



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

Date: Tuesday, 10 July 2018
:

**Committee:
People Overview Committee**

Date: Wednesday, 18 July 2018

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

Peggy Mullock (Chair)
Kevin Turley (Vice-Chair)
Clare Aspinall
Hannah Fraser
Christian Lea

Matt Lee
Elliott Lynch
Cecilia Motley
Kevin Pardy
John Price

Co-opted Members (Voting):

Carol Morgan
Sian Lines
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:

Roy Aldcroft
Dean Carroll
Julian Dean
Rob Gittins
Roger Hughes

Jane MacKenzie
David Vasmer
Claire Wild
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 meetings held on 9 May 2018 and 17 May 2018 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 10.00am on Tuesday 17 July 2018

5 Members' Question Time

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

Deadline for notification: 10.00am on Tuesday 17 July 2018

6 Supported Housing for Young People (Pages 7 - 16)

This report gives an overview of current housing options for young people in Shropshire, specifically those who are Looked After or Care Leavers

7 Placements for Looked After Children Task and Finish Group (Pages 17 - 32)

To receive the final report of the Placements for Looked After Children Task and Finish Group

8 Work programme (Pages 33 - 58)

This paper presents Overview and Scrutiny's proposed work programme for the year ahead

9 Date of next Meeting

Members are reminded that the next meeting of the People Overview Committee will be held on Wednesday 19 September 2018 at 10.00am



PEOPLE OVERVIEW COMMITTEE

Minutes of the meeting held on 9 May 2018

10.00 - 11.40 am 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

Councillors Peggy Mullock (Chairman), Ed Potter (Vice-Chair), Christian Lea, Matt Lee, Elliott Lynch, Cecilia Motley, John Price and Kevin Turley

39 Apologies and Substitutions

39.1 Apologies were received from Councillors Nigel Hartin and Kevin Pardy and from Sian Lines (Hereford Diocese).

39.2 There were no substitutions

40 Disclosable Pecuniary Interests

40.1 Members were reminded that 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.

40.2 There were no declarations made

41 Minutes

41.1 The minutes of the meeting held on 14 March 2018 had been circulated.

41.2 RESOLVED

That the minutes of the meeting of the people Overview Committee held on 14 March 2018 be approved as a true record and signed by the Chairman

42 Public Question Time

42.1 There were no questions from members of the public

43 Members' Question Time

43.1 There were no questions from Members

44 Child Sexual Exploitation

- 44.1 Members received the report of the Service Manager COMPASS and Assessment and the CSE Co-ordinator which provided an overview of the arrangements currently in place to tackle CSE in Shropshire.
- 44.2 The Director of Children's Services advised the meeting that the topic had been brought to the Committee at the request of the Chairman in order that Members could satisfy themselves that robust arrangements were in place.
- 44.3 The Independent Chair of the Shropshire Safeguarding Children Board (SSCB) explained that the role of the Board was to co-ordinate work and ensure the effectiveness of work carried out by partner organisations and that the Board was supported in its work by a number of sub-groups which reported back to the main Board.
- 44.4 The Service Manager COMPASS and Assessment advised the meeting that when a suspected case of CSE was reported it was added to the CSE tracker. She added that weekly triage meetings were held with Partners to discuss any new referrals received and to ensure that appropriate risk levels were identified for each case, and that cases were also discussed at the monthly meetings of the CSE panel. The Service Manager informed Members that where a case was flagged as high risk it was referred to COMPASS for a social work assessment.
- 44.5 The SSCB Learning and Development Lead informed the meeting that the SSCB organised a wide range of different training, for both single and multi-agency teams, schools and other teams within the Children's directorate. She added that a programme of training had been developed for taxi drivers following a requirement for them to receive training had been added to the licencing conditions. The SSCB Learning and Development Lead advised Members that a range of different ways of delivering training were being developed including E-learning.
- 44.6 A Member asked how the service worked with departments such as licensing and neighbouring authorities. The CSE Co-ordinator confirmed that all partner organisations worked well together and that there was good sharing of information.
- 44.7 A Member commented that partnership working was essential and asked what happened if there was a breakdown. The Independent Chair commented that one of the roles of the SSCB was to monitor how partners worked together and to ensure that they followed correct procedures.
- 44.8 The Chairman asked how victims of CSE were supported. The Independent Chair commented that there was a difficulty in persuading young people to recognise that they were victims. The board was nonetheless looking at how it could strengthen the support it offered
- 44.9 A Member asked about how we work with pubs, clubs and hotels. The independent Chair made reference to the good Ofsted rating for partnership working, strategically and operationally. He also noted that we often received intelligence from hotels, with whom we had good working relations

44.10 A Member asked whether there were any hotspots of abuse. Chief inspector Purcell commented that anywhere where young people gathered without supervision was potentially a risk, and that the police had increased patrols where they perceived there to be a risk. He added that they also covertly monitor social media for intelligence

44.11 A Member expressed concern on the low uptake on training for members. The Chairman agreed that more should be done to encourage uptake. The Portfolio Holder for Children and Young People agreed to raise with the Leader

44.12 A Member asked that given the current difficulties with public funding, was the funding for the service sufficient. The Director of Children’s Services commented that the whole of the public sector is under financial pressure, and that the service would have to look at how it can make itself more efficient and more effective. She assured Members that this was an area that the Council did not want to reduce resources and that the budget was being maintained.

44.13 The Chairman thanked Officers for attending the meeting and commented that she felt that there was a very robust system in place for dealing with cases of CSE.

45 Work Programme

45.1 The draft work programme had been circulated

45.2 Members were asked to advise the Chairman if there were any other topics that they wished to be covered by the Committee

46 Date of Next Meeting

46.1 Members were reminded that the next meeting of the People Overview Committee would be held on Wednesday 18 July 2018 at 10.00am

Signed (Chairman)

Date:

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PEOPLE OVERVIEW COMMITTEE

Minutes of the meeting held on 17 May 2018

Held on the rising of the Annual Meeting of the Council in the Council Chamber,
Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

Responsible Officer: Tim Ward

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

Present

Shropshire Councillors

Councillor Peggy Mullock (Chairman)

Councillors Kevin Turley (Vice-Chair), Hannah Fraser, Christian Lea, Elliott Lynch, Cecilia Motley, Kevin Parry, John Price, Dean Carroll (Substitute) (substitute for Clare Aspinall) and Rob Gittins (Substitute) (substitute for Matt Lee)

1 Election of Chairman

1.1 It was proposed, seconded and duly **resolved**:

That Councillor Peggy Mullock be elected Chair of the People Overview Committee for the forthcoming municipal year

2 Apologies and Substitutions

2.1 Apologies for absence were received from Councillors Clare Aspinall and Matt Lee

2.2 Councillor Dean Carroll substituted for Councillor Clare Aspinall and Councillor Rob Gittins substituted for Councillor Matt Lee

3 Appointment of Vice Chairman

3.1 It was proposed, seconded and duly **resolved**:

That Councillor Kevin Turley be appointed Vice-Chair of the People Overview Committee for the forthcoming municipal year

4 Date of next meeting

4.1 Members were reminded that the next meeting of the People Overview Committee would be held on Wednesday 18 July 2018 at 10.00am

Signed (Chairman)

Date:

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<u>Committee and Date</u>	<u>Item</u>
People Overview Committee	
DATE – 18 th July 2018	<u>Public</u>

Responsible Officer: Laura Fisher

e-mail: laura.fisher@shropshire.gov.uk

Tel: 01743 258981

1. Summary

The aim of this report is to give an overview of current housing options for young people in Shropshire, specifically those who are Looked After or Care Leavers.

The report seeks to explore the significant changes in housing provision across Shropshire and the impact this has had on suitable and sustainable options for this client group.

It also strives to develop the required actions, recommendations and improvements to improve options available and joint working needed to improve a young person's ability to live independently as well as increase suitable provision.

2. Recommendations

- Employment of a Children's and Young Person Co-ordinator (budget agreed and in progress);
- Employment of a Private Rented Sector Officer (budget agreed and in progress);
- Implementation of independent living skills for all those leaving care (in progress);
- Better planned move on for all those leaving care (in progress);
- Agreement for Children's Services to act as guarantor for all Looked After Children aged 17 who are allocated a property in social housing stock up until their 18th birthday (agreed at corporate parenting panel on 21st June 2018);
- Secure supported housing projects within the County (ongoing);
- Improve access to semi-independent housing options for those leaving care (ongoing);
- Improve and increase the use of Discretionary Housing Payment, Enhanced Housing Management and Housing Benefit funding (ongoing);
- Identify corporate funding to provide better housing options for those leaving care (ongoing);
- Monitor all Looked After Children's move on options at age 18 (ongoing).

REPORT

3. Legislation and statutory responsibility

Children's Act 1989

Every local authority shall provide accommodation for any child in need within their area who appears to them to require accommodation as a result of:

- there being no person who has parental responsibility for him;
- his being lost or having been abandoned; or
- the person who has been caring for him being prevented (whether or not permanently, and for whatever reason) from providing him with suitable accommodation or care.

Every local authority shall provide accommodation to any child in need within their area who has reached the age of sixteen and whose welfare is the authority consider is likely to be seriously prejudiced if they do not provide accommodation.

Children and Social Work Act 2017

Corporate Parenting Principles

The Children and Social Work Act 2017, sets out the Corporate Parenting principles that local authorities in England must carry out in relation to the children and young people, having regard to the need:

- To act in best interests, and promote the physical and mental health and well-being of those children and young people.
- To encourage those children and young people to express their views, wishes and feelings.
- To take into account the views and wishes and feelings of those children and young people.
- To help those young people gain access to and make the best use of services by the local authority and relevant partners.
- To promote high aspirations and seek to secure the best outcomes, for those children and young people.
- For those children and young people to be safe and for stability in their home lives, relationships and education or work.
- To prepare those young people and young people for adulthood and independent living.

Homelessness Legislation

The Local Authority Housing Department has responsibility to provide housing for some priority need groups. Of these groups the following applies to young people (who are not part of a family unit):

16 or 17 year olds – Most homeless 16 or 17 year olds are entitled to accommodation and support from social services rather than the housing department of the Council. However, Housing Services have a responsibility to accommodate 16 or 17 year olds who are not deemed to be a child in need by Children's Services.

Care Leavers aged 18-20 – Housing have a responsibility to all young people aged 18-20 who have spent at least 24 hours in care arranged by social services when they are aged 16 or 17. This includes time in foster care, a children's home or any other accommodation arranged by Children's Services.

4. Housing Provision

In 2010 there was supported housing provision across the county with projects in Market Drayton, Whitchurch, Oswestry, Shrewsbury, Bridgnorth and Ludlow. At this point there were approximately 100 bedspaces for young people. The aim of the projects was to provide supported accommodation for young people age 16-25. The support included day to day independent living skills, ensuring young people were able to move on into independent living at the point they were ready. The majority of young people placed in the projects were aged 16-21 and would have included a significant number of care leavers.

Since 2010 we have lost a number of the supported housing projects due to providers moving out of the Shropshire area as they have felt their business models are better suited to more urban areas where staffing and resources are easier to access. The impact of this has meant that despite the Local Authority having the funding available we have lost a significant amount of our bedspaces.

Supported Housing Projects closed in Shropshire:

Year	Project	Number of bedspaces lost
2010	Market Drayton YP project	15 (independent flats)
2010	Ludlow YP project	13 (shared)
2015	Shrewsbury YP project	9 (shared)
2015	Whitchurch YP project	14 (2 bed shared)
2015	Shrewsbury ex offender project (18+)	7 (shared)
2016	Oswestry YP project	12 (shared)
2018	Bridgnorth homeless project (18+)	15 (shared and independent)
		TOTAL = 85 bedspaces

In 2017 Shropshire Council purchased the Oswestry New Century Court project and have commissioned Shropshire Towns and Rural Housing to manage it. This has added 12 bedspaces to the provision for young people, including a training flat specifically for the use of Children's Services. Having been made aware of the loss of the Parish Rooms in Bridgnorth later this year we are also in correspondence with Centra, the owner, regarding ongoing use of the project enabling a further 15 bedspaces to remain accessible.

Current provision for young people in Shropshire is below:

Ludlow	15 bedspaces Note – currently only 13 bedspaces are in use due to building work on a new development which will see an extra 22 bedspaces in 2019.	Ages 16-25 Maximum of 3 x crash pads at any one time
Bridgnorth	15 bedspaces (including self-contained flats)	Ages 18-65
Shrewsbury	4 bedspaces	Ages 16-25 1 x crash pad
Oswestry	12 bedspaces	Ages 16-25 1 x crash pad 1 x training flat
SHIP	12 bedspaces commissioned (currently 8 in use)	Ages 18-25 Care Leaver move on accommodation – mixture of 1 and 2 bed properties

5. Housing Demand

In 2017/18 Housing Services had 883 presentations of young people aged 16-24 as homeless or at risk of homelessness. Although not all these would be Looked After Children or those Leaving Care it is a good indication of the demand for housing for this age group within Shropshire. With the implementation of the Homeless Reduction Act in April 2018 Housing Services now have a duty to prevent and relieve the homelessness of all those who present to our service (approximately 3000 households per annum). Therefore it is important to recognise the wider need for supported accommodation for all young people who have not yet held a tenancy, have never lived out of a family home and are finding their way for the first time.

During the same period of time (April 2017-March 2018) Shropshire Council had 37 Looked After Children turn 18 and become Care Leavers. Of these, 24 had housing needs and required the support of Housing Services. However, in addition to this there may be a

number of 16-18 year olds who have sign themselves out of care but re-present as a care leaver at a later point and request accommodation. These are the young people who often go to Supported Board & Lodgings providers or SAAIL semi-independent units but who are still likely to present to Housing at age 18 or older.

With an increase in homelessness presentations across the board, not just young people but also older single people and families, the housing service is under more demand now than ever. This has caused an increase in the need for temporary and emergency accommodation.

The table below shows the increase in those placed in temporary accommodation since 2010.

Snapshot - 31st March	Total Households	Total People
2010	73	148
2011	75	166
2012	78	191
2013	61	120
2014	62	116
2015	79	173
2016	84	155
2017	90	163
2018	131	241

6. Plans for the Future

Alongside joint training days to improve a young person's 'customer journey', a fortnightly multi agency working group has been developed including members of both Housing and Children's Services. The aim of these meetings is to go through the 30+ identified young people known to both services and jointly working through their options to ensure they are able to move on or secure accommodation that meets their needs in a timely manner.

Staffing:

Further to this, Housing have recently advertised a full time two-year position for a Children and Young Person's worker. This role is designed to work across all Children's teams (Early Help, Looked After and 18+) as well as working within the Housing Service. The officer will hold a caseload of approx. 30-35 individuals aged 16-25 who are known to both services and have a housing need. The hope is that this role will be the bridge between the teams and to ensure that a young person's needs and requirements are met by all departments.

Independent Living Skills:

Children's Services have recognised the need for earlier implementation of independent living skills for all those leaving care. Plans are in place for a programme of support starting when a young person is 12 and continuing until they are 18 and ready for independence. Case studies have shown that even if a young person is provided with suitable housing, if they do not have the skills and maturity to manage they will struggle and may fail.

As a Local Authority and Corporate parent we have a responsibility to ensure that young people are able to manage and sustain accommodation they are placed into and that it meets their needs until such time as they choose to move on. Recent events at New Street hostel in Shrewsbury where 2 care leavers damaged the property to the extent that it has been closed for 6 weeks and will cost thousands to be repaired, show both services that we need to work together to ensure that young people approaching 18 have had the sufficient and necessary skills to enable them to succeed in independence.

With the recent opening of New Century Court in Oswestry and the identification of the independent flat attached to the project being used as training flat for those approaching 18, it is hoped that a robust and detailed 'transition to independence programme' will improve the outcomes of those moving on from care. Working alongside the housing providers in the County it is also hoped that a joint support assessment will shortly be implemented for all those living in accommodation for young people and ensure that we are all working consistently to manage their move on when ready.

However, as stated we also need to increase the options available to young people and ensure that the options made available are suitable and sustainable.

Social Housing:

The Shropshire Affordable Housing Allocation Policy and Scheme states that where a young person who has been looked after, fostered or accommodated by the Local Authority and is engaging fully with support and is likely to have a duty to be rehoused accepted by Shropshire Council and deemed to be within 6 months of being ready for independent living, they can be awarded Gold Banding to enable a planned move on to independent accommodation. This enables Housing to award all care leavers deemed to have a housing need, gold banding on Shropshire HomePoint at age 17.5. However, it is important to note that despite this banding, without a guarantor a young person is unlikely to be successful in being allocated a social housing property at age 17. If a young person is unable to take on a property at age 17 it is likely they will have to present as homeless and then be accommodated in unsuitable emergency accommodation until such time as they are successful via HomePoint. It is recognised that no young person that is in the care of the local authority should have present themselves as homeless and as corporate parents we should not allowing this practice to take place. It should be noted that many of the emergency accommodation providers are not felt to be appropriate for vulnerable care leavers and it is felt that on occasions young people are being left in vulnerable situations whilst in such accommodation.

Being able to move in a planned way during the young person's 17th year of age by utilising a guarantor agreement by Children's Services, enables a young person to have a planned move on as they leave care. It means that the young person can plan proactively for their transition, to be in a position to make an informed choice about their accommodation and to move on a planned basis.

Joint working:

As part of the fortnightly multi agency meetings Housing Services and Children's Services are working closely to identify young people 6 months before they require housing to ensure they are registered, banded and are bidding accordingly. We hope that as this develops this will enable better planned move on for Looked After Children approaching 18. Having a guarantor agreement for this will assist in the pathway being a success.

Housing Services were pivotal in the purchase of New Century Court in Oswestry having recognised the impact of losing projects over recent years. Housing were also keen to ensure a training flat for Looked After Children formed part of the scheme as well as a crash pad for homeless 16 and 17 year olds. Housing and Children's Services have and continue to work together to develop this. However the implementation of one scheme is not enough and we need to safeguard the loss of future projects such as Parish Rooms in Bridgnorth. Currently, Housing are working with the landlord of this scheme to ensure that if sold, Shropshire Council has the opportunity to purchase the building, but also to develop a scheme with local housing providers that meets the needs of our young people.

Housing also recognise the need for more independent accommodation for care leavers, and are aware that supported housing is not suitable for everyone. Currently Housing fund an accommodation project called SHIP which is specifically for care leavers who have a housing need. The project consists of 1 and 2 bed shared properties that are leased from private landlords. The aim of the project is to provide semi-independent accommodation where care leavers can move on after time in Supported Board & Lodgings or SAILL placements before moving on into independent options via either social or private rent.

However, a lack of private rent options throughout the county has meant we have never managed to provide more than 8 bedspaces at any one time. The contract in place with Shropshire Housing Alliance is for 12 young people but the supply of units has not allowed this to be achieved. Plans are in place to work with social housing providers, allowing Shropshire Housing Alliance to lease social stock from the providers and utilise as SHIP accommodation. The hope is that with a mixture of social and private options the number of bedspaces available will increase.

Housing Services have recognised the need for more access to private rent across the homelessness sector and are in the process of advertising the post of 'Private Rented Sector' Officer. This role will work with private landlords developing a Shropshire Council offer which we hope will give them the confidence to lease directly to us. We hope that although this role will bring on line more options for families it will also help with the lack of 1 bed accommodation in the social sector and enable us to better meet the needs of single young adults, including care leavers. With the development of a Local Housing Company,

the option to be a private landlord is also open to the Local Authority, enabling us to provide Assured Shorthold Tenancies to those in housing need, not just social or temporary housing.

Finally, we are also working with the Welfare Reform and Housing Benefit Teams within Shropshire Council to develop an offer for young people approaching 18, or those moving out of supported projects, who will require housing but for whom the cost is too high. We hope to better use the Discretionary Housing Payment fund, especially given the significant underspend on this resource. Further to this, we are exploring the option of Enhanced Housing Management costs as part of the extra responsibilities providers have in relation to the management of properties with young people. We have also recently started to look at the option of using Housing Benefit funding to continue placements within SAILL for those young people who have not yet secured a social or private rent move on option. The aim of this is to minimise the moves for a young person and therefore avoid temporary accommodation where possible.

7. Conclusion

Both Housing Services and Children's Services recognise the need to provide suitable and sustainable housing options for all young people presenting as homeless, specifically in relation to this report looking at care leavers.

We recognise that along with more housing provision that is suitable and sustainable there is a need for improved transition work for those in care as well as more housing options. The key is to work together to improve the options available for care leavers in Shropshire, meaning they have choice about where they live and the skills to maintain the property long term.

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)

Lee Chapman (Housing, Health and Adult Social Care)

Nick Bardsley (Children's Services)

Local Member

n/a – relevant to all of Shropshire

Appendices:

None

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<u>Committee and Date</u>
People Overview Committee
18 July 2018

<u>Item</u>
7
<u>Public</u>

REPORT OF THE PLACEMENTS FOR LOOKED-AFTER CHILDREN TASK AND FINISH GROUP

Responsible Officer
Danial Webb
Overview and Scrutiny Officer
01743 358509

1.0 Summary

1.1 This report details the work carried out by Shropshire Council's Placements For Looked-After Children Task And Finish Group, looking into the challenges the council faces in providing residential care for its looked after children. The report also responds to proposals from Shropshire Council to develop its residential care provision for its looked after children.

2.0 Recommendations

2.1 The group recommends that Shropshire Council:

- develops plans to set up:
 - two new two-bedroom specialist care residential homes;
 - a three-bedroom step-down care residential home
 - converts Chelmaren's statement of purpose to a children's home for long-term children;
 - converts office space at Chelmaren to provide semi-independent accommodation for the council's looked after children who will soon be leaving care; and
- delays building any step-down residential home, until the two specialist care residential homes are established and working successfully.

3.0 Opportunities and risks

3.1 The proposals from Shropshire Council could result in better outcome for its looked after children that require residential care, by providing a stable home environment to the most complex children that it cares for. The proposals could also provide opportunities for older children leaving care to develop their independence and life skills before they leave the council's care.

- 3.2 Providing its own residential care will also help Shropshire council to retain and develop its residential care workforce.
- 3.3 The proposals may provide an effective return on capital investment. It would provide this return through savings on the money the council spends to provide private residential care to the council's looked after children.
- 3.4 The proposals could also provide the basis on which to develop a residential care business that could accommodate children looked after by local authorities. This would however carry with it many of the financial risks that are discussed in the main report.
- 3.5 The proposals from Shropshire Council would require some financial investment to build residential care premises or to buy properties to convert into residential care. These investments would be subject to the financial risk inherent in property transactions. There may be opportunities to mitigate this through identifying suitable properties through the One Single Estate programme.

4.0 Financial assessment

- 4.1 The task and finish group has seen an estimation of the likely costs of the proposals. These indicate that the proposals would either deliver a return on the council's investment, or would be cost-neutral while providing better care for the council's looked after children. The group believes these estimates to be reasonable, and anticipates the service will provide a rigorous assessment for cabinet to consider.

5.0 Report

- 5.1 The group's report is attached as **appendix 1**.

Background Papers

- *Financial stability, cost charge and value for money in the children's residential care market*, Institute of Public Care, Oxford Brookes University, June 2015
- *Residential Care in England*, Report of Sir Martin Narey's independent review of children's residential care, July 2016
- *Sufficiency – Statutory guidance on securing sufficient accommodation for looked after children*, Department for Children, Schools and Families, July 2010

Cabinet Member (Portfolio Holder)

The Portfolio Holder for Children and Young People

Local Member

All

Appendices

Appendix 1 – The report of the Placements For Looked After Children Task And Finish Group



People Overview Committee

Report of the residential placements for looked after children task and finish group

July 2018

Acknowledgments

The group would like to thank the Head of Safeguarding and the Adoptions and Fostering manager at Shropshire Council for their significant contribution to this report. The committee would also like to thank the Shropshire Council placement officers and the residential home care workers and managers that they spoke to during the course of this review.

Members of the Task and Finish Group

- Cllr Peggy Mullock (chair)
- Cllr Pauline Dee
- Cllr Roger Evans
- Cllr Kevin Pardy
- Cllr Kevin Turley

Introduction

This report details the work carried out by Shropshire Council's Placements For Looked-After Children Task And Finish Group, examining the challenges the council faces in providing residential care for its looked after children. The report also responds to proposals from Shropshire Council to develop its residential care provision for its looked after children.

Scope and focus of the work

The Children Act 1989 requires local authorities to safeguard and promote the welfare of children within their area. This includes a requirement to provide accommodation where the child's parent or guardian is unable to do so. Shropshire Council thus becomes the corporate parent of these 'looked after' children. Where possible, the aim is for a child to go home, either back to their family, their extended family, or with a permanent foster placement. However for some children, residential care is what is right for them. Some children will stay in residential care until they leave care as adults.

Like all local authorities, Shropshire Council is finding it harder to find the right home for its looked after children. Demand for both foster and residential care is growing faster than the supply of places available. Shropshire Council's Children's Services proposes a number of solutions to address this.

The objectives of the group were to:

- understand the profile of looked after children in Shropshire, and gain insight into the needs of the most complex children that the council looks after;
- learn about the private residential care market, and challenges the council faces when purchasing private residential care;
- understand the council's solutions to address these issues; and
- scrutinise these proposals to ensure that they are right for the council's looked after children.

What has the task and finish group done?

During the course of the review, the group:

- visited Shropshire Council's placements team for looked-after children, to hear about the pressures that they face in placing children
- held a half-day session with the council's head of safeguarding and fostering and adoptions manager, who provided significant background information about the council's looked-after children
- discussed four case studies of some of Shropshire Council's most complex children and

- met with some of Shropshire Council's residential care workers, to understand the challenges and rewards of working with some of Shropshire's most complex children.

Findings

Shropshire Council faces a number of challenges in providing care for its looked after children. A greater number of children are coming into its care, with a greater number of children with complex needs. This has resulted in a growing need for residential care.

The profile of looked children in Shropshire

At the end of March 2018, Shropshire Council was looking after 338 children, a net increase of 47 children in a year. Between 2008 and 2018, the proportion of children in Shropshire who became looked-after rose from 33 to 57 per 10,000 children. This mirrors a growth in the rate of looked-after children throughout England and Wales. Although the rate of looked-after children in Shropshire remains lower than the rate in West Midlands or England and Wales, the rate of growth here is faster and the gap is narrowing.

Although the number of children entering care is only marginally higher compared to the previous year, the number of children leaving care has dropped dramatically. There are two reasons for this. A third of the children who entered care were aged under 5 years old. This is primarily due to more effective child protection and earlier identification of risk. Although these younger children are most likely to leave care, they are also usually subject to considerable legal processes to decide who will care for them. This has resulted in a temporary spike in the number of looked-after children as Shropshire Council secures the long-term future of this cohort of younger children.

A similar number of children entering care in the previous year were aged over 13 years old. As reunification with home can be difficult to achieve, or because the needs of the young people are so complex, they are often unable to be cared for in a family setting. These children are therefore least likely to leave care. As a result of this, almost half of Shropshire Council's looked after children are aged between 13 and 17 years old. As well as looking after these children, Shropshire Council must help them to prepare to live independently when they leave care.

A growing number of the children who are entering care are at risk of significant harm. Of the 100 children that became looked after between April and November 2017, 48 met the threshold of experiencing significant harm. The group heard that these children are subject to care orders or police protection. This not only absorbs significant amount of time preparing for court proceedings, but this cohort of looked after children are also considerably less likely to leave care.

As well as being at a growing risk of experiencing significant harm, looked after children also have increasingly complex needs. There are numerous reasons for this. The council is seeing an increasing number of unaccompanied asylum seeking children, fleeing war zones or being trafficked. It is also seeing an increasing number of children experiencing physical and sexual abuse, substance addiction, and other problems previously more usually seen in urban areas of high deprivation.

The group discussed five cases of some of Shropshire Council's most complex and vulnerable looked-after children. The group identified that all five cases share several common themes:

- sexual or physical abuse, often at an early age
- self-harm, suicide attempts and violence towards others
- risky sexual, violent or drug abusing behaviour
- autism, ADHD or learning difficulties
- a repeated failure to return home
- family breakdown or an absence of any positive relationship at home and
- a repeated residential placement breakdown.

The group recognises the significant challenge faced in caring for vulnerable and often traumatised children with complex needs.

The challenge of providing care for looked after children

The increasing number of children with complex needs, or at risk of significant harm, has resulted in an increase in the number of children subject to care proceedings. The group heard that the majority of the children aged five and under who had come into care will be subject to court proceedings and will exit care either with a care plan of return home, adoption, special guardianship or long term fostering. However, to implement a child's care plan requires due legal process to be followed, such as adoption, revocation of care orders and applications for special guardianships orders, all of which can take some time to process.

There have also been increases in connected carer requests for assessment. The courts increasingly expect children to remain within their family network, combined with a higher threshold for adoption. This results in children remaining in care for longer while the long-term viability of a connected care placement is assessed. The group heard that connected care requests often result in more complex court proceedings. For example, it is not unusual to be instructed by the courts to complete more than one connected carer assessment for the same child, with paternal and maternal carers being assessed at the same time.

These proceedings place high demands on the time of social workers, supervisors and placement teams. Social workers are spending an increasing amount of time managing increasingly complex court cases. They have to travel longer distances to

maintain contact with children, undertake statutory visits and to complete assessments. Multiple connected care requests for a child result in multiple, lengthy assessments. Placement staff spend longer finding suitable placements in a market where there is a high demand for each placement. Contact teams are unable to meet the demand on their time, with increasing amount of contact work happening outside of normal working hours.

The group also heard that older children, particularly those with complex needs, are more likely to suffer a breakdown in foster placements and move into higher-cost residential care. The increase in number of older looked after children, and increase in number of children with complex needs, has resulted in a steady increase in the number of children in residential care. Those already in residential placements that break down require a move that usually result in a more expensive placements as additional staff support is put into place to meet the child's needs.

The market for residential care

The nationwide increase in numbers of looked after children, combined with an increased complexity of need, has resulted in a significant growth in demand for residential care. The group heard from the placements team that it was common to see a private provider receive up to 50 bids for a vacant place in one of their homes. This follows a long period of decline in the use of residential care, as local authorities closed homes and focussed their efforts into placing children into foster care. Accordingly, the recent significant growth in demand for specialist care for children with complex needs has not matched the supply of available places. Although there has been recent significant private equity in the private residential care market, the volatility of placements and small size of residential homes can quickly erode potential returns on investment. Furthermore, recent research by the Institute for Social Care shows that the residential care market has become highly fragmented, with many homes providing care for a very specific cohort of children, such as those with a specific behavioural disorder. Combined, these changes in the market place significant pressures on the council's ability to provide the right care for its looked after children.

The group also heard that residential care providers are inspected by Ofsted, and anything less than a 'good' rating from an inspection can result in significant loss of income caused by local authorities becoming unwilling to place their looked-after children in that home. This makes providers reluctant to take children with complex needs, and all too willing to terminate placements with children whose needs they are struggling to meet. The instability caused by a terminated placement can cause additional trauma to the child. In addition, identifying an alternative placement for the child usually results in a higher cost placement as the new supplier requires additional support for the child.

The group heard from the placement team, as well as the head of safeguarding, about the cost of residential care. The high demand for residential care, combined with the

greater support needed for children in care, had resulted in a considerable increase in the cost of care. Both the placement team and the head of safeguarding told the group that the cost of residential care for children with minimal additional need was around £3,000 a week. However the service currently had five contracts in place that cost the council £6,000 a week and above. Their highest care cost for a looked-after child was £12,000 a week, because the council has been asked to buy both spaces in a home for a single child with significant complexity in order to keep the placement.

Although Shropshire Council is part of a purchasing consortium that caps costs on a block purchase of 13 placements with a large provider, this cannot meet all of the council's needs. The group heard that in the year to January 2018, the service faced an increase of £1.5 million in residential placement costs compared to the previous year. Nearly £1 million of this increase was due to on-the-spot purchases, despite there being a decrease in the number of on-the-spot purchases that the council made.

As local authorities compete for placements, they are forced to look further away for availability, particularly for specialist care. This makes it harder for the child to maintain contact with family and friends, disrupts their education, and weakens the support that their social worker is able to provide. The group heard from the placements team that there were approximately 650 looked after children from other local authorities living in private residential care in Shropshire. Despite this abundance of capacity in Shropshire, the council places 14 children a significant distance outside of Shropshire. During visits to the placements team, the group heard that the council had recently placed a child in Cumbria and another in specialist care in Glasgow. The council had also recently had to choose between placements in either Manchester or Leeds for another child. Placements this far from Shropshire make it harder for the looked after child to maintain contacts with family and friends, disrupt the child's education and incur significant costs in terms of money and staff time for the council to maintain the placement.

The high demand for places means that the council increasingly has to place children with new, untested providers. Untested providers can be more likely to fail to provide a stable placements that meets the needs of the child.

The group is concerned that the national private residential market does not appear able to properly meet the needs of Shropshire Council's looked after children. As the children's corporate parents, the group is saddened to hear that the council sometimes has no choice but to place children far away from Shropshire, or in untested residential placements, or in placements with providers that are forced to decide between working long-term with its most complex children and maintaining a good Ofsted rating.

The group believes that Shropshire Council can do better for its looked after children.

The group heard that Shropshire Council sometimes struggled to find a placement for a looked-after child. As a result of this, the council recently had to temporarily close its Havenbrook centre, which provides short breaks for children on the edge of care, in order to accommodate a child that it could not find an acceptable placement for.

The group understands the considerable pressure that the council faces in finding residential care for its most complex looked after children. It is unfortunate that the service has to cancel much-needed respite care for vulnerable children, in order to provide emergency residential care.

Existing Shropshire Council residential care

Shropshire Council currently has two residential homes.

- Chelmaren provides residential care for five boys with complex needs. This provision was rated as good following its most recent Ofsted inspection, after four years of being rated as outstanding.
- Havenbrook provides short breaks for children on the edge of care. The aim is provide respite and space to children and their families to enable them to remain in the care of their families. This provision was rated as good following its most recent Ofsted inspection.

The group met with four staff members from these homes. The staff told the group that their work was tough but personally very rewarding. They told the group that staff turnover at both homes was very low, because they offered a mutually supportive environment in which to work, which prevented staff burnout and kept morale high. The staff also told the group that pay was much better than in the private sector, and that staff had access to an excellent training provision that could be tailored to their specific needs. However the small size of the residential service meant that development opportunities were limited, which meant that staff had to leave if they wished to further their career.

The group was impressed at the dedication the staff at Chelmaren and Havenbrook show to the children who work there. They agree that a stable team of well paid, well trained, highly motivated staff was more likely to provide the stability and understanding to build a strong relationship of trust with the children who live at the home, and noted that Chelmaren experienced very few placement breakdowns. The group agrees that these relationships are crucial if the council's looked after children are to thrive in residential care.

The group asked the service why Chelmaren had recently received a lower inspection rating than in previous years, and heard that the downgrade was a result of two factors. A failure to carry out a thorough risk assessment resulted in the arrival of a new child causing considerable disruption. The service recognised their error, made

alternative arrangements for the new arrival, and put into place a new procedure in place to properly consider the impact of potential new arrivals. Chelmaren also repaired damage repeatedly caused as a result of the disruption. Despite putting this into place, Ofsted judged the home to be good rather than outstanding.

The group accepts the reasons for the recent downgrading of the Chemaren's Ofsted rating, and applauds Chelmaren for the speed with which it tackled the issue. The group has every confidence in the ability of the home to regain its outstanding judgment.

The group also believes that this demonstrates the high standards that Ofsted expects of children's homes, and illustrates the precarious nature of the residential care market. As Shropshire Council is not subject to the same financial pressures as a private care provider, it is better placed to manage disruption such as this, without the threat of losing all of its income as a result of an adverse Ofsted rating.

Proposals for Shropshire Council residential care

The council's head of safeguarding presented some proposals for the future development of the service, which they believed would provide considerably better support and stability for the council's most complex looked after children.

The group had already heard that the council already runs two residential provisions very successfully. This is backed up by Ofsted, which has consistently rated both homes as good or outstanding. Both homes are staffed by well-trained, highly-experienced teams that have members that could move to manage their own homes.

Specialist internal care

The service proposes to set up two new residential homes; one for two girls, the other for two boys. These would accommodate the council's most complex looked after children, with 2:1 staff support. The service estimates the ongoing cost of these placements to be £5,900 per week. In addition to this, the council would need to either buy two suitable properties and adapt them, or build two bespoke properties. This would mean an outlay of approximately £800,000 on property and annual running costs of £1.23 million.

These costs appear forbidding, especially when compared to weekly running costs at Chelmaren of £2,500 per child. However this needs to be compared to what the council currently pays for residential care for its most complex looked after children, and the care that those children receive. As stated earlier, the council currently pays at least £6,000 per week per child for residential care of five of its looked-after children. Housing the four children with the most expensive residential placements would cost £23,600 a week, compared to current provider costs of £26,600. This would equate to an approximate saving of £150,000 a year in residential care costs. Even if the service

delivered a quarter of these savings, they would provide approximately a 5% return on the capital expenditure of the homes and provide an asset the council could sell later should its residential needs change.

The group heard that there were other factors to bear in mind when comparing costs for in-house care and purchasing private provision:

- Private residential care costs were rising and would continue to rise, particularly for children with complex needs.
- The service had presumed that each child in their care would require 2:1 staff support. This may not necessarily be the case, particularly if the stability provided by the placement resulted in the child becoming more settled. A lower staff support ratio would reduce costs dramatically.
- A local provision would save staff time, as they would no longer need to travel long distances to visit children in their placements. Nor would they need to accompany children to remote placements. As an example, the service told the group that it had recently had to transport a child to a placement in Glasgow. This required five professionals to accompany the child.

The group strongly supports these proposals. They would provide an effective hedge against rising costs in the residential care market. They would also provide well-paid jobs for local people, with higher wages and better training opportunities than the private sector provides. Although the services believes it can save money on revenue costs by developing in-house provision, the group view any cost saving as a bonus, rather than a necessity.

And most crucially, the group believes strongly that these proposals will provide the security and stability to give the council's looked-after children every opportunity to thrive.

Step-down care

The service also proposes a further two or three bedroom residential care home. This would be for the looked-after children who require more intensive support, but who have a high likelihood of being able to return home or to foster care. The service estimates the ongoing cost of these placements to be £4,000 per child per week. In addition to this, the council would need to acquire a suitable property, at an approximate cost of £400,000.

The cost is higher than the council's residential care at Chelmaren due to the greater intensity of support required to return these children home or to foster care. However the group noted that service is paying over £4,000 per child per week for at least ten current private residential placements, without the ability to carry out intensive work with the entire family.

The group heard that the service always has a number of looked-after children in its care that meet this criteria. In 2017 four children went home or into a foster placement, and the service expects at least six more to do the same. Children are more likely to return home or into foster care within the first six months of their entry into care, or if they remain close to home. However if a child is in a placement far from home, it makes whole-family working considerably more difficult.

The group supports these proposals. Like the proposals for two specialist homes, they would provide an effective hedge against rising costs in the residential care market. They would also provide well-paid jobs for local people, with higher wages and better training opportunities than the private sector provides. It is not as clear at this stage that these proposals would save money on revenue costs, but any additional revenue cost is expected to be minimal.

The group again believes strongly that these proposals will provide the security and stability to give the council's looked-after children every opportunity to thrive.

The group is also concerned at the capacity to set up three homes consecutively, in particular the potential impact on the children who live at Chelmaren, who could lose trusted staff members.

Conversion of Chelmaren

The group heard that the service had a number of looked after children whose needs were not especially complex, but for whom residential care was the best option. For example their own family may provide an unsafe home environment, but the child may remain attached to them, and be unable to settle in a foster placement. This means that they will remain in residential care until they leave care. The service would therefore convert Chelmaren's statement of purpose to a children's home for long-term children whose care plan is residential care. There would be no cost to this, but would allow this cohort of children to retain their existing family and social networks, as well as keeping them in their current school.

The group strongly supports these proposals, once the council has opened its step down home.

The service also proposes to convert the existing office space at Chelmaren into two semi-independent training flats to help children leaving care to prepare for independence. The group heard that children who had lived in residential care often required more support to develop their independent living skills. This would provide the opportunity to provide a more supportive environment to older children who had lived in residential care to strengthen their independent living skills.

The group recognises the importance of preparing care leavers for independent living, and notes that this is a priority of the service following a recommendation from the recent Ofsted inspection of the council's services for children.

Pop-up respite provision

The group had heard repeatedly that at times the service faced a crisis in the care of a looked-after child. The service had faced three such crises in the first half of 2018, one of which required the temporary cancellation of short break provision at Havenbrook.

Ofsted permits an unregulated care provision for a looked-after child for a period of up to 28 days. As a result many private providers are setting up homes providing such temporary accommodation.

The service therefore proposes to purchase or build a lodge in a rural location to provide such a crisis service for the council's looked-after children. When not being used by the council as crisis accommodation, the council could either hire the accommodation to other local authorities or use it as additional short break provision for its own looked after children.

The group supports this proposal. Using Havenbrook as crisis care jeopardises the stability of families who rely on it for respite care.

Conclusions and recommendations

The group was concerned to hear that the current private residential market does not appear able to properly meet the needs of Shropshire Council's most complex and vulnerable looked after children. As the children's corporate parents, the group is saddened to hear that the council sometimes has no choice but to place children far away from Shropshire, or in untested residential placements, or in placements with providers that are forced to decide between working long-term with the most complex children and maintaining a good Ofsted rating.

It is therefore encouraging to see the council propose a solution that it believes could deliver better care for its looked after children. These proposals could provide the opportunity to provide stable care for its most complex children who will remain in residential care until they leave the council's care. They also maximise the opportunity for the council to work closely with children and their families where there is a chance for them to return home.

The group has not received detailed costs for these proposals, but the outline costs it has seen suggest that the proposals are unlikely to increase the cost of care and could reduce costs in the long term. However the group would not like to see saving costs as being an objective of these proposals.

The group therefore recommends that Shropshire Council:

- develops detailed and fully-costed plans for:
 - two new two-bedroom specialist care residential homes;
 - a three-bedroom step-down care residential home
 - a lodge providing space for crisis care and respite care;
 - converting Chelmaren's statement of purpose to a children's home for long-term children; and
 - converting office space at Chelmaren to provide semi-independent accommodation for the council's looked after children who will soon be leaving care;
- delays building any step-down residential home, until the two specialist care residential homes are established and working successfully; and
- presents these proposals to scrutiny by September 2018.



People Overview Committee 18 July 2018	<u>Item</u> 8 <u>Public</u>
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Overview and Scrutiny Work Programme 2018 – 2019

Responsible officer

Tom Dodds, Statutory Scrutiny Officer tom.dodds@shropshire.gov.uk 01743 258518

1.0 Summary

1.1 This paper presents Overview and Scrutiny's proposed work programme for the year ahead. The committees have based their programmes on topics from Shropshire Council's Strategic Action Plan. Committees will also

- scrutinise thematic priorities
- respond to emerging issues and
- follow up on previous work.

1.2 The paper also identifies topics relevant to more than one committee, and makes suggestions for committees to work together to consider these issues.

2.0 Recommendations

2.1 Committee members to:

- confirm the proposed work programme attached as **Appendix 1**
- suggest changes to the committee work programme and
- recommend other topics to consider

3.0 Background

3.1 Each year, Shropshire Council's overview and scrutiny committees jointly review, co-ordinate and update their work programmes for the year ahead. This review allows overview and scrutiny to ensure that its work programme takes into account Shropshire Council's strategic priorities, and effective arrangements are in place to look at topics that are relevant to more than one committee.

3.2 At a work programme planning session, overview and scrutiny committee members, portfolio holders, elected members and officers used the strategic action plan to identify a shortlist of strategic priorities for each committee to incorporate into their work programme for the year ahead.

- 3.3 Following this session, members of the Performance Management Scrutiny Committee met with officers to identify lead committees for each identified strategic priority. Members also agreed lead committees for strategic priorities that related to more than one committee. These strategic priorities will form the basis of each committee's work.
- 3.4 In addition to priorities identified in the strategic action plan, overview and scrutiny committees also include thematic priorities into their work programme. Committees will also need the flexibility to respond to emerging issues. Accordingly this work programme will continue to have topics added to it.

4.0 Cross-cutting issues

4.1 Although no topic in the work programme exists in isolation, most topics can be considered discretely by a committee during their scheduled meetings. However there are several broad areas of the council's work that pertain to several committees equally. Overview and scrutiny committees will need to ensure that they cover these topics comprehensively without duplicating work. Work programme planning has identified the following cross-cutting topics.

4.2 *Social prescribing/community resilience*

Social prescribing is a means of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. Schemes can involve a variety of activities which are typically provided by voluntary and community sector organisations, such as volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and sports.

Both the Communities Overview Committee and Health and Social Care Overview Committee have an interest in this topic. It is proposed however that the Communities Overview Committee will consider this matter in its entirety during its scheduled committee meetings.

The Health and Social Care Overview Committee will focus its work on scrutinising other adult social care matters, such as delayed transfers of care, the Improved Better Care Fund, and falls prevention.

4.3 *Place shaping*

Place shaping concerns how the council plans, delivers and supports growth and development in housing, the economy and local communities. The strategic action plan lists six topics, which together form the council's place-shaping priorities:

- Diversification of the economy

- Sustainable growth of Shrewsbury and the market towns
- Investment plans to enable sustainable growth
- Maintaining a clean and attractive environment
- Balancing Housing and economic growth
- Households and accessible green space

Although the People Overview Committee has the remit to consider housing matters, much of the work to plan and deliver housing concerns planning, local authority investment, economic growth and the delivery of infrastructure such as roads. It is therefore proposed that the bulk of the scrutiny of place-shaping will be carried out by the Place Overview Committee.

To support the Place Overview Committee in its work, the People Overview Committee will consider supported housing matters. The Communities Overview Committee will look at households and accessible green space as part of its remit to scrutinise matters concerning community resilience.

5.0 Task and finish groups

- 5.1 Overview and scrutiny often looks at topics in depth, such as its proposed review of community transport in Shropshire. It also looks at topics that do not relate to one particular committee, such as its recent review of Shropshire Council's support for refuges for domestic abuse. In order to carry out this work effectively, overview and scrutiny committees set up task and finish groups. These groups consist of members drawn from overview and scrutiny committees, which meet outside of the usual scheduled committee meetings. These groups then report their findings and recommendations to overview and scrutiny committees for approval. The current list of ongoing task and finish group meetings is included in this report as **Appendix 2**.

6.0 Next steps

- 6.1 Overview and scrutiny will update this report on an ongoing basis and present it to each overview and scrutiny committee, to allow members the opportunity to contribute to its development.

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Appendix 1
Overview and Scrutiny work programme 2018 to 2019

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Report of Road Works and Street Works Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Road Works and Street Works Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure the council effectively manages streetworks and roadworks in Shropshire, as well as major roadworks projects in Shrewsbury.	11 July 2018
Q4 2017/18 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	11 July 2018
Road traffic collisions - killed and seriously injured	<ul style="list-style-type: none"> Identify changes in the rates of people killed and seriously injured in road collisions. Understand the causes of collisions. Scrutinise proposals to reduce injuries and fatalities. 	road collision statistics	Head of Commissioning	Shropshire Council and its partners work effectively to identify and mitigate the causes of road collisions that cause injuries and fatalities.	11 July 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Report of Welfare Reform Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Welfare Reform Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure effective arrangements to support people in receipt of welfare support and preventative services.	12 Sep 2018
Corporate Peer Challenge Report and Action Plan.	<ul style="list-style-type: none"> Identify the priorities for action emerging from the recent corporate peer challenge. Scrutinise the council's progress in implementing the report action plan. 	corporate peer challenge report and action plan and progress report	Chief Executive	Shropshire Council is making good progress in implementing the peer challenge action plan.	12 Sep 2018
Report of the Budget and Investment and Income Task and Finish Group	<ul style="list-style-type: none"> Consider the budget proposals and identify the priority areas for further consideration Identify any likely impacts of the budget proposals and explore how these will be managed with the relevant officers and Portfolio Holders. Scrutinise investment and income proposals 	task and finish group report	Group Chair Head of Finance, Governance & Assurance	Proposals for investment and income generation are sound.	12 Sep 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q1 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	12 Sep 2018
Complaints, Compliments and Comments	<ul style="list-style-type: none"> Understand the nature of complaints, compliments and comments that the council receives. Scrutinise how the council uses these to improve its services. 	Analysis of complaints, compliments and comments received	Information, Intelligence and Insight Manager	Ensure that the council responds appropriately to complaints, compliments and comments, and uses them effectively to improve services.	12 Sep 2018
Corporate Peer Challenge Report and Action Plan – exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	14 Nov 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q2 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	14 Nov 2018
Corporate Peer Challenge Report and Action Plan – exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	6 Mar 2019
Q3 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	6 Mar 2019

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Flood risk management	<ul style="list-style-type: none"> Consider the council's role in flood risk management. Understand how the council mitigates flood risk and responds to flooding. Learn the risks to transport and the economy resulting from flooding. Scrutinise the role of flood risk management in place shaping and planning. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	Environmental Maintenance	Scrutiny of flood risk management to ensure effective arrangements.	16 Jul 2018
Community Transport	<ul style="list-style-type: none"> Create a task and finish group that considers options for the development of community transport in Shropshire. 	terms of reference report	Overview and Scrutiny	Development of community transport that meets the needs of people in Shropshire.	16 Jul 2018
Local committees	<ul style="list-style-type: none"> Create a task and finish group to explore proposals to realign Local Joint Committees and to identify new responsibilities for these committees 	terms of reference report	<p>Overview and Scrutiny</p> <p>Community Enablement Team</p>	To help ensure Shropshire Council has appropriate and meaningful local governance.	16 Jul 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Community Hubs	<ul style="list-style-type: none"> Consider the development of plans for the creation of five community hubs. Ensure that the proposals will meet any needs resulting from social prescribing. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	TBA	Ensure that community hubs effectively meet the needs of Shropshire people.	10 Sep 2018
Islamic burials	<ul style="list-style-type: none"> Understand the demand for Islamic burials in Shropshire, the council's obligations to provide Islamic burial space, and its proposals for future provision. 	<p>committee overview report</p> <p>presentation to committee</p>	TBA	Shropshire Council provides appropriate space for Islamic burials.	10 Sep 2018
Emergency Planning	<ul style="list-style-type: none"> Scrutinise Shropshire Council's arrangements for emergency planning. 	<p>committee overview report</p> <p>presentation to committee</p>	Emergency Planning Manager	<p>Ensure that Shropshire Council:</p> <ul style="list-style-type: none"> identifies the right priorities for its emergency planning has in place suitable mitigation and carries out appropriate training and awareness raising. 	26 Nov 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Community Safety Strategy	<ul style="list-style-type: none"> • Understand the updated community safety strategy • Scrutinise the research underpinning any changes to the strategy. 	committee overview report presentation to committee	Community Safety Manager	Assurance that the Community Safety Strategy identifies the right priorities for its work.	28 Jan 2019

Health and Social Care Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Phlebotomy services in Shrewsbury	<ul style="list-style-type: none"> Discuss findings of 2 July 2018 workshop. Scrutinise proposals for the relocation of Phlebotomy services in Shrewsbury. 	committee overview report	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To ensure services are accessible to the people that need them.	16 Jul 2018
Mental health needs assessment	<ul style="list-style-type: none"> Consider the findings from the Mental Health Needs Assessment. Question and provide further insight surrounding these findings. Consider cross sector issues. 	Briefing workshop overview report presentation	Public Health Consultant, Shropshire Council	To support development of the Shropshire Mental Health Strategy.	16 Jul 2018
Quality accounts	<ul style="list-style-type: none"> Receive the reports from members scrutinising the quality accounts of local health trusts 	Overview report	Committee chair		16 Jul 2018
Delayed transfers of care	<ul style="list-style-type: none"> Revisit progress with reducing delayed transfers of care. Understand the impact of projects. Understand the impact of winter pressures on delays. To scrutinise readmission rates. 	committee overview report presentation to committee	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To agree a course of action to build on local authority success in reducing delays.	24 Sep 2018

Winter planning	<ul style="list-style-type: none"> To scrutinise proposals to mitigate the effect of winter pressures on NHS services. 	<p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		24 Sep 2018
Falls reductions and Heat Savers	<ul style="list-style-type: none"> To understand current commissioning for falls reductions and other muscular-skeletal traumas. To scrutinise future funding proposals. To discuss ways to scrutinise the effectiveness of heat saving programmes. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		24 Sep 2018
Ambulance services	<ul style="list-style-type: none"> To understand how the service handles the most serious calls and the service's heaviest users. To scrutinise how the service uses response times to deliver an effective service. To provide feedback on a planned visit to the West Midlands Ambulance Service 	Map of public defibrillators in Shropshire	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		19 Nov 2018
Better Care and Improved Better Care funds	<ul style="list-style-type: none"> To consider the Improved Better Care Fund and its implications for Shropshire people. To understand the outcomes of the fund and whether these have been achieved. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		19 Nov 2018

Smoking cessation services	<ul style="list-style-type: none"> To understand existing smoking cessation services To scrutinise proposals for service change. 	<p>committee overview report</p> <p>presentation to committee</p>	Director of Public Health		19 Nov 2018
Care Closer to Home		<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		21 Jan 2019
Future Fit consultation findings	<ul style="list-style-type: none"> To consider the findings of consultations on Future Fit reconfiguration of NHS services in Shropshire, including Telford and Wrekin. To scrutinise the response to consultation findings. 	<p>Consultation findings</p> <p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	Assurance that the consultation has been carried out thoroughly, and its findings acted upon appropriately.	21 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Supported Housing for Young People	<ul style="list-style-type: none"> To understand the legal and policy framework for providing supported housing for young people. To scrutinise arrangements to provide supported housing for young people. 	overview reports presentation	Housing Services Children's Services	Providing assurance that Shropshire Council has effective arrangements in place.	18 Jul 2018
Findings of the Placements for Looked After Children Task and Finish Group	<ul style="list-style-type: none"> To understand the situation in relation to residential placements for looked after children. To consider the sufficiency of residential placements. To identify whether there is opportunity for the council to invest to save. 	Draft final Task and Finish Group report	Task and Finish Group Chair Head of Safeguarding, Children's Services	Contribute to service development that will lead to better outcomes for looked after children with complex needs.	18 Jul 2018
Youth Offending Service	<ul style="list-style-type: none"> To scrutinise the findings of the pilot Full Joint Inspection of the Youth Offending Service. To understand the causes of youth offending in Shropshire. 	Final inspection report	Youth Offending Service	Recommendations to support the development of the service.	19 Sep 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Corporate parenting	<ul style="list-style-type: none"> To scrutinise arrangements to support elected members and officers in their corporate parenting role. To make recommendations to strengthen corporate parenting arrangements. 	<p>overview report</p> <p>presentation</p>	Head of Early Help Partnerships and Commissioning, Children's Services	Recommendations to support the development of the service.	19 Sep 2018
Education attainment	<ul style="list-style-type: none"> To scrutinise education attainment in Shropshire over recent years To identify any specific patterns or changes which need to be looked at in detail. 	<p>overview report</p> <p>presentation</p>	Director, Children's Services	Ensure that Shropshire Council is targeting support where needed to improve education attainment.	21 Nov 2018
Shropshire Safeguarding Children Board Annual Report	<ul style="list-style-type: none"> To provide an overview of the Safeguarding Children Board's work during the previous year. To scrutinise changes to governance arrangements for the Safeguarding Children Board and Safeguarding Adults Board. 	Shropshire Safeguarding Children Board Annual Report	Independent Chair, Safeguarding Children Board	Contribute to developing governance arrangements for safeguarding in Shropshire.	21 Nov 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Progress and impact of the delivery of the Ofsted Action Plan	<ul style="list-style-type: none"> Scrutinise progress with the implementation of the Ofsted Action Plan and the benefits realised for children, young people and families in Shropshire. 	overview report	Director, Children's Services	Provide assurance that the council is making good progress in implementing its action plan, delivering the required improvements.	30 Jan 2019
Employment and progression opportunities	<p>Consider current arrangements for people to enter into work and progression including apprenticeships and skills training. To include:</p> <ul style="list-style-type: none"> apprenticeships and skills training young people's aspiration and progression, and how to retain young people in the county older people in the workforce, including re-skilling and retired workers (post 50 workforce) mentoring, coaching 	<p>overview report</p> <p>presentations</p>	TBA		30 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Opportunities for Looked After Children and care leavers to achieve their potential	<ul style="list-style-type: none"> • Scrutiny of the implementation of the Looked After Children Plan and the delivery of improved outcomes. • Examine the availability and uptake of apprenticeships and employment, and housing support, and consider the benefits and impact. 	Updated Looked After Children Plan overview report presentation	Director, Children's Services	Assurance that Shropshire Council is delivering better outcomes for looked after children and care leavers.	27 Mar 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
20's Plenty	<ul style="list-style-type: none"> To receive an update on Shropshire Council's implementation of its 20 mph technical guidance note. 	Update report	Highways, Transport and Environment Commissioning Manager	Ensure that Shropshire Council implements 20mph limits that are appropriate for the area.	12 Jul 2018
Place Shaping – Sustainable growth of Shrewsbury and the Market Towns	<ul style="list-style-type: none"> Progress with the Shrewsbury Big Town Plan and the development and delivery of growth strategies for the key market towns (Ludlow, Market Drayton, Oswestry, Bridgnorth and Whitchurch). 	Update report	Head of Economic Growth		12 Jul 2018
Highways winter service plan	<ul style="list-style-type: none"> Understand the lesson learned from the previous winter maintenance plan Scrutinise planning for the winter period 2018-2019. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Contribute to development of a winter service plan that ensure safe highways and protects vulnerable people.	12 Jul 2018
Highways maintenance	<ul style="list-style-type: none"> Scrutinise how Shropshire Council responds to maintenance requests, and any consequent complaints and compliments. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Better service for customers and a more efficient response to highways faults	12 Jul 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – balancing housing and economic growth	<ul style="list-style-type: none"> Consider how housing development and economic growth activity are considered together 	Report to include: <ul style="list-style-type: none"> Infrastructure Green belt review Type and availability of housing across the county. 	Head of Economic Growth	Ensure that the right homes are built in the right places for the workforce for current and future employers.	6 Sep 2018
Apprenticeships and skill training	<ul style="list-style-type: none"> To receive an update on work to maximise the benefit of the Apprenticeships Levy To understand how skills training providers are responding to Shropshire priorities for skills. 	Overview report Presentation			6 Sep 2018
Local Plan	<ul style="list-style-type: none"> Consider the revised Local Plan, before submission to the Secretary of State. 	report to include overview of Local Plan and key changes to existing plan	Head of Economic Growth	Assurance that the Local Plan support housing, transport and economic growth priorities.	8 Nov 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – households and accessible green space	<ul style="list-style-type: none"> Understand the value of accessible natural green space, how access could be maximised, and look at current patterns of availability. 	<p>overview report</p> <p>presentation</p> <p>map of current and proposed accessible green space in towns and villages</p>	Highways, Transport and Environment Commissioning Manager	<p>Development of open spaces that improve the liveability of towns and villages</p> <p>Ensure that open spaces maximise the opportunity for people to improve their health and wellbeing.</p>	8 Nov 2018
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Consider the development of the new Local Transport Plan and how it relates to the delivery of the Council's priorities. 	<p>overview report</p> <p>presentation</p>	Head of Commissioning	<p>Contribute to development of Local Transport Plan.</p> <p>Provide assurance that the plan contributes to housing and economic growth plans</p>	31 Jan 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Progress with waste management, recycling and renewable energy, including the impact and benefits arising from the Energy Recovery Facility and other developments to help manage waste, reduce landfill and increase production and use of renewable energy. 	<p>overview report</p> <p>presentation</p> <p>site visit</p>	Head of Economic Growth	Ensure that waste management plans continue to reduce landfill and improve the built environment.	31 Jan 2019
Place shaping – diversification of the local economy	<ul style="list-style-type: none"> Scrutinise progress with the delivery of the Council's Economic Growth Strategy, with particular focus on keys sectors, higher added value businesses, numbers of new jobs created, and new companies to Shropshire in the key target sectors. Consider progress in securing investment in the digital and health care sector. 	<p>overview report</p> <p>presentation</p>	Head of Economic Growth	<p>Ensure that housing, transport and built environment strategies effectively support economic growth.</p> <p>Provide assurance that the Economic Growth Strategy is delivering economic benefits.</p>	28 March 2019

Appendix 2

Current and proposed task and finish groups

Title	Objectives	Reporting date
Welfare reform	<ul style="list-style-type: none"> • To ensure that the council's own systems and processes are optimised so it provides the best advice and temporary support to people who need it. • To understand how the council works with its partners to agree a common strategy to support people in greatest need. • To ensure that council resources are deployed wherever possible to support people into education, employment and training. 	11 July 2018
Roadworks and street works	<p>To scrutinise how Shropshire Council:</p> <ul style="list-style-type: none"> • has carried out recent major roads work and street works in Shrewsbury • plans work to deliver SITP and other major road works to minimise disruption • publicises planned road works to residents and businesses • co-ordinates scheduled street works with utility companies and private developers and • mitigates against and compensates for disruption to local businesses. 	12 September 2018
Placements for looked after children	<ul style="list-style-type: none"> • Understand the profile of looked after children in Shropshire, and gain insight into the needs of the most complex children that we look after. • Learn about the private residential care market, and challenges the council faces when purchasing private residential care. • Understand the proposed model of residential care for Shropshire Council's most complex looked-after children. • Scrutinise these proposals to ensure that they are right solution for our looked after children. 	11 July 2018

Title	Objectives	Reporting date
Community Transport	TBA	TBA
Local Joint Committees	<ul style="list-style-type: none"> • To review the current design and delivery of the LJC's and use the evidence gathered to make a recommendation on whether they should continue or not. <ul style="list-style-type: none"> ○ If the recommendation is to continue, make further recommendations on the future design and delivery of the LJC's ○ If the recommendation is to cease, to design the withdrawal of the LJC's without undue impact on Shropshire Council members, town and parish councils, co-opted members or local residents. • To recommend how Shropshire Council should be working with partners, specifically town and parish councils to enable shared engagement, communications, accountability and governance within communities. 	13 June 2018

Title	Objectives	Reporting date
Financial Strategy and Innovation and Income Generation	<ul style="list-style-type: none"> • To understand the process and activity stages required to develop the Financial Strategy 2018/19 to 2020/21. • To understand the factors contributing to the funding gaps including the additional pressures identified through the growth modelling exercise. • To consider and scrutinise the proposals and emerging plans aligned to the four pillars of the approach that are being developed. • To consider the direct and indirect impacts of proposals on service delivery across the Council. • To be able to complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of the alternative proposals. • To provide a mechanism to engage with communities, partners and providers. • To understand any possible risks and impacts on the Council's finances and the ability to deliver a balanced budget in future years. • Make evidence based recommendations and alternative proposals for future budget setting. 	TBA

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