris Hill, Team Leader Investment and Infrastructure, Business and Enterprise Team Tel: 01743 252273 chris.hill@shropshire.gov.uk	Tuesday, 24 September 2013
<b>DECISION MAKER - Cabinet - 7th May 2014</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 7 May 2014	<b>Quarter 4 Performance Report 2013/14</b> Cabinet will consider a report on the performance of the Council during the 4 <sup>th</sup> quarter of 2013/14.	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager tom.dodds@shropshire.gov.uk	Wednesday, 6 November 2013
Wednesday, 7 May 2014	<b>LDF Implementation Plan and Supporting Place Plans</b> Cabinet will consider a report by the Head of Economic Growth and Prosperity on the Local Development Framework Implementation Plans and supporting Place Plans.	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	
<b>DECISION MAKER - Deputy Leader and Portfolio Holder for Children's Services - Ann Hartley</b>						

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 26 March 2014	<b>West Mercia Adoption Business Case</b> The Portfolio Holder for Children's Services will consider a report by the Director of Children's Services entitled "West Mercia Adoption Business Case".	Yes	Ann Hartley, Deputy Leader		Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Friday, 31 January 2014

**DECISION MAKER - Portfolio Holder for Business Growth, ip&e and commissioning (North) - Mr Steve Charmley**

Date of Meeting	Purpose and Report title	Key Decision	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Thursday, 23rd January, 2014	<b>Shropshire Council Market Policy, Market Drayton</b> The Portfolio Holder will consider a report by the Local Commissioning Manager on the Council's Market Policy.	Yes		Neil Willcox, Local Commissioning Manager Tel: 01743 255051 neil.willcox@shropshire.gov.uk	Tuesday, 24 September 2013
Not before Monday, 17th February, 2014	<b>Shropshire Council CCTV Monitoring Centre Review</b>	Yes		Paul McGreary, Head of Public Protection Tel: 01743 253868 paul.mcgreary@shropshire	Thursday, 16 January 2014
Not before Monday, 24th March, 2014	<b>Shropshire Archives - Opening Hours</b>	Yes		Louise Cross, Visitor Economy Service Manager Tel: 01743 252572 louise.cross@shropshire.gov.uk	

**DECISION MAKER - Portfolio Holder for Resources, Finance and Support - Mike Owen**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Friday, 14th February, 2014	<b>Accommodation Review in Ludlow</b>	Yes	Portfolio Holder for Resources, Finance and Support	Exempt	Steph Jackson steph.jackson@shropshire.gov.uk	Thursday, 16 January 2014

**DECISION MAKER - Portfolio Holder for Planning, Housing and Commissioning (Central) - Mr Malcolm Price**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan

**DECISION MAKER - Portfolio Holder for Highways and Transport - Claire Wild**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Tuesday, 4 March 2014	<b>Shropshire Hills AONB Management Plan</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		John Harrison john.harrison@shropshire.gov.uk	Friday, 31 January 2014

Tuesday, 25 February 2014	<b>Procurement of the Highways Engineering Consultancy Contract</b>	Yes	Portfolio Holder for Highways and Transport	Exempt	Ron Buzzacott ron.buzzacott@shropshire.gov.uk	Friday, 31 January 2014
Friday, 14 February 2014	<b>Governance Arrangements for CIL spend</b>	Yes	Malcolm Price, Portfolio Holder		Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Wednesday, 6 November 2013
Not before Monday, 24th March, 2014	<b>ST&amp;R Housing: Succession and Assignment Policy</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		George Candler george.candler@shropshire.gov.uk	
<b>DECISION MAKER - Portfolio Holder for Highways and Transport - Claire Wild</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Monday, 10th March, 2014	<b>Targeted De-commissioning and Removal of Non-Essential Street Lights</b> The Portfolio Holder for Highways and Transport – Cllr Claire Wild – will consider a report on the targeted decommissioning and removal of non-essential street lights.	Yes	Claire Wild, Portfolio Holder		George Candler george.candler@shropshire.gov.uk	Tuesday, 21 January 2014



Tuesday, 25 February 2014	<b>Procurement of the Highways Engineering Consultancy Contract</b>	Yes	Portfolio Holder for Highways and Transport	Exempt	Ron Buzzacott ron.buzzacott@shropshire. gov.uk	Friday, 31 January 2014
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Date of Publication – 31<sup>st</sup> January 2013