



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

Date: Tuesday, 12 July 2016
:

Committee:
Young People's Scrutiny Committee

Date: Wednesday, 20 July 2016

Time: 10.00 am

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

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

Nic Laurens
Kevin Pardy
John Price
Robert Tindall
Kevin Turley

Co-opted Members (Voting):

Sue Hudson
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
Arthur Walpole
Tina Woodward
Paul Wynn

Your Committee Officer is:

Tim Ward Committee Officer

Tel: 01743 257713

Email: 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 23 May 2016, are attached for confirmation.

4 Public Question Time

To receive any public questions or petitions from the public, notice of which has been given in accordance with Procedure Rule 14. The deadline for this meeting is 5.00pm on 15 July 2016

5 Members' Question Time

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

Deadline for notification: 5.00pm on 15 July 2016

6 Corporate Parenting (Pages 7 - 46)

This report reminds Scrutiny Panel of what is meant by Corporate Parenting and introduces the revised Corporate Parenting Strategy 2016 which sets out our approach to fulfil our statutory responsibility

7 Children's Safeguarding Peer Review (Pages 47 - 66)

This report provide a further update on actions being taken following the Children's Safeguarding Peer Review undertaken by the LGA in 2015

8 Schools Organisation

Members will receive a presentation

9 How Shropshire Council will meet the statutory requirements for the provision of swimming

Members will receive a verbal update.

10 Work Programme (Pages 67 - 86)

The current Scrutiny Work Programme and Cabinet Forward Plan are attached.

Members are asked to consider whether there are any other items they wish to be added to the work programme

11 Date of Next Meeting

Members are reminded that the next meeting of the Young People's Scrutiny Committee will be held on Wednesday 14 September 2016 at 10.00am



YOUNG PEOPLE'S SCRUTINY COMMITTEE

Minutes of the meeting held on 23 May 2016

10.00 am - 12.06 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

Responsible Officer: Tim Ward

Email: tim.ward@shropshire.gov.uk Tel: 01743 257713

Present

Shropshire Councillors

Councillor Joyce Barrow (Chairman)

Councillors Peggy Mullock (Vice Chairman), Dean Carroll, Roger Evans, Hannah Fraser, Vince Hunt, Nic Laurens, Kevin Pardy and John Price

1 Election of Chairman

1.1 Nominations were received for Councillor Mrs Barrow and Councillor Mrs Fraser

1.2 RESOLVED:

That Councillor Mrs Barrow be elected Chairman of the Young Peoples Scrutiny Committee for the forthcoming municipal year

2 Apologies and Substitutions

2.1 Apologies for absence had been received from Councillors Boddington, Tindall and Turley and from Mr Hignett and Ms Hudson

2.2 Councillor Evans substituted for Councillor Boddington and Councillor Carroll substituted for Councillor Tindall

3 Appointment of Vice Chairman

3.1 RESOLVED:

That Councillor Mrs Mullock be appointed Vice Chairman of the Young Peoples Scrutiny Committee for the forthcoming municipal year

4 Disclosable Pecuniary Interests

4.1 None were made

5 Minutes

5.1 The minutes of the meeting held on 23 March 2016 had been circulated

5.2 RESOLVED:

That the Minutes of the meeting held on 3 March 2016 be confirmed as a true record as signed by the Chairman.

- 5.3 A Member expressed concern that a further report on CAMHS was not scheduled till the September meeting. The Committee Officer advised that the timing of reports to the Committee were set around the reporting of data to NHS England.

6 Public Question Time

- 6.1 There were no public questions

7 Members' Question Time

- 7.1 There were no questions from Members

8 Young Health Champions

- 8.1 Members received a presentation from representatives of the Shropshire Young Health Champions on the diabetes project.
- 8.2 Members expressed their thanks to the Young Health Champions for all the work that they do and for their presentation.

9 Educational Performance of Disadvantaged Children

- 9.1 Members received the report of the Commissioner for Education Improvement and Efficiency which gave details of the educational performance of disadvantaged children in Shropshire.
- 9.2 The Commissioner for Education Improvement and Efficiency reminded Members that the 2015 national performance data defined disadvantaged pupils as those who have been Eligible for Free Schools Meals (FSM) in the last six years, looked after continuously for 1 day or more; or adopted from care, and that the education performance of disadvantaged children focussed on attainment and performance.
- 9.3 The Commissioner for Education Improvement and Efficiency informed Members that overall achievement at both Early years Foundation Stage and Key Stage (KS) 1 and 2 was above national averages and comparable with Shropshire regional and Statistical neighbours, and that at KS 1 and 2 the gap between disadvantaged children and their peers was narrowing. He went on to say that at KS4 overall attainment was just below national average and compared unfavourably with statistical neighbours and that the gap between disadvantaged pupils and tier peers had increased and was 8 percent greater than the national gap.
- 9.4 The Commissioner for Education Improvement and Efficiency then outline the factors which influenced pupil achievement and the actions being taken to narrow the gap between the achievement of disadvantaged pupils and their peers.

- 9.5 A Member commented that it was more relevant to compare the Council's performance with that of the statistical neighbours as they would have similar challenges to Shropshire. The Commissioner for Education Improvement and Efficiency agreed that this was the case and commented that in relation to its statistical neighbours, the Council performed well in all areas apart from KS4.
- 9.6 A Member asked whether the council received the additional funding for Looked after Children (LAC) for those LAC from other areas. The Commissioner for Education Improvement and Efficiency advised that the situation varied between Councils.
- 9.7 A Member commented that in order to support schools efficiently it was important that there were no delays in getting data. The Commissioner for Education Improvement and Efficiency advised the meeting that the Council did not just use the most current data but looked at trends over time.
- 9.8 A Member commented that it was important that Governors were given the necessary information to help monitor progress. The Commissioner for Education Improvement and Efficiency informed Members that Governors played an important role and that regular meetings were held with Governors.
- 9.9 The Chairman thanked the Commissioner for Education Improvement and Efficiency for his report and congratulated his team on the good work that they were carrying out.

10 Unaccompanied Asylum Seekers

- 10.1 Members received the report of the Team Manager, Fostering & Residential Services, which summarised the current position and levels of unaccompanied asylum seeking children in the care of Shropshire Social Services.
- 10.2 The Team Manager, Fostering & Residential Services advised Members that Local Authorities in England and Wales had a duty under sections 17 and 20 of the Children Act 1989 to provide support for unaccompanied asylum seeking children (UASC), and that historically the number of UASC in Shropshire had been low and that currently there were 6 UASC accommodated in the County.
- 10.3 The Team Manager, Fostering & Residential Services informed Members that Children's Services were involved with the Kent Dispersal Scheme for UASC and had committed to accepting 3 UASC from this scheme.
- 10.4 A Member commented that given the large numbers involved, the commitment to accept 3 UASC seemed very low. The Team Manager, Fostering & Residential Services advised the meeting that the figure of 3 had been reached after careful assessment of the resources that were available.
- 10.5 A Member asked for more details of the process that was followed once a UASC arrived in the County. The Team Manager, Fostering & Residential Services advised that a similar process was followed as that for any LAC and that in addition

a social worker and interpreter where appointed where necessary and additional support allocated as necessary.

10.6 RESOLVED:-

That the contents of the report be noted

11 IRO Annual Report

11.1 Members received the Annual Independent Chairpersons Report which provided evidence relating to the effectiveness of the Independent Reviewing Officers (IRO's) and Independent Conference Chairs (ICC's) in Shropshire.

11.2 The Director of Children's Services reminded Members that the role of an ICC was to chair Looked After Children (LAC) statutory reviews and to chair child protection conferences and that the role of the IRO was to monitor and challenge where necessary, the care planning for LAC.

11.3 A Member asked whether an excessive workload for Social Workers had led to the levels of outstanding assessments and children not being seen within the statutory guidelines. The Head of Children's Social Care and Safeguarding advised that in some cases there was a delay in writing up the assessments rather than carrying out the assessment and that this was being addressed by the provision of more administrative support. She informed Members that all vacancies for social workers had now been filled.

11.4 RESOLVED: -

That the recommendations to improve the service offered by the Independent Review Unit and to improve the outcomes for Looked After Children and children subject to a Child Protection Plan be noted.

12 The Future Shape of Education in Shropshire

12.1 The Director of Children's Services advised Members that the Department for Education was currently consulting on proposals for the National Funding Formula and that there was an expectation that the lump sum for schools would be increased and there may be additional sparsity funding. She added that overall Shropshire Schools were likely to receive increased funding with smaller schools gaining the most.

12.2 The Director of Children's Services reminded Members of the publication of the White Papers "Education Excellence Everywhere" which set out plans for all schools to become academies within Multi Academy Trusts by 2022 with the Local Authority remaining responsible for place planning and sufficiency, meeting the needs of pupils with SEND and school admissions and transport. The Director of Children's Services advised Members that the Secretary of State had recently made an announcement stating that good and outstanding schools would not be forced to become academies but that the government remained committed to a fully academised school system by 2022.

12.3 The Director of Children's Services informed Members that the Council was engaging with Head Teachers and Governing Bodies to work towards the aims of the White Paper by encouraging the development of existing MATS, the development of new Shropshire based MATs and exploring the possibility of local authority led MATS and that the Council would continue to encourage collaborative working.

12.4 Members requested that a further update be given at the next meeting.

13 Other Items

13.1 Following a query from a Member the Director of Children's Services confirmed that 42 pupils were absent without authorisation when KS1 SATS were held

14 Work Programme

14.1 Members received copies of the Committees Work Programme and the Cabinet Forward Plan.

14.2 It was agreed that an update on the Peer Review should be added to the agenda for the next meeting

14.3 The Chairman asked Members to let her know of any other topics they would like added to the Committee's work programme

15 Date of Next Meeting

15.1 Members were reminded that the next meeting of the Young Peoples Scrutiny Committee would be held on Wednesday 20 July 2016 at 10.00am at the Shirehall

Signed (Chairman)

Date:

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Committee and Date

Young People's Scrutiny

20 July 2016

Item

Public

Corporate Parenting

Responsible Officer Steve Ladd, Service Manager Placements

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Tel: 01743 250100 Fax

1. Summary

- 1.1 This report reminds Scrutiny Panel of what is meant by Corporate Parenting and introduces the revised Corporate Parenting Strategy 2016 (Appendix 1) which sets out our approach to fulfil our statutory responsibility.
- 1.2 The report includes the recent assurance report to Shropshire's Safeguarding Children Board in March 2016 (Appendix 2) which sets out the arrangements in place by Children Services to ensure that those young people for whom we have Corporate Parenting responsibility for are safeguarded.

2. Recommendations

- 2.1 The members of the panel are asked to note the contents of this report.
- 2.2 Members are asked to consider how they can collectively contribute to the continued health, safety and development for the children in care for whom we have corporate parenting responsibilities.

REPORT

3. Risk Assessment and Opportunities Appraisal

(NB This will include the following: Risk Management, Human Rights, Equalities, Community and other Consultation)

4. Financial Implications

This report does presents information to support decision making. Accountable officers, senior managers and key decision makers may use the information to inform actions or interventions for the prioritisation and use of resources. There are financial implications of not having robust arrangements for children in care and those leaving care and accessing leaving care services

5. Background

- 5.1 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 its partners to ensure safe, meaningful and effective protection of children and young people in care, and care leavers.

When a child comes into care, the council becomes the Corporate Parent. Put simply, the term 'Corporate Parent' means the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children who are looked after by the council.

A child in the care of the council looks to the whole council to be the best parent it can be to that child.

Every member and employee of the council has the statutory responsibility to act on behalf and for that child in the same way that a good parent would act for their child.

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.

5.2 Messages from Central Government

Edward Timpson , Children's Minister – "Children in care need to be a priority across the whole council, not just for children's services ...¹" "The rule of thumb should be to give children in care the same opportunities as you would give your own children... ²" "You have no greater responsibility than when you are acting as corporate parents... ³"

(1,2,3 Putting Corporate Parenting in to Practice, NCB 2013)

These messages have been followed by the drafting of the **Children and Social Work Bill** (Appendix 3 briefing). The Government has reaffirmed its plans to enable a child to be adopted by a new family in a shorter period of time, improve the

standards of social work, set out principles of Corporate Parenting and give greater support for children leaving care through a new 'Care Leavers' Covenant'.

5.3 Taking up the Challenge

Our Corporate Parenting Strategy 2016- 2018 does already reflect the principals set out in the bill but requires a commitment from all elected members and council employees in a council-wide approach. The Strategy was presented to Corporate Parenting Panel on the 8th June 2016 where it was endorsed

Corporate Parenting involves the whole council and its partners acting as a good parent and "corporate family", committing resources and working together to improve the lives of all children and young people in care and care leavers.

Corporate Parenting is about prioritising needs, listening to views and wishes and supporting children and young people to make the most of their lives. When decisions are being taken for design of services, Council leaders need to consider what impact these decisions will have on our Looked After Children and Care Leavers and how this will affect our discharge of Corporate Parenting responsibility.

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 David Minnery
Local Member
All Members
Appendices
Appendix 1 Corporate Parenting Strategy 2016-18
Appendix 2 Corporate Parenting Assurance Report to SSCB March 2016
Appendix 3 Officer Briefing to Corporate Parenting Panel on The Children and Social Work Bill 2016

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Shropshire Corporate Parenting Strategy 2016-18

**Revised May 2016
Next revision: May 2018**

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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.



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.

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.

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
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1.1 Foreword

Every professional who works with looked after children and care leavers has the responsibility of a corporate parent. This can be a social worker, councilor or other professionals who work in police, health, housing, probation and education. Being a corporate parent means providing the best possible care and safeguarding for the children who are looked after by the council. A looked after child looks to the whole council to be the best parent that it can be to that child

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:

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- 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:

“would this be good enough for my child.....”

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For Corporate Parenting to be effective it needs a commitment from all elected members and council employees in a council-wide approach as well as from partner agencies who work to support the best interests of looked after children. 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.

Professionals with responsibility for looked after children meet on a regular basis to discuss the important issues involving looked after children and care leavers in Shropshire and to identify what further work or action is needed to support and help our looked after children succeed in life. This is called a Corporate Parenting Panel and young people from the Children in Care Council and Care Leavers Forum attend to report directly to the panel on issues impacting directly on looked after children. This ensures all corporate parents fully understand the key issues for looked after children so that they can consider what action they themselves or their agency can take to promote the best interests of looked after children. The Corporate Parent Panel will identify actions to be taken, set priorities and will hold agencies to account to ensure all agencies are effective corporate parents. Please refer to Appendix 1.

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.

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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.

Shropshire Council is committed to finding children and young people a permanent family. If this cannot be within the child's own extended family then Shropshire Council is committed to securing each individual child or young person with a permanent placement. This reinforces our view that permanency provides the best environment for children to feel safe and secure which will enable them to achieve happy and fulfilling lives.

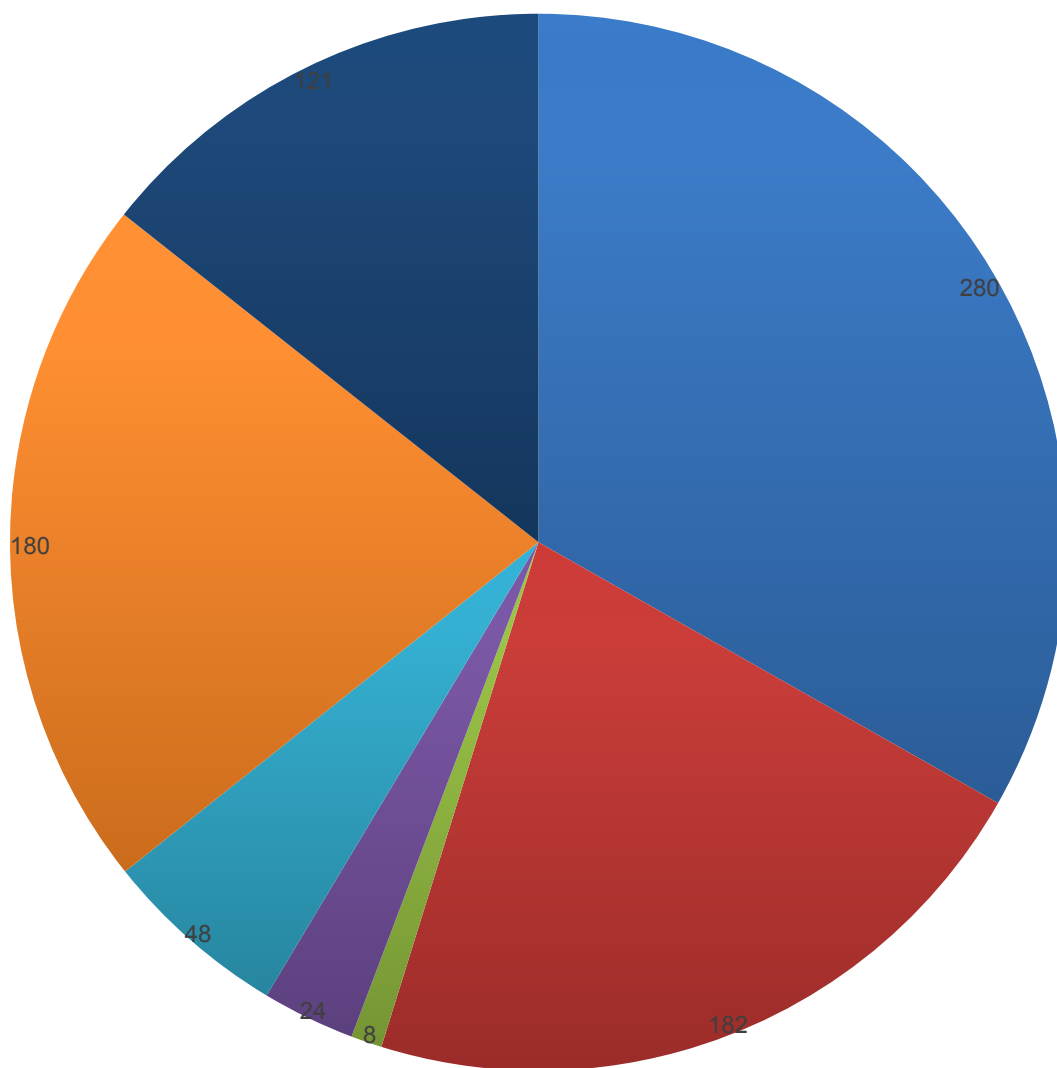
Children and young people in care are individuals, come from all walks of life and have different aspirations, ambitions and cultural identities.

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.



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Shropshire Children In Care Snapshot as at 1st April 2016



- Children looked after by the council
- Children placed with foster carers (61 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

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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.

We need to make sure that children and young people feel safe and secure have stability in their lives and that we help them to achieve their full potential by supporting them in fulfilling their ambitions and aspirations.

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

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

1.4 Children in Care Council and Care Leavers Forum

Shropshire’s Children in Care Council seeks to represent and promote the views, opinions and experiences of Shropshire’s Looked after Children. Young people and care leavers. In order to

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influence the development of services provided by Shropshire Council and its partners. The Children in Care Council and Care Leavers Forum brings together representatives of Shropshire's Looked after Children, young people and care leavers to share their views, opinions, ideas and experiences in order to improve services provided by Shropshire Council and its partners. The Children in Care Council and Care Leavers Forum works in partnership with Shropshire's Corporate Parenting panel, Shropshire Council and providers of services to develop and shape policies and proposals that affect Shropshire's Looked after Children, young people and care leavers.

1.5 Shropshire's Children's Charter

There is a children's charter in place which was produced with our children and young people in 2013. This charter is in the process of being reviewed with the children and young people. This charter is widely available across the Council and relates to 9 key areas that are important to looked after children;

- Health
- Education, work and training
- Social life
- Support
- Inform me
- Moving on
- My home
- My voice
- General issues

The Corporate parenting Panel, the council and elected members have signed up to this charter.

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1.6 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.



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- **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.

1.7 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;



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- 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

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:

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- 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.

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.

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- 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.

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- 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

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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 Scholl 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.*

1.8 Going Forward

As Corporate parents we are keen to understand the issues that impact on our looked after children. We are keen to develop further our understanding of what it means to be a looked after child in Shropshire by developing different ways of engaging with and listening to our looked after children. We also want to ensure that as corporate parents we have a full understanding of the looked after children agenda. We will therefore look to have themed areas at each Corporate Parenting Panel so that there can be a drill down into specific groups of looked after children or issues that affect looked after children. A review of Corporate Parenting Panel functioning and scope will take place.



Appendices

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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.

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Panel Membership

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

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 partner agencies such as Health and Police.

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;
- Scrutinise service delivery in order to satisfy ourselves that there is joined up, effective and holistic approach to meeting the needs of looked after children and care leavers.
- Commit to listen to the views of looked after children, young people and care leavers.
- Ensure looked after children, young people and care leavers are considered in the development of all policy and service provision that might impact on them.
- Attend events that recognize and celebrate the achievements and successes of looked after children, young people and care leavers.
- Meet with children and young people through participation groups
- Ensure that relevant new initiatives, plans, policies and service developments are presented to the Panel for consultation.
- Challenge practice and ways of working and the delivery of services where required
- Understand the needs of Shropshire's looked after population, including data relating to;
 - How many looked after children, young people and care leavers there are
 - How many the local authority is looking after
 - How well we are achieving permanency for children in a timely way
 - How well looked after children, young people and care leavers are doing at school, college or university and what needs to be done to improve educational outcomes
 - What the health needs of looked after children, young people and care leavers are and how these are being met

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- What advocacy or children's services are available
- What are the housing needs of looked after children, young people and care leavers and how are these being met?
- What support is available to care leavers

Support to the Corporate Parenting Panel: will be provided by the PA to the Head of Service

Accountability: Chair to report to the Leader of the Council, the Chief Executive or 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.

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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.

Keeping our Children Safe from Harm

Date of SSCB Meeting	17 th March 2016	Item 6
Report Title	Corporate Parenting	
Summary & Purpose of Report	<p>This report sets out in brief the role of Corporate Parenting Board and their activities undertaken to ensure the safety of Looked After Children they act as corporate parents for is a priority.</p> <p>The report identifies key safeguarding risks for LAC and how these are being managed by their Corporate Parents and serves to advise Shropshire Safeguarding Children Board about the way in which Corporate Parenting Panel operates and receives information which enables it to scrutinise the services and stay safe outcomes for children in care and care leavers.</p>	
Recommendations & reason for recommendations	<p>Shropshire Safeguarding Children Board to note the contents of this report and the constituent agencies should consider how their organisation can contribute to the continued health, safety and development for the children in care for whom we have corporate "family" responsibilities.</p>	
How young people have contributed to this report	<p>Children and Young People have not directly contributed to this report</p>	
How this will promote positive outcomes for children and young people	<p>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.</p> <p>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.</p> <p>Ensuring SSCB agencies understand the role of a Corporate Parent will promote critical friend challenge and a joined up approach to achieving our corporate parenting role and as such being a "Good Parent"</p>	
Author / Presenter	Steve Ladd / Tina Russell	

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Actions to follow up Eg Communications?	To be completed at meeting.
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Indicate relevant strategic objectives	
Objective 1 Shropshire has an effective LSCB which fulfils its statutory responsibilities and promotes a culture of collective accountability, respectful challenge and continuous learning.	x
Objective 2 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	x
Objective 3 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	
Objective 4 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.	x
Objective 5 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.	

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Children and Young People in care and care leavers are involved in the Children in Care Council and Care Leavers Forum which feed into Corporate Parenting Panel and attend panel at least twice per year to hold Corporate Parents to account.

1. Report

1.1 Introduction

Shropshire Council aims to support the majority of its children and young people to achieve safe stable care 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 its 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'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

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.

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1.2 Corporate Parenting Panel

A Corporate Parenting Panel is well established in Shropshire and has been for many years. Over recent times however, the focus and membership of this panel has been sharpened and extended respectively.

The Corporate Parenting Panel sets 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. Corporate Parenting Panel also ensures that the commitments outlined in the Shropshire's Charter for Children in Care and Care Leavers are delivered.

1.3 Performance Information

Corporate Parenting Panel monitors the delivery of good, safe, high quality services through quality assurance and performance management information.

A performance information dashboard (Appendix 1) was introduced last year and it continues to evolve. The performance information focuses on the population of Looked After Children by characteristics, placement type, placement stability, legal status, and reasons for ceasing care status. It also includes areas of particular interest such as missing episodes; care leavers – Education Employment and Training, Suitable Accommodation etc. The performance information is one of the ways in which Corporate Parenting Panel is able to understand its cohort of children and young people and to scrutinise and challenge the outcomes that are indicated from the data.

This information is set against Statistical and National performance. The following set of charts outlines the DfE LAC analysis across Local Authorities and was released in December 2015. This shows us how the LAC population of Shropshire compares with our statistical neighbours and All England data.

Corporate Parenting dashboard



Corporate
Parenting - Q3 1516

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1.3.1 Key Performance Headlines

- With effective edge of care support in place LAC rate per 10k has fallen slightly as at 31st December 2015 and we are seeing for the first time more children exiting than entering the care system. Also the number of children entering care over the age of 10yrs is comparatively lower than our SN and England.
- Through focused work under child protection and pre proceedings and implementation of a Support and Prevention panel, offering alternative options to care where it is safe to do so, we have been able to reduce our S20 percentage from 41% as at 31st March 2014 to 34% by December 2015 (and there is a corresponding rise in percentage of care orders).
- Whilst in Shropshire from 14/15 - 15/16 we have an increasing number of children placed in Foster Care provision this is still lower than SN/England. We have achieved a significant reduction in the number of children placed in residential care settings. Foster Placements have fallen in late 2015 – this is related to the rise in Special Guardianship Orders sought and granted in the year to Connected Person's Foster Carers (Friends and Family Carers who have been approved as foster carers for a specified child)
- Stability of placements remains higher than SN / All England average for children in the same placement for 2 or more years.
- There have been more children adopted from 1st April 2015 - 31st December 2015 (19) than at financial year end of 14/15 (15) with another quarter to go.

1.4 Safeguarding Children in Care

Many looked after children are at greater risk of social exclusion and have additional vulnerabilities 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, recognises the additional needs and risks of harm facing children in care and acts proactively to manage and reduce these.

Key Safeguarding Need / Risks:

- **Allocation of case workers**

All Looked After Children have a qualified social worker allocated to their case. Weekly case load allocation data is received by the DCS and AD to monitor this arrangement. The DCS is able to

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report and monitor this on behalf of the CP board. Case load reports consistently show no unallocated LAC cases.

Children Social Work services are undertaking a redesign and development of a Permanency team for LAC who have a long term permanency care plan with LAC status. This re-design will enable social workers to better prioritise LAC children on their case loads and ensure timeliness of visiting and LAC review without the competing demands of CP and incoming Assessments. The new structure will be in place as of 1.3.16.

- **Frequency of visits to children in care**

A DCS performance matrix has been developed which reports on the timeliness of visits to LAC by their allocated social workers and the timeliness of LAC care planning reviews. The DCS is able to report and monitor this on behalf of the CP board. Report dated 5.2.16 identified 12 LAC who had not had a visit within the required timescale. Quarterly trends showed improvement from the beginning of the year with 5% out of timescale in quarter 1, 6% in quarter 2 down to 3% in quarter 3.

Denominator: LAC at month end who have been LAC for more than 7 working days

Numerator: Of LAC the number who had a visit during the reporting period where the visits were not completed within 6 weeks of the previous visit. The calculation will be based on working days.

Please note some LAC will require less frequent visits based on their permanency plan and those matched to Long Term Fostering placements however at this stage there is not sufficient information within CareFirst to separate those children. Therefore for some children who are identified as having no visit within 6 weeks will not be required to have one. Further work will take place to address this.

- **Placement and visits to children placed outside of Shropshire**

At the time of writing there are 75 children placed out of Shropshire. 34 of these children are placed with foster carers including connected persons carers and as such placement are a result of identifying appropriate family friends and connected person as appropriate alternative carer who are already living out of area or where a child is in a stable foster care placement agreements are made within their care plan to move house along with carer to minting stability. 41 children are placed in a residential care setting. Residential placements are made as a result of special needs for the child or there being no internal foster carer available. Compared to SN/E data Shropshire has a lower number of children placed out of area.

Challenges with limited availability of foster carers for teenagers led us to undertake targeted recruitment in 15/16 and we have successfully engaged four sets of foster carers currently going through the process of assessment who are specifically looking to foster teenagers.

We have achieved a reduction in year in the number of newly accommodated children being placed in residential care settings.

In July 14 new guidance was issued to LA's in relation to the placement of children outside of their own LA. This amendment requires DCS approval of all children placed outside of their home LA – Shropshire comply with this through the PALAC process and authorisation for such external OOA placements are authorised by the HoS on behalf of the DCS.

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- **Sufficiency of placements to achieve local placement for local children**

Shropshire's placement sufficiency duty and strategy was revised for 2015. The strategy identifies how the service will continue to increase placement options locally to meet the needs for children coming into the care system locally and where necessary commission specialist placement as local as possible to meet needs. (Appendix 1)

- **Stability in placement promoting relationships with carers**

Shropshire performance shows an increase in placement stability from 69% in April 15 to 76.4 % in January 16. This is above SN/E data from March 14

- **Identification of CSE risk in LAC**

During 15/16 there were 9 LAC presented to CSE panel – x1 high risk, x7 medium risk and x1 low risk. 16 children in total who have been presented to CSE panel were or have been received into LAC to promote their welfare and protect them from harm.

- **Management of children missing from care**

Missing Children. For Shropshire's own LAC there have been 90 missing from care episodes involving 24 children year to date

	Total Missing Episodes	Total Children
SC LAC Missing from Care	90	24
<i>* of which a return interview was held</i>	38	11
%	42%	46%

Welfare Return Interviews (WRI) offer a good opportunity to identify additional risks, understand push \ pull factors and deter future missing episodes and are offered to each child missing from care. Not all children will engage with this interview.

Our data show that 46% of WRI have achieved engagement with the YP. This is an area that needs improvement but also needs to be understood in the context that whilst not all YP will engage in the WRI at the time other opportunities to talk about push /pull factors with their key worker in placement provision and their SW on other visits does take place but isn't formally recorded as a WRI.

Recent development to separate information provided to police as anonymous information has been undertaken to enable us to share information to build police intelligence but also to support the YP confidence in talking about push/pull factors and their experiences while missing.

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In addition the LA Child Exploitation and Missing lead (situated in Compass) is tracking all missing from home and care episodes to increase the timeliness and recording of return interviews for Shropshire Children.

- **Voice of the child informing quality of care placements**

Independent Reg 44 visits are undertaken to Shropshire's own children's homes by a member of the CP board or councillor and report on the outcome of these and the voice of the child in these visits are reported in detail to the CP panel part of a standard agenda item.

Ofsted have recently visited (week beginning 23rd November 2015) and inspected Shropshire Council's own Residential children's home – testing our Corporate Parenting in its delivery in the day to day care of Looked After Children. The outcome of the inspection was that the home was awarded the judgement of Outstanding across all areas (An interim inspection took place in February 2016 and again the outcome of this was demonstrating improved effectiveness).

Some of the comments from the feedback meeting with the inspector are detailed below:

Overall Experience of a Child

- ✓ The house is a family home with five children but is run by the local authority, It is obvious that the young people are "loved" in the right way, feel safe and their progress is excellent.
- ✓ Relationships between staff and young people are positive and staff do what any good parents do. This is highlighted in the lack of police involvement and notifications.
- ✓ Views of the young people are essential to the home. Plans for their future are not rushed. Young people are allowed to be teenagers and grow up when they are ready and are not pressured with independence.
- ✓ A lot of work done with young people and the risks of being teenagers. Alert to risks enables them to advise and support their own friends
- ✓ Missing episodes do not happen
- ✓ Judgement for Safeguarding has moved from good to outstanding as issues from previous inspections are no longer present as practice has changed.
- ✓ Education - All young people have made excellent progress in relation to their starting point.
- ✓ Young people that come to the home are going to do well. The progress of young people currently in the home is excellent.

In December 15 we completed a review and development of the exit from placement interview process and recording where children are interviewed at the end of placement and those interviews used to inform the carers annual reviews and collated will inform our service development and training for carers.

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- **Voice of the child informing service delivery and strategic service development**

Young People attend the CP panel regularly and represent Children in Care and Care Leaver groups.

In addition in February a Question Time styled event was held where Looked-after children and care leavers were able to ask councilors and officers questions about the services that are important to them, and about how well the Council has been able to meet the pledge it made to them as their corporate parent. Some of the messages from this event from young people included:

Valuable for young people to understand how the Council operates. It's important to understand how council decisions are made and that councillors also need support in understanding what difficulties some young people have to face.

Support with work experience opportunities. Does the Council offer apprenticeship or summer jobs

Question Time
02.16
Council

Increase the time/visits Social Worker have with their young people in order for them to understand their needs

Chamber

1.5 Recommendation

Shropshire Safeguarding Children Board to note the contents of this report and the constituent agencies should consider how their organisation can contribute to the continued health, safety and development for the children in care for whom we have corporate "family" responsibilities.



Keeping our Children Safe from Harm

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Committee and Date

Young People's Scrutiny

20 July 2016

Item

Public

CHILDREN'S SAFEGUARDING PEER REVIEW

Responsible Officer Karen Bradshaw, Director of Children's Services
e-mail: karen.bradshaw@shropshire.gov.uk Tel: 01743 254201 Fax

1. Summary

- 1.1 This report provide a further update on actions being taken following the Children's Safeguarding Peer Review undertaken by the LGA in 2015.

2. Recommendations

- 2.1 The members of the panel are asked to note the contents of this report and actions plans attached at appendices 1,2 and 3 and to identify any areas which they might wish to pursue further.

REPORT

3. Risk Assessment and Opportunities Appraisal

(NB This will include the following: Risk Management, Human Rights, Equalities, Community and other Consultation)

4. Financial Implications

5. Background

- 5.1 Following the Peer Review a Safeguarding and LAC Improvement Board was established to monitor the action plan. This is chaired by the Chief Executive and comprising the Head of Legal Services, the Director of Children's Services, the Heads of Services for Children's Social Care and for Children's quality, Performance and Assessment, cross-party Children's Services Lead Members, the Chair of the LSCB and and the Director of Children's Services from Cambridgeshire as external specialist.
- 5.2 The Board meets regularly but with decreasing frequency as action plans have been put into effect. At the last meeting in June 2016, progress on the action plans was noted and it was agreed in future to focus on the impact the actions were having by producing monthly reports on outcomes.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p>
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<p>LGA outcomes letter dated 31 July 2015.</p>
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<p>Cabinet Member (Portfolio Holder)</p>

<p>Councillor David Minnery</p>

<p>Local Member</p>

<p>All Members</p>

<p>Appendices</p>

<p>Appendix 1 Peer Review: Quality & Performance Action Plan</p>
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<p>Appendix 2 Peer Review: SSCB Action Plan</p>

<p>Appendix 3 Peer Review: Ofsted Preparation Action Plan</p>

Quality, Performance & Leadership Peer Review Action Plan v5 10.06.16

Ensure that we know ourselves well and demonstrate best practice and understand the impact on children and young people

Lead – Ann Hartley

Actions	By Whom	Timescales	Outcomes	Current position – June 2016
<ul style="list-style-type: none"> Revise management information framework Provide regular data to all managers/leaders – pace and focus of dissemination Ensure tracking tools for managers in place Create additional post for QA/Performance. Identify additional performance management capacity Define strategic vision for Shropshire Children <ul style="list-style-type: none"> Children's services SSCB Refresh elected members development for corporate parenting role <ul style="list-style-type: none"> visits meeting with CIC 	HOS SC HOS SC HOS SC QA/Perf man DCS DCS / lead member / HOS SC	November 2015 November 2015 March 2016	<ul style="list-style-type: none"> Quality and consistency for all managers, staff and partners Demonstrable performance improvement Increase pace and ensure priority of improvement Universal clarity of vision for children in Shropshire Common understanding of purpose and responsibilities Improve understanding of SW task and customer experience 	Review of management information has been undertaken. Performance dashboards in place and variations of this dashboard are presented at key meetings depending on need DCS Management Matrix is in place. Team Manager Matrix is just in development. In meantime Team Managers and Service Managers are using DCS matrix to have an overview of work. HOS Quality, Performance and Assurance came into

<ul style="list-style-type: none"> • Ensure all senior managers in CSC actively use performance monitoring and audit information to manage and inform SW practice • Establish corporate support – project management culture <ul style="list-style-type: none"> - Structured communication - Learning culture - Business planning techniques - Dissemination and ownership of vision • Risk assess future commissioning arrangements 	<p>DCS</p> <p>DCS / HOS SC</p> <p>DCS</p>	<p>November 2015</p> <p>March 2016</p> <p>March 2016</p>	<ul style="list-style-type: none"> • Impact on practice improvement • Professional planning expertise informs practice and learning culture • Regular update on progress • Best value and best provision 	<p>post on 21.03.16</p> <p>Bi monthly Quality and Performance Meetings ensure that there is a focus on performance information, learning from case file audits as well as links with learning and development so we can ensure learning takes place, resulting in improvements in practice. These improvements have been identified within the independent audit but we need to achieve consistency across all cases.</p> <p>Health check feedback indicated that Shropshire has a learning culture.</p> <p>Business plans are in place and service plans are just being devised and implemented. Plans set out Shropshire</p>
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SSCB LGA Peer Review Action Plan

Strengthen the SSCB's approach to quality assurance and performance oversight in order to provide a sound basis for challenge and ensure increased accountability for performance					
Actions	By Whom	Timescales	Outcomes	Current position (7 June 2016)	RAG
Review and further develop local QAP framework Improve multi-agency data collection and analysis Page 53	SSCB Business Manager, Q and P subgroup	July 2017	Performance framework in place that reflects Board priorities and objectives, informs and enables performance measurement and challenge.	The current performance framework requires the dataset to be refined. A task and finish group have met to begin this work and a draft set of performance indicators has been produced. The process of selecting data for the dashboard and its analysis is being strengthened and partner agencies will be expected to produce analysis to support the data submitted which the QAP sub-group will consider. Work in relation to the CSE dataset has already begun and a final CSE dataset will be agreed at the September CE and QAP sub-groups.	
Engage with regional innovation work on performance	Chair, SSCB Business Manager	Under review	Agreed West Midlands regional performance framework which enables consistent partner engagement	Performance scorecard developed. Regional approach not being pursued in original form, but will be reviewed as part of regional discussions post Wood Review. DCS and LSCB Chair engaged.	

<p>Schedule QA activity and reporting (including individual case audits and thematic audits) in order to test out performance in agreed areas for improvement</p> <ul style="list-style-type: none"> ▪ Strategy discussions/ meetings ▪ Quality and consistency of multi-agency meetings eg RCPC, core groups ▪ CP case conferences ▪ Outcomes for looked after children ▪ Effectiveness of the step up/step down process ▪ Effectiveness of CiN pathway ▪ SMART planning ▪ Consistent application of thresholds throughout the child's journey ▪ Cultural awareness ▪ LADO 	<p>Q and P subgroup</p>	<p>July 2016</p>	<ul style="list-style-type: none"> ▪ Systematic approach to QA activity which informs on performance across all aspects of child's journey, including effectiveness of partner contributions ▪ Consistent application of thresholds throughout the child's journey ▪ Effective and well attended multi-agency meetings ▪ Voice of child consistently sought and heard ▪ Effective and positive engagement with parents ▪ Timely provision of services eg CAMHS 	<p>SSCB reporting cycle agreed</p> <p>Threshold document on SSCB website</p> <p>Observation of RCPCs by LSCB members being piloted.</p> <p>Work to date has consisted of multi-agency audits on children subject of a second or subsequent CP Plan in 2 years, the application of thresholds, effectiveness and timeliness of the response to CSE and Neglect. Multi-agency audits consider the points listed in the first column where applicable to the audit being undertaken. Planning is underway for a multi-agency audit on children experiencing 3+ and 5+ last 3 incidences of domestic abuse and a deep dive review of these children as identified by the police to clarify if these children have received or are receiving a service from children's social care.</p> <p>An audit schedule has been proposed at the QAP sub-group which will cover all aspects of the child's journey. This will be confirmed in the next QAP sub-group report to the Executive in July 2016.</p>	
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			<ul style="list-style-type: none"> Compliance with statutory and agreed local standards 	The annual LADO report for 2015-2016 will be presented to the SSCB Executive in July 2016.	
Section 11 audit <ul style="list-style-type: none"> Initiate 2015 audit Develop S11 QA/challenge process Work with West Mercia LSCBs on joint approach to S11 audits, including QA. 	Q and P subgroup	Feb 2016 July 2016	SSCB receives information on S11 compliance (including supervision, reach and impact of training)	The S11 audit has been undertaken and an analysis report was presented to the SSCB in February 2016 with proposals for future quality assurance. West Mercia Business Managers have recently agreed joint areas of work and S11 is one of those. SSCB is purchasing an online tool for use in 2016 with a view to piloting this as a West Mercia wide approach moving forwards. T&W and Worcestershire have successful QA systems in place which could be adopted across the region. Planning is underway to establish a panel for quality assurance of S11 evidence – due to meet in July 2016.	
Harmonising regional work, including joint protocols, procedures and collaboration between LSCBs	SSCB Business Manager, P&P subgroup	Wef December 2015 Joint procedures	<ul style="list-style-type: none"> Regional CP Procedures agreed More effective multi-agency and regionalised working in place allowing for 	SSCB Business Manager currently represents West Mercia on the West Midlands Joint Procedures project. The Task and Finish group has met a number of times and Level A procedures have been agreed by SSCB. The Task & Finish group is	

	SSCB Business Manager, QAP sub- group	live April 2017	benchmarking and sharing of good practice across the region.	also working on the specification for the commissioning of a host and drafting a list of potential Level B procedures that could be shared across the region. See information re: Regional Performance Framework above.	
Develop engagement with front-line professionals ▪ Proposals to SSCB Exec Page 56	Business Manager	July 2016		Front-line professionals were consulted via a survey on their use of the Thresholds document as part of the recent multi- agency audit. A staff survey regarding safeguarding has been developed and shared by another LSCB and agreement reached at a regional level that it would be good to utilise across the region to capture the views of the workforce. Further developments need to be put into place to ensure that that this work is systematic, one example of which could be to establish practitioner's forums. A report on progress to date and proposals for further work will go to the Executive in July 2016	

This action plan will be monitored by the SSCB Executive.

Ofsted Preparation Peer Review Action Plan v5 10.06.2016

Ensure that all participants of the Ofsted inspection are prepared and that we demonstrate knowledge of our services and its impact on the outcomes for the safety and welfare of our children and young people

Lead – Adrian Loades

Actions	By Whom	Timescales	Outcomes	Current position – June 16
<ul style="list-style-type: none"> Audit <ul style="list-style-type: none"> children's plans statutory intervention frequency of visits assessments step up / step down case closures thematic Repeat audits over time to demonstrate service development and progress Introduce SW peer case audit Review Carefirst fitness for purpose – take action to improve where required Review additional IT availability 	<p>HOS SC / QA</p> <p>Carefirst team / HOS SC</p> <p>HOS SC / IT lead</p>	<p>November 2015</p> <p>March 2016</p> <p>December 2015</p> <p>January 2016</p> <p>November 2015</p>	<ul style="list-style-type: none"> Child journey clear in recording Case chronologies present or robust Case summaries found on file Written records evidence the child's voice Recording meaningful and well structured Case closure records contain sufficient level of detail Staff are clear on what they should be recording and why Focus on practice development Carefirst maintained to improve responsiveness IT equipment fit for purpose 	<p>Quality Assurance Framework in place. Audit activity continues and Quarter 4 report and annual report completed and shared with managers. Independent audit of cases undertaken in May. Finding mirrored findings from internal audit. Action plan in place and practice priorities identified. There is a continued focus on practice development.</p> <p>Monthly child journey audits should continue to show service development and improvement.</p> <p>Monthly Care First IT</p>

				<p>meetings in place to make improvements as identified and where possible.</p> <p>IT review has taken place and new laptops have been allocated to workers where needed.</p>
<ul style="list-style-type: none"> Introduce theoretical framework for assessment Review quality of performance at entrance to service through collation of audit information. Review children come into care to be safeguarded but are reunited with their families whenever possible in a timely way 	HOS SC / SMs	<p>November 2015</p> <p>November 2015</p> <p>March 2016</p>	<ul style="list-style-type: none"> Skilled workforce fit for purpose Consistent assessment systems common understanding across whole service Analysis and recommendations included within assessments to produce good quality plans Children are assessed sufficiently Transition plans are implemented Good evidence of contingency planning Ongoing up to date C&F assessments inform every review 	<p>Relationship based Social Work introduced to all staff. This needs to be embedded further due to new people joining the authority. Plan for this is in place.</p> <p>Quality of performance is improving. Evidenced by regular audit. Main focus now to get consistency across all cases.</p> <p>Review of S20 cases is currently being undertaken by Anthony McGregor – IRU Manager. There are currently 90 children subject to S20</p>

<ul style="list-style-type: none"> • Audit supervision, appraisals and current training opportunities • Collate appraisal intelligence • Refresh training and awareness including diversity issues <ul style="list-style-type: none"> - training - supervision - team development 	HOS SC SMs	December 2015	<ul style="list-style-type: none"> • A good holistic approach 	accommodation.
	T&D	December 2015	<ul style="list-style-type: none"> • Appraisals/development plans discussed and used to inform personal development and workforce capacity • Managers feel supervision policy can be achieved • Supervision is reflective • Supervision is recorded • Supervision is regular • Focus on practice development • All front line staff in receipt to raise awareness and knowledge 	<p>Supervision Framework updated and is embedded. This was recognised by social workers within the health check.</p> <p>Further Supervision audit will take place this year which will include Principle Social Worker meeting a focus group of social workers to understand their experience of supervision.</p> <p>Development session taking place in June with all senior social workers to start to implement reflective supervision sessions across all teams.</p> <p>Issue of diversity was identified in independent audit. Good practice guide to be made available to staff and a Lantern Development</p>

				<p>Session to take place. With workers to ensure that they are clear about expectations. Child Journey Case file audit tool to be updated to ensure it gives specific attention to this area.</p> <p>Appraisal form for social Care staff is under development with all staff expected to have an appraisal in place by October 2016 as set out within the health check action plan.</p>
<ul style="list-style-type: none"> Review performance management capacity Review all team managers capability and development needs Review provision for AYSE support Review recruitment strategy Review retention strategy Review adequacy of admin provision 	<p>DCS/ HOS SC</p> <p>HR / HOS SC</p> <p>HR / HOS SC</p>	<p>November 2015</p> <p>November 2015</p>	<ul style="list-style-type: none"> Staff feel supported and not overwhelmed Induction process is consistent, all staff receive an induction Low turnover of staff at all levels Low dependency on agency staff Accountability and current structure is clear Good provision for all staff to maximise work output Common understanding 	<p>Independent audit has taken place. We are looking to increase the number of themed audits undertaken during course of year so that we can undertake deep dive audits into specific areas of practice. New Induction Programme is in place.</p> <p>High number of managers have undertaken the West</p>

<ul style="list-style-type: none"> Review EDT capacity Review OLA CIC impact on Shropshire services 	HOS SC SSCB	March 2016	of issues faced and progress to date	<p>Midlands Social Care Team Leader Development Programme.</p> <p>Appraisals for all social care staff will be in place by October 2016 to review capability and development needs.</p> <p>Workforce strategy and action plan is now in place.</p> <p>AYSE programme has been reviewed.</p> <p>New admin arrangement's in place with most teams now having a dedicated admin worker to help support staff and reduce bureaucracy. This has been very positively received by social workers as evidenced within the health check.</p>
<ul style="list-style-type: none"> Review capacity and quality of management resource CSC 	HOS SC		<ul style="list-style-type: none"> Managers have adequate time to appropriately 	<p>New structure is now in place.</p>

<ul style="list-style-type: none"> Identify independent audit capacity and fund to enhance pace of progress and provide external validation 	DCS	November 2015	<p>scrutinise before signing off requests</p> <ul style="list-style-type: none"> Team Manager caseload is moderate Clear sign- off routes Case transfers timely and thorough Pace of improvement enhanced Independent validation of performance 	<p>Additional Capacity Team is working to clear assessments that require finalising and shutting down following workers leaving the Local Authority.</p> <p>Vacant social work posts have been successfully recruited to.</p> <p>All new Team Managers will be in post from 4th July 2016.</p> <p>Independent audit has taken place. We are looking to increase the number of themed audits undertaken during course of year so that we can undertake deep dive audits into specific areas of practice.</p>
<ul style="list-style-type: none"> Review all CSC caseloads 	HOS SC SMs	November 2015	<ul style="list-style-type: none"> Minimal level of unallocated work - no CP or LAC cases Caseloads moderate with 15-18 cases Team Manager and case 	<p>Caseload sizes across all teams are under constant review.</p> <p>The new structure and the additional capacity</p>

			supervisors workload is adequate	team are assisting in the reduction of caseload sizes.
<ul style="list-style-type: none"> • Appoint a Project Manager • Annex A – trial run • Communication strategy – SC & SSCB • Improvement Board Scrutiny of progress • Briefing sessions – all staff • Ensure complaints impact on organisational learning • Illustrate how voice of child impacts on service provision • Appropriate care planning <ul style="list-style-type: none"> - Review entrance to care - Review reunifications - PLO - Family Court - Family Group Conferencing - Advocacy & Independent Visitors - Life Story Work - Children in Care Council - Placement Sufficiency - Panel functioning/performance information - Concurrent and parallel planning – adoption - Adoption support services 	AD QA HOS SC	December 2015	<ul style="list-style-type: none"> • Project management techniques will enable transparency and report direction of travel • Continuous practice improvement • Appropriate care planning • All statutory requirements met • Continuous improvement for assessment of services to Children in Care • Timely intervention • Appropriate scrutiny and challenge • Adequacy of provision 	<p>Ofsted Preparation ongoing</p> <p>Monthly Ofsted Meetings take place between HOS QA and Service Managers</p> <p>Annex A run on a monthly basis</p> <p>Preparation for Joint Targeted Inspection underway. One multi agency meeting has taken place and another scheduled for 22nd June 16.</p> <p>All staff briefed on Inspection and health check findings and priority areas going forward.</p> <p>Complaints quarterly reporting now clearly identify learning for practice.</p>

<p>sufficiency</p> <ul style="list-style-type: none"> - Care leavers - IRO escalation - Contact arrangements - Connected carer arrangements - Written delegated authority to foster carers - Foster carer recruitment • Develop communication strategy – bulletins /workshops / you said we did / email updates / feedback / celebrate success 	<p>AD QA HOS SC</p>		<ul style="list-style-type: none"> • Voice of child impacts on service provision 	<p>Bi monthly Performance and Quality meetings with service Managers and Team Managers chaired by HoS QA consider learning from complaints and how they fit in with learning from audits, service user feedback and rag rating process.</p> <p>Rag rating process in place and will be reviewed now has been in place for 7 months by IRU Manager Anthony McGregor.</p> <p>Changes in structure will allow for more focus on robustness of care planning. Rag ratings ongoing audit activity will be indicator of progress in respect of care planning</p> <p>Communication identified as a key area of focus in Health Check.</p>
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				Plans in place to ensure that communication takes place down to staff and back up to senior managers.
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YOUNG PEOPLE'S SCRUTINY COMMITTEE

WORK PROGRAMME

DATE	TOPIC	PURPOSE
Wednesday 20 July 2016 10.00am	<ul style="list-style-type: none"> • Corporate Parenting • How Shropshire Council will meet the statutory requirements for the provision of swimming • Update on Peer Review • School Organisation 	
Wednesday 14 September 2016 10.00am	<ul style="list-style-type: none"> • Data/quality assurance report • Impact of Budget Cuts on Services • Childrens Centres • Charging Policy for Academy Conversions • CAMHS Update • LSCP Annual Report? 	<ul style="list-style-type: none"> • Exception reporting on key issues

Wednesday 14 December 2016 10.00am	<ul style="list-style-type: none"> • Data/quality assurance report • CAMHS Update • Teaching Schools in Shropshire 	<ul style="list-style-type: none"> • Exception reporting on key issues
Wednesday 1 February 2017 10.00am	<ul style="list-style-type: none"> • Data/quality assurance report 	<ul style="list-style-type: none"> • Exception reporting on key issues
Wednesday 29 March 2017 10.00am	<ul style="list-style-type: none"> • Data/quality assurance report • CAMHS Update 	<ul style="list-style-type: none"> • Exception reporting on key issues

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). This edition supersedes all previous editions.

Further Information

Cabinet is comprised of the following members: Mr M Pate (Leader); Mr S Charmley (Deputy Leader); Mrs K Calder; Mr L Chapman; Mr S Jones; Mr D Minnery; Mrs C Motley; Mr M Price; Mr S West; Mr M Wood. 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 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 jane.palmer@shropshire.gov.uk or telephone 01743 257712

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 257712 or email jane.palmer@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 jane.palmer@shropshire.gov.uk or telephone 01743 257712.

Documents shown are listed at Shropshire Council, The Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND.

DECISION MAKER - Cabinet 8 June 2016

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
8 June 2016	Community Infrastructure Levy List and LDF Implementation Plan 2016 Update	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk 01743 255003 george.candler@shropshire.gov.uk	9 May 2016
8 June 2016	Community Infrastructure Levy Payment In-Kind Policy	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk 01743 255003 george.candler@shropshire.gov.uk	9 May 2016
8 June 2016	Revenue Outturn 2015/16	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011	26 May 2016

8 June 2016	Capital Outturn 2015/16	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	26 May 2016
8 June 2016	One Public Estate	Yes	Leader of the Council		Clive Wright, Chief Executive Tel: 01743 252702 clive.wright@shropshire.gov.uk 01743 254312 clive.wright@shropshire.gov.uk	10 May 2016
8 June 2016	Decommissioning of Shrop.NET	Yes	Portfolio Holder for Corporate Support		Dale Shepherd 0345 678 9000	20 May 2016
8 June 2016	Report to Cabinet to confirm the approach being taken by Shropshire Council in respect of the Court of Appeal decision of 11th May 2016 in the case of: Secretary of State for Communities and Local Government -v- 1) West Berkshire District Council (2	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment	Exempt	Ian Kilby, Planning Services Manager Tel: 01743 252622 ian.kilby@shropshire.gov.uk 0345 678 9000	20 May 2016
DECISION MAKER - Cabinet 13 July 2016						
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

13 July 2016	Financial Strategy - Budget 2017/18 and 2018/19	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk 01743 255011 james.walton@shropshire.gov.uk	9 May 2016
13 July 2016	Report from the Performance Management Scrutiny Committee on the Financial Strategy 2017/18 - Issues identified to date	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	14 June 2016
13 July 2016	Digital Transformation Programme	Yes	Portfolio Holder for Corporate Support		Michele Leith michele.leith@shropshire.gov.uk Email - michele.leith@shropshire.gov.uk, Tel: 01743 254402	2 June 2016
13 July 2016	Connecting Shropshire Broadband Strategy	Yes	Deputy Leader and Portfolio Holder for Business and Economy		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	10 June 2016
13 July 2016	Shropshire Council Corporate Plan	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		Clive Wright, Chief Executive Tel: 01743 252702 clive.wright@shropshire.gov.uk 01743 254312 clive.wright@shropshire.gov.uk	9 May 2016

13 July 2016	Shropshire Council Equality Objectives Action Plan 2016 - 2020	Yes	Portfolio Holder for Rural Services and Communities		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk 01743 255036	12 May 2016
13 July 2016	Improved Swimming Facilities for Shrewsbury	Yes	Deputy Leader and Portfolio Holder for Business and Economy		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	31 July 2014
13 July 2016	Opening Hours Across Customer Service Points	Yes	Portfolio Holder for Corporate Support		Professor Rod Thomson Tel: 01743 253934 rod.thomson@shropshire.gov.uk 01743 253934	12 May 2016
13 July 2016	New Policy for Highways Inspections	Yes	Portfolio Holder for Highways and Transportation		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	24 March 2016
13 July 2016	Proposed Kinnerley Conservation Area Designation	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	3 June 2016
13 July 2016	Transfer of Emstrey Crematorium Contract	Yes	Portfolio Holder for Health		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	3 June 2016

13 July 2016	Day Services for Adults with Learning Disabilities - Award of Contract for Innage Lane, Oak Farm and The Meres including Ellesmere Library Provision	Yes	Portfolio Holder for Adults		Julie Ruler julie.ruler@shropshire.gov.uk 01743 252421 ruth.houghton@shropshire.gov.uk	9 May 2016
DECISION MAKER - Cabinet 27 July 2016						
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
27 July 2016	Annual Treasury Report	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	6 June 2016
27 July 2016	Treasury Management Update Quarter 4, 2015/2016	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	6 June 2016
27 July 2016	Treasury Management Update Quarter 1, 2016/17	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	6 June 2016

27 July 2016	Revenue Monitor 2016/17 Quarter 1	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	28 June 2016
27 July 2016	Capital Monitor 2016/17 Quarter 1	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	28 June 2016
27 July 2016	Report from Performance Management Scrutiny Committee - Scrutiny of the Financial Strategy 2017/18	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	14 June 2016
27 July 2016	Review of Library Opening Times	Yes	Portfolio Holder for Leisure and Culture		Fiona Gee fiona.gee@shropshire.gov.uk 01743 255003 george.candler@shropshire.gov.uk	9 May 2016
27 July 2016	Review of Library Delivery Options in Shawbury	Yes	Portfolio Holder for Leisure and Culture		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk 01743 255003 george.candler@shropshire.gov.uk	9 May 2016

27 July 2016	West Midlands Rail Limited - Collaboration Agreement with Department of Transport	Yes	Portfolio Holder for Highways and Transportation		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	16 June 2016
27 July 2016	Bus Strategy	Yes	Portfolio Holder for Highways and Transportation		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	16 June 2016
27 July 2016	Connecting Shropshire Phase 2b Procurement Strategy	Yes	Deputy Leader and Portfolio Holder for Business and Economy		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	10 June 2016
27 July 2016	Community Asset Transfer - Bog Visitor Centre, Stiperstones	Yes	Portfolio Holder for Corporate Support		Steph Jackson, Head of Commercial Services Tel: 01743 253862 steph.jackson@shropshire.gov.uk	28 June 2016
DECISION MAKER - Cabinet 7 September 2016						
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
7 September 2016	Charging Policy for Academy Conversions of Local Authority Maintained Schools	Yes	Portfolio Holder for Children and Young People		Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk 01743 254201	26 May 2016

7 September 2016	Update on Refugee Resettlement Programme & Unaccompanied Asylum Seeking Children (UASC) Transfer Programme	Yes	Portfolio Holder for Children's Services, Malcolm Price, Portfolio Holder, David Minnery, Portfolio Holder		Ruth Houghton, Head of Social Care Improvement and Efficiency Tel: 01743 254203 ruth.houghton@shropshire.gov.uk	23 June 2016
7 September 2016	Update on the Commissioning of Youth Activities	Yes	Portfolio Holder for Children and Young People		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk 01743 255003 george.candler@shropshire.gov.uk	18 April 2016
7 September 2016	WME Governance	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	16 June 2016
7 September 2016	Foster Care Payments Policy	Yes	Portfolio Holder for Children and Young People		Karen Bradshaw, Director of Children's Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	4 July 2016
7 September 2016	Disposal of land for residential development and provision of new community hub on land at former Oakland School site and Library site, Bayston Hill	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment	Exempt	Chris Edwards, Area Commissioner South chris.edwards@shropshire.gov.uk	17 November 2015

7 September 2016	University Centre Shrewsbury Accommodation Update	Yes	Portfolio Holder for Corporate Support	Exempt	Steph Jackson, Head of Commercial Services Tel: 01743 253862 steph.jackson@shropshire.gov.uk 01743 253861 steph.jackson@shropshire.gov.uk	18 April 2016
7 September 2016	Smallholding Update	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan	Exempt	Steph Jackson, Head of Commercial Services Tel: 01743 253862 steph.jackson@shropshire.gov.uk	16 June 2016
DECISION MAKER - Cabinet 28 September 2016						
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
28 September 2016	New Highways Operating Model: Approval to Proceed	Yes	Portfolio Holder for Highways and Transportation		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	21 March 2016
28 September 2016	Financial Strategy 2017/18 to 2019/20	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016

28 September 2016	Community Energy	Yes	Deputy Leader and Portfolio Holder for Business and Economy		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	4 July 2016
DECISION MAKER - Cabinet 19 October 2016						
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
19 October 2016	Shropshire Hills Area Of Outstanding Natural Beauty, New Delivery Model	Yes	Portfolio Holder for Planning, Housing, Regulatory Services and Environment		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	20 June 2016
DECISION MAKER - Cabinet 9 November 2016						
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
9 November 2016	Financial Strategy 2017/18 to 2019/20	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016

9 November 2016	Revenue Monitor 2016/17 Quarter 2	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016
9 November 2016	Capital Monitor 2016/17 Quarter 2	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016
9 November 2016	Regional Adoption Agency	Yes	Portfolio Holder for Children and Young People		Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	4 July 2016
DECISION MAKER - Cabinet 30 November 2016						
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
30 November 2016	Treasury Management Update - Quarter 2 2015/16	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016

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 - Cabinet 8 February 2017						
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
8 February 2017	Revenue Monitor 2016/17 Quarter 3	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016
8 February 2017	Capital Monitor 2016/17 Quarter 3	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016
8 February 2017	Financial Strategy 2017/18 to 2019/20 - Final	Yes	Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	7 July 2016

DECISION MAKER - Cabinet 1 March 2017

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 - Cabinet 22 March 2017

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 - Cabinet 12 April 2017						
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

Date of Publication - <Date>

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