

Children, Young People and Family Support Scrutiny and Policy Development Committee

Monday 15 January 2018 at 10.00 am

To be held at the Town Hall, Pinstone Street, Sheffield, S1 2HH

The Press and Public are Welcome to Attend

Membership

Councillors Mick Rooney (Chair), Cliff Woodcraft (Deputy Chair), Andy Bainbridge, Lisa Banes, John Booker, Craig Gamble Pugh, Kieran Harpham, Adam Hurst, Mohammad Maroof, Abtisam Mohamed, Vickie Priestley, Bob Pullin, Jim Steinke, Alison Teal and Sophie Wilson

Education Non-Council Members

Gillian Foster, Alison Warner, Waheeda Din, Sam Evans, Joanna Heery and Peter Naldrett

Healthwatch Sheffield

Alice Riddell (Observer)

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Children, Young People and Family Support Scrutiny Committee exercises an overview and scrutiny function in respect of the planning, policy development and monitoring of service performance and other general issues relating to learning and attainment and the care of children and young people within the Children's Services area of Council activity. It also scrutinises as appropriate the various local Health Services functions, with particular reference to those relating to the care of children.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Deborah Fellowes, Policy and Improvement Officer on 0114 27 35065 or email.deborah.fellowes@sheffield.gov.uk

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**CHILDREN, YOUNG PEOPLE AND FAMILY SUPPORT SCRUTINY AND POLICY
DEVELOPMENT COMMITTEE AGENDA
15 JANUARY 2018**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 14)
To approve the minutes of the meetings of Committee held on 11th December, 2017
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Children's Social Care Improvement and Recovery Plan** (Pages 15 - 46)
Report of the Executive Director, People Services
- 8. Special Educational Needs in Sheffield** (Pages 47 - 52)
Report of the Executive Director, People Services
- 9. Work Programme 2017/18** (Pages 53 - 64)
Report of the Policy and Improvement Officer
- 10. Date of Next Meeting**
The next meeting of the Committee will be held on Monday, 12th March, 2018, at 10.00 am, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Children, Young People and Family Support Scrutiny and Policy Development
Committee

Meeting held 11 December 2017

PRESENT: Councillors Mick Rooney (Chair), Andy Bainbridge, Lisa Banes, Mohammad Maroof, Abtisam Mohamed, Josie Paszek, Bob Pullin, Jim Steinke, Alison Teal, Sophie Wilson, Colin Ross (Substitute Member) and Andrew Sangar (Substitute Member)

Non-Council Members in attendance:-

Sam Evans, (Diocese Representative - Non-Council Voting Member)

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors John Booker, Craig Gamble Pugh, Vickie Priestley (with Councillor Colin Ross attending as her substitute) and Cliff Woodcraft (with Councillor Andrew Sangar attending as his substitute), and from Gillian Foster (Diocese Representative - Non-Council Voting Member), Joanna Heery and Peter Naldrett (Parent Governor Representatives - Non-Council Voting Members) and Alice Riddell (Healthwatch Sheffield, Observer).

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions may be moved to exclude the public and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting of the Committee held on 13th November 2017, were approved as a correct record, subject to the amendment of Item 6 (2017 Pupil Outcomes – City Context and School Performance), by the substitution of the word ‘aggregated’ for the word ‘aggravated’ in the ninth bullet point of paragraph 6.4 and, arising therefrom:-

(a) Councillor Mohammad Maroof confirmed that he had received the information on the ethnicity of adopters and foster carers in the City; and

(b) the Chair stated that:-

(i) he would welcome the views of Members, by 15th December, 2017, in terms of how they would like to see the scope of the scrutiny exercise

on Child Poverty narrowed down; and

- (ii) following a request by Councillor Bob Pullin for the briefing paper – Social Market Foundation – ‘Commission on Equality in Education’, to be submitted to this Committee for information, he had agreed with Councillor Pullin and the Policy and Improvement Officer that he would forward the paper to the Sheffield Executive Board for comment.

5. PUBLIC QUESTIONS AND PETITIONS

- 5.1 There were no questions raised or petitions submitted by members of the public.

6. ADOPTION PERFORMANCE

- 6.1 The Committee received a report of the Director of Children and Families containing an update on key performance improvement and an explanation of how performance was measured across the Adoption journey, which had been requested by the Committee at its meeting held on 17th July 2017, following a report on the annual position of the Sheffield Adoption Services.

- 6.2 In attendance for this item was Joel Hanna, Assistant Director, Provider Services.

- 6.3 Prior to the consideration of the report, the Committee received a question from a member of the public, Jane Edwards, who asked how the Council measured performance after an Adoption Order had been made in respect of post adoption support.

- 6.3.1 In response, Joel Hanna stated that post adoption support services were primarily demand-led services, and that there were no specific performance targets after an Adoption Order had been made. He reported that the performance indicators held by the Council referred to when a child had been taken into care, to the point when they were placed for adoption, though the Local Authority also measured the number of adoptions that failed, and where a child may return to local authority care. He stated that he would give consideration to measuring performance after an Adoption Order had been made, and undertake some work in terms of better promoting the support services available to adopters, post adoption.

- 6.4 The Committee considered the report now submitted, which was supported by a presentation by Joel Hanna. Mr Hanna referred to the main indicators relating to adoption performance, which included the A1 indicator – average time between a child entering care and moving in with its adoptive family, for children who have been adopted, and A2 – average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family, and reported on the national targets for both indicators, which were based on an average taken over three years, together with Sheffield’s average for 2013 to 2016. He reported on the key points of the adoption process that were measured by the Local Authority, and referred to the adoption performance figures, in terms of average number of days, against the national scorecard indicators A1 and A2, with primary focus on A1, for the years 2015/16,

2016/17 and projected figures for 2017/18, and which set out the three-year average as at the end of 2017/18. Mr Hanna then briefly referred to the 11 stages of the adoption process and the in-year adoption performance statistics, by each of the stages, in 2015/16, 2016/17 and 2017/18 (as of 24th October 2017). He concluded by referring to future planned work required in order to improve performance, and to how the Local Authority compared with its South Yorkshire neighbours in terms of performance.

6.5 Members of the Committee raised questions, and the following responses were provided:-

- The Local Authority had no targets in respect of the number of children placed for adoption. The process for adoption was dealt with on a case by case basis, and the numbers in terms of adopted children were dependent mainly on the assessments and performance of social workers or other health professionals.
- A significant amount of work was undertaken, through the assessment process, in looking at where all family members were able to care for the child and, in those cases where children had been adopted by other families, in terms of being party to any decisions or proceedings in respect of the future care of the child.
- The Families, Adopters and Carers Team (FACT) provided support for adoptive families following the Adoption Order being made, with such support being provided for several years in some cases, if required.
- Whilst the Local Authority did not hold comparable data in connection with successful and disrupted adoptions, the aim was to limit the number of disrupted adoption cases, and work was planned in terms of tracking such numbers.
- There were no specific statistics regarding those children deemed difficult in terms of finding suitable adopters, such as older and disabled children. The process in terms of identifying and supporting prospective adopters in terms of such children could be a considerable and lengthy process. There was a broad range of training provided for prospective adopters, which would be specifically tailored for those people wanting to adopt older or disabled children.
- Sheffield performed better than many other local authorities in terms of hard to place children, but not in terms of timeliness. Whilst older children and those children with disabilities were the hardest to place, children from Black and Minority Ethnic (BME) backgrounds were not deemed as hard to place. The Council made good use of interagency adopters, and also spent considerably more than other local authorities on placing children out of the City.
- In terms of offering continuing support to families, following adoption, an

Advisory User Group, comprising parents, would offer such support, in the form of 'buddying'. The Council also planned to use the Group as a reference point. There were issues with regard to privacy in terms of contacting families and for this reason, the Council would not always proactively contact adopters.

- When parents applied to be foster parents they would be advised on the potential to become adopters. Generally, people wishing to apply to become foster carers, only wished to be foster carers, likewise with adopters.

6.6 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the information reported as part of the presentation, and the responses to the questions raised;
- (b) thanks Joel Hanna for attending the meeting, and responding to the questions raised; and
- (c) requests:-
 - (i) that the Children and Families Service continues to work towards the successful placement of the child, as opposed to meeting performance targets;
 - (ii) the Director of Children and Families to look into finding some form of mechanism for reporting post-adoption success rates, including performance indicators, in the annual Adoption Service Report 2018/19; and
 - (iii) that the Director, in developing such indicators, consults with all elected Members as they may be able to contribute suggestions from personal experiences.

7. SHEFFIELD SAFEGUARDING CHILDREN BOARD - ANNUAL REPORT 2016/17

- 7.1 The Committee received a report of the Executive Director, People Services, attaching the Sheffield Safeguarding Children Board Annual Report 2016/17.
- 7.2 In attendance for this item were Jane Haywood, MBE (Independent Chair, Sheffield Safeguarding Children Board (SSCB)) and Victoria Horsefield (Assistant Director, Children and Families and Professional Adviser to the Board).
- 7.3 Jane Haywood introduced the report, which outlined the progress that had been made during the year, together with the key challenges ahead for the City to ensure that its children were safe from harm, abuse and neglect. Ms Haywood referred to her role as Independent Chair, and reported that the Board was responsible for monitoring performance across its partners, and challenging the partners when it

was considered improvements were required. She stated that, despite there being a number of issues during the year, which was expected, she had observed a very strong partnership, with any issues being resolved in a constructive manner.

7.4 Ms Haywood highlighted the range of the Board's work during 2016/17, referring specifically to the continued focus on child sexual exploitation; the development of Future in Mind to support mental health in the City's young people; the comprehensive audits involving all partners, which allowed the Board to ensure that it was doing its best for the City's children and young people; the key strategies around neglect, female genital mutilation and the suicide prevention pathway; and the wide ranging multi-agency training, which was considered important in supporting the workforce to be the best they could in safeguarding children and young people. She stated that all this work would continue throughout 2017/18, with a strong emphasis on the transition of young people into adulthood and ensuring that the services, as they developed and changed, continued to keep the City's children and young people safe.

7.5 Members of the Committee raised questions, and the following responses were provided:-

- If a specific problem had been highlighted with an agency's response to children's safeguarding, a Section 11 (Children Act 2004) meeting would be held, and if sufficient progress was not made following such a meeting, the issue would be escalated to a senior level within the relevant partner agency. Again, if progress was not made, the issue would then be referred to the Board for consideration.
- The benefit of an Independent Chair, over the proposed new structure with regard to independent challenge, was that the Independent Chair was not responsible to any one partner agency, and therefore had the powers to challenge and improve across all partners in terms of their safeguarding arrangements in a transparent manner.
- Neglect had been a priority for the Board since the launch of the Neglected Strategy, but there continued to be a need to provide support and guidance to front-line workers, who often struggled to know precisely when to intervene in a particular situation, and to provide assistance/guidance on this issue. There was a strategy, agreed by all partner agencies, which provided a clear definition of, and clear guidance on, neglect. Training was provided to all relevant partner agencies, with a view to that being cascaded through the organisations.
- The Board had recently requested a report on home-educated children and young people, and this area was currently being researched for further discussion about what, if any, issues needed to be considered. School nurses would still offer support for those families whose children were home educated, but the majority of those children were not in regular contact with, or being monitored by, relevant services. Officers were aware of this issue, and accepted that there was a need for more work in this area. Whilst home

education was a parental right, and did not necessarily have to be viewed as a problem, it was important that children being home educated were also known to a GP or school nurse.

- The Board had both a Risk Register and a Business Plan, which contained a set of targets, which could either be included in future Annual Reports or presented to Members separately.

7.6 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, and the Sheffield Safeguarding Children Board Annual Report 2016/17, together with the responses to the questions raised;
- (b) expresses its thanks to Jane Haywood and Victoria Horsefield for attending the meeting and responding to the questions raised;
- (c) welcomes the excellent work being undertaken by the Board, together with the work and commitment of the wide range of partners and their colleagues, in connection with ensuring that the City's children were safe from harm, abuse and neglect;
- (d) expresses a view that it would like to see the Board continue with the Independent Chair model; and
- (e) requests a report to be submitted to a future meeting on child trafficking activity in the City.

8. SHEFFIELD SEXUAL EXPLOITATION SERVICE - ANNUAL REPORT 2016/17

8.1 The Committee received a report of the Executive Director, People Services, attaching the Sheffield Sexual Exploitation Service - Annual Report 2016/17.

8.2 In attendance for this item were Janine Dalley (Chief Executive Officer, Sheffield Futures) and Jane Fiddler (Sheffield Sexual Exploitation Service Manager, Sheffield Futures).

8.3 Janine Dalley referred to the introductory report, which contained information on the service user profile for 2016/17, key achievements in 2016/17, developments in 2017/18 and priorities for the Service for 2018/19.

8.4 Members of the Committee raised questions, and the following responses were provided:-

- In addition to the services delivered by Sheffield Futures, one of the Service's key partners was the NSPCC, who worked across the City, delivering school-based group work and seminars for professionals to help identify sexual abuse and sexual exploitation. There were no details available at the meeting

in terms of the numbers of children who had received such interventions from the NSPCC, but the Service identified that the Child Sexual Exploitation Operational Group was discussing bringing together key partnership data. The NSPCC also delivered drama workshops across the City's schools, highlighting the dangers of sexual abuse and exploitation.

- The Service had seen an increase in risky online activity, with such activity running consistently through nearly every referral received in 2016/17 at low, medium and high risk levels.
- The majority of referrals received by the Service came from Children's Social Care, then the police, parents, teachers and health staff.
- It would be very difficult to include details of the personal experiences in a case study format of children who had accessed the Service in the Annual Report due to concerns of such children being identified in any way. It was agreed that the 2017/18 Annual Report would include details of the actual interventions young people had received in the Service to illustrate their journeys and the support received.
- There was support for children who had been the subject of sexual exploitation, in the form of youth work led 'wrap around support', which helped build up their confidence, prior to more targeted work being undertaken with them.
- In terms of gaining the trust of children or young people who had been the subject of sexual exploitation, the child or young person was included as part of the assessment process from the outset, therefore workers were fully aware of the circumstances of each case. The levels of engagement with the child or young person were dependent on whatever level of intervention was required in terms of each individual case, which included meeting them at any location where they felt comfortable and safe.
- The breakdown in respect of the ethnicity of children or young people experiencing sexual exploitation had been reasonably consistent over the last few years. Specific work had been undertaken with community groups. There was a now a training pathway which could identify any gaps in provision, with a view to plugging such gaps.
- There was no data available in terms of the ethnicity of perpetrators. This data was held by South Yorkshire Police. The Service was involved in monthly multi-agency mapping meetings, which were led by the police, and looked specifically at the perpetrators, victims and geographical areas of offending.
- The Sheffield Safeguarding Children Board (SSCB) had a Licensing Manager, who worked closely with relevant organisations and businesses, including the licensing trade (both taxis and licensed premises), hotels, bed and breakfasts, fast food takeaways, and other similar establishments where young people chose to frequent, to ensure that they were all aware of their safeguarding

duties. Many of the establishments were well engaged in terms of their safeguarding responsibilities.

- The Service was currently undertaking an analysis of data, which would be used to establish a benchmark regarding young people identified at risk of sexual exploitation. It was hoped that this data could be included, or referenced, in the Annual Report 2017/18.
- The levels of knowledge in terms of understanding the vulnerability of some children and young people, together with the expertise, mainly due to strong multi-agency working, had improved considerably over the years. Specific services could now be employed in a more targeted manner, and the Service was providing support to other partner agencies in terms of their specific work. Due to the evolving nature of the risks involved, despite the best efforts of all partner agencies, the Service had to accept that it would be very difficult to stop all sexual exploitation, and should never get complacent about this.
- The SSCB reported that all educational establishments in the City were asked to complete an annual safeguarding report, which included information on policies, procedures, training and referrals for safeguarding issues. All such establishments would also be expected to show what policies and procedures they had in place as part of their Ofsted inspections.
- The SSCB worked very closely with an on-line safety consultant, who was responsible for providing on-line safety training for schools, social workers, foster carers and other relevant groups/organisations, in connection with the risks posed by on-line grooming. The consultants held focus groups with school students in order to identify which websites they visited, and where there were potential dangers.
- Whilst the Service provided targeted training in terms of vulnerable children and young people, the current “It’s Not OK” campaign, led jointly by the NSPCC and the SSCB, was leading training and workshops in schools, with the schools themselves identifying which children should be targeted in respect of such training.
- The officers from the Local Authority did not have any statistics in terms of trafficking cases to share at this meeting, but agreed that they would source this information for a future meeting.
- In relation to reported sexual exploitation concerns into the Sheffield Safeguarding Hub, every effort was made to promote the third party information form, which was available for use by any professionals. Again, whilst there was no guarantee that all groups/organisations in the voluntary and faith sector were aware of such a form, every effort was made to notify such groups of its existence.
- The model used in terms of sessions held with children and young people at risk of sexual exploitation was needs-led, therefore there were no limitations in

terms of the number, and duration of, such sessions.

- The Service had received six months additional funding from the CSE Funding Alliance, via the Alexi Project, to employ a Transitions Worker, and there was already evidence to show that this additional funding had made a positive impact. The Board was considering how this project could be paid for through mainstream funding.

8.5 RESOLVED: That this Committee:-

- (a) notes the contents of the report now submitted, together with the Sheffield Sexual Exploitation Service - Annual Report 2016/17, and the responses to the questions raised;
- (b) thanks (i) Janine Dalley and Jane Fiddler for attending the meeting, and responding to the questions raised, and (ii) all staff in the Sheffield Sexual Exploitation Service, and all partner agencies involved, in tackling child sexual exploitation in Sheffield; and
- (c) requests:-
 - (i) the Chair, on its behalf, to work with, and support, Sheffield Futures in terms of securing continued funding in respect of the post of Transitions Worker; and
 - (ii) that further to the issues/concerns now raised, consideration be given to including more detailed information in future Annual reports on how the Service works with those young people who have experienced sexual exploitation, in the long-term, in order to help them deal with the trauma involved, and to plan an appropriate survival strategy.

9. WORK PROGRAMME 2017/18

9.1 The Committee received a report of the Policy and Improvement Officer which set out its Work Programme for 2017/18.

9.2 Further to questions raised by Members of the Committee, the Chair stated that he would check on the timeframe of the item on Youth Work, in terms of whether it will be submitted in the 2017/18 Municipal Year, and that a more detailed report on Elective Home Education would be submitted to a future meeting.

9.3 RESOLVED: That the Committee, in noting the comments now made by the Chair, approves its Work Programme for 2017/18.

10. DATE OF NEXT MEETING

10.1 It was noted that the next meeting of the Committee would be held on Monday, 15th January 2018, at 10.00 am, in the Town Hall.

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Report to Children, Young People and Family Support Scrutiny & Policy Development Committee 15th January 2017

Report of: Executive Director, People
Executive Director, Resources

Subject: Social Care Improvement and Recovery Plans

Summary:

The attached report sets out the improvement and recovery plans for social care, as considered by Cabinet in September 2017.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	x
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

The Scrutiny Committee is being asked to:

Consider and discuss the Improvement and Recovery Plan for Children's Social Care.

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SOCIAL CARE IMPROVEMENT AND RECOVERY PLANS

Report of: Jayne Ludlam, Executive Director, People and Eugene Walker, Executive Director, Resources

Report to: Cabinet

Date of Decision: September 2017

Subject: **SOCIAL CARE IMPROVEMENT AND RECOVERY PLANS**

Is this a Key Decision? If Yes, reason Key Decision:-	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<ul style="list-style-type: none"> Expenditure and/or savings over £500,000 		<input checked="" type="checkbox"/>		
<ul style="list-style-type: none"> Affects 2 or more Wards 		<input checked="" type="checkbox"/>		
Which Cabinet Member Portfolio does this relate to? Finance, Childrens, Health and Social Care				
Which Scrutiny and Policy Development Committee does this relate to?				
Overview?				
Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given?	N/A			
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i></p>				

Purpose of Report:

To advise of the financial outlook for both Adult and Children's Social Care in Sheffield against the budget available over the period of the medium term financial strategy (up to 5 years)

As the month 3 report on this Cabinet sets out, the Council is forecast to overspend by £20m, largely as result of overspends in Adult Social Care £6.6m and in Children's Social Care £11.5m. This position is not unusual – most Councils are currently experiencing similar problems, following 7 years of austerity. Sheffield City Council and the Local Government Association (LGA) nationally have for some time put forward the case for the Government to fund social care on a proper sustainable basis.

Recent injections of funding from Government have not resolved this underlying national financial crisis in social care. Current predictions of demand suggest that, even with corrective action, both social care services will spend more than their budget for this and future years. This makes the sustainability of social care spending **the** key issue for the Council's Medium Term Financial Plan.

This report sets out the actions that are already underway to address the issue, and highlights that further decisions will be needed to deliver a sustainable budget and improved outcomes for Sheffield people receiving social care support over the next five years. At this stage, the plans still need further work as they do not fully address the sustainability question, but further action will be included in the 2018-19 and future budget reports.

The Cabinet Members for Finance, Children's and Health and Social Care will be taking a lead role in co-ordinating further plans, linked to the budget process.

Recommendations:**That Cabinet**

- (i) Notes the challenges facing both Adults and Children's Social Care and the consequent impact on the Council's overall financial position
- (ii) Approves the approach set out in the attached reports and that further work will take place as part of the Medium term Financial Plan and 2018-19 budget.
- (iii) Requires the Cabinet Member for Finance in conjunction with the Cabinet Members for Childrens and Health and Social Care to report back on further actions as part of the budget process

Background Papers:

None

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Liz Gough
		Legal: Steve Eccleston
		Equalities: Laura Pattman
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	Eugene Walker/Jayne Ludlam
3	Cabinet Member consulted:	Olivia Blake
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Eugene Walker/Jayne Ludlam	Job Title: ED Resources and People
	Date: September 2017	

SOCIAL CARE IMPROVEMENT AND RECOVERY PLANS

Report of the Executive Directors Of Resources and People

Introduction

This report sets out an overview of:

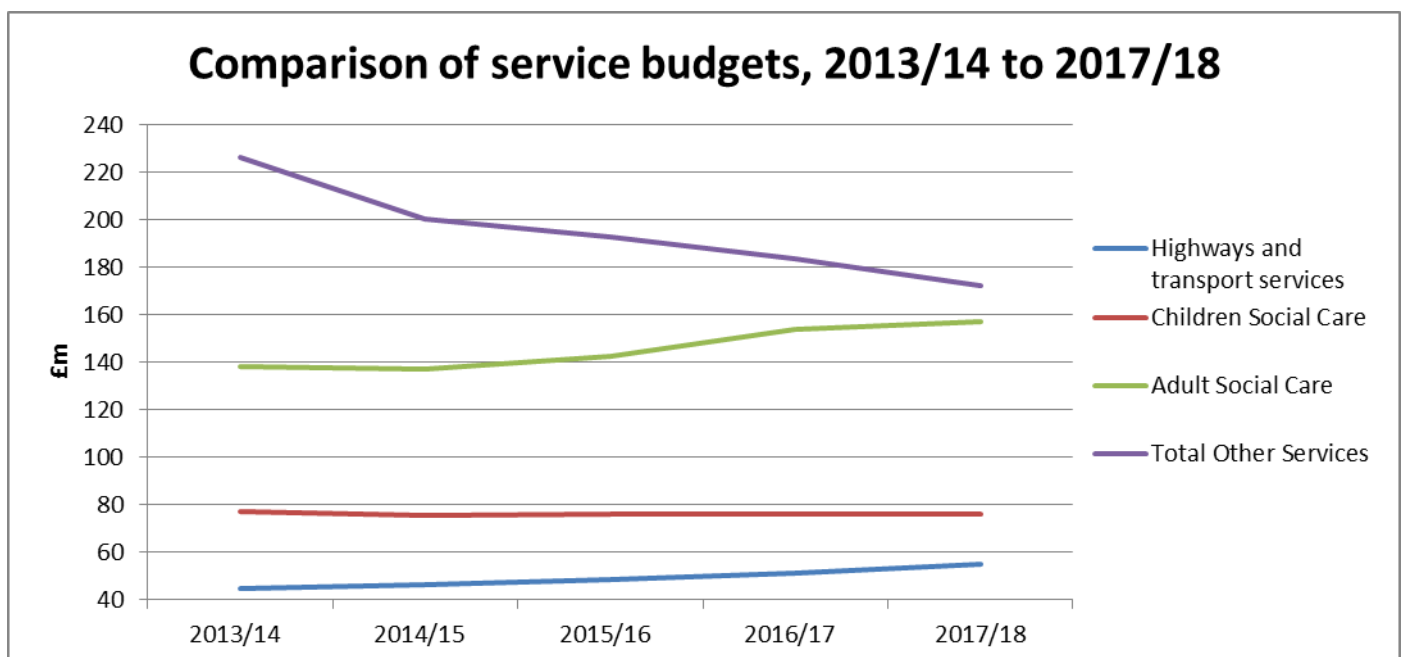
- The financial challenges facing the Council in respect of social care
- The national context for this
- The approach taken to this and its link to Medium Term Financial Planning

Appended are separate reports providing more detail on the context and actions in hand for both Adult and Children's Social Care.

Financial and Demand Pressures

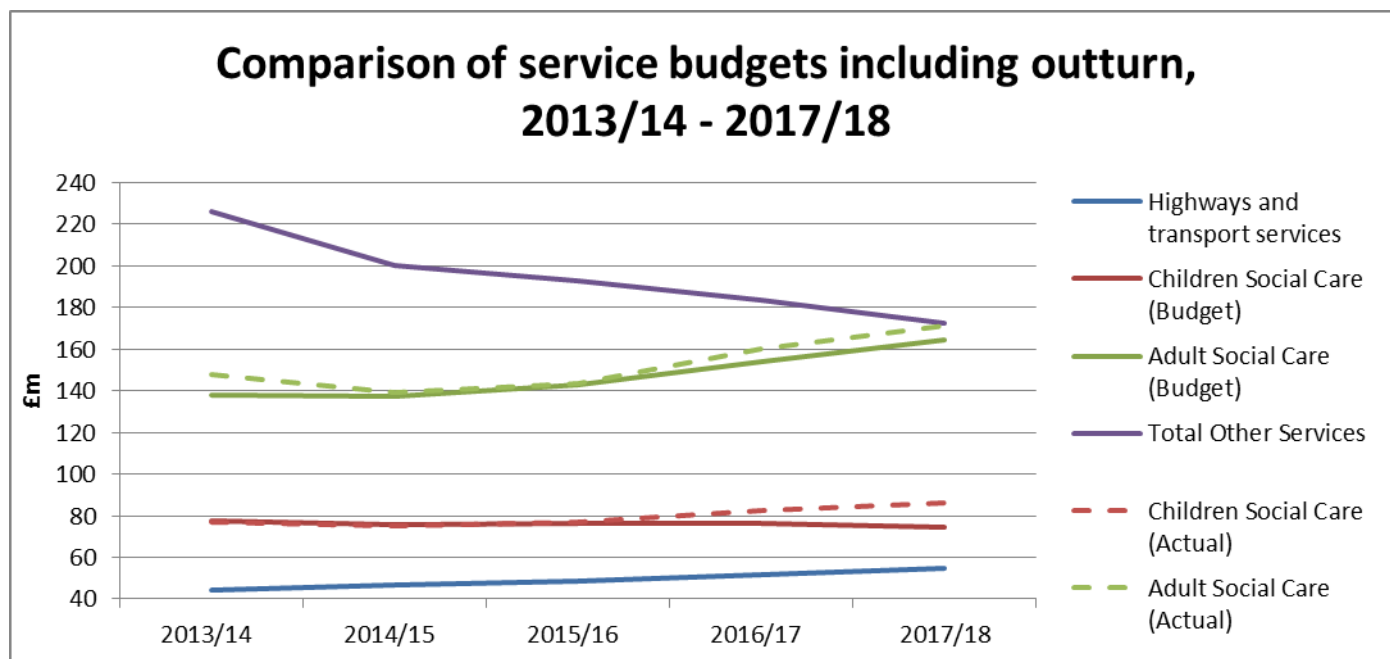
Previous budget reports to Cabinet and Full Council have highlighted the cumulative challenge faced by the Council from 7 years of Government grant reductions on the one hand and increasing demand for social care services on the other. Further details of this for both Adult and Children's Services are set out in the attached report. This challenge is a national one. Whilst recent injections of Government Funding and improved joint working with Health partners have ameliorated the impact to some extent, they have not resolved the fundamental underlying nationally-driven financial crisis in social care – which is at least in part a consequence of real cash reductions to local authority budgets over the last 7 years. On top of these reductions, there has been a clear increase in the number and complexity of clients – particularly in Children's, and Adults Mental Health and Learning Disabilities.

Despite these funding reductions, the Council has protected Social care services, as show in the graph below, but at the expense of significant cash reductions in other services.



Even though we have protected social care budgets, demand for services is now outstripping available budgets – a combination of demographic trends (more older people and people with learning disabilities and mental health conditions), increasing complexity of cases and increased requirements placed on Councils.

The Council is forecast to overspend its social care budgets by £18.2 million this year: £6.6m in Adults and £11.5m in Children’s. Whilst action is being taken to reduce this, it remains likely that, even with corrective action, both social care services will spend more than their budget for this and future years. This makes the sustainability of social care spending **the** key issue for the Council’s Medium Term Financial Plan. At current spending levels the trend graph is:



Improvement and Recovery Plans

Although the roots of this crisis are national, the Council has always taken the steps necessary to deliver the best possible services to the people of Sheffield and will continue to do so. The attached plans therefore set out the action currently planned to manage demand, improve services and move the spending on social care back to the level of the budget. The key financial issue is that even with the actions planned, it will take up to 5 years to bring budgets back in to balance. Further work is needed both to deliver these plans and to identify and other actions that could improve the current trajectory on spend.

The current forecasts for the next two years are:

- Children’s will spend £11million more than the budget available in 2017-18, reducing to £6m above budget in 2018-19
- Adults will spend £6million more than the budget available in 2017-18, with the risk of increasing to £20m in 2018-19 without the remedial action that will be required. This is clearly not sustainable so further work is needed.

This spending is in addition to the recent national increase in funding announced by the Government (which is time limited not ongoing) as set out in the Cabinet report 19th July 2017 and in addition to funding through joint working with Heath partners.

Impact on the Council's Overall Finances

The trend in spending across both Children's and Adults is significant and, without corrective action, would have a detrimental effect on the Council's overall finances. The only ways of dealing with this are:

- further work on the level of social care demand and actions that can be taken to lessen the increased spending need;
- further cuts to already significantly reduced budgets in other services (libraries, parks, streetscene, economy);
- a temporary use of Council reserves as part of a 5 year strategy, on the basis that savings in social care and other changes in the council's budget over the five year period replenish those reserves. This approach will only be sustainable on the basis of a clear plan with corrective action; OR
- a combination of the above

The Council has un-earmarked reserves of only £12million, which are kept for an unforeseen spending. Clearly these would be reduced to nil by the current year overspend, which is not a viable financial position. The Council does have significant levels of reserves earmarked for other purposes, mainly spending provisions against future spending and grant monies set aside to pay future contractual requirements (particularly PFI contracts). The Council has previously used these reserves on an "invest to save" ie a temporary basis to fund investment upfront and replenish reserves later. It could do so again, but the scale of the investment in social care and the long timescale on recovery is a significant increase in the risk to any such approach. If savings plans do not deliver, then the Council would be faced with an unsustainable use of its reserves.

Decisions of this scale need to form part of the overall Medium Term Plan and 2018-19 budget process. This report sets out the current position and further updates and decisions will form part of the budget process. Going forward the Cabinet Member for Finance will co-ordinate further actions with the Cabinet Members for Children's and Health and Social Care.

Recommendations:

That Cabinet

- (i) Notes the challenges facing both Adults and Children's Social Care and the consequent impact on the Council's overall financial position
- (ii) Approves the approach set out in the attached reports and that further work will take place as part of the Medium term Financial Plan and 2018-19 budget.
- (iii) Requires the Cabinet Member for Finance in conjunction with the Cabinet Members for Children's and Health and Social Care to report back on further actions as part of the budget process

Executive Summary

Analysis by the Local Government Association (LGA) has revealed that in 2015/16 75% of councils exceeded their children's social care budgets. At the same time, the LGA said, councils have seen a 140% increase in child protection inquiries over the past 10 years and demand continues to rise.

Sheffield has been responding to the growing financial crisis in children's social care, including reducing costs where we can and exploring and implementing new ways of working. Our model of "the right level of support by the right service at the right time" has been effective over a number of years with consistent lower numbers of Children in Care (CiC) per 10,000 population. In 2016, Sheffield had 46 CiC per 10,000 compared to 82 for Core Cities, 63 for Yorkshire and Humber, 74 for Statistical neighbours and 60 for England average.

Since 2010, whilst demand has continued to grow, and we have experienced the significant additional loss of grant funding such as Sure Start and Early Intervention Grant, the portfolio and Children and Families Service in particular has maintained a balanced budget until 2016/17. The subsequent unprecedented increase in demand has created financial pressure that requires further longer term strategy and investment.

Our model of demand management has been effective but is also dependent on universal services; changes to universal services impact on successful management of demand. The impact of spending decisions relating to universal services cannot be ignored. Demand for children's social care services will almost certainly increase as a result of reduced expenditure on universal services such as health, education, housing and benefits.

Within this context, as at July 2017, the Children and Families Service is forecasting an over-spend of £11m in the financial year 2017-18. The service has developed financial recovery plans, service performance and improvement plans to address both the in-year position and the medium-term financial outlook for the service. Due to the nature and the complexity of issues, this overspend position cannot be addressed within the current financial year. The actions identified in the report will deliver long term savings to address this overspend and manage future growth. However this will take a number of years and requires investment into initiatives as identified in the 2017/18 budget process as part of the Strengthening Families Change Programme.

1. PROPOSAL

1.1 Purpose of the paper

This paper is to update Members on the current challenges within children's services, the actions being both undertaken and planned to address these and the national context in which the service is currently working.

1.2 Context

The authority is responsible, along with partners, for ensuring that children thrive in a safe environment. We achieve this by supporting families early, to prevent escalation to crisis point, with timely service provision focused on building on family and child strengths and resilience. The service delivers the council's statutory responsibility to intervene in securing children's safety through a range of interventions. The service delivers support to families to enable them to thrive and to stay together, wherever possible. For those children who can no longer remain within their family the service performs the function of corporate parents.

1.3 Sheffield's children's services have been proactive in developing an integrated service from early help through to statutory interventions, looked after services and care leavers. This model has been developed over a number of years and has effectively supported the management of demand across specialist care services at a time when there has been a national increase in social care workloads and the number of children in care.

1.4 Since 2010, whilst demand has continued to grow, and we have experienced the significant additional loss of grant funding such as Sure Start and Early Intervention Grant, the portfolio and Children and Families Service in particular has maintained a balanced budget until 2016/17. The subsequent unprecedented increase in demand has created financial pressure that requires further longer term strategy and investment.

1.5 As at Month 4, the Children and Families Service is forecasting an over-spend of £11m in the financial year 2017-18. The service has developed financial recovery plans, service performance and improvement plans to address both the in-year position and the medium term financial outlook for the service.

1.6 The current position in Sheffield reflects a national position. Analysis by the Local Government Association (LGA), which represents more than 370 councils in England and Wales, has revealed that in 2015-16 75% of councils exceeded their children's social care budgets by a total of £605m. At the same time, the LGA said, councils are dealing with an unprecedented surge in demand for children's social care support, with a 140% increase in child protection inquiries in the past 10 years.

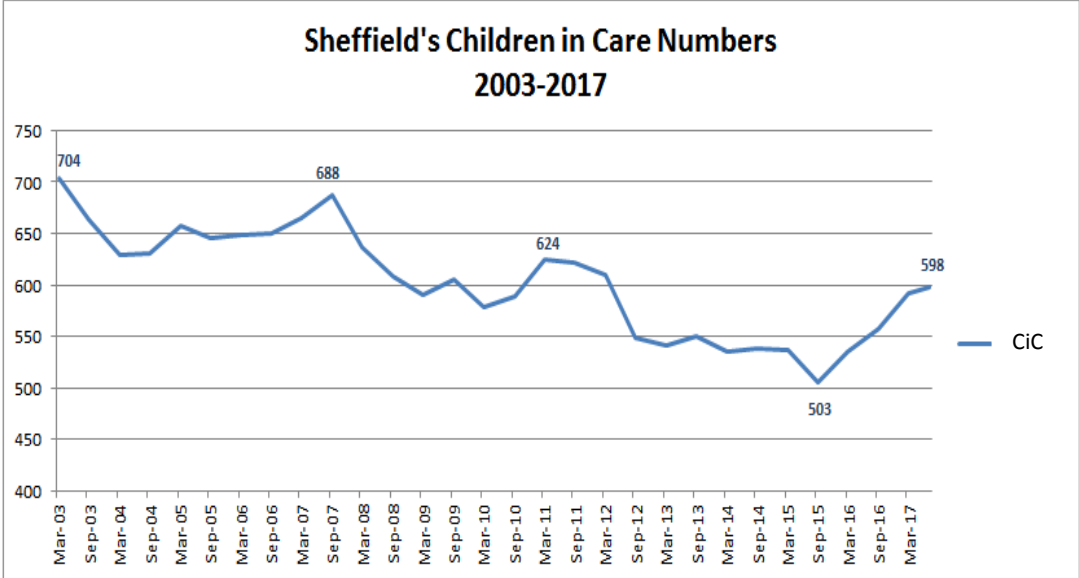
1.7 Since 2012-13, there has been an increase in the number of referrals to both Multi-Agency Support Teams (MAST) and Social Care. This has had a cumulative impact on overall capacity within the service with increasing numbers of children receiving support and interventions from the service across the whole range of activities.

1.8 The number of Children in Care (CiC) has seen a gradual reduction since October 2007 after they reached levels equivalent to the peak of 700 in 2003. This coincides with the

beginning of the refocus on prevention and early help, with integrated teams and the development of the MAST service. MAST and the partners they work with aim to provide seamless and safe support to children and young people, giving them help at an earlier stage, rather than entering crisis services at a late stage. Throughout this period of time, services improved and initiatives to strengthen families were developed, from the early years through to young adulthood. However the increasing impact of austerity, along with national and international policy changes, has had a gradual impact on service delivery and subsequent demand for services across the whole system.

1.9 The number of children becoming looked after since February 2016 has seen a marked increase. Since this date numbers have increased month on month. At the end of July 2017, the total had reached 597, which remains below the peaks reached in 2007 and 2003. The steep increase from February 2016 to April 2017 has created significant pressures on resources and, as a consequence, placement costs, which continues despite the significant reduction in the rate of increase over the last 4 months.

Figure 1. Sheffield Children in Care (CiC)



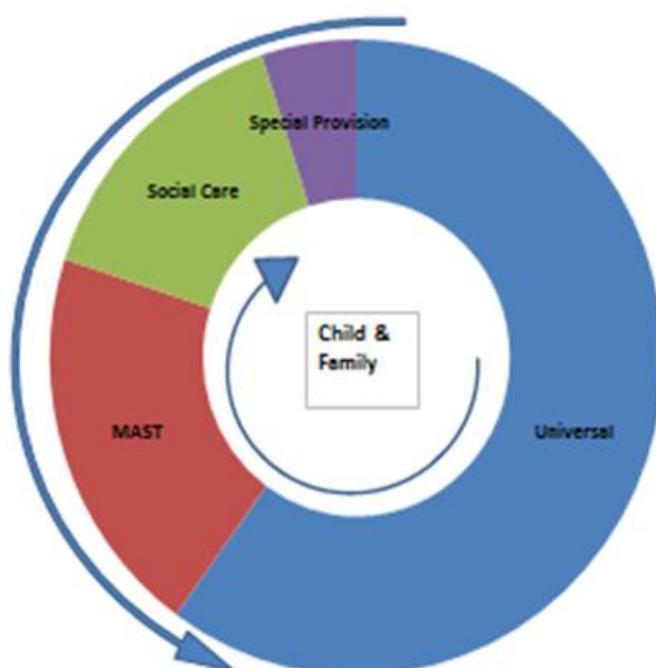
1.10 This recent increase mirrors the national picture which has seen an overall increase in the numbers of children in care. Analysis of this upward trend, including sampling assessments of children coming into the care system, shows us that this steady increase includes a growing number of older and more complex children entering the system. The recovery plan and investment initiatives have identified the need to focus on developing services to support families with teenagers to prevent this continued increase.

1.11 The nature of the children entering the care system will also require us to refocus the types of interventions/resources that we have available to support children to remain in Sheffield, whether in council resources or private providers' provision. The current nature of the provision has been insufficient to meet the need locally, forcing the service to purchase an increasing number of out of city placements, increasing the financial pressures.

- 1.12 Demand for services is growing at all levels and, whilst we have previously managed to maintain a stable numbers of Children in Care for many years, the number of children in our care has recently increased. Changes in national policy have resulted in additional pressure on budgets and availability of local placements, for example Leaving care services extended to 25 for young people in university. The Staying Put legislation is designed to enable those looked after remaining with foster carers after their 18th birthday and until they reach 21. This is positive for the young person, improving stability and supporting their transition to adulthood, however the primary impact on these arrangements to the local authority is that there are additional costs to support these placements and carers are losing capacity to foster, as the young person staying in the home takes up a bed that was previously available to foster a child. While some national funding is available, this is often not sufficient to deal with the pressure faced. In addition, the international refugee crisis has resulted in additional pressure on local services due to an increased influx of refugees and asylum seekers to the city and the region which has reduced overall capacity for Sheffield and South Yorkshire children. National funding is insufficient to meet costs.
- 1.13 Requests for support or referrals are based on a continuum of need. A key objective for Children and Families Service is to increase the number of families who have their needs met by universal and targeted resources, and thus reduce the number of families needing specialist or acute intervention (see figure 2).
- 1.14 The primary aim is to promote the early identification of children with additional needs, and deliver high quality preventative and supportive services to enable children to continue living successfully and safely with their families and communities. Our strategy has been, and continues to be, to deliver the right level of support by the right service at the right time.

Figure 2. Service Delivery Model

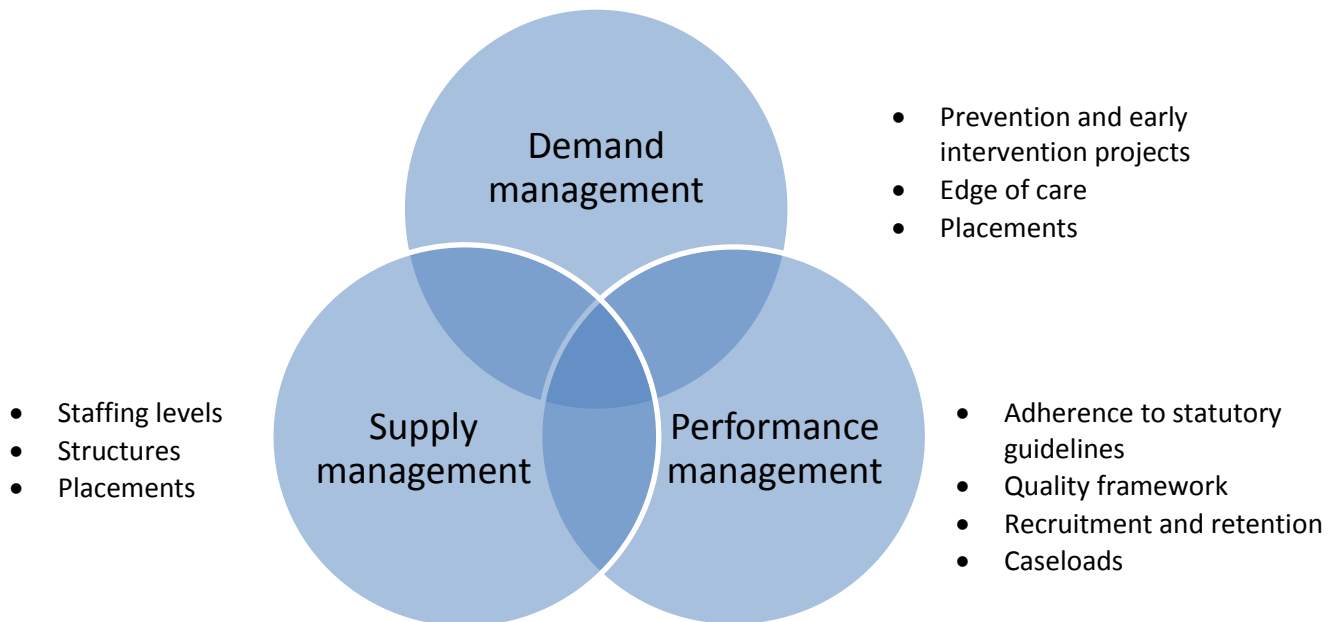
Right level of support by right service at the right time.



- 1.15 This strategy has been effective and we have a track record of lower Children in Care per 10,000 population over a number of years compared to Core Cities, statistical neighbours and the England average. In 2016, Sheffield had 46 LAC per 10,000 population compared to 82 for Core Cities, 63 for Yorkshire and Humber, 74 for Statistical neighbours and 60 for England average. This is despite substantial budget reductions since 2010.
- 1.16 In addition to an increase in demand for support, we have faced several unforeseeable challenges in the last 2 years; instability in leadership, financial reductions and loss of a significant number of social workers to other local authorities, in particular to neighbouring authorities in special measures who have offered higher pay scales and guaranteed lower caseloads.
- 1.17 The Sheffield Safeguarding Hub (formerly known as the Integrated Front Door) is now the first point of contact for all new safeguarding concerns. The Hub was developed to improve our response to concerns about vulnerable children, young people and adults by providing a more integrated and seamless service, enabling safe and secure data sharing between professionals. The first contacts are key to identifying timely next steps to prevent inappropriate crisis interventions, reducing the likelihood of entry into care. The integration of the new working practices into the whole partnership will be an important part of ensuring that we respond in a timely but safe way to children.
- 1.18 Following the launch in April the Hub is in the process of being embedded, and has yet to show a real impact on referrals into MAST and Social Care. Professionals are co-located but we need to embed further collaborative working between professionals within the local authority, police and health. This is a key focus of improving the practice and outcomes for families. As part of the ongoing development a peer review has been carried out in August and will be used to create a Multi-agency Hub development plan.
- 1.19 **Current Action to recover our financial position**
A number of plans and proposals are in place, designed to take immediate action to assist in addressing the financial pressure, develop new initiatives to support families and to improve the practice within the service. The service has undertaken a 'Stocktake' to inform development and investment needs, which included consultation with staff, partners, children and carers. This will also support the service in preparing for future Ofsted inspections.
- 1.20 The investment that has been agreed and attached to the Strengthening Families Change Programme aims to reduce the number of children and young people in care and reduce expenditure over the next 5 years. The approach is building on the council's vision of prevention and early intervention using innovation and transformation. These services work with the child and family to develop resilience, build on strengths and prevent risks, to stabilise the situation, reducing the number of children and young people entering the care system where it can be safely avoided. It is recognised that issues cannot be resolved in one year and therefore we have developed a five year plan which was agreed as part of 17/18 budget setting process. Services continue to be child-focused and therefore some actions will need to take account of the impact on the child and their plan as well as the service requirements and demands.

- 1.21 The identified initiatives have been incorporated into a single Children and Families Improvement Action Plan. This plan covers demand, supply and performance management, addressing workloads, quality of provision, workforce and quality of practice.

Figure 3. Current workstreams



1.22 Demand management

We are continuing the development of prevention and early intervention, strengthening the resilience of parents and children. We are working to reduce referrals to social care, and the number of children entering looked after system by delivering earlier support and the development of several evidence-based programs. Based on working successfully with families on the above initiatives the aim is to reduce existing demand by a total of 125 children not placed in our care who would, without these initiatives, have become looked after, saving an estimated £16.7m over 5 years.

- **Fresh Start Programme** - working with expectant parents who have already had children removed to prevent repeat removals. This should provide better outcomes through alternative support and avoid the need for 36 long term placements over the next 5 years.
- **Domestic Abuse Project** (previously known as Growing Futures) and other **Parenting Support Programmes** addressing parental resilience aim to avoid the need for 44 long term placements in the care system over 5 years.
- **Family Group Conferencing** - restorative practice techniques to work with families subject to early legal action or child protection plans, to reduce risk by engaging wider family and community supports. We aim to successfully and safely prevent the need for a further 20 long term placements over 5 years. We are also looking at expanding this service to support families to prevent entry into care and reunification of children back with families.

- **Multi Systemic Therapy** - an intensive programme working with 11+ year olds to reduce risk of removal from family due to social or behavioural issues. Through MST we aim to provide alternative support to keep families together safely, and avoid the need for a further 25 long term placements over 5 years.
- **Reunification programme** - working with children currently in care to return back to their families through identification of appropriate kinship care. We are using an evidence-based assessment Tool (Taking Care) with children and their families to enable them to safely return to their family home.

1.23 **Supply management**

We are redesigning and investing in the availability of resources within Sheffield, across the partnership, to ensure the right resources are available for maintaining Sheffield children in Sheffield. We are working to reduce the demand for external placements whilst ensuring appropriate sufficiency of placements to meet changing needs. This will be achieved through;

- Increasing the numbers of local authority foster carers through development of a comprehensive package of support which will include wraparound support for foster carers, training packages and benchmarking fostering allowances.
- Re-negotiating relationships with providers to develop partnerships focused on the needs of children, ensuring that we have places available for Sheffield children in Sheffield.
- Partnership working within the portfolio and across other statutory bodies to develop capacity e.g. increasing range of post 16 provision and housing support for care leavers.
- Invest to save; seeking funding opportunities both internal and external to deliver changes, including potential capital investment.

1.24 We are working to increase the number of in-house fostering placements, recruiting over 70 new Foster Carers over the life of the programme. We are also working closely with colleagues across the authority to increase the housing and accommodation stock and develop seamless accommodation solutions for Care leavers in the city.

1.25 **Performance management**

Having the right number of staff and an appropriately-trained workforce is a critical determinant in improving the quality of service delivery. We are committed to ensuring that the authority continues to meet its statutory duties consistently and to a high standard. We are looking to invest in our staff to ensure strong practice and good quality risk management, delivered in a consistent manner across the whole partnership, ensuring children and their families receive support in a timely manner. This will be achieved through;

- Developing a robust workforce strategy
- Developing consistent practice standards across the system in delivering good

quality assessment and planning processes, to deliver change to children and their families.

- Investment in Signs of Safety across the system; an evidence-based social care approach to managing risks, focusing on families' strengths. This approach compliments other investments being developed.
- Embedding of stronger monitoring processes around need, supply and demand to impact on financial pressures.
- Invest in our social care workforce to relieve some of the administrative burden on social workers and reduce their caseloads, which are currently considerably higher than would be expected to achieve consistent practice standards.
- Continued financial rigor and performance management, challenging partners and providers to ensure shared costs and value for money.

Figure 4. Improvement Action Plan



2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The proposals and plans detailed herein contribute to all 5 of the Corporate Priorities detailed in the Corporate Plan 2015-18. The primary focus of improving the health and wellbeing of families across Sheffield by providing the right services at the right time and in the right place, ensures we are able to meet increasing (and increasingly complex) demand. To achieve better health and wellbeing we will become a more in-touch organisation and contribute to thriving neighbourhoods and communities and a strong economy. Finally, the focus of this work is very much about meeting the needs of the most vulnerable, therefore tackling inequalities and redressing equity of service.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 In general, we are not significantly changing or reducing service delivery from the viewpoint of the service user so consultation has not taken place. Should this change, we will consult with Legal and add consultation to the timeline. Ongoing communication is

taking place with staff across the organisation to keep them abreast of the developments and our approach.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

Decisions need to take into account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation

The Equality Impact Assessment (EIA) is being prepared and will be ready in time for Cabinet. The initial views from the Programme Management Team are that proposals are focused on access to services and equity of service and therefore any impact to service users would be positive. Detailed EIA's will be required for individual projects.

4.2 Financial and Commercial Implications

The Children & Families Service is currently forecasting to overspend by £11m by the year end. The reasons for this are highlighted in the report around the increasing number and costs of placements for looked after children and the associated pressures that brings in supporting budgets such as fieldworker caseloads, legal, transport and contact time.

The actions identified in the report will deliver long term savings to address this overspend and manage future growth. However this will take a number of years and requires some investment into initiatives as identified in the 2017/18 budget process as part of the Strengthening Families change programme.

The table below shows the 5 year impacts of in year pressures and future anticipated pressures for the services, along with the savings currently identified to mitigate these. The Service will spend more than the budget available, coming back to near balance by year 5 (2021/22).

Pressures	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Growth in Client Costs	11,801	250	250	250	250	12,801
Loss of Income		650				650
Repayment of one off funding			4,000			4,000
Other		370	370	370	370	1,480
New pressures in year	11,801	1,270	4,620	620	620	18,931
Total Pressures	11,801	13,071	17,691	18,311	18,931	

Savings Proposals	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
CIC Placements	-507	-1,200	-1,501	-1,617	-1,617	-6,442
Supply Increase Capacity	-244	-1,342	-1,342	-1,342	-937	-5,207
Caseloads Management		-93	-266	-276	-276	-911
Additional Recovery plans action		-3,493				-3,493
Temp staffing ends			-1,926			-1,926
In Year Savings	-751	-6,128	-5,035	-3,235	-2,830	-17,979
Total Savings	-751	-6,879	-11,914	-15,149	-17,979	
Overspend in year	11,050	6,192	5,777	3,162	952	

4.3 Legal Implications

The Council has a number of duties towards children in need, children in care and care leavers, under the Children Act 1989 as amended by other legislation including the Children and Young Persons Act 2008 and the Children and Families Act 2014. There are no proposals within this report that suggest these duties cannot be met.

4.4 Other Implications

- HR – on areas of the plans/proposals where changes are proposed to staff, consultation will take place as part of the Achieving Change process.
- Ofsted - local authorities' children and family services are subject to regular inspection by Ofsted and the next inspection is due later this year or early 2018. The issues identified in this report are likely to feature significantly in an inspection, and Ofsted will require clear actions to address areas of improved performance required against the inspection framework.
- Cumulative impact – this will be assessed through the EIA.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 We have explored the increase in demand, where it is coming from and what is available to us to better enable us meet this. The overspend projected is linked to this increase in demand for services. Demand is increasing nationally. We have previously been successful in continuing to meet demand with lower budgets and less capacity. We are not excluding any viable options at this stage.

End

Adult Social Care

Improvement and Recovery Plan

Appendix 2

Executive Summary

The Financial pressures facing adult social care across the country have been well publicised in recent years and, whilst this has resulted in some additional monies being made available to Councils up until 2019-20, there is still no clear national position about how the sustainability of adult social care will be ensured after that time.

In Sheffield the financial pressures facing adult social care can be broadly defined in three categories – provider costs (amounting to around a £23m pressure in the coming four years), growth in client costs (of around £18m over 4 years) and a loss of income (around £6.5m over four years).

Up to £12m of financial savings will be delivered in Adult Social Care during 2016-17 and 2017-18 through a number of significant change programmes focusing on demand management, supply management and ongoing performance improvement but despite these savings Adult Social Care budgets are still facing an overspend because of the scale of the demand pressures they are facing.

The strategic intention of Adult Social Care in Sheffield over the medium to long-term is to support a shift into prevention and well-being. This means moving away from the crisis intervention model that currently predominates, and instead increasing focus on access to universal services and early help and preventative support. This will improve outcomes for local people and promote better usage of adult social care resources.

In older people's services there is a need to improve rates of customer satisfaction through an emphasis on practice and leadership development as well as the use of systems that reduce bureaucracy. There are also opportunities to improve use of adult social care resources so that Sheffield benchmarks more favourably with comparator authorities. Considerable progress has been made over the last two years in making improvements to a number of adults services and these need to be sustained and accelerated.

The high number of adults of working age accessing formal social care services in Sheffield creates a key risk to the future sustainability of care and support for adults of working age. This requires a considerable shift towards inclusion and prevention to help to help adults access employment and other universal services which are available to the wider population. Without this shift the pressure on services for adults of working age will increase.

There are a number of further opportunities being explored to improve the use of resources in adult social care and these centre around continuing the Council's shift towards prevention, continuing to work with providers in relation to supply management, and improving and maintaining performance.

Proposals

- 1.1 For the Council to note the significant work that is already taking place to improve the use of resources within Adult Social Care, but also to note the significant projected deficit once the additional adult social care funding from central government expires at the end of the 2019-20 financial year and to support the actions set out below to help address this.
- 1.2 For the Council's approach to **demand management** to continue in its shift towards prevention, and
 - Increase its ability to provide early advice and support to people who might otherwise develop adult social care needs including family carers
 - Reduce over time the number of people using formal adult social care in Sheffield in line with the average per head of population for comparable Councils
 - Improve emotional health and wellbeing outcomes associated with all services
- 1.3 For the Council to continue its work with providers of adult social care in relation to **supply management**, and
 - Deliver an accommodation strategy for the city which ensures that future people with disabilities or health issues have access to high quality homes which are accessible and promote independence
 - Reduce reliance upon services outside the city
 - Support local Sheffield organisations to grow and support our communities
 - Reduce reliance on expensive services where alternatives exist that enable better value for money at comparable quality
 - Develop a sustainable role for Council-run adult social care provision
- 1.4 For the Council to maintain and improve **performance** through further development of an adult social care workforce that
 - Is better equipped to provide the information and advice that Sheffield citizens need to maintain their independence and wellbeing
 - Forms stronger connections with Sheffield's communities and neighbourhoods and make the best use of their strengths and assets
 - Works more closely with NHS and community colleagues to collaborate and make best use of resources in the interests of local people
 - Adopts an "all-age" approach that provides seamless support between childhood into adulthood and through to later life
- 1.5 For the Council to continue its work with local NHS organisations so that
 - Sheffield citizens get the right support from the right person at the right time without confusion or delay
 - NHS partners work preventatively to reduce avoidable demand on adult social care, and vice versa

2 The scope of adult social care

- 2.1 The scope of adult social care is defined in the Care Act 2014. The target populations are adults with care and support needs; carers of adults with care and support needs; children and young people with care and support needs planning for transition to

adulthood; carers of children and young people with care and support needs planning for transition to adulthood; young carers planning for transition to adulthood

- 2.2 However the Care Act states that the Council also has a duty of wellbeing towards a much wider population of individuals with “care and support needs”. The Care Act defines wellbeing in broad terms, including participation in work, education, training or recreation, social and economic wellbeing, suitability of living accommodation and the individual’s contribution to society. This emphasises that the promotion of wellbeing for people with adult social care needs is a responsibility of the whole Council and that all council services have a role to play in ‘prevention’.
- 2.3 The Care Act explicitly states that “[the wellbeing principle] should inform the delivery of universal services which are provided to all people in the local population, as well as being considered when meeting eligible needs.” Universal services (for example housing, transport, leisure) can also perform a valuable preventative function in relation to adult social care, helping ensure participation in community life, the continuation of both physical and mental health and the focus of intensive adult social care resources upon those who need it the most.

3 The vision for adult social care

- 3.1 The strategic intention of Adult Social Care in Sheffield over the medium to long-term is to support a shift into prevention and well-being. This means moving away from the crisis intervention model that currently predominates, and instead increasing focus on access to universal services and early help and preventative support. This will improve outcomes for local people and promote better usage of adult social care resources.
- 3.2 The vision for Adult Social Care is based on three different populations in Sheffield with different needs. Each of these populations needs the right support from the right person at the right time to enable them to thrive.
- 3.3 **People Keeping Well:** People who may need a little bit of help to stay resilient and strong. They will maintain their level of independence if they are connected to the resources and support available within their neighbourhoods and networks.
- 3.4 **Active Support and Recovery:** People who have experienced some difficulty, perhaps following a period of poor health. They will regain their previous level of independence if they get focused help to achieve their recovery goals.
- 3.5 **Ongoing Care:** People for whom regaining their previous level of independence may not be possible. They will still live a good life if they receive targeted and co-ordinated support that is geared to priorities important to them.
- 3.6 These objectives apply to all target groups for adult social care defined by the Care Act and set out in section 2 above. They parallel the Integrated Commissioning model agreed with the Clinical Commissioning Group and forming the basis of Sheffield’s Better Care Fund. This means that the development of Adult Social Care in Sheffield can be closely connected to local improvements required in NHS services
- 3.7 A shift into prevention over time will result in a greater proportion of support and spend being utilised in People Keeping Well, and a smaller proportion therefore being required in Ongoing Care. Appropriate interventions within Active Support and Recovery, building independence and resilience rather than fostering long-term dependency, are key to this shift.
- 3.8 The success of the above model also depends on focused and targeted use of resources at individual, community and city-wide levels. Use of resources must be

linked to focused delivery of outcomes. Services and support must work efficiently, with resources focused on delivery and minimised bureaucracy and waste.

4 Overview of Sheffield's use of resources in Adult Social Care

- 4.1 The Council has asked for a Peer Review to look at its use of resources in Adult Social Care. This will be coordinated by the Local Government Association and will involve Members and officers from other Councils who can compare Sheffield's challenges with their own and also highlight areas of national good practice that Sheffield can emulate. There will also be NHS representation on the team. The review will take place in early October 2017.
- 4.2 As part of preparation for the review, the Council has been comparing its spend and customer profile with other Councils in comparable authorities, using 2015-16 data but also examining more recent trends. Some early conclusions are set out below.
- 4.3 **For older people**, Sheffield's spend per head of population was just above the comparator average in 2015-16 while the number of older people directly supported by the Council was marginally below the comparator average. There are also key performance measures where Sheffield has not been close to the comparator average in recent years:
- 4.3.1 Sheffield's older people have reported considerably lower levels of customer satisfaction than those in average comparator authorities when annually surveyed as part of the national Adult Social Care Outcomes Framework (ASCOF)
- 4.3.2 In recent years Sheffield has admitted significantly more older people than average comparator authorities to residential and nursing care homes. This is a relatively high cost resource and also a difficult step for many older people who would prefer to stay in their own homes. The measure improved in 2016-17 but still lags behind many other authorities.
- 4.3.3 Sheffield has historically poor performance in relation to people staying too long in hospital. "Delayed Transfers of Care" have been higher than most comparator authorities. This chiefly concerns older people, and has significant consequences for use of resources in adult social care. There is very clear evidence that extra time in hospital diminishes the physical abilities and also the confidence of older people, therefore increasing social care needs on discharge. There is a particularly strong link in Sheffield between delays in discharge from hospital and increased requirements for care homes.
- 4.4 For older people the key conclusions are therefore as follows:
- 4.4.1 Low customer satisfaction cannot be attributed to insufficient resources. Other authorities have much higher rates of satisfaction from local older people than Sheffield even though their spend per head is less. Therefore there needs to be considerable emphasis upon practice and leadership development, as well as the use of systems that reduce bureaucracy. This is referred to in 7.6 below.
- 4.4.2 There therefore ought to be opportunities to improve use of adult social care resources for older people in Sheffield so that we compare more favourably with comparator authorities. Although spend and activity figures are much closer to average than for adults of working age it is not enough to aspire to be average.
- 4.4.3 A great deal of focus needs to be given to partnership work with the NHS, and in particular to supporting older people so that any stay in hospital is no longer

than necessary to address medical issues, and gives them the best chance possible of returning home as independent and confident as before.

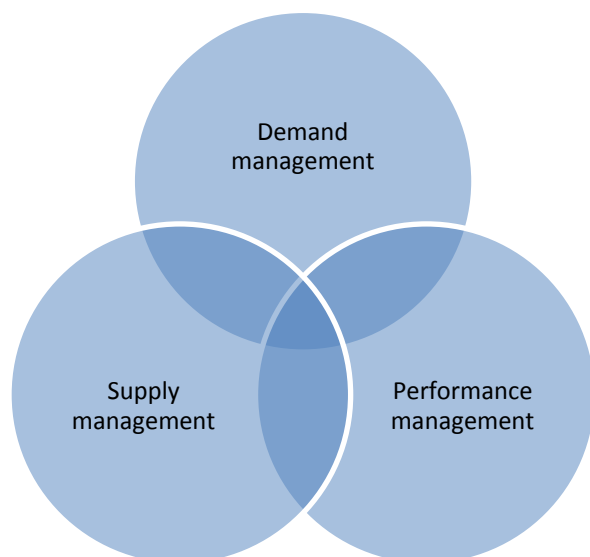
- 4.5 There has been considerable progress from 2016-17 to date in improving both quality and use of resources for older people. The Council's Short Term Intervention Team (STIT) that provides rehabilitation support to older people after illness or injury has become greatly more efficient and effective, and savings achieved from this have been used to ensure greater consistency and quality from our homecare providers. It is expected that this will have a positive impact on customer satisfaction as well as on rates of care home placement and there has certainly been a reduction in delayed discharges from hospital as a result. There has also been progress in developing a new "access model" that gives people of all ages better information and advice, and earlier access to support in their own neighbourhoods, for example from community organisations. This will further reduce the numbers of older people that need social work support and formal care arrangements because they are receiving earlier and more preventative help.
- 4.6 The above progress needs to be sustained and accelerated. Further measures that will improve use of resources for older people are set out later in this report. The position with adults of working age set out below is extremely challenging and continual improvement in the use of resources for older people will be necessary to help the working age position to recover.
- 4.7 **For adults of working age** (this includes people with a learning disability, with a physical disability and those with a mental health problem) Sheffield's spend per head of population was below the comparator average in 2015-16 while the number of adults with a working age directly supported by the Council was substantially above the comparator average. For example the number of people with a Learning Disability supported by the Council was above average per head of population and the number of adults of working age with a mental health problem (supported via the Council's commissioning arrangement with Sheffield Health and Social Care Foundation NHS Trust) was above the comparator average.
- 4.8 This relationship between available resources and numbers of people supported creates huge risks in relation to the sustainability of Sheffield's care and support for adults of working age. As with older people, there are key links with other aspects of performance.
- 4.8.1 Sheffield's adults of working age also report lower levels of customer satisfaction than those in average comparator authorities when annually surveyed as part of the national Adult Social Care Outcomes Framework (ASCOF). There is variation within the group, with satisfaction of those with a learning disability higher than for those with a physical disability. But all are below average.
- 4.8.2 The proportion of people with a learning disability or mental health problem in employment is lower in Sheffield than for comparator authorities. Performance for most Councils tends to be poor, and therefore Sheffield is below average on a measure where few Councils do well in any objective sense.
- 4.8.3 Sheffield has admitted significantly more adults of working age than average comparator authorities to residential and nursing care homes. This tends to be a very high cost resource and also a very challenging step for people who will potentially face decades in care. Numbers of adults of working age in residential care are particularly high for those with mental health needs but have increased considerably for all.
- 4.9 For adults of working age the key conclusions are therefore as follows:

- 4.9.1 There needs to be a considerable shift towards inclusion and prevention to help a number of adults of working age access employment and other universal services that are available to the wider population. Excessively high numbers of adults of working age receiving formal social care support is demonstrably neither resulting in satisfaction for them nor helping them achieve the independence outcomes that are being delivered by some comparator authorities.
- 4.9.2 Universal services offered by the Council and by key partners need to continually improve in becoming more accessible to adults of working age who might otherwise go on to develop formal care and support needs. There is already good work taking place across the Council, for example developing accessible housing. But there is much more that can be done.
- 4.9.3 Adult social care services supporting people of working age need to change. There needs to be much more focus upon equipping adults who might otherwise have social care needs to access opportunities that are there for others. This needs to replace the focus on traditional services like day centres which provide a social outlet for adults of working age and which provide a break for family carers but which do not support the development of skills and confidence to help people achieve their ambitions. This is not to denigrate all day centres: some can be refocused to achieve this approach and a small number of people may not be able to be supported in this way.
- 4.9.4 Supporting more adults of working age in a preventative and inclusive way, so that the number of people receiving formal social care reduces will mean that people with higher needs can be supported with greater quality and focus. The numbers of people requiring residential or nursing care will reduce because there is more ability to work with them in the community and prevent their situation deteriorating.
- 4.9.5 Without the actions above, the pressure on services for adults of a working age will increase. Adult social care budgets face significant pressure from two sources: the number of young people with disabilities who will have care needs on adulthood, and the number of people being supported by the NHS who may in future be supported by the Council linked to shifts in NHS Continuing Healthcare and also the national Transforming Care programme. Work within the People portfolio is bringing Childrens and Adults services closer together and working in partnership with the NHS to jointly manage these pressures (see for example 7.1 below), but unless there is transformation in current approaches to supporting adults of working age the position will become unsustainable.

5 The financial pressures facing adult social care

- 5.1 The financial pressures facing adult social care across the country have been well-publicised in recent years. That resulted in additional monies being made available to Councils over 2017-18, 2018-19 and 2019-20. While this is welcome, there are two concerns about the national position. Firstly, there is as of yet no clear national position, or even debate, about how the sustainability of adult social care will be ensured after that time. Secondly, many provisos have been attached to new adult social care funding which relate to financial sustainability of the NHS, itself under huge pressure.
- 5.2 Adult Social Care faces significant financial pressures over the coming years which can broadly be defined in three categories- provider costs, growth in client costs and loss of income.

- 5.3 Rising provider costs are forecast to contribute around £23m pressure to adult social care in the coming four years. These costs are predominantly the rising costs incurred by providers for the ongoing roll out of the National Minimum Wage to staff. These assumptions are predicated on the National Minimum Wage rising to £9/h by 2021.
- 5.4 An additional pressure of approximately £18m over the coming four years is forecast as a consequence of increased service user numbers over time (as a result of population change and other factors) and of an increasing demand for higher intensity packages.
- 5.5 The Council is facing a forecast loss of income in relation to adult social care of around £6.5m in the next four years. This is made up of reducing government grant and the ending of both external project funding and internal income from reserves.
- 5.6 The Council has received additional funding through the improved Better Care Fund (iBCF) for the period 2017/18 to 2019/20. The allocation of this funding was subject to a decision by Cabinet on 19th July 2017 and further information on that funding and its allocation can be found in that Cabinet Report. The iBCF represents one off funding for Adult Social Care over its three year period. Therefore, whilst the funding will improve the in year position over these three years, its cessation after this period creates a pressure, for all Councils nationally, which will have to be managed following its removal.
- 5.7 These financial challenges are significant and will not be resolved in the short term. A medium term plan has therefore been developed which will ultimately describe how ongoing changes in adult social care will allow the service to adapt to these changes and meet its statutory obligations to deliver adult social care in a financially sustainable way. This plan will feed into the Council's Medium Term Financial Strategy which was updated and approved by Cabinet in July 2017.
- 5.8 The three key areas of financial pressure help inform the three strands of the recovery plan as follows:



6 The adult social care savings programme to date

- 6.1 There has been a high level of financial savings delivered through Adult Social Care over the last two years through a number of significant change programmes. Savings achieved in 2016/17 and savings targeted in 2017/18 amount to around £12m (not including £1.4m savings to Public Health budgets). This includes Mental Health (£2.7m), Learning Disabilities (£3.1m), Older Adults (£3.8m) and Income (£1.3m).

- 6.2 A focus on **demand management** has been the subject of major change in 2016 and 2017. The First Contact team provides new Access model for 'unplanned' social care contacts for new and known customers. Social Care knowledge and expertise has been moved closer to the point of the customer's first contact with the council, allowing for people to have a better conversation, at an earlier point in time. More focused advice and information to people earlier is reducing the number of different council staff that customers have to speak to and reducing the length of time they have to wait for their query or problem to be resolved. This helps people to manage urgent and crisis situations, prevent them escalating, and improve customer experience. The new arrangements have seen a significant reduction in the number of initial contacts going on to formal care and support.
- 6.3 One of the most significant programmes of the council in relation to **supply management** has been the Learning Disabilities Commissioning programme. This programme has introduced a supported living framework which set higher standards for supported living based on clear outcomes, and a guide price. A further framework which develops innovation in supported living will be in place this autumn. A programme of deregistration of nine residential care homes to supported living has been completed which represent positive change which has transformed services and resulted in greater choice and support as well as making savings. A system of brokerage now supports access to accommodation and support and this improves the customer experience by reducing waiting times and ensuring that the accommodation is right for the individual. It also supports proactive management of and reduction in voids and a process of verification which is leading to better management of provider payments. Improvements have been made to quality in accommodation. The programme has also made improvements to the availability and choice of short breaks.
- 6.4 The ongoing transformation programme in adult social care aimed at driving **performance** centres around a move to locality working for adult social care teams to put decision making into the community, join up service delivery and allow for a better use of council resources. This project delivered a new structure for adult social care services in 2017 and follows a completed and successful transformation of the Council's in house reablement service in 2016 which delivered significant savings through a clear and robust improvement programme including a review all systems and processes.
- 6.5 Despite these significant savings being delivered Adult Social care budgets are still facing an overspend because of the scale of the demand pressures we are facing.

7 Further opportunities to improve the use of resources in adult social care

Demand Management

7.1 0-25 interventions

One of the most significant opportunities for making better use of ASC monies in Sheffield is through a more balanced approach to the support of working age service users. The recovery plan sets out how more coordinated support of disabled young people from early years to adulthood will increase their independence and access to opportunities and also reduce their care needs in adulthood. This work will be undertaken by a new, dedicated, 0-25 service that incorporates children and adult social care colleagues to ensure well planned and effective transition support specifically from the age of 14 for those with Special Educational Needs and

Disabilities (SEND). This will improve planning for provision and provide a clear understanding of commissioning needs for those with SEND as well as focussing on improving the number of young people with disabilities entering employment, becoming independent and accessing their local community.

7.2 Council wide prevention

The Council's Executive Management Team has commissioned work to develop a coordinated and coherent approach to prevention across everything delivered by the Council. This work is being led by the Director for Public Health with the support of an Advisory Group comprised of Directors and senior officers drawn from each portfolio including the Peoples portfolio Director for Commissioning, Inclusion & Learning. The focus of the group is considering how the Council can change the way it operates in order to more effectively prevent poor outcomes in the whole of Sheffield's population, and thus over time reduce demand for high-cost acute services.

Supply Management

7.3 Negotiation with external providers of adult social care

The Council has to maintain a careful balance between paying a price for care that delivers the right quality and consistency, and delivering value for money for Council Tax payers. There have been significant improvements to the quality of home care support in the last year because of targeted investment that has delivered good value. Some providers, for example those giving residential care for older people, remain concerned at what they see as low fee rates paid by the Council. These are reviewed annually via a robust engagement process and are agreed by Cabinet. Some provision remains, almost entirely supporting younger adults and often outside the city, where the unit cost is excessively high and does not look to deliver good value. As below, new service models are being introduced to lessen reliance on this support. But commissioning expertise and capacity has also been introduced to negotiate better with providers on price and ensure that our approach is commercially sound.

7.4 Community support

A key priority for the recovery plan is the ongoing support of adults of working age to access high quality community provision which is tailored to meet their support needs. This month a new 'Future Options' team has been established that will specifically support customers who have complex needs and are in a restrictive care settings, moving them to new models of care that promote independence. The team will work closely with Commissioning colleagues on specific task and finish activities as a result of commissioning changes and longer term plans. This change of approach will help to shape the future models of delivery namely less reliance on restrictive settings and more community opportunities, as well as a change in the direction of partner agency and commissioning expectations.

7.5 Accommodation strategy

The Learning Disabilities change programme includes large scale plans in relation to the development of housing accommodation for Learning Disability service users which are linked to the council's housing strategy. New build schemes for mixed level needs are currently in negotiation with Housing Association partners will reduce costs to adult social care budgets once delivered and provide housing that helps people have ordinary lives with support tailored to their needs.

7.6 Remodelled short breaks

A review is required of the both the style and eligibility of short breaks offered to adults of a working age in Sheffield which will lead to a reduction in some of the buildings based services, an increase in more flexible short break arrangements such as Sharing Lives, Independent Service Funds, and a review of service users entitlement based upon their service arrangements and historical expectations.

7.7 Remodelled day services

A review of day services for adults of a working age will provide more focus on the development of skills and confidence of service users to help people access universal services and achieve their ambitions. Work within the People portfolio is bringing Childrens and Adults services closer together, and also creating much stronger links with Employment and Skills services. Creating opportunities which help people genuinely build independence and increase prospects for employment will also reduce reliance on traditional day services over time.

Performance Management

7.8 Workforce development

The move to locality working will be complemented by the planned introduction of a new ICT case management system to improve efficiency within social care. A workforce development programme involving practice and culture change will be introduced in 2017/18 which will enable staff to make optimum use of the new structure and systems to the benefit of customers. The expected outcomes from the programme will be an improvement in customer and carer satisfaction, an improvement in staff satisfaction and a reduction in the dependence on formal social care services.

7.9 Focussed case management

A low throughput of reviews and reassessments in adult social care has meant that some service users are receiving the same ongoing support despite potentially changing circumstances. An analytical review of service users and their care packages will identify potential customer cohorts e.g. Learning Disability service users approaching old age which should be prioritised for review to ensure that the support being provided is still appropriate to their support needs

7.10 Improving the inclusion of service users of working age

There are a number of approaches planned for improving inclusion of working age service users. The 0-25 team will work with young people in the years before they transition to adulthood to optimise social inclusion by promoting opportunities for employment, learning and volunteering as appropriate. The organisation and coordination of social groups which provide real social experiences for individuals will also be explored in order to further reduce dependence on traditional day services which do not always serve to promote independence. Further, the Council's in-house prevention teams will be tasked with supporting existing day service users to access other opportunities in the community.

7.11 Hospital discharge

The new Hospital team will support our known customers who are admitted to hospital, liaising with ward staff, providers, and families to facilitate discharge from hospital more quickly – supporting people to go home before their wellbeing begins to deteriorate. People often require less support if they can be supported to return home and quickly as possible, and having social work staff supporting decision making in hospital means that the support that is provided is enough to meet people's needs, but not over-prescribed.

7.12 Income opportunities

A program of work has commenced to review the City Wide Care alarms service and identify opportunities to increase income. This includes reviewing the current pricing structures; reviewing the '6 weeks free' options; re-structuring the staffing in the service through an MER to ensure a balanced and responsive service in terms of 24 hrs response, and for new installations; review of all processes and systems; promotion through more modern methods including use of social media.

7.13 Mental Health

Mental Health savings are being realised from the implementation of a Transformation Plan and a series of coordinated projects which have been developed by the Council and Health to improve services in Sheffield.

8 How does this decision contribute?

8.1 The proposal will contribute to the Better Health and Wellbeing ambition, by ensuring people can access the care and support they need to be independent, safe and well in their homes and in their communities.

8.2 The proposals in this report will:

- Increase the independence and health of local people through an increased focus on prevention.
- Increase care quality as well as economic wellbeing through the further development of Sheffield's local care provision.
- Improve workforce morale.
- Improve use of resources both within the Council and with partners, contributing to a sustainable future for Adult Social Care and wider Council functions.

9 Has there been any consultation?

9.1 There has been no consultation in relation to this report.

9.2 Any specific proposals that are brought forward to improve the Council's use of adult social care resources will need appropriate consultation tailored to their circumstance.

10 Risk Analysis and Implications of the Decision

Equality of Opportunity Implications

10.1 The proposals are designed to improve the stability, availability and quality of Adult Social Care for all of Sheffield's population. Any specific proposals that are brought forward to improve the Council's use of adult social care resources will need appropriate consideration of Equality of Opportunity Implications tailored to their circumstance.

11 Financial and Commercial Implications

11.1 ASC is currently forecasting to overspend by £6.6 by the year end. The main reasons for this are Learning Disabilities Services: forecast £8.8m overspent reflecting increase in demand and complexity for services: Mental Health Service : Forecast £1.4m overspent due to savings expected from pooling with the CCG slipping into future years and Long Term Care: Forecast £1m overspent reflecting the increase in

homecare provision and cost for older people. This has been offset by an allocation of one off funding from the Improved Better Care Fund (iBCF) to bring the forecast position to £6.6m.

- 11.2 The actions identified in the report will deliver long term savings to address this overspend and contribute to managing future growth pressures eg demographic growth in all client groups, increasing complexity of need and legislation changes such as the National Minimum Wage. However the actions identified will not deliver a balanced budget in the short term.
- 11.3 The table below shows the 5 year impacts of in year pressures and future anticipated pressures for the services, along with the savings currently identified to mitigate these.
- 11.4 The Service will spend more than the budget available, with current proposals still falling short of bringing the budget back in to balance by year 5

Pressures	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Supply Costs		5,512	4,682	10,121	2,983	23,298
Demand: Client Growth	11,585	4,613	4,376	4,385	4,664	29,623
Loss of Income		2,652	388	2,524		5,564
Repayment of one off funding		1,000				1,000
Other		1,058	294	291	290	1,933
Use of one off BCF funding		5,000	2000	1250		8,250
New pressures in year	11,585	19,835	11,740	18,571	7,937	69,668
Total Pressures	11,585	31,420	43,160	61,731	69,668	
Savings identified to date	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Demand Management	-203	-780	-570	-570	-570	-2,693
Supply Management	0	-1,308	-200	-200	-200	-1,908
Performance Management	0	-1,477	-1,788	-6,263	-2,171	-11,699
Other	0	-72	-37	0	0	-109
one off use of BCF	-5000	-2,000	-1,250	0	0	-8,250
In year Savings	-5203	-5,637	-3,845	-7,033	-2,941	-24,659
Total Savings	-5203	-10,840	-14,685	-21,718	-24,659	
Overspend in year	6,382	20,580	28,475	40,013	45,009	

12 Legal implications

- 12.1 As already mentioned in the main body of the report, the Council has a number of duties under the Care Act 2014. There are no proposals within this report that suggest these duties, and the other duties contained within the Act, cannot be met.”

13 Alternative options considered

- 13.1 Doing nothing is not considered to be a viable option. The Council needs to maintain the best possible balance between its statutory responsibilities in relation to Adult

Social Care and its statutory responsibilities to make arrangements for the proper administration of finances. In the context of increasing demographic pressures and the loss of central government grant over recent years, doing nothing will inevitably lead to the Council failing in one or both of these statutory responsibilities.

14 Reason for recommendations

14.1 Current economic circumstances are very challenging, but nevertheless the Council must balance its statutory duties to meet adult social care needs and also to manage its finances responsibly. The Council must also balance its responsibility to people who need support with adult social care to the wider population who need access to other services and facilities.

14.2 Specific decisions will need to be made in relation to some of the challenges set out in this paper. Appropriate consultation will need to be undergone in each case, with decisions being made in line with the Council's scheme of delegations.

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Report to CYP&FS Scrutiny & Policy Development Committee 15th January 2018

Report of: Dawn Walton, Director of Strategic Commissioning and Inclusion Services

Subject: Special Educational Needs in Sheffield

Author of Report: Tim Armstrong, Head of SEN
Joel Hardwick, Head of Commissioning; Inclusion and School Services

Summary:

The scrutiny committee has requested a report on the current provision and practice in regards to supporting children and young people with Special Educational Needs in the city and the response to the SEND reforms

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	x
Other	

The Scrutiny Committee is being asked to:

The Committee is asked to consider the Local Authorities current approach to the implementation of the Special Educational Needs and Disabilities (SEND) reforms and practice across the city and provide views, comments and recommendations on the strategic approach and practice in place

Background Papers:

List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

Category of Report: OPEN

Special Educational Needs in Sheffield

1. Introduction

1.1 The vision for Special Educational Needs and Disabilities (SEND) and inclusion in Sheffield is that over the next 5 years we will transform our services and support so that all children and young people with additional needs will have the opportunity to achieve their full potential from early years, throughout school and post 16 education into adult life. All children and young people will be supported towards independence with access to employment opportunities, good health, and able to participate in their community. We will be an inclusive city that works well with children, young people and their families to remove barriers to learning and progression.

1.2 The SEND reforms were implemented in September 2014 under the Children and Families Act. These were the largest changes to the way children and young people with Special Educational Needs were supported in over 30 years. The Department for Education set a timeframe of March 2018 for their implementation; specifically the conversion of all Statements of SEND to Education Health and Care Plans. Within this there was an expectation and drive for the following:

- An holistic approach to meet the needs of those with SEND from age 0 up to 25 from across Education, Health and Care Services
- Development of child centred / person centred practice for those with SEND to ensure that the child and their families' voice is central to support and provision
- A graduated approach to meeting a child's SEND
- Ensuring effective preparation for adult life for those with SEND
- The replacement of School Action and School Action Plus with SEND Support and the introduction of Education Health and Care Plans to replace Statements of SEND
- All children with statements of SEND should be reassessed to provide an Education Health and Care Plan by the end of March 2018

1.3 The current system in numbers:

- Approx. 83,000 statutory school age pupils in Sheffield
- 13.5% classed as SEND Support compared to 11.6% nationally
- 2.5% (2,045 pupils) have either a Statement of SEND or Education Health and Care Plan compared to 2.8% nationally
- Total of 2,475 statements/EHC Plans across the 0-25 age range
- 55.8% of those with a statement/EHC Plan are placed in some form of specialist provision compared to 49.1% nationally.

2. Sheffield Inclusion Strategy

2.1 A refreshed Inclusion Strategy is currently in process of being completed and will be consulted on. It will provide clear outcomes in 4 key themes:

KT1 Identification and Assessment of Needs

KT2 Support, Provision and Commissioning

KT3 Improving outcomes through high quality partnership, leadership and practice

KT4 Engagement of children, young people, their families and the workforce and good communication

2.2 Key Theme 1: Identification and Assessment of Needs

The SEND reforms expect a 'graduated approach' to meeting a child's needs. This should follow a process of 'Assess-Plan-Do-Review' from the earliest point of identifying needs and continuing throughout a learner's education, through key transition points and into adult life. There are a number of key areas of work underway to improve Sheffield's performance:

- Early identification & transition: the Local Authority is working with schools and health and care practitioners to ensure that there are clearly defined processes for identifying needs early, particularly through key transition points, and joined up with other assessment processes
- Sheffield has developed the use of the MyPlan as a tool to support good and consistent identification and assessment of need at SEND Support Level. With further work to ensure that improved documents are developed to build on the learning from the early stages of implementation.
- Sheffield has developed the Sheffield Support Grid to provide a standardised expected baseline of levels of need and provision across different areas of need. This development is allowing a level of moderation in regards to provision to meet learners' needs across the city and expectation of support being put in place. Further work is required, particularly in regards to how it is used to articulate levels of need.
- The Education Health and Care Needs Assessment is the statutory process for those children and young people who require provision over and above that usually available within a mainstream school. There remain some challenges in this area with considerable work underway to improve the process through additional leadership capacity, staffing and training as well as working with advice giving services to ensure that specificity of assessment is provided.

2.3 Key Theme 2: Support Provision and Commissioning

The majority of those with SEND should have their needs met from within mainstream and locally-commissioned provision. A small percentage of CYP will require more specialist provision to meet their needs. Sheffield is undertaking a strategic review to ensure that the landscape of provision for children with SEND is flexible, sufficient, local

and attuned to current and future need. Some of this work is already underway:

- Localities model: Sheffield has adopted a localities approach to support. The city is split into 7 localities who have received devolved funding to support the most vulnerable learners through jointly commissioning specialist provision to support the most vulnerable in their schools. Examples of this to date include group training and development of locality nurture groups.
- Specialist provision in Sheffield is currently running at capacity. The city has a growing population and the review of provision is looking at how Sheffield can develop the local offer to best meet needs now and in the future.
- Sheffield has been successful in the first part of a bidding process with the DfE to create a new Special school. This is planned to support children with complex needs, particularly those with both autism and social, emotional, and mental health needs. This has been identified as a gap in Sheffield provision.
- Early years: the development of early years centres of excellence from within existing structures, to align with the localities, to support the prevention and early intervention agenda by working with early years providers to identify and support children age 0-5 with SEND as early as possible, including increasing school readiness for all children
- Post-16: The development of Sheaf training and establishing supported internships at Sheaf Training and Sheffield College has started to address needs for adult life, and there is further work to do in order to ensure that clear pathways are identified at age 14 that will move young people with SEND to adult life through appropriate provision into employment.
- Joint commissioning: collaborative work is underway, particularly between the Council and the NHS, to integrate funding and commissioning decisions to make care for Sheffield people more coordinated.
- New commissions developed to support inclusion: there are now a number of small interventions and support programmes in place with special schools offering outreach, operating hubs in mainstream schools, and groups of schools operating joint nurture provision.
- Out of city and high cost places: We have reviewed our pathways to access the most specialised provision that often addresses the needs of those with complex education, health and care needs. Work is currently ongoing to ensure clear pathways, decision making and review in order to ensure that these provision ensure progress and offer value for money.

2.4 Key Theme 3: Improving outcomes through high quality partnership, leadership and practice

The Inclusion Programme Board has responsibility for governance of the SEND reforms and Inclusion agenda. It draws together key partners under the Sheffield Children's Health and Wellbeing Transformation Board. The board has an improvement remit to ensure that practice

across the city improves to best meet the needs of those with SEND. Work is developing under the Inclusion Programme Board across a number of key areas:

- Resources & commissioning: resources to meet the needs of those with SEND are finite. Education provision is funded through the Dedicated Schools Grant High Needs Block. In order to ensure that there are improved outcomes for all, effective provision must be commissioned across the city to ensure that funding is used in the most effective way to meet needs. There are significant pressures on the high needs block meaning that decisions on provision and support must be scrutinised to ensure they are fair, transparent and best use of public funding. A Children's Joint Commissioning Group has been established to further the strategic commissioning of services across the Council, NHS and partners.
- EHCP Quality: A quality assurance group exists to review the quality of Education Health and Care Plans. This group will ensure that there is effective sampling of plans and the information used to populate them to ensure high quality practice
- Lifecycle: In order to ensure effective outcomes into adult life, clear planning and provision must be in place. In addition there needs to be the development of further educational opportunities and engagement with the city's employers to ensure that opportunities exist to support those with SEND into adult life. The move to a People's Portfolio is supporting the development of integrated practice into adult life.

2.5 Key Theme 4: Engagement of children, young people and their families and the workforce and good communication

There is developing work in a number of areas to improve services through better engagement:

- Parents/carers: confidence in support for those with SEND is low in many areas. There is good working practice with the Sheffield Parent Carer Forum and we are actively looking to engage families more generally to ensure that the parent voice is clear and heard. The Local Authority recognises that communication with parents has not always been good and is working hard to rectify this.
- Children & young people: engagement of Children and Young People with SEND also needs to improve. The Inclusion Programme Board is establishing a work stream to develop engagement that will include a remit to ensure that the child's voice is central.
- Professionals: High quality training is essential to ensure that needs are met. There has been and continues to be some universal training for professionals involved with SEND and this needs to be consistent across the city. SENCO training is being developed around specific areas of need to ensure a consistent baseline of high quality practice.
- Review: The review described under Key Theme 2 will involve ongoing engagement with children, young people and their families. This should help to improve the strength of the partnership between commissioners, providers, and families and should therefore improve the confidence of families in the Sheffield system.

3 What does this mean for the people of Sheffield?

- 3.1 Sheffield's Inclusion Strategy will drive up the identification of needs and support put in place for children with SEND. It will see improved outcomes for those young people, particularly as they move towards adult life.
- 3.2 In order to achieve improved practice all partners need to engage further with the SEND reforms and prioritise support for those with SEND from the earliest possible point through investment, clear planning and effective support.

4. Recommendation

- 4.1 The committee is asked to consider the report and note the ongoing work to drive improvement in this area.



Report to Children, Young People & Family Support Scrutiny & Policy Development Committee

Monday 15th January 2018

Report of: Policy & Improvement Officer

Subject: Work Programme 2017/ 18

Author of Report: Deborah Fellowes, Policy and Improvement Officer
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0114 273 5065

The latest draft of the work programme is attached at Appendix 1.

The Work Programme aims to focus on a small number of issues in depth. It remains a live document throughout the year and is brought to each committee meeting.

The Scrutiny Committee is being asked to:

- Note the contents of the work programme and provide any comment / feedback

**Children, Young People & Family Support Scrutiny & Policy Development Committee
Draft Work Programme 2017-18**

Chair: Cllr Mick Rooney

Vice Chair: Cllr Cliff Woodcraft

[Meeting Papers on SCC Website](#)

Meeting day/ time: Monday 10am – 1pm

Please note: the Work Programme is a live document and so is subject to change.

Children, Young People & Family Support		Mondays 10am-1pm	
Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item/ Briefing paper
Monday 17th July 2017			
Monday 11th September 2017			
Monday 13th November 2017			
Attainment 2016-17 – citywide attainment outcomes in schools & academies - headline results	The Committee will receive a report outlining headline attainment results. The Committee could then receive a more detailed report in January 2018 when validated data is available, this could include further analysis in terms of national data / comparators.	Jayne Ludlum, Executive Director of People Portfolio Stephen Betts, Learn Sheffield, Chief Executive Pam Smith, Head of Primary & Targeted Intervention Kate Wilkinson, Service Manager - Performance & Analysis Service	Agenda Item

<p>Home education and alternative provision</p>	<p>Two papers to the Committee on Home Education and Alternative Provision. To be considered together, focusing on provision for vulnerable pupils.</p>	<p>Dawn Walton, Director - Commissioning, Inclusion & Learning</p> <p>Emma Beal, Assistant Director, Lifelong Learning</p> <p>Alena Prentice, Assistant Director, Inclusion and Learning Service</p>	<p>Agenda Item</p>
<p>Page 5 Briefing Paper Social Market Foundation - Commission on Inequality in Education"</p>	<p>The Social Market Foundation published this report in July 2017. A briefing paper will be requested, to focus on 2 of the recommendations:</p> <ul style="list-style-type: none"> - Schools in disadvantaged areas should have access to a fund for providing incentives to teachers that make housing more affordable. This should be run as a trial and the findings used to inform whether such schemes can be expanded in the future. - New benchmarks for independent schools to meet in order to retain their charitable status should include the provision of out-of-school activities to the children of parents who live locally (to focus on the academic contribution). 	<p>Briefing paper provided by Deborah Fellowes, Policy and Improvement Officer</p>	<p>Briefing Paper</p>

Monday 11th December 2017

<p>Sheffield Children's Safeguarding Board Annual Report</p>	<p>This report will provide an update on the work of the Safeguarding Board, including current priorities and any challenges.</p> <p><i>The Sheffield Children's Safeguarding Board Annual Report 2016/17 and Business Plan 2017/18 could be sent as background documents for the session.</i></p>	<p>Jane Haywood, Chair of the Sheffield Safeguarding Children Board</p> <p>Carly Speechley, Director, Children and Families</p> <p>Victoria Horsefield, Assistant Director, Children and Families</p>	<p>Agenda Item</p>
<p>Sheffield Sexual Exploitation Service Annual Report</p>	<p>This report will give an update on the work of the Sexual Exploitation Service and partner agencies working to address child sexual exploitation, including current priorities and any challenges.</p> <p><i>The Sheffield Sexual Exploitation Service Annual Report 2017-18 could be sent as a background document for the session.</i></p>	<p>Jane Haywood, Chair of the Sheffield Safeguarding Children Board</p> <p>Victoria Horsefield, Assistant Director, Children and Families</p> <p>Janine Dalley, Senior Programme Manager for Targeted Service. Sheffield Futures</p>	<p>Agenda Item</p>
<p>Adoption Performance</p>	<p>A further report on adoption (following the report the Committee received at its meeting on 17th July 2017), to include performance data on the 6 stages of the adoption process and a flow chart outlining the stages of the process and expected timescales, as well as information on what action is being taken to recruit from harder to reach communities.</p>	<p>Joel Hanna, Assistant Director, Provider Services</p>	<p>Agenda Item</p>

Monday 15th January 2018			
Children's Social Care Improvement Plan	Agreed with the Cabinet Member and officers that Scrutiny should have an opportunity to comment on this key documents. The Task Group will focus on specific elements of this plan but the Committee has the opportunity to see the full plan	Carly Speechley, Director – Children and Families	Agenda Item
Special Educational Needs	Agreed with Cabinet Member and officers. The report will provide information on the Cabinet report authorisation for consultation on re commissioning the service. Also to include issues around exclusions and the re commissioning of Alternative Provision and co-production	Dawn Walton, Director - Commissioning, Inclusion & Learning Tim Armstrong, Head of SEN	Agenda Item
Draft Annual Report	A very early draft of the Annual Report for members of the committee to consider	Deborah Fellowes. Policy and Improvement Officer	Agenda Item
Monday 12th March 2018			
Elective Home Education	This is a follow up report from the item discussed at the November meeting, where additional information was requested, including case studies.	Alena Prentice, Assistant Director, Inclusion and Learning Service	Agenda Item

<p>2016 Final Results: City Context and School Performance</p> <p>Progress with Key Stages 3 and 5</p>	<p>To receive a follow up report (following the report the committee received in November 2017) containing:</p> <ul style="list-style-type: none"> i) Confirmation of validated citywide attainment ii) Progress in Key Stages 3 and 5 to incorporate lack of provision in the South of the City and items c and f from briefing note below (KS5) 	<p>Jayne Ludlam, Executive Director of People Portfolio</p> <p>Pam Smith, Head of Primary & Targeted Intervention</p> <p>Kate Wilkinson, Service Manager - Performance & Analysis Service</p> <p>Stephen Betts, Learn Sheffield, Interim Chief Executive</p>	<p>Agenda Item</p>
<p>Sheffield's Emotional Wellbeing and Mental Health Transformation Programme, in response to Future in Mind</p> <p>Page 58</p>	<p>In December 2016 the committee received a report regarding the "Future in Mind Programme" and Sheffield's Transformation Plan. It outlined the impact on prevention and early intervention services, partnership working and upcoming challenges as well as a specific focus on work being undertaken through schools. The Committee requested a further update in around 12 months time to update on progress with this work</p>	<p>Bethan Plant, Health Improvement Principal - Public Health Team</p> <p>Matthew Peers, Commissioning Manager – EWBMH, CCG</p> <p>Other attendees tbc</p>	<p>Agenda Item</p>
<p>Child Poverty – Filling the Holiday Gap – Tackling Holiday Hunger in Sheffield</p>	<p>Consultation with Committee members revealed an area of interest around the link between child poverty and access to free school meals/breakfast clubs/nutritious meals during the holidays.</p>	<p>tbc</p>	<p>Agenda Item</p>
<p>Attainment 2016-17</p>	<p>Follow up information from discussion at November meeting to include the following information:</p> <ul style="list-style-type: none"> a. Dedicated support to Roma, gypsy and travelling families both in school and within the local authority b. Work being undertaken to close the attainment gaps for children with SEN c. Number of children leaving school and 	<p>Pam Smith and Kate Wilkinson</p>	<p>Briefing Paper</p>

progressing to apprenticeships
 d. Low attainment figures by geographical area, to include take up of early years places too
 e. % of those achieving AAB at A level from disadvantaged backgrounds
 f. How the challenges can be incorporated into a strategic response – eg. phonics, pupil premium, performance of White British Disadvantaged pupils

Task Group

The remit of the task group has been agreed around key elements of the Improvement Plan – sufficiency and recruitment and retention of staff. The scope is attached at appendix 2

The review will aim to influence the effectiveness and outcome of the Improvement Plan, in a positive way.

Carly Speechley, Director of Children & Families

 Victoria Horsefield, Assistant Director, Children and Families

Appendix 2 - Scrutiny Project Mandate

Review topic:	Childrens Social Care		
Length of review	In-depth (6-9 months) <input type="checkbox"/>	or, Short term (up to 3 months) <input checked="" type="checkbox"/>	X
Start date	27 th November 2017	End date	15th Feb 2018
Lead committee	CYP&FS Committee	Committee Chair	Cllr Mick Rooney
Reasons for selecting this topic			
The Committee wish to carry out this review to assist with a key policy topic for Childrens Social Care – with a view to influencing the outcome of the policy issue. Members are interested in recruitment and retention and quality issues and also financial/budget matters			
Aim/s of the review			
The review will aim to influence the outcome of new policy formulation and decisions around the following two areas: 1. Budget – sufficiency plan and local offer 2. Quality – Workforce development, recruitment and retention.			
How will you carry out the review			
Initial meeting will consider the “big ticket” issues being currently considered in Children’s Social Care via a presentation from the Director. Following this they will determine which area they particularly want to focus on and which witnesses they would like to consult as part of the process. Witnesses will be invited to present information and respond to questions over a period of 4 separate meetings. Following the first meeting, Members determined the above two aims of the review			
Outcomes & impact			
It is the intention of the Task Group to scrutinise an early piece of policy work to be able to ensure that it takes on board the Committees views on effective support to and safeguarding of vulnerable groups, improving services to residents in the city and meeting the Council’s commitments around Fairness and Poverty. Following the first meeting these have been considered further and specific impact is intended to be achieved via direct influence of two key policy areas – the sufficiency plan and workforce development strategy.			
Links to other areas of work			
Work Plan of CYP&FS Committee. Children and Families Improvement and Recovery Plan			

Public involvement

To be determined. As the Scope is refined, the Task Group will take a view on the most effective way to seek the input of the public and service users. Existing consultation and involvement work should be utilised where possible and existing governance structures

Resources

Carly Speechley – Director of Children and Families and Victoria Horsefield, Assistant Director have committed their time to attending all of the scheduled meetings between them.

The Task group will have the support of the Policy and Improvement Officer.

Review Timetable including dates of Task & Finish Group meetings:

27/11/17	15:00	Presentation of policy overview by Carly Speechley/Victoria Horsefield
	16:00	Task Group discussion to finalise scope of review
7/12/17	10:00	Session one: Information Gathering and Briefing Carly Speechley/Victoria Horsefield in attendance
8/1/18	12:00	Session two: budget and sufficiency issues – Q&A with witnesses
15/2/18	15:00	Session three: Quality and workforce development – Q&A with witnesses
		Session four: Identification of findings and issues, consideration of outstanding information

Key lines of enquiry

Initial meeting:

1. Provision and commissioning of childrens social care services
2. Health and wellbeing of children in the Council's care
3. Finding appropriate adoptive families for children for whom it is decided this is the right option?
4. Foster care arrangements
5. Standard of residential care provided or used by the Council
6. Support for young people leaving care
7. Effective professional workforce of social workers and others responsible for running services
8. Fulfilling the council's responsibilities as a 'corporate parent'

Specific Policy areas to consider:
Recruitment and retention of Foster Carers
Recruitment and retention of Social Workers
Virtual School arrangements

Budget session:

1. Five year financial recovery plan
2. Sufficiency Plan
3. Plans to develop and diversify local offer

Quality Session:

1. Workforce development strategy
2. Recruitment and retention
3. Remuneration issues and USP for Sheffield

Membership of the Group

U

Mrs Rooney, Pullin, Steinke, Maroof and Woodcraft

Waheeda Din

Q

Witnesses and/or additional attendees for the review

Carly Speechley

Victoria Horsefield

Others to be confirmed

Selecting Scrutiny topics

This tool is designed to assist the Scrutiny Committees focus on the topics most appropriate for their scrutiny.

- **P**ublic Interest
The concerns of local people should influence the issues chosen for scrutiny;
- **A**bility to Change / Impact
Priority should be given to issues that the Committee can realistically have an impact on, and that will influence decision makers;
- **P**erformance
Priority should be given to the areas in which the Council, and other organisations (public or private) are not performing well;
- **E**xtent
Priority should be given to issues that are relevant to all or large parts of the city (geographical or communities of interest);
- **R**eplication / other approaches
Work programmes must take account of what else is happening (or has happened) in the areas being considered to avoid duplication or wasted effort. Alternatively, could another body, agency, or approach (e.g. briefing paper) more appropriately deal with the topic

Other influencing factors

- **Cross-party** - There is the potential to reach cross-party agreement on a report and recommendations.
- **Resources**. Members with the Policy & Improvement Officer can complete the work needed in a reasonable time to achieve the required outcome

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