

**A MEETING OF THE  
BOROUGH OF TELFORD & WREKIN**

**Will be held at THE HAYBRIDGE RESTAURANT,  
TELFORD COLLEGE OF ARTS & TECHNOLOGY,  
HAYBRIDGE ROAD, WELLINGTON, TELFORD  
on THURSDAY, 24 NOVEMBER 2016 at 6.30pm**

**All Members are summoned to attend for the transaction  
of the under mentioned business**



**Assistant Director Governance, Procurement & Commissioning**

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**AGENDA**

**The meeting will be preceded at 6.00pm by a short address by the Police & Crime Commissioner, Mr John Campion, and the Temporary Deputy Chief Constable, Mr Chris Singer. A question and answer session will follow.**

- 1. Prayers**
- 2. Apologies for Absence**
- 3. Declarations of Interest**
- 4. Minutes of the Council**  
To confirm the minutes of the Annual Meeting of the Council held on 22 September 2016 and the Extraordinary Council Meeting on 6 October 2016.

**Appendix A**  
White  
Pages 5-14

5. **Leader's Report & Announcements**

The Leader of the Council may give an oral report on matters of significance to the Borough, comment upon the Cabinet decisions or make any announcements.

6. **Mayor's Announcements**

To note the Mayoral Engagements undertaken since the Annual Council meeting held on 22 September 2016.

Appendix B  
White  
Pages 15-18

7. **Public Questions**

To receive any questions from the public which have been submitted under Council Procedure Rules 7.11 and 7.12. The session will last no more than 15 minutes with a maximum of 2 minutes allowed for each question and answer. Questions can be asked of The Leader and Cabinet Members.

None received.

8. **Cabinet Decisions Made Since the Last Meeting of the Council**

To receive the report on the Cabinet decisions made since publication of the last Council meeting agenda. Cabinet Members may speak on these decisions and Members may ask questions about key decisions of the relevant Cabinet Member for the purposes of clarification only. Members are asked to note the additional delegations to officers granted at those meetings.

Appendix C  
White  
Pages 19-22

9. **Recommendations from Cabinet**

**Cabinet – 13 October 2016**

(i) 2016/17 Financial Management Report

Appendix D  
Yellow  
Pages 23-25

**Recommended that – the changes to the capital programme in section 1 of the report be approved**

(ii) Youth Justice Plan 2016/17

Appendix E  
Yellow  
Pages 26-77

**Recommended that –**

- (a) the Youth Justice Plan 2016/17 be approved and the West Mercia YOS responsibilities be endorsed; and**
- (b) delegated authority be granted to the Community Safety Partnership to oversee the Implementation of the Youth Justice Plan.**

(iii) Enterprise Telford – Driving Growth and Prosperity

Appendix F  
Yellow  
Pages 78-89

**Recommended that –**

- (a) the PIP be granted approval to undertake prudential**

**borrowing to undertake the acquisition and disposal of PIP assets and/or investments in strategic infrastructure, following approval of the business cases as outlined in the report**

- (b) the necessary changes to the capital programme and revenue budget to facilitate the ongoing rationalisation of the PIP and strategic investments as outlined in the report be approved**

**Cabinet – 17 November 2016**

Appendix G  
Yellow  
Pages 90-160

- (i) **Ensuring Children are Fully Protected in Telford and Wrekin – Getting to Good**

To receive the report of the Director of Childrens' and Adult Services and Independent Chair of the Telford & Wrekin Safeguarding Children Board

10. **Recommendations from Boards and Committees**

Appendix H  
Green  
Pages 161-167

- (i) **Audit Committee**

At its meeting held on 20 September 2016, the Audit Committee made the following recommendation to Council.

**Appointment of External Auditors by 31/12/17 for April 2018 Onwards**

**Recommended – that opting into the PSAA for the purpose of appointing External Auditors for 2018/19 onwards be approved.**

- (ii) **Boundary Review Committee**

Appendix I  
Green  
Pages 168-173

At its meeting held on 29 September 2016, the Boundary Review Committee made the following recommendations to Council.

**Review of Parliamentary Constituencies: Council Response**

**Recommended – that**

- (a) that an alternative name of 'The Wrekin and Bridgnorth' be proposed to the Boundary Commission for England and;**  
**(b) that the proposals submitted by the Boundary Commission for England are supported by the Council.**

11. **Questions**

To answer questions received under Council Procedure Rule 6.2.

***NB In accordance with the provisions of Council***

***Procedure Rule 6.2.9 there will be a maximum of 30 minutes allowed for questions and answers. Any question not answered within the 30 minute time limit will receive a written reply within 5 working days.***

## **12. Notices of Motion**

None received.

### **KEY**

Yellow paper	Recommendations from Cabinet to Full Council
White Paper	Reports submitted direct to Full Council
Green Paper	Recommendations from Committees, Boards and Commissions requiring approval by Full Council

### **FILMING, RECORDING & PHOTOGRAPHY**

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting. Full details of the Council's protocol on audio/visual recording and photography at meetings can be accessed via the following link:

[http://www.telford.gov.uk/info/20243/council\\_meetings/365/filming\\_photography\\_recording\\_and\\_use\\_of\\_social\\_networking\\_at\\_meetings](http://www.telford.gov.uk/info/20243/council_meetings/365/filming_photography_recording_and_use_of_social_networking_at_meetings)

### **PUBLIC QUESTIONS**

At each Ordinary meeting of the Council a period of 15 minutes will be allocated for public questions. Questions can be asked of The Leader and Cabinet Members. Details of the protocol for public questions can be accessed via the following link:

[http://www.telford.gov.uk/info/20243/council\\_meetings/364/public\\_questions\\_at\\_council\\_meetings](http://www.telford.gov.uk/info/20243/council_meetings/364/public_questions_at_council_meetings)

## BOROUGH OF TELFORD & WREKIN

### Minutes of the Meeting of the Borough of Telford & Wrekin held on Thursday, 24 November 2016 at 6.00pm at The Haybridge Restaurant, Telford College of Arts & Technology, Haybridge Road, Wellington, Telford

#### Present:

Councillors J C Ashford, S L Barnes, S Bentley, A J Burford, S P Burrell, E J Carter, L D Carter, E A Clare, G K Cook, S Davies, N A Dugmore, A J Eade, A R H England, N A M England, R C Evans (Mayor), I T W Fletcher, V A Fletcher, J A Francis, C A Furnival, K R Guy, M B Hosken, J Jones, R T Kiernan, A Lawrence, J Loveridge, N C Lowery, A D McClements, J C Minor, L A Murray, T J Nelson, R A Overton, J Pinter, G C W Reynolds, S A W Reynolds, S J Reynolds, H Rhodes, K S Sahota, P J Scott, J M Seymour, R J Sloan, C F Smith (Speaker), B D Tillotson, W L Tomlinson, C R Turley, and P R Watling

#### **48. Councillor C P R Mollett and past Councillor Christine Mackenzie**

The Mayor noted the sad passing of Councillor Clive Mollett. She extended sympathies to Councillor Mollett's family and noted his contribution to the Council over the years, particularly the Scrutiny function where he had most recently served as a Member of Health & Adult Care Scrutiny Committee.

The Mayor further noted the sad passing of past Councillor Christine Mackenzie and extended sympathies to her family, noting her previous contribution to the Council.

#### **49. Prayers**

The Reverend Keith Osmund-Smith said prayers.

#### **50. Apologies for Absence**

Councillors K T Blundell, M Boylan, E J Greenaway, C N Mason, A A Meredith, M J Smith, K T Tomlinson and D G Wright

#### **51. Declarations of Interest**

Councillor S Davies declared an interest in minute number 57(ii) (Youth Justice Plan 2016/17) due to appearing in the youth court from time to time as a solicitor and that his employer prosecuted on behalf of the Youth Offending Team. He indicated that he would not take part in the debate.

Councillor A R H England declared an interest in minute number 57(ii) (Youth Justice Plan 2016/17) due to his position as a Justice of the Peace and indicated that he would not take part in the debate.

## **52. Minutes of the Council**

**RESOLVED** – that the minutes of the meeting held on 22 September 2016 and the Extraordinary Meeting held on 6 October 2016 be confirmed and signed by the Mayor.

## **53. Leader's Report & Announcements**

The Leader expressed disappointment in the Autumn Statement by the Chancellor of the Exchequer in terms of the impact it would have on Council budgets due to the lack of recognition of the funding pressures facing Adult Social Care. He went on to update the meeting on the PRH4Me campaign and the actions he had taken as part of the campaign to keep both Accident and Emergency Departments open. The Leader continued by updating the meeting on continued efforts to improve the Borough, including the launch of Enterprise Telford, a TeenTech event supported by Maggie Philbin at Enginuity and innovations as a result of Pride in Your High Street funding. The Leader reported that the Council had been presented with the Silver Award from the Employer Recognition Scheme. Drawing his comments to a close, the Leader offered his best wishes to all Councillors, Officers and Residents for a happy Christmas.

## **54. Mayor's Announcements**

The Mayor reminded the meeting that the annual White Ribbon Awareness Day would be held on Friday, 25 November at Meeting Point House from 1-2pm. Telford and Wrekin had been a White Ribbon town for three years and the awareness day was inspired by The White Ribbon Pledge which supported men who campaigned to step up and positively make a stand to support ending domestic abuse against women. The Mayor noted that the effects of domestic abuse upon victims, their children and families and in some tragic cases could lead to death. The Mayor called upon all Members to support White Ribbon Day and looked forward to one day there being an ending of violence against everyone.

## **55. Public Questions**

No questions were received.

## **56. Cabinet Decisions Made Since the Last Meeting of the Council**

Members received the report on the Cabinet decisions made since the last meeting of the Council.

### **Proposed Consultation on School Organisation Including the Re-Designation of Attendance Areas**

*Councillor A J Eade asked if the Cabinet Member understood the issues around the lack of public transport from Muxton to the Priory School for pupils who were currently bussed to Newport and the effect that additional car traffic would have on the highway infrastructure in that locality.*

Councillor G C W Reynolds responded that discussions were taking place to improve public transport but that there was a bus (route number 5) between Muxton and Wrockwardine Wood which ran in the morning in time for school, eg picking up at the Post Office and dropping off at the Lamb Inn, a short distance from the School.

*Councillor A J Eade also asked if the Cabinet Member understood that due to the Council having not collected developer contributions for five years and the Council not qualifying for Free School funding, there was no money available for future secondary school build and how and when did she propose to do that?*

Councillor G C W Reynolds responded that the Council did seek developer contributions from S106 monies.

*Councillor A J Eade noted that he had previously requested information regarding the number of secondary school places currently available in the borough and the projected number of secondary school pupils who would require places over the next few years.*

Councillor G C W Reynolds had not been aware that this information had previously been requested. She was able to confirm the number of surplus places in Telford & Wrekin as follows:-

- Primary places – 8.6% surplus which equated to 1443 pupil places, at least enough for three years
- Secondary places – 12.4% surplus equating to 1547 places

*Councillor V A Fletcher noted that the changes to school boundaries would bring Muxton into the catchment area of Telford Priory School. The number of homes with planning permission in Muxton and Priorslee equated to an extra 6500 new homes in the catchment and, based on DfE guidelines, this resulted in a potential increase of 1600 pupils by 2030. As the cost of building a new secondary school far exceeded savings on school transport, she asked what plans were in place to deal with the potential rise in school places?*

Councillor G C W Reynolds requested that Councillor Fletcher send the full question to her for a complete response. She responded that the Secondary School in Priorslee would not have been built without the current administration's policy on Building Schools for the Future. She pointed out that the savings on home to school transport was not the reason for the report; the report was to define the next few years of school places and to ensure that places were sustainable going forward. The proposals were not driven by cuts.

She further responded that Priorslee was also part of the catchment area for Holy Trinity Academy as well as the Telford Priory, so there was more than one school which pupils could attend. Furthermore, the proposed homes would result in a year on year attendance rather than an influx. The report incorporated all known and projected buildings. Councillor Reynolds suggested that Members could make their views known through the consultation.

*Councillor N A Dugmore asked if it was acceptable to ask children as young as 11 to walk more than a mile to catch a bus to school in an urban area and how that sat with protecting children in the borough.*

Councillor G C W Reynolds responded that this was acceptable and in accordance with the Council's statutory duties.

## Highways Asset Management Policy and Strategy

*Councillor N A Dugmore asked whether the Cabinet Member agreed that management of Contractors need to be reviewed due to the delays incurred in completing work on roundabouts in the borough and that only due to public pressure had the utility companies had been pressed to complete necessary works.*

As similar questions were due to be asked at minute 58, Councillor A D McClements indicated that she would respond in writing.

## Pride in Your High Street Update

*Councillor N A Dugmore asked why the statements in the report were not checked with the relevant Parish Councils as in 4.10 of the report, the Donnington events attributed to Pride in Your High Street had no involvement from Pride in Your High Street.*

Councillor G C W Reynolds responded that she would reply in writing, however, she noted that Donnington had benefited greatly from Pride in Your High Street funding, including Easter events.

## 2016/17 Financial Management Report

*Councillor I T W Fletcher referred to the sum of £650K allocated to St Georges, of which £300K had been delayed to the following year leaving £350K remaining for the current year and of this, only £59K had been spent, leaving £290,697 unallocated. He asked for assurances that St Georges would not lose the allocated funds and what would happen with the funds.*

Councillor L D Carter responded that he would provide a written response and gave an assurance that St Georges would not lose out. Additionally, he noted that there had been a lot of other good things happening in St Georges mainly as a result of Pride in the High Street funding and over £10K of officer time had been dedicated to St Georges to get the benefit of the money and so that the Gower Centre would be opened for the community to enjoy.

## **57. Recommendations from Cabinet**

### Cabinet – 13 October 2016

#### (i) 2016/17 Financial Management Report

Councillor L J Carter, Cabinet Member: Council Finance, Partnerships & Commercial Services, presented the report of the Assistant Director: Finance & HR (Chief Financial Officer).

**RESOLVED that the changes to the capital programme in section 1 of the report be approved**

#### (ii) Youth Justice Plan 2016/17

Councillor P R Watling, Cabinet Member: Children, Young People and Communities, presented the report of the Director of Childrens' and Adult Services.

**RESOLVED** that –

- (a) the Youth Justice Plan 2016/17 be approved and the West Mercia YOS responsibilities be endorsed; and**
- (b) delegated authority be granted to the Community Safety Partnership to oversee the Implementation of the Youth Justice Plan.**

**(iii) Enterprise Telford – Driving Growth and Prosperity**

Councillor L J Carter, Cabinet Member: Council Finance, Partnerships & Commercial Services, presented the report of the Assistant Director: Business, Development & Employment.

**RESOLVED** that –

- (a) the PIP be granted approval to undertake prudential borrowing to undertake the acquisition and disposal of PIP assets and/or investments in strategic infrastructure, following approval of the business cases as outlined in the report**
- (b) the necessary changes to the capital programme and revenue budget to facilitate the ongoing rationalisation of the PIP and strategic investments as outlined in the report be approved**

**Cabinet – 17 November 2016**

**(i) Ensuring Children are Fully Protected in Telford and Wrekin – Getting to Good**

Councillor P R Watling, Cabinet Member: Children, Young People and Communities, presented the report of the Director of Childrens' and Adult Services and Independent Chair of the Telford & Wrekin Safeguarding Children Board which was provided following the Motion to Council on 22 September 2016. Councillor Watling moved the following alteration to the motion:-

“That Council endorses the measures set out by the Director of Children’s & Adult Services and Independent Chair of the Telford & Wrekin Safeguarding Children Board for raising all Children’s Services in the Borough to a minimum standard of good and for ensuring that vulnerable children in the Borough are fully protected in the future”

The consent of the meeting was given without discussion and in accordance with the Constitution.

The Speaker exercised his discretion to allow Mr J Campion, the Police and Crime Commissioner; Mr A Mason, the Independent Chair of the Local Safeguarding Children Board; and Ms C Burgess, the regional representative of the Local Government Association, to make short statements to the meeting with no questions permitted.

At the end of a robust and lengthy debate, a vote was taken on the altered motion which was CARRIED. In accordance with Committee Procedure Rule 9.5, a recorded vote on the altered motion was taken, the voting being as follows:

For: 27

Councillors A J Burford, L D Carter, E A Clare, G H Cook, S Davies, A R H England,  
N A M England, R C Evans, K R Guy, J Jones, J Loveridge, A D McClements, J C Minor,  
L A Murray, R A Overton, J A Pinter, G C W Reynolds, S A W Reynolds, S J Reynolds,  
H Rhodes, K S Sahota, P J Scott, R J Sloan, C F Smith, W L Tomlinson, C R Turley and  
P R Watling.

Against: 0

Abstentions: 18

Councillors J C Ashford, S L Barnes, S Bentley, S P Burrell, E J Carter, N A Dugmore,  
A J Eade, I T W Fletcher, V A Fletcher, J A Francis, C A Furnival, M B Hosken, R T Kiernan, A Lawrence, N C Lowery, T J Nelson, J M Seymour and B D Tillotson.

**RESOLVED that the measures set out by the Director of Children's & Adult Services and Independent Chair of the Telford & Wrekin Safeguarding Children Board for raising all Children's Services in the Borough to a minimum standard of good and for ensuring that vulnerable children in the Borough are fully protected in the future be endorsed**

#### **58. Recommendations from Boards and Committee**

Audit Committee - Appointment of External Auditors by 31/12/17 for April 2018 Onwards

**RESOLVED – that opting into the Public Sector Audit Appointment Ltd (PSAA) for the purpose of appointing External Auditors for 2018/19 onwards be approved.**

Boundary Review Committee - Review of Parliamentary Constituencies: Council Response

Following a request by the Main Opposition, the Speaker put each recommendation to the vote individually. Recommendation (a) received unanimous support whereas recommendation (b) was carried by a majority.

**RESOLVED – that**

- (a) that an alternative name of 'The Wrekin and Bridgnorth' be proposed to the Boundary Commission for England and;**
- (b) that the proposals submitted by the Boundary Commission for England are supported by the Council.**

#### **58. Questions**

The following questions were asked under Council Procedure Rule 6.2.2:-

- (a) Councillor I T W Fletcher asked the following question of Councillor A D McClements, Cabinet Member: Transport, Customer & Neighbourhood Services**

“Would the Cabinet member for Transport, Customer & Neighbourhood Services please advise residents of Telford what lessons have you learnt from the delays that have been incurred during the work being carried out on Limekiln Roundabout?”

- (b) Councillor T J Nelson asked the following question of Councillor A D McClements, Cabinet Member: Transport, Customer & Neighbourhood Services

“Please can the Cabinet Member for Transport, Customer & Neighbourhood Services give an update of progress to completion of the Clocktower roundabout works?”

- (c) Councillor R T Kiernan asked the following question of Councillor A D McClements, Cabinet Member: Transport, Customer & Neighbourhood Services

“Would the Cabinet Member for Transport, Customer & Neighbourhood Services confirm the cost so far for the Construction of the New Roundabout at Shawbirch? Very slow progress seems to be made in getting this project completed with very few men actually working, and machines standing idle. In fact only two or three men on site, at one time, and they were only reseeding with grass. What are they waiting for? The snow to arrive before the tarmac is laid, or are we going to get a surprise in the middle of the island, not another Magic Roundabout.”

Councillor A D McClements responded to the questions en bloc. She explained the background to securing £20m Local Enterprise Partnership funding to invest in the road network to provide capacity to cater for future growth by improving six major junctions in the borough and that the deadline for delivery was March 2017.

Works at Limekiln roundabout had begun in February 2016 and had been due to complete in July 2016. All utility companies which needed to arrange diversions had been notified of the works in April 2015 and all of the utility companies had completed work within agreed deadlines with the exception of Severn Trent which had repeatedly failed to meet deadlines. Councillor McClements explained the discussions she had had with the Chief Executive of Severn Trent in this regard, that a letter of complaint had been issued from the Council to Severn Trent, a press release had been issued to explain the position to local residents and that the Chief Executive had been invited to this meeting of the Council to be held accountable but had declined. Councillor McClements had now received a response from Severn Trent that works would be completed by 5 December and, the contractor had indicated they would be able to complete the works, weather permitting, before Christmas. She understood and shared the frustrations caused by the delayed works but lamented the fact that Severn Trent had shown little understanding of the delays and misery that had been caused due to their poor performance. The Council had done all it could to assist, encourage and force Severn Trent to undertake the works and had done everything possible to work with them to get the work done. The delays were wholly down to Severn Trent and formal action would be taken to hold them to account.

Councillor McClements informed the Council that Officers were reviewing what lessons, if any, there were to be learnt and were clear they had fulfilled all criteria required by the utility companies and given ample notice to work on the sites.

Councillor McClements advised that works at Shawbirch had been anticipated to be complete by mid-November. Again, there had been issues with Severn Trent which had also been subject to discussion and completion was not expected by the end of January

2017. Again, Councillor McClements shared the frustration of the local community and would do all that she could to keep pressure on Severn Trent and the contractors to complete the work.

Additionally, Councillor McClements advised that works at the Clock Tower were anticipated to complete by February 2017, weather permitting. The issues at this site were not the same as those at Limekiln and Shawbirch and were not anticipated to impact upon the final completion date.

Councillor I T W Fletcher asked a supplementary question seeking reassurance for residents that the Council would take steps to make contractors complete work by given deadline dates. Councillor McClements reiterated that all utility companies had been given sufficient notice of the work and only Severn Trent had failed to complete work on time. Councillor McClements had requested that Severn Trent keep her updated and keep to the new 5 December deadline.

Councillor T J Nelson noted widening of the Clock Tower roundabout and improvements to the entry/exit arms aimed to provide additional capacity sufficient to provide capacity to cater for future growth up to 2031. He asked what percentage of new homes granted planning permission had been factored into the calculation to future proof the improvements. Councillor A D McClements responded that she would provide a written response.

Councillor R T Kiernan did not ask a supplementary question.

**59. Notices of Motion**

None received.

The meeting ended at 8.38pm

**Mayor:** .....

**Date:** .....

## BOROUGH OF TELFORD & WREKIN

### Minutes of the Meeting of the Borough of Telford & Wrekin held on Thursday 22 September 2016 at 6.00pm at The Haybridge Restaurant, Telford College of Arts & Technology, Haybridge Road, Wellington, Telford

#### Present:

Councillors J C Ashford, S L Barnes, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E J Carter, L D Carter, E A Clare, G K Cook, S Davies, N A Dugmore, A R H England, N A M England, R C Evans, I T W Fletcher, V A Fletcher, J A Francis, C A Furnival, M B Hosken, J Jones, R T Kiernan, A Lawrence, J Loveridge, N C Lowery, C N Mason, A D McClements, A A Meredith, J C Minor, L A Murray (Mayor), T J Nelson, R A Overton J Pinter, G C W Reynolds, S A W Reynolds, S J Reynolds, H Rhodes, K S Sahota, P J Scott, J M Seymour, R J Sloan, C F Smith (Speaker) , M J Smith, B D Tillotson, W L Tomlinson, C R Turley, P R Watling and D G Wright

#### **34. Prayers**

The Reverend Keith Osmund-Smith said prayers.

#### **35. Apologies for Absence**

Councillors K R Guy, C P R Mollett and K T Tomlinson

#### **36. Declarations of Interest**

None.

#### **37. Minutes of the Council**

**RESOLVED** – that the minutes of the meeting held on 14 July 2016 be confirmed and signed by the Mayor.

#### **38. Leader's Report & Announcements**

The Leader congratulated Great Britain's athletes who had taken part in the Rio Olympics and Paralympics and reported on the busy Summer event schedule in the borough which had brought thousands of visitors to the area. He noted ongoing work to secure business in the borough was bearing fruit: the £20m Telford Growth Fund had helped enhance infrastructure at T54 and other industrial areas in the borough, the purchase of Audley Avenue Enterprise Park had secured the future of 13 businesses and prevented the site being sold for housing development; at T54, land had been purchased and work begun to create a new world-class aluminium casting facility for Magna International and production at Jaguar Land Rover was due to start in 2018. He was also pleased to confirm that work on the MOD Defence Fulfilment Centre buildings in Donnington was progressing well and on target for operations to begin in the New Year. He further reported that a Pride in Your High Street Grant from the Council had funded restoration of the War Memorial in Russell Square, Madeley which had been the site chosen for the unveiling of a

commemorative paving stone dedicated to Major 'CAL' Yate - the only man in the borough to be awarded the Victoria Cross during the First World War. He updated Members on the Council's housing initiative, Nuplace, which was now fully let in Randlay and nearly all properties at Woodland Walk in Madeley were reserved. Work would soon begin at two further sites in Dawley and Madeley. Looking forward, the Leader considered that there was much more work to be done to improve the road network in the borough in support of business growth and in order to increase the attractiveness of the area to prospective residents, visitors and inward investors. He called upon the support of both local MPs to secure a fair funding deal for the borough and commented upon the effects of further cuts in government funding. Finally, he noted that an announcement on the future of hospital services in the County was imminent. Whilst the Leader acknowledged the need for two well-resourced and well-maintained A&E facilities in the County, he reaffirmed the position of the PRH4Me Campaign that if there was to be only one, it should be co-located with the Women and Children's Unit in Telford.

### **39. Mayor's Announcements**

The Mayor reported on a number of engagements that she had attended since the last meeting of the Council. In particular, she thanked those who attended her Charity Launch on 30 July and highlighted her visit to the Telford Quakers Refugee Picnic which welcomed Refugees settled in Birmingham and her meetings with the Syrian Refugee family who had been settled in Telford. The Mayor reported that the Borough had a good reputation for the way the family had been settled locally.

### **40. Public Questions**

No questions were received.

### **41. Cabinet Decisions Made Since the Last Meeting of the Council**

Members received the report on the Cabinet decisions made since the last meeting of the Council.

#### West Midlands Rail Collaboration Agreement

Councillor E J Carter asked whether the Cabinet Member agreed that collaboration was needed to make the International Rail Freight Terminal fit for purpose.

Councillor A D McClements responded that close working through meetings had already taken place; new personnel had recently become involved as it was important that the Council worked with all businesses, including the MOD. There was further work to be done and the Cabinet Member would keep Councillor Carter informed.

#### £20m Growth Fund – Investing in Telford's Growth

In response to a question from Councillor E J Carter, asking whether the hardwork of the Regeneration Partnership was recognised and whether the Leader saw a need to work closely with the Board, the Leader stated that he welcomed working together with anyone but that it should also be recognised that the purchase of the Enterprise Park had only been made possible by utilising Growth Fund monies.

### Declaration of three New Local Nature Reserves: Apley Woods LNR, Ketley Paddock Mound LNR and The Beeches LNR

Councillor J A Francis asked whether the declaration of Ketley Paddock Mound as a Local Nature Reserve meant that the land would be exempt from building in perpetuity. Councillor R A Overton noted the Administration's intention to protect green space and confirmed that the land would be exempt from building work. He thanked the past local Ward Member, Amrik Jawar, who had previously worked with the Friends of Paddock Mound to seek protection for the land.

### Article 4 Direction to Remove Permitted Development Rights for Conversion of Light Industrial Units to Residential

Councillor N A Dugmore asked how much land would be removed from development due to the implementation of the proposed Article 4 Direction. In response, Councillor R A Overton did not have the exact figure but noted that this report had been an extension to the previous proposed Article 4 Direction following a change in related government legislation and that it was subject to a period of consultation.

## **42. Recommendations from Cabinet**

### 2016/17 Financial Management Report

Councillor L J Carter, Cabinet Member: Council Finance, Partnerships & Commercial Services, presented the report of the Assistant Director: Finance & HR (Chief Financial Officer).

### **RESOLVED – that**

- (a) the new allocations, virements and slippage detailed in the report be approved;**
- (b) the draft Efficiency Strategy be approved and that delegated authority be granted to make final changes to reflect guidance and best practise as it continues to develop to the Managing Director after consultation with the Leader and Cabinet Member for Council Finance & Service Delivery**

## **43. Questions**

The following questions were asked under Council Procedure Rule 6.2.2:-

- (a) Councillor Peter Scott asked the following question of Councillor Shaun Davies, Leader**

"Can the Leader of the Council update the Council on investments the Council is making in Newport?"

The Leader listed a number of investments:-

- The Acquisition of Audley Avenue Enterprise Park using the Council's £20m Growth Fund had secured the future of thirteen local employers and safeguarded 160 jobs.
- A Newport-specific bespoke package of incentives offered through the Enterprise Telford initiative.
- A £10m bid to government in conjunction with Harper Adams University to create an enterprise and science park on the edge of Newport which would include transport improvements to the A518 and A41. £1m of Council funds had been committed to the project. The Leader sought cross party support for the project together with support from the MP for The Wrekin.
- £0.5m investment into resurfacing roads
- £1.1m invested into Newport Pool refurbishment and health and fitness extension with a further £202K invested in new gym equipment for the facility
- Subject to planning approval, a Nuplace proposed to invest in 31 new affordable homes on land at Springfields.
- Refurbishment at the Toll House (£58.5K from Pride in Your High Street Funds)
- Enhancement of the existing Newport Heritage & Visitor Information Centre (£14,980)
- £10K to complement the Council's investment into Stafford Street Car Park which will deliver a full lighting and CCTV scheme.

Councillor Scott asked a supplementary question regarding positive and collaborative working between the opposition and administration and the Leader noted that Newport Town Council and Councillor Scott had worked with the administration but expressed his disappointment that the Main Opposition had not supported projects such as Pride in Your Community, Nuplace or the Growth Fund.

- (b) Councillor Stephen Bentley asked the following question of Councillor Angela McClements, Cabinet Member: Transport, Customer & Neighbourhood Services

“Whilst I welcome the opening of the new recycling facility on October 3<sup>rd</sup>, I would like to know if the administration is considering plans for future enhancements or improvements to our current collection regime.”

Councillor Angela McClements noted the positive response from all Councillors to the new facility which would be open 9am-5pm, 7 days per week, 362 days per year. This equated to 770 extra opening hours per year. In addition, the Veolia contract would deliver £30m savings over the life of the contract which was further enhanced by easier to use facilities in terms of the purple top bin, 150L recycling container and the ability to recycle black plastic.

As a supplementary question, Councillor Bentley asked if there was a public weighbridge on the site.

Councillor Angela McClements stated that there was a weighbridge but it was not public.

- (c) Councillor Stephen Bentley asked the following question of Councillor Gilly Reynolds, Cabinet Member: Education, Employment & Regeneration

“Does the cabinet member have concerns on the second consecutive rise in unemployment within the borough as reported in the Shropshire Star, or does she see this downturn as seasonal or related to other economic factors?”

Councillor Gilly Reynolds informed the meeting that the Council was making significant advances in tackling unemployment. The reported August increase of 1.8% on the previous month represented just 25 individuals and over the period June to July unemployment had fallen from 1710 to 1680 people so the August figures did not represent a second consecutive rise. Unemployment had fluctuated over the last seven months and there did not appear to be a trend or specific reason although it was possible that recent changes were due to young people leaving school/college or other studies. She highlighted the local Job Box initiative in proactively working to reduce unemployment.

Councillor Bentley asked what percentage of job losses related to skilled Labour. Councillor Reynolds responded that the figures quoted could be different people each month so it was not possible to say.

(d) Councillor Stephen Bentley asked the following question of Councillor Shaun Davies, Leader:

“I understand that a date of November 10<sup>th</sup> has been scheduled for scrutiny to review civil parking enforcement. This authority has reviewed this issue several times over the years, does the Leader not have the confidence to allow Cabinet to make this decision which would expedite the process?”

The Leader responded that he believed in the benefits of a cross party scrutiny review and was delighted that Scrutiny would review the issue in detail and report to the Cabinet with a full option appraisal of the benefits of Traffic Wardens in the Town. He noted that a number of Town and Parish Councils had opted to fund a PCSO for their area – PCSOs already possessed parking enforcement powers and could be tasked by their local Town or Parish Council to focus on specific ‘hot spots’. The Scrutiny review would take account of such arrangements. The Leader also noted that he had met with the Police & Crime Commissioner who had committed to provide some transitional funding if the Council agreed to take on Civil Parking Enforcement powers, an option which would not have been available without a full review. The Leader stated that he had confidence in the Cabinet and the work that all Members could play during the Scrutiny process.

Councillor Bentley asked a supplemental question regarding the expediency of such a process when the issue had already been debated many times and would contribute to resolutions for various types of anti-social behaviour.

The Leader noted the history of debate that Councillor Bentley referred to and noted that a report had been drafted during Councillor Bentley’s tenure as Cabinet Member in 2010 but that it had been deferred from the Cabinet Agenda on a number of occasions, and there had been no further work undertaken. The Leader welcomed the cross-party work which would now address the issue.

#### **44. Notices of Motion**

- (a) Councillor A J Eade moved, in accordance with Council Procedure Rule 7, the following Motion:

“This Council notes with extreme concern the recent reports concerning vulnerable children in Telford & Wrekin and calls on the current Administration to:-

Present a comprehensive plan at the November Full Council Meeting demonstrating a clear commitment to the improvement of Children’s Services and detail exactly how the Administration intends to raise all Children’s Services in the Borough to a minimum standard of ‘Good’.

Also to present to the same meeting, details of measures the current Administration will now introduce to ensure that vulnerable children in the Borough are fully protected in future and precisely how it will tackle the serious problems currently facing the Borough.”

Councillor T J Nelson seconded the Motion.

Following a lengthy debate and clarification that the Motion did not seek support for the commissioning of an Independent Inquiry, the motion was unanimously approved.

#### **RESOLVED - that the motion be approved**

- (b) Councillor R A Overton moved, in accordance with Council Procedure Rule 7, the following Motion:

“Council reaffirms its belief that it is important that a constituency based on the majority of Telford is essential for the Regional and National Profile of the Town

In the last review the Council opposed the proposals to create a Bridgnorth and Telford South constituency and a Telford North and The Wrekin constituency.

The Council’s proposals which were accepted (before the review was suspended) were for two constituencies as follows:-

- A Telford Constituency
- A Wrekin and Bridgnorth Constituency

Council agrees that this still represents the two constituencies that the voters of the Borough could identify with.”

Councillor A J Burford seconded the Motion.

Following a robust debate, the Motion was approved by a majority vote.

#### **RESOLVED - that the motion be approved**

The meeting ended at 7.39pm

**Mayor:** .....

**Date:** .....

## BOROUGH OF TELFORD & WREKIN

### Minutes of an Extraordinary Meeting of the Borough of Telford & Wrekin held on Thursday 6 October 2016 at 6.00pm at Telford College of Arts & Technology, Haybridge Road, Telford

#### PRESENT:

Councillors J C Ashford, S L Barnes, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E J Carter, L D Carter, E A Clare (arrived at 6.10pm), G K Cook, S Davies, N A Dugmore, A J Eade, A R H England, N A M England, R C Evans, I T W Fletcher, V A Fletcher, J A Francis, C A Furnival, E J Greenaway, M B Hosken, J Jones, J Loveridge, N C Lowery, R T Kiernan, A D McClements, A A Meredith, J C Minor, L A Murray, T J Nelson, R A Overton, J Pinter, G C W Reynolds, S A W Reynolds, S J Reynolds, H Rhodes, K S Sahota (Leader), P J Scott, J M Seymour, R J Sloan, C F Smith, M J Smith, B D Tillotson, K L Tomlinson, W L Tomlinson, C R Turley, P R Watling and D G Wright

#### **45. APOLOGIES FOR ABSENCE**

Councillors C P R Mollett and C N Mason

(Councillors K R Guy and A Lawrence were also absent from the meeting.)

#### **46. DECLARATIONS OF INTEREST**

Councillor M Boylan declared an interest in minute number 47 due to his position as Director at Healthwatch Telford & Wrekin and indicated that he would withdraw from the meeting.

Councillor A J Burford declared an interest in minute number 47 due to his position as joint Chair of the Joint Health Overview & Scrutiny Committee and indicated that he would not take part in the debate and, on legal advice, would abstain from the vote.

Councillor V A Fletcher declared an interest in minute number 47 due to her Membership of the Joint Health Overview & Scrutiny Committee and indicated that she would withdraw from the meeting.

Councillor R J Sloan declared an interest in minute number 47 due to his Membership of the Joint Health Overview & Scrutiny Committee and indicated that he would not take part in the debate and, on legal advice, would abstain from the vote.

#### **47. RECONFIGURATION OF HOSPITAL SERVICES**

In accordance with the Constitution, five members of the Councils had submitted a request to the Speaker to arrange an urgent extraordinary public meeting of the Council with a single item of business – a motion relating to the reconfiguration of hospital services in the County as set out in the agenda papers.

The Leader, Councillor S Davies, moved the following Motion:

“This Council deplores the recent recommendation by the NHS Future Fit programme’s non-financial review of hospital services to move the new £28m state of the art Women & Children’s Unit and the Accident & Emergency unit from the Princess Royal Hospital (PRH) to Shrewsbury.

It makes no sense to move the very successful Women & Children’s Unit only two years after it opened and reverse the proven clinical case for this unit being based in Telford.

We call on the Secretary of State for Health to immediately intervene and put a permanent halt to this flawed plan and fund Shropshire and Telford & Wrekin’s health economy sufficiently to ensure we can maintain two properly resourced A&Es and retain the Women’s & Children’s Unit at the PRH.

Full Council also supports the Cabinet in taking all necessary steps to keep health services in Telford and Wrekin, including launching a judicial review if necessary.”

In supporting the motion, Councillor Davies thanked the Defend Our NHS group, Officers and Members for their support and hard work in taking the issue forward. He referred to the protest organised by Defend Our NHS which had taken place the previous weekend during which hundreds of people from across the county had demonstrated their feelings by marching in adverse weather from the centre of Wellington to PRH. Councillor Davies had been privileged to speak at the event alongside a number of other passionate speakers. He opined that it did not make sense to move the £28m Women’s and Children’s Unit and that a growing town in terms of population, business and industry needed a local hospital with an Accident and Emergency Department, and it was reasonable to seek two hospitals for a county 19 times the size of Birmingham. Councillor Davies considered that the process did not make sense, and that the Non-Financial Appraisal Panel did not have the tools to make a formally informed decision. He went on to call for NHS colleagues to engage in constructive dialogue outside of the Courtroom and noted that he had asked Jeremy Hunt for a pause in the process to seek a way to keep both hospitals and Accident & Emergency Departments in the County. Councillor Davies considered that Judicial Review as a last resort and noted that the CCG had deferred making a decision for 28 days but he considered that subsequent comments made by the Chair, David Evans about the delay, were contemptuous. He further went on to remind Councillors and residents that the delay in the process did not mean that the threat to the closure had dissipated and he noted that the Council would not be fooled by alternative labels for Services. Councillor Davies sought cross-party support for the Secretary of State to intervene and asked that the Chamber sanction Cabinet to pursue Judicial Review if necessary and as a last resort.

The motion was seconded by Councillor A J Eade.

Councillor W L Tomlinson welcomed the motion and cross party support for an important issue and thanked officers and campaigners for their efforts and continued

support. He commented on the business case which saw the Women's and Children's Unit located in Telford and questioned the clinical evidence which now suggested it should be moved. He lamented the fact that the NHS was under-funded and considered that the plans for a single A&E for the County and Planned Care on another site would be unacceptable in terms of journey time and for deprived families to attend or visit relatives.

A number of Members spoke in support of the proposal, citing their own personal experiences and those of local residents in requiring emergency treatment at PRH or treatment at the Women's and Children's Centre. Members noted the fervent local feeling for the retention of the A&E Department and the recent £28m expenditure on providing a Women's and Children's Unit in Telford following a robust business case. Some Members were critical of the evidence used to support the proposals due to bias in the non-financial appraisal process and reflected upon the inclusion of Welsh counterparts.

Some Members expressed caution against a lengthy and expensive Judicial Review process and urged Cabinet to consult the Chamber before such a step was taken. Some Members noted the fragility of clinical safety at the two A&Es and that the Joint Health Overview and Scrutiny Committee still had a significant role to play in the consultation process despite the leaked documents from the non-financial appraisal which had led to the submission of the Motion.

Councillor A J Eade, who had reserved his right to speak, reflected upon the historic campaigns to bring and retain hospital services to the borough and the new PRH4Me campaign. He believed it was essential for the Council to present a united front and that the non-financial appraisal process was seriously flawed. He also cautioned against proceeding to Judicial Review and sought assurances that all Councillors needed to be privy to relevant advice, cost estimate and chances of success before such action was taken.

Councillor S Davies expressed his thanks for a robust debate; he welcomed cross party support for the Motion and thanked those who shared personal anecdotes. He noted some seemingly conflicted views from the main opposition benches but agreed that Judicial Review should be a last resort. He urged cross-party support and support from MPs to lobby the Health Secretary, Jeremy Hunt, for the retention of two A&E departments in Shropshire.

A vote on the Motion was taken, which resulted in the motion being carried (46 for and 2 abstentions for the reasons set out in minute number 46).

The meeting ended at 7.03 pm

**Mayor:** .....

**Date:** .....

**MAYORAL ENGAGEMENTS**  
**12 September 2016 – 13 November 2016**

<b>September</b>	<b>14</b>	<b>DM</b>	Granting of the Freedom of Shrewsbury Service at St Chad's Church, Shrewsbury
	<b>15</b>	<b>M</b>	RAF Cosford Annual Reception at RAF Cosford, Wolverhampton
	<b>17</b>	<b>M</b>	World Heritage River Festival at Ironbridge Gorge, Telford
		<b>M</b>	Mini Hatters Tea Party at Ironbridge Antiques, Arts & Crafts Centre, Dale End, Ironbridge Gorge, Telford
	<b>19</b>	<b>DM</b>	Senior Citizens Forum AGM at The Place, Oakengates Theatre
	<b>20</b>	<b>DM</b>	Sleeping Beauty Panto VIP Press Launch at The Place, Oakengates Theatre
	<b>21</b>	<b>M</b>	Citizenship Ceremony at the Register Office, Wellington Civic & Leisure Centre
		<b>M</b>	Novello Lounge Opening at Southwater Square, Telford Town Centre
	<b>22</b>	<b>M</b>	University of Wolverhampton Faculty of Social Sciences Awards Ceremony at the Wolverhampton Grand Theatre, Wolverhampton
	<b>23</b>	<b>DM</b>	Harper Adams University Graduation Ceremony at Harper Adams University, Newport
		<b>M</b>	Chancellor's Graduation Dinner at the University of Wolverhampton, Wulfruna Street, Wolverhampton
	<b>24</b>	<b>M</b>	Enthronement & Installation of the 99th Bishop of Lichfield at Lichfield Cathedral, Staffordshire
<b>25</b>	<b>DM</b>	Mayor of Wem Civic Service at Wem Methodist Church, Wem	

- October**
- M** Mayor of Wellington Civic Service at All Saint's Church, Wellington
  - 28 DM** Lighting Industry Association Academy Launch at Lighting Industry Association Ltd, Stafford Park 7, Telford
  - 30 DM** Foster Carers Macmillan Coffee Morning at The Ramada Hotel, Forgegate, Telford
  - 2 DM** Telford Junior Parkrun 12th Anniversary Run at Telford Town Park
  - DM** Sanctuary Care Silver Sunday Tea Dance at Lake View Residential Care Home, Brookside Avenue, Brookside
  - 3 DM** Active Lifestyles Awards Evening at The Place, Oakengates Theatre
  - 6 M** CMK Electrical Services Showroom at CMK Electrical Services, Unit 10, Stafford Park 17, Telford
  - 7 M** Mayor of Wellington Civic Reception at Wrekin College, Sutherland Road, Wellington
  - 8 M** Park Lane Centre 10th Birthday Celebration at the Park Lane Centre, Woodside
  - 9 M** Official opening of R&B Stores, Alma Avenue, Malinslee
  - 11 DM** TeenTech Telford VIP Reception at Enginuity, Coach Road, Coalbrookdale
  - 12 M** Madeley Rest Room Annual Party at The Rest Room, Church Street, Madeley
  - M** Pizza Hut Telford Bake Off Reopening, Pizza Hut Telford, Telford Bridge Retail Park, Old Park, Telford
  - 15 M** Telford Boccia Bowls Club Tournament at Abraham Darby Sports & Leisure Centre, Ironbridge Road, Madeley

- |                 |           |           |   |
|-----------------|-----------|-----------|---|
|                 | <b>18</b> | <b>M</b>  | IRRV Conference Opening at The Telford International Centre   |
|                 |           | <b>M</b>  | IGMT Patron Society & Corporate Membership Scheme Official Launch at Enginuity, Coach Road, Coalbrookdale |
|                 | <b>19</b> | <b>DM</b> | Citizenship Ceremony at the Register Office, Wellington Civic & Leisure Centre                            |
|                 |           | <b>M</b>  | IRRV Performance Gala Dinner at The Telford International Centre  |
|                 | <b>20</b> | <b>DM</b> | Institute of Food Science & Technology Lecture at Harper Adams University, Shrewsbury Road, Newport       |
|                 |           | <b>M</b>  | Hotshots Awards Ceremony at The Place, Oakengates Theatre   |
|                 | <b>22</b> | <b>M</b>  | Shrewsbury & Newport Canals Trust Narrowboat Trip at Norbury Junction, Stafford                           |
|                 | <b>26</b> | <b>M</b>  | Shropshire Royal British Legion Festival of Remembrance at the Theatre Severn, Shrewsbury                 |
|                 | <b>27</b> | <b>M</b>  | QA Consulting Official Opening at Euston House, Euston Way, Telford                                       |
|                 |           | <b>M</b>  | Poppy Appeal Launch Photocall at Southwater One, Southwater Square, Telford Town Centre                   |
|                 | <b>29</b> | <b>DM</b> | Mayor of Wellington Cultural Evening Reception at New College, King Street, Wellington                    |
|                 |           | <b>M</b>  | TADLOP Cinderella Musical at The Place, Oakengates Theatre  |
|                 | <b>31</b> | <b>DM</b> | Institution & Induction of Reverend Tim Carter at All Saints Church, Wellington                           |
| <b>November</b> | <b>2</b>  | <b>M</b>  | Arleston Residents Group Macmillan Coffee Morning at Arleston Community Centre, Arleston                  |

- 3**      **M**      Veolia Envirogrant Funding Scheme  
Presentation Evening at Brookside Central,  
Burford, Brookside
- 4**      **M**      Webster-Wilkinson 50th Anniversary Event  
at Webster-Wilkinson Ltd, Halesfield 10,  
Telford
- 11**     **DM**     Telford & Wrekin Council Annual Armistice  
Day Service at the War Memorial, Telford  
Town Park
- 12**     **DM**     Polish Saturday School Charity Evening at  
Radbrook Community Centre, Shrewsbury
- DM**     Donnington Bonfire at Broadoaks Playing  
Field, Donnington
- 13**     **DM**     Telford & Wrekin Council Annual Festival of  
Remembrance Service at The Place,  
Oakengates Theatre

**TELFORD & WREKIN COUNCIL****COUNCIL – 24 NOVEMBER 2016****MATTERS DETERMINED BY THE CABINET****REPORT OF CABINET – FOR INFORMATION ONLY****1.0 INTRODUCTION**

This report sets out those matters determined by the Cabinet at its meetings on 15 September 2016, 13 October 2016 and 17 November 2016.

**2.0 CABINET BUSINESS**

Matters that have been determined by Cabinet are listed below:

**2.1 15 September 2016**

- |    |       |  |
|----|-------|--|
| K  | 2.1.1 | Library Service Reconfiguration                                  |
| K  | 2.1.2 | Marches Growth Hub & Marches Building Investment Grant           |
| NK | 2.1.3 | Enterprise Telford – Skills for Growth                           |
| NK | 2.1.4 | Local Development Order – Householder Extensions and Alterations |
| NK | 2.1.5 | Representation on Outside Bodies 2016-17                         |

**2.2 13 October 2016**

- |      |       |   |
|------|-------|---|
| K C  | 2.2.1 | 2016/17 Financial Management Report   |
| K C  | 2.2.2 | Youth Justice Plan 2016/17  |
| K    | 2.2.3 | Procurement Update Report   |
| K    | 2.2.4 | West Mercia Energy Joint Agreement  |
| NK C | 2.2.5 | Enterprise Telford – Driving Growth and Prosperity  |
| NK   | 2.2.6 | Shropshire Hills Area of Outstanding Natural Beauty (AONB) - Proposal for the creation of an independent Conservation Board |
| NK   | 2.2.7 | Highway Asset Management Policy & Strategy  |

**2.3 17 November 2016 (Subject to Cabinet Approval)**

- |     |       |   |
|-----|-------|---|
| K C | 2.3.1 | Ensuring Children are Fully Protected in Telford and Wrekin – Getting to Good                 |
| K   | 2.3.2 | Proposed Consultation on School Organisation Including the Re-Designation of Attendance Areas |
| K   | 2.3.3 | Pride In Your High Street Update  |

(Key Overleaf)

<b>Key</b>	
K	= Key Decisions
NK	= Non-Key Decisions
E	= Exempt Items
PE	= Part Exempt Item
C	= Council
PC	= Part Recommendation to Council

### **3.0 DELEGATION OF POWERS GRANTED BY THE CABINET**

<b>REPORT HEADING</b>	<b>DELEGATION GRANTED TO</b>	<b>DETAIL OF DELEGATION GRANTED</b>
Marches Growth Hub & Marches Building Investment Grant	Assistant Director Business, Development & Employment and the Assistant Director Governance, Procurement and Commissioning	To enter into the necessary Funding and Partnership Agreements.
Enterprise Telford – Skills for Growth	Assistant Director, Business, Development & Employment in consultation with the Lead Cabinet Member	Responsibility for the development and launch of the initiative.
Local Development Order – Householder Extensions and Alterations	Assistant Director: Business, Development & Employment and any other officer authorised by that Assistant Director in writing	To draft and consult on the proposed three year Borough of Telford & Wrekin Householder LDO
Youth Justice Plan 2016/17	Community Safety Partnership	To oversee the Implementation of the Youth Justice Plan.
West Mercia Energy Joint Agreement	Assistant Director of Finance and Human Resources in consultation with the Assistant Director of Governance, Procurement and Commissioning.	To finalise and execute amendments to the governance arrangements.

Enterprise Telford – Driving Growth and Prosperity	<p>(a) Assistant Director: Business, Development &amp; Employment, in consultation with the Assistant Director: Finance &amp; Human Resources and the Cabinet Lead for Council Finance, Partnerships and Commercial Services</p> <p>(b) Assistant Director: Business, Development &amp; Employment, in consultation with the Assistant Director: Finance &amp; Human Resources and the Cabinet Member for Council Finance, Partnerships &amp; Service Delivery.</p> <p>(c) Assistant Director: Governance, Procurement &amp; Commissioning to seal or sign any documents required to give effect to the recommendations contained in the report.</p>	<p>To consider and approve each business case for investment</p> <p>In relation to the Telford ‘Deal for Business’, to enter into agreements with businesses in line with the terms set out in the Cabinet Report of 27 March 2014.</p> <p>To seal or sign any documents required to give effect to the recommendations contained in the report.</p>
Shropshire Hills Area of Outstanding Natural Beauty (AONB) - Proposal for the creation of an independent Conservation Board	Assistant Director: Business, Development & Employment (and any officer authorised in writing by that Assistant Director)	To exercise all of the Council’s powers regarding the creation of a Conservation Board to manage the Shropshire Hills Area of Outstanding Natural Beauty.
Highway Asset Management Policy & Strategy	Assistant Director of Customer & Neighbourhood Services (and any officer authorised in writing by that Assistant Director)	To prepare documents and develop, agree, adopt and implement policies, strategies and capital programmes in accordance with the provisions of the Highway Asset Management Policy & Strategy and its Appendices.
Ensuring Children are Fully Protected in Telford and Wrekin – Getting to Good	Director of Children’s and Adult Services, in consultation with the Cabinet Member for Children and Young People.	Power to approve the final action plan

<p>Proposed Consultation on School Organisation Including the Re-Designation of Attendance Areas</p>	<p>Assistant Director for Education, Employment &amp; Regeneration</p>	<p>To take all required actions and exercise all the Council's relevant powers to enable consultation on agreed issues contained within the report to be undertaken during December 2016 and January 2017</p>
<p>Pride In Your High Street Update</p>	<p>Managing Director, in consultation with the Cabinet Member for Education, Employment &amp; Regeneration,</p>	<p>To extend the deadline for expenditure of Pride in Your High Street grants beyond 31 March 2017</p>
<p><b>LEGAL COMMENT FINANCIAL COMMENT LINKS WITH CORPORATE PRIORITIES RISKS AND OPPORTUNITIES ENVIRONMENTAL IMPACT EQUALITY &amp; DIVERSITY WARD IMPLICATIONS</b></p>	<p>As described in each report considered by Cabinet. Copies of all reports have been previously circulated to all Members of the Council</p>	

**TELFORD & WREKIN COUNCIL****COUNCIL – 24 NOVEMBER 2016****2016/17 FINANCIAL MANAGEMENT REPORT****REPORT OF THE ASSISTANT DIRECTOR: FINANCE & HR (CHIEF FINANCIAL OFFICER)****LEAD CABINET MEMBER: CLLR LEE CARTER****PART A) – SUMMARY REPORT****1.0 SUMMARY OF KEY ISSUES**

1.1 The Financial Management report to Cabinet on 13 October provided an update on progress relating to the capital programme. The report also highlighted some new capital allocations, virements, slippage which require formal approval by Full Council.

**1.2 SUMMARY**

The Detailed approvals required by Council are:

	2016/17 £	2017/18 £	2018/19 £	Funding
<b>Virements</b>				
<b>Customer &amp; Neighbourhood</b>				
Street Lighting Energy Programme	(229,365.05)			Prudential
Footway Lighting Energy Programme	(174,900.00)			Prudential
Highways & Bridges Capital Maintenance	(321,000.00)	(199,735.00)		Gov Grant
LED Lighting Invest to Save	404,265.05			Prudential
LED Lighting Invest to Save	321,000.00	199,735.00		Gov Grant
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Slippage</b>				
<b>Customer &amp; Neighbourhood</b>				
LED Lighting Invest to Save	(404,265.05)	404,265.05		Prudential
LED Lighting Invest to Save	(321,000.00)	321,000.00		Govt Grant
Customer Services Systems Development	(200,000.00)	200,000.00		Prudential
Ironbridge Gorge Stability	(250,000.00)	250,000.00		Prudential
<b>Development, Business &amp; Employment</b>				
Property Investment Programme	800,000.00	(800,000.00)		Prudential
Housing	(2,000,000.00)	2,000,000.00		Prudential
Housing Company – Housing	(409,000.00)	(6,375,000.00)	6,784,000.00	Prudential
Housing Company – Housing	(1,275,000.00)	1,275,000.00		Cap R'pts
Housing Company – Housing	(916,000.00)		916,000.00	External
Capital Receipts site preparation	(400,000.00)	400,000.00		Cap R'pts
<b>Commercial Services</b>				
Housing	(500,000.00)	500,000.00		Prudential

<b>Finance &amp; Human Resources</b>				
Managing the Funding of the Capital Programme	3,512,000.00	(3,512,000.00)		Cap R'pts
Managing the Funding of the Capital Programme	(3,512,000.00)	3,512,000.00		Prudential
<b>Total</b>	<b>(5,875,265.05)</b>	<b>(1,824,734.95)</b>	<b>7,700,000.00</b>	
<b>New Allocations</b>				
<b>Education &amp; Corporate Parenting</b>				
All Other School Schemes	902,498.42			External
<b>Customer &amp; Neighbourhood</b>				
LED Lighting Invest to Save		(925,000.00)		Prudential
PRIDE – Investment in Highways	13,561.00			External
<b>Total</b>	<b>916,059.42</b>	<b>(925,000.00)</b>	<b>0</b>	

## **2.0 RECOMMENDATION**

**2.1** Members are asked to approve the changes to the capital programme in section 1 above.

## **3.0 SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Delivery of all priority objectives depend on the effective use of available resources.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	The capital programme will be immediately updated to reflect the new approvals.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	Financial impacts arising from this report will be reflected in future financial management reports and built into the service and financial planning strategy for 2017/18 and beyond
<b>LEGAL ISSUES</b>	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and take action if overspends /shortfalls emerge.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough Wide

## **4.0 PREVIOUS MINUTES**

Council 03/03/2016 – Service & Financial Planning 2016/17 to 2017/18  
Cabinet 13/10/2016 – Financial Management Report

**PART B) – ADDITIONAL INFORMATION**

There is no additional information.

**5.0 BACKGROUND PAPERS**

2016/17 Budget Strategy / Financial Ledger reports

Report Prepared by:

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**TELFORD & WREKIN COUNCIL****CABINET - 13 OCTOBER 2016****YOUTH JUSTICE PLAN 2016/17****REPORT OF THE DIRECTOR OF CHILDREN'S AND ADULT SERVICES****LEAD CABINET MEMBER – CLLR PAUL WATLING****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

Youth offending partnerships have a statutory duty to produce an annual youth justice plan which is submitted to the Youth Justice Board for England and Wales in accordance with the directions of the Secretary of State,

The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council, Shropshire Council, Telford and Wrekin Council and Worcestershire County Council in accordance with the guidance “Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships”<sup>1</sup>

The Youth justice Plan sets out how youth justice services across West Mercia are structured and funded and identifies key actions to address identified risks to service delivery and improvement.

The plan outlines the partnerships priorities for 2016/17 and provides commentary on the three national performance indicators for youth offending services;

Rate of first time entrants to the youth justice system

- The rate has increased in three of four local authority areas between 2014 and 2015, but the reasons for this are unclear. One of the priorities in 16/17 will be to investigate this and establish the reasons behind the increased rates.

The number and rate of custodial sentences

- In 2015/16 there was one custodial sentence in Telford equating to a rate of 0.06, this compares favourably to the West Mercia rate of 0.14 and the national rate of 0.37.

The proportion of young people re-offending

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<sup>1</sup> Youth Justice Board for England and Wales, April 2016.

- In the year ending June 2010 there were 370 offenders in the cohort and 337 re-offences compared to a cohort size of 140 with 168 re-offences in 2014. The number of actual re-offences have therefore decreased by -50% between 2010 and 2014

The hosting arrangement for the service transferred to the Office of the West Mercia Police and Crime Commissioner from 1<sup>st</sup> April 2016. As part of the governance structures Telford & Wrekin council have delegated responsibility to oversee the implementation of the plan to the Community Safety partnership. This will support the delivery of the Youth Justice Plan by realigning local priorities with the Community Safety plan and the Police and Crime plan to reduce offending and reoffending. This will also work towards understanding behaviours related to offending that will manage demand on high cost services.

## 2. RECOMMENDATIONS

2.1	That the Youth Justice Plan 2016/17 be recommended to Full Council for approval and endorsement and that the West Mercia YOS responsibilities are noted.
2.2	That the Council delegates responsibility to the Community Safety Partnership to oversee the Implementation of the Youth Justice Plan.

## 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<ul style="list-style-type: none"> <li>• Put our children and young people first</li> <li>• Protect and support our vulnerable children and adults</li> <li>• Ensure neighbourhoods are safe, clean and well maintained</li> </ul>
	Will the proposals impact on specific groups of people?	
	Yes	Young people already involved with offending or at risk of Offending
<b>TARGET COMPLETION/DELIVERY DATE</b>	The Youth justice plan is for 16/17 and the plan will be reviewed in the final quarter of 16/17 in order to prepare the Youth Justice Plan for 17/18.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	<p>Telford &amp; Wrekin is one of the constituent authorities in the West Midlands consortium. The service is hosted by the Office of the West Mercia Police and Crime Commissioner.</p> <p>The Council's 2016/17 Youth Offending Service budget is £267k. The individual Council contributions are based on the demand level placed on the service. This is an annual contribution that the Council pays for the delivery of the service by the OPCC.</p> <p>Adopting the strategy is not expected to incur any additional costs over and above the budgeted costs detailed above. However, the constituent authorities have indemnified risks undertaken by the OPCC and may be called upon to contribute further funds in the event of pressures on the budget if those pressures are not mitigated. It is possible that in pursuing the plan and improvements the constituent authorities</p>

		<p>could have to pay larger contributions than currently budgeted for.</p> <p>However, with current known information, there are no financial implications anticipated from adopting the recommendation of this report.</p> <p>RP-12.9.16</p>
<b>LEGAL ISSUES</b>	Yes	<p>Under Section 40 of the Crime and Disorder Act 1998 it is the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement a youth justice plan for each year setting out how youth justice services are to be provided and funded in their area; and how the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.</p> <p>The youth justice plan is required to be submitted to the Youth Justice Board and be published in such manner and by such date as the Secretary of State may direct.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Youth Justice Plan outlines actions to reduce offending and reoffending by young people
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough-wide impact

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided and funded and composed. The plan is submitted to the Youth Justice Board for England and Wales.

The Youth Justice Plan for 2016/17 was prepared in July 2016 in line with the guidance issued by the Youth Justice Board (YJB), agreed at the West Mercia Youth Offending Service Management Board on 18<sup>th</sup> August 2016 and will be submitted to the YJB by the end of September 2016.

Each Local Authority, in cooperation with Police, Probation and Clinical Commissioning Groups must put in place a Youth Offending service for their area, and in doing so the Local Authority may act together with one or more Local Authorities to establish a joint service for their area. Following a review of the delivery of youth justice services across West Mercia, undertaken in 2012, a decision was taken by the four Local Authorities in West Mercia to establish a joint Youth Offending Service and on the basis of further review undertaken in 15/16 a decision taken for the service to be hosted by the Office of the West Mercia Police and Crime Commissioner from 1<sup>st</sup> April 2016.

The plan identifies four main priorities<sup>2</sup> for 2016/17 as follows:

- (i) Improving Performance and Developing Practice
  - Implementation of a new case management system
  - Implementation of the new national assessment framework, AssetPlus
  - Reviewing and revising the quality assurance framework
  - Developing the curriculum of the junior attendance centres
  - Revising the management of risk processes
  - Evaluating a youth bureau approach for out of court disposal decision making
- (ii) Understanding our Young People
  - Analysis to determine the reasons behind the rising rate of first time entrants to the youth justice system
  - Build on the work undertaken in 15/16 to capture the voice of the service user and to ensure service users views are better represented at the service's management board
  - To further build on and develop the needs assessment and evidence base
- (iii) Improved Joint Working and Integration
  - Re-establish the Looked After Children reference group
  - Agree a multi-agency protocol to reduce offending by and the criminalisation of looked after children
  - Developing a new protocol with providers of probation services to ensure that the approach to the transition from youth to adult criminal justice services is informed by best practice and takes account of the recommendations of a thematic inspection by HMI Probation
  - Supporting West Mercia Police in their roll out of decision making forums for looked after children
- (iv) Governance and Communication
  - Transfer the hosting arrangement for the service to the Office of the West Mercia Police and Crime Commissioner
  - Agree and implement a revised service structure

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<sup>2</sup> See pages 20 to 22 of the plan

## Performance

The Youth Offending Service is subject to three national indicators:

- First time entrants to the youth justice system
- Use of custody
- Re-offending

Performance against the indicators is outlined in the plan and actions identified to address risks to performance improvement. The Telford and Wrekin specific information is set out on pages 37-41 of the plan.

- First time entrants to the youth justice system

The first time entrant rate is expressed as first time entrants per 100,000 youth population, a lower figure indicates good performance. The Telford and Wrekin performance was 641 for 2015, compared to 550 for 2014. The rate has increased in three of four local authority areas between 2014 and 2015, and the reasons for this are so far unclear. One of the priorities in 16/17 will be to analyse this data to establish the reasons behind the increased rates.

- Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 youth population; a lower rate indicates good performance. In 2015/16 there was one custodial sentence in Telford equating to a rate of 0.06, this compares favourably to the West Mercia rate of 0.14 and the national rate of 0.37.

- Re-Offending

There are two re-offending measures both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency rate, is the average number of re-offences per re-offender in the cohort. The second, binary measure as set by the Youth Justice board is the percentage of the young people in the cohort who have re-offended. In both measures a lower figure indicates good performance.

For the period July 2013 to June 2014 the frequency rate for Telford and Wrekin is 3.57. The percentage of young people who have reoffended for both measures in Telford and Wrekin for the same period is 33.6% which is similar to the rate for West Mercia, 33.4% and represents an improvement on the previous year when it was 34.2%.

It should be noted the overall cohort sizes are decreasing year on year. In the year ending June 2010 there were 370 offenders in the cohort and 337 re-offences compared to a cohort size of 140 with 168 re-offences in 2014. The number of actual re-offences have therefore decreased by -50% between 2010 and 2014

Following both the learning from a discretionary MAPPA serious case review published in 2015 and the Short Quality Screening Inspection of the service in 2015, the service have been implementing improvements particularly in relation to assessment and planning. Monthly auditing during 2015/16 has demonstrated continuing improvements in compliance to nine locally set standards in relation assessment, risk planning and the management oversight of these.

## **5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

The Principal aim of the Youth justice System is the prevention of offending and re offending by children and young people. The Youth justice plan sets out an action plan to address the significant risks identified to future service delivery and improvement.

## **6. PREVIOUS MINUTES**

- Cabinet Report 23<sup>rd</sup> July 2015

## **7. BACKGROUND PAPERS**

- West Mercia Youth Offending Service – Youth justice Plan 2016/17

Report prepared by:

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# WEST MERCIA YOUTH JUSTICE PARTNERSHIP



## YOUTH JUSTICE PLAN

2016/17



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## 1.0 INTRODUCTION

### **Introduction from the Karen Bradshaw, Chair of West Mercia Youth Justice Service Management Board and Director of Children Services, Shropshire Council**



West Mercia Youth Justice Service (WMYJS) is partnership between the Local Authorities, National Probation Service, West Mercia Police, NHS organisations across West Mercia and the Office for the West Mercia Police and Crime Commissioner. The service is accountable to the WMYJS Management Board, comprised of senior officers from each partner agency. The service was established on the 1<sup>st</sup> October 2012 replacing the previous Shropshire, Telford and Wrekin Youth Offending Service and the Worcestershire and Herefordshire Youth Offending Service following a review of how youth justice services were provided across the West Mercia area. A second phase of the review, completed in 2015/16, has resulted in the decision for the service to be hosted by the Office for the West Mercia Police and Crime Commissioner from 1<sup>st</sup> April 2016.

As we enter 2016/17 the partnership faces a number of challenges which include a significant reduction in funding from central government, along with reductions from partner agencies and the intention to implement a major re-structure of the service during the first six months of the year. This is combined with change programmes to introduce a new case management and information system and implement a new assessment and planning framework over the same period. The partnership is additionally awaiting the publication of the Ministry of Justice's national review of youth justice, led by Charlie Taylor, which is likely to signal far reaching changes in youth justice policy and delivery.

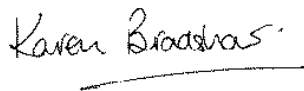
During 2015/16 WMYJS has, in particular, concentrated on improving the quality of assessments and plans following the findings of the Short Quality Screening of the service undertaken by HMI Probation in early 2015. Monthly audits have demonstrated a sustained improvement in the quality of assessment and planning throughout 2015/16. There is, however, a mixed picture in relation to performance against the national performance indicators. Performance in respect of the rate of young people receiving a custodial sentence has improved with the rate decreasing from 0.22 sentences per 1000 youth population in 14/15 to 0.14 in 15/16, this rate is significantly below national rate of 0.37. Although good progress has been achieved in reducing the number of young people receiving custodial sentences, the other two indicators, first time entrants to the youth justice system (FTEs) and re-offending have shown a slight deterioration, the FTE rate has risen from 431 per 100,000 youth population to 506 between 2014 and 2015, and the proportion of young people re-offending has increased from 30.7% for the July 2012 to June 2013 cohort to 34.7% for the July 2013 to June 2014 cohort, although this below the national rate which is at 37.7%. More detail on the national performance indicators is provided in section 2.7.

Although the FTE rate is to a large extent outside of the direct control of the youth justice service the service will be working with the Police during 16/17 to identify the main factors driving not just the increase but also the differences in the rates between the local authority areas in West Mercia. The service is piloting a bureau approach to out of court disposal decision making in Shropshire, and at the time of writing it is too early to ascertain whether this is having a positive effect on diverting young people from formal justice system sanctions, where it is appropriate to do so, but the management board look forward to receiving the evaluation of the pilot which is due at the end of the calendar year.

The re-offending rate is volatile and varies year on year in a range between 30% and 34% with no real overall trend either upward or downward. The service implemented a tool during 15/16, which tracks re-offending of current cases in real time, allowing for the review of interventions at the earliest point where re-offending occurs. The management board intends to have a focus on re-offending during 16/17 and has commissioned a report to form the basis of a themed meeting to identify further actions.

The management board welcomed the work undertaken by the service during 15/16 to capture the voice of the service user, this included a revised service user feedback process, the implementation of a new compliments, comments and complaints process and the use of the ViewPoint survey. Some summary feedback is given in section 2.6, but the headline statistic from the ViewPoint survey was that 88% of young people said that the work with the service had made them less likely to offend. Further work is required in 16/17 to ensure that voice of the service user is better represented at the management board. Some comments from service users or their carers are provided in speech bubbles throughout the body of this report.

The service and management board do not work in isolation in reducing offending by children and young people and improving the outcomes for children and young people who have entered or at risk of entering the youth justice system. The board is committed to promoting more integrated and joint work between the service and other agencies at the local area level, in particular with social care services, especially in relation to looked after children who are over represented in the youth justice system. In 16/17 the looked after children reference group of the board will be re-established. It is planned to agree a multi-agency protocol to reduce the offending by and the criminalisation of looked after children. Work is also planned with the National Probation Service to improve the arrangements for young people transitioning from youth to adult criminal justice services. Other key relevant plans are the Children and Young People's Plans, Community Safety Strategies and the Health and Wellbeing Plans for each area and the Safer West Mercia Plan. The management board recognise the need to make strategic alliances with other relevant boards and governance bodies.




**Karen Bradshaw – Chair of West Mercia Youth Justice Service Management Board**

## 2. REVIEW OF 2015/16

### 2.1 Changes in Service Delivery Arrangements

Following a review of service delivery arrangements undertaken during 15/16 the four Local Authorities and partner agencies agreed to transfer the hosting arrangements for the WMYJS to the Office for the West Mercia Police and Crime Commissioner from the 1<sup>st</sup> April 2016. The review agreed a new structure for WMYJS which is to be implemented during the first 6 months of 2016/17. A diagram of the new WMYJS structure is included in section 3 of this plan.



I felt my child was safe when they were with YOS (parent of service user)

### 2.2 Review of Key Developments 2015/16

The YOS Management Board agreed four main overarching priorities for 2015/16. The following were achieved during 2015/16.

#### (i) Priority 1 - Improving Performance and Developing Practice

- Monthly auditing of assessments and plans undertaken independently to teams line management was implemented which resulted in a increase in compliance to the service's quality standards
- The Junior Attendance Centre serving Worcestershire and Herefordshire was re-establishing following being closed since December 2014
- A short screening tool was developed to identify young people who are either at risk of becoming victims of child sexual exploitation (CSE) or potential perpetrators of CSE.
- Piloting a bureau approach to pre-court decision making in Shropshire
- The development of a new service Operations Manual which includes comprehensive recording guidance.
- The merger of ICT systems to bring the whole service onto a single ICT platform

**(ii) Priority 2 - Understanding our Young People**

- Tracking tools for re-offending, education, training and employment and victim work were developed and implemented.
- Through a newly established participation development group new service user feedback processes were put in place including end of intervention feedback questionnaires, the “Tell Us” comments, compliments and complaints process and a “Think Participation” resource was developed for practitioners.
- Further development of the annual WMYJS needs assessment

I stopped offending. Kept drinking to a minimum. I think before I do things now. (service user)

**(iii) Priority 3 - Improved Joint Working and Integration**

- Continued focus on joint issues between WMYJS and social care and Police for looked after children, in particular through the work of the Management Board sub group and participation in the Police LAC decision making process pilot in Shropshire.
- Piloting joint WMYJS and Children Social Care workshops in one authority area
- Agreement of a multi-agency protocol to ensure young people charged and denied bail are transferred to local authority accommodation

**(iv) Priority 4 - Governance and Communication**

- Completion of the West Mercia review of youth justices services with decisions to transfer the hosting of the YOS to the Office of Police and Crime Commissioner from 1<sup>st</sup> April 2016, and a agreed new structure to be implemented during 2016/17
- Joint management team and management board workshop based around the learning points from a discretionary serious case review
- Introduction of practice presentations at management board meetings
- Confirmation of a health (CCG) representative for the YJS management board.

## 2.3 Innovative Practice

WMYJS has been working with West Mercia Police in the Shropshire area to pilot an approach to decision making for LAC, particularly those in children homes where the offending has occurred in the context of the placement. The process is due to rolled out across the Police strategic alliance area of Warwickshire and West Mercia during 2016/17. Although not innovative in itself WMYS has been piloting a bureau approach to pre-court decision making in Shropshire which compliments the work of the LAC forum.

## 2.4 Thematic Inspections

During 2015/16 the WMYJS Management Board has considered the findings from the following thematic inspections; A Inspection to Assess the Effectiveness of the Reporting, Monitoring and Learning from the Youth Justice Boards Community Safeguarding and Public Protection Incident (CSPPI) Procedures and Transition Arrangements: A Follow Up Inspection. Processes are to be put in place to address the youth justice partnership and service specific recommendations in the CSPPI report and it has been agreed to develop a new local transition protocol with NPS which will take into account the recommendations of the transitions report.

## 2.5 Youth Offending in West Mercia

More detailed information on offending types, offenders by age and gender and numbers and offenders by proportion of youth population for each local authority area are contained in appendices 1 to 4 of this plan.

- In West Mercia there has been a 67% reduction in the number of young people committing offences over the past ten years from 3995 young people offending in 2005 to 1310 in 2015.

### Case Study - Reparation Project

WMYJS were approached by a parish council and asked to renovate a bus shelter.



Following a risk assessment, four young people worked on the preparation phase



Meanwhile other young people made flower boxes at the workshop in Telford

This then all came together in a renovated bus shelter with uniform paintwork, varnished benches and a freshly painted interior.



The local community have been thrilled, are looking after the flower boxes and the Parish Council were very pleased with the work done. They have agreed to circulate this success to other parishes to increase the potential work available to young people in future.

- The majority (82.4%) of young people entering the youth justice system for the first time in 2015 were aged 14 or over
- Nearly a quarter (24%) of first time entrants to the youth justice system during 2015 were female
- The four most prevalent offence types are violence against the person, theft and handling, criminal damage and drug related offences.
- Just over a third of young people (36.3%) receiving outcomes in 2015 that required YOS interventions were children in care
- Whilst there are some variations across the local authority areas the four most prevalent assessed areas of risk and need are thinking and behaviour, family and personal relationships, lifestyle and mental health and wellbeing.
- Young people from outside of West Mercia have a significant impact on the levels of youth crime in West Mercia. Out of area young people were responsible for 15.2% of all offending resulting in a substantive outcome in 2015.
- In 2015 just under half (49%) of young people receiving outcomes that require YOS interventions have mental health or emotional well being issues.

## 2.6 Views of Young People

The following data is taken from a ViewPoint survey of 76 young people who were subject to court orders managed by West Mercia YJS undertaken during the last six months of 2015/16.

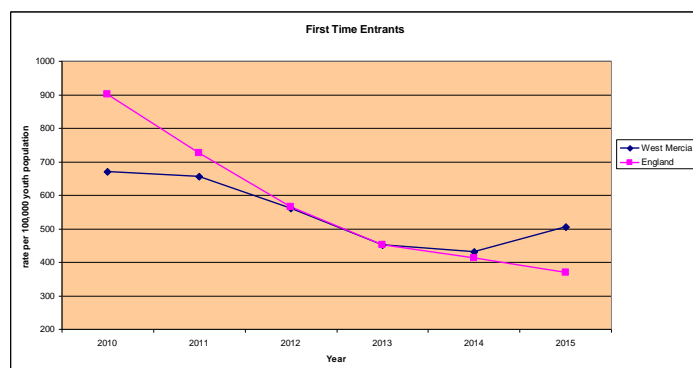
- 88% said that the work with the WMYJS has made them less likely to offend
- 97% said that the service given to them by the WMYJS was good most or all of the time
- 92% said they had enough say what went into their intervention plan
- 44% said they needed help with school, training or getting a job, of those needing help 90% said they received the help needed
- 29% said they needed help to cut down drug use and of those needing help 80% said they received the help needed.
- 19% said they needed help with relationships or things about their family, of those needing help 85% said they received the help needed.
- 19% said they needed help to deal with strange or upsetting thoughts, of those needing help 85% said they received the help needed
- 46% said they needed help to understand how to stop offending, of those needing help 97% said they received the help needed

## 2.7 Performance Review

Youth Justice Partnerships are subject to three national indicators;

- First Time Entrants (FTE) to the Youth Justice System
- Use of Custody
- Re-Offending

### (i) First Time Entrants to the Youth Justice System (FTE)



The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or

Conviction). A lower figure denotes good performance.

The rate of FTEs across West Mercia for 2015 was 506, which is an deterioration on the performance for 2014 when the FTE rate was 431. The rate in West Mercia for 2015 is higher than the national rate of 369.

The percentage reduction in the rate of FTEs in West Mercia over the period 2010 to 2015 has been 26%.

### Case Study – The Pilot Youth Bureau



This is a pilot scheme that aims to assess all young people coming to police notice, issuing the fairest and most effective decision and where necessary, intervention to reduce the likelihood of further offending.

The Youth Bureau involves a Police decision maker, WMYOS staff, a panel member (a trained and vetted member of the community) and other professionals where relevant.

The young person and their parents/carers then attend to receive the decision and implement any intervention straight away.

This pilot is due to report in autumn 2016

Case one – Sexting – A sixteen year old school boy with no previous offending history who forwarded an indecent image to a friend and like many other young people, he had not realised that he had committed an offence until he was dealt with by Police.

He was extremely remorseful and naïve. Prior to the bureau being in place, he may well have received a caution direct from police. This would have also attracted sex offender registration. The ongoing restrictions would then have affected his future employment prospects.

WMYJS were able to offer an enhanced community resolution along with a package of intervention around safe internet use and appropriate internet safety interventions.

There have been no further allegations about this young person.

Case two – Racial Harassment - This relates to a fifteen year old Shropshire school girl who racially abused the victim. There had been some minor contact with police previously.

On this occasion she was assessed by WMYJS and it was clear that there were vulnerability issues. These impacted on her ability and consequently her understanding of the impact of her behaviour.

As a result of the Bureau an enhanced community resolution has been able to be issues supported by an intervention programme delivered by WMYJS to address self esteem, impact of her behaviour on others and referral to Child and Adolescent Mental Health Services for assessment and support.

Had this young person been dealt with by the police alone it is likely that she would have received a youth caution, no further support and the identified issues would have continued, potentially leading to further harm to the community

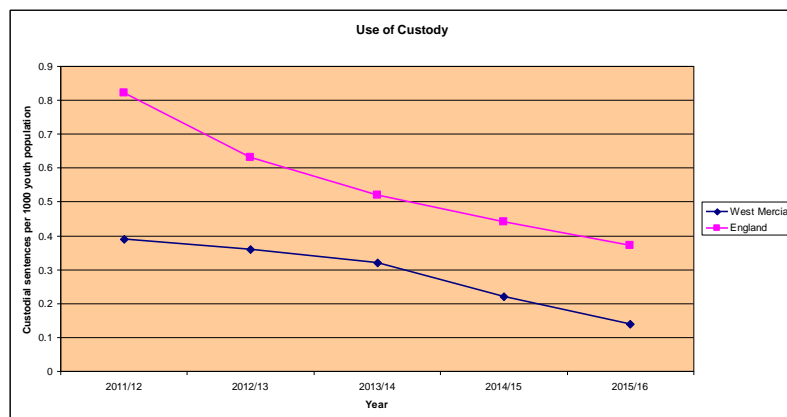
There have been no further allegations about this young person.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 641 and the lowest 386. Some initial analysis undertaken in 2014 demonstrated that the highest rate was in part, a result of higher detection rates and a lower proportional use of the informal disposal of Community Resolution. Further analysis is required to ascertain the reasons behind the rise in the FTE rate experienced during 2015

I haven't offended again since being with YOS. I have learnt about victim awareness and having to put yourself in someone else's shoes. (service user)

The first time entrant rate is to a great extent outside of the control of the WMYJS, however WMYJS, jointly with West Mercia Police are piloting a bureau approach to out of court decision making in Shropshire which aims to divert low level offenders from formal justice sanctions through the use of restorative processes.

(ii) Use of Custody



The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year old population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.

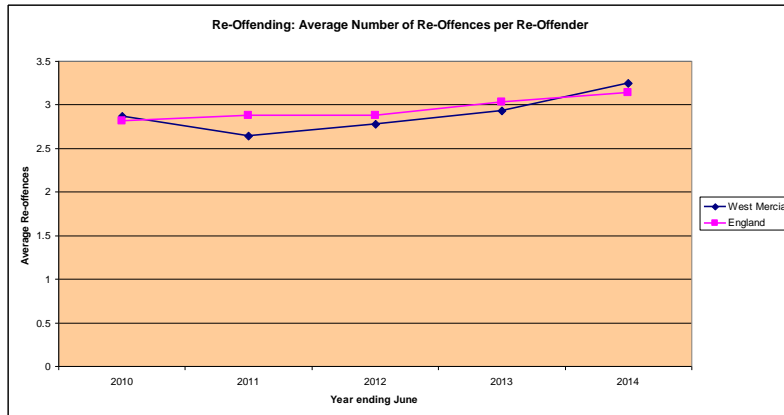
For 2015/16 the use of custody rate for West Mercia was 0.14 against the rate for England of 0.37, West Mercia performance is, therefore, significantly better than the national performance. The West Mercia rate for 15/16 has improved from 14/15 when it was 0.22.

Over the four year period of 2011/12 to 2015/16 the rate has reduced from 0.39 to 0.14, a reduction of -64% which compares favourably to the reduction of -55% for England over the same period

The actual fall in custodial sentences was from 46 in 2011/12 to 16 in 2015/16, a reduction of 65%.

### (iii) Re-Offending

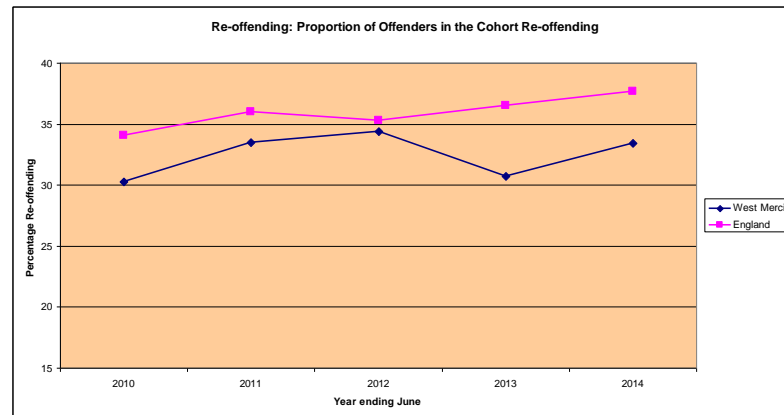
There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per re-offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in the year ending July 2013 to June 2014. In both measures a lower figure denotes good performance.



For the year ending June 2014 the frequency measure performance for West Mercia was 3.25, compared to national performance 3.14.

A comparison over the five year period of the years ending June 2010 and the year ending June 2014, shows a 13% increase in the rate from 2.87 to 3.25, over the same period the rate for England has risen by 12%.

The binary measure performance for the year ending June 2014 for West Mercia is 33.4% compared with national performance of 37.7%.



A comparison over the five year period for the year ending June 2010 to the year ending June 2014, show that this measure is volatile varying year on year in a range between 30% and 34%. The national rate also shows a year on year variation over the same period but within the range of 34% and 38%.

It should be noted that the cohort size is falling, from 1975 young people in the June 2010 cohort compared to 811 young people in the June 2014 cohort. The number of re-offences has also decreased over the same period from 1718 to 882 a decrease of -49%.

In 2015/16 the YOS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs. Early

information from the tracker tool has identified that only a small proportion of young people re-offend leading to a further conviction whilst subject to a YOS intervention, between September and December 2015 only 3.6% of young people subject to YOS interventions were reconvicted of a further offence.

### 3. RESOURCES AND STRUCTURE

#### 3.1 Income

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2016/17.

I felt treated as a person and not a criminal (service user)

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities <sup>1</sup>			1,228,499	1,228,499
Police Service	237,892		63,000	300,892
National Probation Service	126,066		115,066	241,132
Health Service	129,860		51,894	181,754
Police and Crime Commissioner			180,293	180,293
YJB Youth Justice (YOT) Grant			1,140,721	1,140,721
<b>Total</b>	<b>493,818</b>		<b>2,779,473</b>	<b>3,273,291</b>

In addition to the YJB Youth Justice Grant outlined in the table there is a further grant for the running of the Junior Attendance Centres of £50,318.

<sup>1</sup> Where YOTs cover more than one local authority area YJB Youth Justice Plan guidance requires the totality of local authority contributions to be described as a single figure.

### 3.2 The YJB Youth Justice (YOT) Grant

The YJB Youth Justice (YOT) Grant is provided for the provision of youth justice services with an aim of achieving the following outcomes; reducing re-offending, reducing first time entrants, reducing the use of custody, effective public protection and effective safeguarding. The grant will form part of the overall pooled partnership budget for WMYOS, which is used to deliver and support youth justice services across West Mercia. The outline draft budget for 2016/17 is provided below, the expenditure against the Youth Justice Grant is included in this budget.

I've also done work around my victim and have met him face to face this made me feel like I could get my own apology across and I faced up to my actions (service user)

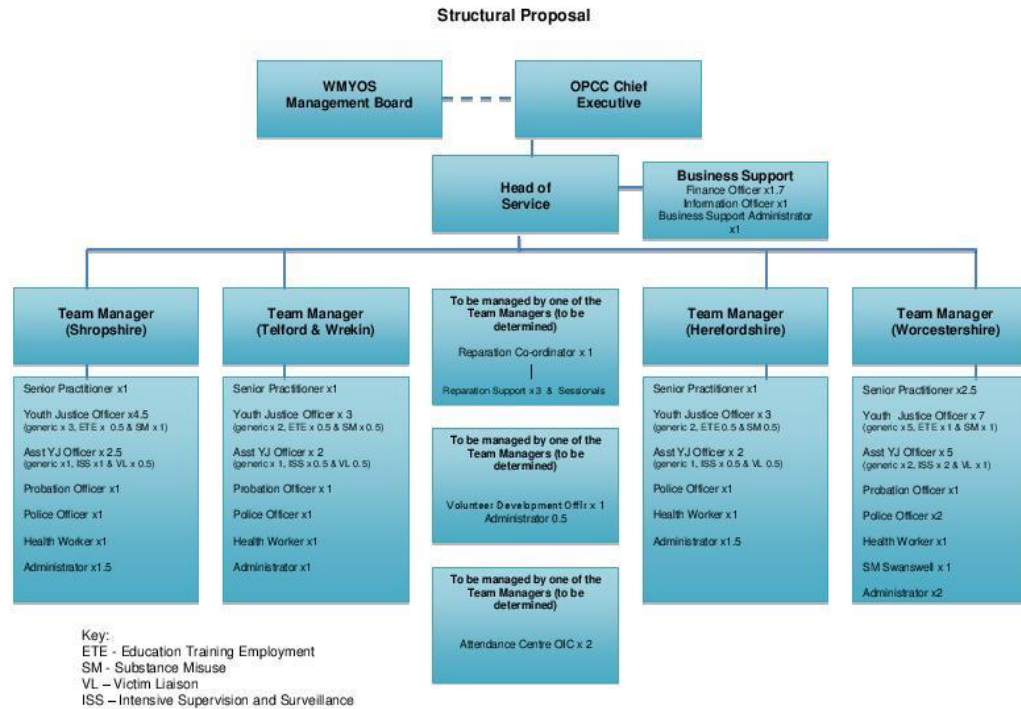
This draft budget has been profiled on the service structure at 31<sup>st</sup> March 2016, and will be re-profiled mid year to take account of service re-structure.

Category	Budget (£)
Salary and Wages	2,410,276
Travel and Expenses	122,880
Training and Development	23,680
Accommodation	197,356
Voluntary Associations	0
Commissioning	82,730
ICT	86,530
Other	35,150

West Mercia YJS is due to implement AssetPlus, the new national assessment tool for YOTs in June 2016, this will also coincide with the implementation of the ChildView information system. It has been agreed that the implementation costs of these two systems are to be met from reserves.

### 3.3 WMYJS Structure and Staffing

The West Mercia Youth Offending Service currently comprises five multi-agency service delivery teams, aligned to the Local Authority areas (two teams in Worcestershire) to deliver the majority of services supported by a central services team. In the first six months of 2016/17 a revised structure is being implemented which will comprise four area teams aligned to the Local Authority areas. A structural diagram of the new structure is given below.



The YOS is compliant with the minimum staffing requirements outlined in the Crime and Disorder Act 1998, as can be seen from the structural diagram above. There are four HCPC registered Social Workers within the staffing group.

### 3.4 Staff and Volunteers by agency, gender and ethnicity

The tables below show staff and volunteers by agency, gender and ethnicity. This data is at 31<sup>st</sup> March 2016.

My attitude has improved towards my dad, I have calmed down a little bit. (service user)

PAID STAFF BY AGENCY							
Agency	Local Authorities	National Probation Service	Police	NHS Trusts	Voluntary Sector	Agency	Total
No of Staff	69	1	5	1	4	2	82

PAID STAFF BY GENDER AND ETHNICITY						
GENDER		ETHNICITY				
Male	Female	White	Mixed/Multiple Ethnic Groups	Asian/Asian British	Black/African/Caribbean/Black British	Other Ethnic Group
28	54	78		3	1	

VOLUNTEERS BY GENDER AND ETHNICITY						
GENDER		ETHNICITY				
Male	Female	White	Mixed/Multiple Ethnic Groups	Asian/Asian British	Black/African/Caribbean/Black British	Other Ethnic Group
37	57	89	2	2	1	

### 3.5 Staff and Volunteers Trained in Restorative Justice

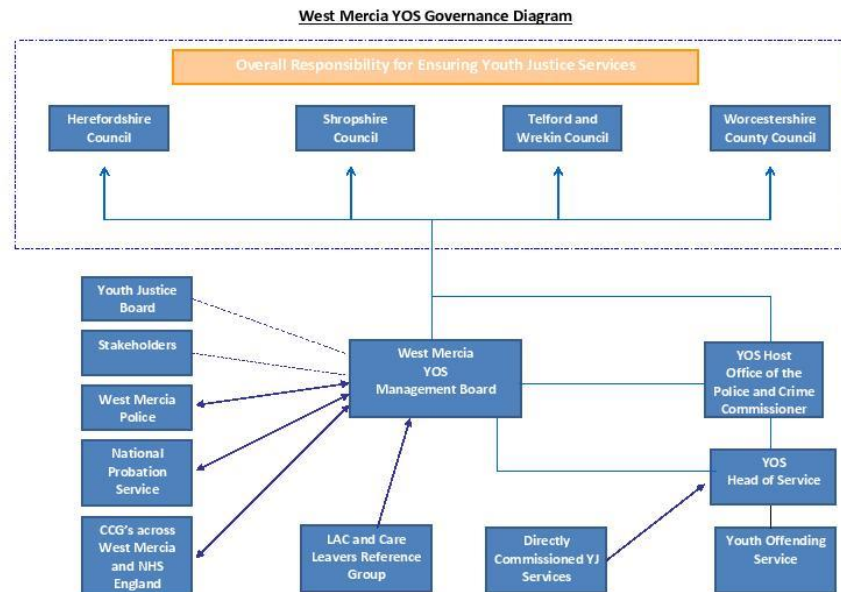
At 31<sup>st</sup> March 2016 there are 63 staff and 32 panel members trained in Restorative Justice (RJ) conferencing, 8 staff are trained in managing complex cases and 5 managers have training in RJ supervision and management. There are 4 members of staff who are trainers in RJ, and 18 staff have received specific training in victim liaison and contact.

## 4. GOVERNANCE AND PARTNERSHIPS

### 4.1 Governance

WMYJS is managed on behalf of the Local Authorities and the WMYJS partnership by the Office for the Police and Crime Commissioner West Mercia (OPCC). Day to day management of the Head of Service is provided by jointly the Chief Executive of the OPCC and the Chair of the Management Board (DCS Shropshire). The Youth Offending Service is accountable to the WMYJS Management Board and the Management Board is accountable to each of the Local Authorities for the commissioning and delivery of youth justice services.

The partnership Youth Justice Plan is approved by the Management Board and approved by each of the four top tier Councils. The diagram below outlines the governance arrangements of West Mercia Youth Justice Service.



The Youth Justice Service Management Board is currently chaired by the Director of Children Services for Shropshire Council. The Membership of the Board at 1<sup>st</sup> April 2016 is outlined in the table below:

I can now express my feelings better, make better decisions. I'm going to college. (service user)

Agency	Representative	Role
Worcestershire County Council	Simon White	Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Clive Jones	Director of Children, Family and Adult Services
Herefordshire Council	Jo Davidson	Director of Childrens Wellbeing
National Probation Service	Tom Currie	Head of West Mercia
West Mercia Police	Amanda Blakeman	Assistant Chief Constable
West Mercia Clinical Commissioning Groups	Vacant at 1 <sup>st</sup> April 2016	
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

The Board has adopted the following purpose and underlying principles:

### Purpose

- To focus collaborative multi-agency effort on work to improve outcomes for Young Offenders by offering an exemplary service, with timely interventions and strong links and partnership across all local services including Children's Services, criminal justice and community safety sectors.
- To set strategic direction for the Youth Offending Service across West Mercia and agree and review local youth justice planning
- To provide support and challenge to the West Mercia YJS on operational performance.

### Underpinning Principles

- To demonstrate effective leadership, support and challenge to the West Mercia YJS.
- To ensure that WMYJS is compliant with relevant national standards, including Youth Justice Board and local arrangements, and deals with exceptions/risks appropriately
- To ensure available resources are used efficiently to run an effective service.
- To ensure that Local Authorities jointly and singly manage the arrangements with the host agency.
- To provide the necessary governance to effectively steer the delivery of the service

The Management Board meets every two months and monitors the performance and quality of the service through regular reporting. Where necessary the Management Board will monitor compliance with the YJB Grant conditions through exception reports. There is an agreed process of reporting community safeguarding and public protection incident reviews into the Management Board and the Board monitors the progress of critical learning review action plans as a standard agenda item

I have learnt new skills, such as painting, cutting trees etc whilst out with my reparation worker (service user)

The Management Board ensures that, where relevant, commissioning across partner agencies take account of the needs of young people in or at risk of entering the youth justice system, and where appropriate explore joint commissioning arrangements.

#### **4.2 Priorities for 2016/17**

The Management Board agreed four main priorities for 2015/16 and has decided to continue these for 2016/17

1. Improving Performance and Developing Practice
2. Understanding our Young People
3. Improved Joint Working and Integration
4. Governance and Communication

##### **1. Improving Performance and Developing Practice**

As a response to various service audits and the SQS inspection of the service published in May 2015 the service implemented a new quality assurance and performance framework during 2015/16, resulting in an increase in compliance against locally defined standards that were applied to the assessment and planning process. In 2016/17 WMYJS will be implementing both a new information system, ChildView and the new national assessment framework, AssetPlus. These developments will require the implementation of a revised quality assurance and performance framework during 16/17. The Worcestershire and Herefordshire Junior Attendance Centre was re-opened in 2015/16, further work is required in 2016/17 to identify a permanent officer in charge and develop the curriculum of both centres in West Mercia. At the end of 2015/16 WMYJS implemented a pilot bureau approach to out of court disposal decision making. This pilot is due to end in Q2 2016/17, when it will be evaluated and potentially rolled out across West Mercia. Following the implementation of the new assessment process the service will need to review the current risk management processes.

## 2. Understanding our Young People

As noted in the performance section of this plan there was a rise in the first time entrant rate in West Mercia in 2015 and this is contrary to the national trend. Work will be undertaken to try and understand the reasons behind this. Previous work to identify drivers behind the differing rates across West Mercia identified detection rates and out of court disposal decision making to be significant factors, so this will inform the start point for further analysis. A service participation group was established in 2015/16, leading on service user engagement. The group revised the service user feedback process, and implemented a comments, compliments and complaints scheme. The work needs to be built on during 2016/17, to ensure that positive use is made of the feedback and ensure the voice of service users is heard by WMYJS management board. A needs assessment developed in 15/16 will be built on to inform service planning for 2017/18.

## 3. Improved Joint Working and Integration

Promoting greater integrated and joint working between WMYJS and other services remains a key priority. The LAC group will be revitalised in order to continue to look at joint issues between Children's Social Care and WMYJS in relation to children in care. WMYJS will take a lead in agreeing a multi-agency protocol to reduce the need to criminalise looked after children. A revised case transfer protocol between the YOS and the providers of probation services will be developed taking account the thematic inspection on transitions published by HMI Probation during 15/16 and to ensure that the approach to transition is informed by the T2A principles, and work the young person following transition builds on the work undertaken by WMYJS. During 15/16 a decision making forum for looked after children was piloted by West Mercia Police in Shropshire, supported by and involving the WMYJS. WMYJS will continue to support this initiative as it is rolled out across the Police strategic alliance area.

### Case Study – Restorative Justice Conference

Restorative justice involves the bringing together of the victim and the offender in order to repair the harm that has been caused. WMYOS has trained its entire front line staff in the use of restorative justice techniques, in order that this can be used wherever possible.



The most benefit can often be gained from a restorative justice conference. These are only held if the victim wants this form of intervention to happen. It is a right under the victim charter for these to be available in all areas of the country from youth justice services.

Following preparation of both the victim and offender, then a meeting is held that enables the victim to explain how they have been affected by the offenders actions. Many victims find this to be helpful in many ways.

17 year old Robert was involved in the robbery of a mobile phone, in Cambridge, where Robert was living at the time of the offence. The victim was a Japanese national who was working with one of the university colleges to assist them with biology studies.

Robert went to court and received a court order for 12 months. From the beginning of the WMYJS involvement Robert was willing to engage with the victim for restorative justice purposes.

During the time period between court and the restorative justice conference taking place, Robert had his own mobile phone stolen. This increased his understanding of how his victim could be feeling.

The restorative justice conference took place in a mutually agreed venue in Cambridge. The conference was far reaching for both the victim and Robert. The victim explained the effect of the robbery, losing his contacts, impacting on his relationship and hindering his work. He was frightened by the robbery, not going out on his own.

The conference was a success with the victim able to understand that he was not deliberately targeted, that is was not a racial attack and was not going to be repeated. He has been able to go out on his own since.

For Robert the lasting outcome has been that this appears to have made Robert stop and think about the impact of his behaviour on others when he is able to identify an obvious victim.

## 4. Governance and Communication

During 2015/16 the Management Board completed the service review and agreed to transfer the service to the Office of the West Mercia Police and Crime Commissioner with effect from 1<sup>st</sup> April 2016. Due to the financial pressures faced by the service a review of the service structure has commenced with the aim of the Management Board agreeing a new service structure in the first quarter of 2016/17 with implementation to take place during the first half of 16/17.

### 4.3 Safeguarding

Safeguarding remains a key area of focus for the service. WMYJS has a key role in safeguarding young people, in terms of assessing and reducing the risk of harm to the young people either from their own behaviour or the actions of others and reducing the risk of harm they may pose to others.

There are specific actions under each of the four main priorities which address safeguarding within service delivery, these include the AssetPlus implementation, review of the risk management processes and the work to reduce the need to criminalise looked after children. WMYJS will continue to undertake critical learning reviews when safeguarding or public protection incidents occur, and apply any learning to future service delivery. The YJS is reviewing safeguarding policy and developing more of a focus on domestic abuse, and peer domestic abuse.

### 4.4 Partnerships

The Youth Justice Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS.

WMYJS is a member of the four Safeguarding Children Boards and several of the board's sub groups and the Children's Trusts or equivalent partnerships. The YOS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. The YOS is an active member of the West Mercia Criminal Justice Board and the MAPPA Senior Management Board.

WMYJS is represented on the strategic planning groups of Troubled Families programmes across three areas and has been contributing to all four programmes mostly the exchange of data and information, and directly contributing to delivery where relevant.

WMYJS is represented on the Channel Panels across West Mercia established as part of the Prevent strategy. YOS staff have undertaken WRAP training in most areas. Further work is required to ensure that the YOS is able to respond in delivering appropriate programmes of intervention to young people who are at risk of extremism.

The National Police Chiefs Council (NPCC) has a children and young peoples strategy which has four priority areas; Children in Care, Detention, Custody and Criminalisation, Stop and Search and Engagement. Locally Warwickshire and West Mercia Police have established a Children and Young Peoples Board to take forward a local plan based on the national priorities above, and WMYJS are participants within this. A joint protocol regarding the PACE transfer of young people charged and denied police bail between the Police, WMYJS and Local Authorities has been agreed. WMYJS is currently leading the work on developing a multi-agency protocol to reduce the criminalisation of children in care.


## 5. RISKS TO FUTURE DELIVERY – THE ANNUAL ACTION PLAN

Risk to Future Delivery	Action	Key Priority	Owner	Timescale (by end of quarter)
<b>Priority 1 – Improving Performance and Developing Practice</b>				
Intervention plans not sufficiently addressing assessed risks leading to increased risk of re-offending, increased risks of harm to others or increased risks of harm to self.	Staff Training – AssetPlus and ChildView	1	AP Lead and ICT Lead	Q1
	Implementation of AssetPlus assessment framework	1	AP Lead	Q1
YOIS does not support the new assessment framework	Upgrade Client/Management Information system to ChildView	1	ICT Lead	Q1
JACs not meeting the national specifications	Further development of the JAC programme	1	AC Lead	Q3
QA and Performance Framework not designed to support new APIS framework	Revised QA process and tools to be developed	1	QA Lead	Q3
Inconsistent risk planning processes/ current processes may not support new APIS framework.	Review of the service's management of risk processes	1	QA Lead	Q3
Out of court decision making inconsistent across West Mercia leading to differential FTE rates	Evaluate the Shropshire Bureau pilot – service wide implementation plan if successful	1	HoS	Q3
	Put in place revised OoCD joint decision protocol with West Mercia Police	1	HoS	Q4
<b>Priority 2 – Understanding Our Young People</b>				
Insufficient understanding of reasons for the increasing rate of FTEs	Analysis of the drivers behind rising rate of FTEs	2	Performance Lead	Q3
	Devise and implement a FTE tracking tool	2	Performance Lead	Q3
Service development not informed by user feedback	Bulid on service user feedback framework implemented in 2015/16	2	Participation Lead	Q3
	Service user views to be built into Management Board performance reporting framework	2	Participation Lead	Q2

Risk to Future Delivery	Action	Key Priority	Owner	Timescale (by end of quarter)
Future planning not informed by relevant data and information	Further development of the annual assessment	2	Performance Lead	Q4
<b>Priority 3 – Improved Joint Working and Integration</b>				
Disproportionate criminalisation of LAC affecting FTE and re-offending rates	Agreement of multi-agency protocol to reduce criminalisation of LAC	3	HOS	Q3
	YOS to support roll out of the LAC decision making forums	3	AMs	Q3
	Re-establish YOS LAC reference group	3	HOS	Q2
Unplanned transition between youth and adult services leading to increased risks of re-offending	Revise the YOS/Probation transfer protocol to ensure it complies with recommendations of the HMI Probation thematic inspections	3	HOS	Q2
	Implement the use of the Y2A portal for case transfer	3	ICT Lead	Q3
Lack of joint working with other agencies and services leading fragmented planning and case management	YOS to develop better and more co-ordinated planning with Children's Social Care at a local level	3	AMs	Q2 – Q4 (on going)
	Review and where necessary revise working protocols with Children's Social Care and CAMHS	3	HOS	Q4
<b>Priority 4 – Governance and Communication</b>				
Cost of current structure exceeds service income, does not make best use of resources and provide flexibility of use of resources across the service	Agree a revised service structure	4	MB	Q1
	Implementation of new structure	4	HOS/OPCC	Q2 – Q3
Leadership team unable to change culture of service and implement successfully new ways of working	Leadership team development and management of change training programme	4	HOS	Q3
Leases coming to an end	Development of an accommodation strategy for the YOS	4	OPCC	Q3
A disconnect between the management board and management team	Joint management board and management team workshop when new structure in place	4	CMB/ HOS	Q3
New structure not recognised as a new approach to service delivery.	Service to be rebranded and a Youth Justice Service.	4	HOS	Q3

## 6 MANAGEMENT BOARD APPROVAL

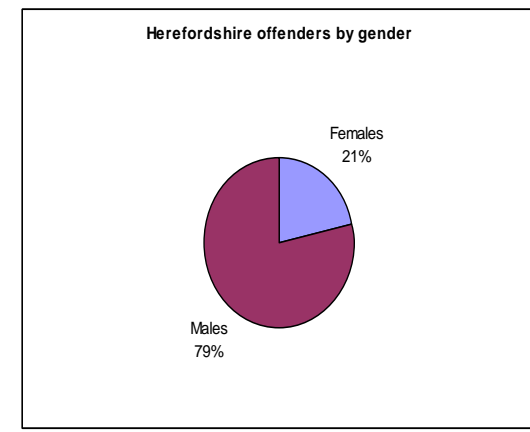
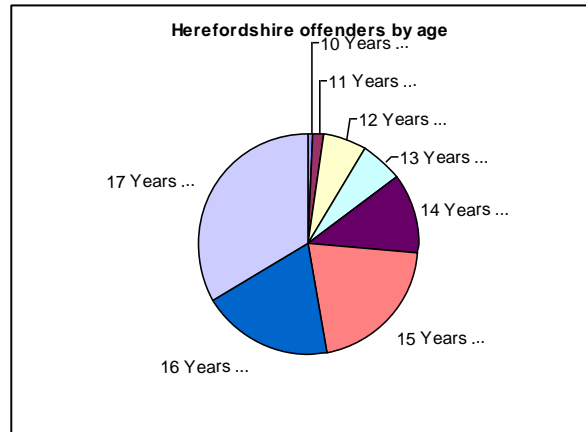
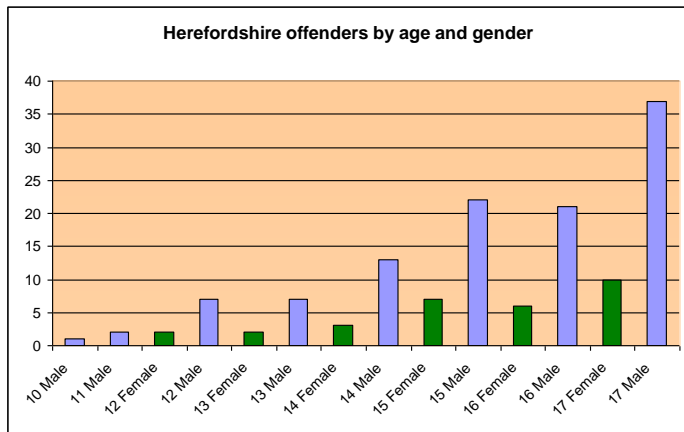
The plan was agreed at the Management Board meeting held on 18<sup>th</sup> August 2016.

Agency	Agency	Signature
Catherine Driscoll	Worcestershire County Council	
Karen Bradshaw	Shropshire Council	
Clive Jones	Telford and Wrekin Council	
Jo Davidson	Herefordshire Council	
Tom Currie	National Probation Service	
Amanda Blakeman	West Mercia Police	
Andy Champness	Office of the West Mercia Police and Crime Commissioner	

## APPENDIX 1 - AREA PROFILE – HEREFORDSHIRE

### Youth Offending Population – all Young People

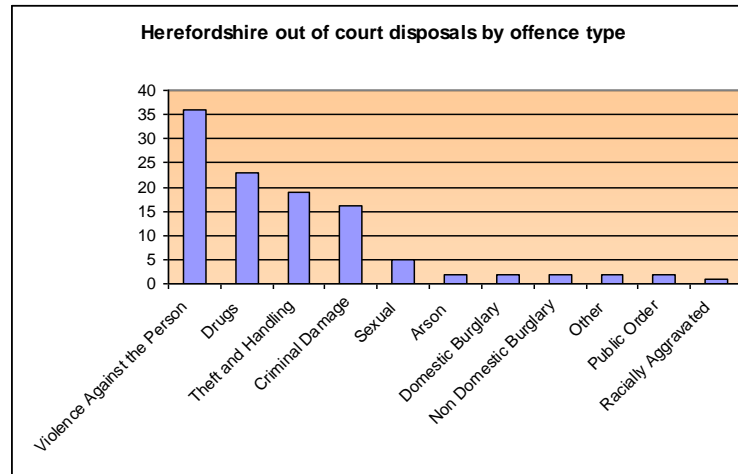
There are 16,261 young people aged 10 to 17 in Herefordshire. In 2015/16 there were 176 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 140 individual young people accounted for these 176 outcomes, 0.86% of the youth population.



Of the 140 young people entering or in the youth justice system in 2015/16, 79% were male. The majority, 73%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

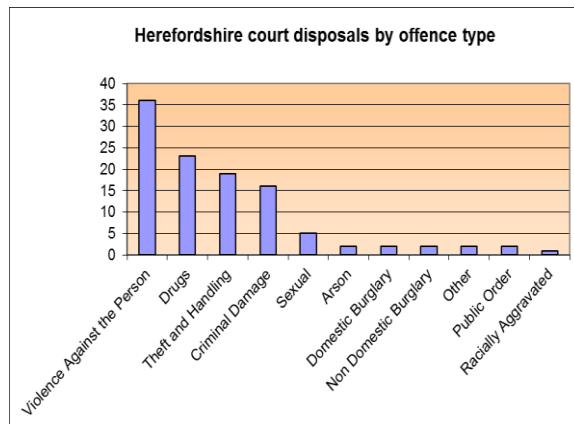
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 110 pre-court disposals made on 102 Herefordshire young people, 107 of these were Youth Cautions and 2 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2014/15 intervention programmes were provided for 9 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were violence against the person, 28% drug offences, 24% followed by theft and handling, 16% and criminal damage, 10%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2015/16 a total of 50 Herefordshire young people accounted for 66 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 35 of the 66 court outcomes.

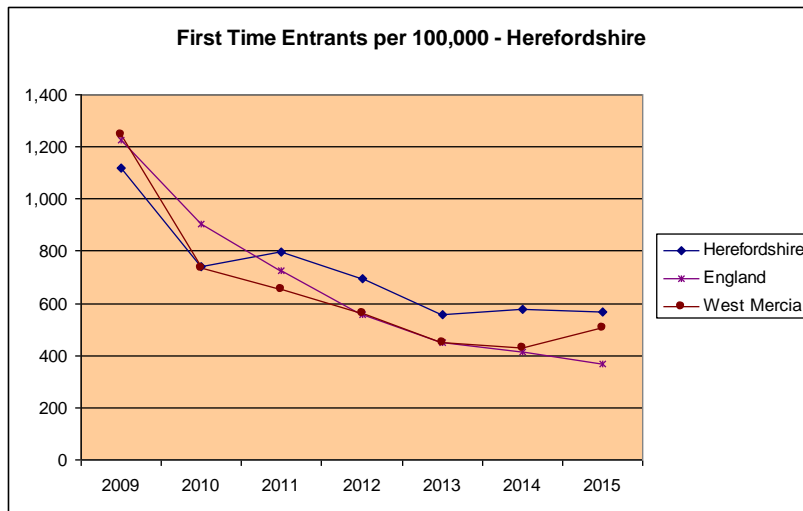
The majority, 93% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 50% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 33% of all offences. Drug offences were the next frequently occurring offence, 21%, followed by theft and handling, 17% and criminal damage 15%. These four categories of offences accounted for 86% of all offences charged to court.

## Performance Against the National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In 2015 there were 566 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of -49% since 2009. This compares with a reduction for England of -69% and for West Mercia of -67% over the same period. The actual number of first time entrants in the 2015 is 92, compared to 217 in 2009 and 95 in 2014. The rate of 566 in 2015 is an improvement in performance on 2014 when the rate was 578. All other areas in West Mercia experienced an increase in the rate in 2015 compared with 2014. The West Mercia rate increased from 431 to 506 between 2014 and 2015.

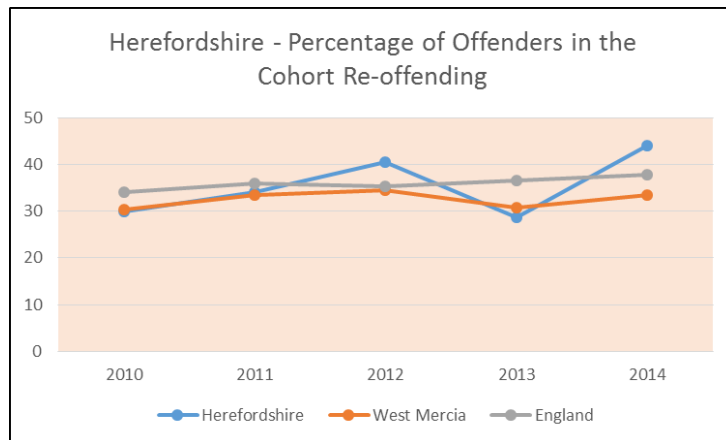
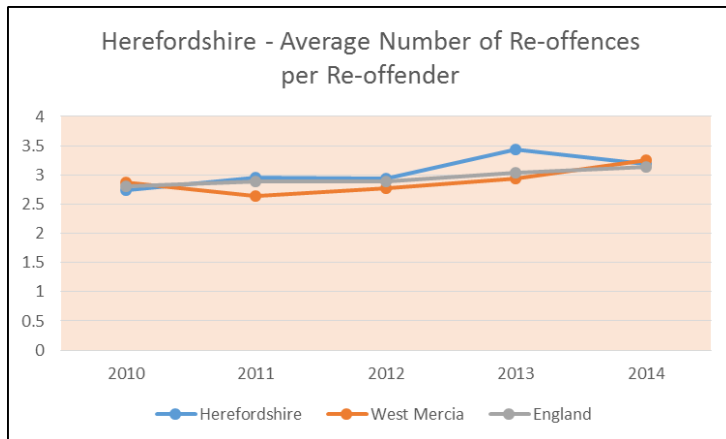
At 566 Herefordshire has the second highest rate of FTEs across West Mercia, the range in rates across the West Mercia authorities is 386 to 641. Some analysis into reasons for the high rate in Herefordshire was undertaken in 14/15, and it found that in part it is due to a higher detection rate and a lower proportional use of informal disposals.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Herefordshire has, historically, had a low rate of custodial sentences.

There were 2 custodial sentences during 2015/16, equating to a rate of 0.12 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2014/15 where there were 4 custodial sentences equating to a rate of 0.25. The 2015/16 rate of 0.12% compares to a West Mercia rate of 0.14 and a national rate of 0.37.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending June 2014 (July 2013 to June 2014).

The frequency measure performance for Herefordshire for the year ending June 2014 is 3.19, compared to the West Mercia performance of 3.25 and national performance of 3.14. Herefordshire is, therefore, performing slightly less well than for England but better than for West Mercia as a whole. The performance is an improvement from the year ending June 2013 when the frequency rate was 3.43.

For the year ending June 2014 the binary measure for Herefordshire is 44.1 compared with a West Mercia performance of 33.4% and a national performance of 37.7%. For the year ending June 2014, therefore, there were a greater proportion of the cohort re-offending than for West Mercia, but they were, on average, re-offending with less frequency. It should also be noted, that the overall cohort sizes are decreasing year on year. In the year June 2010 there were 323 offenders in the cohort and 266 re-offences compared to a cohort size of 143 with 201 re-offences in 2014. The number of actual re-offences has therefore decreased by -25% between 2010 and 2014.

In 2015/16 the YOS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## **Links to Other Plans**

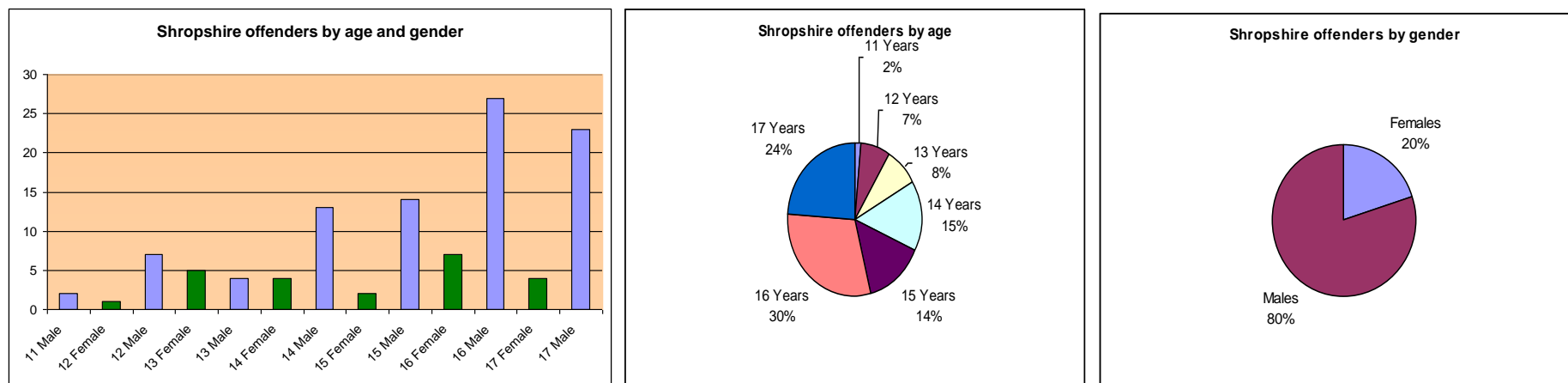
The Children, Young People's Plan 2015 - 2018 has a section on "Managing Challenges to Young Peoples Social Inclusion". Within this section the reduction of first time entrants to the youth justice system, reducing the rates of re-offending and repeat anti-social behaviour and ensuring the education, employment and training and accommodation needs of young offenders are addressed and met are priorities. Key planning priorities include developing the evidence base for effective intervention programmes to tackle crime and anti-social behaviour, ensuring capacity for accommodation for remands and PACE beds and developing pathways to meet the additional needs of young people who are in the youth justice system.

The Community Safety Strategic Plan for 2014 -2017, contains the priority to reduce offending and re-offending and bring offenders to account, under which success measures are reducing first time entrants to the youth justice system and re-offending by young people. Another priority in the plan is reducing the harm caused by alcohol and drugs, this has a particular link across as 40% of young people receiving YOS interventions have assessed substance misuse needs.

## APPENDIX 2 - AREA PROFILE – SHROPSHIRE

### Youth Offending Population – all Young People

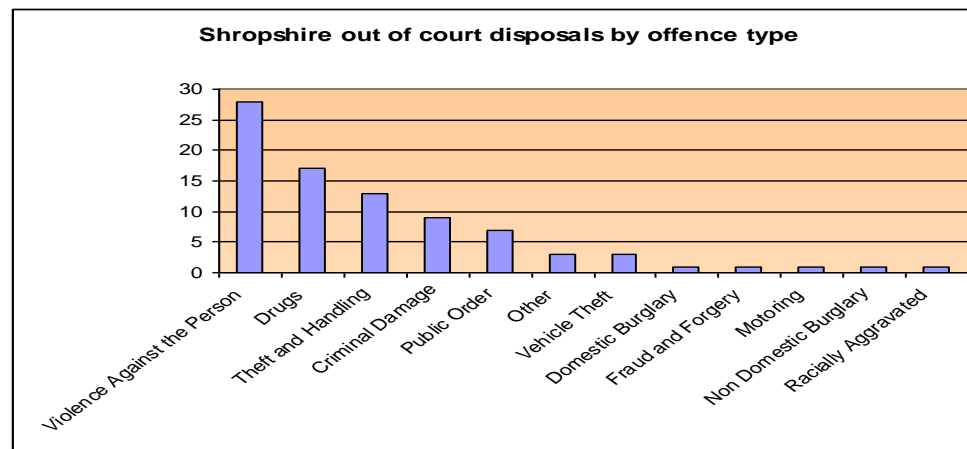
There are 28,008 young people aged 10 to 17 in Shropshire. In 2015/16 there were 140 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 113 individual young people accounted for these 140 outcomes, 0.40% of the youth population.



Of the 113 young people entering or in the youth justice system in 2015/16, 90% were male. The majority, 69%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 16 years.

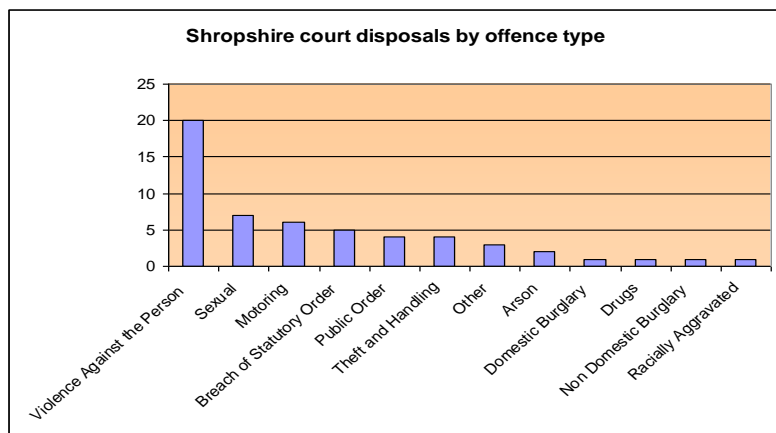
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2015/16 there were a total of 85 pre-court disposals made on Shropshire young people, 79 of these were Youth Cautions and 6 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2015/16 intervention programmes were provided for 29 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were violence against the person, 33%, followed by drug offences, 20%, theft and handling, 15%, and criminal damage 11%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2015/16 a total of 43 Shropshire young people accounted for 55 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 40 of the 55 court outcomes.

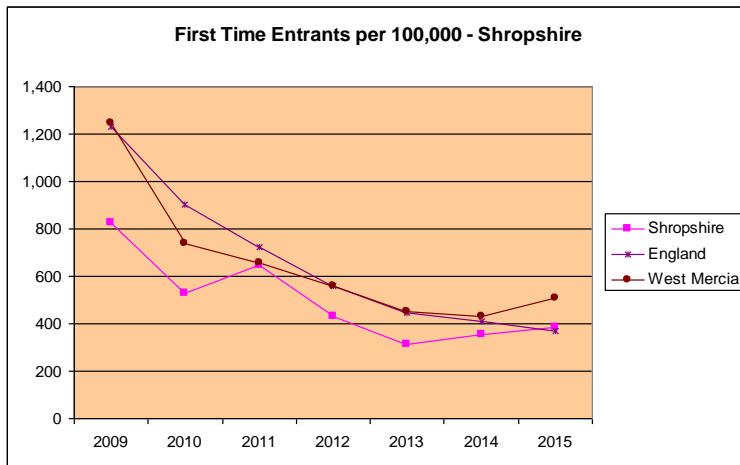
The majority, 78% of young people receiving court sentences were aged 15 to 17, with 16 year olds accounting for 38% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 36% of all outcomes. Sexual offences were the next frequently occurring offence, 13%, motoring offences 11%, and breach of a statutory order, 9%.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the 2015 there were 386 first time entrants per 100,000 youth population in Shropshire, representing a reduction of -53% since 2009. This compares with a reduction for England of -69% and for West Mercia of -67% over the same period. The actual number of first time entrants in 2015 is 108, compared to 255 in 2009.

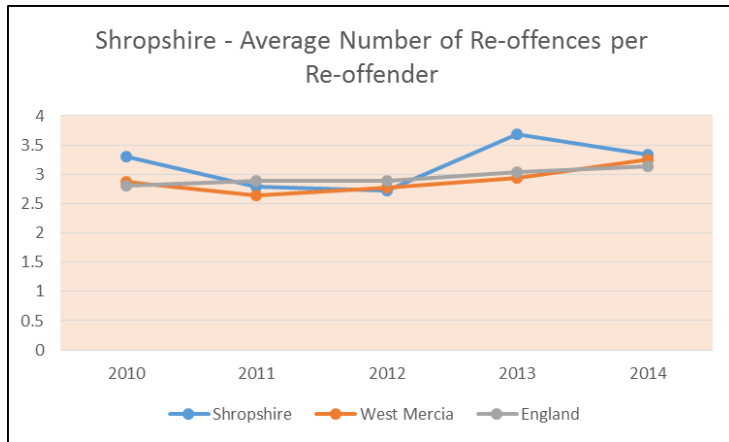
At 386 Shropshire has the lowest rate of FTEs across West Mercia, the next lowest rate being 510 and the highest 641. The Shropshire rate is slightly higher than the national rate, 369 but significantly lower than West Mercia, 506. Along with two other West Mercia authority areas Shropshire experienced a rise in the rate from 2014, from 352 to 386, a rise from 100 to 108 actual first time entrants. The YOS in partnership with the Police are piloting a bureau approach to out of court disposal decision making in Shropshire until September 2016.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Shropshire has, historically, had a low rate of custodial sentences.

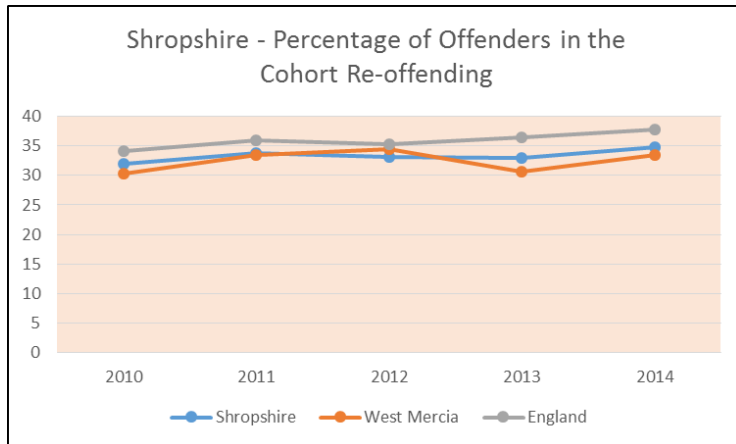
There were 3 custodial sentences during 2015/16, equating to a rate of 0.11 custodial sentences per 1000 youth population this represents an decrease in custodial sentences from 2014/15 where there were 6 custodial sentences equating to a rate of 0.21. The 2015/16 rate of 0.11% compares to a West Mercia rate of 0.14 and a national rate of 0.37.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending June 2014 (July 2013 to June 2014).

The frequency measure performance for Shropshire for the year ending June 2014 is 3.33, compared to the West Mercia performance of 3.25 and national performance of 3.14. Shropshire is, therefore, performing less well than for West Mercia but slightly better than for England.



For the year ending June 2014 the binary measure for Shropshire is 34.7% which is higher than the West Mercia performance of 33.4% but is significantly better than the national performance of 37.7%. It should also be noted, however, that the overall cohort sizes are decreasing year on year. In the year ending June 2010 there were 353 offenders in the cohort and 373 re-offences compared to a cohort size of 173 with 200 re-offences in 2014. The number of actual re-offences has therefore decreased by -46% between 2010 and 2014.

In 2015/16 the YOS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## **Links to Other Plans**

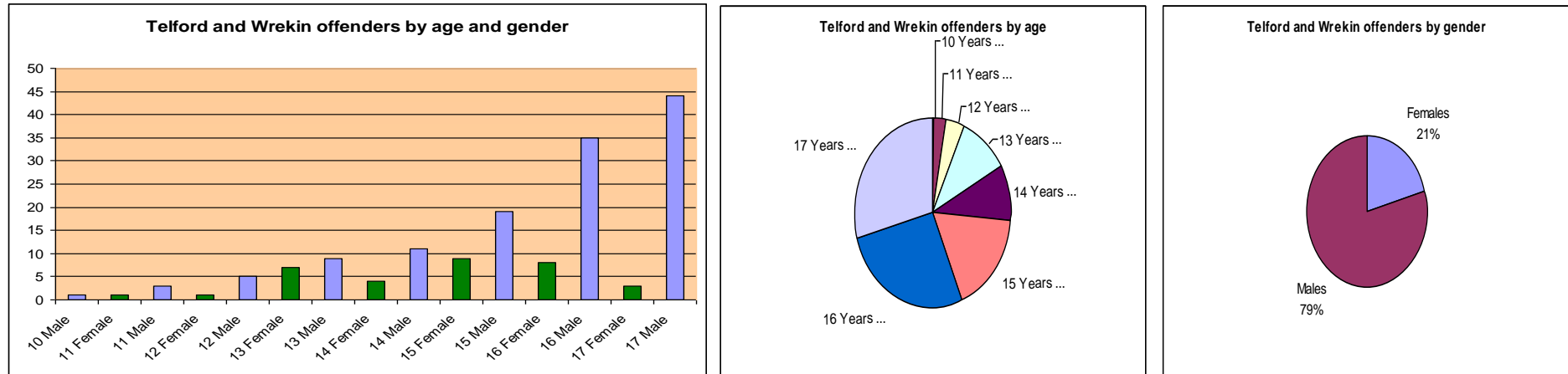
The Children, Young People and Families Plan 2014 has a key outcome area of ensuring the emotional wellbeing of young people by focusing on prevention and early intervention. Within this outcome area reducing the involvement of young people in the criminal justice system and addressing mental health and substance misuse issues are specifically referenced. Within the population of young people receiving YOS interventions in West Mercia 47% have mental health issues and 40% substance misuse issues. A key area of focus for the Children's Trust is transition planning and arrangements, and within this a key outcome is reducing the number of young people who are NEET. This will make a contribution to reducing the risks associated with offending behaviour as 38% of 16 and 17 year olds receiving YOS interventions are receiving less than 16 hours ETE.

There are direct links between the Youth Justice Plan and the priorities in Crime Reduction, Community Safety and Drug and Alcohol Strategy 2014 – 17. In particular priority one, reducing serious harm, and the sub priorities reducing offending and re-offending and alcohol and drug misuse. The YOS directly contributes to these two sub priorities in the direct work undertaken to reduce re-offending and in the delivery of substance misuse interventions to young people who are in the youth justice system, 40% of young people in the youth justice system have substance misuse issues. One of the key strands under reducing re-offending is increasing compliance, and the YOS is established a process of compliance reviewing during 2015/16

## APPENDIX 3 - AREA PROFILE – TELFORD AND WREKIN

### Youth Offending Population – all Young People

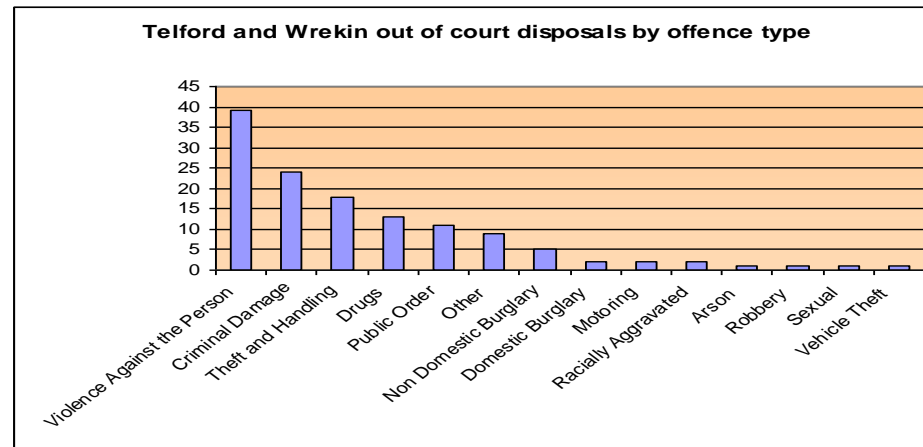
There are 16,532 young people aged 10 to 17 in Telford and Wrekin. In 2015/16 there were 201 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 160 individual young people accounted for these 201 outcomes, 0.97% of the youth population.



Of the 160 young people entering or in the youth justice system in 2015/16, 79% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

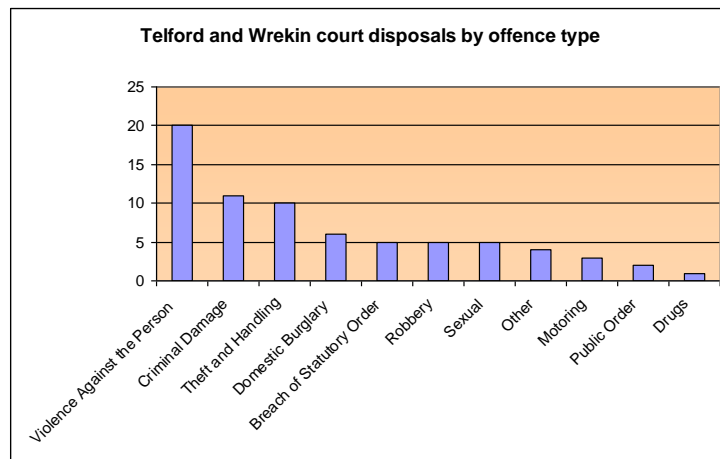
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2015/16 there were a total of 129 pre-court disposals made on Telford and Wrekin young people, 127 of these were Youth Cautions and 2 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2015/16 intervention programmes were provided for 46 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 30%, followed by criminal damage, 19%, theft and handling, 14%, and drug related offences 10%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2015/16 a total of 60 Telford and Wrekin young people accounted for 66 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 56 of the 66 court outcomes.

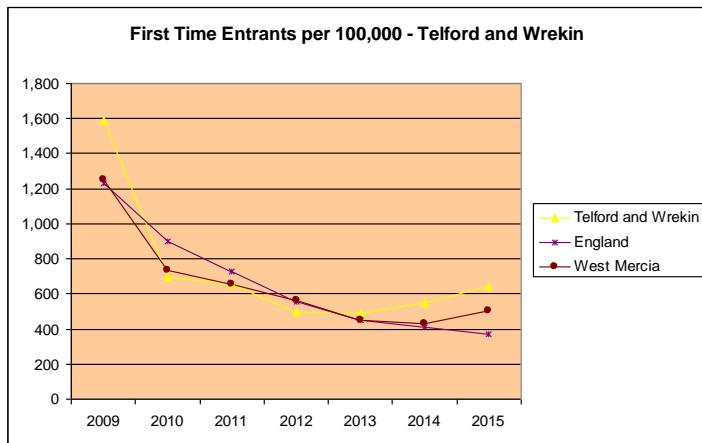
The majority, 83% of young people receiving court sentences were aged 15 to 17, with 16 and 17 year olds accounting for 64% of court outcomes.

The most frequently occurring offence for court sentences was violence against the person, accounting for 28% of all outcomes. Criminal damage was the next most frequently occurring offence, 15%, followed by theft and handling, 14% and burglary 8%. These four categories of offences accounted for 65% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In 2015 there were 641 first time entrants per 100,000 youth population in Telford and Wrekin, representing a reduction of -60% since 2009. This compares with a reduction for England of -69% and for West Mercia of -67% over the same period. The actual number of first time entrants in 2015 is 106, compared to 288 in 2009.

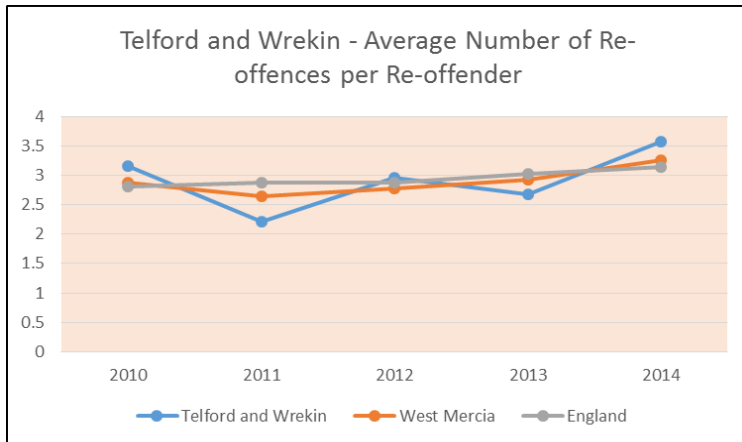
At 641 Telford and Wrekin has the second highest rate of FTEs across West Mercia, the range of rates across West Mercia being 389 to 610. Along with two other West Mercia authority areas, the rate in Telford and Wrekin increased between 2014 and 2015 from 550 to 641. Further analysis is required to establish the reason for the increased rates

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Telford and Wrekin has, historically, had a low rate of custodial sentences.

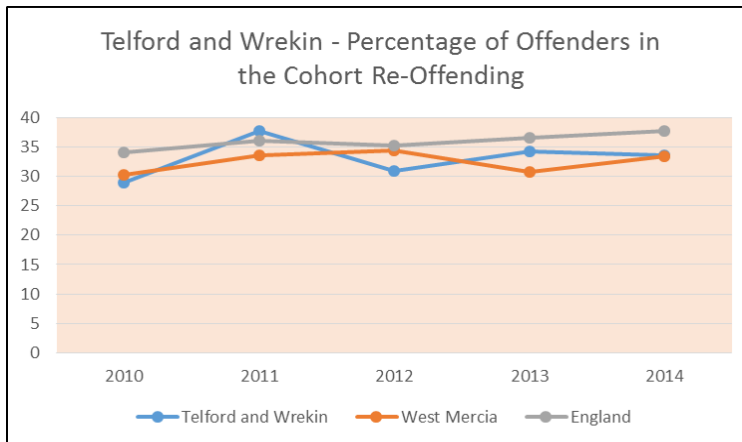
There was 1 custodial sentence during 2015/16, equating to a rate of 0.06 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2014/15 where there were 0 custodial sentences equating to a rate of 0.00. The 2015/16 rate of 0.06 compares to a West Mercia rate of 0.14 and a national rate of 0.37.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending June 2014 (July 2013 to June 2014).

The frequency measure performance for Telford and Wrekin for the year ending June 2014 is 3.57, compared to the West Mercia performance of 3.25 and national performance of 3.14.



For the year ending June 2014 the binary measure for Telford and Wrekin is 33.6% compared with a West Mercia performance of 33.4% and a national performance of 37.7%, Telford and Wrekin is therefore performing in line with West Mercia and better than England. The 2014 performance is slightly improved from 2013 where the performance was 34.2. It should be noted the overall cohort sizes are decreasing year on year. In the year ending June 2010 there were 370 offenders in the cohort and 337 re-offences compared to a cohort size of 140 with 168 re-offences in 2014. The number of actual re-offences have therefore decreased by -50% between 2010 and 2014.

In 2015/16 the YOS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## **Links to Other Plans**

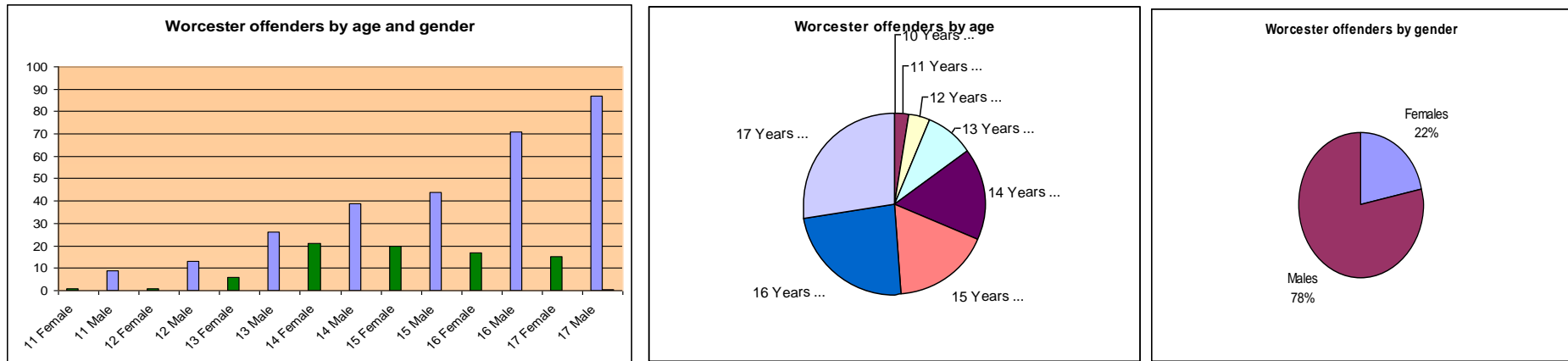
Two of the targeted areas for improved outcomes in the Children, Young People and Families Plan 2013 – 2016 that are relevant to this plan are Live Well and Work Well. Within Live Well reduced offending and re-offending is outcome measure. In Work Well the reduction of young people who are NEET is an outcome measure. NEET 16 to 18 year olds are over represented on the youth offending population with 41% of 16 and 17 year olds YOS clients in West Mercia receiving less than 16 hours ETE. There is an outcome measure to reduce the number of children in care entering the youth justice system for the first time and for those in the system reducing re-offending.

Two of the year three priorities in the Community Safety Plan 2013 -16 are; identify and tackle harm associated with all offending types and reduce the impact of anti-social behaviour has on people, places and communities. Under the first of these priorities is the reduction of offending and re-offending and tackling child sexual exploitation.

## APPENDIX 4 - AREA PROFILE – WORCESTERSHIRE

### Youth Offending Population – all Young People

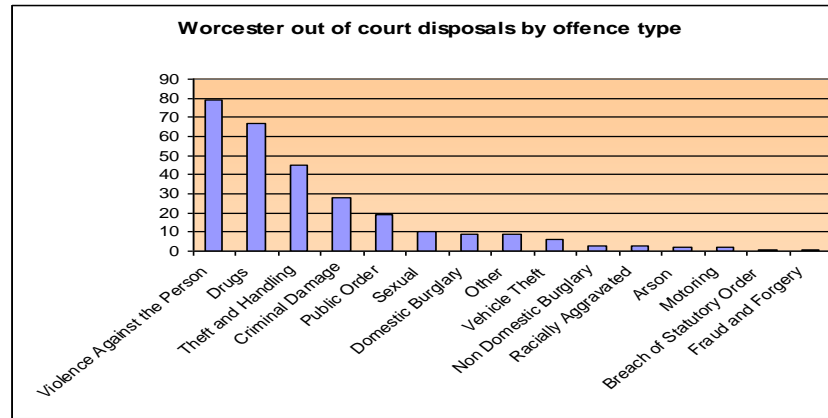
There are 50,980 young people aged 10 to 17 in Worcestershire. In 2015/16 there were 493 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 370 individual young people accounted for these 493 outcomes, 0.73% of the youth population.



Of the 370 young people entering or in the youth justice system in 2015/16, 78% were male. The majority, 69%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

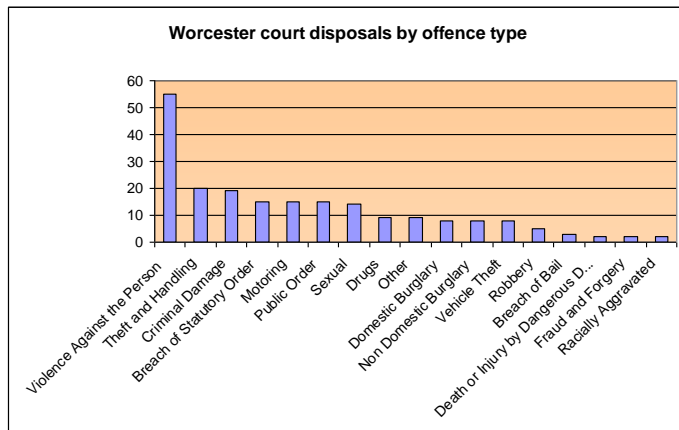
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2015/16 there were a total of 284 pre-court disposals made on Worcestershire young people, 273 of these were Youth Cautions and 11 Youth Conditional Cautions. The YOS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2015/16 intervention programmes were provided for 70 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were violence against the person, 28%, followed by drug related offences, 24%, theft and handling, 16% and criminal damage 10%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 150 Worcestershire young people accounted for 209 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 161 of the 209 court outcomes.

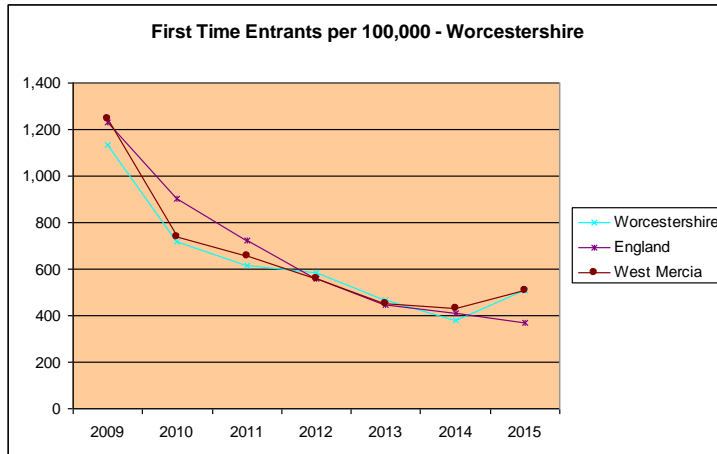
The majority, 84% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 38% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 26% of all outcomes. Theft and handling was the next frequently occurring offence, 10%, followed by criminal damage, 9%.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In 2015 there were 510 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of -55% since 2009. This compares with a reduction for England of -69% and for West Mercia of -67% over the same period. The actual number of first time entrants in 2015 is 260, compared to 639 in 2009.

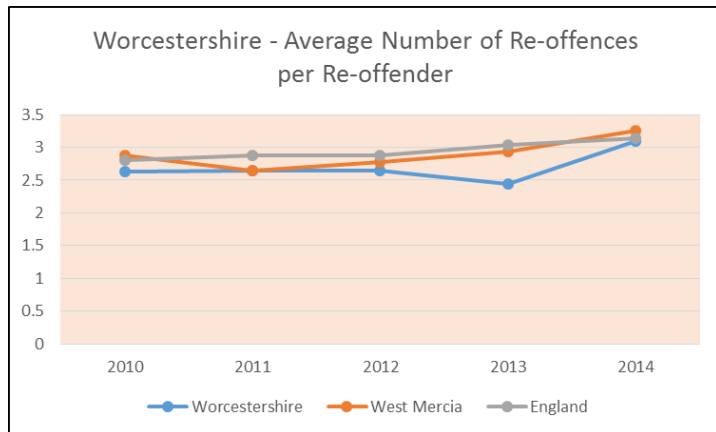
At 510 Worcestershire has the second lowest rate of FTEs across West Mercia, with the highest rate at 641 and lowest at 389. Along with two other West Mercia authority areas, the rate in Worcestershire has increased between 2014 and 2015 from 370 to 510. Further analysis is required to establish the reason for the increased rates

### (ii) Use of Custody

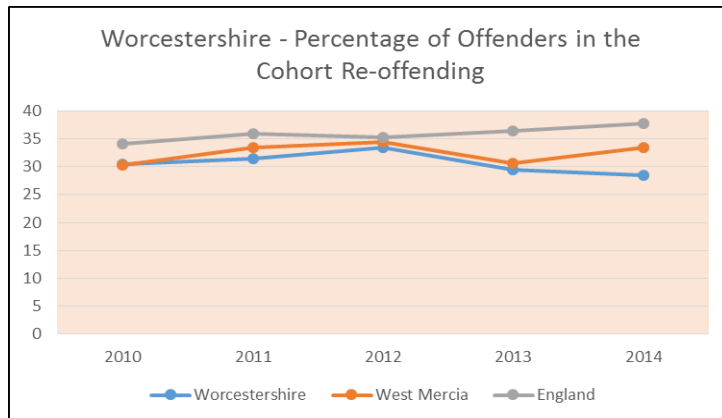
The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Worcestershire has, historically, had a low rate of custodial sentences.

There were 10 custodial sentences during 2015/16, equating to a rate of 0.20 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2014/15 where there were 11 custodial sentences equating to a rate of 0.22. The 2015/16 rate of 0.20% compares to the West Mercia rate of 0.14 and a national rate of 0.37.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending June 2014 (July 2013 to June 2014).



The frequency measure performance for Worcestershire for the year ending June 2014 is 3.10, compared to the West Mercia performance of 3.25 and national performance of 3.14. Worcestershire has, therefore, slightly better performance than for West Mercia and England.

For the year ending June 2014 the binary measure for Worcestershire is 28.5% compared with a West Mercia performance of 33.4 and a national performance of 37.7%. This represents an improved performance from 2013 when it was 29.4%. It should also be noted that the overall cohort sizes are decreasing year on year. In the year ending June 2010 there were 929 offenders in the cohort and 742 re-offences compared to a cohort size of 355 with 313 re-offences in 2014. The number of actual re-offences has therefore decreased by -58% between 2010 and 2014.

In 2015/16 the YOS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

## **Links to Other Plans**

Worcestershire's Children and Young People's Plan 2014 – 17 has two linked priorities to the youth justice plan; children and young people have a healthy lifestyle and children and young people are helped at an early stage. In terms of the healthy lifestyle priority, key areas of focus are reducing the harm caused by drugs and alcohol and improving the emotional health including access to mental health support. Within the group of young people receiving YOS interventions in West Mercia, 33% have substance misuse issues and 40% mental and emotional health issues. Under the priority that children and young people are helped at an early stage the main focus is the early help strategy. It is through the early help strategy that those young people who are at risk of entering the youth justice system for the first time are targeted for intervention.

The Worcestershire Community Safety Board's Community Safety Agreement 2015 – 16 has three directly relevant strategic priorities; reducing re-offending, harm reduction which includes safeguarding and alcohol and drug misuse. The YOS will directly contribute to these priorities through work to reduce youth re-offending, ensuring that young people are protected from harm and in the direct delivery of substance misuse interventions to young people in the youth justice system.

## TELFORD & WREKIN COUNCIL

CABINET – 13 OCTOBER 2016  
COUNCIL – 24 NOVEMBER 2016

### ENTERPRISE TELFORD – DRIVING GROWTH AND PROSPERITY

#### REPORT OF ASSISTANT DIRECTOR: BUSINESS, DEVELOPMENT & EMPLOYMENT

REPORT OF LEADER, CLLR SHAUN DAVIES & LEAD CABINET MEMBER, CLLR LEE CARTER

### PART A) – SUMMARY REPORT

#### 1. SUMMARY OF MAIN PROPOSALS

- 1.1 In May 2016, the Council launched its strategy for economic development; **‘Enterprise Telford: Driving Growth and Prosperity’**. A collaboration with the Telford Business Board the strategy is **central to the Authorities drive to increase income to invest into frontline services and to create jobs and build economic independence and aspiration amongst our young people – strengthening families and communities.**
- 1.2 Enterprise Telford builds on the Council’s business winning and business supporting approach which **over the last 3 years has seen more than £150m of business investment in the borough and the creation or safeguarding of more than 2,000 jobs.** These include:
  - the £83m investment by the Ministry of Defence into the logistics hub at Donnington,
  - inward investment from major manufacturing businesses including
    - WZ (Moneta) Packaging,
    - The Recycling Group,
    - AXYZ and
    - Filtermist who invested in Telford’s flagship investment site, T54.
  - And significant expansions by existing Telford businesses including:
    - BAE Systems,
    - Stadco,
    - Craemer and
    - Heinz.
- 1.3 To underpin the Enterprise Telford offer to business the Council has established a **£20m Growth Fund** which is being used to invest directly into land and property enabling local businesses to expand and drawing in new investors. The investment fund is delivering new jobs and with **£14.7m already committed to borough wide schemes is set to deliver a gross income of £1.2m pa and a net income after**

**borrowing of £400k pa** - plus further income from growth in business rates. The investment is **having an impact across the Borough and will enable the delivery of a further 1000 jobs.**

- 1.4 The Fund has enabled the multi million pound investment by Magna International at T54 delivering in excess of 300 jobs and safeguarded more than 160 jobs in Newport following the Council's acquisition of the Audley Avenue Industrial Park.
- 1.5 Illustrating the impact of the Fund on local businesses and employees - on hearing confirmation of the Council's acquisition – owners of Jupiter Marketing Ltd – a longstanding tenant of Audley Avenue Industrial Park, said ‘

*“We have a thriving business in Newport at the Audley Avenue Industrial Estate employing more than 160 staff, since establishing our business in 2001.*

*We had been concerned for some time about our future given the previous owner's intentions to sell the site – we were obviously aware of the possibility that it could be redeveloped for housing.*

*We have developed a local skills base and we have a strong association with the local area so we are delighted with the news that Telford & Wrekin Council has invested in the estate with the intention of retaining it.*

*We look forward to working with them in the future.”.*

**Mark & Yvonne Tweddle, Joint Managing Directors, Jupiter Marketing Ltd**

- 1.6 Such is the success of the Enterprise Telford pledge to business, to maximise on our pipeline of investors it is proposed to **increase the size of the Growth Fund by a further £30m, creating a Fund of £50m. The potential gross return from the £50m Fund is £3m pa - £1m pa net of borrowing – plus further growth in business rates** which will help the Council to address the impact on frontline services from the ongoing reduction in Government grant.
- 1.5 The Telford Growth Hub is the focus for engaging with investors and delivering wide ranging business support with hot desk facilities for start ups. In less than 12 months the Hub has engaged with over **1500 people and 250 businesses** have visited and used the facilities.
- 1.6 The Foreword to the Enterprise Telford Strategy for Growth states:-

*‘We are calling our approach to growth ‘Enterprise Telford’ which reflects our view that **all** communities across our Borough can contribute to and benefit from economic growth”*

**Paul Hinkins, Chair, Telford Business Board and Shaun Davies, Leader, Telford & Wrekin Council**

## 2. RECOMMENDATIONS

That Members: -

- a) Note the success of the Councils business winning and business supporting approach and the opportunities being generated through the Enterprise Telford campaign
- b) Approve an increase of £30m in the Growth Fund to facilitate the expansion of the PIP as set out in this report and delegates authority to the Assistant Director: Business, Development & Employment, in consultation with the Assistant Director: Finance & Human Resources and the Cabinet Lead for Council Finance, Partnerships and Commercial Services to consider and approve each business case for investment.
- c) That Cabinet recommends to Full Council that the PIP be granted approval to undertake prudential borrowing to undertake the acquisition and disposal of PIP assets and/or investments in strategic infrastructure following approval of the business cases as outlined in this report
- d) That Cabinet recommends to Council the approval of necessary changes to the capital programme and revenue budget to facilitate the ongoing rationalisation of the PIP and strategic investments as outlined in this report
- e) Approves the continuation and extension of the Telford 'Deal for Business' and delegates to the Assistant Director: Business, Development & Employment, in consultation with the Assistant Director: Finance & Human Resources and the Cabinet Lead for Council Finance, Partnerships & Service Delivery, to enter into agreements with businesses in line with the terms set out in the Cabinet Report of 27<sup>th</sup> March 2014.
- f) That Cabinet delegate authority to the Assistant Director: Governance, Procurement & Commissioning to seal or sign any documents required to give effect to the recommendations contained in this report.

## 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	YES	Protect and create jobs as part of a business winning and business supporting Council.
	Will the proposals impact on specific groups of people?	
	YES	The proposals will support existing businesses and potential investors to invest and expand in Telford, creating growth and jobs across the Borough.
<b>TARGET COMPLETION /DELIVERY DATE</b>	The Enterprise Telford campaign is on-going.	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	YES	Full Council approved the establishment of a £20m Growth Fund and the associated prudential borrowing in November 2015 for the rationalisation and development of the Property Investment Portfolio to secure additional income for the Authority. The Property Investment Portfolio (PIP) generates revenue income of in excess of £5m for the Council which supports a range of Council services. Currently investments totalling £14.7m have

		<p>been approved against the fund, leaving only £5.3m for future opportunities. The investments approved deliver on-going income from rental streams and retained business rates which supports the Council's budget and contributes to the delivery of savings.</p> <p>In order to secure the ongoing strength of the PIP and to allow it to grow and diversify, this report seeks approval for the PIP to undertake further prudential borrowing up to a maximum of £30m (creating a total Growth Fund of £50m) and for the necessary changes to be made to the capital and revenue budget strategy to reflect this increase in borrowing. The individual investments will be subject to approval by the Assistant Director: Business, Development and Employment in consultation with the Assistant Director: Finance &amp; Human Resources and the Cabinet Lead for Council Finance, Partnerships and Commercial Services. Each additional £1m of prudential borrowing costs in the region of £40k on-going (based on an assumed life of 60 years) and business cases will be considered in this context. Savings delivered as a result of the additional investment will contribute towards the overall budget gap.</p> <p>For every business, financial incentives in year should not exceed £55k, which is the point at which State Aid issues become relevant.</p> <p>PH/DR-15/9/2016</p>
<b>LEGAL ISSUES</b>	Yes	<p>The Council will construe its behaviour against Constitutional standards of decision- making, of financial probity and stringent financial planning and financial risk management as well as equality impact assessments and procurement requirements. The Council will be mindful of State Aid Rules in relation to the grant aid to commercial entities which may impact its pledges, support package coordination and delivery to third parties.</p> <p>MG Legal Services</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	NO	
<b>IMPACT ON SPECIFIC WARDS</b>	NO	<p>The benefits of the projects will be Borough wide with the Enterprise Telford approach and Pledge encouraging business growth and investment across the Borough.</p>

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

#### **BACKGROUND**

##### **Driving Growth – 2014/15**

4.1 The Council launched its first business and investment strategy – Invest in Telford - in 2012. The ‘business winning, business supporting’ commitment underpinning this has had a massive impact on investment and growth in the Borough. This includes

- the £83m investment by the Ministry of Defence into the new logistics hub at Donnington.
- In addition major manufacturing business investments have been secured from WZ (Moneta) Packaging, The Recycling Group, Winlock, MJ Systems, Northwood Paper and from XYZ and Filtermist who invested in Telford’s flagship investment site, T54.
- Existing business expansions included BAE Systems, Craemer, Stadco, i2R and Heinz.

The recently released UKTI report on foreign investment successes (which relates only to those investments UKTI were directly involved in) for 2015 revealed more than £60m invested by new and existing foreign investors into Telford.

4.2 In October 2015, the Telford Growth Hub was launched at the Telford Innovation Campus, Priorslee, bringing together Telford’s Investment and Business Engagement Teams, the University’s Business Solutions service and Telford Business Board’s Sector Champions in a one stop shop that will meet all business needs and will act as a showcase to attract inward investment.

**James Beirne of Midland Alloy and Telford Business Board sector champion:** " To have business support services under one roof is a great asset for the Telford business community. It also shows to future investors that we are pro growth and a great place to do business."

**Rekha Rani Chhiber, managing director for Asteria Global Ltd:** "It was on the off chance I rang Telford & Wrekin Council business support and I'm so glad I did. Through this service I decided to stay in the borough rather than relocate to Birmingham. A great choice and I'll be using the growth hub for my latest ideas to grow my business...."

## **Building on Success – Enterprise Telford 2016**

- 4.3 In May 2016 the Council and the Telford Business Board, launched Enterprise Telford. **At the heart of Enterprise Telford is a Pledge to business. The Pledge designates the whole borough as an enterprise area and offers to any business, whether expanding or looking to land in the Borough, a bespoke package of support.** This is proving to be a more attractive investment offer than other destinations, including those designated as Enterprise Zones.
- 4.4 Using the Pledge the Council are providing investors with a **fast, responsive and deal focussed approach with a landing offer around finance, land, design and build, property and recruitment and skills.** The offer to business is underpinned by a number of key elements:
- **£20m Growth Fund;**
  - **Telford Land Deal**
  - **Growth Hub for ongoing business support and; grants for growth.**

### **£50m Growth Fund**

- 4.5 **In November 2015 the Council launched a £20m Growth Fund** to capitalise on investment demand enabling the Council to acquire land and property, build bespoke premises and strengthen and diversify the Council's Property Investment Portfolio while delivering jobs and opportunity in local communities.
- 4.6 The PIP already makes an important contribution to the Council's revenue budget, generating a consistent income stream in excess of £5m per annum to support the delivery of Council services. The Growth Fund enables the Council's Estates and Investment team to react quickly to investment opportunities that come to the market and supports the growth of the property portfolio bringing additional essential income into the Council to support service delivery and delivering new jobs for local people. This unique Council approach and willingness to invest (where there is a clear return), in acquiring land or property to be then leased to investors, is then enhanced by our ability to deliver design, build, and ongoing building management and business support.
- 4.7 **In less than 12 months £14.7m has been allocated into a range of investments which are anticipated to help deliver 1000 new jobs and safeguard a further 200 jobs.** Through the investment of the full £20m the Council is set to generate c£1.2m in additional gross income - **£400k nett of borrowing costs.** **The investment is also delivering growth in business rates income.** The Growth Fund has contributed to the delivery of **Magna International's multi million pound investment into T54**, which has put Telford on the investment map for major automotive investors and is set to act as a major stimulus to the local supply chain.

## Magna announces new aluminium casting facility in the UK

Magna International Inc. today announced it will build a new world-class aluminium casting facility in Telford, United Kingdom, to support Jaguar Land Rover, the UK's leading vehicle manufacturer.



The new facility is expected to be approximately 225,000 square feet and will create up to 295 jobs at full capacity.

Working with the UK Trade & Investment and the Automotive

Investment Organisation, along with financial support from the UK Government's Regional Growth Fund, helped to secure this project. Construction is expected to start in the autumn of 2016.

- 4.7 Through the Growth Fund the Council has also acquired the Audley Avenue Industrial Park in Newport – which will safeguard the future of 13 businesses and more than 160 jobs.



Other investments set to deliver a significant return include Travelodge in the Town Centre.



4.8 £14.7m of the original Fund is now committed with two further investments (picture below) due to be announced in the next few weeks (creating several hundred additional jobs). The Fund has attracted significant investor interest with 7 enquiries currently in progress which offer an investment potential. **This report is therefore seeking an increase of £30m in the Growth Fund to create a £50m Growth Fund. This will directly increase the competitiveness of the Borough's investment offer and is projected to increase the gross return to the Council from the Growth Fund to £3m pa net of business rates - £1m nett of borrowing costs.**



## New units being built bespoke for new investors, Hortonwood West

4.9 The income from the Fund is subject to 5 yearly rent reviews and business rate receipts will rise if recent changes in business rates retention come forward. The projected returns do not take account of rental growth or void periods during the investment period, however investments will only be made where an appropriate return supports the investment. In reality the return on investment on several investments made to date has been higher than modelled. The figures below demonstrate the significant potential increase in income generated by increasing the value of the fund from £20m to £50m (net of business rates):

	Rent	Ongoing Cost of Debt finance	Net Income (ongoing)
£20m Fund	£1,200,000	£800,000	£400,000
£50m Fund	£3,000,000	£2,000,000	£1,000,000

## Telford Land Deal

4.10 In March 2016 the Council signed a unique Land Deal with HCA and DCLG, which, over the next 10 years, will **see Government recycle £44.5m from land sales in Telford into site preparation and infrastructure to support growth**. This unique Deal which sees the Council leading the marketing and disposal of all HCA land underpins Enterprise Telford and will support the **delivery of 2,800 new homes, 8,500 new jobs and 300,000 sq ft of new employment area**. It is also set to **generate a potential £6m per annum in Council Tax and Business Rates by the end of the programme**. Six months on, the Deal has already been instrumental to the investment by Magna International at T54 as well as investments in Hortonwood and Hadley Park.



**Hortonwood West – being delivered through the Telford Land Deal with first 2 units being developed bespoke for new businesses through the Growth Fund**



**T54 – Flagship employment site – being delivered through the Telford Land Deal - Plot 6 now under development by Magna International**

### **Telford Growth Hub**

4.11 Since its launch in late 2015, Telford's Growth Hub has gone from strength to strength and is already demonstrating its value in both supporting business growth and inward investment and in developing University and business collaborations. It is offering a varied events programme ranging from digital workshops and growth seminars to cyber security and is collaborating closely with the University to deliver specialist sector events. In addition a successful food and drink cluster group has already been established, sponsored by Lloyds Bank and with contributions by Harper Adams and innovative Telford company Sirane. **To date over 1500 people and 250 business have visited and used the facilities at the Hub**, which has also been successfully hosting potential new investors, including digital start ups.

### **Business Grants**

4.12 **Through the Telford Growth Hub, small and medium sized enterprises (SME's) will now have access to a range of grants including a new EU funded £33m programme offering businesses grants from £10,000 to £200,000.** Telford businesses and new investors will also benefit from the Marches Building Investment Grant, which will help businesses to upgrade premises to ensure access to suitable commercial premises in which to expand. The Grant will provide capital grants to SME's of £4,500 up to £100,000 to refurbish, reconfigure and extend commercial premises across the whole Borough.

## Local, Regional and National Opportunities

- 4.13 Telford's investment offer is being enhanced by developments at the Telford Innovation Campus and at Harper Adams. At the Telford Innovation Campus, Wolverhampton University continues to invest in its engineering and manufacturing faculty, with a particular focus on the automotive sector. This investment adds to Telford's offer to investors and will help us to continue to capitalise on the automotive supply chain opportunities generated by the proximity of the JLR engine plant. automotive supply chain.
- 4.14 **Enterprise Telford is working with Wolverhampton University to create a digital centre of excellence in Telford** enabling businesses in the ICT and digital sector and those looking to maximise on potential of digital to improve their performance, to compete for investment at a national level.
- 4.15 Enterprise Telford is Borough wide – not limited to a specific area or zone. **In Newport the Council has committed £1m earned through the Telford Land Deal, to deliver a new Science & Technology Park creating incubation and start up space for high tech companies. The Council has also submitted a bid for £7.5m of Government funding to accelerate deliver of the site which will benefit from the expansion of Harper Adams University, with its new Agri-Engineering Centre for Innovation.** This is creating opportunities to bring high value jobs to Newport in fields including robotics, sensors, augmented reality systems, enviro-technologies and ICT. The Harper Adams Centre for Innovation is supported by a consortium of leading UK and International companies including GKN, JCB, Jaguar Landrover, Michelin, Lockheed Martin, BASF and Dairy Crest, helping to raise Telford's profile.
- 4.16 **Telford is ideally placed to be an important player in new and emerging regional partnerships.** As a non-constituent member of the West Midlands Combined Authority we have the **potential to grow our connections to the conurbation and strengthen supply chain links, particularly with the automotive sector.** We are well placed to maximise opportunities through the Midlands Engine, which has £5m of central government funding to attract investment to the region. **Telford has been featured in the Midlands Engine 'pitchbook' to investors, where we are promoting T54 as an investment opportunity to overseas investors** and we will be ensuring that Telford is represented in the series of 20 overseas trade missions planned for the next 3-4 years.

## Summary

- 4.17 **Through Enterprise Telford the Council is generating income from property investment and additional business rates and Council Tax as job creation supports demand and growth in the housing sector.** Enterprise Telford is central to the Authorities strategy to tackle the ongoing reduction in Government grant and seek to sustain frontline services.
- 4.18 **Enterprise Telford also supports the Council's Strengthening Families strategy creating jobs and building economic independence and aspiration amongst our young people.** Through the Council's Skills to Employment programme

delivered through the Growth Hub links are being built between schools, colleges and businesses to ensure young people are equipped for the employment opportunities in the Borough and that we retain graduates and entrepreneurs locally.

- 4.19 Our Enterprise Telford strategy will grow the number of successful businesses in our Borough, build on Telford's sector strengths and opportunities, **stimulate and support innovation by our businesses and improve our skills talent pool, aligning a skilled workforce with business need.**

## **5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

None

## **5 PREVIOUS MINUTES**

Cabinet 27<sup>th</sup> March 2014 – The Telford Deal for Business

Council 26<sup>th</sup> November 2015 – Property Investment Portfolio – Investing in Telford's Growth

**Report prepared by Kathy Mulholland, Inward Investment and Business Support Service Delivery Manager and James Dunn, Estates & Investments Service Delivery Manager: 01952 567572/**

**TELFORD & WREKIN COUNCIL****CABINET – 17 NOVEMBER 2016  
COUNCIL – 24 NOVEMBER 2016****ENSURING CHILDREN ARE FULLY PROTECTED IN TELFORD AND WREKIN –  
GETTING TO GOOD****REPORT OF DIRECTOR OF CHILDREN'S & ADULT SERVICES AND INDEPENDENT  
CHAIR OF THE TELFORD & WREKIN SAFEGUARDING CHILDREN BOARD****LEAD CABINET MEMBER – CLLR PAUL WATLING****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

1.1. The report is in response to the following motions agreed at the Full Council Meeting on 22 September 2016, agenda item 11. That the Council:

- *Present a comprehensive plan at the November Full Council Meeting demonstrating a clear commitment to the improvement of Children's Services and detail exactly how the Administration intends to raise all Children's Services in the Borough to a minimum standard of 'Good'.*
- *Present details of measures the current Administration will now introduce to ensure that vulnerable children in the Borough are fully protected in future and precisely how it will tackle the serious problems currently facing the Borough.*

1.2. To present a draft action plan in line with recommendations from the Ofsted Single Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers.

**2. RECOMMENDATIONS**

That the Cabinet:

- 2.1. Endorses the measures to ensure that children in the Borough are fully protected;
- 2.2. Delegates the power to approve the final action plan to the Director of Children's and Adult Services, in consultation with the Cabinet Member for Children and Young People.
- 2.3. Endorses the cost of implementing the action plan (£255k) which will be met initially from a combination of service one offs and the Corporate contingency in 2016/17 and will be built into the budget for 2017/18 and ongoing.

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	Put our children and young people first. Protect and support our vulnerable children and adults
	Will the proposals impact on specific groups of people?	
	Yes	Children Young people Parents of children and young people
<b>TARGET COMPLETION/DELIVERY DATE</b>	As per attached action plan	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	<p>There are both one off and ongoing costs associated with the actions detailed within the plan shown in Appendix 3. Some capacity issues are being dealt with as part of the Business Support restructure process.</p> <p>The expected ongoing full year budget requirement to support the staffing requirements identified within the Ofsted Action Plan is £200k with one off costs, being met by the service, to support training and other initiatives being £55k. In 2016/17 any part year staffing costs will be funded from the Council's contingency which will be included within the Financial Management report going to Cabinet on 8<sup>th</sup> December 2016.</p> <p>The ongoing revenue requirement for future years has been reflected within the 2017/18 medium term budget strategy process.</p> <p style="text-align: right;"><i>TAS 27.10.16</i></p>
<b>LEGAL ISSUES</b>	Yes	<p>The Ofsted inspection of the Council's children's services functions was carried out under Section 136 of the Education and Inspections Act 2006.</p> <p>The Ofsted written report from the inspection was provided to the Council and to the Secretary of State.</p> <p>Under Section 137, the Council must prepare a written statement of the action which it proposes to take in the light of the report, and the period within which it</p>

		<p>proposes to take that action.</p> <p>Under Regulation 2 of the Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 the Council must publish the Ofsted report within 30 working days by sending a copy of the report to each of the partners specified in the Regulations and to at least one newspaper circulating in the area of the Council and to at least one radio station serving the area; and make a copy of the report available for inspection free of charge at the offices of the Council; and supply a copy of the report to a member of the public on demand on payment of a reasonable fee.</p> <p>Under Regulation 3 the Council must within 70 working days of receiving the report publish a written statement of action which it proposes to take in the light of the report (a “written statement”) by sending a copy of the written statement to the Chief Inspector, and the Secretary of State; sending a copy of the written statement to the partners to whom a copy of the report was sent by virtue of Regulation 2 making a copy of the written statement available for inspection free of charge at the offices of the Council; and supplying a copy of the written statement to a member of the public on demand on payment of a reasonable fee.</p> <p>In addition, Ofsted reviewed the Local Safeguarding Children Board under Section 15A of the Children Act 2004.</p> <p>Ofsted has provided a combined report under its powers to do so under Section 152 of Education and Inspections Act 2006.  <i>KF 28.10.2016</i></p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	N/A
<b>IMPACT ON SPECIFIC WARDS</b>	No	<i>Borough-wide impact</i>

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

#### ***4.1 Background information***

- 4.1.1 The Council has always had an organisational priority of protecting vulnerable children and adults within the Borough.
- 4.1.2 The Council ensures that it provides the right help and interventions at the right time for children and families through a variety of ways and with a culture of continuous learning and investment it strives to ensure that this is achieved in an effective and efficient manner.
- 4.1.3 The Council has, and continues to, work in partnership with other agencies to ensure that children in the Borough are fully protected. This relationship is enhanced and supported by the Telford & Wrekin Safeguarding Children Board (TWSCB), which provides focussed and effective challenge to the Council and other agencies as well as supporting the Council in its improvement agenda.
- 4.1.4 In the last year the Council has reviewed some key aspects of how children's services operate and implemented plans to improve the services provided.

#### ***4.2 Single Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers (SIF) arrangements***

- 4.2.1 The Single Inspection Framework (SIF) began in November 2013. This was a major change in scope from previous inspection frameworks, as it covers the whole of children's social care plus a review of Local Safeguarding Children Board. There was also a major change in focus, with inspections focussing on the child's journey and outcomes, and on practice rather than on processes. In addition, there was a major change in scale as the previous one or two week inspections with notice were replaced by month long inspections with 24 hours notice.
- 4.2.2 All SIFs were due to be completed within 3 years, but the timescale has been extended by a year to end December 2017.
- 4.2.3 A consultation ended on 09 September 2016 regarding the future of social care inspections, with proposals for a more proportionate inspection regime to be in place once all authorities have been inspected under the current framework.

#### ***4.3 National Context***

- 4.3.1 116 of the 153 Local Authorities in England have been inspected under SIF and 110 of those reports have been published.
- 4.3.2 Of the 110, 2% (2) were judged to be 'outstanding', 25% (28) 'good', 49% (54) 'requires improvement' and 24% (26) 'inadequate'.

#### ***4.4 Telford & Wrekin SIF***

- 4.4.1 The Telford & Wrekin Council's SIF took place between 13 June and 7 July 2016, and the report published on 26 August 2016 (a copy is provided in Appendix 1).

- 4.4.2 The overall grading was that *“Children’s Services in Telford and Wrekin require improvement to be good”*. Out of the five judgement areas, two were found to be good already (adoption performance and experiences and progress of care leavers). This is the second best performance out of the 9 West Midlands local authorities who have been inspected so far.
- 4.4.3 We were pleased that the inspection recognised the improvements we have made in the quality of services and in the outcomes that children are achieving, commenting that *“the director of children’s services and his senior team provide strong leadership, both within the local authority and across the partnership of agencies. They have made important improvements to the quality of services and to the outcomes that children achieve.”* There is also a clear recognition in the report that progress has been helped by *“effective political backing and the hands-on support of the managing director”*.
- 4.4.4 Verbal feedback received from the inspection team was that they could see that significant improvements had been made, and that the Council should *‘keep doing what you are doing’* to achieve consistently good services. They found the Council to be self aware, and the findings from the inspection reflected the strengths and areas for improvement identified in the ‘Where We Are’ self assessment document. The Council also received positive feedback about staff being committed and well motivated, and saying they feel well supported by management at all levels.
- 4.4.5 On 25 October 2016, the Parliamentary Under-Secretary of State for the Home Department recognised the improvements that had been made. The Under-Secretary cited the positive feedback from Ofsted and Her Majesty’s Inspectorate of Constabulary (HMIC) regarding the commitment and approach by Telford & Wrekin Council and West Mercia Police to CSE and improving outcomes for children who are at risk of harm.

## **4.5 Inspection Report**

- 4.5.1 The feedback identified in the previous section is reflected in the executive summary of the Inspection Report, which clearly states that *“children and young people are kept safe by the work of the local authority”* and acknowledges the improvements the Council has made since the previous inspection in June 2012. The report states that *‘the DCS and senior leaders are focused and energetic. They largely know what improvements need to be made and understand what is happening on the front line. There are many plans in place to support these improvements across the entire service’*.
- 4.5.2 The Report also states that Family Connect provides *“an effective single point of contact and a swift response to risk”*, and that the thresholds for intervention *“are appropriate, well understood and well embedded in practice”*. They noted that *“as a consequence, there are very few contacts that result in no further action”*.
- 4.5.3 In terms of the Council’s response to tackling CSE and the role of partners, Ofsted reported that:
- *“Work with children and young people at risk of sexual exploitation is very strong. The local authority has been a champion for tackling this issue. It provides leadership to partner agencies, with who this work is well co-ordinated. Work to protect children who go missing from home or care is thorough and improving.”*
  - *“There is a strong commitment from the local authority and its partners to tackle child sexual exploitation. A dedicated children abused through exploitation team provides good quality risk assessments, planning and interventions. Although relatively small, the team also reviews progress and updates plans effectively.”*

*Consequently, young people receive comprehensive and well-coordinated services that make a positive difference.”*

- 4.5.4 The Council’s approach to continuous improvement was recognised by Ofsted and reflected the learning from local case reviews, for example Child B Serious Case Review and the reviews completed following the successful ‘Operation Chalice’ response to Child Sexual Exploitation (CSE).
- 4.5.5 As would be expected from an inspection, areas for improvement were also identified, alongside recommendations for action to be taken in order to achieve ‘Good’. One area was that of chronic risk<sup>1</sup>, where inspectors found that “*chronic risks are not always identified or responded to as quickly and, as a result, some children experience delay in receiving help or coming into care*”. However, there is also an acknowledgement that the Council was already working to improve practice (this approach can be seen in the increases over the past year in the number of children in care and made subject to child protection plans).
- 4.5.6 Another area for improvement was identified as the quality of management oversight and scrutiny, including Independent Reviewing Officer (IRO) scrutiny, and IRO caseloads were identified as significantly above statutory guidance (reflecting the rise in the number of CiC and children subject to child protection plans).
- 4.5.7 In terms of leadership and management, the key areas for improvement were the case direction and oversight of first line managers, particularly in cases where there are chronic risks, and insufficient scrutiny and drive from the Independent Reviewing Officer service.
- 4.5.8 The 11 recommendations are included in Appendix 2; this is a large reduction on the 34 recommendations from our previous inspection in 2012.
- 4.5.9 It should be noted that there were no recommendations made to further improve the Council’s work on CSE. However, the Council and the TWSCB already have an action plan in place to continue to improve the work in this area for example:
- Raising awareness to prevent CSE in educational establishments, agencies, and communities, and if identified, refer appropriately to Family Connect and the Police; and
  - Mapping the multi-agency support which is available for young people and victims as they journey through the CSE Pathway, including further improvements in support services including Child and Adolescent Mental Health Services (CAMHS); and Sexual Health Services for victims, survivors and their families.
  - Engaging with the newly formed National [CSE Response Unit](#) if appropriate and to offer peer support to local authorities where CSE arrangements are not as strong as within this Borough.

#### **4.6 Review of the Telford and Wrekin Safeguarding Children Board (TWSCB)**

- 4.6.1 At the same time as the SIF, there was a review of the effectiveness of the TWSCB, which was judged to be ‘good’ and identified 5 recommendations for improvement (please refer to Appendix 2 for full details).

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<sup>1</sup> Chronic risks are those that last for a long time or are constantly recurring, such as risks from neglect, domestic abuse or where parents’ parenting ability is affected by alcohol or substance misuse or mental health issues.

- 4.6.2 The Report was particularly positive about the TWSCB's work at engaging with and listening to children. Team Safeguarding Voice<sup>®</sup> (children's safeguarding board in schools) has been in place since 2012 within Holmer Lake Primary School, and is in the process of being rolled out to all schools in the Borough, with 30 schools signed up so far. This method was highly commended by Edward Timpson, Minister for State for Vulnerable Children and Families in 2015 during a visit to the school. In 2016 the Ofsted inspectors also commended this approach and stated that the initiative "*is successfully raising awareness about safeguarding issues. It also provides a good process for consulting with young people, for example about the early help strategy and the recent review of child sexual exploitation*".
- 4.6.3 As highlighted in the Ofsted SIF Inspection Report (August 2016), the TWSCB's four thematic sub-groups continue to drive improvement in those areas; which includes CSE. The TWSCB and Telford & Wrekin Council is, and has been, actively working to reduce the risk of CSE to children and young people since 2009 and is supported by a comprehensive action plan which is monitored by the TWSCB (as noted in 4.5.9).

#### **4.7 Next Steps**

- 4.7.1 The Council is now required to develop a post inspection action plan and submit it to Ofsted by 05 December 2016. The Council will receive support from Ofsted in developing this at an improvement planning seminar to be held on 16 November 2016. A copy of the first draft of the action plan is attached at Appendix 3. The plan highlights that some additional resource will be required in order to achieve the necessary improvements, and these are covered in the financial impact section of this report.
- 4.7.2 Whilst welcoming the very positive comments from Ofsted regarding the work around CSE, the Council continues to support the work of the dedicated CSE Team by agreeing funding for 3 additional posts (1 Senior Social Worker and 2 CSE Practitioners). This will enable the team to have the capacity to proactively be involved in education and raising awareness of CSE with children, families and professionals within the Borough.
- 4.7.3 The Council's improvement plan will be monitored internally by the Senior Leadership Team but will also be monitored, scrutinised and challenged by Senior Management Team, the TWSCB, the Council's Children and Young People Scrutiny Committee and by Ofsted through routine monitoring visit and annual reviews.

## **5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

As noted above.

## **6 PREVIOUS MINUTES**

Cabinet – 21 July 2016 – Agenda Item 4.0  
Full Council – 22 September 2016 – Agenda Item 11.0

## **7 BACKGROUND PAPERS**

None.

**Report prepared by Tilly Heigh, Service Delivery Manager: Service Improvement, 01952 380923 and Sarah Constable, Partnership and Planning Officer and TWSCB Interim Business Manager, 01952 380599.**

# Telford and Wrekin Council

## **Inspection of services for children in need of help and protection, children looked after and care leavers**

and

## **Review of the effectiveness of the Local Safeguarding Children Board<sup>1</sup>**

Inspection date: 13 June 2016 to 7 July 2016

Report published: 26 August 2016

<b>Children's services in Telford and Wrekin require improvement to be good</b>	
<b>1. Children who need help and protection</b>	Requires improvement
<b>2. Children looked after and achieving permanence</b>	Requires improvement
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>	Requires improvement

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<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

## Executive summary

The director of children's services (DCS) and his senior team have made some important improvements in the quality of services and in the outcomes that children are achieving. The appointments of the DCS and the assistant director for safeguarding, in January 2016 and September 2015 respectively, have been a particular catalyst for accelerating ongoing improvement work. This progress is helped by effective political backing and the hands-on support of the managing director. However, services are not consistently good. This is because some developments are too new to have made a significant difference, others are not yet in place and gaps remain in the consistency and quality of first-line management oversight and scrutiny.

Children and young people are kept safe by the work of the local authority. It acts quickly and effectively to protect them when they are at immediate risk of significant harm. However, although acute risks are identified and responded to swiftly, chronic risks are not always identified or responded to as quickly. As a result, some children experience delay in receiving help or coming into care. The local authority is aware of this and is working to improve practice. For example through its focus on identifying and tackling the impact of neglect on children and young people. However, a few children still enter care in an emergency, rather than in a planned way, even when these concerns are already known to the local authority.

The majority of social workers receive regular supervision and management oversight. When this is supported by the reflective 'pods' approach, the quality of supervision is generally good and has a sharp focus on the wishes and feelings of children. However, gaps remain in the quality and frequency of the supervision, case direction and oversight. Where such gaps exist, they lead to delays in progressing work and improving outcomes for some children. Social workers know children and young people well. They are committed to achieving positive outcomes for them. The local authority has worked hard to ensure that almost all social workers have manageable caseloads. It has increased workforce stability and reduced reliance on temporary agency staff. This means that social workers are able to visit children and young people regularly and build good relationships with them.

Performance management and quality assurance systems provide a largely accurate picture of performance. However, they are not being fully used to drive up standards. This is because measures being monitored are not always updated to reflect changing or new priorities and this work is not informed by feedback from children and their families. The independent reviewing officer (IRO) service is not providing enough scrutiny and drive in planning for children looked after and those subject to child protection plans. It does not have a clear overview of service performance. Caseloads in this service are significantly above statutory guidance. This reduces its effectiveness. Work to identify children and young people who are privately fostered and to assess their welfare is not fit for purpose.

The early help offer provides a broad range of services for children and families in

Telford and Wrekin. The multi-agency safeguarding hub (MASH), known as Family Connect, provides an effective single point of contact and a swift response to risk. Work with children and young people at risk of sexual exploitation is very strong. The local authority has been a champion for tackling this issue. It provides leadership to partner agencies, with who this work is well-coordinated. Work to protect children who go missing from home or care is thorough and improving. However, return home interviews are not always carried out in good time.

The quality of assessments is variable. While those for children looked after are better, most are not good overall. Assessments usually include an account of children's past history but this is not always analysed effectively or used to determine future risk. The views of children, although recorded, are not always well used to understand their experience or to inform planning. The majority of plans lack sufficient clarity. They are not always clear about who is expected to do what and by when. This can be confusing for families and professionals, making it difficult to measure progress. Strategy meetings do not always include agencies, other than the police. This sometimes limits information available to inform decision-making. Children looked after are not always placed under the legal status that best ensures their welfare. Placements under section 20 of the Children Act 1989 and placement with parents regulations are not always used appropriately or effectively. The local authority is reviewing its use of section 20 but this work is not complete. Advocacy is not used often enough to help children or young people to be more involved in meetings about them. The provision of independent visitors is limited.

As a corporate parent, the local authority is improving health and education outcomes and increasing placement stability for children looked after. However, it has not managed to recruit a sufficient number and range of foster carers to provide suitable placements for all the children who need them. Also, housing options for care leavers and homeless young people are not consistently meeting need. The local authority is working hard to address this deficit. It uses independent fostering agency placements to limit the negative impact of this shortfall, but more work needs to be done. The Children in Care Council, 'Voice', is effective. It engages well with, and listens to, children looked after. The DCS and lead member are regular attendees. A detailed and helpful 'pledge' document has been produced, with the help of 'Voice'. However, this is not used as well as it could be to help children and young people be aware of their rights and entitlements.

Children who could benefit from adoption are identified early, well matched and swiftly placed with adopters who receive good support. However, fostering to adopt is not currently used and this is a gap. Permanence planning is significantly weaker for those who achieve permanence through options other than adoption. This includes those in long-term foster care or who return to their birth families. Permanence is not routinely considered at children and young people's second looked after reviews.

Care leavers get good, timely support from skilled and experienced social workers and personal advisers. This helps them make successful transitions to adulthood.

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## The local authority

### Information about this local authority area<sup>2</sup>

#### Previous Ofsted inspections

- The local authority operates no children's homes.
- The previous inspection of the local authority's safeguarding arrangements was in August 2012. It was judged to be adequate.
- The previous inspection of the local authority's services for children looked after was in August 2012. It was judged to be adequate.

#### Local leadership

- The director of children's services (DCS) has been in post since January 2016.
- The DCS is also responsible for adult services.
- The chair of the LSCB has been in post since January 2013.

#### Children living in this area

- Approximately 39,010 children and young people under the age of 18 years live in Telford and Wrekin. This is 23% of the total population in the area.
- Approximately 23% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
  - in primary schools is 17% (the national average is 16%)
  - in secondary schools is 15% (the national average is 14%).
- Children and young people from minority ethnic groups account for 12% of all children living in the area, compared with 22% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Asian or Asian British and Mixed.
- The proportion of children and young people who speak English as an additional language:
  - in primary schools is 9% (the national average is 19%)
  - in secondary schools is 7% (the national average is 15%).

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

## Child protection in this area

- At 31 March 2016, 1,266 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 1,112 at 31 March 2015.
- At 31 March 2016, 190 children and young people were the subject of a child protection plan. This is an increase from 103 at 31 March 2015.
- At 31 March 2016, six children lived in a privately arranged fostering placement. This is an increase from three at 31 March 2015.
- Since the last inspection, five serious incident notifications have been submitted to Ofsted and four serious case reviews have been completed or were ongoing at the time of the inspection.

## Children looked after in this area

- At 31 March 2016, 299 children were being looked after by the local authority (a rate of 77 per 10,000 children). This is an increase from 295 (75 per 10,000 children) at 31 March 2015. Of this number:
  - 124 (or 42%) live outside the local authority area
  - 35 live in residential children's homes. Of this 35, 51% live outside the authority area
  - one lives in a residential special school<sup>3</sup> outside the local authority area
  - 223 live with foster families. Of these, 39% live outside the authority area
  - 14 live with parents. Of this 14, 7% live outside the authority area
  - none are unaccompanied asylum-seeking children.
- In the last 12 months:
  - there have been 15 adoptions
  - 22 children became subject to special guardianship orders
  - 109 children ceased to be looked after. Of this 109, 5% subsequently returned to be looked after
  - eight young people ceased to be looked after and moved on to independent living
  - four young people ceased to be looked after and are now living in houses of multiple occupation.

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<sup>3</sup> These are residential special schools that look after children for 295 days or less per year.

## Recommendations

1. Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice.
2. Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance.
3. Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and takes into account feedback from children, young people and their families.
4. Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis.
5. Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions.
6. Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance.
7. Ensure that return home interviews for children and young people who have been missing from home or care are all carried out in a timely manner.
8. Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources.
9. Increase the availability of suitable housing, including emergency accommodation, for homeless 16- and 17-year-olds and care leavers.
10. Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption.
11. Ensure that that the support of an advocate or independent visitor is available for all children and young people who could benefit from this.

## Summary for children and young people

- Most children and young people in Telford and Wrekin receive the right sort of help from the council when they need it. Social workers act quickly when children and young people are at risk so that they are safe. There are lots of different services that give good support to families to help them get over their difficulties.
- There are some parts of the service that could do better. When problems are not as urgent, the council is sometimes too slow in sorting out the right help. The council is working hard to get better at this but need to improve more. Assessments and plans need to be clearer so that everyone knows what has to change to make things better.
- Children only come into care when they need to. For a few children, this could happen earlier so that plans are not rushed.
- Children and young people live in good-quality placements. Social workers know children and young people well. They are good at listening to their wishes and feelings. Most children and young people who are getting help from social workers make good progress and have their needs met.
- It would be better if there was more choice of foster carers, so that brothers and sisters can always stay together when they first come into care. Planning could also be better so that the right decisions are always made as quickly as they could be.
- When adoption is the best plan for children, social workers work hard to make sure this happens quickly. They are good at finding the right families and helping them through any difficult times.
- Young people leaving care, including those who have a disability, are well supported. They have good practical support from personal advisers, who assist with things like appointments, managing money and encouraging access to education or employment. The main area that the council needs to get better at is ensuring that all care leavers have suitable accommodation, including being able to stay with their foster carers.
- Managers are working hard to improve services. They are doing this in lots of ways, such as by making sure there are enough social workers and managers who want to work in Telford and Wrekin. They also listen to the views of children and young people through the Children in Care Council, 'Voice', and the care leavers 'First' group. There is more work to do but they know about it and have a plan to improve.

**The experiences and progress of children who need help and protection**

**Requires improvement**

**Summary**

The local authority acts quickly and effectively to protect children and young people when they are at immediate risk of significant harm. However, although acute risks are identified and responded to swiftly, chronic risks are not always identified or responded to as quickly. As a result, some children experience delay in receiving help and support. Inconsistency in the quality and frequency of management oversight contributes to this delay. The MASH, known as Family Connect, provides an effective single point of contact and a swift response to risk. However, focusing too much on pace limits the quality and range of information available to inform initial decision making about a few children. For example, strategy meetings do not always involve key partners, such as health services.

Families are able to work with a broad range of early help services to improve outcomes for children. This is because early help in Telford and Wrekin is strong. Work with children and young people at risk of sexual exploitation is good. It is well coordinated with partner agencies and this is improving outcomes for children.

The quality of most assessments still require improvement. Assessments usually include an account of children’s past history but this is rarely analysed effectively or used to determine future risk. The voices of children, although recorded, are not always well used to understand their experience or to inform planning. The majority of plans, whether early help, child in need or child protection, lack sufficient clarity. They are not always clear about who is expected to do what and by when. This can be confusing for families and professionals. It can make it difficult to measure progress. This variability in the quality of assessments and plans is particularly evident for children in need, some of whom have experienced unnecessary delays in progressing their plans. Advocacy is very rarely used to help children be more involved in meetings about them.

For some specific groups of vulnerable children, services require strengthening. Children who go missing do not always receive a timely return home interview. When these do take place, the quality is variable. The local authority has used bed and breakfast accommodation for homeless 16- and 17-year-olds. Although only used for a very few young people, this is inappropriate. The process for securing longer-term housing has led to some vulnerable young people being placed in houses of multiple occupation without an adequate assessment of risk. Arrangements to ensure the welfare of privately fostered children are poor. The local authority is not currently meeting its statutory obligations for this vulnerable group.

## Inspection findings

12. Family Connect provides an easily accessible single point of contact for all families and professionals seeking help and support. The service provides advice, guidance and access to both early help and statutory provision. This ensures that children and young people at immediate risk are quickly protected and that most children receive the right help at the right time. Thresholds are appropriate, well understood and well embedded in practice. As a consequence, there are very few contacts that result in no further action.
13. The early help offer is well supported by partner agencies. It offers a broad range of services and interventions to children and families. This leads to improved outcomes for children. The children and family locality service (CAFLs) provides help to coordinate universal and targeted services effectively. Early help teams are based in children's centres. This supports good partnership working and provides easy access for parents. It is further strengthened through local stakeholder groups.
14. The common assessment framework (CAF) is used with children and families in Telford and Wrekin, alongside a well embedded 'Team around the child' (TAC) approach. This helps prevent children's needs escalating to the point where statutory services are required. However, the quality of CAF assessments is not consistently good. Many lack clarity and are too focused on adult needs. This is particularly the case for those completed by agencies other than children's services. However, quality assurance arrangements are enabling managers to identify poorer assessments and target groups of professionals to improve quality. Effective step up and down arrangements are in place. These are supported through multi-agency meetings, with good communication and information sharing. This helps children and families receive a joined-up service.
15. Family Connect considers contacts effectively when more information is required to determine if statutory intervention is needed. The local authority sets itself an ambitious target of one day to deal with all contacts, including MASH checks and decision-making. As a result, children at immediate risk of significant harm are well protected through swift action. Multi-agency child enquiry (MACE) reports are used to request information from partners. In urgent situations, the expectation is that these are completed and returned within one hour. This ambitious target leads to a swift response to immediate risk. However, the pace limits the quality and range of information available to inform initial decision-making about a few children. This is particularly true for situations where needs and risks may not be acute but are complex and chronic. For example, strategy meetings take place very quickly. However, they routinely involve only social care and the police. Information is not consistently good quality. This narrow participation in strategy meetings and limited MACE information means that decisions are

not fully informed by information from professionals and partner agencies. Management capacity within Family Connect has not been enough to deal with the 32% increase in contacts over the last 12 months. As a result, decision-making on 28% of cases is currently taking longer than 24 hours. (Recommendation)

16. Locality assessment teams carry out child protection investigations. These are generally of a good quality. Children are seen quickly. Risk and protective factors are clearly identified. As a result, decisions about further action match children's level of need, whether this be a child protection conference, further assessment, or the provision of child in need or early help services. The emergency duty service is sufficiently staffed by experienced social workers. It provides an appropriate response to concerns that arise out of office hours. There are effective handover arrangements with daytime services.
17. The local authority has focused on improving the quality of assessments. The impact of this was seen in assessments reviewed by inspectors. Almost all assessments completed over the last six months contain chronologies and an account of children's histories. They include relevant information and involve absent fathers and wider family members. While this is positive progress, further improvement is needed for assessments to be good. This is because this information is not routinely analysed effectively or used to consider future risk. The voices of children are recorded, but are not always used to understand their experience or to inform planning. While the response to acute risk is swift and well-coordinated, chronic risk is neither identified nor responded to as quickly. The quality and frequency of the management oversight and direction are inconsistent. This contributes to the delay. For example, in the case of one family seen by inspectors, although the children were subject to a child protection plan, they continued to suffer a pattern of ongoing injuries as a result of neglect. Only after a case audit carried out by the local authority, as part of the inspection process, was this chronic pattern of harm identified and appropriate assertive legal action taken to protect the children. (Recommendation)
18. Good quality specialist parenting assessments, used within court proceedings and other complex family situations, are provided by a dedicated family assessment service. Evidence-based models underpin these assessments. They assess both parenting ability and capacity for change effectively. They provide a model of good practice for the wider service. Most children and family assessments are timely. However, there are delays in completing pre-birth assessments. This is because they begin at 20 weeks gestation, which limits the time to assess. These assessments frequently overlap with, rather than inform, child protection conferences and legal planning meetings. This not only causes delay in some cases, but also means that planning is not always properly informed by the assessment findings.

19. At the time of the inspection, 218 children were subject to a child protection plan. This is an increase from 190 at 31 March 2016. Decisions to make children and young people the subject of child protection plans are appropriate. The rise comes from an improved focus on identifying children who are suffering from chronic harm from problems such as neglect or the impact of domestic abuse. Child protection conferences are well chaired, with good attendance from partner agencies. Conferences use the 'child's lived experience' model. This 'RAG rates' risks, protective factors, and areas requiring further information. The model helps to identify key areas of risk. It helps children, young people and parents to more clearly understand the concerns raised. The '24-hour clock' process is also used to good effect in some conferences. It helps those present better understand children's day-to-day experiences. The increasing use of such evidence-based approaches within conferences is positive. They make conferences more child-centred and effective. However, advocacy is very rarely used to help children and young people be more involved in child protection conferences or other meetings about them. This is a significant omission. (Recommendation)
20. The majority of children are seen regularly and are seen alone. The frequency of visits is increased to reflect the needs of the child when their circumstances merit this. Parents value their relationships with social workers. They say that they feel listened to, have some influence over decisions and are able to access a wide variety of services. However, children's views, although recorded, are not sufficiently influencing plans.
21. The majority of plans, whether early help, child in need or child protection, lack sufficient clarity. Although child protection conferences identify risk effectively, this is not resulting in sharply focused child protection plans. Plans are not always clear about who is expected to do what and by when. This can be confusing for families and professionals and make it difficult to measure progress. The quality of assessments and plans varies, particularly for children in need. As a result, some of them have experienced unnecessary delays in progressing their plans. (Recommendation)
22. A broad range of services and interventions are available to children who are subject to child in need and child protection plans through CAFLS and cohesion services. In addition, the 'Changing Futures' pilot focuses on breaking the cycle of repeat pregnancies and removal of children where there have been previous serious safeguarding concerns. This relatively new and innovative programme is demonstrating its effectiveness, through parents reporting that they feel better able to care for children and in reduced repeat-pregnancy rates. The support provided by the project has also been a key factor in enabling one baby to stay with their mother. Disabled children benefit from personalised good quality, person-centred support plans. The plans are based on a comprehensive assessment of needs and enable them to access a broad range of services.

23. The local authority maintains an up-to-date list of children missing education (CME). There is a named CME officer. At the time of the inspection, there were 21 children missing education and 119 who were educated at home. Staff are tenacious and skilful in tracking CME. They keep a close eye on children's welfare and visit children at home when necessary. They liaise well with other agencies such as other local authorities, schools, professionals and families to share information. They carry out checks to establish the whereabouts of children and whether there have been any previous safeguarding concerns. Managers have good information and intelligence on CME. As a result, the whereabouts of children are known. Also, those without a school place receive good support. They are helped to secure a school place quickly. Staff provide very good support for children and families who choose to educate their children at home. They maintain good contact with the majority of families.
24. There is a strong commitment from the local authority and its partners to tackle child sexual exploitation. A dedicated children abused through exploitation (CATE) team provides good quality risk assessments, planning, and interventions. Although relatively small, the team also reviews progress and updates plans effectively. Consequently, young people receive comprehensive and well-coordinated services that make a positive difference. The team is made up of staff from the local authority, who work closely with a police child sexual exploitation team as a 'virtual' team using a joint service pathway. A tool has been developed to assess risk and protective factors in relation to child sexual exploitation. Inspectors found that the tool was consistently used to both assess risk and inform planning. Recently, sexual health services have been recommissioned to support young people to access support. This is a positive improvement that young people are benefiting from.
25. Extensive awareness-raising has been carried out. This includes presentations from the theatre group 'Loudmouth' to 60 professionals, and the introduction of the 'Something is not right' campaign. This work has not only included relevant childcare professionals and young people themselves, but also taxi drivers, colleges, all local hotels and food outlets. Awareness-raising has now extended to pharmacies. Good joint working with the police and licensing team has had a positive impact. This includes: identifying locations of concern, issuing abduction notices, disclosure in cases of concern, and a number of successful joint operations to disrupt and prosecute offenders. Protection for young people has improved through work with local street pastors and police cadets. They have provided support roles, such as the 'Big sister campaign' and the 'Slipper campaign'.
26. Family Connect reviews all missing children notifications to identify any other concerns in addition to being missing. Return home interview records are screened by the CATE team to identify any specific concerns relating to child sexual exploitation. This is a robust and effective process. However, not all

children receive a timely return home interview to understand their circumstances and any individual 'push or pull' factors. Local authority figures for May 2016 show that just over a quarter of children and young people waited for more than three working days to have an interview.  
(Recommendation)

27. Risks to children and young people from domestic abuse and high-risk adults are considered effectively in multi-agency risk assessment conferences (MARACs) and multi-agency public protection arrangements (MAPPA) meetings. Single point of contact arrangements are clear. They work well to collate and share information and actions relating to the safety of children. These are then recorded on children and young people's case notes so that they can be considered in other planning meetings, such as child protection conferences or child in need meetings. Inspectors saw evidence of solid multi-agency working to support and protect children who are affected by domestic abuse, parental mental ill health and substance misuse. However, a lack of voluntary perpetrator programmes limits agencies' abilities to tackle and reduce risk.
28. The local authority has strong multi-agency arrangements to protect young people at risk of radicalisation. The 'Channel' panel identifies individuals who are at risk. It assesses the nature and extent of risk. Support plans are developed to divert young people away from extremist behaviour. This area of work is mature, well-coordinated, and integrated into the broader offer of services for children. This ensures that children's wider welfare needs are considered alongside their specific needs arising from radicalisation. Particular examples of good practice in Telford and Wrekin include projects specifically to support parents in understanding extremist behaviour and work with local places of worship to support cross-culture and faith awareness raising. All schools have received 'workshop to raise awareness of Prevent' (WRAP) training. Termly training is held for new staff. However, service pathways are underdeveloped for children at risk of other specific forms of abuse, such as female genital mutilation and honour-based violence. The local authority is aware of this gap. It is currently working with the LSCB to address this.
29. Sixteen- and 17-year-olds who present as homeless are assessed by both housing services and children's services. The local authority is making appropriate decisions about which young people need to become looked after to secure their welfare and which young people can be supported as children in need. Mediation services are provided to help reunify young people with their families, where this is in their best interests. Although the local authority has emergency accommodation, this is not available out of hours. Although only used for relatively short periods of time, this has resulted in the local authority using bed and breakfast for three young people in the last 12 months. Although only used for a very few young people, this is not an acceptable option. The process for securing longer-

term housing is not young-person friendly. A small number of vulnerable young people have been placed in homes of multiple occupation (HMOs) without a good enough assessment of risk.

30. The local authority does not meet its statutory duties for privately fostered children and young people. The local authority cannot assure itself that privately fostered children are appropriately identified because of a lack of awareness-raising activity. The number of notifications has decreased from 34 in 2011–2012 to 13 in 2014–2015. Those children who are currently known to be privately fostered are not seen within statutory timescales. It is not clear where accountability for the line management of this service lies. This has resulted in a failure to monitor the quality and effectiveness of the service. This means that the local authority is not safeguarding these children's welfare effectively. (Recommendation)
31. The designated officer appropriately manages allegations against those in a position of trust. The officer provides advice and guidance to partner agencies. Position of trust meetings coordinate decision making effectively, with robust plans to protect children. Mechanisms to track the progress of individual cases are weak. The local authority is aware of this. Improved arrangements are planned but are not yet in place.

**The experiences and progress of children looked after and achieving permanence**

**Requires improvement**

**Summary**

The local authority responds rapidly and effectively to immediate safeguarding concerns. However, when risks are chronic rather than acute, decisions to take children into care are sometimes slow. This means that a few children and young people remain in harmful situations longer than they should. The local authority is aware of this and is working hard to improve practice. Some children still enter care in an emergency, rather than in a planned way, even when concerns are already known.

Assessments are mostly good but are not always used to inform plans for children looked after. Plans are poor. They lack detail, clarity and timescales and, in a very few cases, are not completed. Planning for children looked after is not being driven effectively by review meetings. The IRO service does not provide enough challenge and oversight. The effectiveness of this service is limited by very high caseloads as well as the practice of changing care plans or other important decisions being made outside of reviews without informing the IROs. Children looked after are not always placed under the legal status that best meets their needs. Placements under Section 20 of the Children Act 1989 and placement with parents regulations are not always used appropriately or effectively. The local authority is reviewing their use but this work is not complete. Neither advocacy nor independent visitors are used often enough with those children looked after who could benefit from these services.

Social workers know children looked after well. They are committed to achieving positive outcomes for them. They visit them regularly and use effective direct work to understand their wishes and feelings. Consideration of diversity is also strong. This means that most children looked after benefit from relationships of trust with their social workers. Capable foster carers are providing good care for children looked after. Children say that they feel safe in their placements. The health needs of children looked after are well met and their educational needs increasingly so. Some good targeted support is in place, particularly for Year 11 pupils.

Sufficiency planning has not secured a broad enough range and number of foster carers to meet the needs of children looked after. The local authority recognises this. It is focused on increasing the range and number of placements available. It makes use of independent fostering agencies, particularly for harder to place children and young people to limit the negative impact of this shortfall. Children who could benefit from adoption are identified early, well matched and swiftly placed with adopters who receive good support. However, fostering to adopt is not currently used and this is a gap. Planning is less strong for those who achieve permanence through options other than adoption. This includes those in long-term foster care or who return to their birth families.

Care leavers receive timely support from skilled and experienced social workers and personal advisers. This helps them make successful transitions to adulthood.

## Inspection findings

32. The number of children and young people looked after by the local authority has increased, from 293 at 31 March 2015, to 325 at the time of the inspection. Decisions to take children into care are appropriate for their levels of need and risk and are only taken when it is in their best interest. When there are clear and immediate risks to children and young people, the local authority responds rapidly and effectively to secure their safety.
33. When risks are chronic rather than acute, the identification of risk and decisions to take children into care are sometimes slow. This means that a few children and young people remain in harmful situations longer than they should and enter care in an emergency rather than in a planned manner. At the time of the inspection, five of the last 12 children to become looked after had done so as the result of a crisis that had needed the use of police powers of protection or the involvement of the emergency duty service. Some emergency situations are unpredictable. However, in too many cases seen by inspectors, the local authority already knew about the presenting issues that led to the crisis. Earlier action could have been taken if patterns of risk had been identified. The local authority knows that it needs to be better at dealing with such situations. This is reflected in its focus on improving responses to chronic neglect and in the rising number of children coming into care. While this is positive, the practice seen by inspectors shows that further improvement is required.
34. When serious concerns are identified and pre-proceedings work begun, it is usually done well. Thresholds for action are set at the right level. Assessments completed for the courts are mostly good and are getting better. The local authority has worked hard to improve the quality of court assessments, statements and reports. These documents are scrutinised by both team and senior managers before being passed to legal services for further review and filing with the court. This improvement has been noted by both Cafcass and the judiciary. Despite earlier delay in identifying patterns of risk and in progressing some children's cases to this point, most pre-proceedings work and court proceedings are progressed without significant delay. Legal planning meetings are used effectively to set the pace of work, to maintain oversight and to manage the progress of cases through the court. In most cases, potential carers are identified early for those children who cannot return to, or remain in, the care of their immediate families. However, this is not the case for all children. For a very few children, the local authority has still been looking for suitable carers at the point of the final hearing. When the plan is to place children with connected person carers, there have been frequent delays. These are caused by a lack of capacity to assess this type of carer. The local authority has recognised this shortcoming. It has recently added extra staff to the relevant team, although this is yet to have a significant impact.

35. When children or young people are accommodated voluntarily under section 20 of the Children Act 1989, this is often not well organised. Voluntary arrangements are not always appropriate to children's circumstances. Parents spoken with by inspectors were not always given enough information to make informed decisions. The agreement they were entering into was not explained clearly enough to them. This included parents who speak English as an additional language and situations where children were placed within the extended family. In such situations, this has led to confused decision making and unclear contact arrangements for children. For a few of these children, it has also led to delays in them securing a permanent home, either in care, or back with their families. The local authority is reviewing the appropriateness of planning for all those children placed under section 20. However, this work is not yet complete.
36. The local authority does very well at identifying children who could benefit from adoption early and swiftly matching them with adoptive carers. However, it does not move children into other permanent placement options so quickly. Plans for permanence are not routinely discussed at second reviews of children looked after and care planning meetings are not consistently taking place. Progress is very much dependent on the individual social worker. It has not been given any systemic urgency, either through the role of the IRO service or performance management arrangements. The local authority recognises this delay in securing permanence for children. It has created a permanence panel to improve decision-making, oversight and monitoring for all permanence planning from July 2016 onwards. It also plans to use this new process as part of its ongoing review of the situations of those children and young people looked after under section 20.
37. When children and young people return to the care of their families, this is not well managed. In all 10 of the children's cases selected for review by inspectors, none of them returned home as part of a planned move. Reunification processes lack both clarity about continuing risk and effective planning. This is true for those who have only spent very short periods of time in care and for those returning home after a longer period in care, who are subject to care orders and placement with parents regulations. For this latter group, regulations are neither being fully adhered to nor used effectively. Decision-making about these children is vague. Plans do not always reflect the ultimate aim, for example whether a care order should be revoked and when. Inspectors saw no case of a child or young person suffering significant harm as a result of this. However, children were placed in situations where risk was not fully understood and support insufficient to ensure a successful reunification in all cases. The new permanence panel will monitor this group of children from July 2016, with the aim of ensuring a tighter grip on planning. While this awareness on the part of the local authority is positive, the panel is yet to start its work. So, it has not had an impact on improving practice with, or outcomes for, this group of children and young people.

38. Sufficiency planning has not secured a broad enough range and number of foster carers to meet the needs of children looked after. For example, although the local authority appropriately assesses whether brothers and sisters should live together or apart, when larger sibling groups become looked after, and it is in their best interests to be placed together, some of these children have been placed with different foster carers due to a lack of suitable placements. The local authority recognises this gap in placement sufficiency. It has focused efforts on increasing the range and number of placements available. It is working particularly hard to recruit carers who can meet the needs of large brother and sister groups, older children, disabled children and those from minority ethnic backgrounds. The local authority has committed extra, 'invest-to-save' money to help with recruitment and to improve support to foster carers, including out of hours. It is making up for its shortage of suitable placements by using independent fostering agencies. This limits the negative impact on children and young people.
39. Despite these concerns, the vast majority of children in the care of the local authority live in good quality placements. Committed carers provide a high standard of care and support to meet their individual needs. Foster carers provide stable short- and long-term placements. They also act as advocates for children and young people placed with them and communicate well with social workers. Children and young people told inspectors that they feel safe in their placements. Contact between children looked after and their family and friends is appropriately considered and promoted by the local authority. However, a lack of capacity within the contact team means that on a few occasions, contact is cancelled at short notice. This can be confusing and upsetting for children and young people. (Recommendation)
40. Foster carers receive regular visits from their support workers and a broad range of relevant training. A large majority of foster carers spoken to by inspectors said that the training they receive is helpful and high quality. Foster carers are more mixed in their views about how helpful their support workers are. While they all receive regular visits, some said that support for managing difficult situations is not readily available out of normal office hours. As a result, they had had to contact the emergency duty service or police as the only support option readily available at these times.
41. Social workers in Telford and Wrekin know the children and young people they are working with well. They are committed to ensuring positive outcomes for them. They visit children regularly and see them on their own. They also use a variety of tools and imaginative approaches to help draw out and understand their wishes and feelings. This means that most children looked after benefit from relationships of trust with their social workers. Inspectors saw evidence of social workers using this understanding to identify the right support for children looked after. This was not always reflected in written plans. Multi-agency meetings, such as looked after

reviews, personal education plan (PEP) meetings and placement stability meetings are well attended by partner agencies. Partner agencies also contribute well to assessments of children looked after. The exception to this is the child and adolescent mental health service (CAMHS), which is less well engaged. The local authority is aware of this gap in service provision. It is working closely with health partners to commission a new birth to 25 emotional health and well-being service. This is due to start in 2017. Currently, the local authority directly commissions and procures a range of therapeutic and emotional well-being services to meet the individual needs of children looked after. This is good practice.

42. Most assessments of children looked after are good. They are generally better than those completed earlier in the local authority's involvement with children and their families. They contain detailed information about children and their families, including children's histories. They clearly identify risk and protective factors. Analysis is stronger. The local authority has focused on ensuring that children looked after are re-assessed when their circumstances and needs change. This practice is now routine. However, inspectors found that assessments rarely inform planning. Often, assessments follow on from, rather than inform, significant decisions or events in children's lives, such as placement moves or decisions about contact.
43. Although not always reflected in plans or written assessments, social workers' casework with children looked after shows good consideration of their needs arising from such factors as ethnicity, culture, gender, sexual orientation and disability. This understanding helps children to build trusting relationships with social workers. It is influencing the support provided to them. Inspectors saw some strong work with children looked after, including disabled children and young people, to help them understand the complexity of their family histories and its impact on their identity. Social workers involve other professionals and agencies in this work when it will benefit children looked after.
44. Written plans for children looked after are poor. They lack detail, clarity and timescales. They are not always informed by assessments and, in a very few cases, are not completed. This lack of detail and clarity is also present in the majority of records of the review meetings for children looked after. These meetings do not always take place within agreed timescales. Review meetings directly observed by inspectors were well chaired and the IRO's challenge and oversight of planning were evident. However, this challenge and oversight is not clearly shown in records of review meetings and there is little evidence of its impact in children's plans and care histories. Records of meetings are often produced late and show little evidence of challenge by IROs or of how the review is informing planning. Care plans and decisions are sometimes changed outside of review meetings and without informing IROs. As a result, children and young people have returned home, moved placements or had plans submitted to the courts without enough oversight

by IROs. IROs have caseloads substantially above statutory guidance. This significantly limits their ability to keep in touch with children looked after between reviews and to track the progress they are making.  
(Recommendation)

45. Although inspectors saw some good individual examples of the effective use of advocacy to support children and young people and engage them in shaping the services that they receive, this service is not routinely considered or used for children looked after. Many children looked after who could benefit from advocacy are not being offered the service. Children looked after had the support of an advocate in just 33 reviews between June 2015 and June 2016. Similarly, not all children looked after who could benefit from an independent visitor have one and those that have said that they would like one are experiencing delay in being matched with a visitor.  
(Recommendation)
46. The majority of children looked after are receiving support that helps them achieve good school attendance and make progress in their education. The virtual school team maintains good oversight of the progress of children looked after. It closely monitors those most at risk of not achieving. Effective work by the virtual head teacher and managers from children's social care has much improved the stability of education placements. When a child or young person has to move placement, managers liaise effectively to decide whether a change of school is in their best interest. As a result, fewer children looked after experience disruptions to their schooling. An increased proportion of children looked after attended a school judged good or better during the last academic year. When a school is judged less than good following inspection, managers carry out thorough risk assessments to decide whether a change of school is the best thing for individual children looked after.
47. The attainment of children looked after in Telford and Wrekin is broadly in line with children looked after nationally. However, the gap between the attainment of children looked after and their peers remains wide. Managers have provided targeted support this year to improve outcomes for children looked after and to close the attainment gap. For example, all those in Year 11 have received extra one-to-one support in English and mathematics. Young children have received one-to-one support to improve their reading skills.
48. An increasing proportion of children looked after have an up-to-date PEP. However, the quality of PEPs is too variable, with most requiring improvement to be good. PEP targets are not always specific enough about what children need to do to make progress and achieve well. Children's views are not always well recorded. Inspectors saw good use of the pupil premium to support children's progress, but generally, the use of the pupil premium was not specified clearly enough in PEPs. (Recommendation)

49. Children looked after who attend alternative provision and those who are on modified timetables receive good support. Bespoke programmes meet the individual needs and circumstances of children well. As a result, they improve their engagement and attendance at school and make progress. Very few children looked after go missing from school. At the time of the inspection, there were no children looked after without a school place. However, support for education for children and young people placed out of the area is inconsistent. In a minority of cases, the virtual school does not have enough information on those placed out of the area to enable them to plan and provide timely support.
50. The health needs of children looked after are well addressed. The vast majority of health assessments are completed within statutory timescales. Support provided to meet the health needs of children looked after is good and improving. This is largely due to good support offered by health visitors and specialist school nurses. For children looked after who are placed further away, health reports are less detailed or timely. However, when any concerns arise, these children looked after are supported well by the designated doctor and children looked after nurse.
51. Social workers and carers support children looked after to pursue a range of leisure activities. They ensure that children routinely have access to extra-curricular activities. Children and young people are also provided, through the work of the corporate parenting board, with opportunities for learning and development and to celebrate their successes.
52. The Children in Care Council, 'Voice', is effective. It engages well with, and listens to, children looked after. It also provides a positive venue for a broad range and age of children looked after to meet, socialise and exchange views. 'Voice' skilfully supports children looked after to give their views, take part in consultations and provide feedback on important issues. The lead member and DCS are regular attendees. They are well known to 'Voice' members, who say that they feel listened to by them.
53. The corporate parenting board is proud of the Children in Care pledge and the work completed to ensure that its redesign has captured the views of children and young people. The pledge contains an ambitious and highly relevant list of promises, touching on all areas of life for children looked after. It is a strong document. The local authority has worked hard to publicise the pledge. However, there is no monitoring or other system in place to see what difference the pledge has made in improving the lives of children looked after. Children looked after spoken to by inspectors were mostly aware of the pledge. However, none were familiar with the offer it contains or had considered using the pledge as a mechanism to access support or challenge any aspects of their support that they were unhappy about.

**The graded judgement for adoption performance is that it is good**

54. Adoption is considered for all children who are unable to return home and who may benefit from it. This includes older and harder-to-place children, such as those with brothers or sisters. Those children for whom adoption is the best route to permanence are identified at an early stage in care planning. There is appropriate urgency in care planning and decision-making to ensure that adoption plans are timely.
55. The managers of Telford and Wrekin and Shropshire joint adoption service have a clear understanding of effective adoption practice. Monthly management board meetings are used to analyse the adoption service's performance robustly. They focus on any problems or issues affecting the timeliness and quality of the work. Managers have a detailed knowledge both of children and adopters.
56. The progress of children requiring adoption is tracked effectively through the monthly referral and tracking meetings that monitor the progress of decisions through to care proceedings. This avoids unnecessary delay and ensures that placement options are continually monitored. The initial alert, through the referral process, ensures that the adoption team is fully informed of children who may benefit from adoption at an early stage. This ensures that the adoption team has the opportunity to consider not only those adopters already approved but also those being assessed, at a very early stage in the matching process.
57. The number of children in Telford and Wrekin benefiting from adoption increased from 20 in 2013–14 to 35 in 2014–15. Although numbers decreased to 15 in 2015–16, at the time of the inspection, three months into the year 2016–17, 20 children were identified for adoption. Of these, 14 children have either already progressed to an adoption order or are matched to adoptive families with planned dates for moving in with their adoptive families. Family finding is underway for the other six. This includes the assessment of three sets of existing foster carers who have expressed a wish to be the adoptive families for the children.
58. The most recently published adoption scorecard for 2012–15 shows that Telford and Wrekin has the best performance in England for timeliness against the scorecard indicators. For children being adopted, the average time between entering care and moving in with an adoptive family was 336 days. This is 151 days within the government threshold of 487 days. The time between receiving court authority to place a child and deciding on a match with an adoptive family is very quick, at 47 days. This is 74 days within the 121 day threshold. Eighty-five per cent of children waited less than 16 months to move in with their adoptive families. This is much better than national average of 47%. Although timeliness for seven children was

outside the threshold, there are good reasons why adoption took longer to achieve for these particular children. This strong adoption performance shows urgency and effective focus on making sure that children do not experience unnecessary delays in being placed with the right adoptive families.

59. Focused and effective family finding is carried out by a dedicated permanence coordinator. She is tenacious and proactive in pursuing choices and links for children through a variety of networks. The matching of children with Telford and Wrekin approved adopters is the first choice. It is achieved for almost all children. When this does not happen, it is usually for 'harder to place' children who are part of large sibling groups, older or have complex needs. In such cases, prompt referrals are made to the National Adoption Register, other links such as Adoption Focus and the local West Midlands adoption consortium. In 2014–15, successful matches included three sibling groups, made up of eight children. In 2015–16, this figure increased to 10 children, consisting of five sibling groups. In the current cohort of 20 children, two groups of brothers and sisters have been successfully matched, including a group of three.
60. Adoption performance for older children, those with complex needs and children from black and minority ethnic backgrounds is not as strong as for young children. The authority is very much aware of this. It is improving practice and performance in this area. The current cohort contains two children of mixed parentage, three over-fives and three with complex health needs.
61. There have been no pre-order adoption disruptions in the last two years and numbers of revocations are very low. This shows the commitment and effectiveness of family finding and of good matching and information sharing. Children are well prepared for their adoptive placements, with foster carers playing a key role. A dedicated, experienced social worker within the team undertakes pre-adoption work with children. 'Theraplay' work is being used effectively to prepare children for the transition to adoption. It is also being used well to help re-establish relationships between brothers and sisters and to increase their understanding of adoption and their place in their adoptive families. Good quality, child-focused, therapeutic life story work is used to sensitively understand and recount children's histories and their ongoing experiences.
62. There is a coherent recruitment strategy for adopters. It is based on predicted numbers, needs and profiles of children. The joint adoption service is working with an external agency on recruitment and marketing. This is to broaden both the range of potential adopters and awareness and interest in adoption. Prospective adopters are well informed through information sessions, which have been increased to two per month. Twenty-seven

adopters were approved in 2015–16. At the time of the inspection, seven adopters were at stage one of the process and 13 at stage two.

63. Adopters spoken to describe the recruitment, preparation and assessment process as thorough. They said it was stressful, sometimes intrusive and challenging but brought 'great rewards'. The recruitment process is strong, timely and child-centred. Pre-adoption reports include good exploration of the prospective adopters' strengths, reasons and commitment to adopt. While analysis is clear and supports recommendations, it is not always clear how social workers have used research when analysing the impact of the prospective adopters' living experiences. A few delays in progressing assessments were noted but these were for good reasons and not due to a lack of urgency by the service. The impact of delays has been minimal on both children and adopters.
64. The adoption panel is effective, providing rigour, scrutiny and challenge. The panel thoroughly considers recommendations for approvals, the quality of matching and fully explores the potential adopters' motivation to adopt. For example, in one case, panel members explored the adopters' understanding of identity and ethnicity. It considered the impact on non-white children of being placed with white carers in a predominantly white area and recommended further work with the adopters using research about identity. The agency decision maker makes timely decisions and, where necessary, requests further information to inform decisions. The panel chair is provided with information and kept up to date about children and adopters. However, there is no formal or agreed meeting framework between the adoption chair, the manager and the decision maker. This has the potential to delay the sharing of information and intelligence, and so slow the functioning of the adoption service.
65. Foster to adopt is at the early stage of development within the joint adoption service. There are two families going through the assessment process but no fostering to adopt placements have been made. This is a missed opportunity to provide continuity of care and promote early attachment for some young children with their prospective adopters.
66. The post-adoption service is strong. It is enhanced by having three therapists located within the team. They offer a range of therapeutic interventions and support to children and their adoptive families, including coaching and mentoring. They also work directly with children and their adoptive families to assist 'attachment repair'. This has been successful in developing relationships. The joint adoption service makes good use of the adoption support fund to commission specialist, psychotherapy and psychological support. In 2015–16, 14 children and 12 adoptive families received post-adoption support.

67. Adopters say that they receive good support from the joint adoption service. Some described the support as 'excellent' and added that they also got good quality post-adoption information. One adopter said 'I do not know what would have happened had we not received the support'. Some adopters said that they thought that post-adoption support should be further strengthened by targeting support at the period immediately after the order is made. Independent advice, support and counselling for birth parents and relatives is commissioned through a voluntary adoption agency. In 2014–15, 17 birth parents and relatives received support, including training. Ten birth parents accessed counselling services in 2014–15 and 10 in 2015–16. Three hundred and eighty-eight letterbox arrangements are in place. Both adoptive and birth families are supported to maintain these arrangements.

**The graded judgement about the experience and progress of care leavers is that it is good**

68. There is a well-considered system for allocating social workers and personal advisers to young people leaving care. Young people who are settled and doing well receive effective support from personal advisers. Young people with more complex needs receive help and support from allocated social workers. Personal advisers give them extra practical help.
69. Social workers and personal advisers maintain good contact with young people, including those who live outside the local authority area. They regularly see young people face-to-face and keep in touch by phone, email and text. This ensures that staff are alert to young people's circumstances and current needs.
70. Young people spoken to by inspectors value highly the practical support that personal advisers provide. This includes attending medical appointments with them, supporting them to budget more effectively and helping them access benefits.
71. Social workers and personal advisers have good oversight of young people's needs. They plan effectively to meet these. Nearly all young people have an up-to-date pathway plan and are well involved in developing their own plans for the future. Staff are aware of young people's anxieties and their changing needs. They are quick to adapt plans when young people's circumstances change.
72. Many care leavers achieve good outcomes. Those with more complex needs are well supported to take small steps in their transition to adulthood. This includes improving attendance at medical appointments and at therapy sessions. Social workers are persistent in their support for young people and stick with them through their ups and downs. They liaise well with other

agencies such as the family nurse partnership, probation and the police to ensure that the level of support that young people receive meets their needs and that they are safe.

73. Staff maintain good oversight of those care leavers who spend time in custody. They keep in touch with them regularly and plan effectively for their release, for example in maintaining young people's tenancies so that they have safe, secure and familiar accommodation on their release.
74. The small number of care leavers who are unaccompanied asylum seekers receive effective help. They are placed quickly in specialist accommodation with other young people from similar backgrounds and quickly settle into further education.
75. Well-coordinated work by personal advisers, social workers and advisers from 'Future Focus' with those who are not in education, training or employment is increasingly effective. Staff meet regularly to review those care leavers who are not making good progress. They plan new actions to help them secure a place in college or employment. As a result, the proportion of care leavers who secure an education, employment or training place is improving significantly.
76. There is a good range of courses and programmes that help care leavers to build their ability to seek and maintain education, employment and training places and to develop their skills, including for independent living. Alongside the initiative of individual social workers and personal advisers, this helps young people raise their aspirations and successfully take their next steps into adulthood. For example, one social worker visited art galleries with a young person. This further developed their interests and raised their aspirations. The summer arts programme also helps to motivate young people. It supports their personal and social development and helps them to achieve qualifications.
77. The 'Care Leavers First' group provides young people with good opportunities to meet regularly, develop friendships and have a say in matters that affect them. They have opportunities to learn about their rights and entitlements, such as housing. It helps them get extra support and guidance from staff.
78. There is effective and proactive planning for disabled young people. This ensures that young people's needs are known and that appropriate plans are made for their timely transition to adult services. As a result, young people live in suitable accommodation and pursue their next steps in education, employment or training successfully.
79. The financial support available to care leavers is good. The finance policy details what is available to young people. It includes their personal and

birthday allowances and the £2,000 grant available to set up their first home. There are good financial incentives available for employers to take on care leavers as apprentices and discretionary payments for care leavers to top up the apprenticeship wage. Despite this, a relatively small number of care leavers complete an apprenticeship programme. Similarly, the number of those attending university is low.

80. Young people are aware of the medical services available to them. Most are registered with a GP and dentist. A health passport has been introduced. Although not all young people are aware of it, most spoken to by inspectors said that they knew about their health history and how to access health services. Young people are supported effectively to gain important documents such as their birth or adoption certificates, driving licence, passport and national insurance number.
  
81. Most young people live in suitable accommodation that is safe and meets their needs well. Care leavers spoken to by inspectors felt safe where they lived. However, the range of accommodation available to young people is too narrow. For a small number of young people placed in HMOs, the local authority does not know what risks other residents living there may pose. Inspectors identified a small minority of cases where living in HMOs hindered young people's progress towards good outcomes. Bed and breakfast accommodation, while only used in exceptional circumstances, has been used for one young person over the last year. Too few care leavers, including those with more complex needs, benefit from arrangements to support them to remain with their foster carers beyond their 18th birthday. (Recommendation)

<b>Leadership, management and governance</b>	<b>Requires improvement</b>
<p><b>Summary</b></p> <p>The director of children’s services and his senior team provide strong leadership, both within the local authority and across the partnership of agencies. They have made important improvements to the quality of services and to the outcomes that children achieve. The relatively recent appointments of the DCS and the assistant director for safeguarding, in January 2016 and September 2015 respectively, have been a particular catalyst for accelerating ongoing improvement work. This progress has been helped by effective political backing and the hands-on support of the managing director. However, services received by children in Telford and Wrekin are not yet consistently good. This is because some developments are too new to have made a significant difference, others are not yet in place and gaps remain in the quality of first-line management oversight and scrutiny.</p> <p>The local authority has championed work to tackle child sexual exploitation and provided leadership to partner agencies. It has worked well with the local safeguarding children board and other agencies to put in place a clear and effective strategic framework for this work. The development of the Family Connect service into a MASH has created an effective front door to services. Early help services are working increasingly well to prevent children needing statutory intervention.</p> <p>As a corporate parent, the local authority is improving the health and education outcomes of children looked after, increasing placement stability and providing a good service for care leavers and children who could benefit from adoption. However, it has not managed to recruit a sufficient number and range of foster carers to provide suitable placements for all the children and young people who need them. Housing options for care leavers and homeless young people are not consistently meeting need.</p> <p>Performance management and quality assurance systems provide a largely accurate picture of performance but are not being used fully effectively to drive up standards. This is because measures being monitored are not always updated to reflect changing or new priorities and this work is not informed by feedback from children and their families. The IRO service is not providing enough scrutiny and drive to planning for children and young people and does not have a clear overview of service performance. The effectiveness of this service is reduced by caseloads significantly above statutory guidance.</p> <p>The local authority has worked hard to ensure that almost all social workers have manageable caseloads. It has increased workforce stability and reduced reliance on temporary agency staff. The majority of social workers receive regular supervision and management oversight of their work. However, gaps in the supervision and case direction received by a minority of social workers is leading to delays in progressing work to improve outcomes for some children.</p>	

## Inspection findings

82. The local authority improvement plan for children's services in 2015–16 has not yet been fully implemented and inconsistencies remain in the quality of support offered to children and young people. The DCS and senior leaders are focused and energetic. They largely know what improvements need to be made and understand what is happening on the front line. There are many plans in place to support these improvements across the entire service. However, at the time of the inspection, these improvements had not been sufficiently realised to ensure consistently good services for children and young people. In particular, gaps remain in the quality of first-line management oversight and scrutiny and the work of the IRO service.
83. The local authority has focused on ensuring that the initial response to children is effective. Family Connect is providing a timely and appropriate response to children when their needs are first identified. The children abused through exploitation team (CATE) is delivering high-quality services to children who are at risk of, or have been subject to, children sexual exploitation. Improvements such as these are making a positive difference for children.
84. At a senior level, the managing director has taken an active role in monitoring the work of children's services, including undertaking monthly audits of children's case files. He has instigated effective action to address problems identified. In addition to regular meetings with the DCS, he meets every two months with the director, the assistant director responsible for safeguarding, the lead member for children and the independent chair of the local safeguarding children's board. As a result of these meetings, there is a cohesive approach to improvement and a financial commitment to protect frontline services. The managing director and lead member are very clear that there is a 'whole-council' commitment to ensuring that children and young people are effectively safeguarded. This proactive approach has resulted in a number of innovative projects. For example, the successful 'changing futures' programme aims to break the cycle of repeat removals of children from their birth parents.
85. The corporate parenting board has been effective in directing and driving change. For example, improving the completion of the strengths and difficulties questionnaire for children looked after has resulted in an increased understanding of their emotional health and well-being needs. A sports and leisure scheme, which encourages children and young people to use facilities for a free period, has also been introduced. The corporate parenting board is regularly attended by the lead member and representatives from children's services. However, some key partners only engage occasionally. This is resulting in opportunities to address wider issues

being neglected. For example, care leavers are not yet provided with priority housing.

86. The joint strategic needs assessment (JSNA) focuses on the safeguarding and social care needs of children within three 'locality profile' documents. These documents contain a range of helpful information. However, there are gaps, particularly in relation to the 'toxic trio' of domestic abuse, parental drug, alcohol and substance abuse and parental mental ill-health. For example, no information is included about the number of adults receiving mental health or drug, alcohol or substance abuse services who are parents or have caring responsibilities. This limits the information available to agencies working together within the health and well-being board (H&WB) and early help partnership (EHP) to understand need, set priorities and commission services to address them.
87. Agencies are working well together within the H&WB and EHP. Although there is no shared multi-agency plan or set of agreed priorities for children's social care needs, against which services can be commissioned or progress measured, this is balanced by close working, a shared commitment to improve and a common understanding of the most important areas for improvement. This has driven the commissioning of a new birth to 25 emotional health and well-being service, to start in 2017. The EHP has recently scrutinised the draft service specification for the planned service. It ensured that it was altered to have a stronger and clearer focus on the needs of the most vulnerable children and young people.
88. The local authority's process for commissioning services is effective. This is because children's services managers and commissioners work closely together. They link commissioning and professional expertise. As a result, service specifications deliver services that are fit for purpose and address identified need. Parenting assessments and the 'changing futures' project are good examples of such well-focused services. This process is strong and underpinned by a clear local authority commissioning and sufficiency strategy. However, the lack of a shared multi-agency strategy or plan makes it more difficult to address gaps in service provision, such as the lack of a domestic abuse perpetrators programme.
89. Recent significant reductions in the length of care proceedings mean that more children in Telford and Wrekin who need a permanent home are getting this in a timely manner. However, there are still children who have not benefited from timely permanence planning. Despite being looked after for several years, some children are still not living in permanent homes. The local authority's fostering recruitment strategy is not meeting its target to ensure that it has enough carers with the right skills to meet the needs of children looked after, particularly those who are older or who have brothers and sisters who also need to be looked after. The local authority is not supporting enough children looked after to remain with their carers beyond

18. There are currently just six young people in staying-put arrangements. (Recommendation)
90. The IRO service, which is responsible both for child protection case conferences and children looked after reviews, is not fully effective in providing scrutiny and drive to planning for children. IROs are not routinely tracking the progress of children's plans between reviews or challenging areas of poor practice, such as agencies other than the local authority not providing written reports in advance of child protection conferences. The ability of the service to operate effectively has been, and continues to be, held back by several factors. The main cause is caseloads that are significantly in excess of written guidance, while staff sickness vacancies and inconsistent management of the service also play a part. (Recommendation)
91. Targeted work by the local authority has led to improved communication and joint working between children's services and schools in Telford and Wrekin. Schools are positive about the advice and support they receive in several areas. They appreciate the positive difference it has made. This includes work on children missing education and tackling child sexual exploitation and radicalisation. This positive relationship has led to schools being more ready to take on the role of lead professional in CAFs. Schools contribute well to CAFs. This is strengthening the early help offer to children. The virtual school is working well with schools. There is good information sharing and strong oversight of children looked after. As a result, the educational achievement of children looked after is starting to improve.
92. The local authority has made good progress in its work to combat child sexual exploitation. It has worked well with the TWSCB and partner agencies. Together, they have put in place a clear and effective strategic framework to tackle child sexual exploitation. Through this and other actions, the local authority has championed work in relation to this issue and provided leadership to the partnership. An 18-month overview and scrutiny committee review of the partnership response to child sexual exploitation has recently been completed. This shows the strong commitment to tackling this issue. The review has been valuable in developing a detailed understanding of the scale of the problem. It studied the range and effectiveness of services in place and what can be further improved. However, an unfortunate consequence of this rigorous focus on child sexual exploitation is that the committee has given little consideration to any other welfare and safeguarding needs of children.
93. The local authority has ensured that children who go missing are offered and receive return home interviews. However, it is not ensuring that these interviews are all carried out in a timely manner, nor has it made best use of intelligence from return home interviews to identify themes that could help improve services. The content of interviews has only very recently started to be collated and analysed to identify such themes. The identification of the

'pull' factors that lead young people to go missing has been a particular gap in the analysis of this information when it is considered alongside information about those who may be at risk of child sexual exploitation. (Recommendation)

94. The use of performance management and quality assurance processes to assess the impact and improve the quality of services for children requires further strengthening. While there is a strong focus on performance, the development of a performance culture is still work in progress across all areas of the service. For example, senior managers do not have a direct line of sight to some key aspects of frontline practice, such as the frequency and quality of supervision, and team managers are not consistently using performance information to support them in understanding their priorities. There is no standard mechanism to collate information on the views of children who have received services. There are some good individual examples of children being listened to, and consultation with children looked after and care leavers, through the 'Voice' and 'Care Leavers First' groups, is good. However, the lack of a formal mechanism for gathering feedback limits the local authority's ability to understand the quality of services. For example, the views of children who have made complaints, received advocacy services or had return home interviews are not aggregated to identify themes or set alongside performance data or information from audits to help develop a more rounded understanding of the quality and impact of services. Although inspectors saw positive outcomes being achieved for children, the local authority is not sufficiently evaluating the impact of early help provision. This limits its understanding of what is effective and why. This is a priority for the local authority and a pilot scheme is currently under development with the support of the TWSCB. (Recommendation)
95. Audits are increasingly well used to improve performance and most case audits are of good quality. During the last 12 months, a stronger emphasis has been placed on understanding and acting on messages from audits. This has resulted in changes such as improvements in the frequency of statutory visits and the completion of chronologies. However, while this is positive, the local authority audit tool does not provide a clear narrative of what 'good' looks like for individual judgements and follow-up audits are not routinely completed to check the impact of improvement actions. Building on previous improvements in the use of quality assurance information, a new quality assurance plan contains within it, a quality assurance framework and a quality assurance activity timeline covering all services within the year 2016-17. This is a strong document and a positive step but, as yet, the impact of this new way of working cannot be seen in practice.
96. The majority of social workers receive regular supervision and management oversight. When this is supported by the reflective 'pods' approach, the quality of case discussion is generally good and has a sharp focus on the wishes and feelings of children. However, gaps remain in the quality and

frequency of the supervision, case direction and oversight received by some social workers. Where such gaps exist, they lead to delays in progressing work and improving outcomes for some children. The quality and consistency of work with children and their families is a priority for the local authority, and in particular the quality of social work assessments and plans and the timeliness of responses to chronic neglect. This inconsistency in management oversight, combined with the limited effectiveness of the IRO service, is a significant factor preventing the local authority from achieving its aim of providing a consistently good service. (Recommendation)

97. A strong training and development package, alongside targeted advertising and specific funding for additional staffing, has enabled the local authority to reduce staff turnover. For this reason, there is an increased percentage of staff who are full-time and the borough has reduced its reliance on agency social workers. More staff means that most social workers in Telford and Wrekin have manageable caseloads. This means that social workers are more likely to be able to see children often enough to build relationships of trust with them. It has also supported the recruitment and retention of social workers.
98. Newly qualified social workers who are in their assessed first year of employment (ASYE) say that the quality of the training and support they receive is helping many of them decide to remain in Telford and Wrekin. All social workers spoken to by inspectors were positive about working for the authority. This was particularly the case for new staff who benefit from a structured three-week induction. Social workers speak highly of the support that they receive and of a very visible management team. The workforce strategy has recently been reviewed. It is now a whole-council strategy, which supports the local authority's 'being the change' principles. This new strategy focuses on core behaviours and culture. However, it is too new to have had a significant impact. The principal social worker is influencing the direction of this strategy by ensuring that the children's workforce is supported through career progression and training. The service has just completed its annual health check of social workers. While the initial messages from this are positive, it has not yet been published. The assistant director offers opportunities for staff to talk with her about practice through a communications group. This provides a mechanism for leaders to understand what is happening on the front line. The open discussion within meetings is well received by staff.

## The Local Safeguarding Children Board (LSCB)

**The Local Safeguarding Children Board is good**

### Executive summary

The Telford and Wrekin safeguarding children board (TWSCB) is strong. Partner agencies work together effectively within the board. It has a strong independent chair who provides clear direction and effective challenge. Governance is strong. The independent chair also chairs the adult safeguarding board. This helps improve the join-up between services for adults and those for children. Effective links with the health and well-being board (H&WB) and early help partnership (EHP) help ensure that children are a priority across the key strategic partnerships. The board does not work with the family justice board (FJB). Plans are in place to address this gap.

The board plays a key role in driving and shaping developments such as the establishment of the MASH and implementation of 'Operation Encompass'. Partnership working to tackle child sexual exploitation is strong. The board is also driving the implementation of the Neglect and Children Harming Children strategies. The TWSCB annual report 2014–15 gives a comprehensive account of the board's activity, its achievements and priorities but lacks a similarly comprehensive analysis of the quality of services to safeguard children.

The board receives good quality performance information. However, the range of information is not broad enough to produce a fully integrated multi-agency data set. The board continues to work on this as a priority. The board receives information about children at risk of sexual exploitation and from going missing. It has recognised that it could also helpfully focus on other vulnerable groups, in particular children looked after. A robust multi-agency auditing programme is in place. The board also receives reports on the findings of single-agency audits, including those relating to early help. In addition to an effective peer-review process, the safeguarding questions asked in the Section 11 audit are regularly reviewed by the board.

The board evaluates the application of thresholds through regular audits. Its threshold document, 'The child's journey', provides helpful guidance but does not fully reflect current statutory guidance. Similarly, the generally comprehensive and accessible policies available via the TWSCB website include guidance but not clear service pathways for children and young people at risk of female genital mutilation, honour-based violence or forced marriage. A good range of training is provided by the board, and this is clearly shaped by the board's priorities.

The TSCB does well at engaging with and listening to children and young people. Its 'Team safeguarding voice' initiative has very successfully involved children in raising awareness about safeguarding issues. It is now in place in 30 schools.

## Recommendations

99. Revise the Child's Journey threshold document to fully reflect current statutory guidance and to provide greater clarity about the distinction between children in need and those with additional needs and the thresholds for accommodation and court action.
100. Update the TWSCB procedures to include clear service pathways for children and young people at risk of female genital mutilation, forced marriage and honour-based violence.
101. Sharpen the board's focus on children looked after, particularly those living outside the local authority boundary and those involved in offending behaviour.
102. Establish links to, and work with, the local Family Justice Board.
103. Strengthen the analysis of the quality and impact of safeguarding services within the annual report 2015–16.

## Inspection findings – the Local Safeguarding Children Board

104. The TWSCB is well organised and effective. It has a clear structure that promotes the delivery both of its core business and its priorities. Membership is appropriate and includes three lay members. The lead member for children's services attends each meeting as an observer. Attendance is good. Partnership working is a strength and is characterised by trust and challenge. The board provides focused and effective challenge and leadership to agencies. This has resulted in a number of improvements. These include the roll out of 'Operation Encompass', which supports better information sharing about domestic abuse. This work has helped to shape the restructuring of early help services. A challenge log has recently been set up. This helps the board to ensure that challenge to agencies is followed up until necessary change is achieved.
105. All board members spoken to by inspectors expressed their confidence in the chair. He has a clear focus on improving outcomes for children. He has worked hard to ensure that this is reflected in the board's activity and that the board operates efficiently and effectively. He has regular meetings with individual board members, which enables each one to make a full contribution. He also meets with sub-group chairs on a quarterly basis.
106. Governance works well across the strategic partnerships. The chair meets regularly with the DCS and the managing director to help ensure these links. The chair attends the H&WB board on an annual basis to present the TWSCB annual report. He meets with key stakeholder groups, such as the clinical commissioning group, IROs and GPs. The board's business manager attends

the H&WB strategy delivery group and, after a challenge by the TWSCB, the health and well-being strategy has been revised to improve its focus on safeguarding children. The chair also chairs the adult safeguarding board. There are plans for the domestic abuse thematic sub-group to report on progress to both. This will ensure that improvement activity is aligned. There is an acknowledged gap in relation to links with the FJB. (Recommendation)

107. The TWSCB annual report 2014–15 provides a comprehensive account of the board’s roles and responsibilities, and its activity and achievements. It sets out the priorities for the coming year. However, analysis of the quality and impact of services to safeguard children and young people is not as rigorous as it should be, given the monitoring and scrutiny work that the board carries out. The report does not clearly reflect improvements in agencies, services and practice that have resulted from challenge by the board. (Recommendation)
108. The board has an agreed data set that includes statutory as well as local indicators developed to reflect its priorities. The quality performance and operations sub-group routinely receives updated performance data and analysis. Using this, it then agrees any necessary actions under the oversight of the board. This is a robust process. The police have been challenged to support the data that they provide with an analysis. The newly procured sexual health service has been asked to provide data about young people who attend its service. The board receives detailed information about children at risk of child sexual exploitation and from going missing. It has recognised that it could helpfully focus on some additional vulnerable groups. Children looked after, particularly those who live outside the local authority boundary or who are involved in offending, are a vulnerable group whose welfare has not received the same rigorous scrutiny. (Recommendation)
109. There is a robust multi-agency auditing framework in place. Three such audits are carried out each year. Audit topics are informed by the board’s priorities. The last three have been children at risk of sexual exploitation, children who harm children and children experiencing neglect. The audit process is independently chaired and the methodology is robust. Audits undertaken by partner agencies are also reported to the board. This includes regular reports about the quality of early help. A recent audit showed that when practitioners have had recent training, the quality of CAFs improved. This led to a board challenge to the early help partnership about the sufficiency of CAF training.
110. The TWSCB Section 11 audit of how agencies are complying with their statutory duty to safeguard children has been enhanced. Partners now report on service improvements informed by consultation with children. Schools are asked about how they have integrated safeguarding into the curriculum. This has significantly improved their engagement with this process. The outcome of the audit is subject to a very effective ongoing peer review process. This

involves testing the outcomes with managers and practitioners employed by the agencies concerned.

111. The board is an influential participant in planning services for children and young people. It also drives awareness-raising activity about important issues across the partnership and particularly in schools. These include domestic abuse, 'sexting' and child sexual exploitation. A safeguarding education group has recently been set up to ensure the continuing successful roll out of these initiatives across schools and further education settings.
112. The board has been influential in driving the implementation of the 'Neglect' strategy. This has involved the introduction of the 'child's lived experience' (CLE) model and the introduction of the graded care profile (GCP). Both of these evidence-based approaches support the identification and assessment of neglect. The TWSCB multi-agency audit of work with children suffering neglect showed positive outcomes for the children involved in the CLE pilot. This informed its roll out. A further evaluation of how well this model has been embedded in practice will be carried out in December 2016. The GCP will be subject to a similar evaluation when implemented.
113. Children who go missing or who are at risk of child sexual exploitation, female genital mutilation, honour-based violence or forced marriage fall within the remit of the child exploitation (CE) thematic sub-group. Partnership working to tackle child sexual exploitation is strong. The board has also provided recent multi-agency training about female genital mutilation. However, the board's online policies and procedures do not include clear up-to-date service pathways for children and young people at risk of female genital mutilation, honour-based violence or forced marriage, to ensure they are effectively identified, protected and supported.  
(Recommendation)
114. The domestic abuse sub-group oversees an improving programme of awareness raising about domestic abuse and its impact. It has recently reviewed the sufficiency of victim support services. As a result, it has highlighted to agencies the lack of a voluntary perpetrator programme.
115. A thematic sub-group on children harming children has been created. This was based on learning from a MAPPA discretionary serious case review. The sub-group has led to improvements in the conduct of child protection strategy meetings and a review of the children harming children pathway. It is also involved in a project aimed at developing a strategic framework for dealing with harmful sexual behaviour between children. This framework was launched at a themed training event in May 2016. This is positive but implementation is at too early a stage to have had a significant impact.
116. The TWSCB learning and improvement framework and the training strategy are succinct, clear documents. They are both in line with the requirements of

'Working together to safeguard children' (2015). A wide-ranging and coordinated training programme is in place. This is informed by learning from a variety of sources, including local and national case reviews. It is targeted to reflect the board's priorities. A training group that reports to the partnership development sub-group has developed a post-training evaluation of impact on practice. This helpful development was only in the early days of its application at the time of the inspection. So, it had not had a significant impact on improving the quality and targeting of training. However, despite the board's 'One minute briefing' bulletins, ongoing training programme and themed training events, a few social workers spoken to did not have a clear knowledge either of the role of the TWSCB or of important learning from local serious case reviews (SCRs).

117. There is a well-functioning child death overview panel. This is a joint panel with Shropshire. Learning from child deaths, both locally and nationally, has led to training and public information campaigns about such issues as safer sleeping and suffocation from nappy sacks. Learning from perinatal deaths led directly to the establishment of a dedicated midwifery post to work with vulnerable mothers. A bereavement midwife and health visitor support families who have experienced a sudden infant death. An increase in suicides and self-harm has led to a suicide prevention strategy. This aims to improve the support available in schools and through GPs to vulnerable young people.
118. The safeguarding review and learning sub-group appropriately discharges its responsibilities regarding serious case reviews. Actions regarding the last two SCRs published are now almost complete. The partnership development sub-group oversees policies and procedures and keeps them under review. This is well managed through a joint contract with Shropshire, Herefordshire and Worcestershire local authorities. The content of the Telford and Wrekin threshold document, 'The child's journey', is generally clear and appropriate. It is a helpful guide for professionals making or handling a referral. However, it is not fully compliant with statutory guidance. This is due to a lack of sufficient clarity about the distinction between children in need and those in receipt of early help, and a small number of other omissions. The document lacks enough detail about the thresholds at which it is appropriate to accommodate a child under Section 20 of the Children Act 1989 or to apply for a care order under Section.31. The document does not link clearly enough to guidance on child sexual exploitation, as expected by 'Working together 2015'. However, because the board evaluates the application of thresholds through regular audits, this lack of clarity has not negatively affected practice. Despite this, it is important that the document fully delivers the expectations of statutory guidance. (Recommendation)

Listening to children is a key board priority. The team safeguarding voice (TSV) initiative is now rolled out to 30 schools. This is successfully raising awareness about safeguarding issues. It also provides a good process for consulting with young people, for example about the early help strategy and

the recent review of child sexual exploitation. The annual 'Crucial crew' event shows the difference that TSV is making to the level of awareness that children who attend these schools have about a range of issues. This includes such issues as personal safety, child sexual exploitation, bullying and 'sexting'. The police cadets have worked actively with the board to improve the quality of its website. A police cadet leader is one of the board's three lay members. The annual 'Health watch' survey undertaken in secondary schools focused on young people's mental health. It is planned that next year's survey is enhanced to include specific questions relating to safeguarding.

## **Information about this inspection**

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference that adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition, the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the Local Safeguarding Children Board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of eight of Her Majesty's Inspectors (HMI) and one Social Care Regulatory Inspector from Ofsted.

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## **SIF Recommendations**

1. Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice.
2. Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance.
3. Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and take into account feedback from children, young people and their families.
4. Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis.
5. Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions.
6. Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance.
7. Ensure that return home interviews for children and young people who have been missing from home or care are all carried out in a timely manner.
8. Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources.
9. Increase the availability of suitable housing, including emergency accommodation, for homeless 16- and 17-year-olds and care leavers.
10. Strengthen and accelerate permanence planning for those children and young people who achieve permanence through routes other than adoption.
11. Ensure that the support of an advocate or independent visitor is available for all children and young people who could benefit from this.

## **Review of LSCB Recommendations**

1. Revise the Child's Journey threshold document to fully reflect current statutory guidance and to provide greater clarity about the distinction between children in need and those with additional needs and the thresholds for accommodation and court action.
2. Update the TWSCB procedures to include clear service pathways for children and young people at risk of female genital mutilation, forced marriage and honour-based violence.
3. Sharpen the board's focus on children looked after, particularly those living outside the local authority boundary and those involved in offending behaviour.
4. Establish links to, and work with, the local Family Justice Board.
5. Strengthen the analysis of the quality and impact of safeguarding services within the annual report 2015–16.



Telford & Wrekin

C O U N C I L

**“Getting to Good”**  
**Children and Family Services**  
**Ofsted Improvement Plan**  
**2016 - 17**

## Introduction

This improvement plan was developed in response to the recommendations from the Ofsted single inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board (SIF), which took place between 13 June and 7 July 2016, with the report published on 26 August 2016.

The key judgements were:

<b>Children's services in Telford and Wrekin require improvement to be good</b>	
<b>1. Children who need help and protection</b>	Requires improvement
<b>2. Children looked after and achieving permanence</b>	Requires improvement
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>	Requires improvement

We were pleased that the inspection recognised the improvements we have made in the quality of services and in the outcomes that children are achieving, and the important contribution made by having effective political backing and the hands-on support of our managing director.

The inspection provided us with valuable learning, and has confirmed our areas of strength and provided a clear focus for our improvement work in the future, in order to 'get to good' across all parts of the service.

This improvement plan focuses specifically on the 11 recommendations contained within the Inspection Report. It does not include the areas for development identified in the report or the wider ongoing improvement activity across the service. Details of this wider improvement agenda are contained in our regularly updated 'Where We Are' self assessment document, which demonstrates our strengths, areas for improvement and improvements made so far, and in the detailed action plans for specific areas of work.

The Telford & Wrekin Safeguarding Children Board (TWSCB) was reviewed at the same time as the SIF and judged to be 'Good'. A separate improvement plan has been developed, and we will continue to work together closely to achieve the desired improvements.

The diagram on page 4 of the document sets the 11 recommendations within three priority themes:

1. Scrutiny, oversight and advocacy
2. The quality and effectiveness of front line practice
3. Outcomes for children and young people in specific circumstances

### **Context**

The Improvement Plan is set within the context of high and increasing numbers of referrals, children and young people subject to child protection plans and in care. Additional capacity and resources will be required in order to achieve the required improvements at a time when the Council is experiencing severe financial pressures, with an anticipated reduction to our revenue budget of around £10-11m a year for the next 3-4 years.

### **Monitoring arrangements**

The improvement plan will be led by the DCAS and Assistant Directors and monitored quarterly by Senior Leadership Team. Progress will be reported quarterly to Senior Management Team and also overseen by Children and Young People Scrutiny Committee and the Quality Practice and Operations Subgroup of Telford & Wrekin Safeguarding Children Board.

**THEME 1:  
SCRUTINY, OVERSIGHT AND  
ADVOCACY**

Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice (OFSTED RECOMMENDATION 1)

Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance (OFSTED RECOMMENDATION 2)

Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and takes into account feedback from children, young people and their families (OFSTED RECOMMENDATION 3)

Ensure that the support of an advocate or independent visitor is available for all children and young people who could benefit from this (OFSTED RECOMMENDATION 11)

**THEME 2:  
QUALITY AND EFFECTIVENESS  
OF FRONT LINE PRACTICE**

Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis (OFSTED RECOMMENDATION 4)

Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions (OFSTED RECOMMENDATION 5)

Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption (OFSTED RECOMMENDATION 10)

**THEME 3:  
OUTCOMES FOR CHILDREN  
AND YOUNG PEOPLE IN  
SPECIFIC CIRCUMSTANCES**

Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance (OFSTED RECOMMENDATION 6)

Ensure that return home interviews for children and young people who have been missing from home or care are all carried out in a timely manner (OFSTED RECOMMENDATION 7)

Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources (OFSTED RECOMMENDATION 8)

Increase the availability of suitable housing, including emergency accommodation, for homeless 16 - and 17 - year-olds and care leavers (OFSTED RECOMMENDATION 9)

Complete
In progress and on schedule
In progress but behind schedule
Overdue

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
<b>THEME 1: SCRUTINY, OVERSIGHT AND ADVOCACY</b>						
1.1	<b>Ensure that all social workers receive sufficiently regular and good quality supervision, oversight and direction from first-line managers to support consistently good practice (OFSTED RECOMMENDATION 1)</b>			Jo Britton		Status at 31.10.16
	Review and refresh supervision policy, including development of protocol template	Improved frequency and consistency of supervision in terms of agenda and recording	Supervision policy and template completed and implemented 90% of practitioners receive monthly supervision (depending on absence) Audits evidence improved quality of supervision	Marie Hatton	October 2016	
	Develop decision making 'milestones' flowchart for managers and Independent Reviewing Officers (IROs)	Managers and IROs have clear guidance regarding decision making and recording, and have a consistent approach	Flowcharts developed and briefed out 75% cases audited graded 'good' or 'outstanding' 75% of cases audited score 'good' or 'o/s' for management	Marie Hatton	November 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			oversight and decision making 75% of cases score 'good' or 'o/s' for effectiveness of IRO scrutiny			
	Review and improve infrastructure with a focus on policies, processes and procedures around safeguarding services	Common approach is agreed across services and individual workers and consistency of practice improves.	75% cases audited graded 'good' or 'outstanding'	Marie Hatton	Stage 1 Core elements: February 2017 Stage 2: all Trix policies/ procedures December 2017	
	Deliver bespoke strengthening practice program training for front line managers	Managers have the skills and tools to deliver improved oversight and supervision	Number of managers receiving training Evaluation of training 75% of cases audited score 'good' or 'o/s' for management oversight and decision making	Marie Hatton	Training to begin: March 2017 End: March 2018	
	Review electronic recording mechanisms to ensure authorisation points are clear	Improved clarity regarding management and senior management authorisation	Authorisation points clear	Helen Smith	March 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
1.2	<b>Ensure that the IRO service provides sufficient scrutiny and drive to planning for children and young people. In particular, ensure that IRO's caseloads are in line with statutory guidance (OFSTED RECOMMENDATION 2)</b>			Clive Jones		
	Recruit full time Conference and Reviewing Team Manager	Increased capacity will improve management oversight and drive improvement, leading to better outcomes for children and young people	Improved performance across IRO scorecard IROs performing in line with IRO Handbook Increase in wider QA activity	Tilly Heigh	January 2017	
	Increase capacity of Conference and Reviewing Team by 1 fte	Reduced caseloads will enable IROs to improve oversight and challenge and perform a wider QA role within children's services	Improved performance across IRO scorecard Case audits evidence improved IRO challenge Improvement in RAG ratings of care plans	Tilly Heigh	February 2017	
	Increase business support capacity in Independent Safeguarding and Quality Service	Increased capacity will enable the continued development and implementation of LEAN systems which will improve timeliness and better support quality assurance activity	Timeliness of distribution Improved recording Increase in QA activity	Tilly Heigh Clare Hall-Salter	December 2016	
	Implement QA scorecard for Conference and Reviewing Team	IROs are aware of performance and engaged in improvement activity	Improved performance across the scorecard	Tilly Heigh	November 2016	
	Review Conference and Review Service	Development and training needs are identified and	Review completed 75% of cases score	Tilly Heigh	March 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		appropriate improvement support provided	'good' or 'o/s' for effectiveness of IRO scrutiny			
1.3	<b>Develop further the effectiveness of performance management so that it is more responsive to new priorities as they emerge and takes into account feedback from children, young people and their families (OFSTED RECOMMENDATION 3)</b>			Clive Jones		
	Scrutinise supervision and management oversight data at monthly Safeguarding Services Management Meetings	Improved monitoring enables identification of areas for challenge, deep dive interrogation and analysis, leading to improvement	Dataset presented at CSSSMT	Jon Power	February 2017	
	Introduce service specific targets against the Strengthening Families outcome framework. This framework is currently built on a Family Circle assessment tool which includes input from young people and their families.	DCLG targets for "turning around families which need support" are achieved and demand in Safeguarding Services is reduced	Number of families 'turned around'	Clive Jones	April 2017	
	Better link procurement and commissioning budgets to outcome targets	Overspend in current budgets is reduced	Budget balanced	Jon Power Helen potter Jonathan Eatough	To April 2017	
	Continue to review the Children & Families service performance framework to ensure it accurately reflects:	Provides evidence that challenges and pressures are addressed effectively and performance improves	Improved performance across the dataset	Children's Services Senior Leadership	September 2016 and quarterly	Sept 16 complete

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	<ul style="list-style-type: none"> <li>the whole service</li> <li>the pressures and priorities of the communities and customers it serves.</li> </ul>	against "killer actions"		Team		
	Work with regional partners to improve the timeliness and quality of the regional benchmarking programme.	A more timely, rationalised data sets is delivered	Refreshed Regional benchmarking framework	Helen Potter	March 2017	
	Review strategic partnership performance frameworks and processes	Ensures that the pressures and priorities from across partner organisations are fully understood and shared so that a joint response can be developed where appropriate	Review completed.	Sarah Constable Helen Potter	March 2017	
	Implement QA Plan 2016-17, in particular the use of feedback from parents, children, young people and participation groups, in addition to the learning from complaints.	Feedback from parents, children and young people is used to inform priorities and service delivery	Actions in plan completed QA reporting includes feedback from families and learning from complaints.	Helen Smith	March 2017	
<b>1.4</b>	<b>Ensure that that the support of an advocate or independent visitor is available for all children and young people who could benefit from this (OFSTED RECOMMENDATION 11)</b>			<b>Clive Jones</b>		
	Raise awareness re. Rights and Representations Service with children and young people in care, IROs and practitioners	All children and young people know about the service, are encouraged to use it and supported to improve their experience of being looked after.	Number of CiC accessing the service Proportion of complaints resulting in improved experience for CiC	Tilly Heigh	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			Number/% of children and young people attending CiC Reviews			
	Raise awareness re. Rights and Representations Service with children and young people subject to CP Plan, IROs and practitioners	All children and young people know about the service, are encouraged to use it and supported to improve their experience of child protection processes	Number of children subject to CP plan accessing the service Proportion of children reporting that the support helped improve their experience of CP services Number/% of children and young people attending CP conferences and reviews	Tilly Heigh	December 2016	
	Review impact of increased awareness raising on capacity of Rights and Representations Service and if necessary submit business case for increasing the capacity in the team	Team has capacity to meet increased demand without loss of quality in the service provided to children and young people	Team capacity is in line with need for service	Tilly Heigh	March 2017	
	Implement MOMO consultation software and training for practitioners and CiC	CiC are offered an alternative choice to engage in their reviews and raise issues with their social workers	Increased involvement in CiC Review activity No. of children and young people using MOMO	Tilly Heigh	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Scope the potential number of CiC who may wish to access an Independent Visitor (IV) Service, and raise awareness of the service	A more accurate view regarding the potential numbers will inform commissioning and performance monitoring of current service provider, as well as enabling targeted awareness raising activity.	Number of CiC requesting an IV Timeliness of provision of IV by provider	Tilly Heigh	November 2016	
	Raise awareness re. Independent Visitor Service with children and young people in care, IROs and practitioners	CiC, particularly those within the scope of the IV service, are aware of the service offer and able to access it.	Number of CiC requesting an IV	Tilly Heigh	December 2016	
	Review current IV commissioning arrangements to improve performance	CiC who request an IV are matched successfully and without undue delay	Timescales for providing IV for CiC Proportion of CiC who report satisfaction with the service and improved outcomes as a result.	Tilly Heigh	March 2017	
<b>THEME 2: QUALITY AND EFFECTIVENESS OF FRONT LINE PRACTICE</b>						
<b>2.1</b>	<b>Support improved outcomes for children and young people by making sure that plans contain clear details, actions and timescales and are informed by timely assessments that contain clear analysis (OFSTED RECOMMENDATION 4)</b>			<b>Jo Britton</b>		
	Deliver strengthening practice program modules in assessment and planning to all social workers	Social workers are able to produce good quality assessments and plans that inform effective intervention. Chronic risks to children	Number of practitioners attending training Evaluation of training 75% of cases audited score 'good'	Marie Hatton	Training to begin: March 2017 End: March 2018	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		and young people are managed in a proactive and timely way.	or 'o/s' for quality of assessments and effectiveness of plans			
	Agree and implement common practice framework across children's services	Practitioners have consistent tools to incorporate into their practice to support improvement in planning and assessment work. Chronic risks to children and young people are managed in a proactive and timely way.	Practice framework embedded across all services and embedded in workforce strategy 75% of cases audited score as 'good' or 'o/s' overall Reduction in court activity	Marie Hatton	Framework agreed: October 2016 Training begins: May 2017	
	Evaluate effectiveness of current 'pods' and agree actions to ensure they are used consistently and result in improved practice	Consistent use of 'pods' encourages reflection and critical analysis of practice, shared approach and results in solutions which achieve improved outcomes for children. Chronic risks to children and young people are managed in a proactive and timely way.	Evaluation completed Pods meet regularly across the service Audits evidence pod activity influencing engagement with children and families and positive case outcomes	Marie Hatton	Evaluation complete: January 2017	
	Continue 'back to basics' monthly learning program with social workers	Improved proficiency of core social work practice, including assessment and planning, leads to all risks, including chronic risks, being managed robustly	Number of social workers attending sessions Feedback from sessions 75% of cases audited score as	Marie Hatton	September 2016 and ongoing	Complete and continuing

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
			'good' or 'o/s' overall			
	Complete baseline audit of development plans for individual social workers	Gaps are identified and appropriate action taken Skill deficits are identified and inform training provision, including back to basics Capability processes are supported	Audit completed Proportion of social workers with development plan in place 75% of cases audited score as 'good' or 'o/s' overall	Marie Hatton	December 2016	
	Incorporate the Strengthening Families outcome framework and 'Family Assessment' tool in the development of a shared assessment tool .	Use of a shared assessment tool across early help and safeguarding services improves consistency and ability to identify and articulate risk	Shared assessment tool agreed and implementation begins	Debbie Lloyd	April 2017	
<b>2.2</b>	<b>Ensure that an appropriate range of agencies are engaged and share information within child protection strategy discussions (OFSTED RECOMMENDATION 5)</b>			<b>Jo Britton</b>		
	Review Family Connect Service and agency resource contribution	All agencies to have available resource in Family Connect to ensure there are no Gaps in sourcing information to inform strategy and triage discussions	80% strategy discussions include at least 3 agencies	Debbie Lloyd	January 2017	
	Increase management capacity in Family Connect by recruiting an additional fte Consultant Social Worker	Improved management oversight regarding complex and chronic risks and more timely decision making	90% of decisions made within 24 hours of referral	Debbie Lloyd	January 2017	
<b>2.3</b>	<b>Strengthen and speed up permanence planning for those children and young people who achieve permanence through routes other than adoption (OFSTED</b>			<b>Jo Britton</b>		

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	<b>RECOMMENDATION 10)</b>					
	Develop Placement Strategy to be developed with a clear vision to ensure that all our children achieve the best possible permanence route, without delay or drift.	CiC achieve the best possible permanence route, without delay or drift	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Angela Yapp	December 2016	
	Review all existing cases at Permanence Panel to ensure that the best possible option for permanence is achieved in a timely way – to include return to family, SGO, CAO, Revocation of CO for stable PwP	CiC where there are delays in achieving permanence are identified and action taken to progress permanence options.	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Nick Bennison	December 2016	
	Embed the care planning regulations for those children and young people in long term fostering arrangements to reduce statutory duties as per recommendations	CiC in settled long term placements receive a more proportionate, less intrusive service in line with their needs.	Number of CiC where statutory duties are reduced	Angela Yapp	February 2017	
	Re-launch placement stability panel to support placements at an early point	Issues in long term placement are identified and action taken to help prevent breakdown while identifying appropriate alternative placement if breakdown cannot be avoided.	Reduction in number of long term placements breaking down Stability of future placements for CiC whose long term placements break down	Angela Yapp	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Recruit forever families/long term foster carers to improve the fostering resource.	There is enough choice of placements to ensure long CiC can be matched with permanent carers in a timely way	Increase in long term foster placements Increase in foster to adopt placements	Shirley Wilson	Commenced April 2017 Project end March 2019	
	Review SGO arrangements to ensure children have the security and support they need.	Children subject to SGO are able to live in safe, secure and stable homes	Number of CiC subject to SGO Proportion of SGO arrangements which break down	Angela Yapp	January 2017	
	Launch permanence activity at full staff briefing to ensure that all staff understand the expectations and processes for securing permanence for our children.	Practitioners and managers understand the expectations and children achieve stable permanent placements in a timely way	% of staff attending briefing Case audits identify improved pace in achieving permanence for CiC and improved outcomes for CiC through living in stable, secure homes.	Angela Yapp	November 2016	
	Review IRO approach to ensure consistency and challenge to ensure appropriate permanence plans for our looked after children are in place in a timely way.	IRO scrutiny and challenge ensures children achieve secure, stable permanent homes without undue delay	100% of CiC have an appropriate (including twin track) permanence plan at second review Improved timeliness of CiC achieving permanence	Tilly Heigh	November 2016	
	Review the new 0-25 Emotional Health and Wellbeing service and to understand any potential gaps in support services.	Children and young people have good emotional health and wellbeing to achieve permanency through	Proportion of children in care with complex needs achieving	Helen Didlock	December 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		remaining in a stable placement.	permanency. Review is completed and any gaps identified. Reduction in the number of permanent placement breakdowns			
	Following the restructure of the fostering service, additional support to be made available to foster carers, both in and outside office hours to help to maintain vulnerable placements.	Foster carers are able to access support, helping to reduce placement breakdowns and improve stability for CiC	Number of foster carers accessing out of hours support Satisfaction reported by foster carers with out of hours support Number of long term placements breaking down	Angela Yapp	December 2016	
<b>THEME 3: OUTCOMES FOR CHILDREN AND YOUNG PEOPLE IN SPECIFIC CIRCUMSTANCES</b>						
<b>3.1</b>	<b>Improve work to identify children and young people who are privately fostered and assess their welfare, so that arrangements are fit for purpose and compliant with statutory guidance (OFSTED RECOMMENDATION 6)</b>			<b>Jo Britton</b>		
	Review existing awareness raising activity around private fostering and agree and implement communication plan, ensuring wider involvement of the TWSCB and Family Connect.	Professionals, agencies, schools and residents are aware of the notification requirements for private fostering	Raised awareness by own/partner agencies and members of the community.  Increased notifications.	Angela Yapp	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Deliver information session regarding private fostering process and procedure to social worker staff and IROs at whole staff briefing	Children in private fostering arrangements are kept safe through the provision of timely and appropriate assessment of need and provision of support	100% of visits and assessments achieved within timescale 75% of PF cases audited score as 'good' or 'o/s' overall	Angela Yapp	November 2016	
	Review and enhance protocol recording mechanisms	Improved reporting is available to enable monitoring, tracking and reporting around private fostering	Improved data quality. Fit for purpose recording. Clear audit trails available	Helen Smith	March 2017	
	Regular reporting of private fostering activity to be included on monthly performance dashboard.	Senior Managers are better able to provide monitoring and oversight, leading to improved outcomes for privately fostered children	Performance measures included on SLT dataset 100% of visits and assessments achieved within timescale	Richard Worton	December 2016	
<b>3.2</b>	<b>Ensure that return home interviews (RHIs) for children and young people who have been missing from home or care are all carried out in a timely manner (OFSTED RECOMMENDATION 7)</b>			<b>Jo Britton</b>		
	Undertake an internal audit of Missing Children operational process and practices	Reviewing operational processes and practices enables required improvements to be made to ensure they are fit for purpose.	Checks and balances that approach supports RHI activity.  90% RHIs are completed on time	Tina Knight	January 2017	
	Review and put in place RHI quality controls, focussing on	Children and young people who return home from	Quality of information recorded.	Tina Knight Helen Smith	December 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	timeliness and quality of RHI for all teams.	being missing are seen in a timely way and have any additional support needs assessed and met	90% RHIs are completed on time			
	Missing Children Operational Group to data match the reports between the police and LA.	Accurate data helps ensure that all children and young people who go missing are identified and offered appropriate support	All missing children correctly reported and RHI undertaken.	Tina Knight	Commenced September 2016	
	Develop CRM processes to enable automated contacts to allocated workers when the children and young people on their caseload have been missing.	Practitioners who are working with children and young people who go missing are alerted at an early stage and able to offer more timely RHI and support	90% RHIs are completed on time	Tina Knight Sarah Johnson	December 2016	
	Arrangements made for Early Help practitioners to complete all RHI where there is not an allocated worker.	Children who are not already known to services receive RHI and appropriate support at an early stage	90% of RHI for children previously unknown to services are completed on time	Debbie Lloyd	December 2016	
	Develop CRM processes to automatically inform managers of delays in RHIs and require recording of management decision and reason for delay.	Delays in delivering RHIs are reduced by enabling improved management oversight	Standard operating procedures processed and understood. Management oversight captured. 90% RHIs are completed on time	Tina Knight Sarah Johnson	February 2017	
	Develop service operational procedures (SOPS) around missing processes and disseminate to all teams	Improved awareness and guidance for practitioners results in improved consistency of practice and	Audit activity evidences improved consistency of practice for RHI	Tina Knight	January 2017	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
		application of agreed procedures	90% RHIs are completed on time			
	Aggregate information from RHI questionnaires to determine gaps in services.	A better understanding of service needs and reasons why children and young people go missing informs the commissioning and provision of support services which will help to keep them safe by reducing missing episodes.	Information aggregated and learning reported Learning informs commissioning Reduction in missing episodes for individual children and young people Reduction in need for RHIs	Tina Knight Helen Smith	March 2017	
<b>3.3</b>	<b>Strengthen arrangements for supported and supervised contact, so that children looked after do not experience the cancellation of contact sessions due to a lack of resources (OFSTED RECOMMENDATION 8)</b>			<b>Jo Britton</b>		
	Review organisation of Contact Team to improve flexibility and assess need for additional permanent and sessional workers	Greater capacity to supervise contact enables greater flexibility and reduces cancellation, reducing negative impact on CiC	No contact sessions cancelled due to lack of resources	Darren Knibbs	September 2016	Reorganisation completed
	Complete move of contact service into family friendly building	Contact can take place in child friendly environment Additional space available for contact	Contact service moves and contact takes place in new building	Darren Knibbs	September 2016	
<b>3.4</b>	<b>Increase the availability of suitable housing, including emergency accommodation, for homeless 16 - and 17 - year-olds and care leavers (OFSTED RECOMMENDATION 9)</b>			<b>Jonathan Eatough</b>		
	Agree and establish a same day referral for care leavers with the provider Thrive into Supported	Enable 16 and 17 year olds care leavers access to good quality supported	No care leavers in Bed and breakfast.	Jo Cornwell and Sue Wardle	August 2016	

Ref	Action	Outcome	Success Measure	Lead(s)	Date Due	Status
	Accommodation (Supporting People) to increase the availability of this accommodation.	accommodation.				
	Provide emotional health and wellbeing support to care leavers via the new 0-25 Emotional Health and wellbeing service.	Care leavers have improved emotional health and wellbeing to enable them to live independently	Increased stability of independent housing – reduced number of moves.	Louise Mills	May 2017	
	Increase overnight and day support provision at the council's temporary accommodation service to enable emergency referrals and PACE transfers for 16 and 17 year olds, Care leavers to have the priority.	16 and 17 year olds have a safe supportive environment to reside in and will be assessed appropriately for their risks and needs.	No 16/17yo or care leavers placed in Bed and Breakfast All 16 and 17 year olds have a clear plan of move on.	Helen Didlock/Tim Moore	March 2017	
	Increase day support to 24/7 to support care leavers up to the age of 25 who become homeless and support 16/17 year olds to find their permanent home	Care leavers aged 16 to 25 are supported to effect a positive change to enable them to live independently	Reduction in the number of care leavers who are homeless. No care leavers or 16 and 17 year olds in bed and breakfast.	Helen Didlock/Tim Moore	March 2017	

## GLOSSARY

CiC	Child in Care	The definition of a child in care is found in the <u>Children Act 1989</u> . This is a child who is looked after by a local authority, either because the court has granted a care order or because their parent(s) have agreed to them being looked after in accommodation provided by or on behalf of the local authority. The term 'looked after' is also used for these children, but here in Telford & Wrekin we use 'Child in Care' as that is what our children in care have said they wanted to be called.
CP Plan	Child Protection Plan	When a child protection case conference decides a child or young person is at risk of harm or abuse they are known as a 'child subject of a child protection plan'. This is to remind us that it is what we all do, as set out in the plan, that keeps children safe. The aims of a child protection plan are: <ul style="list-style-type: none"> <li>➤ To keep the child safe</li> <li>➤ To promote their welfare</li> <li>➤ To support their wider family to care for them if it can be done safely</li> </ul>
IRO	Independent Reviewing Officer	Independent Reviewing Officers ensure that children looked after by the Local Authority have regular reviews to consider the care plan and placement. It is the role of IROs to ensure that a child's views are taken into consideration and that the Local Authority is fulfilling its duties and functions. In Telford & Wrekin our IROs also function as Child Protection Conference Chairs, and chair multi-agency meetings to decide whether or not a child needs to be made subject to a Child Protection Plan. If so they help to agree a plan to address identified risks, and ensure that parents and young people are able to participate in the conference and understand what they need to do to care for their child safely.
QA	Quality Assurance	Quality assurance involves the systematic monitoring and evaluation of practice, policies, and procedures, with the aim of improving our services to achieve better outcomes for children and their families.
RHI	Return Home Interview	Return Home Interviews are offered to all children and young people who go missing from home or care. They provide an opportunity to uncover information that can help protect children from the risk of going missing again, from risks they may have been exposed to while missing or from risk factors in their home. Interviews should be carried out within 72 hours of the child returning to their home or care setting



## **TELFORD & WREKIN COUNCIL**

**AUDIT COMMITTEE 20TH SEPTEMBER 2016**

**APPOINTMENT OF EXTERNAL AUDITORS BY 31/12/17 FOR APRIL 2018 ONWARDS**

**REPORT OF THE CHIEF FINANCIAL OFFICER**

### **1. Purpose of Report**

- 1.1. This report summarises the changes to the arrangements for appointing External Auditors following the closure of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audits.
- 1.2. The Audit Committee changed their terms of reference at the June 2016 meeting and these changes were ratified by Council in July 2016. The changes included that the “Committee recommend the appointment of the External Auditors to the Council”.
- 1.3. This report:
  - a) sets out the options available for the future appointment of external auditors under the relevant legislation;
  - b) seeks the agreement of the Audit Committee for the Council to opt into the Sector Led Body (Public Sector Audit Appointment Ltd - PSAA) procurement route and recommends that the Council approves opting into the PSAA for the procurement of the External Auditors;
  - c) a further report will be presented to the September 2017 Audit Committee so that the Audit Committee can recommend to full Council the appointment of External Auditors by 31 December 2017 ready for 1<sup>st</sup> April 2018.

### **2. Recommendations**

#### **2.1 Members are required to:**

- a) Note the information and options available as set out in section 4 of the report;**
- b) That the Audit Committee agrees that the Council uses option 3, the national Sector Led Body (SLB) appointed by the Government – Public Sector Audit Appointments Ltd to undertake the procurement;**
- c) That the Audit Committee recommends that full Council approves opting into the PSAA for the purpose of appointing External Auditors for 2018/19 onwards;**

- d) Agree that the CFO (or their delegated officer) takes appropriate actions following the Council decision to opt into the PSAA procurement process and engages with the PSAA to inform their specifications and proposed supplier in order to ensure appropriate independence; and**
- e) Note that a further report will be presented to the Audit Committee in September 2017 so that the Committee can agree and recommend the appointment of the External Auditor to full Council by 31 December 2017.**

### **3. Background**

- 3.1. The Local Audit and Accountability Act 2014 (“the Act”) brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of external audit fees for all local government and NHS bodies in England.
- 3.2 On 5 October the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18
- 3.3 The Council’s current external auditor is KPMG, this appointment having been made under a contract let by the Audit Commission. Following closure of the Audit Commission the contract is currently being managed by Public Sector Audit Appointments Limited (PSAA Ltd), the transitional body set up by the LGA with delegated authority from the Secretary of State CLG. Over recent years we have benefited from reductions in fees in the order of 50% compared with historic levels. This has been the result of a combination of factors including new contracts negotiated nationally with the firms of accountants and savings from closure of the Audit Commission. The Council’s current external audit fees are just over £117,000 per annum (excluding grant certification fees).
- 3.4 When the current transitional arrangements come to an end on 31 March 2018 the Council will be able to move to local appointment of the external auditor. There are three options by which this can be achieved, each with varying risks and opportunities. Current fees are based on discounted rates offered by the firms in return for substantial market share.

When the contracts were last negotiated nationally by the Audit Commission they covered NHS and local government bodies and offered maximum economies of scale.

- 3.5 The scope of the audit will still be specified nationally, the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Council’s external audit must follow. Not all accounting firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council. The registration process has not yet commenced and so the number of firms is not known but it is reasonable to expect that the list of eligible firms may include the top 10 or 12 firms in the country, including our current auditor. It is unlikely that small local independent firms will meet the eligibility criteria.

3.6 In accordance with Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, a principal authority will need to make the decision to opt in at full Council.

#### **4. Options for local appointment of External Auditors**

4.1. There are three broad options open to the Council under the Act:

##### **Option 1 To make a stand-alone appointment**

4.2. In order to make a stand-alone appointment the Council will need to set up an Auditor Panel. The members of the panel must be wholly or a majority of independent members as defined by the Act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This option means that the current Audit Committee/elected members will not have a majority input to assessing bids and choosing which firm of accountants to award a contract for the Council's external audit. A new independent auditor panel established by the Council will be responsible for selecting/recommending the auditor appointment to the Council. This is because we do not have an existing independent committee suitably constituted to do this.

##### *Advantages/benefit*

4.3. Setting up an auditor panel allows the Council to take maximum advantage of the new local appointment regime and have local input to the decision.

##### *Disadvantages/risks*

4.4. Recruitment and servicing of the Auditor Panel, running the bidding exercise and negotiating the contract is estimated by the LGA to cost at least £15,000 plus on going expenses and allowances

4.5. The Council will not be able to take advantage of reduced fees that may be available through joint or national procurement contracts.

4.6. The assessment of bids and decision on awarding contracts will be taken by independent appointees and not solely by elected members.

##### **Option 2 Set up a Joint Auditor Panel/local joint procurement arrangements**

4.7. The Act enables the Council to join with other authorities to establish a joint auditor panel. Again this will need to be constituted of wholly or a majority of independent appointees (members). Further legal advice will be required on the exact constitution of such a panel having regard to the obligations of each Council under the Act and the Council need to liaise with other local authorities to assess the appetite for such an arrangement.

##### *Advantages/benefits*

4.8. The costs of setting up the panel, running the bidding exercise and negotiating the contract will be shared across a number of authorities.

4.9. There is an opportunity for negotiating some economies of scale by being able to offer a larger combined contract value to the firms.

### *Disadvantages/risks*

- 4.10. The decision making body will be further removed from local input, with potentially no input from elected members where a wholly independent auditor panel is used or possibly only one elected member representing each Council, depending on the constitution agreed with the other bodies involved.
- 4.11. The choice of auditor could be complicated where individual Councils have independence issues. An independence issue occurs where the auditor has recently or is currently carrying out work such as consultancy or advisory work for the Council. Where this occurs some auditors may be prevented from being appointed by the terms of their professional standards. There is a risk that if the joint auditor panel choose a firm that is conflicted for this Council then the Council may still need to make a separate appointment with all the attendant costs and loss of economies possible through joint procurement.

### **Option 3 Opt-in to a sector led body**

- 4.12. In response to the consultation on the new arrangement the LGA successfully lobbied for Councils to be able to 'opt-in' to a Sector Led Body (SLB) appointed by the Secretary of State under the Act. The Secretary of State has concluded the process of appointing the sector led body and this is Public Sector Audit Appointments Ltd (an independent company limited by guarantee incorporated by the Local Government Association). The PSAA will be able to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector. The benefits to members of joining the PSAA are set out in their prospectus (July/August 2016) to develop the national scheme and are listed in Appendix A.
- 4.13. In accordance with Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, a principal authority will need to make the decision to opt into the PSAA at a full council meeting. The Audit Committee would therefore need to recommend this option for the decision to be made by full council.

### *Advantages/benefits*

- 4.14. The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt-in authorities
- 4.15. By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local packages and negotiation
- 4.16. Any conflicts at individual authorities would be managed by the PSAA who would have a number of contracted firms to call upon.
- 4.17. The Council will not need to set up an Auditor Panel and so the process of appointing local independent members would not be required. Instead the PSAA will act in the collective interests of the 'opt-in' authorities.

### *Disadvantages/risks*

4.18. Individual elected members will have less opportunity for direct involvement in the appointment process other than through the PSAA and/or stakeholder representative groups.

4.19. In order for PSAA to be placed in the strongest possible negotiating position they may need Councils to indicate their intention to opt-in before final contract prices are known.

4.20. All options comply with the Councils contract regulations.

## **5. OTHER CONSIDERATIONS**

<b>AREA</b>	<b>COMMENTS</b>
Equal Opportunities	Any procurement and ensuing external audit work will comply with equalities and diversity legislation.
Environmental Impact	Any procurement and contracts established will encompass appropriate sustainability issues.
Legal Implications	<p>Section 7 of the Local Audit and Accountability Act 2014 (“the Act”) requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year.</p> <p>Section 12 of the Act makes provision for the failure to appoint a local auditor: the authority must immediately inform the Secretary of State, who may direct the authority to appoint the auditor named in the direction or appoint a local auditor on behalf of the authority.</p> <p>Regarding option 3 in the report above, section 17 of the Act gives the Secretary of State the power to make regulations in relation to an ‘appointing person’ specified by the Secretary of State. This power was exercised in the Local Audit (Appointing Person) Regulations 2015/192 (“the Regulations”) and this gave the Secretary of State the ability to enable a Sector Led Body to become the appointing person.</p> <p>. Effectively this means that the Council will ask the ‘appointed person’ (sector led body) to undertake the local auditor selection process on its behalf and make recommendations back to the council for approval. Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, sets out that a principal authority will need to make the decision to opt into the PSAA at a full council meeting.</p>
Links with Corporate Priorities	Independent External Auditors contribute to the good governance arrangements of the Council and serving the community in the most cost effective way.
Risks and Opportunities	There is no immediate risk to the Council; however, early consideration by the Council of its preferred approach will enable detailed planning to take place so as to manage the risks and achieve successful transition to the new arrangement in a timely and efficient manner.
Financial Implications	It is anticipated that the Sector Led Body option will result in a lower fee than could be negotiated by an individual authority locally, through economies of scale from the large scale contracts negotiated by PSAA Ltd. In addition PSAA Ltd have indicated that:

	<ul style="list-style-type: none"> <li>• there will not be a fee to join the sector led arrangements;</li> <li>• the greater number of authorities who opt in will result in greater economies of scale; therefore PSAA have requested that authorities indicate their intention early in 2017, prior to the actual audit fees being known;</li> <li>• The actual audit fees will not be known until later in the process and will reflect the size of the authority, the audit risk and complexity of work required;</li> <li>• PSAA Ltd is a not-for-profit organisation and will return any surpluses to participating authorities.</li> </ul> <p>Following this option the Council will also avoid the costs of running a separate procurement process and the costs associated with having an independent Auditor Panel.</p> <p>It is hoped that the audit fee will be accommodated within the current revenue budget available; however as the external audit function is a statutory requirement any additional cost incurred will be built into the budget strategy as appropriate. PH 30/8/2016</p>
Ward Implications	The work of the external auditor encompasses all Council activities and all Council locations. Therefore all Council Wards could be affected by its operations.

## 6. BACKGROUND PAPERS

Local Audit and Accountability Act 2014

Local Audit (Appointing Person) Regulations 2015 (SI 192)

PSAA Ltd – Developing the option of a national scheme for local auditor appointments

**Report by Jenny Marriott, Audit, Information Governance, Insurance & Investigation services SDM 383101; Matthew Cumberbatch – Democratic & Legal Services Manager; Pauline Harris – Finance Manager – Corporate Finance & Customer Services.**

### PSAA - Developing the National Scheme for Local Auditor Appointments

Benefits for participating bodies include:

- assured appointment of a qualified, registered, independent auditor
- appointment, if possible, of the same auditors to bodies involved in significant collaboration/ joint working initiatives or combined authorities, if the parties believe that it will enhance efficiency and value for money
- on-going management of independence issues
- securing highly competitive prices from audit firms
- minimising scheme overhead costs
- savings from one major procurement as opposed to a multiplicity of small procurements
- distribution of surpluses to participating bodies
- a scale of fees which reflects size, complexity and audit risk
- a strong focus on audit quality to help develop and maintain the market for the sector
- avoiding the necessity for individual bodies to establish an auditor panel and to undertake an auditor procurement
- enabling time and resources to be deployed on other pressing priorities
- setting the benchmark standard for audit arrangements for the whole of the sector

## TELFORD & WREKIN COUNCIL

BOUNDARY REVIEW COMMITTEE – 29 SEPTEMBER 2016

REVIEW OF PARLIAMENTARY CONSTITUENCIES: COUNCIL RESPONSE

REPORT OF ASSISTANT DIRECTOR: GOVERNANCE, PROCUREMENT AND COMMISSIONING

### 1. SUMMARY

- 1.1 The Boundary Commission for England have commenced a public consultation for future parliamentary constituencies for the Borough.
- 1.2 The proposals are that there should be a Telford constituency and a Bridgnorth, Wellington and The Wrekin constituency.
- 1.3 The Committee is asked for a draft consultation response to be put for recommendation to the Council.
- 1.4 A review of the Committee's terms of reference and procedure is also required.
- 1.5 The Committee should take account of the Motion relating to constituency boundaries considered by Full Council at its meeting on 22 September 2016.

### 2. RECOMMENDATIONS

- (i) That Boundary Review Committee review and agree the terms of reference attached at Appendix 2; and
- (ii) That Boundary Review Committee consider the consultation report attached, and put forward any comments/views on a Council response to the proposals which will be considered at a subsequent full Council meeting.

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	No	
	Will the proposals impact on specific groups of people?	
	No	<i>Borough Wide</i>
<b>DELIVERY DATE</b>	Deadline for submissions in this Review –	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	No	There are no financial implications that will arise as a result of accepting the recommendations of this report.  RP-15.9.16
<b>LEGAL ISSUES</b>	Yes	The Council's Constitution states that it is the responsibility of the Boundary Review Committee to prepare information on and to recommend consultation

		responses to Council on Parliamentary Boundary Reviews. Further, the Committee is also required by the Constitution to consider its terms of reference annually at the first meeting after the annual council meeting.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	<i>Borough-wide impact.</i>

## **BACKGROUND**

### **Parliamentary Boundary review**

- 1.1 On 13 September 2016 the Boundary Review Commission for England issued proposals to amend the parliamentary boundaries for Telford and The Wrekin constituencies respectively. The proposals are set out at Appendix 1 and have been made the subject of a public consultation.
- 1.2 The proposal for the Telford constituency is that the ward boundary will be extended to take in the district wards of Donnington and Hadley & Leegomery which are currently in the Wrekin constituency.
- 1.3 The proposal for The Wrekin constituency, further to the amendments referred to in 1.2 above, is to extend the constituency by including six Shropshire county wards, from the existing Ludlow constituency, including the towns of Bridgnorth, Broseley, and Much Wenlock. This constituency would be called Bridgnorth, Wellington and The Wrekin.
- 1.4 This Committee is asked to consider the proposals and make recommendations to the Council regarding a consultation response to be returned to the Boundary Commission for England. The deadline for submitting the consultation response is 5 December 2016.

### **Terms of Reference**

- 2.1 In line with rules set out in the Council's Constitution the Committee is requested to review its terms of reference to ensure that they are up to date and effective. As the Committee will be aware, a new constitution came into effect recently and this will be the first occasion that the Committee has considered the terms of reference as they appear in the new constitution document. Officers have no recommendations to make any amendments.

Report prepared by Matt Cumberbatch, Democratic & Legal Services Manager, telephone 01952 383233 and Deborah Moseley, Democratic Services & Scrutiny Team Leader, telephone 01952 383215.

# West Midlands

## Initial proposals summary

### Who we are and what we do

The Boundary Commission for England is an independent and impartial non-departmental public body which is responsible for reviewing Parliamentary constituency boundaries in England.

### The 2018 Review

We have the task of periodically reviewing the boundaries of all the Parliamentary constituencies in England. We are currently conducting a review on the basis of rules set by Parliament in 2011. The rules tell us that we must make recommendations for new Parliamentary constituency boundaries in September 2018. They also result in a significant reduction in the number of constituencies in England (from 533 to 501), and require that every constituency – apart from two specified exceptions – must have an electorate that is no smaller than 71,031 and no larger than 78,507.

### Initial proposals

We published our initial proposals for the new Parliamentary constituency boundaries in England on 13 September 2016. Information about the proposed constituencies is now available on our website.

### What is changing in the West Midlands?

The West Midlands has been allocated 53 constituencies – a reduction of six from the current number.

Our proposals leave seven of the 59 existing constituencies unchanged.

As it has not always been possible to allocate whole numbers of constituencies to individual counties, we have grouped some county and local authority areas into sub-regions. The number of constituencies allocated to each sub-region is determined by the electorate of the combined local authorities.

Consequently, it has been necessary to propose some constituencies that cross county or unitary authority boundaries and to alter the boundary of some existing constituencies that have an electorate within 5% of the electoral quota, which could otherwise be left unchanged, so as to ensure that the electorates of all constituencies throughout the region are within 5% of the electoral quota.

We have proposed one constituency that contains electors from both Staffordshire and the south of Stoke-on-Trent. Three of the existing constituencies in Staffordshire are unchanged.

Sub-region	Existing allocation	Proposed allocation
Herefordshire, Shropshire, Telford and Wrekin, Warwickshire, West Midlands, and Worcestershire	47	42
Staffordshire and Stoke-on-Trent	12	11

We have proposed one constituency that contains electors from both Shropshire and the unitary authority of Telford and Wrekin, and combines the towns of Bridgnorth and Wellington. One constituency in Shropshire is unchanged.

We have proposed one constituency that contains electors from both Shropshire and Herefordshire, which combines the towns of Ludlow and Leominster. Another proposed constituency contains electors from Worcestershire and Herefordshire, which combines the towns of Great Malvern and Ledbury.

Additionally, we propose that electors from the south-east of the County of Worcestershire are combined with electors from the south-west of Warwickshire in one constituency. We also propose that electors from Solihull are combined with some electors from Warwickshire. Three constituencies in the County of West Midlands are unchanged.

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# 2018boundaryreview

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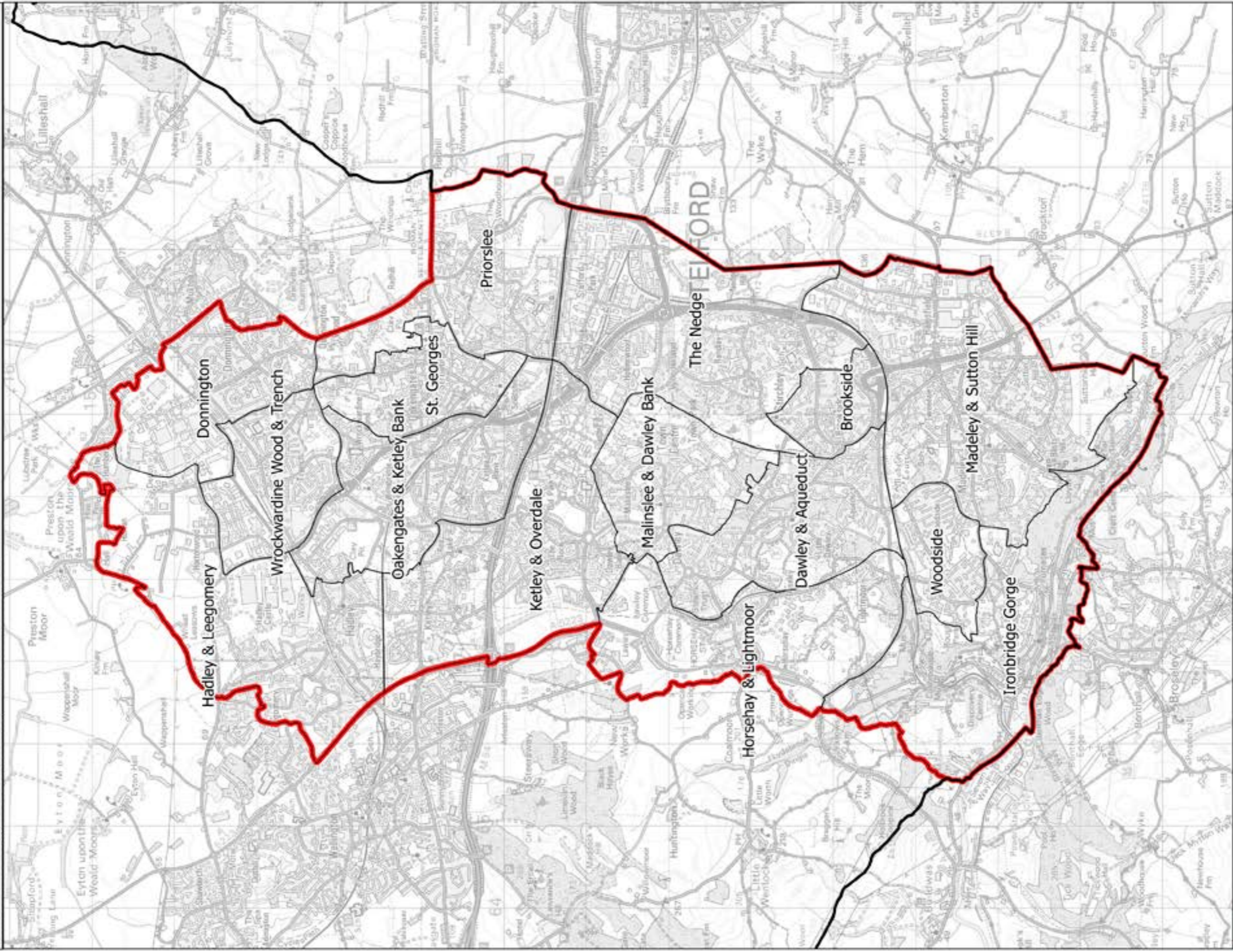
[www.facebook.com/bcommengland/](http://www.facebook.com/bcommengland/)

## How to have your say

We are consulting on our initial proposals for a 12-week period, from 13 September 2016 to 5 December 2016. We encourage everyone to use this opportunity to help us shape the new constituencies – the more views we hear, the more informed our decisions will be when considering whether to revise our proposals.

Our website at [www.bce2018.org.uk](http://www.bce2018.org.uk) has more information about how to respond as well as details of where and when we will be holding public hearings in your area. You can also follow us on Twitter @BCE2018 or using #2018boundaryreview.

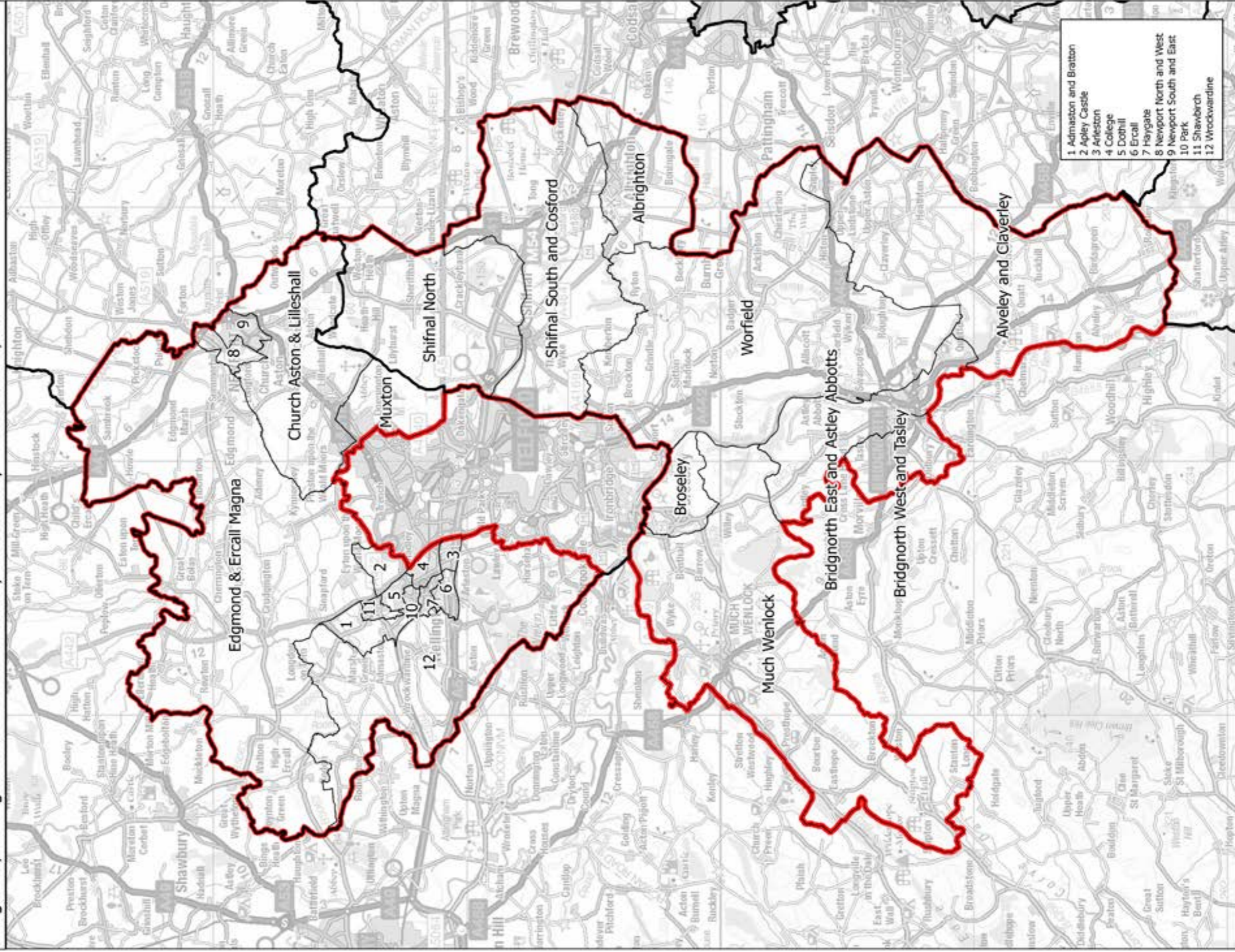
**Boundary Commission for England - Initial Proposals for the West Midlands Region**  
**Telford Borough Constituency - Electorate 76,556**



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— Constituency — Local authorities — Wards

**Boundary Commission for England - Initial Proposals for the West Midlands Region  
Bridgnorth, Wellington and The Wrekin County Constituency - Electorate 77,256**



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